

Introduction

Even after being named 2014 Library of the Year, the Edmonton Public Library has sights set high. The prestigious recognition by Library Journal and Gale Cengage Learning in June 2014 only inspired us to continue to provide the absolute best for all of our customers. EPL's mission, vision and strategic goals guide us in developing and providing needed and relevant resources, the latest technology and a diverse offering of programs for all ages. Through serving thousands of customers and working with hundreds of organizations, EPL continues to have impact on the economic, social and cultural foundation of Edmonton. Additionally, EPL's focus on the betterment of people, our communities and our future is in line with the strategic goals outlined in the City's vision, The Way Ahead.

EPL for Life. After first re-introducing free EPL cards for our centennial year, all memberships remain free and, as of May 2015, will never expire. Providing easy, convenient and consistent access is what public libraries are meant to do. As an open, inviting, safe, fun and inclusive public space, EPL does all of this and more, and is truly a place for every Edmontonian. EPL remains the second most visited place in Edmonton after West Edmonton Mall, with over 14 million in-person and online visits in 2014.

Bigger than our Buildings. As the city's largest lender of all manner of information and entertainment, EPL delivers incredible content everywhere – in branch, at home, on handheld devices and elsewhere. Community librarians and outreach workers connect EPL services to those who need them most, and we continue to reach far beyond library walls through our Welcome Baby program

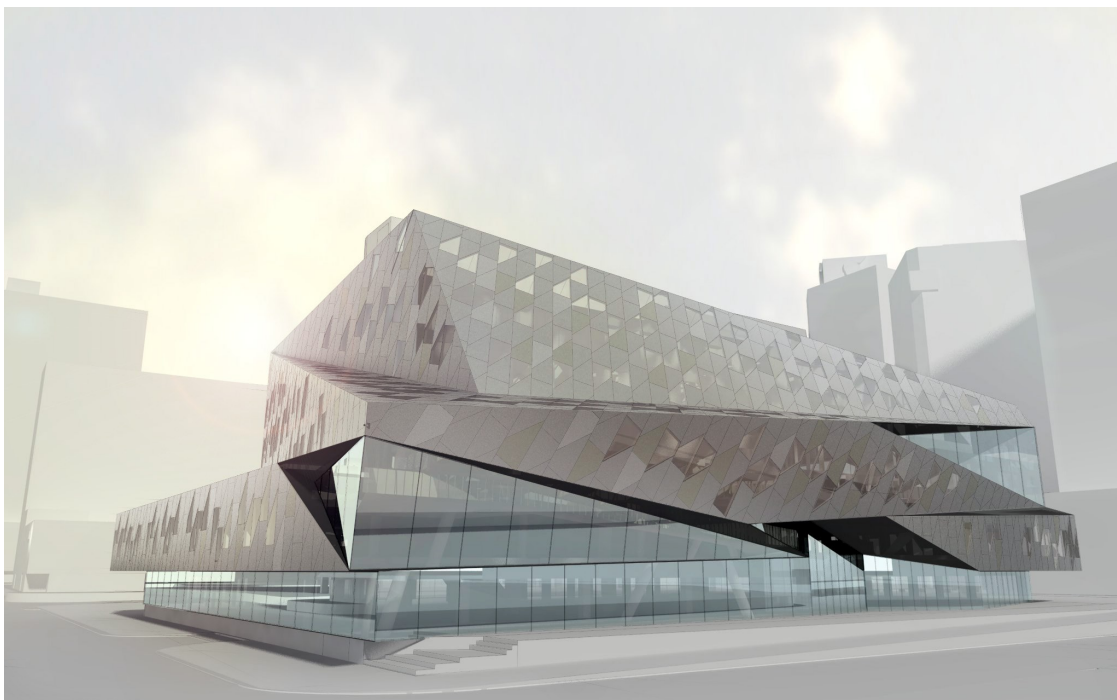
and epl2go Literacy Vans, bringing resources to parks, schools, childcare and senior centres, hospitals and more.

Leading the way. With a history of library “firsts” over the past 102 years, as well as a reputation for innovation and risk-taking, EPL takes pride in offering traditional library services. But we are always looking and moving ahead. We have launched many initiatives, and are focused on early literacy programs and resources, a broad and growing eCollection, developing digital public spaces and inviting well-known thought-leaders to help us purposefully build better organizations, neighbourhoods and communities.

Spread the Words. From humble beginnings above a meat and liquor store in 1913 to 19 branches throughout one of North America's fastest-growing and most northern urban centres, EPL has grown from a place for books to a place for people. Key resources include 510.5 full time equivalent positions, over 1.2 million physical and 9.3 million digital items, 19 facilities, as well as a fleet of 10 vehicles. EPL's tradition of excellence and innovation is well recognized, and will continue under new Chief Executive Office Pilar Martinez, appointed in July 2015.

Mission: We Share. EPL shares expertise, information, technologies and spaces with Edmontonians for learning, connecting, creating, discovering, enjoying and enriching our communities.

Vision: EPL is the gathering place for people and ideas, enabling a lifetime of learning, engagement and possibility for every Edmontonian.



