

2014-2018 Strategic Plan Report Card

EPL's 2014-2018 Strategic Plan – *Just Getting Started* – kicked off our Centennial Celebrations and set the course for our next five years.

We made many significant achievements as we worked to transform communities, evolve our digital environment, act as a catalyst for learning discovery and creating, and transition the way we do business.

Detailed reviews of our accomplishments are covered in annual Business Plan Report Cards. Our Strategic Plan Report Card highlights a selection of key accomplishments as well as opportunities we are still working on.

Over the past five years, EPL has implemented many innovative new services. As a result, we've continued to experience tremendous growth in key performance metrics.



Goal 1. Transform Communities

EPL will 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.

SELECT SIGNIFICANT ACCOMPLISHMENTS

Enhance digital privacy practices

Links to EPL online resources were updated in both the EPL catalogue and website to include secure hypertext transfer protocol or “https” whenever available, including EPL’s EZproxy access to third-party services. FAQ and educational webpages were created to help customers better understand online privacy.

epl2go

Four epl2go literacy vans now bring library services to underserved communities throughout Edmonton. Since 2015, EPL has delivered 3,596 classes, reaching 87,017 Edmontonians, 40% of whom are in economically disadvantaged communities.



Exploring Reconciliation

EPL embraced the Truth and Reconciliation Commission Calls to Action. The Exploring Reconciliation Series launched in 2017 with 242 classes and events attended 8,516 times over the past two years. Classes and events included Cree Language Learning, Indigenous Family Storytime, the Amiskwaciy History Series, Dene Drumming and more. EPL welcomed an Elder in Residence and hired a Senior Indigenous Relations Advisor. epl2go and library staff provided library services to Enoch Cree Nation including visits to Kitaskinaw School and storytime at Enoch Headstart. Over 438, or 69%, of eligible staff participated in training outlining the impacts of residential schools. EPL was awarded the Punch Jackson Award of Excellence in Public Library Service and the Urban Library Council Innovations award honorable mention.



Library cards for everyone – for life!

EPL permanently eliminated our membership fee, adjusted card policies and ended membership renewals, ensuring barrier-free access to library cards. Active library card use reached 275,272 and 48% of all Edmonton households have a library card.



More library locations!

New and improved library locations opened in Jasper Place, Mill Woods, Meadows, Clareview, Calder, Capilano and Londonderry with three new storefront library locations to help bring library services to underserved communities in West Henday, McConachie and Heritage Valley.

Services to newcomers

Settlement Services continue to be a valuable service resulting in 5,500 client connections with newcomers from Syria, Eritrea, India, China and Iran since 2016. In collaboration with Catholic Social Services, over the past two years EPL presented at 19 newcomer and refugee community orientation sessions engaging with over 400 newcomers and issuing 314 library cards. Whitemud Crossing Branch, also hosted six Learn to Camp workshops for newcomers attended by 553 customers.

Social Worker service delivery expansion

Three social workers provide services to the Stanley A. Milner/Enterprise Square, Abbottsfield-Penny McKee, Highlands, Sprucewood and Woodcroft library locations. Over the past two years, these staff have had 4,379 connections with vulnerable clients.

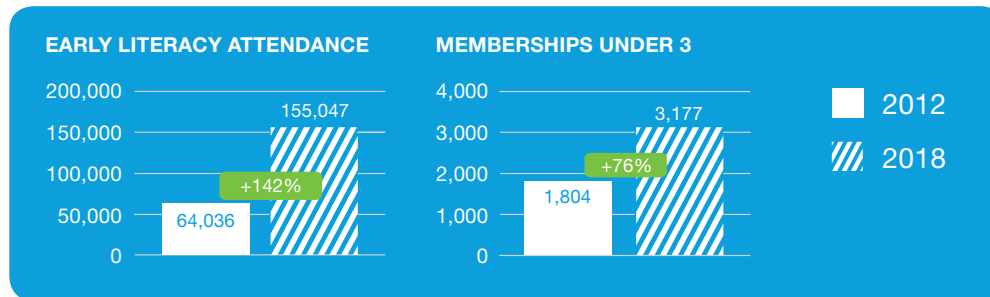


Summer Starts at EPL transformation

2018 results showed increases in every measure including a 4% increase in registrations to 16,782, 10% increase in completions at 6,194, and a 31% increase in-branch event attendance to 15,520 with an average of 26 participants per event.

