

EPL is the best place to

**learn.
explore.
experience.**

STRATEGIC GOALS
& BUSINESS PLAN

2024-2026

||||| epl.ca



Igniting Curiosity and Connecting Communities

EPL is unmatched in its ability to provide diverse services that improve the quality of life for citizens from all walks of life, building strong and resilient communities. Through our Community-Led Service Philosophy, EPL has a long-standing history of innovation, gathering feedback to adapt and introduce new services in order to meet community needs. We are embedded in the community; we connect to understand people's needs and break down barriers to accessing library programs. Our services are reflective of the needs and wants of Edmontonians to ensure EPL continues to be the heart of our community.

In 2022, the EPL Board of Trustees, Executive Team and staff focused on developing our 2024-2026 Strategic Goals and Business Plan by defining what our communities need and where

we could provide the most value. Rooted in a clear vision, our plan was shaped by input from customers and non-customers. Our Strategic Goals uniquely position EPL to support the many communities we serve, while ensuring staff continue to be prepared to deliver exceptional customer experiences Edmontonians have come to expect.

EPL's 2024-2026 Strategic Goals and Business Plan will give every Edmontonian the opportunities to access the tools, ideas and resources needed to fully participate, contribute and thrive in our rapidly changing world. With the leadership and guidance from our Board of Trustees and Executive Team, we are excited to accomplish the goals outlined in this plan over the next three years.





Mapping our Future

Together with our Values, Vision, Mission, Mandate, and Strategic Goals, EPL’s Business Plan delineates how we will achieve our future strategy.

Our Values and Vision outline what we believe and where we are going. Our Mission describes why we exist, and our Mandate is what we do. Our Strategic Plan clarifies where we will focus over the next three years based on what our communities need and where we can provide the most value. Our Business Plan provides the actions to reach our strategic goals.



Shared Values

Our Shared Values reflect who we are and what we believe in as an organization. They are an expression of our commitment to share information, ideas, knowledge, resources and expertise with everyone. They describe what we stand for.

Customer Focused

Innovative

Knowledge Seekers

One Library/One Team

Idea Champions

Responsible

Vision, Mission and Mandate

Vision

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

Mission

We share!

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



A child's hand in a striped sleeve reaches out towards several colorful, iridescent bubbles floating in the air. The background is a blurred indoor space, likely a library or play area, with a blue carpet and a yellow wall.

Mandate

EPL provides library resources and services to Edmontonians that satisfy their curiosity and meet their learning, information and entertainment needs. Intellectual Freedom is a fundamental value at EPL championed and upheld through ensuring access to a wide and diverse range of knowledge, ideas and perspectives.

EPL's foundational library services include access to physical and digital spaces, collections and programs (with a focus on early and digital literacy) that support the entertainment, recreational, and lifelong learning needs of Edmontonians of all ages and from all backgrounds.

An award-winning library system, EPL continues to push the boundaries for modern library services through access to technology and resources not widely available to Edmontonians.

Guiding Principles:

- EPL is best at sharing non-judgemental, unfettered access to ideas and stories.
- EPL is guided by its Community-Led Service Philosophy Framework. We are embedded in the community.
- Compassion and unconditional positive regard are balanced with our abilities, capacity and scope.

Strategic Goals

1. EPL is the best place to learn.

EPL is Edmonton's hub for growing life skills, developing early and digital literacy skills and accessing diverse technologies.

2. EPL is the best place to explore.

Edmontonians choose EPL to read, watch and listen for learning, entertainment and exploring diverse ideas.

3. EPL is the best place to experience.

EPL creates and is recognized for exceptional experiences where everyone belongs.





GOAL 1

EPL is the best place to learn.

EPL is Edmonton's hub for growing life skills, developing early and digital literacy skills and accessing diverse technologies.

Public 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.

