

Promise

Edmonton Public
Library:
opening a lifetime
of
Learning,
Engagement,
Possibility.



Our Road Map

Overview

The Edmonton Public Library Board is responsible for the operation of the public library system in the City of Edmonton. Under the Provincial Libraries Act, they are empowered to provide oversight and strategic direction in the delivery of library services to customers. Ultimately their key goals are to:

- Support the citizens of Edmonton in self-directed lifelong learning through the library collections, services and programs.
- Provide access to information to a diverse population of Edmonton regardless of age, place of residence, economic or social circumstance.
- Ensure intellectual freedom and quality customer service to the people of Edmonton.

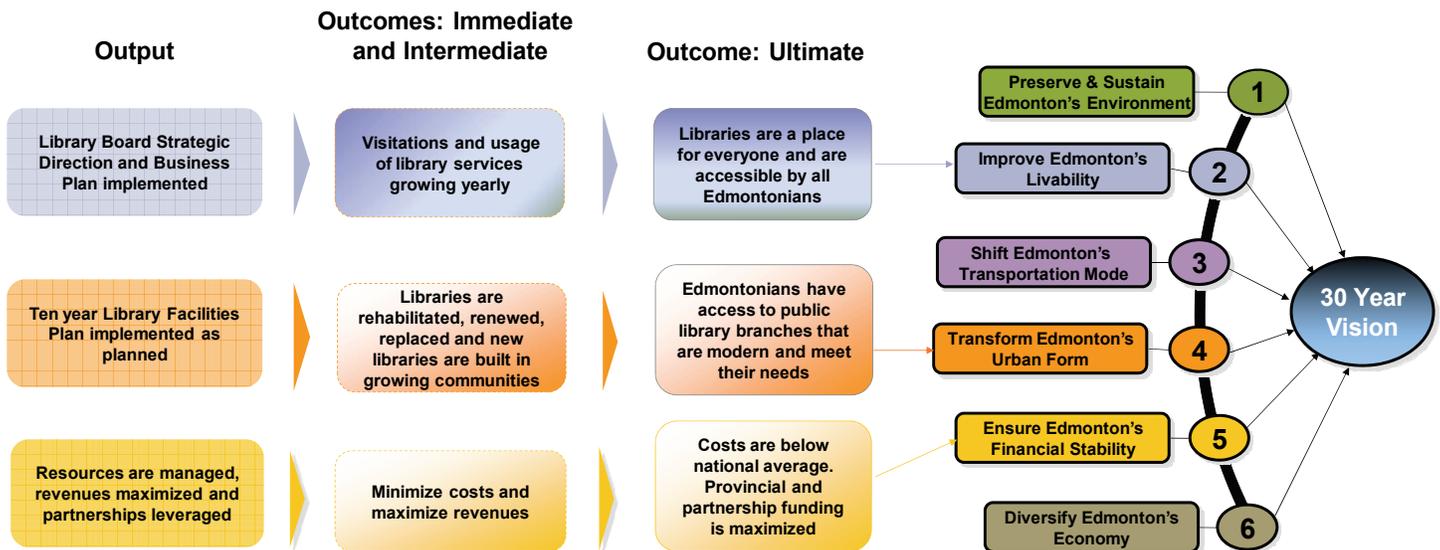
Major Services & Activities

Library Services:

- **Library Materials**
- **Programming**
- **Services to Multicultural, Seniors and Persons with Disabilities**
- **Reference**

Strategic Road Map

The Library strategic direction aligns with City Council’s vision and strategic roadmap in three key areas:



Immediate and Intermediate Outcomes and Measures

The Library assesses how well it is meeting its goals through measuring the following key outcomes:

Outcome	Measure
Visitations and usage of library services grow yearly	<ul style="list-style-type: none"> Library visits per capita compared to national average Number of library materials borrowed on a per capita basis compared to national average
Libraries are rehabilitated, renewed, replaced and new libraries are built in growing communities	<ul style="list-style-type: none"> Number of facilities funded out of 10 year Library Facilities Plan Renewal, rehabilitation and growth of library facilities are constructed within Library Facilities Plan timelines
Minimize costs and maximize revenue	<ul style="list-style-type: none"> Cost per circulation (items borrowed) Municipal and provincial per capita funding compared to national average

In 2010 the Edmonton Public Library Board will embark on a new Strategic Plan.

