

Edmonton Public Library

Introduction

For almost a century, the Edmonton Public Library (EPL) has provided customers with access to information, programs and services. Through the direction provided by the Library Board's vision, mission and strategic plans, EPL has been successful in meeting the needs of its customers and contributing to making Edmonton's reputation as one of Canada's most livable cities. This has resulted in increased use of services and local, national, and international recognition for creative programming and innovative use of technology. EPL has attained a significant place within the Canadian urban libraries landscape.

MISSION: We Share.

VISION: We are experts in providing access to the world's information, ideas and entertainment—enabling a lifetime of learning, engagement and possibility for every Edmontonian.

Quick Facts About EPL:

- Over 14 million items borrowed by customers in 2010 — third highest in Canada.
- Over 13 million in-person and website visits to EPL.
- Two new libraries planned for Clareview and Meadows to add to the 17 branch locations throughout the City.
- Over 1.2 million questions answered in 2010.
- Over 211,000 individuals enrolled in library programs.
- National and international recognition of the Community-Led Service Philosophy.
- International and industry recognition and awards for EPL's branding and marketing of services.



Rendering of the new Jasper Place Branch .

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Major Services — Library Materials, Programs and Services

EPL serves a diverse population of all ages, economic and social backgrounds through a network of 17 service points located throughout the City. EPL owns nine facilities, leases seven and has a partnership with the University of Alberta Library to provide services on campus at the eplGO location. Resources include 432.4 full-time equivalent employees, five vehicles and access to approximately 3,000,000 physical and online library items.

Major Services and Activities

Library Materials	
EPL provides access to: <ul style="list-style-type: none">• Over 3 million items in its collection including books, CDs, DVDs, video games and digital downloadable content.• Over 800 newspapers from 80 countries in 38 languages.• Over 100 subject databases.• Aboriginal collections.• Materials in 20 world languages.	EPL staff: <ul style="list-style-type: none">• 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	
<i>Reference: Answering Questions and Supporting Research</i>	<i>Internet and Computer Access</i>
EPL provides: <ul style="list-style-type: none">• Professionally-trained staff to help customers find answers to questions. In 2010, employees answered over 1.3 million customer questions and are currently poised to reach 2 million in 2011.• Innovative approaches to reference services including instant messaging and chat, mobile texting, email, telephone and in person.	EPL provides: <ul style="list-style-type: none">• Approximately 500 computer stations across the library system for customers to access Internet, email and word-processing services as well as Early Literacy Stations for preschoolers.• Support and training for computer basics and orientation to the library website, library catalogue and online resources.
<i>Assistive Services</i>	<i>Meeting Rooms and Reading Space</i>
EPL responds to: <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.	EPL provides: <ul style="list-style-type: none">• Meeting rooms and reading space for Edmontonians and local community groups through its 17 service points.• Tours for all ages to orient customers to the resources in its buildings and virtual spaces.
Programs	
EPL provides: <ul style="list-style-type: none">• EPL's Community-Led Service Philosophy ensures library services meet needs by taking services beyond the library walls into the community through 19 community librarians and other library staff. In 2010, community librarians dedicated over 4,600 hours working with over 300 Edmonton community organizations to build connections and meet needs..• Over 6,800 programs for all ages and interests (baby laptime, preschool storytime, book club discussions, computer training and more).	EPL provides: <ul style="list-style-type: none">• Numerous community partnerships offering joint programs such as English Language Conversation Circles and Financial Literacy workshops.• Settlement services through a partnership with Edmonton Immigrant Services Association (EISA).

Strategic Roadmap

Through the Board's 2011-2013 Strategic Plan, "The Way We Share", Trustees set the future direction for EPL. The Board's plan is aligned with the strategic goals set out in the City of Edmonton's "The Way Ahead". As EPL approaches the 2013 centenary, recognition has been given to the need to be flexible and innovative in the way EPL approaches services and operations, growth of internal capacity and the prioritization of existing resources.

Over the next 3 years, EPL's focus will be on:

- Obtaining a deeper understanding of customers and communities.
- Expanding digital literacy services and collections to meet growing customer demand.
- Enhancing delivery of early literacy services through collaboration and partnerships.
- Understanding how customers use library spaces and enhancing customer service excellence.