Rendering of Stanley A. Milner Library

Major Services

EPL provides a wide range of services to its customers:

<p>Library Materials</p> <p>EPL provides access to:</p> <ul style="list-style-type: none"> • Over 1.6 million physical books, magazines, newspapers CDs, DVDs, video games and more. • Over 9.3 million digital items, including eBooks, audiobooks, streaming music and videos, a local music collection through Capital City Records and more. • Aboriginal Collection focusing on materials written, performed and/or produced by Aboriginal Peoples, including music, films, magazines, news sources and language materials. • Material in over 40 world languages. • Dozens of databases, including access to online learning services, such as: Lynda.com, Brainfuse, Gale Courses, Mango Language Learning and more. 	<p>EPL staff:</p> <ul style="list-style-type: none"> • Facilitate the selection, purchase, cataloguing and access of materials. • Coordinate resource sharing across libraries in Alberta, Canada and the United States.
<p>Services</p> <p><u>Information: Answering Questions and Supporting Research</u></p> <p>EPL provides:</p> <ul style="list-style-type: none"> • Professionally trained staff to help customers find answers to questions. • Innovative approaches to information services, including instant messaging and chat, social media, mobile texting, email, telephone and in-person. <p><u>Assistive Services</u></p> <p>EPL responds to:</p> <ul style="list-style-type: none"> • The diverse needs of persons with disabilities, home bound individuals and older adults through home delivery service, large print books, DAISY books, children's braille books, assistive technologies, and descriptive videos and DVDs. • Customers with print disabilities through the National Network for Equitable Library Service (NNELS) and the Centre for Equitable Library Access (CELA), both which provide resources in accessible formats. 	<p><u>Internet and Computer Access and Digital Literacy Support</u></p> <p>EPL provides:</p> <ul style="list-style-type: none"> • Over 500 computer stations across the library system for customers to access the Internet, email and word-processing services, along with Early Literacy Stations for preschoolers. • Access to Chromebooks, which are pared down laptops that can be borrowed for use within the library for uninterrupted Internet time, and Raspberry Pis, which are credit card sized computers that can be connected to TVs or used for programming purposes. • Support and training for computer basics, orientation to the library website, catalogue and online resources. • Assistance in the use of technology, including using eReaders and other mobile devices. • Free and unlimited WiFi at all 19 service points. • Creative technology equipment such as the 3D printers, Espresso Book Machine, digital conversion hardware, gaming consoles, green screen, sound booths and more in the EPL Makerspace. <p><u>Meeting Rooms and Reading Space</u></p> <p>EPL provides:</p> <ul style="list-style-type: none"> • Meeting rooms and reading spaces for Edmontonians and local community groups through its 19 service points.

Major Services (continued ...)

Programs

EPL facilitates/promotes:

- Over 13,500 programs for all ages and interests (Sing, Sign, Laugh and Learn, Baby Laptime, Pop-Up Makerspace, Tween and Teen Lounges, book club discussions, computer training and more).
- Numerous community partnerships offering joint English Language Learning and financial literacy programs, along with settlement services for new Canadians through a partnership with the Edmonton Immigrant Services Association (EISA).
- Tours for all ages to orient customers to the resources in EPL's buildings and virtual spaces.
- Library services through small-footprint eplGO locations. The storefront library model brings library services to areas without easy access to public library service. West Henday opened in 2015, Pilot Sound-McConachie is next in early 2016 and plans are underway for future sites.
- Literacy van programs through epl2go. As of September 2015, two of four epl2go literacy vans have hit Edmonton streets, providing educational programs and technology opportunities where and when customers want them – from community centres to school playgrounds to housing complexes.
- An expanded Welcome Baby program launched at Alberta Health Services public health centres in 2014, reaching over 90% (approximately 12,000) of the children born in Edmonton every year. A Welcome Baby Kit provides early literacy services – including a board book, early literacy tips and an invitation to get a library card – at the time of two-month immunizations.
- Technology-based learning, making and creating, including in the EPL Makerspace where nearly 4,300 people attended programs in 2014.
- A thirst for knowledge and desire to share through the Annual International Open Data Day Hackathon with the City of Edmonton and its open data catalogue.
- Insights, ideas, experiences and viewpoints from thought-leaders through the Forward Thinking Speaker Series, which was launched in 2014 and has featured George Kourounis, Sunny Grosso, Dr. Gabor Mate, Margaret Wheatley, Romeo Dallaire and Gordon Neufeld.

Community-Led Service Philosophy

EPL is committed to:

- A Community-Led Service Philosophy which ensures library services meet needs by taking services beyond the library walls and into the community through 22 community librarians and other library staff. Community librarians dedicate approximately 1,000 hours each year to working with over 350 Edmonton community organizations to build connections and meet needs.
- Supporting at-risk Edmontonians through literacy, education and social support by having three outreach workers on staff. This team is stationed at the Stanley A. Milner Library and also spends a total of five days each week at four other branches where the greatest need was identified.

