

Edmonton Public Library

Introduction

Through the direction provided by the Edmonton Public Library Board's vision, mission and strategic goals, EPL strives to meet the needs of its customers and to contribute to the City's vision and strategic direction of improving Edmonton's livability through the Way We Live.

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

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

Great Libraries shape great cities. Libraries are an important element in the economic, social, and cultural well-being of a vibrant society like Edmonton. EPL provides an open, inviting, safe, fun and inclusive public space where everyone is welcome to learn, create, discover and grow.

EPL transforms lives. EPL is not only a place for books. It is a place for people. EPL serves a diverse population of over 800,000 of all ages, economic and social backgrounds. Every day thousands of Edmontonians borrow books and digital resources, read the newspaper in their language, take a course, ask a question, use the internet or just visit with others at EPL.

Unrivalled value. EPL continues to pursue innovative ways to provide services helping ensure all Edmontonians have equal access to library services and unrivalled value. Service is provided through a network of 17 library branches located throughout the City as well as through the internet. Its key resources are people (442.3 full time equivalent positions), library items for customers to borrow (over 3 million physical and online library items), 9 owned and 8 leased facilities, and a fleet of 7 vehicles. Edmontonians invest \$0.02 for every tax dollar in EPL services.

EPL's innovation in service delivery is recognized across Canada and internationally.

Rendering of the new Mill Woods Branch



Facts and Figures

- In 2012, EPL was the second most visited place in Edmonton with total visits exceeding 13 million
- EPL is the number one lender of information and entertainment
- Over 6.5 million books, CD's, DVD's, magazines, newspapers, eBooks, audiobooks, streaming music and videos
- Every 3 seconds someone borrows an item from EPL (10 million items borrowed in a year)
- 2 million questions answered in a year
- 1.1 million public computer sessions
- 800,000 digital downloads from EPL
- 142,000 Edmontonians attending library programs beyond the library walls
- Free, easy, convenient and unrestricted access to 465 computers available to the public across all locations
- Community librarians connecting with over 200 community groups to understand customer needs
- 115,000 school children connecting with EPL in securing their own library cards
- 280,000 people attended over 12,000 free programs
- 25,000 copies of Xbox 360, Wii and PlayStation games
- Partnership with Edmonton Immigration Services supports over 1,100 client visits through six settlement practitioners

Major Services

EPL provides a wide range of services to its customers:

Library Materials

EPL provides access to:

- Over 6.5 million books, magazines, CD's, DVD's, video games, eBooks, audiobooks, streaming music and videos.
- Over 800 newspapers from 80 countries in 38 languages.
- Over 100 subject databases
- Aboriginal Collections
- Material in 20 world languages.

EPL staff:

- Facilitate the selection, purchase, labeling and cataloguing of materials used by customers along with the maintenance of item records in the library computer system.
- Coordinate access to physical materials including items from other libraries in Alberta, Canada and the United States.

Services

Information: Answering Questions and Supporting Research *Internet and Computer Access*

EPL provides:

- Professionally trained staff to help customers find answers to questions.
- Innovative approaches to information services including instant messaging and chat, mobile texting, email, telephone and in person.

EPL provides:

- 465 computer stations across the library system for customers to access the Internet, email and word-processing services as well as Early Literacy Stations for preschoolers.
- Support and training for computer basics, orientation to the library web site, library catalogue and online resources along with use of eBook readers and other mobile devices.
- Free and unlimited Wi-Fi at all 17 service points.

Assistive Services

EPL responds to:

- The diverse needs of persons with disabilities, home bound individuals and older adults through home delivery service, large print books, DAISY books, assistive technologies, descriptive videos and DVDs.

Meeting Rooms and Reading Space

EPL provides:

- Meeting rooms and reading spaces for Edmontonians and local community groups through its 17 service points.

Programs

EPL facilitates/promotes:

- Over 12,000 programs for all ages and interests (baby laptime, preschool storytime, book club discussions, computer training and more).
- Numerous community partnerships offering joint programs such as English Language Conversation Circles and Financial Literacy workshops.
- Settlement services for new Canadians through a partnership with Edmonton Immigrant Services Association (EISA).
- Tours for all ages to orient customers to the resources in its buildings and virtual spaces.