Responsibility

The Library is governed by the Edmonton Public Library Board as directed under the Alberta Libraries Act. Trustees are appointed to the Board by City Council to provide strategic direction and act as an oversight body in the delivery of library services to customers. The Board establishes strategic direction through planning documents and policies.

The Board's approved Strategic Plan, "Enriching People's Lives", provides direction and guidance in the delivery of service to customers. The key focus is on ensuring accessibility to services, collections and programs; access to a culturally diverse collection; strong ties to the community; and a skilled work force to deliver library services.

Operational Variables

In assessing resource and infrastructure requirements to deliver service, the Library considers a number of key factors:

- customers visiting library branches and internet site,
- the number of library items borrowed by customers,
- the demographic make-up of a community,
- library programming, and
- technology changes.

The goal of the Library Board is to have libraries located in communities with a population of 20,000 as a minimum with expected growth to 30-40,000 and where there is no library branch within 4-5 kilometers.

The Edmonton Public Library is among the highest in Canada in terms of customer visits, circulation and information requests. Currently in 2009 (estimate) they are as follows:

Customer visits (in-person and website):
16,194,000 20.0% increase

Circulation of library collections:
11,843,000 21.0% increase

Information requests:
2,256,000 8.0% increase

Current Services

The library serves a diverse population in Edmonton regardless of age, place of residence, economic or social circumstance through a network of 17 branches — 9 owned and 7 leased facilities and 1 partnership arrangement with the University of Alberta — ePLGO library branch. In addition, the Library provides service through 420.5 full time equivalent positions, five vehicles and approximately 2,000,000 library material items.

Key Activities:

• **Library Branch Services:**

- Access to library materials including adult and teen fiction, fine arts, literature, music, film, paperbacks.
- English as a second language/literacy.
- Aboriginal and multi-cultural collections (20+ languages).
- Access to DVDs, CDs, periodicals and newspapers.
- Provide reference services and maintain research materials.
- Provide children, youth and adult programming.
- Services to seniors and persons with disabilities.
- Community partnerships through joint programming.
- Public access to information through technology.
- Library Access (assistive library services for physically challenged and coordination of volunteer delivery of library materials to shut-ins).

• **Library Collections:**

- Includes all activities for the purchase of library collections (e.g. books, DVDs, CDs, periodicals, newspapers).
- Provide expertise in the selection, purchase, preparation and cataloguing of library collections for use by the public.
- Maintain the library catalogue system.

- **Information Services:**
 - In-person and electronic reference plus interlibrary loans.
 - Access to periodicals, magazines, newspapers, directories, CD-ROM electronic data bases.
 - Houses a depository of municipal / provincial / federal government documents.
 - Maintains collections in Western heritage and genealogy.
 - Online database searching.
 - Newspapers in other languages.

Issues and Challenges

1. The Library is challenged in meeting growth in Customer Activity (visits, circulation, information requests) while maintaining good customer service, particularly moving into the future. The Edmonton Public Library has grown significantly in customer visits (50%) over the last 5 years and more recently has seen a year over year increase of 20% growth. This increase has been managed within existing Library resources to date through business process changes and reallocation of existing resources. However, in the future, additional resources will be required to provide similar levels of service.
2. The cost of maintaining existing 2009 resources into 2010 are higher than the proposed City Council funding guidelines — 6.8% versus 3.0% funding target. The Library is very limited in its ability to generate significant amounts of new revenues to fund its core costs of operations. For 2010, the key cost driver is the City negotiated union contract settlement. The Library has been very diligent in ensuring costs are kept to minimum and any new funding provided by City Council is used to its full extent. Without City Council's support, the Library will be forced to look at reduced hours of library service in 2010.
3. Revenue risk and uncertainty exists for the increased Provincial operating per capita grant provided to the Library in 2010. In 2009, the Province provided the Edmonton Public Library

with an increase in per capita funding from \$4.29 to \$5.40 per capita. This change is expected to increase the grant by \$1 million in 2010 — for a total of \$4.1 million in funding. Subsequent to the announced increase, the Province experienced significant shortfalls in funding which may result in budget reductions for 2010.

