

EPL is the best place to

**learn.
create.
be.
work.**

STRATEGIC GOALS

2019-2023

BUSINESS PLAN

2019-2021

||||| epl.ca



Building the Best Place for Edmontonians

EPL continues to innovate, transform and evolve; to re-imagine the modern library and best serve the growing and changing needs of Edmontonians.

In 2017, EPL's Board of Trustees and Executive Team charted our aspiration to be the best place in Edmonton to learn, create, be and work with the input of representative staff from across the organization. Our 2019-2023 Strategic Plan is the five-year blueprint to help us accomplish this.

EPL's accompanying 2019-2021 Business Plan provides the roadmap for how we will accomplish the ambitious goals in our Strategic Plan.

The 2019-2021 Business Plan was shaped by staff from across EPL. It was informed by a clear vision that uniquely positions EPL to support the information, education and entertainment needs of the many communities we serve, while ensuring

our staff are equipped to deliver the exceptional customer experiences Edmontonians have come to expect.

Edmonton is a Big City that provides opportunities for people from all backgrounds, a Smart City where innovation and bold ideas come to life and a Healthy City where physical, mental, intellectual and emotional well-being are encouraged.

EPL's 2019-2023 Strategic Plan and supporting Business Plan actions will help ensure that every Edmontonian has opportunities to access the tools, ideas and experiences needed to fully participate, contribute and thrive in the rapidly changing world around us.



Mapping our Future

Together with our Values, Mission, Vision and Strategic Goals, EPL's Business Plan provides the framework for our future direction.

Our Values and Mission outline what we believe and why we exist and are the foundation for all that we do. Our Vision sets the long-term direction. Our Strategic Plan clarifies where we will focus over the next five years based on what our communities need and where we can provide value. Our Business Plan provides the actions to reach our goals.



Shared Values

Our Shared Values are a reflection of who we are and what we believe as an organization. They are an expression of our passionate commitment to share information, ideas, knowledge, resources and expertise with everyone. They describe, define and inspire us.

Customer Focused

Innovative

Knowledge Seekers

One Library/One Team

Idea Champions

Responsible

Mission and Vision

Mission

We share!

We share expertise, information, technology and space with Edmontonians for learning, connecting, creating, discovering, enjoying and enriching communities.

Vision

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





Strategic Goals

1. EPL is the best place to **learn**.

EPL is Edmonton's early literacy and digital literacy center.

2. EPL is the best place to **create**.

Customers create, make, play and experiment at EPL to expand their imaginations and capacity.

3. EPL is the best place to **be**.

Customers recognize EPL for delivering exceptional customer experiences.

4. EPL is the best place to **work**.

EPL attracts and retains highly engaged staff who successfully develop and deliver exceptional customer experiences.

GOAL 1

EPL is the best place to learn.

EPL is Edmonton's early literacy and digital literacy center.

Libraries are critical for lifelong learning. Whether individuals or groups, formally or informally, in-person or online, EPL provides opportunities for all Edmontonians to learn about a variety of subjects at every stage of their lives. Early literacy – letter and number recognition, language development, communication skills – is an important ingredient to lifelong success. Digital literacy – ensuring people have access, skills and capacity to benefit from and use technology – is essential to be able to thrive in today's society. EPL is uniquely positioned to significantly support and improve early and digital literacies in Edmonton through our expert staff, technology resources and geographic reach both physically and virtually. Building on our strengths and the needs of Edmontonians, EPL will increase and expand our focus on early literacy and digital literacy for the benefit of all Edmontonians.





What Success Looks Like:

- EPL is the place to go for classes, workshops and training in early literacy and digital literacy, and for experiencing new technology.
- Staff delivering early literacy and digital literacy classes and workshops have expertise achieved through training and certification.
- Classes and workshops are aligned with the various ways people like to learn.
- Classes and workshops are offered at all EPL locations, and through other organizations and partners.
- Schools and parents credit EPL for its ability to prepare kids for school and learning.
- People attending classes and workshops at EPL can achieve a certificate or credit for their learning.
- Early literacy classes and workshops in Edmonton are coordinated and supported through EPL.
- EPL is up-to-date and aware of trends in both early and digital literacy and improves services with this knowledge.