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 into the community through 18 community librarians and other library staff. Community librarians dedicate their time to working with over 200 Edmonton community organizations to build connections and meet needs.
- Supporting at-risk Edmontonians through literacy, education and social support by having three outreach workers.

Performance Measures

In order to assess the performance of EPL, comparisons with other large Canadian urban libraries through the Canadian Urban Libraries Council (CULC) are undertaken on a yearly basis. EPL currently assesses its performance based on three key categories: Output, Process and Input Measures. The following compares 2012 EPL performance to the CULC average.

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

<u>Output Measures</u>	<u>EPL</u>	<u>CULC</u>	<u>% Difference</u>
Materials borrowed per capita	12.8	11.2	+15%
Library material turnover (number of materials checked out relative to the size of the collection)	6.1	4.4	+38%
In-person visits per capita	6.0	5.6	+9%
Questions answered per capita	1.4	0.7	+94%
Use of electronic databases per capita	1.1	0.8	+40%
User Sessions on public computers per capita	1.4	1.1	+31%

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

<u>Process Measures</u>	<u>EPL</u>	<u>CULC</u>	<u>% Difference</u>
Cost per item borrowed	\$3.34	\$4.80	-30%
Staff costs for items borrowed	\$2.02	\$2.99	-32%

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

<u>Input Measures</u>	<u>EPL</u>	<u>CULC</u>	<u>% Difference</u>
Municipal revenue per capita	\$38.10	\$43.47	-12%
Staff costs as a percentage of operating expenditures	65%	68%	-3%
Internet workstations per 1000 citizens	0.57	0.52	+10%

2014 Budget Direction & Approach

On an annual basis, the EPL Board approves guidelines for the development of EPL's budget. This includes assumptions for base level resources, resources needed for new library facilities, and resources for growth, new and/or enhanced services that align with EPL's business plan. For the 2014 Budget, the following guidelines were approved:

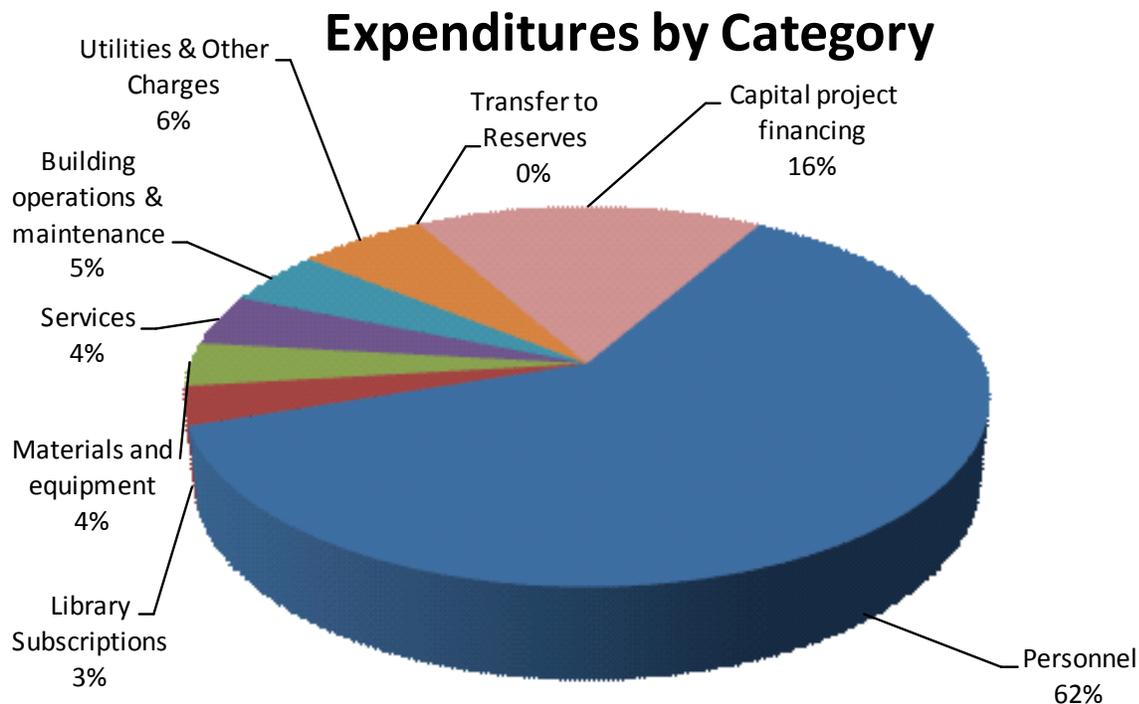
- Follow City Administration guidelines for cost increases on base level resources needed to continue providing services as in 2013.
- Incorporate full year costs for new services and library locations approved in the 2013 budget: Literacy Vans, Welcome Baby in the Community, Makerspace, and Highlands Branch.
- Revenues reflect best estimates for 2014 and include grant funding to the extent the Provincial Government has estimated and communicated to EPL. The Safe Communities Initiative Fund grant funding ends in March 2014; however, resources (i.e. outreach workers) will continue to be included in EPL's budget.
- Include incremental resources needed to operate new library branches opening in 2014. Carefully review project progress to ensure all resource requests are needed in 2014.
- Include new services that align with the Business Plan — implement new eplGo storefront location in under-served high traffic area.