Facts and Figures (2014)

- 240,000 Edmontonians use their library cards every year
- Total visits exceeded 14 million
- 8,500 volunteer hours were donated, including 1,000 by 200 teens who mentor young readers
- Every 3 seconds, someone borrows an item from EPL (Over 10 million items borrowed every year)
- 347,995 people attended 13,532 free programs
- Community librarians connected with over 350 organizations to better understand community and customer needs, and break down barriers to library service
- Every 12 seconds, EPL staff answer a customer question (Over 2.5 million questions answered every year)
- With over 9.3 million digital items available, digital borrowing has increased 61% since 2013
- 1.2 million hours of public internet usage (No.1 place in Edmonton for FREE computer use and training)
- Edmontonians invest \$0.02 for every dollar in overall City expenditures on EPL services
- 10,300 newborns received EPL's Welcome Baby Kit
- Over 5,000 3D objects printed and 2,000 books created in the EPL Makerspace

Performance Measures

EPL believes it is important to demonstrate value and to continually assess itself against other large Canadian urban libraries through the Canadian Urban Libraries Council (CULC). On an annual basis comparative data for benchmarking is provided and EPL evaluates its performance based on three key categories: Input, Process and Output measures. The following compares EPL performance to the 2014 CULC average information.

The Input Measures show that EPL is **effective** in the allocation of resources to provide service to customers.

Input Measures	EPL	CULC	% Difference
Municipal revenue per capita	\$ 43.54	\$ 45.90	-5%
Staff costs as a percentage of operating expenditures	62%	67%	-7%
Internet workstations per 1000 citizens	0.57	0.53	8%

The Process Measures show that EPL is **efficient** and reveals how well it uses resources to deliver services.

Process Measures	EPL	CULC	% Difference
Staff costs for items borrowed	\$ 2.94	\$ 3.21	-8%
Cost per use	\$ 1.83	\$ 1.88	-3%

The Output Measures show that EPL is **well used**, efficiently allocating its resources and services to manage high volumes of activity.

Output Measures	EPL	CULC	% Difference
Materials borrowed per capita	12.30	11.21	10%
Library material turnover (number of materials checked out relative to the size of the collection)	4.96	4.34	14%
In-person visits per capita	6.1	5.8	5%
Questions answered per capita	0.9	0.7	39%
User Sessions on public computers per capita	1.4	1.3	9%



Rendering of Calder Library Branch

Awards

2015 accolades for EPL:

- Winner – American Library Association Presidential Citation for Innovative International Library Projects for Outreach Services
- Winner – American Library Association Presidential Citation for Innovative International Library Projects for Digital Literacy
- Winner – Library Journal New Landmark Libraries for Jasper Place Library architecture
- Winner – American Libraries Magazine Library Design Showcase for Clareview Library architecture
- First Canadian public library named a littleBits Global Chapter

2014 accolades for EPL:

- Winner – Library Journal/Gale Cengage Learning *Library of the Year*
- Winner – Public Library Association Polaris Innovation in Technology John Iliff Award for the ME Libraries technology
- Winner – American Library Association Cutting Edge Service for the ME Libraries technology
- Winner – Minister's Award for Excellence in Public Library Service as part of Metro Federation's ME Libraries initiative
- Winner – Prairie Design Awards Award of Merit for Jasper Place Library architecture
- Honorable Mention – Urban Libraries Council Top Innovator Nominee for the Discovery Team's Great Stuff Crew
- Winner – Ad Club of Edmonton Distinction Award for the Centennial timeline video
- Winner – Summit International Creative Award for the Centennial timeline video
- Winner – Summit International Creative Award for outdoor advertising
- Winner – Summit International Creative Award for the Centennial marketing campaign
- Winner – International Association of Business Communicators Edmonton Award of Excellence for Centennial marketing campaign
- Winner – Chrysalis Annual Achievement Award for continually setting an example of excellence through dedication, commitment and passion for what we do

2016-2018 Budget Direction & Approach

Based on approved guidelines and budget principles provided by City Council, City Administration and the EPL Board, the 2016-2018 EPL operating budget has been developed incorporating the following key assumptions:

- Target cost savings and innovation strategies to achieve City Council's goal of reducing City funding allocated to City Programs by 2% in 2016, 2017 and 2018 with savings from EPL targeted for reinvestment in new EPL services and growth initiatives, and base budget increases as required. Funding reduction targets: \$974,000 in 2016; \$1,009,000 in 2017; and \$1,041,000 in 2018.
- Base budget cost increases to fund existing resources required to deliver current EPL services have been incorporated within the 3 year budget (e.g. contract settlements for salaries and wages, non-personnel cost increases, contractual obligations and other major cost or revenue change).
- Operating budget impacts for new library branches opening during the 2016-2018 budget period have been included in 2017 and 2018 (i.e. Calder and Capilano branches).
- EPL Business Plan initiatives that were funded in previous year's budgets will continue to be funded in the 3 year budget (i.e. epl2go Literacy Vans and eplGO library branch—west / north).
- Include new services that align with EPL's Business Plan as presented to City Council Community Services Committee in May 2015. This includes a funding request for the City of Learners initiative and an additional eplGO storefront library located in an underserved area of Edmonton.
- Include fundraising revenues of \$10 million to support the Milner Library renewal project.
- Tax funding targets for budget development: \$50,453,000 in 2016; \$52,076,000 in 2017; \$53,917,000 in 2018.

