



Chief Executive Officer:
Linda Cook

EPL Strategic Goals and Business Plan

Just Getting Started!



Spread the words.



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Message from the CEO Linda Cook



The Edmonton Public Library's 2014-18 Strategic Goals and Business Plan, *Just Getting Started*, lays out an exciting and challenging path for EPL which set our sights on the future. Knowing success starts with our people, EPL enlisted the ideas of our trustees, staff and customers to develop our Business Plan into the ambitious road map it is today.

EPL's Strategic Goals were created by the Board of Trustees and will guide us through to 2018. EPL's Administration then developed the Business Plan which outlines the actions for each Strategic Goal in the upcoming years. Our direction has shifted from our last business plan by tightening our focus to excel at four strategic goals:

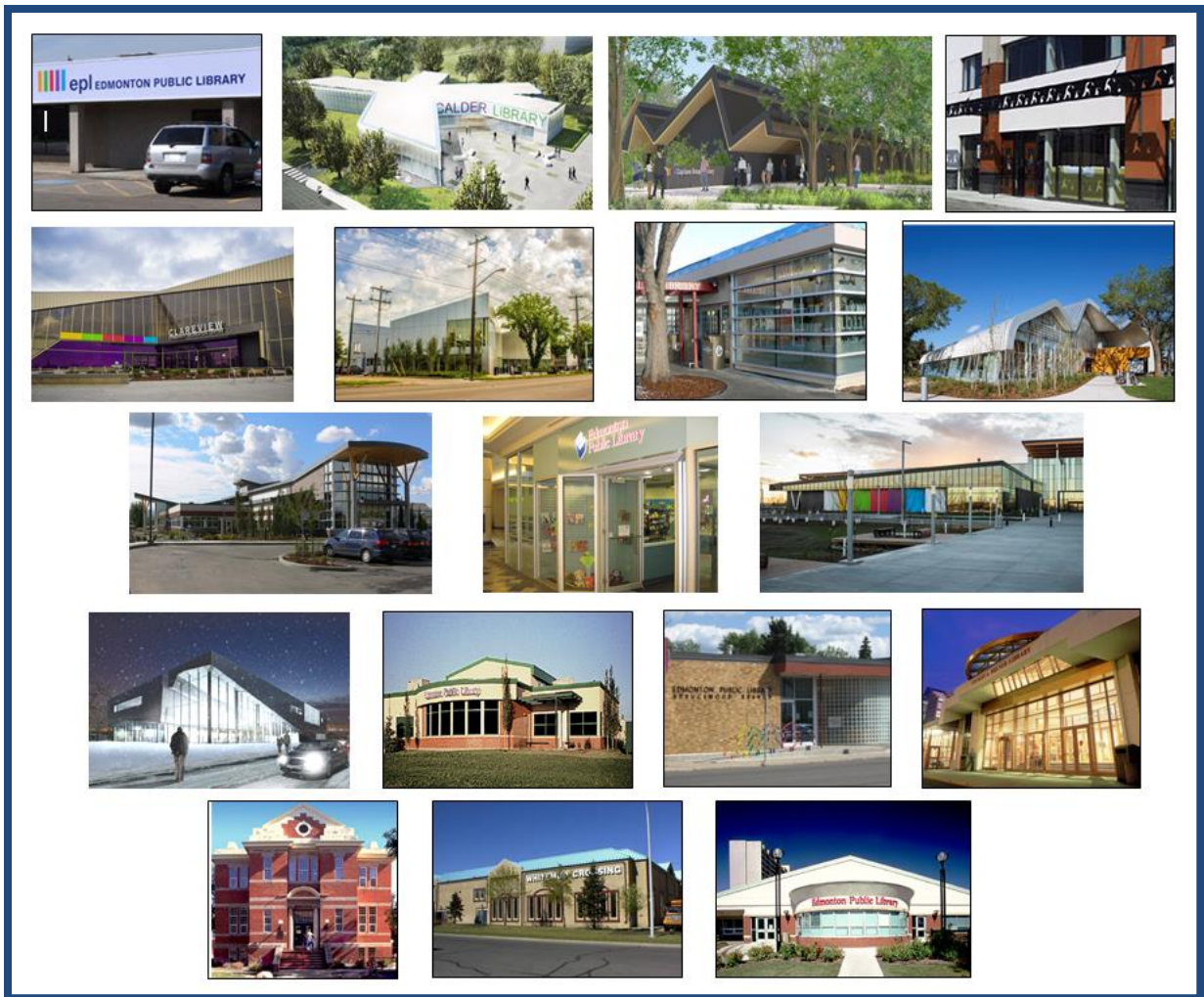
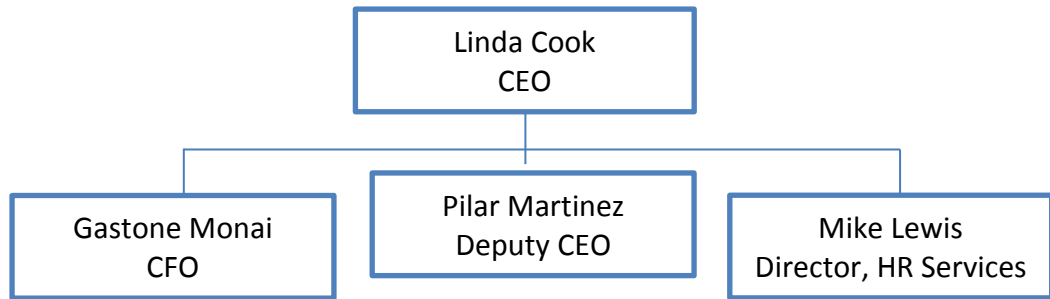
- Transform communities;
- Evolve our digital environment;
- Act as a catalyst for learning, discovery and creating; and
- Transition the way we do business.