Building on the zero based budgeting process used in EPL's 2013 budget, EPL Administration has reviewed revenues and kept expenditure cost increases to a minimum (i.e. contractual or known costs). The goal is to minimize the impact on tax funding requirements from the City and maximize value in the use of resources in delivering service.

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Approved 2014 Budget

	2012 Actual	2013 Budget	2014 Budget	\$ Change '13-'14	% Change '13-'14
Revenue & Transfers					
Provincial Grants	\$ 4,572	\$ 4,505	\$ 4,355	\$ (150)	(3.3)
Federal Grants	5	4	4	-	-
General Revenue	2,475	3,641	2,684	(957)	(26.3)
Total Revenue & Transfers	7,052	8,150	7,043	(1,107)	(13.6)
Expenditure & Transfers					
Personnel	28,436	30,412	31,981	1,569	5.2
Library Subscriptions	1,216	1,666	1,698	32	1.9
Materials and Equipment	1,463	1,625	1,925	300	18.5
Services	963	1,973	2,259	286	14.5
Building Operations & Maintenance	2,481	2,410	2,425	15	0.6
Utilities & Other Charges	2,858	2,830	3,162	332	11.7
Transfer to Reserves	1,951	450	-	(450)	(100.0)
Subtotal	39,368	41,366	43,450	2,084	5.0
Capital Project Financing	6,838	7,942	8,557	615	7.7
Total Expenditure & Transfers	46,206	49,308	52,007	2,699	5.5
Net Operating Requirement	\$ 39,154	\$ 41,158	\$ 44,964	\$ 3,806	9.2
Full-time Equivalents	433.9	442.3	468.4	26.1	



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Budget Changes for 2014

(\$000)

Revenue & Transfers - Changes

Provincial Grants: \$ (150)

Reduction in provincial grant revenue is a result of the Safe Communities Initiative funding ending on March 31, 2014. EPL's per capita grant will remain at 2013 funding levels and is not expected to increase.

General Revenue: \$ (957)

Key elements of change include: reduction of one-time unrestricted donations anticipated for 2013 (\$450), continuation of free registration (membership) fee (\$683), offset by revenue increases in fines, printing, and room rental (\$176).

Expenditures & Transfers - Changes

Personnel: \$ 1,569

Key changes to personnel costs are a result of:

- \$168 in net savings from organizational restructuring and an increase in personnel discounting from 3.0% to 3.5%, offset by salary / wage rate adjustments and benefit cost increases
- annualization of 2013 new services through Makerspace, Literacy Vans, and outreach workers initiative (\$287)
- operating impacts of 3 new libraries (Clareview, Meadows and Mill Woods) opening in 2014 (\$1,345)
- new/enhanced services for one new eplGO storefront location (\$105)

Library Subscriptions: \$ 32

- Library subscriptions are higher primarily due to anticipated cost increases in 2014.

