

# 2013 ANNUAL REPORT

*Cranbrook Public Library*



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## EXECUTIVE SUMMARY

The Cranbrook Public Library uses the funds entrusted to it to fulfill its mission to provide superior library services to residents of Cranbrook, RDEK Area C and visitors to our region.

The Province of British Columbia provides four grants that enable the library to deliver its core programs and services, as well as facilitating its participation in provincial initiatives such as resource sharing, BC OneCard and collaborate with other libraries in the region with the strong support of the Kootenay Library Federation. This report highlights the key projects, programs and services undertaken by the Cranbrook Public Library in 2013 in the context of provincial priorities.

## PROVINCIAL PRIORITIES

1. **Equitable access** to library services for all British Columbians, including efforts to extend library service outside the local area; to unsupported communities or populations; or to under-represented groups of users within the local area;
2. **Supports for education transformation**, particularly in the area of reading for early learners;
3. **Library collaboration and cooperation**, including working together in the development of collaborative services and shared resources among libraries and through library federations and other partner organizations;
4. **Accountability and transparency** in dealings with the public, supporting open data and open governance through strong planning, effective measurement and clear reporting of outcomes for library programs and services; and
5. **Community engagement and collaboration.**



*The Library's CAP Youth Intern teaching the Computer Basics for Seniors' course developed by the Columbia Basin Alliance for Literacy*

## PROGRAMS & INITIATIVES

The Cranbrook Public Library offers a wide range of ongoing services and programs for people of all ages who come from different backgrounds with different needs and abilities. This report focuses on four new initiatives undertaken in 2013 that typify the direction the Library hopes to take as it continues to move towards becoming a true community-led library:

- ◆ Expanded equitable access and community engagement through social media
- ◆ Created maker spaces for scrapbookers
- ◆ Welcomed newcomers to our community through targeted programs
- ◆ Streamlined the Board recruitment process in cooperation with the City of Cranbrook

## INTRODUCTION

Libraries in North America and beyond are building a new vision of what library service looks like in an environment where they fulfill the role of the third place in a community, an informal meeting place where people gather to share ideas through conversation and exploration. The Cranbrook Public Library is working to bring that vision to our community in a meaningful way by offering services that meet the needs of the people we serve, while still fulfilling our mandate in a fiscally responsible and accountable manner.

## LIBRARY PROFILE

Since it first opened its doors in a room in the town’s courthouse in 1925, the Cranbrook Public Library has served the city and surrounding area. As our community evolved, so too did the library. In 2002 it became a municipal library, resulting in a close working relationship with the municipality. We were involved with the creation of the Kootenay Library Federation, which enabled us to expand our collections and programs far

beyond what we could achieve independently.

Over time the collections grew in size and diversity, as did the range of services and programs, driven by both by technological changes and the evolving needs of people.

In 2013, the library offered public wireless and computer access, a range of digital collections material in addition to physical material, hundreds of programs for people of all ages, and information services.

<i>Library at a Glance</i>	
Active Members*	10,005
In-Person Visits	125,860
Collection Items	70,524
Computer Access**	16,185
Programs	278
Program Attendees	7,215
Questions Answered	11,802

*\*includes BC OneCard members*  
*\*\*excludes wireless access*

## Strategic Plan

Since the 1990s, the library’s evolution has been guided by a series of strategic plans, the most recent one developed in 2012 and implemented in January 2013. The *2013 to 2017 Strategic Plan* sets out four key goals:

1. Create a welcoming, comfortable and safe environment that will be the first place people think of coming to when they want to explore ideas, socialize or relax.
2. Meet our community’s diverse needs through collaboration to develop informative and relevant programs and services.
3. Seek out innovative approaches to provide up-to-date access to information in the formats people desire.
4. Build strong relationships by telling the Library’s and the community’s stories.