Challenges

Due to the nature of multi-year budgets, there are risks in estimating future costs and revenues. EPL has applied their best estimates in developing the budget; however, the following are key areas of concern:

- *Per Capita Grant Revenues:* In 2016, EPL has budgeted \$4.8 million for a Provincial library per capita grant based on the latest civic census. In the 2017 budget, EPL increased the per capita grant by \$172,000 to account for anticipated population growth in the Edmonton region. It is uncertain whether the current Provincial Government will provide the additional funding.
- *Library Collections:* Over 2016 to 2018, Library collections (i.e. books, DVDs and CDs) and subscription (e.g.: digital content — eBooks, video streaming, music) costs have been inflated based on best estimates (2.4%-2.5%). Some collections are purchased from the US and current exchange rates significantly impact EPL's purchasing power. Additionally, digital content is the fastest growing area of borrowing for public libraries. In meeting this growing demand, digital content is consuming an ever increasing portion of EPL's budget. In some cases, libraries pay three to five times more for e-books than consumers with caps and time limits on customer e-book use.
- *2% Funding Reduction Targets:* The budget guidelines provided to EPL for 2016-2018 identified expenditure reduction targets to be achieved through cost savings, efficiency and/or innovation initiatives. Any savings for EPL would be targeted for reinvestment into EPL growth and new services. Over the years, EPL has been diligent in ensuring that it is providing best value in delivering library services to its customers which has been demonstrated through the metrics that are shared with City Council (i.e. performance and work activity measures). Key initiatives undertaken include: review of resource allocations and services through activity assessments, review of best practices resulting in discontinuing activities that do not add value, and a zero based budgeting exercise to assess resource needs. Important initiatives that have resulted in significant savings include the implementation of RFID self-check and automatic check-in combined with bi-annual activity assessments resulting in efficiency processes. As a result of these initiatives EPL has been able to reallocate approximately 30 FTE to business plan and other high priority initiatives since 2008. EPL believes it has demonstrated that the resources allocated to deliver service are "lean", making it difficult to reduce costs over the next 3 years without impacting services. In the 2016-2018 budget, EPL requested additional funding from City Council in 2017 / 2018 for base level and new service initiatives.
- *Relevance and Reputation Risk:* If EPL is unable to develop new services and ensure services are meeting customer needs, it runs the risk of becoming irrelevant, losing its reputation as a library leader and an innovative organization. EPL's recent recognition as the 2014 Library of the Year has established its reputation North American wide for innovation and customer excellence.

Impact of Previous Council Decisions

The following highlights operating impacts included in the 2016-2018 EPL budget that are as a result of previous Council decisions.

- Annualization of epl2go literacy van in the amount of \$262,000 (1.9 FTEs) in 2016 (previously approved in 2015 operating budget).
- Operating budget impacts (savings) as a result of the construction of Mill Woods (2016), Calder (2017) and Capilano (2018) library branches is identified in the operating budget: \$74,000 savings in 2016, \$25,000 savings in 2017 and \$113,000 savings in 2018.

Positive Change—Innovation & Continuous Improvement

EPL is committed to participating in City Council's positive change initiatives which target a 2% annual reduction in City funding through costs savings, continuous improvement and innovation strategies. EPL was provided with annual reduction targets of: \$0.9 million in 2016, \$1.0 million in 2017 and a further \$1.0 million in 2018. Any reductions harvested will be reinvested into EPL to offset increases related to new / enhanced services and base level cost increases. EPL has made best efforts in meeting these targets and has been able to achieve savings of \$971,000 in 2016, \$568,000 in 2017 and \$335,000 in 2018. The following provides an overview of key strategies and opportunities generated by EPL:

2016 - \$971,000

- reallocation of ongoing grant funding used in 2015 for fit-up of an eplGO storefront location (\$353,000)
- savings from review of EPL signage and wayfinding initiative (\$151,000)
- savings from program review of building maintenance and operations (\$128,000)
- savings from fleet, utilities, insurance and telephone costs (\$104,000)
- savings from elimination of lease costs as a result of new Mill Woods library branch (\$74,000)
- reallocation of library services position to fund City of Learners new service initiative (\$70,000—1.0 FTE)
- savings from lower corporate system costs (financial, payroll, cash register) (\$68,000)
- elimination of production of paper library guide and promotion of e-version online (\$23,000)

2017—\$568,000 and 2018—\$335,000

- savings through reallocation of building lease fit-up costs for the Londonderry library branch and lease cost savings at the Calder and Capilano library branches.

As in previous years, EPL will continue looking for and implementing positive change opportunities to minimize funding impacts on the City of Edmonton.