Although our focus is refined, our impact and reach will be wider. EPL's reputation has long been as an innovator and leader in Canadian and US libraries, and we continue to be a trendsetter as recently acknowledged by the *Library Journal* magazine and Gale Cengage Learning as the first library outside of the United States to receive the prestigious Library of the Year award (2014).

At EPL's core, we provide excellent customer service to help Edmontonians grow and learn. We deliver an essential service that's focused on the betterment of people, our communities and our future. We are committed to a future of essential, fun, interesting and innovative programs and services.

Our Library

EPL was established by City Council through the approval of a City bylaw in 1913. The Alberta Libraries Act provides the governance framework in which the library operates. A City Council appointed Board of Trustees provides strategic direction and oversight in the delivery of services. As the sole employee of the EPL Board of Trustees, the CEO is supported by an Executive Leadership Team consisting of the Deputy CEO, Chief Financial Officer and Director of Human Resource Services.



Vision

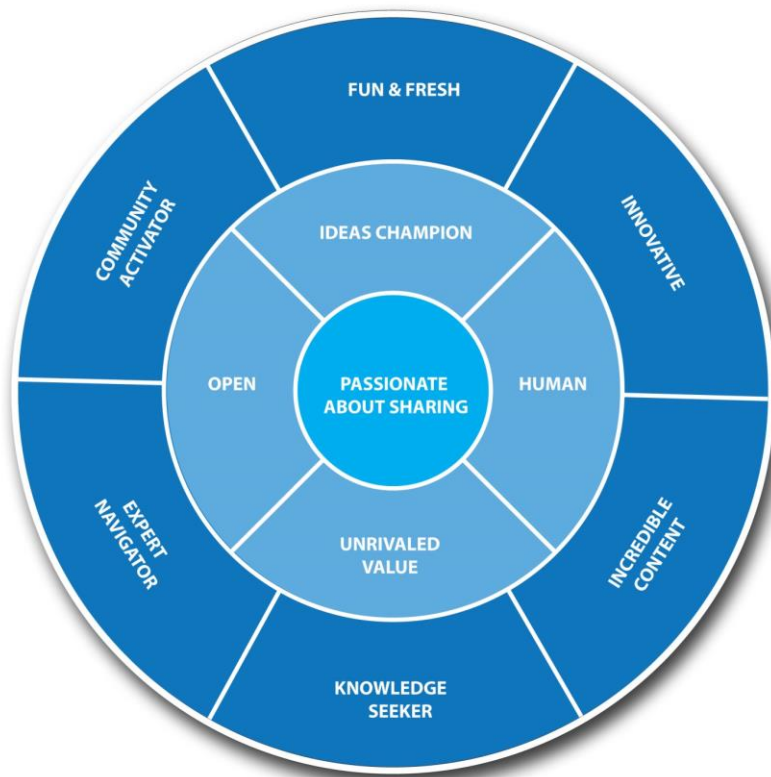
EPL is the gathering place for people and ideas, enabling a lifetime of learning, engagement and possibility for every Edmontonian.