In 2011, EPL developed a 2011-2013 EPL business plan which provides a road map for implementing the strategic goals of the Board. EPL has identified over 100 action items and outcomes for each of the strategic goals, and will provide an update on successes in future budget submissions.

EPL Long Term Planning Framework:



Strategic Alignment

City Council

Goals



EPL Board Strategic Goals

OUR COMMUNITY

We strengthen neighbourhoods and communities by creating connections and understanding needs. We go beyond traditional boundaries, fostering collaborative relationships to build relevant and responsive library services.

OUR CUSTOMERS

We are an integral part of the daily lives of all Edmontonians – at every stage of their lives. We know and listen to Edmontonians. Everyone feels comfortable and welcome.

EVOLVING TECHNOLOGIES

We leverage evolving technologies to help Edmontonians connect locally and globally with ideas, information, entertainment and each other – when, where and how they choose.

OPEN SPACES

We create open, safe and inspiring physical and virtual spaces.

A LEARNING CULTURE

We are passionate, engaged and confident in our work. We learn and share knowledge and skills to achieve our potential and beyond. We build our capacity for change by working together.

SERVICE EXCELLENCE

We deliver efficient and effective services with creative, sustainable, diverse and eco-friendly resources and practices.

Opportunities and Challenges

In the development of the strategic and business plans, EPL explored trends, opportunities and challenges it will face in delivering service to customers in future years. Flexibility and innovation will be required. Looking internally to manage growth and prioritize existing resources will also be critical.

TECHNOLOGY CHANGES

Growth in digital on-demand content and access to both electronic online services and digital work-spaces are key drivers of service demand. EPL will further streamline current business processes and improve efficiency and effectiveness in service delivery by integrating current and emerging technology tools. Key to meeting these challenges will be maintaining sufficient technological capacity to support digital services and efficient processes.

ENHANCE UNDERSTANDING OF CUSTOMER NEEDS

Understanding the composition of Edmonton's communities will allow EPL to deliver relevant and responsive services. Through its Community-Led Service Philosophy, EPL will address barriers to underserved communities, expand service delivery models and increase understanding of and engagement with customers.

FUNDING FOR LIBRARIES

A recent survey undertaken by Ledger Marketing found an overwhelming majority of Canadians

ranked Public Libraries as their number one service that should be kept publically funded. A majority of the library's funding is provided by the City and a membership fee is charged to customers to support service delivery. One theme of the Board's strategic plan is the reduction of barriers to accessing library services. A key goal for 2013 is the elimination of the membership fee.

ON-GOING SUPPORT FOR FACILITY UPGRADES AND RENEWAL

EPL has received support from City Council in renewing and growing library facilities in Edmonton. As a part of the 2012-2014 Capital budget submission, EPL will be seeking Council support in replacing and/or renewing three key facilities: Calder Branch, Stanley A. Milner Library and Capilano Branch. These three priorities have been identified by the Board as important initiatives in the continuing efforts to improve service delivery in Edmonton.

Service and Budget Review

On June 22, 2011, City Council approved the 2012 Operating funding guidelines with an overall tax increase target of 3.0%. The individual target set for EPL required a \$0.8 million or 2% reduction in funding from the preliminary 2012 cost estimates provided to City Administration. EPL has carefully reviewed 2012 revenues and expenses and has met this target which will allow EPL to maintain current services provided to customers. This was accomplished by deferring operational expenses to future years and making adjustments to personnel costs (i.e. personnel discounting).



Rendering of the new The Meadows Community Recreation Centre and The Meadows Library in south east Mill Woods

In 2012, EPL will continue looking for operational efficiencies to either reduce costs or reallocate resources to more value added customer service related activities. Some key initiatives that EPL will undertake in 2012 include bottom up approach to budget development for 2013 (zero based budgeting), improve customer payment processes, and business processes for the purchase and cataloguing of library collections. The redeployment of resources to other library activities will be the result.

Performance Measures (2010)

EPL currently assesses its performance based on three key categories: Output, Process and Input Measures. EPL compares its performance against other large Canadian urban libraries, through the Canadian Urban Libraries Council (CULC).

The Output Measures show that EPL is extremely **well used** and that it uses resources and services in managing high volumes of activity.

