

EPL is the best place to

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

STRATEGIC GOALS

2019-2023

BUSINESS PLAN

2022-2023

**|||||** 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 2022-2023 Business Plan provides the roadmap for how we will accomplish the ambitious goals in our Strategic Plan and has been updated to reflect the new realities presented by the COVID-19 Pandemic.

Our 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 hub for early literacy, digital literacy and community dialogue around equity, diversity and inclusion.

## 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 hub for early literacy, digital literacy and community dialogue around equity, diversity and inclusion.

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. Creating community dialogue around race and racism, gender and gender expression and intellectual freedom as part of equity, diversity and inclusion are important and timely topics.

EPL is uniquely positioned to significantly support and improve early and digital literacies in Edmonton, and create opportunities to discuss topics related to diversity and inclusion. This is provided 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, digital literacy and equity, diversity and inclusion 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.
- Classes are aligned with the various ways people like to learn.
- Schools and parents credit EPL for its ability to prepare kids for school and learning.
- People attending Digital Literacy and Making and Creating classes at EPL can achieve a certificate or credit for their learning.
- EPL is up-to-date and aware of trends in both early and digital literacy and improves services with this knowledge.
- EPL is viewed as a place to learn about and discuss topics related to equity, diversity and inclusion.
- EPL is up-to-date and aware of technology trends that improve our services and provide new creative opportunities.

*"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. Develop framework for early literacy instructors/facilitators. ☉ **2022-2023**
2. Identify and establish service partnerships for better service delivery and to further strengthen and streamline early literacy services across Edmonton. ☉ **2022-2023**
3. Ensure epl.ca early literacy pages and content are informative, instructive, and easy to use based on usability testing. ☉ **2022-2023**

## Objective 2:

**Evolve and expand EPL's digital literacy services. Narrow the digital divide through technology training and access.**

**ACTION**

1. Develop framework for digital literacy instructors/facilitators. ☉ **2022-2023**
2. Develop customer digital literacy curriculum and classes along with certification models. ☉ **2022-2023**
3. Informed by customer needs, explore a digital divide skill building model that is supported by targeted classes, physical technology lending and reduction in service barriers. ☉ **2022-2023**

## Objective 3:

**In partnership with the City of Learners network of partners, create and deliver classes and events that promote community dialogue around equity, diversity and inclusion.**

**ACTION**

1. Review and create an inventory of current EPL classes and events with an Equity, Diversity and Inclusion (EDI) lens. Determine gaps. ☉ **2022**
2. Develop a Gender-based Analysis Plus (GBA+) lens for EPL services and initiatives. ☉ **2022**
3. Implement classes and events focused on elevating thinking around three areas of diversity and inclusion - race and racism, gender/gender expression, diversity of thought. ☉ **2022-2023**







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.
- 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.

*"I'm a veterinarian and specialize in advanced orthopedics, soft tissue and neurosurgery in small animals. In the makerspace, I took CT scans of bones of animals that required surgery. Using the technology available, I printed the bones and practised on 3D models before we performed the surgery on our patients. Without EPL, I wouldn't have had easy access to not only the machines to create the 3D models, but also knowledgeable staff to help me create these bones that I could use to further my work."*

– Dr. Lindsey Kurach, EPL Customer

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## Objective 1:

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

### ACTION

1. Investigate platforms to showcase making & creating services, including project instructions and customer creations. Develop implementation proposal. ☹ **2022**
2. Develop and implement a suite of customer making & creating classes - establishing introductory formats and classes for equipment certifications. ☹ **2022-2023**
3. Expand lending services to include a variety of making and creation hardware and software. ☹ **2023**

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## Objective 2:

**Enable experiential learning through technology.**

### ACTION

1. Develop and implement a customer certification service delivery framework for equipment access in EPL Makerspaces. ☹ **2022-2023**
2. Ensure system-wide making & creating classes, workshops, and content are easily accessible for staff use. ☹ **2022-2023**
3. Develop and implement staff training and activate certification process at EPL branches with making & creating equipment and Makerspaces. ☹ **2022-2023**







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.
- EPL branches have the same atmosphere as local coffee shops with friendly, inviting, comfortable spaces that allow for uplifting experiences and intimate conversation.