Welcome Baby

EPL successfully launched the Welcome Baby program at all Public Health Centres in Edmonton, delivering essential early literacy information and resources as part of children’s two-month immunization. Since 2014, 44,180 babies have received Welcome Baby Packages in Edmonton and starting in 2017, 50 babies have received packages through the Enoch Health Centre. Over the same period, we have provided 18,226 Library cards to children under three and early literacy classes and events have reached 155,047 attendees annually. Responding to demand, we delivered EPL’s most popular class Sing, Sign, Laugh and Learn over 4,000 times in 2018—a 100% increase since 2013. In 2018, Welcome Baby expanded to the Stollery Neonatal Intensive Care Unit at the Royal Alex Hospital. We anticipate reaching over 1,400 vulnerable children and their families each year.



Workforce Development

Over the past two years we have implemented 46 out of 47 of the recommendations approved in our Workforce Development report, including: staff training, new resources and tools for job seekers, expanded classes and the creation of the Job Application Help Navigator volunteer role for one-on-one job seeking assistance. We have also delivered 234 classes and workshops attended by 954 Edmontonians, and 18 volunteers contributed 302 hours of job seeking assistance.

WHAT WE ARE STILL WORKING ON OR HAVE RECONSIDERED

Customer appreciation day:

Starting with EPL's Centennial Celebrations, EPL implemented customer appreciation birthday parties. After the initial year, participation waned, so we changed our approach to an annual social media campaign.

Lending machines in underserved communities:

Current Lending Machine technology does not meet customer needs. Despite testing two options from two vendors EPL decided to terminate this service. Small footprint locations and the epl2go Literacy Vans better reach underserved communities.

Longitudinal studies to investigate the value of EPL literacy programs:

We investigated options with researchers but did not find a suitable partner or research opportunity. We will continue to look for ways to demonstrate the long-term impact of EPL literacy services.

Personalized services:

While we have done some work on personalized services, like revising the process for customers through "Personalized Picks", and added timely and topical recommendations by introducing EPL blogs, we have more work to do to target the unique interests of individual EPL users. This is a focus in our next Strategic Plan.



Goal 2: Evolve our Digital Environment

EPL will 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.

SELECT SIGNIFICANT ACCOMPLISHMENTS

Capital City Records

Capital City Records is an online space to showcase, sample and enjoy local music. Since its inception in 2015, 54,185 songs from 175 local artists across 193 albums have been downloaded or streamed. EPL has also hosted seven concerts featuring 23 different CCR artists with over 668 people in attendance.

**CAPITAL CITY
RECORDS** »«▶◻◻◻◻
54,185 SONGS
175 LOCAL ARTISTS
193 ALBUMS

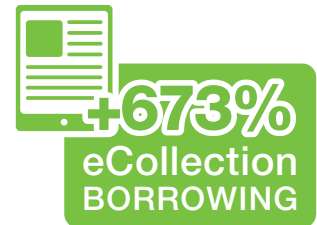
EPL podcast

In 2018, EPL introduced our podcast, Overdue Finds, as another way to showcase our content and staff expertise. Since its launch, EPL has released 25 episodes with a total of 11,542 downloads. Overdue Finds ranks #14 on the Apple literature podcast charts and was nominated for two Canadian Podcast Awards in the categories of Best Artwork and Best Branded Show.



Expanded eCollection

EPL continues to invest in a strong digital collection for our customers, while actively monitoring the use of resources. Since 2013, EPL's eCollection borrowing has grown from 477,609 to 3.7 Million—a borrowing increase of 673%. Customers can stream music, watch movies, listen to eAudiobooks, read eBooks, learn a language and take courses from the comfort of their home, car, office or public library location.



Online content promotion

Over the past three years, EPL has implemented a content marketing strategy focused on promoting library resources. Enhancements to EPL "Personalized Picks" service in 2016 saw an increase from approximately 20 annual requests to over 900 requests between 2016 and 2018. Recommendation services in-branch and online continue to expand, including: display themes, Pilar's Picks, topical and timely recommendation lists and blog articles. Since 2016, EPL published 155 blog articles on epl.ca resulting in over 250,000 views.