"My baby and I love EPL and the Baby Laptime program! We are from Belgium and speak French at home so the library is a great way to connect to our community and introduce Cyanne to the English language! The staff is always super warm, enthusiastic and helpful. The first song of the CD that came with the welcome package has become our daily wake up song."

—Anne Close

Objective 1:

Lead in providing early literacy services in Edmonton.**ACTION**

1. Using EPL best practices, define and implement Early Literacy Service Philosophy and Framework. ⓘ **2019**
2. Develop a process for staff and customers to stay in touch and up-to-date with early literacy developments. ⓘ **2019**
3. Define and implement Service Delivery Model (location, timing, channels to customers). ⓘ **2019**
4. Develop training, certification and curriculum framework for early literacy instructors/facilitators. ⓘ **2019-2020**
5. Develop customer early literacy curriculum, classes and learning badges/passports. ⓘ **2020-2021**
6. Identify and establish service partnerships for better service delivery and to further strengthen and streamline early literacy services across Edmonton. ⓘ **2020-2021**
7. Develop and execute a marketing and communications campaign to showcase EPL's offerings and expertise. ⓘ **2020-2021**

Objective 2:

Evolve and expand EPL's digital literacy services.**ACTION**

1. Using EPL best practices, define and implement Digital Literacy Service Philosophy and Framework. ⓘ **2019**
2. Develop a process for staff and customers to stay up-to-date with technology developments. ⓘ **2019**
3. Define and implement Service Delivery Model (location, timing, channels to customers). ⓘ **2019**
4. Develop training, certification, curriculum framework for digital literacy instructors/facilitators. ⓘ **2020-2021**
5. Develop customer digital literacy curriculum and classes along with accreditation models. ⓘ **2020-2021**
6. Develop and execute a marketing and communications campaign to showcase EPL's offerings and expertise. ⓘ **2020-2021**



GOAL 2

EPL is the best place to create.

Customers create, make, play and experiment at EPL to expand their imaginations and capacity.

3D printing, augmented reality, robotics, coding, virtual reality, gaming, computer-aided design, recording studios, design and editing software, and more. We give Edmontonians the opportunity to learn, investigate, try, create and build with leading-edge technologies in a safe, community-oriented learning environment.





What Success Looks Like:

- Creative projects are incubated and developed at EPL.
- EPL provides classes and workshops for customers with entry-level to intermediate skills.
- EPL offers resources and technologies that customers can't easily access, with a focus on early literacy and digital literacy skills development. Our job as a community resource is to provide accessibility for experimentation and incubating ideas.
- Creation classes and workshops are developed and rolled out to EPL locations based on capacity and community needs.
- Customers can see a project from idea to design to finished product.
- EPL curates and makes accessible a repository of instructions that explain how to make things that others have successfully created.
- EPL is up-to-date and aware of technology trends that improve our services and provide new creative opportunities.

"The idea of open learning in the library setting is really evolving from libraries being warehouses of books to places where people can apply and expand their knowledge.

Knowledge building goes into the creation of art, or the creation of written literary works, or literally a makerspace – where people start making things.

That knowledge goes to the next level with the open learning available."

–DJ Padamandan

Objective 1:

Make creative and making technology available and accessible to our communities.

ACTION

1. Develop framework that defines areas of focus and the services we will provide. ☉ **2019**
2. Implement ways to showcase making and creation services, repository of instructions and projects developed. ☉ **2019**
3. Develop a process for staff and customers to stay up-to-date with technology developments. ☉ **2021**
4. Develop a partnership model to support access to and experimenting with new technology. ☉ **2021-2022**

Objective 2:

Enable experiential learning through technology.

ACTION

1. Define and implement the Digital Display Wall service philosophy, framework and service delivery model. ☉ **2019**
2. Define and implement the Children's Makerspace service philosophy, framework and service delivery model. ☉ **2019**
3. Define and implement the Adult Makerspace service philosophy, framework and service delivery model. ☉ **2019**
4. Develop training, certification, curriculum framework for making/creation instructors/facilitators. ☉ **2020-2021**
5. Develop customer creation and making curriculum and classes along with accreditation models. ☉ **2021-2022**

Objective 3:

Increase creative capacity across EPL.

ACTION

1. Educate staff on the value and importance of digital literacy and making. ☉ **2019**
2. Define and develop staff skills and training required to meet new creative service framework. ☉ **2020**
3. Ensure system-wide making and creation classes, workshops and content are easily accessible for staff use. ☉ **2020-2021**
4. Review and assess community needs and system capacity to determine services offered by location. ☉ **2021**



GOAL 3

EPL is the best place to be.

