

## Introduction

For the past 101 years the Edmonton Public Library has been much more than a place to borrow books. It is a place that galvanizes communities, connects people and expands minds. EPL's vision, mission and strategic plan guides the Library in developing a diverse array of relevant programs and services that serve the growing and changing needs of Edmontonians. In addition, it provides the framework in which EPL contributes to improving Edmonton's livability as outlined in the City's vision "The Way We Live" strategic direction.

**EPL is the second most visited place in Edmonton** after West Edmonton Mall primarily due to the fact that EPL is an inviting community space where friends and neighbours gather for educational and entertainment programs and services; to access computers; or to simply be part of the community. EPL provides an open, inviting, safe, fun and inclusive public space where everyone is welcome to learn, create, discover and grow.

**EPL services are available to everyone** at branches located throughout the City, as well as online from anywhere, any time and from any device. Working with hundreds of partner organizations in our communities, we also bring services to customers outside of our walls in places such as hospitals, schools and community centres.

**Great libraries shape great cities.** They are instrumental to the economic, social and cultural foundation of a vibrant, rich and thriving society. Every day the lives of thousands of Edmontonians are improved and enriched by EPL's services, programs and resources.

**Edmontonians invest \$0.02 for every tax dollar in EPL services.** EPL continues to pursue innovative ways to provide service through a network of 19 library branches located throughout the City as well as through the internet. Its key resources are people (480.8 full time equivalent positions), library collections (7 million physical and online library items), 11 owned and 8 leased facilities, and a fleet of 7 vehicles. EPL's innovation in service delivery is recognized across Canada and internationally.

**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.

## Facts and Figures

- In 2013 total visits exceeded 14 million
- Over 7 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)
- Over 2 million questions answered in a year
- 1.1 million public computer sessions
- 829,000 digital downloads from EPL
- 320,000 people attended over 15,000 free programs
- 159,000 Edmontonians attending library programs beyond the library walls
- Free, easy, convenient and unrestricted access to 428 computers available to the public across all locations
- Community librarians connecting with over 700 community groups to understand customer needs
- 115,000 school children connecting with EPL in securing their own library cards
- 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



In 2014, EPL was named Library of the Year by Library Journal magazine and Gale Cengage Learning. EPL is the first ever Canadian library to receive this prestigious award. It is the highest honour of its kind and recognizes a public library that most profoundly demonstrates service to the community; creativity and innovation in developing specific community programs or a dramatic increase in library usage; and leadership in creating programs that can be emulated by other libraries. EPL is honoured to receive this award and recognizes City Council's support in helping make this happen.

## Major Services

EPL provides a wide range of services to its customers:

### Library Materials

EPL provides access to:

- 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 e-resources

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.

*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.

EPL provides:

- 428 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 19 service points.
- Creative technology equipment.

*Meeting Rooms and Reading Space*

EPL provides:

- Meeting rooms and reading spaces for Edmontonians and local community groups through its 19 service points.

### Programs

EPL facilitates/promotes:

- Over 15,000 programs for all ages and interests (Welcome Baby, 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 Van programs that allows EPL to bring literacy and computer educational programming to customers in the community.
- Makerspace equipment and programs that provide incredible technology and equipment for the public to discover and create.

### 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 20 community librarians and other library staff. Community librarians dedicate over 1000 hours 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 three outreach workers.

# Edmonton Public Library

## Performance Measures

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: Output, Process and Input Measures. The following compares 2013 EPL performance to the CULC average.

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	\$40.75	\$43.33	-6%
Staff costs as a percentage of operating expenditures	57%	66%	-13%
Internet workstations per 1000 citizens	0.53	0.55	-4%

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 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>	<u>EPL</u>	<u>CULC</u>	<u>% Difference</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%

## 2015 Budget Direction & Approach

The 2015 operating budget has been developed based on guidelines provided by City Council, City Administration and the EPL Board. The following are key assumptions used in the development of the 2015 Budget:

- Target 2.0% annual reduction in City funding through cost savings, continuous improvement and innovation strategies to be used for growth and new service initiatives (\$900,000 for 2015).
- Include only contractual obligations or known cost increases for base budget expenditures (assume 0% for cost escalation).
- Include all known or anticipated revenues that reflect best estimates for 2015 and Provincial per capita grant funding incorporating population census estimate for 2014.
- Include incremental resources needed to operate the new Clareview, Meadows and Mill Woods branches.
- Fund the continuation of Business Plan initiatives that were started in 2014 (i.e. Makerspace program, Welcome Baby in the Community, Literacy Vans and ePLGO site).
- Include new services that align with EPL's approved Business Plans. For 2015, an additional ePLGO storefront location in an underserved high traffic area has been included in the budget.