Mission/Mandate

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

Values

We achieve our vision by living the values inherent in our brand promise, we are passionate about sharing. The following Shared Values Wheel provides a powerful visual of our core and extended values.



WE ARE ONE LIBRARY WITH ONE STAFF AND ONE COLLECTION

Our vision, mission and values provide the framework and foundation in developing our long-term plans, objectives and actions.

Contribution to the City's Vision

THE WAY AHEAD

EPL's strategic goals and business plans support City Council's future vision of "improving Edmonton's livability by connecting and actively engaging people of all ages in arts, culture and athletics". In addition, it supports City of Edmonton's other long-range directional plans — The Way We Grow, The Way We Move, The Way We Finance, and The Way We Prosper with focus on:

Transforming Edmonton's Urban Form:

- EPL services and libraries are highly visible and accessible to Edmontonians.

Enhancing use of public transit and active modes of transportation:

- EPL is the second most visited venue in Edmonton. Because we are distributed throughout the city, our locations facilitate access through biking, walking and especially transit.
- EPL's service points throughout Edmonton demonstrate its commitment to "strategically investing in infrastructure and improving the city's urban architecture" and as resource centres and community gathering spaces, public libraries help build strong and vibrant neighbourhoods.

Improve Edmonton's Livability:

- Edmontonians are connected to the city in which they live, work and play. This is what EPL is all about - we share expertise, information, technologies and spaces with Edmontonians for learning, connecting, creating, discovering, enjoying and enriching communities.
- Public libraries are places that bring people together to build healthy and safe communities. A number of customers, including youth, low income and at-risk individuals, use libraries as a safe place to learn.
- EPL promotes healthy living through programs we provide from early literacy programs in partnership with Alberta Health Services, to healthy eating programs, to creative makerspace programs where customers can create (e.g. record video and sound, publish books, and create 3D objects).
- Libraries also assist those individuals who are marginalized and at-risk through outreach programs connecting them with services they otherwise may not be able to obtain. This contributes to redirecting individuals from other less desirable activities of crime or public disorder. In fact, EPL's outreach program demonstrated through the Social Return On Investment report that it provided \$3.5M in social return on investment over a one-year period.

Preserve and Sustain Edmonton's Environment:

- Investment in the renewal and expansion of EPL facilities ensures they are positioned for future use. In addition, our building design standards (LEED silver) contributes in meeting the City's goal for environmental sustainability.

Ensure Edmonton's Financial Sustainability:

- Edmontonians are receiving good value. Performance measures benchmarked against other large Canadian urban libraries demonstrates that EPL is efficient, effective and well used.

Diversify Edmonton's Economy:

- EPL contributes to the diversity of Edmonton's economy by providing services that improve literacy skills, enhanced education and skilled work force, thereby creating an attractive climate for business investment and sustained prosperity. In addition, libraries enhance competitiveness and contribute to a better quality of life for all.
- Studies have shown that housing prices are higher and businesses choose to locate in communities that have public libraries. A recent report by Toronto Public Library and the Martin Prosperity Institute demonstrated that for every \$1 invested in libraries, \$5.63 is returned to the city in economic impact.

EPL'S STRATEGIC GOALS AND INITIATIVES

Over the next few years EPL will advance City Council and the Board's vision through Edmonton Public Library's 2014-18 Strategic Goals:

Transform communities.

Our goal is to grow literacies and life skills for an active, engaged community to enhance their health and success. The input and ideas of our diverse communities will drive our services.