## Vision

*The Cranbrook Public Library is the dynamic centre of our community, welcoming everyone, inspiring creativity and enhancing quality of life.*

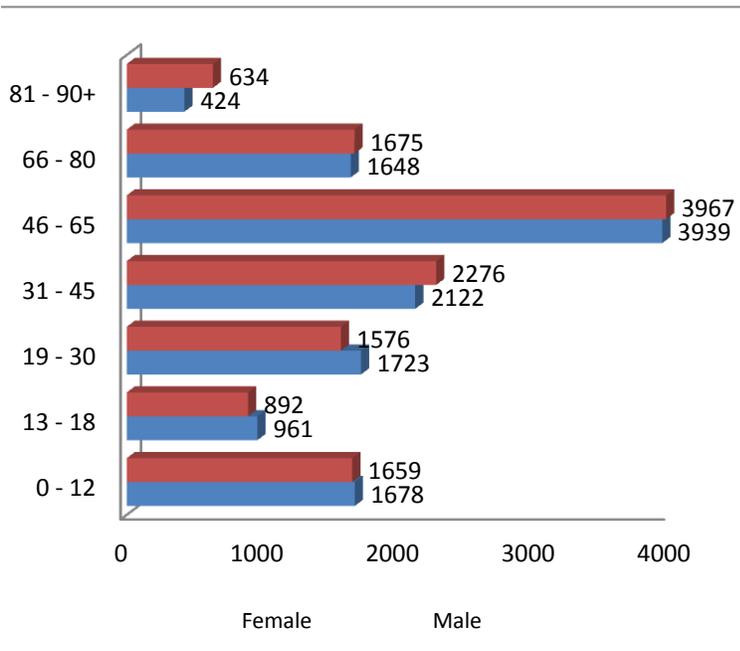
## Mission

*The Cranbrook Public Library reaches out to support the needs and aspirations of everyone in our community by promoting literacy and providing access to the world’s information, ideas and culture through a diverse range of services in a welcoming, respectful environment.*

## Values

- ◆ *Openness & inclusion*
- ◆ *Intellectual freedom*
- ◆ *Universal access to information*
- ◆ *A literate society*
- ◆ *Curiosity, creativity and lifelong learning*
- ◆ *Collaborating with other organizations*
- ◆ *Excellence in staff and services*
- ◆ *Accountability*

*Demographics*



Source: BC Secure Stats 2013, Local Health Area

**COMMUNITY PROFILE**

Cranbrook is located in the Rocky Mountain Trench in the southeast corner of British Columbia and has the distinction of being the largest city on Highway 3 between Chilliwack and Lethbridge. Although mountains are nearby, its location near the middle of the valley means Cranbrook developed quite differently from nearby resort destination communities such as Kimberley and Fernie, functioning as a regional centre for services. It has a reputation for being a ‘redneck’ community, especially compared to cities such as Nelson, but there is an ever-developing cultural scene.

The median age in Cranbrook is slightly above the provincial rate as people reaching retirement age move to our

community because it offers amenities such as a regional hospital and a broad range of shopping opportunities. Lower housing costs than those in surrounding communities are an added draw.

There is little ethnic or linguistic diversity in our library’s primary service area, with only 1.4% of the population identified as being part of a visible minority, a rate reflected in the number of individuals who have a non-European language as their mother tongue.

The top industries are retail trade, health care and social assistance, and educational services. There is no heavy industry in Cranbrook, but a number of people work either in the Elk Valley coal mines and the Alberta oil patch, which offer better paying jobs but means that one parent in a family is away for long periods of time. There remains a significant disparity in wages, with fully employed women making approximately 66.6% of what men earn.

A key challenge in the community is that a large number of people do not have any form of post-secondary education. Those with university degrees comprise only 11.4% of the population, as compared to 24.1% provincially. The number of students who perform below the provincial literacy standards for reading, writing and math skills is well above the provincial rates.

*Community Statistics*

Measure	Cranbrook	BC
Visible Minority	1.4%	24.8%
Average employment income	\$32,292	\$34,978
Household costs as portion of income	22%	29%
Lone parent families	27.5%	25.7%
Children and youth receiving income assistance	5.8%	4.9%
Without post-secondary credentials	41.8%	37.2%
Students below standard benchmarks	Reading – 26.9% Writing – 25.8% Math – 32.0%	Reading – 20.5% Writing – 14.2% Math – 23.8%