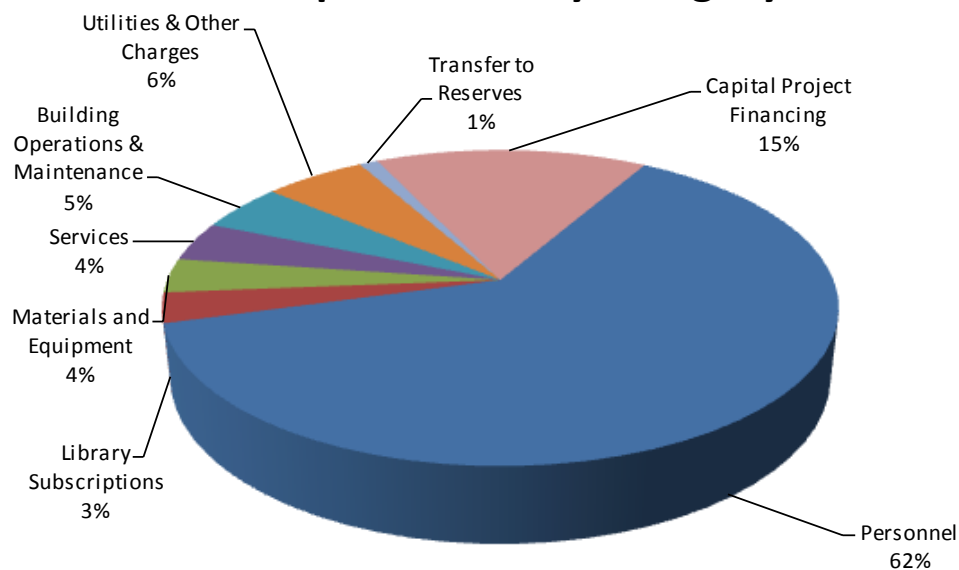
# Edmonton Public Library

## Approved 2015 Budget

	2013 Actual	2014 Budget	2015 Budget	\$ Change '14-'15	% Change '14-'15
<b>Revenue &amp; Transfers</b>					
Provincial Grants	\$ 4,647	\$ 4,355	\$ 4,595	\$ 240	5.5
Federal Grants	-	4	-	(4)	(100.0)
General Revenue					
Fines	1,031	1,048	1,048	-	-
Fundraising	238	917	1,457	540	58.9
Other	912	719	786	67	9.3
Transfer from Reserves	1,629	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>8,457</b>	<b>7,043</b>	<b>7,886</b>	<b>843</b>	<b>12.0</b>
<b>Expenditure &amp; Transfers</b>					
Personnel	30,268	32,124	34,560	2,436	7.6
Library Subscriptions	1,852	1,698	1,710	12	0.7
Materials and Equipment	1,639	1,926	1,940	14	0.7
Services	1,555	2,258	2,235	(23)	(1.0)
Building Operations & Maintenance	2,304	2,425	2,702	277	11.4
Utilities & Other Charges	2,897	3,162	3,197	35	1.1
Transfer to Reserves	209	-	580	580	100.0
Subtotal	40,724	43,593	46,924	3,331	7.6
Capital Project Financing	8,991	8,562	8,546	(16)	(0.2)
<b>Total Expenditure &amp; Transfers</b>	<b>49,715</b>	<b>52,155</b>	<b>55,470</b>	<b>3,315</b>	<b>6.4</b>
<b>Net Operating Requirement</b>	<b>\$ 41,258</b>	<b>\$ 45,112</b>	<b>\$ 47,584</b>	<b>\$ 2,472</b>	<b>5.5</b>
<b>Full-time Equivalents</b>	<b>455.1</b>	<b>480.2</b>	<b>508.8</b>	<b>28.6</b>	

(\$000)

### Expenditures by Category



# Edmonton Public Library

## Budget Changes for 2015

(\$000)