EPL is uniquely positioned to support and significantly improve early and digital literacies and create learning opportunities for our communities. This is provided through our expert staff, technology, and geographic reach both physically and virtually. We believe education is a lifelong journey and EPL is well positioned to be a destination for building early literacy, digital literacy and life skills. Capitalizing on our strengths and focusing on educational growth for all ages, EPL will continue to meet the needs of Edmontonians.





What Success Looks Like:

- EPL is the number one provider for developing early literacy and digital literacy skills.
- Customers value EPL's life skills programs and services.
- Edmontonians have access to diverse technologies to build entry to intermediate level technology skills.

Strategic Objectives & Actions

1

Increased accessibility of early literacy classes to better serve the community and meet customer demand.

- a. Create a foundational suite of inclusive supports and practices for use in all early literacy classes and on-the-floor services and activities. ☉ **2024**
- b. Expand and/or modify class offerings to more fully consider the range of diverse needs of families with children ages 0-5. ☉ **2025**

2

Improve awareness of and attendance at our early literacy, digital literacy, life skills, and technology service offerings.

- a. Develop and execute a targeted, personalized marketing and promotions campaign for early literacy, digital literacy, life skills and technology services offerings that engages staff as champions and capitalizes on community and grassroots efforts/relationships. ☉ **2025**
- b. Revisit and establish flexible community-led foundational framework for early literacy, digital literacy, life skills and technology services offerings to ensure all customers can find the services they need in the format and location they desire. ☉ **2025**

3

EPL provides relevant digital literacy and life skills services based on improved understanding of our customers' needs.

- a. Develop and implement creative ways to gather ongoing feedback to ensure the evolving understanding of digital literacy and life skills needs. ☉ **2024**
- b. Identify opportunities to build staff capacity and confidence to enhance the delivery of digital literacy and life skills services. ☉ **2025-26**

Strategic Measures

- 1. EPL has the largest market share in Edmonton of customers using its early literacy and digital literacy programs and services.
- 2. Edmontonians perceive that EPL is the number one place for developing early and digital literacy skills and accessing new technology.
- 3. Attendance rates of early literacy, digital literacy and life skills programs are higher than average EPL program utilization rates.
- 4. Customers indicate that EPL programs and services related to early literacy, digital literacy and life skills are valuable.



GOAL 2

EPL is the best place to explore.

Edmontonians choose EPL to read, watch and listen for learning, entertainment and exploring diverse ideas.

EPL is the ultimate destination for discovery, knowledge and enrichment. We recognize the public library's role as a champion of Intellectual Freedom and uphold and promote it through our diverse collections and other services. We connect our multifaceted community to resources and experiences that empower, inspire and transform lives.

We believe in the power of the Edmonton community and the importance of showcasing the talents and perspectives of our local artists and authors. EPL celebrates and promotes Edmonton's rich community of local creators through our programs and services.

As the Best Place to Explore, Edmontonians can embark on journeys to discover new perspectives and unlock their full potential.





What Success Looks Like:

- EPL is where Edmontonians engage, exchange and explore diverse ideas.
- Customers from all demographics throughout the city increase their use of EPL's diverse physical and digital collections to satisfy their interests and curiosity.
- EPL connects Edmontonians to local content and creators.

Strategic Objectives & Actions

1

Increase usage of EPL collections and increase active cardholders.

- a. Implement a suite of initiatives to increase and retain active cardholders including membership drives, targeted promotional initiatives, cardholder follow-ups, personalized cardholder emails, staff training, staff key messages, partnerships with other entities. ⓘ 2025
- b. Implement targeted systemwide and service point promotional campaigns to highlight collections over a multi-year period accompanied by staff training. ⓘ 2024-26
- c. Review collections and circulation practices including acquisitions, floating and weeding/ replacement to identify what would better meet customer needs. ⓘ 2024

2

Increase the diversity of EPL's collections to meet the range of customer needs.

- a. Undertake a gap analysis of EPL collections (including format) to understand breadth and depth (diversity) and compare to other leading urban public libraries. ⓘ 2024
- b. Increase understanding of customer collections and format needs and how EPL could do better to meet these format needs. ⓘ 2025

3

Expand local content in EPL's collections and promote local creators.