Although the Edmonton Public Library Board is very concerned with the likelihood of not receiving the additional \$1 million in funding from the Province, the 2010 budget includes this funding as a way of mitigating costs that are higher than the 3% City Council tax levy funding.

If this grant is reduced in 2010, the Edmonton Public Library will be requesting additional support from City Council or be faced with further reduced hours of service equating to approximately 11 days of closure for the entire library system.

4. Long-term sustained funding for rehabilitation, replacement and growth of library branches is required for the future. In 2009, City Council has been very supportive in funding the Library's needs for the next 3 years. Beyond 2011, no new projects are funded.

Public Library Performance

EPL currently provides library services at a cost well below the average of other large Canadian Urban Libraries. The following provides a summary of the key efficiency and effectiveness measures.

Efficiency Measure:

The efficiency measure assesses the cost of handling library materials to make them available and accessible by library customers (cost per item circulated and/or handled).

Measures of Efficiency

Year		Inputs Annual Operating Costs (\$000's)	Outputs Circulation	Indicator:		
				Cost/ Circulation	Standard*	Efficiency Performance
2007	Actual	\$ 33,770	9,639,141	\$ 3.50	\$ 4.00	114%
2008	Actual	\$ 37,145	9,787,701	\$ 3.80	\$ 4.41	116%
2009	Estimate	\$ 39,905	11,663,000	\$ 3.40	\$ 4.41	130%
2010	Estimate	\$ 41,895	12,246,150	\$ 3.40	\$ 4.41	130%

* Based on the average cost per circulation for 31 Canadian Urban Libraries

Source: Canadian Urban Libraries Council

For 2009 and 2010, assume the same standard as 2008 actual.

Performance Overview:

- The Edmonton Public Library is very efficient in making library materials accessible to customers. EPL is well below the average cost per circulated item.
- The cost per item circulated over 2007 to 2010 ranges from \$3.50 per capita in 2007 to \$3.40 expected in 2010, well below the Canadian Urban Libraries Council figure of \$4.00 to \$4.41 respectively or 30% below the average.
- Over the period 2007 to 2010, circulation and materials handling are expected to increase by 27%, while FTE's are only expected to grow by approximately 4.8%.
- Over that same period of time, investment in library materials will have increased by 3% helping improve customer access to collections.

Public Library Performance

Effectiveness Measure:

The effectiveness measure assesses how well the library is doing in terms of getting library materials into the hands of citizens (number of library items circulated per citizen) and citizen usage of library services (number of library visits per citizen).

Measures of Effectiveness (000's)

Year		Population*	Outputs		Circulation Indicator			Visits Indicator		
			Circulation	Customer Visits	Circulation / Citizen	Target**	Effectiveness Performance	Visits / Citizen	Target*	Effectiveness Performance
2007	Actual	741,392	9,639,141	5,578,124	13.00	11.38	114%	7.52	5.91	127%
2008	Actual	752,412	10,113,000	5,494,912	13.44	10.98	122%	7.30	5.86	125%
2009	Estimate	782,439	11,663,000	6,593,894	14.91	10.98	136%	8.43	5.86	144%
2010	Estimate	797,305	12,246,150	6,923,589	15.36	10.98	140%	8.68	5.86	148%

* 2010 includes a 1.9% population increase.

** Based on the average circulation per citizen for 31 Canadian Urban Libraries -> Source: 2008 Canadian Urban Libraries Council.
For 2009 and 2010, assume the same standard as 2008 actual.