Output Measures	EPL	CULC	% Difference
Materials borrowed per capita	17.3	11.6	+49%
Library material turnover (items borrowed compared to total library collection)	6.9	4.8	+44%
In-person visits per capita	7.2	5.9	+22%
Questions answered per capita	1.6	0.8	+100%

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

Process Measures	EPL	CULC	% Difference
Cost per item borrowed	\$3.28	\$4.53	-28%
Staff costs for items borrowed	\$2.08	\$2.96	-30%

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

Input Measures	EPL	CULC	% Difference
Municipal revenue per capita	\$46.24	\$43.55	+6%
Staff costs as a percentage of operating expenditures	63%	65%	-3%
Internet workstations per 1,000 citizens	0.54	0.20	+170%

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	2010 Actual	2011 Budget	\$ Change '11-'12	2012 Budget	% Change '11-'12
Revenue & Transfers					
Provincial Grants	\$ 4,375	\$ 4,225	\$ 201	\$ 4,426	4.8
General Revenue	3,328	2,418	138	2,556	5.7
Total Revenue & Transfers	7,703	6,643	339	6,982	5.1
Expenditure & Transfers					
Personnel	25,976	27,704	186	27,890	0.7
Library subscriptions	1,065	963	25	988	2.6
Materials and equipment	1,655	1,576	26	1,602	1.6
Services	1,011	988	250	1,238	25.3
Building operations and maintenance	2,385	2,390	37	2,427	1.5
Utilities and other charges	2,602	2,759	56	2,815	2.0
Transfer to (from) Reserves	(60)	-	100	100	100.0
Subtotal	34,634	36,380	680	37,060	1.9
Capital project financing	9,102	7,923	285	8,208	3.6
Total Expenditure & Transfers	43,736	44,303	965	45,268	2.2
Net Operating Requirement	\$ 36,033	\$ 37,660	\$ 626	\$ 38,286	1.7
Full-time Equivalents	425.5	432.4	1.5	433.9	0.3

Budget Changes for 2012 (\$000)

Revenue & Transfers - Changes

Provincial Grants \$201

Includes \$197 for Safe Communities Innovation Fund grant. EPL received a 3 year Safe Communities Grant in 2011 from Alberta Justice and Attorney General in the amount of \$605 for outreach workers, programming and administrative support. The outreach workers will connect with high and at risk individuals who frequent the downtown library and who are present within a two block radius, in an attempt to link them with services provided by Boyle Street Community Services and other agencies to assist them with immediate and longer term services.

General Revenues \$138

Key changes include \$100 in booksale revenues from the disposal of library collections (historically not included in the budget) with an offsetting transfer to reserves and \$67 in fine revenue increases for new library materials recovery service fee offset by lower membership revenues (\$46).

2012 Approved Budget

Budget Changes for 2012 (\$000)

Expenditures & Transfers - Changes

Personnel \$186

Includes \$122 in new expenses for Safe Communities Innovation Fund grant program personnel costs for 1.5 FTE's and adjustments for salary, wage and benefits based on City Administration cost assumptions.

Library subscriptions \$25

Inflation for periodical and database subscriptions.

Material and equipment \$26

Primarily for new expenses related to Safe Communities Innovation Fund grant program.

Services \$250

Primarily due to new expenses for Safe Communities Innovation Fund grant program, library materials recovery service costs (offset by revenues), and cost increases for recruitment / payroll / records management systems.

Building operations and maintenance \$37

Primarily due to new expenses for Safe Communities Innovation Fund grant program and contractual or negotiated costs for library facilities.

Utilities and other charges \$56

Primarily due to new expenses related to Safe Communities Innovation Fund grant program and utility and lease cost increases.

Transfer to reserves \$100

Transfer of booksale revenues from the disposal of library collections (historical adjustment) to EPL accumulated surplus for funding commitment on an approved capital building project.

Capital project financing \$285

Represents cost increases for expenditures related to library collections, furniture and equipment, and information technology.

Full-time Equivalents - Changes

The new Safe Communities Innovation Fund grant program will require 1.5 FTE's or 3 positions to carry out the work related to the program and meet the commitments under the Provincial grant agreement.