- a. Expand physical and digital content across all service points. ⓘ 2025
- b. Increase visibility and promotion of local content. ⓘ 2025
- c. Host programs across all service points that feature local creators. ⓘ 2025

Strategic Measures

- 1. EPL's combined physical and digital circulation achieves full recovery from the pandemic period, by realizing an increase of 12% in physical circulation.
- 2. EPL recovers customers lost during the pandemic by realizing an increase of 16% in active cardholders.
- 3. Customers and staff indicate an understanding of the value of Intellectual Freedom and role of the public library in promoting it.
- 4. EPL's collections have increased by 15% in their diversity of local, Canadian and Diversity, Equity and Inclusion content*.

*as defined by CollectionHQ

4

Uphold and promote Intellectual Freedom.

- a. Create Intellectual Freedom landing page on epl.ca that inspires staff and customers alike. ⓘ **2024**
- b. Enhance Intellectual Freedom staff training and create additional key messages to build staff confidence in dealing with challenges. ⓘ **2024**
- c. Implement public awareness campaign through communications, media, programs and events to increase understanding of Intellectual Freedom and the public library's role. ⓘ **2025**



GOAL 3

EPL is the best place to experience.

EPL creates and is recognized for exceptional experiences where everyone belongs.

It all starts with our people — our staff and our customers. Our focus is on creating experiences that are valued by both our employees and customers. We believe that providing opportunities for meaningful connections within flexible spaces is key to an environment where exploration, inspiration and innovation thrive.

EPL is dedicated to identifying ways to make our physical and digital spaces inviting and welcoming, fostering a sense of belonging for all. EPL recognizes the importance of employee satisfaction and engagement in providing exceptional customer service. Staff who are aligned with EPL's values, are customer-centric, 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 and ensuring that each customer feels valued and engaged throughout the library journey.

As the Best Place to Experience, we are dedicated to cultivating positive, personalized experiences, creating accessible spaces, and empowering both staff and customers to explore, learn and grow.





What Success Looks Like:

1. Staff have a strong sense of belonging and engagement, meaningful work, and opportunities to grow.
2. Customers have positive, personalized experiences with EPL and return as a result.
3. EPL spaces and services are more accessible and inclusive.
4. EPL spaces are animated and engaging, inspiring creativity and innovation.

Strategic Objectives & Actions

1
Create connections and experiences that our employees find meaningful.

- a. Conduct employee journey mapping to identify bottlenecks/pinch points and implement approved recommendations. ⓘ 2025-26
- b. Understand what experiences and connections employees find meaningful through engagement survey results, service point discussions and other feedback. ⓘ 2024-26
- c. Increase opportunities for connections among and between all staff (service point level, service point to service point, teams, systemwide) through social events, job shadows, cluster meetings, virtual and other opportunities. ⓘ 2024-26

2
Create connections and experiences that our customers find meaningful.

- a. Better understand customer needs through implementing a more robust and continuous customer (internal and external) feedback model that includes journey mapping, testimonials and other approaches on a continuous basis. ⓘ 2024
- b. Based on customer feedback, create/increase opportunities for customers to have personalized, meaningful connections and experiences with employees, services and spaces. ⓘ 2024-26
- c. Personalize and continuously improve the customer journey (technology and other touchpoints). ⓘ 2024-26

3
Create welcoming and inspiring spaces, enhancing accessibility, and removing barriers for our employees and customers.

- a. Identify ways to reduce barriers and make customer spaces (physical and digital) more welcoming, inspiring and accessible. ⓘ 2024
- b. Identify ways to reduce barriers and make staff spaces (physical and digital) more welcoming, inspiring and accessible. ⓘ 2025

Strategic Measures

1. 85% of respondents on EPL’s Customer Satisfaction surveys rate their experience at EPL as excellent.

2. Employee Engagement results have improved over the last survey.

3. Employee retention rates improve year over year.



Significant Operational Activities.