Customers recognize EPL for delivering exceptional customer experiences.

Edmontonians want an open, inviting, comfortable public place where they can learn something new, attend a class or workshop, quietly study, read or work on a computer. They want a gathering place where they can talk with friends, host a meeting and so much more. They also want services targeted to their unique needs and interests, available when, how and where they want them. EPL will continue to evolve and update our physical and virtual spaces for a consistent high-quality experience, while adding personalized services tailored to individual customers.





What Success Looks Like:

- Customers are extremely satisfied with their overall customer experience and return as a result.
- Customers can use EPL services in ways that are customized and personalized for their specific interests and behaviours.
- We meet customers where they are, providing services how and when they want.
- Customers can use their personal technology to seamlessly check out materials, use computers, place holds and return items to shelves.
- EPL branches have the same atmosphere as local coffee shops with friendly, inviting, comfortable spaces that allow for uplifting experiences and intimate conversation.
- Technology and the internet of things are used to effectively merchandize, organize spaces and deploy staff.

"Over the last two decades I have been visiting EPL branches and time and time again, I am met with extraordinary service, which I have to say thank you for. If I could bottle what you have created at EPL and give it away for free at every business in this city, I would. You impact ordinary folks, like me, in such an extraordinary way with your kindness, generosity and compassion."

– Govind Pillai

Objective 1:

Develop and implement exceptional customer experience philosophy and framework.

ACTION

1. Map out and evaluate customers' journeys across their interactions with EPL. 🕒 **2019**
2. Define desired EPL customer journey map. 🕒 **2019**
3. Pilot and implement top customer experience practices to achieve desired customer journeys. 🕒 **2019-2020**
4. Implement the top 3 personalized customer experiences based on results of customer experience research. 🕒 **2021-2023**

Objective 2:

Deliver EPL programs and services where and when they are needed.

ACTION

1. Define and implement the service philosophy, framework and service delivery model for areas outside of early literacy, digital literacy and making. 🕒 **2019**

Objective 3:

Reimagine and evolve our spaces to be more welcoming and flexible.

ACTION

1. Using findings from customer experience journey map, identify priorities for refreshing branch layout and design. 🕒 **2019**
2. Implement the top 3 priorities to ensure our physical spaces are more flexible and responsive to customer needs. 🕒 **2020**
3. Implement the top 3 priorities to ensure our virtual spaces are more flexible and responsive to customer needs. 🕒 **2020**



GOAL 4

EPL is the best place to work.

EPL attracts and retains highly engaged staff who successfully develop and deliver exceptional customer experiences.

It all starts with our people. Staff who are aligned to EPL's values, customer-centered, continually innovating and committed to providing world-class library services to Edmontonians are essential to EPL's success. Each and every staff member plays a vital role in achieving our goals.





What Success Looks Like:

- EPL has a culture that focuses on and values exceptional customer experiences.
- Customers recognize and acknowledge that staff are committed to providing exceptional experiences.
- EPL is known for and has a reputation for being an excellent organization to work for and can easily recruit and retain highly-qualified staff.
- Staff believe EPL is invested in their professional career development as demonstrated by the opportunities that are provided.
- Staff provide feedback on how to make things better at EPL with transparency and open communication.
- EPL's early literacy, digital literacy and making classes and workshops are delivered by well-trained experts.
- Staff engagement is higher than ever.

"In every stage of my career and education, since starting as a student page almost 20 years ago, EPL has been home to me. I'm committed to providing the same level of support, mentorship, and opportunities for growth that has been provided to me in this incredible work environment."

**–Angelica Thompson,
EPL Riverbend Branch Manager**

Objective 1:

Provide training and development opportunities that enhance staff capacity to deliver exceptional customer experiences.

ACTION

1. Define staff skills and competencies for delivering customer experience, digital and early literacy services. ☉ **2019-2020**
2. Review and refocus development and training priorities to support the customer experience framework and address gaps in digital and early literacy. ☉ **2019-2021**
3. Assess and enhance skill and competency levels of staff. ☉ **2019-2022**

Objective 2:

Implement robust talent management program including recruitment, on-boarding, and succession.