Source: BC Secure Stats 2013, Community Profile

**PROGRAM & SERVICE DEVELOPMENT STRATEGY**

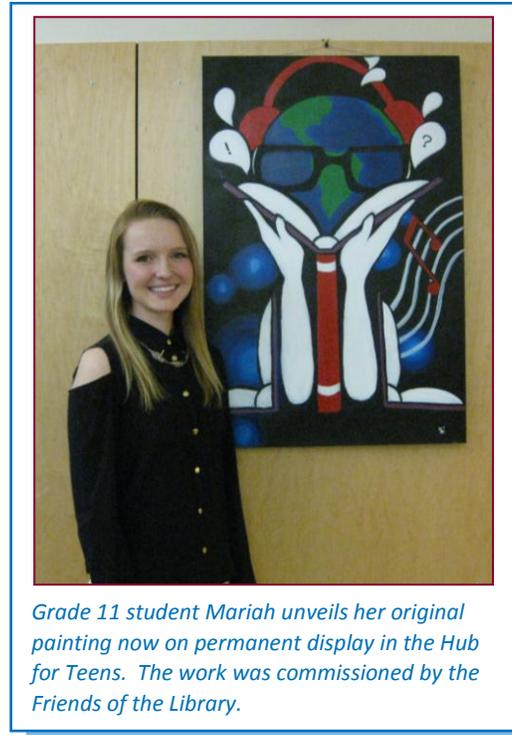
Taking into consideration all these factors, the Library staff primarily develops age-defined services and programs to help people build literacy skills. However, we will take advantage of opportunities through grants to reach out to other segments of the population. In 2013, we did this by partnering with the Columbia Basin Alliance for Literature’s Welcoming Communities project targeted at new immigrants.

Other factors that inform the library’s program and service development strategy are technological trends and emergent library service models. The former informs electronic and online services creation, while the latter provides insight into how to make programs more interactive and engaging.

**PROGRESS ON STRATEGIC PLAN OBJECTIVES**

The following table summarizes all the objectives in the library’s strategic plan addressed during 2013. Highlighted objectives are given fuller treatment in the next section.

*Table 2: Progress on Objectives*



*Grade 11 student Mariah unveils her original painting now on permanent display in the Hub for Teens. The work was commissioned by the Friends of the Library.*

Objective	Priorities	Status
Develop or acquire mobile computing apps related to library services to more fully develop the Library’s online presence.	Equitable access Community engagement and collaboration	The Library implemented the Bibliocommons discovery layer on its catalogue during the 1 <sup>st</sup> quarter of 2014.
Actively build the Library’s social media presence to engage with people and inform them of programs and services.	Equitable access Community engagement and collaboration	The Library’s Facebook and Twitter pages were completely redesigned and a posting plan implemented. People are increasingly using it to interact with library staff.
Ensure the Library’s print collections meet the immediate needs of people by reducing the hold request ratio on material to of 5 requests per item.	Equitable access Community engagement and collaboration	Acquisitions processes were updated in January 2013 to achieve this objective. Spending allocations for different collections and formats was rebalanced to accommodate this change while still maintaining diversity.
Create a series of online tutorials that show how to use the Library’s resources.	Equitable access Community engagement	The Community Access Program Youth Intern created a series of videos on how to use a variety of online resources.
Collaborate with literacy-related institutions, cultural organizations, and subject experts to diversify and extend the number of programs available to inform and inspire people about topics that matter in their daily lives.	Supports for education transformation Community engagement Library collaboration and cooperation	The Library developed a take on the maker space concept by conducting a series of scrapbooking evening and weekend-long events during the year. Staff worked with individuals in scrapbooking-related businesses to provide expert guidance for participants, and added resources to the collection to support these activities.

<p>Create a gadget bar featuring new technology and online library services that people can try out.</p>	<p>Supports for education transformation          Equitable access          Community engagement and collaboration</p>	<p>To address the growing demand for technological assistance with mobile computing devices, the Library acquired a range of devices through the generous support of the Friends of the Library. The CAP Youth Intern provided staff with one-on-one training on these devices. Staff will now begin to incorporate these devices into their work processes</p>
<p>Develop strong long-term relationships with literacy-based organizations, schools, long-term care facilities and cultural institutions.</p>	<p>Library collaboration and cooperation</p>	<p>Library staff assisted the Kootenay Library Federation with its conference planning, presented at some of the sessions and had a number of Board and staff members attend.</p>
<p>Develop strong long-term relationships with literacy-based organizations, schools, long-term care facilities and cultural institutions.</p>	<p>Library collaboration and cooperation</p>	<p>The library hosted a practicum student in the Langara College library technician program. She worked with staff doing acquisitions, cataloguing and reference.</p>
<p>Develop at least one outreach program for each targeted currently underserved group including seniors, the business community and marginalized members of our society.</p>	<p>Community engagement and collaboration          Supports for education transformation</p>	<p>The Library presented a number of programs geared towards recent immigrants to the area as part of the Welcoming Communities project administered by the Columbia Basin Alliance for Literacy. This project involved partnerships amongst a number of community organizations on a diverse range of topics.</p>
<p>Explore ideas with the Friends to create a public space for them within the Library.</p>	<p>Community engagement and collaboration</p>	<p>We created a space for either the Friends or a public cafe by taking advantage of the public washroom renovations. It will be developed in the next 2 – 3 years.</p>
<p>Implement a consistent approach to designing marketing material for all types of media platforms.</p>	<p>Community engagement and collaboration</p>	<p>The Library implemented an advertising strategy to take equitable advantage of all local media sources in January 2014.</p>
<p>The Library Board sought out ways to increase accountability to City Council during the trustee recruitment process.</p>	<p>Accountability and transparency</p>	<p>The Library Board and staff worked with the City of Cranbrook to develop a trustee recruitment process that will enable the Board to attract new members with identified skills and knowledge within the framework required by Council.</p>
<p>Create a designated Cranbrook Public Library Foundation so that the Library can pilot innovative programs to rapidly respond to emerging trends.</p>	<p>Accountability and transparency</p>	<p>The campaign to establish a foundation under the purview of the Cranbrook &amp; District Community Foundation started in August 2013. The library will partner with local businesses to create library-branded products to sell to the public and put on special events, thereby raising the necessary funds.</p>