Voices of Amiskwaciy

In celebration of Canada's 150th birthday, EPL received a grant from the federal government to create a platform to share local Indigenous stories and artifacts online. The digital storytelling website *Voices of Amiskwaciy* launched in 2017 and now hosts 139 Indigenous community stories and artifacts gathered through 42 events that were attended by 310 participants.



WHAT WE ARE STILL WORKING ON OR HAVE RECONSIDERED:

Community event promotions:

EPL investigated opportunities to showcase local community events as part of epl.ca, but found that this service was already available through many other organizations, including the City of Edmonton.

Online makerspace services:

Providing opportunities for customers to participate in making activities online was not implemented as part of the 2014-2018 Strategic Plan. Self-service 3D printing, a repository of 3D printing instructions and a showcase of makerspace created projects are part of the 2019-2023 Strategic Plan.

Open data:

While EPL continued to host Open Data Day hackathons, we did not develop policies or practices that outline how we will use and share our own data. This action will continue as part of 2019-2023 Strategic Plan.

Reduce the digital divide:

EPL piloted Hotspot Lending to provide Internet access to vulnerable Edmontonians. The initial pilot faced difficulties reaching the intended audience. In 2018 we revamped the program to increase the loan period to three months, provide Chromebooks in addition to the Hotspots and use EPL Community Librarians to target candidates. Evaluation of the revised approach will be complete in February 2019.

Terminated LibHub trial:

EPL was one of the first partners of the LibHub initiative with the goal of increasing the discoverability of EPL catalogue content through a web search. Extensive ongoing monitoring showed that search engine optimization enhancements to EPL's online public access catalogue, coupled with online advertising had a significantly higher impact on discovery than the work with LibHub.



Goal 3: Act as a Catalyst for Learning, Discovery and Creating

Be an integral part of the daily lives of Edmontonians. We will enable personal discovery through informal and formal learning, and inspire lifelong learning through connections, resources and expertise.

SELECT SIGNIFICANT ACCOMPLISHMENTS

Capital City Press

Launched in 2017, Capital City Press helps support and inspire community-based writing. Over the past two years, 1,255 people have attended 63 events for writers, including featured writer workshops, the Capital City Press Festival and the Young Writers Conference.

Community Expert

EPL launched the Community Expert Program to bring external expertise to EPL classes. Over the past two years we have welcomed five experts in sewing, open data, photoshop, Javascript and coding with Python.

Google IT certificate

EPL was one of three Canadian libraries selected to receive funding from Google to provide the Google IT Support Professional Certificate. Over the next two years, 125 Edmontonians will be part of an in-person and online cohort that will receive training for entry-level IT support jobs.

Indigenous Canada MOOC

EPL partnered with the University of Alberta to offer its Massive Open Online Course (MOOC): Indigenous Canada. Launched at EPL in August 2017 in collaboration with libraries across Canada, a total of 25,000 Canadians registered to the course in just over a year.

Makerspace services across EPL

New EPL locations opened with basic makerspace services, including high performance computers with design software and a green screen. A sound recording booth was installed at Whitemud Crossing Branch in 2018 and has experienced consistently high customer demand since its launch. EPL's Capilano and Londonderry locations opened with mini makerspaces providing services ranging from sewing to 3D printing to vinyl cutting to digital design. A makerspace community of practice was created to help bring training and professional development opportunities across EPL.



Onboarding

A new employee onboarding program was introduced in 2017 to help ensure new EPL staff are set up for success. Offered each quarter, staff are provided with onboarding information at their service point, online and then for a full day in person. Course feedback has been fantastic with 99% saying the content was applicable to work at EPL, 100% agreeing the content was easy to understand.

One Library, One Day

EPL hosted our first all staff professional development day in 2014 and again in 2017. Twenty-four sessions were offered each year with topics including leadership, customer experience, wellness, technology and community engagement. On average, approximately 83% of eligible staff attended with 89% stating that PD day helped enhance their skills to meet customer service needs and 91% felt that PD Day demonstrated EPL's Shared Value of One Library, One Staff.