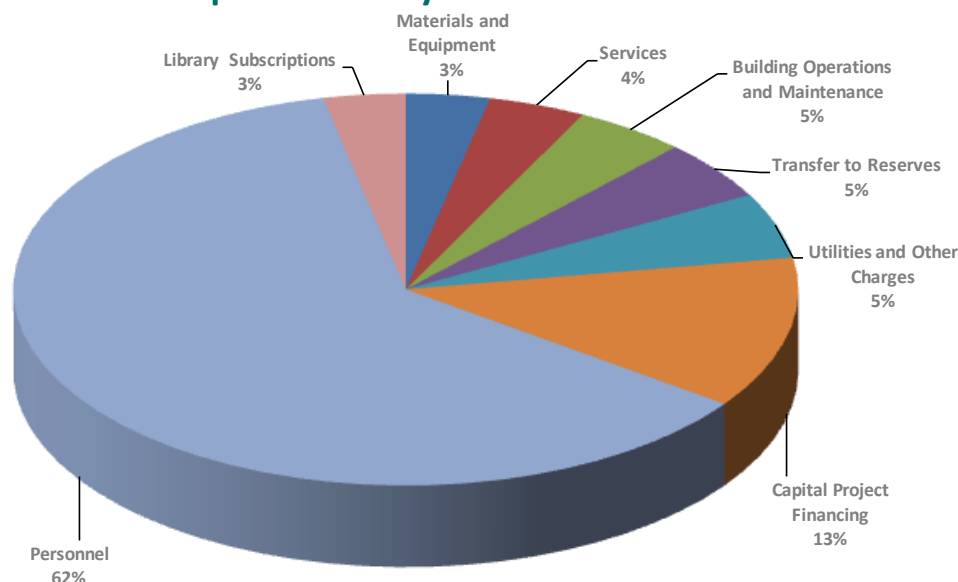
Rendering of Capilano Library Branch

Edmonton Public Library

Approved 2016-2018 Budget

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers						
Provincial Grants	4,647	4,581	4,947	4,956	5,128	5,128
General Revenue						
Fines	1,031	917	1,048	963	942	923
Fundraising	238	805	1,457	3,790	3,790	3,790
Other	912	869	787	851	605	613
Transfer from Reserves	1,629	-	-	-	-	-
Total Revenue & Transfers	\$8,457	\$7,172	\$8,239	\$10,560	\$10,465	\$10,454
Expenditure & Transfers						
Personnel	30,268	33,102	35,832	37,232	38,959	41,057
Library Subscriptions	1,852	2,053	1,710	2,050	2,146	2,188
Materials and Equipment	1,639	1,989	1,942	2,075	2,174	2,278
Services	1,555	1,624	2,236	2,510	2,500	2,550
Utilities and Other Charges	2,897	2,971	3,242	3,344	3,424	3,484
Building Operations and Maintenance	2,304	2,592	2,702	2,887	2,885	2,956
Transfer to Reserves	209	1,069	580	2,822	3,085	3,386
Subtotal	40,724	45,400	48,244	52,920	55,173	57,899
Capital Project Financing	8,991	7,440	8,687	8,093	8,050	7,532
Total Expenditure & Transfers	\$49,715	\$52,840	\$56,931	\$61,013	\$63,223	\$65,431
Net Operating Requirement	\$41,258	\$45,668	\$48,692	\$50,453	\$52,758	\$54,977
Full-time Equivalents	455.1	480.2	510.5	516.6	517.4	520.7

Expenditures by Branch 2016 - 2018



Edmonton Public Library

Budget Changes for 2016-2018

(\$000)	Net Requirement		
	2016 Budget	2017 Budget	2018 Budget
Previous Year's Budget	\$ 48,692	\$ 50,453	\$ 52,758
Base Budget Changes:			
- Personnel Costs	1,154	1,604	1,866
- Non-personnel Inflation	1,144	229	135
- Transfer to Reserves (fundraising)	2,242	263	301
- Revenue Changes	(2,322)	95	11
Innovation and continuous improvement (2% reduction strategy):	(971)	(568)	(335)
Continuation of EPL Business Plan Initiatives:			
- Literacy Van #3 (approved in 2015 budget but funded through donations - conversion to tax funding in 2016)	262	-	-
- eplGO North (approved in 2015 budget - top up for operating costs in 2016)	52	-	-
- Welcome Baby (approved in 2015 but funded through donations - conversion to tax funding in 2018)	-	-	301
	1,561	1,623	2,279
New Services			
- City of Learners	200	-	-
- eplGO store front location in South Edmonton (2017 \$450 for one time fit-up, 2018 \$390 on-going operational costs)	-	450	(60)
- epl2go Literacy Van #4 (fit-up and part year operations funded through donations in 2016 - conversion to tax funding in 2017)	-	232	
Total Budget Change	1,761	2,305	2,219
Total Budget	\$ 50,453	\$ 52,758	\$ 54,977

Full-time Equivalents (Incremental Change)

Base Budget Changes:			
- 3 positions to support EPL facilities operation core services	3.0	-	-
Continuation of EPL Business Plan Initiatives:			
- Literacy Van #3 (approved in 2015 budget 1.1 FTEs)	1.9	-	-
New Services			
- epl2go Literacy Van #4 (fit-up and part year operations funded through donations in 2016 - conversion to tax funding in 2017)	1.2	0.8	-
- eplGO store front location in South Edmonton	-	-	3.3
	6.1	0.8	3.3

Edmonton Public Library

EPL has developed a three (3) year budget that achieves the City's reduction and funding targets for 2016. In 2017 and 2018 EPL has been unable to achieve 2% reductions but has met the City funding target to fund base budget cost increases. The following describes key budget increases:

Budget Changes—Revenue Explanations

Provincial Grants

- Provincial grant budget includes a library per capita grant and Metro Federation transportation grant to subsidize EPL transportation costs for delivery of library collections to partners in the Edmonton Capital region
- 2016 increase of \$9,000 is due to an adjustment to the Metro Federation grant and 2017 increase of \$172,000 relates to an increase in the per capita grant for anticipated population growth from the civic census in 2016.

Fines

- Fine revenues have been adjusted to reflect current and anticipated trends in library circulation and the increased use of e-resources which automatically expire on the date the material is due versus physical resources that attract fines. 2016 revenue decreases by \$85,000, 2017 decreases by \$20,000, and 2018 decreases by \$20,000.