## PROVINCIAL PRIORITIES ADDRESSED BY SELECTED INITIATIVES

### EQUITABLE ACCESS: EXPANDED SOCIAL MEDIA PRESENCE

#### Goal & Objectives

In recent years the concept of equitable access to the library expanded from ensuring that the physical plant is accessible to everyone to ensuring that people can access its services even when they are not able to visit in person. This means the library has to provide a wide range of online services as well as connecting directly with people in this medium. To achieve this, a key objective the library focused on in 2013 was *to actively build the Library's social media presence to engage with the people in our community and inform them of programs and services.*

#### Overview

The limitations of the library's main website meant that we had to find better forums so that we could interact with people online rather than just making services available to them. To that end, the CAP youth intern fully redeveloped the library's Facebook and Twitter sites, aligning their appearance with that of the main library site, and developing a set of posting guidelines to ensure all posts would have the same tone.

The Facebook and Twitter feeds are integrated into the library's overall marketing strategy: they promote programs and services, provide access to online ebook and audiobook collections, highlight new releases, increase awareness about the nascent foundation, inform people of special events, and encourage people to

'While in Kazakhstan on business, I would connect to the library's website from my hotel room in the evening to download an ebook. Halfway around the world, I felt that my library was there with me.'

- S. M., long-time library member

connect with us online. For example, staff post regular photo updates on our current public washroom major renovation. People told us they appreciate being able to track its progress, with an added benefit of reducing their frustration of having only one toilet available for their use.

#### Partnerships

Although the redesign of the library's social media presence was completed in-house, it would not have been possible to achieve without funding from the federal Community Access Program's Youth Intern initiative. It was this person who brought the knowledge of the platforms needed to complete the redesign.

Also vital was the work done by other libraries around social media. The Kootenay Library Federation provided a great deal of assistance by offering a social media webinar to its members. This workshop made us aware of the need to take a premeditated approach to launching this type of service. It made us aware of the types of issues that could arise plus examples of how other libraries dealt with them. We relied heavily on their posted policies, guidelines and procedures to develop our procedures.

#### Outcomes

The library's social media feeds have become an indispensable way in which to communicate with the people we serve. When the link to Facebook accidentally got removed from the main website, we received several phone calls and emails within hours. It also enables the library to connect with people who would otherwise not know about us. For example, one morning we received a call from someone in Egypt thinking of moving to Canada. Through a mutual Facebook friend, he found the library's contact information and called us to find out what it is like to live in Cranbrook. He stated that until now, the only Canadian cities he had heard of were Toronto, Vancouver, Montreal and Calgary, but when he looked at the library's Facebook page he wanted to learn more about our community. Stories like this highlight the great potential of social media to connect the library to more people than we could ever reach out to by other means.

## COMMUNITY ENGAGEMENT & COLLABORATION: SCRAPBOOKING MAKER SPACE

### Goals & Objectives

Although the library offers a wide range of successful children's programs, the success of programs targeted at adults has been sporadic at best. Thus we decided to redefine what we meant by programs for adults, which normally encompass author readings or educational seminars. Rather than develop a program completely in-house, we used the strategic objective *to collaborate with literacy-related institutions, cultural organizations, and subject experts to diversify and extend the number of programs available to inform and inspire people about topics that matter in their daily lives*, to develop a scrapbooking program in partnership with local experts.