### Key Cost Drivers

	Expenditures	Revenues	Net Operating Requirement	% Change	Changes in FTEs
<b>Base budget changes</b> (including annualization, major cost changes, transfers to reserve)	\$ 2,206	\$ 513	\$ 1,693	3.8	6.1
<b>Operating Impacts of Capital</b> (Clareview, Meadows and Mill Woods Libraries)	1,597	35	1,562	3.5	20.8
<b>New Services</b> - new eplGO site	370	295	75	0.2	1.7
<b>2% Reduction / Innovation</b>	(858)	-	(858)	(1.9)	-
<b>Total Increase</b>	<b>3,315</b>	<b>843</b>	<b>2,472</b>	<b>5.5</b>	<b>28.6</b>

Overall, EPL has met the City's 2015 funding guideline of \$2.5 million or 5.5% increase in net operating requirements. In addition, EPL has identified \$0.9 million in costs savings to achieve the 2% reduction / innovation targets assigned to Civic Programs, Boards and Authorities. The following highlights key cost drivers for 2015:

- \$1.6 million or 3.5% increase for operating costs related to the Clareview and Meadows new branches and Mill Woods replacement branch.
- \$1.7 million or 3.8% increase for base budget cost increases (including annualization \$0.3 million or 0.7%, and \$0.1 million or 0.3% in major cost changes)
- \$0.1 million for New Services - new eplGO site
- (\$0.9) million in operational savings for reallocation to EPL budget to mitigate 2015 cost increases.

### Revenue & Transfers - Changes

#### Provincial Grants: \$ 240

EPL's per capita grant has been budgeted to increase by \$295 based on an estimated population increase for the City of Edmonton offset by a reduction in the provincial Safe Communities Initiative funding which ended on March 31, 2014.

#### Federal Grants: \$ (4)

Reduction in Canada Council Grant for program speakers.

#### General Revenue: \$ 607

Key elements of change include: an increase in fundraising revenue (\$540), an increase in printing and photocopying revenue (\$61) and an increase in room rental revenue (\$6).

### Expenditures & Transfers - Changes

#### Personnel: \$ 2,436

Key changes to personnel costs are a result of:

- \$453 in salary / wage rate adjustments and benefit cost increases
- \$164 in cost of living adjustments for management and out of scope employees
- \$305 in annualization of 2014 services: Makerspace - 1.2 FTE's, Literacy Vans - 2.2 FTE's, a new eplGO site - 1.7 FTE's
- \$106 in major costs changes for EPL's fundraising activities - 1.5 FTE's
- \$1,447 in operating impacts of 3 new libraries (Clareview - 7.6 FTE's, Meadows - 10.1 FTE's and Mill Woods - 3.1 FTE's opening in late 2014 and early 2015
- \$106 in new/enhanced services for a 2015 additional eplGO storefront location - 1.7 FTE's
- \$145 in savings from an increase in personnel discounting by 0.25% and other personnel savings

# Edmonton Public Library

## Expenditures & Transfers - Changes

### Library Subscriptions: \$ 12

- Library subscriptions are slightly higher primarily due to anticipated cost increases in 2015 and increased demand.

### Materials and Equipment: \$ 14

Key changes to materials and equipment are primarily a result of:

- \$12 in operating impacts of 3 new libraries (Clareview, Meadows and Mill Woods) opening in late 2014 and early 2015
- \$2 in new/enhanced services for one additional eplGO storefront location

### Services \$ (23)

Key changes to services are a result of:

- \$115 in increases to City corporate charges for financial systems, parking charges and fuel costs
- \$82 in annualization of 2014 new services for Literacy Vans
- \$118 major costs changes for EPL's fundraising activities
- \$3 in operating impacts of 3 new libraries (Clareview, Meadows and Mill Woods)
- \$1 in new/enhanced services for one new eplGO storefront location
- \$ 215 savings from reductions in Makerspace costs and employee relocation costs
- \$127 in reduced costs in the Welcome Baby program

### Building Operations and Maintenance \$ 277

Key changes to building operations and maintenance areas are a result of:

- \$186 in building operations cost increases
- \$89 increase due to the opening three library branches
- \$2 in new/enhanced services for one new eplGO storefront location

### Utilities and Other Charges \$ 35

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

- \$126 in increased power and natural gas utility costs
- \$24 in annualization of new eplGO site
- \$56 in operating impacts of 3 new libraries (Clareview, Meadows and Mill Woods) opening in late 2014 and early 2015
- \$46 in new/enhanced services for additional new eplGO storefront location
- \$88 in lease savings from Mill Woods branch opening in early 2015
- \$129 savings from lease negotiations

### Transfer to Reserves \$ 580

- Additional fundraising revenue transferred to reserves for future use in Welcome Baby and Literacy Vans.