Fundraising

- Fundraising revenues increase as a result of EPL's campaign to raise \$10 million for the Stanley A. Milner Library revitalization.

Other Revenues

- Other revenues include photocopying, printing, merchandising, interest earnings, meeting room and lease revenues.
- Key changes relate to reduced lease revenues at Stanley A. Milner Library as a result of the construction planned in 2017 and 2018. Lease revenues decrease in 2017 by \$235,000.

Budget Changes—Expenditure & Transfers Explanations

Personnel

- In 2016, costs have increased by \$1.4 million as a result of: \$1.0 million in contract settlements, salary/wage adjustments and benefit cost increases; \$0.2 million in funding for 3.0 FTE's for core services to support facility operations (funding from building maintenance has been reallocated to fund 2.0 FTE's); and \$0.2 million for annualization of EPL's third literacy van approved in 2015.
- In 2017 and 2018, costs are increasing by \$1.7 and \$2.1 million due to contract settlements, increment / merit and benefit costs as well as personnel increases related to the epl2go Literacy Van #4 (2017) and eplGo South Edmonton (2018)

Library Subscriptions

- Library subscriptions represent the electronic library collection purchases (e.g. eBooks, online music subscriptions, streaming video). Due to the increased demand for electronic collections, EPL has shifted funding from library collections budget, included under the "Capital Project Financing" budget line (e.g. books, DVD's, CD's), in 2016 to the Library subscriptions budget. Over 2017 and 2018, incremental costs increases have been included.

Materials and equipment

- Materials and equipment include stationery, furniture and equipment, IT licensing and maintenance, and hosting costs.
- Cost increases in 2016, 2017 and 2018 are primarily due to higher costs for IT network licensing and maintenance agreements.

Budget Changes—Expenditure & Transfers Explanations (continued ...)

Services

- Services include the costs for programming, learning and development, legal / audit, corporate systems, advertising and publicity, and consulting services (e.g. employee survey).
- In 2016, cost increases are for anticipated cost escalation, \$122,000 in additional costs for City of Learners initiative (new); and \$22,000 in annualization costs for the third literacy van.
- Costs decrease in 2018 are primarily due to the Welcome Baby program. The program is being funded from donations to the end of 2017, and in 2018 it is funded through City funding.

Utilities and Other Charges

- In 2016, costs have increased as a result of lease commitments, utilities and increases in professional development and training required for additional staff.
- Cost increases in 2017 and decreases in 2018 are attributable to commitments for leases (net of savings from Calder and Capilano Branches) and utilities.

Building Operations and Maintenance

- Cost increases for 2016 are primarily attributable to contractual obligations for security and custodial agreements and 2017 and 2018 reflect anticipated cost escalation.

Transfer to Reserves

- Transfer to reserves reflect net fundraising revenue transfers to EPL reserves for use in funding the Stanley A. Milner Library project — \$3.4 million annually from 2016 to 2018.
- In addition, funding transfers from EPL reserves are included for initial purchase and fit-up of the fourth Literacy Van included in 2016 in the amount of \$0.3 million and programming costs of \$0.3 million in 2016 and 2017 for Welcome Baby Program.

Capital Project Financing

- Capital project financing represents funding set aside for EPL expenditures related to library collections (materials), furniture, equipment and vehicles, information technology, and building renewal and rehabilitation.
- Key changes to the 2016 budget include: transfer of \$111,000 in library collection funding to library subscriptions; reduction in funding for replacement of vehicle fleet by \$57,000, reduction of funding for fit-up of eplGO North store front location by \$353,000, reallocation of funding from building renewal and rehabilitation funding to support core facility operations positions (2.0 FTEs) of \$116,000.
- 2017 includes a request for cost escalation for library collections by \$140,000, reduction for one-time Londonderry leasehold improvement costs by \$543,000 started in 2016, a reduction of \$105,000 for Literacy Van purchased in 2016, and the fit up costs for the eplGO store in South Edmonton.
- In 2018, funding is increased for cost escalation of library collections by \$139,000, offset by reductions to 2017 eliminate one time fit-up costs for Londonderry lease and eplGo South Edmonton fit up costs.

Edmonton Public Library

Approved 2016-2018 Budget - Program Summary

Edmonton Public Library

Results to be Achieved

EPL shares everything from staff expertise, entertainment, information, early literacy, digital literacy, financial literacy, English language learning classes, and spaces to build community. Services are provided virtually through our website as well as through a physical network of 19 libraries, 10 vehicles and two lending machines.

Cost Drivers

Key cost drivers: number of customer visits, hours of programming, number of items borrowed from the library collection, questions answered and public internet sessions.

Service Standards

EPL service delivery standards are established through goals and success measures provided through the EPL Board's Strategic Plan, EPL Business Plan and continuous feedback from customers. EPL's efficiency and effectiveness are assessed against other Canadian Urban Libraries and internally, and EPL continues to exceed the average standards delivered by other libraries.