Materials and Equipment: \$ 300

Key changes to materials and equipment are a result of:

- increases to contractual obligations for information technology equipment maintenance as well as software licenses for EPL's digital literacy and web service program (\$214)
- annualization of 2013 new services for Makerspace (\$47)
- operating impacts of 3 new libraries (Clareview, Meadows and Mill Woods) opening in 2014 (\$35)
- new/enhanced services for one new eplGO storefront location (\$4)

Services \$ 286

Key changes to services are a result of:

- increases to City corporate charges for financial systems, advertising/publicity and fund development campaign costs for literacy vans and welcome baby in the community initiatives (\$126)
- annualization of 2013 new services for Makerspace (\$143) and Literacy Vans (\$7)
- operating impacts of 3 new libraries (Clareview, Meadows and Mill Woods) opening in 2014 (\$6)
- new/enhanced services for one new eplGO storefront location (\$4)

Building Operations and Maintenance \$ 15

Increase is primarily due to the impact of opening three library branches (\$155) and one new eplGO storefront location (\$2) offset by a reclassification of building rehabilitation and renewal costs to Capital project financing (\$150)

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Expenditures & Transfers - Changes

Utilities and Other Charges \$ 332

Key changes to utilities and other charges are a result of:

- increased external lease, power and water utility costs (\$278)
- operating impacts of 3 new libraries (Clareview, Meadows and Mill Woods) opening in 2014 (\$6)
- new/enhanced services for one new eplGO storefront location (\$48)

Transfer to Reserves \$ (450)

- Removal of 2013 one-time transfer of unrestricted donations budgeted in 2013.

Capital Project Financing \$ 615

Capital project financing represents funding set aside for EPL expenditures related to library materials, furniture, equipment and vehicles, information technology desktop renewal, and building rehabilitation and renewal. Key changes to capital project financing are primarily as a result of one time expenditures for new / enhanced services related to one new eplGO storefront location and increases for building rehabilitation and renewal.

Full-time Equivalent - Changes

Change of 26.1 FTEs is a result of annualization of 2013 new services for Makerspace (1.2 FTE's) and Literacy Vans (1.5 FTE's), operating impacts of 3 new libraries: Clareview (11.6 FTE's), Meadows 8.9 FTE's) and Mill Woods (1.3 FTE's), and new/enhanced services for one new eplGO storefront location (1.6 FTE's)

Rendering of the new Meadows Branch



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Approved 2014 Budget - Program Summary

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[Link to 10-Year Strategic Goals](#)



Results to be Achieved

EPL shares everything from staff expertise, entertainment, information, early literacy, digital literacy, English language learning and financial literacy classes, and spaces to build community. Services are provided virtually through our website as well as through a physical network of 17 libraries 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 in a year 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 success indicators and EPL continues to exceed the average standards delivered by other libraries.

Resources (\$000)	2012 Actual	2012 Budget	2013 Budget	2014 Budget
Revenue & Transfers	\$ 7,052	\$ 6,982	\$ 8,150	\$ 7,043
Expenditure & Transfers	46,206	46,136	49,308	52,007
Subtotal	39,154	39,154	41,158	44,964
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 39,154	\$ 39,154	\$ 41,158	\$ 44,964
Management		39.0	45.0	46.7
Professional/Technical/Union Exempt		7.0	9.5	10.5
Union		393.3	387.8	411.2
Full - Time Equivalents		439.3	442.3	468.4

2013 Services

- Second most visited place in Edmonton with total visits exceeding 13 million
- Over 6.5 million books, CD's DVD's, magazines, newspapers, eBooks, audiobooks, streaming music and videos
- 10 million items borrowed
- 2 million questions answered
- 1.1 million public internet sessions
- 800,000 in digital media downloads
- 280,000 attendance at 12,000 free programs
- 142,000 attendance at free programs beyond the library walls

Changes in Services for 2014

- Operating costs for two new libraries in Clareview and Meadows and one replacement library in Mill Woods
- New Services: one eplGO Storefront location in an underserved community

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Program - Public Library Impact of Capital Projects - Clareview, Meadows and Mill Woods Library Branches

FUNDED

Results to be Achieved

In 2014, three library facilities will be opened: Clareview Library Branch (new), Meadows Library Branch (new) and Mill Woods Library Branch (replacement of a leased space). This service package highlights the resources needed to allow for the opening and operations of these facilities.