### Overview

A staff member learned that a local business, which had offered scrapbooking classes, had shut down leaving scrapbookers in the community with no place where they could get together to share ideas. The former business owner still lived in Cranbrook, so the staff member approached her, plus some other skilled scrapbookers, to act as instructors and mentors for a two-and-a-half day scrapbooking weekend. The library organized the entire event and acquired several new books and magazine subscriptions on scrapbooking to give participants resources to develop ideas for their own projects. Participants had to register and pay for their catered meals and scrapbooking supplies.

Although this was planned as a one-time event, it proved so successful that it got expanded into a spring and fall series that included weekend-long event as well as several evening get-togethers.

Library staff facilitated the event, providing the space and resources participants needed to succeed in completing their own projects.

### Partnerships

The key partnership that made this project succeed was between the library and scrapbooking experts in our community. It was only with their participation that the library was able to put on these events.

### Outcomes

What was meant to be a one-time program became an ongoing series because of the overwhelming positive feedback from participants. They stated that these events let them connect, share ideas and learn from each other in a way not otherwise possible, since this is the only structured venue now available to them. They appreciate being able to guide the development of future sessions, and that the library acts on their suggestions for acquiring books and other resources to let them discover new ideas, improving their scrapbooking skills.

The added benefit for the library is that participants help compose a scrapbook of what happens at the library throughout the year, creating an historical record that will benefit those interested in the history of the Cranbrook Public Library in future years.



*An enthusiastic scrapbooker, and birthday girl, during an intense and fun Library Crop*

## LIBRARY COLLABORATION & COOPERATION: WELCOMING COMMUNITIES

### Goal & Objectives

As mentioned in the community overview, due to the relatively low numbers of visible ethnic minorities, programs and services at the Cranbrook Public Library tend to get developed primarily for different age categories. However, as the library is often the first point of contact for newcomers to the community, staff were well aware that these people could benefit from programs designed to help them gain knowledge about the region to which they have come. Therefore, when the Columbia Basin Alliance for Literacy provided an opportunity for a number of non-profit organizations to partner in delivering a wide range of programs specially designed and targeted at newcomers, the library saw it as an opportunity to fulfil one of its strategic objectives to *develop at least one outreach program for each targeted currently underserved group including seniors, the business community and marginalized members of our society.*

### Overview

As its contribution to the project, the library conducted a series of programs to connect newcomers to services in a neutral environment since people are sometimes intimidated by going to places such as a Service Canada or BC Access centre. As immigrants to Cranbrook tend to come from English-speaking countries – United States, United Kingdom, South Africa and Australia – ESL programs were not a priority, so we developed programs to highlight recreational opportunities. All programs occurred between June 2013 and March 2014. The main programs we organized were:

- ◆ Human books events featuring individuals such as the mayor, a representative from the Ktunaxa First Nation, a Service Canada representative and a local business owner
- ◆ Discover Your Community seminar series highlighting recreational opportunities in the area
- ◆ Service cafés to connect newcomers with a variety of social and settlement services

### Partnerships

For this project, the library was one of the member organizations that conducted a series of programs. The project was a provincially-funded initiative with support from the federal government. The Columbia Basin Alliance for Literacy (CBAL) coordinated the entire project for the Cranbrook-Kimberley region. Other groups involved a community gardening group, the Salvation Army, a local filmmaker and Big Brothers Big Sisters amongst others.

### Outcomes

The experience of the library in delivering its programs echoed the experience of most of the other groups involved in the project: it proved extremely difficult to attract newcomers to the programs, while general interest from the community for some of the programs was relatively high. The people who participated as human books or representatives from service organizations found that these events were excellent opportunities to network since they did not get this chance during the normal course of their work. Thus, although attendance by the targeted group was relatively low, the programs were successful from the perspective of fostering community connections.

This was definitely the case for the library itself. While the original intent of the project was to offer programs tailored to meet the needs of newcomers, the connections forged between the library and non-profit organizations proved to be of great benefit. These relationships might otherwise not have been made since these other groups do not focus on building literacy skills, which is the usual partnership the library seeks to make. As a result, the library is already planning to develop programs in partnership with some of these organizations that will be open to all members of the public.