Resources

((\$000))	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$ 8,457	\$ 7,172	\$ 8,239	\$ 10,560	\$ 10,465	\$ 10,454
Expenditure & Transfers	49,715	52,840	56,931	61,013	63,223	65,431
Net Operating Requirement	\$ 41,258	\$ 45,668	\$ 48,692	\$ 50,453	\$ 52,758	\$ 54,977
Management		47.0	47.0	47.0	47.0	47.0
Professional/Union Exempt		11.0	11.0	11.0	11.0	11.0
Union		422.2	452.5	458.6	459.4	462.7
Full - Time Equivalents		480.2	510.5	516.6	517.4	520.7

Services

Free library cards with no expiration

Physical materials including books, magazines, newspapers, CDs, DVDs, video games and more

Digital resources including eBooks, audiobooks, streaming music and videos, eLearning databases and more

Access to technology, such as Chromebooks, Raspberry Pis, eReaders, and creative equipment in the EPL Makerspace and branches

Early literacy programming, featuring Sing, Sign, Laugh and Learn, Family Storytime and more

Teen activities through Tween and Teen Lounges, Reading Buddies volunteer opportunities and more

Workshops and author events through the Writer in Residence

Financial literacy and English Language Learning classes

Digital public spaces, such as a local music and poster collection through Capital City Records

Aboriginal Collection, as well as material in over 40 world languages

Outreach services for vulnerable Edmontonians

Early literacy outreach through the Welcome Baby program in branch and at public health centres

Services provided to under-served areas in innovative ways through epl2go Literacy Vans and eplGO locations

Free Internet and basic computer training

Partnerships with over 350 local organizations through community librarians

Meeting space and study rooms

Changes in Services for 2016-2018

- Addition of fourth Literacy Van
- Implementation of City of Learners program
- Establishment of one additional eplGO Storefront location in south Edmonton
- Opening of two new library branches in Calder and Capilano

Edmonton Public Library

Program - Edmonton Public Library
Title - City of Learners

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

In 2008, then Councillor Don Iveson led a group of learning sector stakeholders to explore the idea of a learning city project. Based on stakeholder discussions and input from multiple community dialogues, the Edmonton City of Learners Initiative developed the Community Foundational Learning Plan, with three priority focuses: early learning, health and learning, and literacy. Since City Council established EPL as "the home of the City of Learners" a governance model has been established and a Community Steering Committee formed. The City of Learners and temporary manager position, hired in 2014, has worked to understand priorities, concerns and potential stakeholders, and is currently developing a one-year action plan for next steps.

Description

The Edmonton Public Library Board's 2014-18 Strategic Goals focuses on learning as one of its four strategic directions. Other cities in Canada, like Vancouver, Fredericton and Grande Prairie, also have learning community initiatives which have contributed to enhanced livability, a key plank of Edmonton City Council's vision. The budget request includes funding for a position to coordinate this initiative, support costs (stationery, training), engagement and programming costs.

	<u>2016</u>	<u>2017</u>	<u>2018</u>
Personnel	\$ 71	\$ 71	\$ 71
Program and support costs	129	129	129
	200	200	200
Incremental Change	<u>\$ 200</u>	<u>\$ -</u>	<u>\$ -</u>

Justification

This aligns with the Business Plan information presented to City Council Community Services Committee in May 2015. In brief, "the Edmonton Learning City Initiative seeks to elevate the importance Edmontonians attach to learning in all aspects and stages of their lives. The focus of the initiative is to create a network of organizations to stimulate a culture of continuous learning available to all Edmontonians. Embracing learning as a foundational principle in our community will better prepare us to meet the challenges of our complex and competitive world" (Edmonton Community Learning Plan).

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$200	-	200	1.0	(\$0)	-	(0)	-	\$0	-	0	-
Total	\$200	-	200	1.0	(\$0)	-	(0)	-	\$0	-	0	-

Edmonton Public Library

Program - Edmonton Public Library Title - Alternative Service Delivery Model - epl2go Literacy Van

**New or Enhanced Service
Funded
Ongoing**

Results to be Achieved

EPL continues to look for alternative non-traditional approaches to meet the demands of an ever growing City. Population is anticipated to grow over the next 10 years and EPL is looking for innovative ways to serve these growing communities. EPL literacy vans will bring library programs and services and the latest technology resources to Edmontonians who don't have easy access to physical library branches – those who live in new or underserved communities throughout our growing city. epl2go can bring the library experience to people at city facilities, parks, schools, childcare facilities, hospitals, community leagues, organizations and institutions.

Description

This service package includes the one-time fit-up and operating costs for a fourth van. The epl2go Literacy Vans will expand the range of services and staff outside EPL walls. This service delivery model offers fundamental ways to connect with our communities and customers and most importantly, meet the needs of underserved areas of Edmonton to build early and digital literacy skills. Also included in this proposal are storage units and programming equipment. Customers will have access to mobile labs and staff instruction for digital literacy skills. Early literacy programs will be provided in underserved areas of the community and at events. Four literacy vans – one for each quadrant of the city – have initially been made possible due to ongoing donations to the library with ultimate sustainable funding for operating costs coming from tax funding.