### Capital Project Financing \$ (16)

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 include savings of \$222 from reductions in expenditures for a 2014 eplGO site, reductions of \$203 in information technology equipment renewal, offset by \$225 increase in expenditures related to library materials and \$213 in new/enhanced services for an additional 2015 eplGO site.

## Full-time Equivalents - Changes

The following provides a summary of key changes to EPL's FTE count (28.6 FTEs):

Operating Impacts of New Libraries (20.8 FTE's): Clareview 7.6 FTE's, Meadows 10.1 FTE's and Mill Woods 3.1 FTE's

New/enhanced Services: eplGO storefront location 1.7 FTE's

Annualization (4.6 FTE's): Makerspace 1.2 FTE's, Literacy Vans 2.2 FTE's, eplGO 1.7 FTE's

Major cost changes: Fundraising activities 1.5 FTE's

# Edmonton Public Library

## Proposed 2015 Budget - Program Summary

### Edmonton Public Library

[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 19 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 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)	2013 Actual	2013 Budget	2014 Budget	2015 Budget
Revenue & Transfers	\$ 8,457	\$ 8,150	\$ 7,043	\$ 7,886
Expenditure & Transfers	49,715	49,308	52,155	55,470
Subtotal	41,258	41,158	45,112	47,584
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 41,258	\$ 41,158	\$ 45,112	\$ 47,584
Management		46.0	46.2	47.0
Professional/Technical/Union Exempt		8.0	10.0	11.0
Union		401.1	424.0	450.8
Full - Time Equivalents		455.1	480.2	508.8

#### 2014 Services

- Second most visited place in Edmonton with total visits exceeding 14 million
- Over 7 million books, CD's DVD's, magazines, newspapers, eBooks, audiobooks, streaming music and videos
- Over 10 million items borrowed
- Over 2 million questions answered
- 1.1 million public internet sessions
- 829,000 in digital media downloads
- 320,000 attendance at 15,000 free programs
- 159,000 attendance at free programs beyond the library walls
- Over 1000 hours spent with over 300 community organizations
- Social workers to support socially vulnerable using Milner and 5 other branches
- Makerspace and creative technology, equipment and classes for customers to discover and create
- 159,000 attendance at free programs beyond the library walls

#### Changes in Services for 2015

- Operating costs for two new libraries in Clareview and Meadows and one replacement library in Mill Woods
- New Services: one additional eplGO Storefront location in an underserved community
- Addition of one new literacy van pending donations / sponsorship funding

# Edmonton Public Library

## Edmonton Public Library Program - Public Library

FUNDED

### Alternative Service Delivery Model - epIGO Service Point (Storefront Model)

#### 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. As one strategy, EPL will be expanding the use of epIGO store front locations in growth communities that are currently underserved.

#### Description

Implementation of epIGO store front library locations (small footprint rental spaces - max 2,500 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 2015. The funding request includes one-time fit up costs for one leased facility, staffing (3.3 FTE's) and operating costs.

	<u>2015</u>	<u>2016</u>	<u>2017</u>
<b>epIGO</b>			
Operating (6 months in 2015)	\$ 157	\$ 330	\$ 336
One Time	213	-	-
	<u>370</u>	<u>330</u>	<u>336</u>
Incremental Change	<u>\$ 370</u>	<u>\$ (40)</u>	<u>\$ 6</u>

#### Background

EPL's branch development guidelines looks to build new libraries in communities when the population reaches 20,000 and is projected to grow to 30,000-35,000 in the next five years. When funding is not available, EPL looks at alternative ways to serve the community through non-traditional approaches. epIGO sites provide that opportunity to access under-served communities.

#### 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 store front locations as interim measures until library branches can be built in these growth areas.

#### Implications of Not Funding

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 (\$000)	2015				2016				2017			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	370	\$ 295	75	1.7	(152)	\$ -	(152)	-	6	\$ -	6	-
Annualization	112	-	112	1.7	-	-	-	-	-	-	-	-
<b>Total</b>	<b>482</b>	<b>\$ 295</b>	<b>187</b>	<b>3.4</b>	<b>(152)</b>	<b>\$ -</b>	<b>(152)</b>	<b>-</b>	<b>6</b>	<b>\$ -</b>	<b>6</b>	<b>-</b>