Speaker Series

EPL implemented the Forward Thinking Speaker Series in 2014 to encourage critical thinking and community building. Since its inception, the series has been one of EPL's most popular events, consistently selling out and attracting a wide variety of attendees—many who have never come to the library before. Over the past four years we have welcomed over 14,000 attendees to 20 speaker events with customer satisfaction ratings of over 95%.



WHAT WE ARE STILL WORKING ON OR HAVE RECONSIDERED

Adult learning:

Many services that EPL implemented directly support adult learning, including the Forward Thinking Speaker Series, the expansion of EPL's maker services and the Google IT Certificate Program. The 2019-2023 Strategic Plan includes several adult learning actions related to digital literacy and makerspaces.

Review EPL's internal training suite:

Data collection is complete, and the review is in progress with completion expected in the first half of 2019.



Goal 4: Transition the Way We Do Business

Change the way we do business, enabling use to lead in our changing environment. Our Advocacy, partnerships, service delivery, funding models and budget allocation will reflect our progressiveness.

SELECT SIGNIFICANT ACCOMPLISHMENTS

Capital campaign

With one year remaining in the campaign, EPL has achieved almost 85% of our \$10 Million fundraising goal. We have engaged current donors, attracted new donors and increased awareness that fundraising supports services at EPL.

Delivery review

A comprehensive review of material delivery at EPL was completed in 2018. The review included service delivery chain mapping, performance expectation reviews, service gap analysis and financial analysis. Final recommendations have been approved with implementation beginning in 2019.

Intern projects

Over the past five years, library interns, recent graduates from the University of Alberta's School of Library and Information Studies, undertook significant research projects that have influenced EPL services. The Digital Public Space Intern developed the framework and implementation for EPL's first digital public space – Capital City Records. The Digital Exhibits Intern studied global digital display technologies and interactive learning environments supporting the creation of the digital display wall in the Stanley A. Milner Library. The Customer Experience Interns mapped customer service journeys at EPL, identifying problematic touchpoints for improvement. The Collection Assessment Interns conducted a comprehensive review of EPL collection use, highlighting areas of demand and informing EPL's collection development practice and policy. Interns also supported research into workforce development, community-led evaluation, school-aged services and digital discovery and access.

Procurement review

EPL worked with Price Waterhouse Coopers to develop a supply chain service delivery model that focuses on customer service, smart and simple processes, and collaborative sharing of knowledge and expertise. Recommendations included a new department structure, corporate credit cards, digitization strategy, supply chain policy, processes, controls, KPIs, and suggestions for a technology system review.



Public computing improvements

A new public computing system was tested and deployed in 2018. Service improvements included a full desktop computing experience, current versions of the Microsoft Office software suite and improved self-service printing including wireless and remote printing. Despite some significant implementation challenges, the service is now fully operational.

IT infrastructure resiliency, performance and security

Noteworthy upgrades have been made to EPL's network infrastructure since 2017 including redundant Internet connections between EPL branch locations and the EPL data center. Available network bandwidth increased to EPL locations. Internet bandwidth capacity grew from 100Mbps to 10Gbps, reducing bottlenecks and computing communications delays in service points, while ensuring network capacity can meet future customer and staff needs. Additionally, dual authentication VPN access and the separation of the public and staff networks increased the security of EPL corporate network.

Online memberships

Launched in February 2018, EPL's new approach to online memberships allows customers to register for a library card without physically coming to a library location for identification verification. The new approach has resulted in 7,134 new memberships and helped drive a 10% increase in overall active memberships.

Records management

EPL worked with an external consultant to review and recommend best practice approaches to records management and retention. A Document and Records Management framework was developed with implementation underway and continuing in 2019.

WHAT WE ARE STILL WORKING ON OR HAVE RECONSIDERED:

Volunteer opportunities:

Community Expert, Events, Job Application Help Navigator and Resume Prep volunteer roles were created. Additional opportunities for technology and teen volunteers are in development. A three-year plan for EPL volunteers was developed and will be implemented in 2019-2021.

Advocacy:

EPL continued to successfully influence municipal election candidates through a series of lunch and learn presentations. A staff advocacy toolkit was created and four staff meeting presentations were conducted. Work will continue in 2019 leveraging both staff and EPL volunteers.