	2016	2017	2018
Operating	\$ 91	\$ 232	\$ 232
One Time	184	-	-
	<u>\$ 275</u>	<u>\$ 232</u>	<u>\$ 232</u>
Incremental Change	<u>\$ 275</u>	<u>\$ (43)</u>	<u>\$ -</u>
Fundraising	\$ 275	\$ -	\$ -
Tax funding	\$ -	\$ 232	\$ 232

Justification

This aligns with the Business Plan information presented to City Council Community Services Committee in May 2015. As indicated in EPL's Branch Development Guidelines, new library branches are built in communities when the population reaches 20,000 and is projected to grow to 30,000-35,000 in the next five years. EPL's Business Plan identifies objectives to explore alternative service delivery methods to meet the needs of underserved areas of Edmonton and to provide early and digital literacy services when and where customers need them. While the Capital Plan reflects the addition of branches in growing areas, the Library is unable to secure funding as quickly as required to serve the growing population of Edmonton. When funding is not available, EPL looks at alternative ways to serve the community through non-traditional approaches. epl2go literacy vans provide library services to underserved communities. As an interim measure, EPL's strategy outlines alternative non-conventional service delivery methods. Failing to fund these alternative service models prevents EPL from serving its customers in growing areas where library services are not available.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$232	-	232	0.8	(\$0)	-	(0)	-
Total	-	-	-	-	\$232	-	232	0.8	(\$0)	-	(0)	-

Edmonton Public Library

Program - Title - Alternative Service Delivery Model - eplGO Service Point (Storefront Model - South)	New or Enhanced Service Funded Ongoing
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Results to be Achieved

EPL continues to look for alternative ways of providing library services through non-traditional approaches to meet the demands of an ever growing City. Population is anticipated to grow over the next 10 years and will be expanding the use of eplGO store front locations in growth communities that are currently underserved. EPL will be targeting south Edmonton for another location in 2017.

Description

Implementation of eplGO store front library locations (small footprint rental spaces - max 3,000 sq. ft.) in growing areas of the City provides an interim solution in meeting the demands of customers in neighbourhoods without easy access to a physical library. Services will range according to the needs of the community and may include programming, holds pick-up, limited popular collections, and wireless and internet accessibility. Resources included in this service package are for one location to be implemented in 2017. The funding request includes one-time fit-up costs for a leased facility, staffing (3.3 FTEs) and operating costs.

	<u>2016</u>	<u>2017</u>	<u>2018</u>
Operating	\$ -	\$ -	\$ 390
One Time	-	450	(450)
	<u>\$ -</u>	<u>\$ 450</u>	<u>\$ (60)</u>
Incremental Change	<u>\$ -</u>	<u>\$ 450</u>	<u>\$ (510)</u>

Justification

This aligns with the business plan information presented to City Council Community Services Committee in May 2015. As indicated in EPL's Branch Development Guidelines, new library branches are built in communities when the population reaches 20,000 and is projected to grow to 30,000-35,000 in the next five years. EPL's Business Plan identifies objectives to explore alternative service delivery methods to meet the needs of underserved areas of Edmonton and to provide early and digital literacy services when and where customers need them. While the Capital Plan reflects the addition of branches in growing areas, the Library is unable to secure funding as quickly as required to serve the growing population of Edmonton. When funding is not available, EPL looks at alternative ways to serve the community through non-traditional approaches. eplGO sites provide that opportunity to provide under-served communities access to library services. As an interim measure, EPL's strategy outlines alternative non-conventional service delivery methods. Failing to fund these alternative service models prevents EPL from serving its customers in growing areas where library services are not available.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$450	-	450	-	(\$60)	-	(60)	3.3
Total	-	-	-	-	\$450	-	450	-	(\$60)	-	(60)	3.3

Edmonton Public Library

Program - Edmonton Public Library Title - Welcome Baby Program

**New or Enhanced Service
Funded
Ongoing**

Results to be Achieved

EPL continues to look for alternative ways of providing library services through non-traditional approaches to meet the demands of an ever growing City. Launched in the fall of 2013, EPL's Welcome Baby program is currently is funded from donations and sponsorships, but this revenue cannot be relied on to sustain the program for the long term.

Description

The Welcome Baby program puts our award-winning early literacy programs into the hands of newborns and their parents outside of the library walls, through public health clinics as part of the two-month immunization. Delivered in partnership with Alberta Health Services, Welcome Baby kits are now given out at all Edmonton area public health clinics. The program was intended to be funded from donations and sponsorships until 2018 at which time City funding would be requested to provide sustained funding.

	<u>2016</u>	<u>2017</u>	<u>2018</u>
Operating	\$ 301	\$ 301	\$ 301
One Time	-	-	-
	<u>\$ 301</u>	<u>\$ 301</u>	<u>\$ 301</u>
Incremental Change	<u>\$ 301</u>	<u>\$ -</u>	<u>\$ -</u>
Donation / Sponsorship	\$ 301	\$ 301	\$ -
Tax funding	\$ -	\$ -	\$ 301

Justification

This aligns with the Business Plan information presented to City Council Community Services Committee in May 2015. Recent research by the Edmonton Early Literacy Mapping Coalition (a collaboration that includes Alberta Education and the University of Alberta) found that less than 50% of children entering kindergarten in Edmonton are ready for school - worse results than both the provincial and federal averages. Each Welcome Baby kit includes a book, reading recommendations, nursery rhyme CD, literacy tips for parents and an invitation to get a library card. Books, rhymes and story time are the first steps in a lifetime of reading, language development and success later in life. With this program EPL will reach over 90% or approximately 12,000 babies born in our city each year - growing our reach from less than 3,000 before this program launched.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$301	-	301	-
Total	-	-	-	-	-	-	-	-	\$301	-	301	-