Performance Overview:

Circulation Indicator:

- The Edmonton Public Library has been very effective in increasing the circulation of library materials exceeding the target performance by approximately 14% to 40% over 2007 to 2010.
- Some of the key factors influencing the effectiveness in circulating library collections is due to increased availability, quality and quantity of library collections and increased access to library locations. This has only been possible through a reasonable annual library collections budget and City Council's support in rehabilitating and renewing library facilities.

Visits Indicator:

- The number of in-person visits is a good indicator of the overall quality of service and effectiveness in providing customers with library collections that meet their diverse needs. For the period 2007 to 2010, the number of visits to EPL per capita is 27% to 48% higher than other large urban libraries across Canada.
- In addition to the number of in-person visits by customers, the library website activity over the last 3 years has also increased substantially from 7.0 million website visits in 2007 to approximately 10.0 million by the end of 2010 (approximately 45% increase).

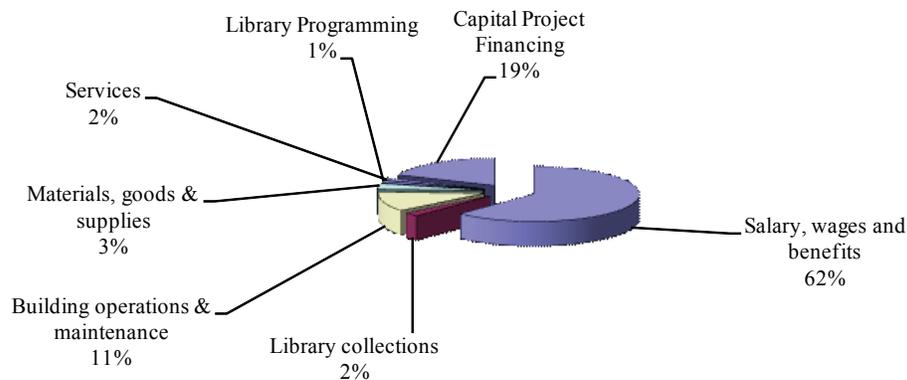
Although the measures of effectiveness and efficiency are very favourable, the ability to sustain these results will be difficult without additional resources.

Approved 2010 Operating Budget

Public Library
(in \$000's)

	2009 Budget	Revenue & Cost Impacts*	Service & Budget Review	Service Needs	2010 Budget	% Change '09-'10
Revenues						
¹ Provincial Grants	3,056	1,007	-	-	4,063	33.0
General Revenue	2,256	(169)	-	-	2,087	(7.5)
Total Revenues & Transfers	5,312	838	-	-	6,150	15.8
Expenditures						
Library Branch Services	28,890	2,337	(436)	-	30,791	6.6
Library Collections	1,046	235	-	-	1,281	22.5
Information Services	2,298	(12)	-	-	2,287	(0.5)
	32,234	2,560	(436)	-	34,358	6.6
Capital Project Financing	7,671	154	-	-	7,825	2.0
Total Expenditures & Transfers	39,905	2,714	(436)	-	42,183	8.6
Net Operating Requirement	34,593	1,876	(436)	-	36,033	4.2
Full-time Equivalents	420.1	5.4	-	-	425.5	1.3

* Cost Impacts includes: inflation on personnel and non-personnel costs, annualization, adjustments based on current performance.



	<u>2009</u> <u>Budget</u>	<u>2010</u> <u>Budget</u>	<u>Increase</u>	
Salary, wages and benefits	24,261	26,215	1,954	8.1%
Library collections	850	943	93	10.9%
Building operations & maintenance	4,735	4,758	23	0.5%
Materials, goods & supplies	1,388	1,368	(20)	-1.4%
Library Programming	467	516	49	10.5%
Services	533	558	25	4.7%
Capital Project Financing	7,671	7,825	154	2.0%
Total	39,905	42,183	2,278	5.7%

1. The Library Board is very concerned with the level of risk associated with the Provincial Grant in 2010 due to recent Provincial budget deficits. The Board has used the Provincial Grant increase to mitigate a majority of the funding shortfall created by the City's 3% tax levy increase budget guideline. However, if the grant is reduced, the Library System will be forced to close for a period of 11 days the entire Library system.