OBJECTIVE 1: *We contribute to increased literacies of all types, growth of life skills and an increase in high school completion rates.*

Measure of Success:

- Customer self-rate skills as improved
- Library literacy services promoted through new messaging
- Demand met for most popular literacy programs
- Increase in the number of babies with library cards by 25%

OBJECTIVE 2: *We are an essential partner in community safety initiatives and efforts to eliminate homelessness and poverty.*

Measure of Success:

- Collaborative initiatives with EPS
- Decrease in security incidents year over year
- Testimonials of referrals and services that made a difference
- 85% of staff surveyed are comfortable and confident in engaging the customers (In branches identified as serving significant populations of customers experiencing homelessness)

OBJECTIVE 3: *We identify and meet community needs.*

Measure of Success:

- Organizational reviews will inform our annual community consultation
- Upcoming building projects include enhanced community consultation
- Achieve a 90% satisfaction rating with public computer usage

OBJECTIVE 4: *Together, with our community, we provide successful, meaningful services that are highly rated and heavily used.*

Measure of Success:

- Achieve a 90% satisfaction rating within foundational programs
- Conduct new pilot programs
- Increase adult and teen program attendance by 50%

OBJECTIVE 5: *Our libraries reflect the diversity of our communities through staffing, services and resources.*

Measure of Success:

- Achieve a 90% satisfaction rating with library services among Aboriginal organizations
- Increase services delivered in other languages
- Align world language collection more closely with usage and census data
- Work experience program is fully utilized
- Achieve a 90% satisfaction rating with the work experience program by staff and participants

OBJECTIVE 6: *We reduce barriers to accessing library services.*

Measure of Success:

- Increase membership renewals by 25%
- Increase library use by underserved communities
- Increase knowledge by underserved communities of EPL services
- Achieve a 90% satisfaction rating for new and expanded services
- Increase computer usage by 20%
- Increase in-person visits to the library by 5% each year

Evolve our digital environment.

Our goal is to create a digital environment that fuels Edmontonians' experimentation, discovery and wonder. We will delight and engage our customers with incredible content, and rich, collaboratively-created and nurtured digital public spaces.

OBJECTIVE 1: *EPL has defined and created a digital space in collaboration with community partners. Digital online spaces are intended to provide a venue for sharing the best of what Edmonton has to offer.*

Measure of Success:

- Digital space populated and used by the community
- Achieve a 90% satisfaction rating by digital space users

OBJECTIVE 2: *We are reaching, engaging and connecting to new communities.*

Measure of Success:

- EPL's new digital initiatives form the basis of a new media campaign
- New collaborative partners are identified
- EPL online content is in new spaces
- Customers are aware of EPL's role as digital public space provider

OBJECTIVE 3: *The ease of use and integration of content is praised by customers.*

Measure of Success:

- Achieve a 90% satisfaction rating with a single point of discovery for EPL content
- New partnerships to deliver and access e-collections

OBJECTIVE 4: *Online services are highly used and valued.*

Measure of Success:

- Increase online traffic
- Staff contribute to online services
- Achieve a 90% satisfaction rate with Makerspace services
- Increase e-usage by 200%

Act as a catalyst for learning, discovering and creating.

Our goal is to be an integral part of the daily lives of Edmontonians. We will enable personal discovery through informal and formal learning, and inspire life-long learning through connections, resources and expertise.

OBJECTIVE 1: *We have flexible, multimedia, study, meeting and creation spaces.*

Measure of Success:

- Achieve a 90% satisfaction rating with creation technology services
- Achieve a 90% satisfaction rating with collaborative and quiet space opportunities

OBJECTIVE 2: *We have sustainable partnerships and services with schools, higher education, continuing education and others.*

Measure of Success:

- Expanded EPL services in kindergarten to Grade 12

OBJECTIVE 3: *Customers are in both the physical and virtual library – learning, discovering and creating.*

Measure of Success:

- Customers and staff are using online learning opportunities
- Achieve a 90% satisfaction rating with EPL learning environment
- Creation of a Milner classroom

OBJECTIVE 4: *EPL is a staff of learners confident in their abilities to assist customers.*

Measure of Success:

- 85% of staff feel confident and knowledgeable around digital literacy, customer and discovery service
- Achieve a 90% staff satisfaction rate with learning opportunities
- Evaluation is skills based (e.g. through a rubric model)

OBJECTIVE 5: *Edmontonians view EPL as integral to their lifelong formal and informal learning.*

Measure of Success:

- Edmontonians identify EPL as a life-long learning organization
- Adult program attendance increases by 50%
- Achieve a 90% satisfaction rating with adult programs

OBJECTIVE 6: *EPL is the home for Edmonton's City of Learners. (Requires additional resources.)*

Measure of Success:

- Member organizations are satisfied with EPL's facilitation of the plan

Transition the way we do business.