Description

As part of the EPL capital budget approved by City Council, two new libraries and one replacement library will be opened in 2014. Operating and maintenance costs have been identified over the last 3 years to City Council in forecast information included in EPL's annual budget submissions. The following funding requirements (in \$000) are needed in 2014 to open these facilities:

	<u>2014</u>	<u>2015</u>	<u>2016</u>
Clareview Branch (opening May 2014)			
Personnel	\$ 708	\$ 347	\$ 10
Non-Personnel (note 1)	133	315	9
Rehab and Renewal per City guidelines	219	-	-
Total	1,060	662	19
<i>FTEs</i>	11.6	5.2	-
Meadows Branch (opening July 2014)			
Personnel	\$ 540	\$ 508	\$ 11
Non-Personnel (note 1)	100	340	8
Rehab and Renewal per City guidelines	160	-	-
Total	800	848	19
<i>FTEs</i>	8.9	7.9	-
Millwoods Branch (opening September 2014)			
Personnel	\$ 97	\$ 167	\$ 20
Non-Personnel (note 1)	(30)	35	8
Rehab and Renewal per City guidelines	220	-	-
Total	287	202	28
<i>FTEs</i>	1.3	2.6	-
Total Operating Impacts of Capital	\$ 2,147	\$ 1,712	\$ 66

Note 1: Non-personnel includes materials, equipment, services, utilities, building operations, maintenance and other charges

Background

The above capital projects were approved by City Council as part of the 2012-2014 capital budget. Operating costs requested for these projects reflect personnel and non-personnel costs required to operate the facilities and provide service to customers. The Clareview and Meadows Library Branches are new libraries and the Mill Woods Library is a new facility replacing a leased space at the Mill Woods Town Centre.

Options

A business case analysis was undertaken for each of these facilities, at which time alternative strategies were considered. The best alternative, considering qualitative and quantitative factors, was to build new library facilities.

Implications of Not Funding

If not approved, the new facilities will not be opened as planned and library services will not be provided in these communities. These facilities will be vacant and unused.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	2,147	\$ 15	2,132	21.8	-	\$ -	-	-	-	\$ -	-	-
Annualization	-	-	-	-	1,712	-	1,712	15.7	66	-	66	-
Total	2,147	\$ 15	2,132	21.8	1,712	\$ -	1,712	15.7	66	\$ -	66	-

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Program - Public Library Alternative Service Delivery Model - epIGO Service Point (Storefront Model)

FUNDED

Results to be Achieved

As an alternative way of providing full service facilities, EPL has proposed innovative ways to meet the demands of an ever growing City. Population is anticipated to grow over the next 10+ years and EPL has developed strategies to provide services in under-served communities through non-traditional approaches of providing library services. As one strategy, EPL will be expanding the use of epIGO store front locations in growth communities that are currently under-served. This initiative builds on EPL's current model at the University of Alberta - epIGO location.

Description

Implementation of epIGO store front library locations (small footprint rental spaces - max 2,000 sq. ft.) in growing areas of the City provides an interim solution to meeting the demands of customers. 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 2014. The funding request includes one-time fit up costs for one leased facility, staffing (3.3 FTE's) and operating costs.

	<u>2014</u>	<u>2015</u>	<u>2016</u>
epIGO			
Operating (6 months in 2014)	\$ 162	\$ 274	\$ 278
One Time	246	-	-
	<u>408</u>	<u>274</u>	<u>278</u>
Incremental Change	<u>\$ 408</u>	<u>\$ (134)</u>	<u>\$ 4</u>

Background

EPL currently has one site at the University of Alberta Cameron Library, epIGO, that has been in service for the last 4 years. The epIGO location is a small 1,500 square foot library space with popular collections and a holds pick-up service.

Options

EPL's Business Plan identifies objectives to explore alternative service delivery methods to meet the needs of underserved areas of Edmonton and to provide digital and literacy services when and where customers need them. While the capital plan reflects the addition of branches to growing areas, the Library is unable to secure funding as quickly as required to serve the growing population of Edmonton. Two alternative approaches have been identified in the EPL Business Plan: Lending machines and epIGO small store front locations as interim measures to the construction of new library branches located in growth areas.

Implications of Not Funding

While EPL's capital plan reflects the addition of branches to growing areas, the Library is unable to secure funding as quickly as required to serve the growing population of Edmonton. As an interim measure, EPL's strategy outlines alternative non-conventional service delivery methods. Not funding these alternative service models, prevents EPL from serving its customers in growing areas where library services are not available.

incremental (\$000)	2014				2015				2016			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	408	\$ -	408	1.6	-	\$ -	-	-	-	\$ -	-	-
Annualization	-	-	-	-	(134)	-	(134)	1.7	4	-	4	-
Total	408	\$ -	408	1.6	(134)	\$ -	(134)	1.7	4	\$ -	4	-