The grant is population based (per capita grant) and currently set at \$5.40 per capita. The Provincial Grant included in the 2010 budget is \$4,063,025 which is based on the 2008 civic census population of 752,412. The Province has not agreed to use the more recent 2009 civic census population of 782,439 which would result in an additional increase of \$162,146.

Budget Changes for 2010 (\$000)

Revenue & Cost Impacts on 2009 Services

Revenue Changes

*	1,007	Provincial Library per capita grant
	(169)	General revenues (reduction primarily in interest earnings)
	838	Total Revenues

Cost Changes

2,191	Salary, wages and benefit increases (4.5% cost of living, increments, shift premium, benefits)
273	Non-personnel inflation (2%)
250	Standardization of hours at all Library Branches: Sprucewood, Calder, Highlands, Strathcona, Capilano and Castle Downs Library Branches (approved by Library Board in 2009 and funded through an increase in Provincial per capita grant)
2,714	Total Cost Changes
1,876	Net Operating Requirement

Service & Budget Review

(350)	Personnel cost savings (salary / wage rate adjustments, increase in personnel discounting)
(86)	Lease cost savings
(436)	Net Operating Reduction

Impact on Full-time Equivalents

5.0	Standardization of hours at all Library Branches (approved by Library Board in 2009)
0.4	Historical adjustment to reflect actual FTE's
5.4	Total Full-time Equivalent Changes

* The Library Board is very concerned with the level of risk associated with the Provincial Grant in 2010 due to recent Provincial budget deficits. The Board has used the Provincial Grant increase to mitigate a majority of the funding shortfall created by the City's 3% tax levy increase budget guideline. However, if the grant is reduced, the Library System will be forced to close for a period of 11 days.

The following is a list of Approved Capital Projects and a brief description of their progress for information purposes.

Approved 2009-2011 Capital Budget

Project #	Project Name	Prior Years	2009 Budget	2010 Budget	2011 Budget	2012 Budget	Total Approved Budget
06-20-0002	Clareview Branch Library	\$ 14	\$ -	\$7,855	\$8,144	\$ 599	\$16,612
03-20-0019	Mill Woods Branch Relocation & Expansion	-	3,095	8,816	11,328	406	23,645
07-20-0027	Jasper Place Branch Renewal & Expansion	-	290	6,343	7,433	-	14,066
08-20-0028	Highlands Branch Renewal	-	300	1,637	4,936	2,703	9,576
08-20-0030	Calder Branch Relocation - Land/Design	-	-	1,950	100	-	2,050
09-20-0049	Milner Library Rehabilitation & Renewal	-	-	2,822	2,071	-	4,893
09-20-0048	Library Facilities Rehab. / Renewal	-	-	1,220	760	-	1,980
09-20-0050	IT Infrastructure & Renewal	-	413	693	789	368	2,263
09-20-0051	Library Collections	-	-	7,319	7,465	7,614	22,398
09-20-0052	Library Furniture and Equipment	-	-	152	155	158	465
<i>Completed Projects in 2009:</i>							
04-20-0020	Idylwyld Branch Renovations	2,501	104	-	-	-	2,605
04-20-0026	Public Library Self Service Checkout	5,021	979	-	-	-	6,000
05-20-0032	Lois Hole Library	10,457	81	-	-	-	10,538
14-20-0040	Milner Skylights	156	-	-	-	-	156
09-20-0050	IT Infrastructure & Renewal	-	347	-	-	-	347
09-20-0051	Library Collections	-	7,175	-	-	-	7,175
09-20-0052	Library Furniture and Equipment	-	149	-	-	-	149
Total Capital		18,149	12,933	38,807	43,181	11,848	124,918

Progress on Significant Capital Projects

Clareview Branch Library: This library branch will be part of the multi-use recreational facility development in Clareview. Site location has been determined, selection of a Design Consultant is completed and design work will commence by the end of 2009.