Our goal is to change the way we do business, enabling us to lead in our changing environment. Our advocacy, partnerships, service delivery, funding models and budget allocations will reflect our progressiveness and passion.

OBJECTIVE 1: *We have transformed our approach to service delivery and use of physical spaces.*

Measure of Success:

- Staff and teams have objectives around sharing their success, solutions and research
- Meet usability and accessibility standards where relevant
- Increase in online payments year over year
- Achieve a 90% satisfaction rating with interlibrary loans and other areas as they are defined

OBJECTIVE 2: *There is an increase in services delivered collaboratively.*

Measure of Success:

- Growth in new and existing partnerships to support community needs

OBJECTIVE 3: *An increase in meaningful volunteer numbers and contributions.*

Measure of Success:

- Achieve a 100% increase in volunteers and opportunities
- Achieve a 90% satisfaction rate among volunteers
- All volunteer opportunities at EPL are filled

OBJECTIVE 4: *There are established partnerships to support programs and services.*

Measure of Success:

- Growth in new and existing partnerships
- Share partnership annual reports to communicate outcomes

OBJECTIVE 5: *We have a vibrant fund development program with increased donor diversity, and increased value of grants, donations and sponsorships.*

Measure of Success:

- Increase revenues from fundraising by 350%
- Staff have a positive perception around their fundraising role
- Approved recommendations from the fund development consultant report are implemented

OBJECTIVE 6: *We have a fully developed and implemented advocacy plan.*

Measure of Success:

- Monthly positive presence in a variety of Edmonton media
- City Council continues to provide funding to meet operational needs and support new initiatives
- Councillors attend library events

EPL - STRATEGIC FOCUS AREAS

Key actions that will be undertaken in 2016-2018 include:

- increasing library services in growing communities in Edmonton through establishment of eplGO kiosks and new literacy vans (Requires additional resources);
- increase library programs for life skills and literacy;
- continue to develop EPL's digital services to promote experimentation and discovery;
- enhance informal and formal library learning opportunities;
- increase advocacy, partnerships;
- launch the City of Learners and implement the Learning Plan and other learning initiatives; and,
- review of business processes and services for efficiencies.

EPL's goal is to fund its business plan action items through:

- use of existing or reallocation of EPL resources (efficiencies);
- growth in City funding for programs and services planned for 2016-2018 -- EPL will target the large Canadian urban library average per capita municipal funding support as a target; and,
- growth in Provincial per capita grant using the most current population census.

Risk Identification and Emerging Issues

In assessing EPL's ability to achieve its strategic goals and objectives, consideration has been given to key risks along with mitigating strategies.

1. Provincial Funding for Libraries:

EPL receives \$4.5 million in an unconditional per capita funding from Alberta Municipal Affairs on an annual basis. The amount of the grant was based on a \$5.45 per capita grant multiplied by population based on the 2009 census. The grant represents approximately 8% of EPL's overall revenues and is relied upon to support our day to day operations. The new provincial budget brought some welcome news for Alberta's public libraries. In 2016, the province will increase the per capita grant amount by 10 cents to \$5.55 and will pay on current population. For EPL, this means an increase in our revenues of \$353,000 and will allow us to completely implement the new eplGO site planned for 2015 without any delays.

2. Staffing:

One third of all EPL employees are over the age of 50 and moving into range of potential retirement within the next 5-10 years. Currently EPL is able to attract and retain prospective applicants for positions; however moving forward EPL believes that its ability to attract critical talent for key professional library leadership positions may be at risk. EPL is identifying strategies to extend the reach and impact of our recruitment efforts - employment branding, promotion of EPL as an employer of choice, and increasing advertising and recruitment efforts in differing geographic markets. In addition to recruitment, it will also be important for EPL to increase its investment in training and skill development for existing staff to ensure we continue to be skilled and knowledgeable in order to successfully meet the diverse needs of our customers. Funding for increased staff development will be included in future EPL budgets.

3. Ability to achieve City Council targeted 2% reductions through efficiencies:

EPL has been participating in City Council's targeted 2.0% annual reduction in City funding through cost savings, continuous improvement and innovation strategies. EPL has been prudent in the past in ensuring it operates efficiently and effectively. Meeting the reductions in 2016 to 2018 may be challenging and there is a high risk of not meeting the targets without service reductions. EPL will make best efforts in meeting the goal of City Council.