In addition to the preceding Business Plan actions, EPL leads significant operational activities to continue to be a thriving, innovative public library system. The following describes critical service and department activities outside of those directly related to our Strategic Goals.





STANLEY A. MILNER LIBRARY

Strategic Objectives & Actions

1

Continue our commitment to working with Indigenous communities through services and staff training.

a. Develop and implement EPL's Indigenous Framework and Service Plan. ⓘ 2024-26

2

Implement Enterprise Commons in partnership with the City of Edmonton.

- a. Standardize and automate business systems and processes by adopting the Enterprise Commons suite of applications across Finance, Supply Chain and Human Resources. ⓘ 2024
- b. Implement in-scope technology solutions within Enterprise Commons with minimal customization to reduce costs of upgrading, maintaining and supporting enterprise systems. ⓘ 2024
- c. Develop and implement an effective business readiness plan including communication, change management and training strategies. ⓘ 2024

3

Contribute to the Corporate Climate Leaders Program.

- a. Action EPL's Green House Gas reduction plan through targeted deliverables. ⓘ 2024-26
- b. Collaborate with the City of Edmonton on the procurement of renewable energy credits for City-owned facilities. ⓘ 2024-26

4

Continue to advance Riverbend and Lewis Farms capital projects.

- a. Continue to develop and complete the schematic and detailed designs for the expanded Riverbend branch. ⓘ **2024-25**
- b. Continue to finalize the design and proceed with construction and service planning for Lewis Farms branch. ⓘ **2024-26**

5

In alignment with the City of Edmonton's commitment to decrease spending over the 2023-26 budget, EPL will undertake service and operational reviews to identify efficiencies and ways to best serve internal and external customers.

- a. Review Shared Services areas to identify efficiencies and improve service. ⓘ **2024-26**
- b. Identify efficiencies in Branch Services that result in better service for customers. ⓘ **2024-26**



Alignment with the City of Edmonton's ConnectEdmonton Strategic Goals and City Plan

EPL is a community hub that provides access to early and digital literacy programs, diverse collections and ideas, and gathering spaces and resources that support lifelong learning and growth for all Edmontonians. EPL's Strategic Goals and Business Plan contribute to the City of Edmonton's ConnectEdmonton Strategic Goals and City Plan Big City Moves.





ConnectEdmonton Goals and City Plan					
EPL 2024-26 STRATEGIC GOALS	Healthy City	Urban Places		Regional Prosperity	Climate Resilience
	Inclusive and Compassionate	A Community of Communities	Rebuildable City	Catalyze and Coverage	Greener as we Grow
	EPL is the best place to LEARN.	✓	✓		✓
EPL is the best place to EXPLORE.	✓	✓		✓	
EPL is the best place to EXPERIENCE.	✓	✓	✓	✓	✓

EPL directly contributes to and supports the following council priorities:

- Community Safety and Well-being
- Arts and Culture
- Economic Growth
- Mobility Network
- District Planning
- Climate Action and Energy Transition

Closing Message

EPL's 2024-2026 Strategic Goals and Business Plan position EPL as the best place in Edmonton to Learn, Explore and Experience. Whether it's increasing opportunities for early and digital literacy, expanding collections to support and promote local creators, upholding Intellectual Freedom or enhancing the accessibility of our physical and digital spaces by removing barriers, EPL transforms communities.

EPL is a vibrant community destination where lifelong learning and innovation flourish. We continuously adapt and respond to community needs to remain relevant in an ever-changing world. We support the growth and success of all Edmontonians by preparing children for kindergarten, fostering digital literacy, or empowering individuals with essential life skills.

Our unwavering commitment to our values, expert and engaged staff, and exceptional customer service will remain at the forefront of everything we do. Together with our passionate community members, EPL will move this plan forward and continue to play an integral role in making Edmonton a dynamic city, where community engagement, lifelong learning and access to diverse ideas, information and technology help our community prosper.









Edmonton Public Library
7 Sir Winston Churchill Square NW,
Edmonton, AB T5J 2V4