Mill Woods Relocation & Expansion: Land negotiations are currently underway for a site in the near vicinity of the existing Library Branch. It is anticipated that negotiations will be completed by the end of 2009.

Jasper Place Branch Renewal & Expansion: Prime Consultant has been selected and is currently in the process of completing a thorough building audit to determine the most efficient and effective solution in meeting service delivery needs.

Highlands Branch Renewal: Land negotiations are currently underway for additional parking for the library branch and is expected to be completed in 2009.

Operating Impact of Capital Projects

At this point in time, the Edmonton Public Library will not be requesting any new additional funding for operating costs with exception of the library branch in Clareview. In order to mitigate future costs to the City, the Library will reallocate existing resources to meet the needs of expansion and relocation planned over the next 3-4 years.

Operating Impact of Capital Projects

Service Description	2010 Budget	2011 Forecast	2012 Forecast	3-Year Total
Clareview Branch Library	-	-	1,350	1,350
Total Operating Impact of Capital	-	-	1,350	1,350

**Service Level Reductions to Meet 3%
in \$000's**

Funded By City Council

Service Package Name: Maintain Library Hours of Service in 2010

incremental (\$000)	2010				2011				2012			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Impact Funding Request	288	-	288	5.0	6	-	6	-	6	-	6	-
Total	288	-	288	5	6	-	6	-	6	-	6	-

Description

As a result of City Council's direction to target a 3.0% tax levy funding increase, the Edmonton Public Library Board has attempted to reduce its core level cost for 2010 through review and identification of on-going cost reductions in the amount of \$436,000 and through application of a \$1.0 million increase in Provincial per capita grants announced in 2009. *Unfortunately these revenue and cost reduction strategies are still not adequate to meet the 3.0% tax levy funding target increase of \$1,038,000. As a result, the Edmonton Public Library Board has identified a reduction in the hours of service (implemented September 2009) in the 2010 budget to be able to meet this target. The additional \$288,000 in funding will allow the Library to maintain the same level of resources and services as 2009 in spite of the recent year over year increase of 20%+ in customer visits and library collection items borrowed by customers.

Justification

The impact of not proceeding will result in a reduction in hours of service at library locations where the Board recently (September 2009) standardized the hours of operations across the City. Library branches where hours of service were increased in 2009 are: Sprucewood, Calder, Highlands, Strathcona, Capilano and Castle Downs. This service change was accomplished through an increase in the Provincial per capita grant in 2009.

The Library's overall 2010 budget request targeted at maintaining the same level of resources in 2009 as 2010. Of the \$2.7 million increase in expenditures, \$2.2 million (82%) relate solely to personnel costs and the impacts of the negotiated contract settlement with CSU52 Union.

When comparing the Edmonton Public Library to other Canadian Urban Libraries, EPL is very efficient and effective in the delivery of service and ranks in the top 10 out of 31 Canadian Urban Libraries. Overall, costs of circulating a library collection item is well below average.

The average municipal per capita funding is still below the national average (\$0.51 with cost impact funding) and reducing the level of funding to maintain library resources in 2010 will negatively impact the per capita to \$1.77 below the national average.

Links to Strategic Goals & Departmental Outcomes

This service package directly aligns with City Council's Strategic Direction of Improving Edmonton's Livability. In addition, it also aligns with the Library Board's strategic direction of accessibility to collections services and programming, serving a culturally diverse City.

*The Library Board is very concerned with the level of risk associated with the Provincial Grant in 2010 due to recent Provincial budget deficits. The Board used the Provincial Grant increase to mitigate a majority of the funding shortfall created by the City's 3% tax levy increase budget guideline. However, if the grant is reduced, the Library System will be forced to close for 11 days.