Programs and Services EPL Provides

Library Materials	
EPL provides access to:	EPL staff:
<ul style="list-style-type: none"> Over 7 million books, magazines, CD's, DVD's, video games, eBooks, audiobooks, streaming music and videos Aboriginal Collections Material in 40 world languages. Over 800 newspapers from 80 countries in 38 languages 78 subject databases and other eResources 	<ul style="list-style-type: none"> Facilitate the selection, purchase, labelling 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	
<i>Information: Answers Questions, Supporting Research and provides training and support in Digital Literacy</i>	
EPL provides:	EPL provides:
<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, mobile texting, email, telephone and in-person. <p><i>Assistive Services</i></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, assistive technologies, descriptive videos and DVDs. 	<ul style="list-style-type: none"> 501 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 orientation to 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 19 services points Creative Technology.
<i>Meeting Rooms and Space</i>	
	EPL provides:
	<ul style="list-style-type: none"> Meeting rooms and spaces for Edmontonians and local community groups through its 19 services points.
Programs	
Community-Led Service Philosophy	
EPL facilitates/promotes:	EPL is committed to:
<ul style="list-style-type: none"> Over 13,532 programs for all ages and interests (Welcome Baby, Sign, Sign, Laugh and Learn, 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. Literacy eL2GO vans that enable EPL to bring literacy and computer educational programs to customers in underserved areas of our city and to those who do not have easy access to library services. Makerspace technology and programs that provide opportunities to discover and create. Learning opportunities in-person and through free eLearning resources. 	<ul style="list-style-type: none"> A Community-Led Service Philosophy which ensures library services meet needs by taking services beyond the library walls into the community through 20 community librarians and other library staff. Community librarians dedicated over 1,000 hours a year to working with over 300 Edmonton community organizations to build connections and meet needs. Supporting at-risk Edmontonians through literacy, education and social support by having social workers.

Planned Changes - Financial Impact

2016-2018 PLAN

The table below includes the planned changes for EPL, as summarized on the following pages, to deliver the services described in the Business Plan.

Edmonton Public Library 2016-2018 Plan (000s)

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
Revenue & Transfers				
Provincial Grants	\$ 4,948	\$ 4,948	\$ 4,948	\$ 4,948
General Revenue	3,291	5,145	5,154	5,164
Total Revenue & Transfers	\$ 8,239	\$ 10,093	\$ 10,102	\$ 10,112
Expenditure & Transfers				
Personnel	35,832	37,537	39,244	40,997
Non-Personnel	21,099	22,610	22,460	22,488
Total Expenditure & Transfers	\$ 56,931	\$ 60,147	\$ 61,704	\$ 63,485
Net Operating Requirement	\$ 48,692	\$ 50,054	\$ 51,602	\$ 53,373
Full-time Equivalents	510.5	513.4	514.4	514.4

CHANGES TO MAINTAIN CURRENT SERVICE LEVELS

For the 2016-2018 planning period, the following key changes have been included in the forecast:

- Overall, revenues from Provincial grants will remain unchanged over the next three year period based on the recent information included in the 2015 Provincial Budget. In addition, General revenues will increase to include fundraising revenues for the new Milner Library renewal project.
- Overall expenditure increases are primarily driven by base level budget changes in personnel and non-personnel costs for contractual obligations and anticipated costs increases, and cost changes to on-going programs currently being delivered by EPL (i.e. EPL literacy vans and welcome baby program). In addition, EPL has identified incremental costs increases for the opening of the new Calder and Capilano library branches that will open early 2017 and 2018.

CHANGES BEYOND CURRENT SERVICE LEVELS

Implementation of eplGO store front library locations in growing areas of the City provides EPL with an interim solution in meeting the demands of customers in neighbourhoods without easy access to a physical library. EPL plans to implement a third eplGO location in 2016 in an underserved community.

In support of the Mayor and City Council's initiative on City of Learners, EPL will bring forward a request for on-going funding in 2017 to help in advancing and sustaining this initiative.