*"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

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### Objective 1:

**Develop and implement service philosophies and frameworks for key service areas.**

#### **ACTION**

1. Use approach developed by Youth Services for Adult Services, Indigenous Services, Digital Initiatives, Making and Creating. ⓘ **2022**
2. Review current approaches to services and modify to reflect service philosophy and frameworks developed.  
ⓘ **2022-2023**

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### Objective 2:

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

#### **ACTION**

1. Develop plan/approach for ongoing virtual classes and events. Monitor results and recommend future continuation. ⓘ **2022**
2. Implement a more robust email marketing platform that allows for personalization and content curation. ⓘ **2022**
3. Implement mobile point-of -need pilot that improves customer service provided directly on the floor. ⓘ **2022**

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### Objective 3:

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

#### **ACTION**

1. Ensure our physical spaces are flexible and welcoming to customer needs through branch refresh project. Expend designated budget to refresh priority branches in 2021, and develop a furniture lifecycle plan for future years. ⓘ **2022**
2. Implement priority improvements to ensure our virtual spaces are more flexible and responsive to customer needs. ⓘ **2022-2023**







GOAL 4

# EPL is the best place to work.

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

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 last survey.
- EPL understands the diversity of its staff and takes opportunities to improve equity, diversity and inclusion in the workplace.

*"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**

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### Objective 1:

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

#### **ACTION**

1. Define specific competencies (in addition to general EPL staff competencies) required to provide digital literacy, making & creating and early literacy services at EPL. ⓘ **2022**
2. Assess skill and competency levels of staff related to digital literacy, making & creating and early literacy. ⓘ **2022-2023**
3. Develop or adjust training and support materials and annual training plan to address gaps in digital literacy, making & creating and early literacy. Incorporate ongoing testing, observing and coaching. ⓘ **2022-2023**
4. Develop a re-orientation program to support job enrichment, refresh organizational knowledge and enhance employee engagement. ⓘ **2022**

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### Objective 2:

**Continue to develop a workplace that focuses on equity and inclusion and reflects the diversity of our communities.**

#### **ACTION**

1. Implement EDI training for leadership and staff based on Government of Canada GBA+ Training and other high-quality training. ⓘ **2022**
2. Survey EPL staff to gain an understanding of staff diversity. ⓘ **2022**
3. Review staff recruitment (interviews, postings, etc.) to determine ways to enhance EDI in the process. ⓘ **2023**







# 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.







# STANLEY A. MILNER LIBRARY

EPL IS THE BEST PLACE TO LEARN. CREATE. BE. WORK.

## Objective 1:

**Implement the EPL Advocacy Plan.****ACTION**

1. Build ongoing awareness of EPL successes, achievements, values and challenges with elected officials and continue to enhance/develop relationships. ⓘ **2022-2023**
2. Build awareness of EPL's value in and contribution to the community with influential Edmontonians and communities of interest. ⓘ **2022-2023**
3. Capture and share Stakeholder Testimonials. ⓘ **2022**

## Objective 2:

**Implement Priority or Zero-based Budgeting.****ACTION**

1. Review and determine which budgeting method is most appropriate for designated areas. ⓘ **2022**
2. Develop framework for metrics and outcomes that will apply to each method for specific areas of the organization. ⓘ **2022**
3. Collaborate with the City of Edmonton on priority based approach and integrate as appropriate. ⓘ **2022**

## Objective 3:

**Implement Enterprise Commons in partnership with the City of Edmonton.****ACTION**

1. Standardize applications and automate systems and business processes by adopting the Enterprise Commons suite. ⓘ **2022**
2. Focus on available technology solutions within Enterprise Commons with minimal customization to reduce costs of upgrading, maintaining and supporting enterprise systems. ⓘ **2022**
3. Develop and implement an effective business readiness plan including communication, change management and training strategies. ⓘ **2022**



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## Objective 4:

### **Participate in the Corporate Climate Leaders Program.**

#### **ACTION**

1. Create a Green House Gas reduction plan.  
🕒 **2022**
2. Look at ways to put EPL city owned facilities onto renewable electricity sources. 🕒 **2022**

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## Objective 5:

### **Continue our commitment to working with Indigenous communities through public classes and events, and staff training.**

#### **ACTION**

1. Create an inventory of EPL services that support the seven commitments outlined in the City of Edmonton Indigenous Framework. 🕒 **2022**
2. Identify gaps in EPL services. 🕒 **2022**
3. Implement services that address top 1-3 gaps.  
🕒 **2022**













# 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 <b>learn</b> .				
	EPL is the best place to <b>create</b> .				
	EPL is the best place to <b>be</b> .				
	EPL is the best place to <b>work</b> .				

# 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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Edmonton, AB T5J 2V4