ACTION

1. Develop and define EPL's Talent Management framework and philosophy. ☉ **2019**
2. Implement a Leadership Development Strategy for management positions. ☉ **2019**
3. Develop a succession plan for management, LSC, director and executive positions. ☉ **2019**
4. Develop a re-orientation program to support job enrichment, refresh organizational knowledge and enhance employee engagement. ☉ **2019-2021**
5. Develop attraction and selection strategies to recruit candidates with the knowledge, skills and competencies that align to EPL's directions. ☉ **2020**

Objective 3:

Engage staff in providing feedback and implementing actions to deliver exceptional customer experiences.

ACTION

1. Define behaviours and actions to support a culture of open feedback and customer experience excellence. ☉ **2019**
2. Develop and implement a strategy to communicate and support the advancement of a culture of open feedback and customer experience excellence. ☉ **2019-2020**
3. Enhance alignment between staff performance/ activities and a culture of open feedback and customer experience excellence. ☉ **2020-2021**
4. Review and revise existing staff programs to support and enhance alignment with a culture of open feedback and customer experience excellence. ☉ **2019-2021**
5. Implement a staff feedback and suggestions system. ☉ **2019-2021**



Significant Operational Activities

Other activities, in addition to the preceding Business Plan actions, are undertaken to ensure EPL continues to be a thriving, innovative public library system. The following list outlines critical service and department activities outside of those directly related to our Strategic Goals.

ACTION

1. Review EPL's collection management usage and patterns, trends in public library collection development, and return on investment for all physical and digital collections. ☉ **2019**
2. Complete the Milner revitalization, move in and new service implementation (including expanded Children's Library and Makerspace, and new Digital Display Wall and Culinary Centre). ☉ **2019-2020**
3. Explore opportunities to reduce barriers to library use by students and young children. ☉ **2019-2020**
4. Continue to review, assess and update organizational processes for increased service efficiency (e.g. materials delivery review, security services delivery model review, accounting services review and assessment, Welcome Baby review and assessment). ☉ **2019-2023**
5. Continue our commitment to working with Indigenous communities to implement the TRC Calls to Action through public classes and events, and staff training. ☉ **2019-2021**
6. Collaborate with the City of Learners network of partners to create, stimulate and promote a culture of continuous learning for all Edmontonians. ☉ **2019-2021**





Alignment with the City of Edmonton 2019-2028 Strategic Goals

From opportunities to combat urban isolation to classes that support lifelong learning, to open and inviting spaces where Edmontonians can access technology, take a class or simply hang out, EPL's Strategic Goals and Business Plan align with and support the City of Edmonton's 2019-2028 Strategic Goals.





		CITY OF EDMONTON 2019-2028 STRATEGIC GOALS			
		Healthy City	Urban Places	Regional Prosperity	Climate Resilience
EPL 2019-2023 STRATEGIC GOALS	EPL is the best place to learn .	✓	✓	✓	✓
	EPL is the best place to create .	✓	✓	✓	✓
	EPL is the best place to be .	✓	✓		✓
	EPL is the best place to work .	✓	✓	✓	

Closing Message


EPL's new Strategic Goals and Business Plan would not be possible without the leadership and guidance of our Board of Trustees and the tremendous input of EPL staff. Together, these groups developed the Strategic Goals and Business Plan with over 100 employees participating in engagement sessions to further refine our upcoming actions. We couldn't have done it without you.

Libraries continue to transform because we are transformative – we shape, impact and enrich the lives of thousands of Edmontonians each and every day. We aspire to be the best place in Edmonton to learn, create, be and work. The Strategic Goals and Business Plan actions outlined over the next three years will help us get there.









"When I was in Kindergarten, I received my library card. I loved to read Robert Munch, Dr. Seuss and the Mr. Men books and knew exactly where they were on the shelves. As I got older, I started going to the library to do research for school projects. It was then I started to get a glimpse of the amazing things I could learn. I also began taking part in the summer reading program. It was the 'coolest' thing: you got prizes just for reading! If I hadn't already fallen in love with reading, I certainly did at this point. Soon I was reading so much, my parents had to tell me to 'put the book down,' usually more than once. But if you and Jules Verne had already sailed 15,000 leagues under the sea, why wouldn't you want to see what the last 5,000 held in store?"

**–Dylan Vaskevicius
(pictured with his mother, Erica)**

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