POSITIVE CHANGE INITIATIVES

EPL has committed to participating in City Council’s positive change initiatives to target a 2% annual reduction in City funding through costs savings, continuous improvement and innovation strategies. EPL will target annual reductions of \$1.0 million over 2016-2018. These amounts will be reinvested in EPL to offset increases related to new and enhanced services as well as increases to the base level budget. At this time no specific reductions have been identified but EPL will make best efforts to come up with these savings, although service reductions may be necessary.

Capital Investment

The following table is a list of the capital profiles for the Edmonton Public Library approved in the 2015-2018 Capital Priorities Plan with the projected spending identified below:

Approved Budget (\$000)

Capital Profile Name	2015	2016	2017	2018	2019 & Beyond
08-20-0030 Calder Branch Relocation Design / Land	4,773	4,377	-	-	-
11-20-0038 Capilano Branch Relocation	2,014	4,836	4,633	-	-
12-20-0055 Milner Library Renewal & Upgrades	3,295	14,046	27,265	16,892	-
CM-20-0048 Library Facilities Rehabilitation / Renewal	915	584	-	-	-
CM-20-0050 IT Infrastructure Renewal	1,654	1,137	1,097	1,698	-
CM-20-0051 Library Materials	7,007	7,146	7,282	7,436	-
CM-20-0052 Library Furniture and Equipment	453	327	157	160	-
Total Approved Capital Budget	20,111	32,454	40,433	26,187	-
	2015	2016	2017	2018	2019 & Beyond
Total Growth	5,309	18,882	31,897	16,892	-
Total Renewal	14,802	13,572	8,536	9,295	-
Total Approved Capital Budget	20,111	32,454	40,433	26,187	-

EPL continually assesses itself against other large Canadian urban libraries through the Canadian Urban Libraries Council (CULC) which provides annual comparative data for benchmarking. EPL currently evaluates its performance based on three key categories: Input, Process and Output Measures. The following compares 2013 EPL performance to the CULC average.

	2013		
	EPL	CULC	% Difference
The Input Measures show that EPL is effective in the allocation of resources to provide service to customers.			
<u>Input Measures</u>			
- Municipal revenue per capita	\$40.75	\$43.33	-6%
- Staff costs as a % of operating expenditures	57%	66%	-13%
- Internet workstations per 1,000 citizens	0.53	0.50	-4%
The Process Measures show that EPL is efficient and reveals how well it uses resources to deliver services.			
<u>Process Measures</u>			
- Cost per use	\$ 1.82	\$ 1.93	-6%
- Staff costs for items borrowed	\$ 2.98	\$ 3.09	-3%
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>			
- Materials borrowed per capita	12.41	11.92	+4%
- Library material turnover (number of materials checked out relative to the size of the collection)	5.7	4.9	+17%
- In-person visits per capita	6.4	5.8	+10%
- Questions answered per capita	1.1	0.7	+57%
- User sessions on public computers per capita	1.5	0.9	+66%

In addition, EPL tracks other key measures for trending:

	2013	2014	% Change
- In-Person	5,218,136	5,332,337	+2.2
- Virtual Visits	9,001,450	8,838,449	-1.8
Total Visits to the Library	14,219,586	14,170,786	-0.3
- Adult	4,401,348	4,076,513	-7.4
- Juvenile	3,032,375	2,908,145	-4.1
- Renewals	2,199,968	1,811,424	-18.0
- eBooks, eAudiobooks, eNewspapers and Magazines	813,733	1,163,217	+43.0
- eMusic (single songs and albums)	173,807	407,364	+134.0
- eMovies and TV	11,068	36,654	+231.0
Total Items Borrowed	10,632,299	10,403,317	-2.0
- Physical Collections	1,883,006	1,674,660	-11.1
- Digital Collections	5,518,195	9,325,000	+69.0
Total Physical and Digital Collections	7,401,201	10,999,660	+48.6
In-House Collection Use	1,346,639	1,246,300	-7.5
Public Internet Use	1,113,000	1,225,478	+10.1
Questions Answered	2,478,267	2,536,000	+2.3
Programs Presented	15,799	13,532	-14.3
Program Attendance	327,118	347,995	+6.4
eLearning Program Use	10,759	72,418	+585.0
Items Purchased	429,802	371,092	-13.7
Number of Databases	78	77	-1.3
Population of Edmonton	868,392	877,926	+1.1
Number of Libraries	17	18	+5.9