## ACCOUNTABILITY & TRANSPARENCY: BOARD RECRUITMENT PROCESS

### Goal & Objectives

The final key initiative that this report focuses on did not arise from any particular goal or objective within the strategic plan, rather it stems from a point in the values statement: *accountability*. In recent years, the City of Cranbrook took a close look at how its committees and boards support its business. Presented with this opportunity, the Library Board saw this as a way to codify the trustee recruitment process in a way that would both increase accountability to City Council and create a strategic approach to get individuals on the Board with the skills and knowledge needed to move the library forward effectively.

### Overview

The Library Board and staff worked with the City of Cranbrook to develop a trustee recruitment process that will enable the Board to attract new members with identified skills and knowledge within the framework required by Council. This involved looking at how the City recruits for positions on its committees, how the

Library Act impacts this process and what the Board needed to operate effectively. The Board sought examples of how other libraries have dealt with the recruitment issue. The work done by the West Vancouver Memorial Library proved invaluable in preparing the recruitment plan the Board submitted for City Council's consideration.

Another important aspect of the process was that staff gained a more thorough

**APPOINTMENT OF NEW TRUSTEES**

**OVERVIEW**  
 Under the Library Act, Council is responsible for the final evaluation, selection and appointment of all members of the Library Board. The purpose of the evaluation process undertaken by the Library Board is to give it the opportunity to provide recommendations based on its particular needs to assist Council in making its decision. New trustees are appointed by Council for a two-year term. Trustees may be reappointed at Council's discretion to a maximum of four consecutive terms, or eight years.

**EVALUATION COMMITTEE**  
 The evaluation and recommendation of candidates for Library Board trustee positions are completed by an evaluation committee, which is comprised of:

- Chair
- Vice-chair
- Personnel liaison
- Council representative

**EVALUATION PROCESS**

ACTIVITIES	APPLICATION	SELECTION	APPROVAL
1. Public call for applications to fill Board vacancies.	1. Selection committee reviews current Board composition to establish priorities.	1. Council selects and approves new trustees.	1. Council selects and approves new trustees.
2. Applicants review information package.	2. Candidates are evaluated.	2. New trustees sign Code of Conduct.	2. New trustees sign Code of Conduct.
3. Applicants complete and submit application form.	3. References are checked; input solicited from library trustees and chief librarian.	3. Orientation and tour of library with Board Chair and director.	3. Orientation and tour of library with Board Chair and director.
4. Applicants attend an orientation meeting to confirm interest and eligibility.	4. Recommendations for new trustees are sent to Council.	4. New trustees commence their role in January.	4. New trustees commence their role in January.
		5. New trustees attend BCLTA TOP session within their first year.	5. New trustees attend BCLTA TOP session within their first year.

**DOCUMENTS**

DOCUMENTS	DOCUMENTS	DOCUMENTS
Applicant Information Package	Applicant interview form	Library Board Code of Ethics
Governance of the Cranbrook Public Library	Library Board Trustee Recommendations & Evaluation Summary	Trustee Guidelines
Trustee Roles and Responsibilities		Board tender
Code of Ethics		BCLTA Effective Board Member booklet
Board Application Form		

**Board terms and recruitment process guidelines**

indicates when a term is up for renewal

understanding of each institution's requirements, including potential points of friction. These were then addressed in the final recruitment process plan.

### Partnerships

The critical partnership during this process was with the City of Cranbrook, both at the governance and staff levels. Working together on this project strengthened the relationship further. Since this project concluded, library and City staff have worked together on other issues.

Although not a partnership per se, it is worth mentioning that the willingness of the West Vancouver Memorial Library to share its recruitment process documentation contributed greatly towards the success of our project.

### Outcomes

In addition to the benefits outlined above, the main advantage of this process is that the Library Board now has a clear process for recruiting new trustees within the framework required by the City. With this in place the Board will be better able to seek out potential recruits that meet the strategic needs of the Library as well as giving City Council greater confidence in the recommendations it receives from the Board because of the transparency provided by the recruitment process documentation.

## SUMMARY

### OPPORTUNITIES

2013 represented the first year of a multi-year process to place the community at the centre of decisions about the development and delivery of the library's programs and services.

We worked to refine programs, including adding a second Toddler Storytime session that splits attendance so that each child and parent can have a positive, interactive experience not possible in one large session. We began strategically expanding programs for adults by securing grant funding for the first year of a three-year pilot project to create a fully realized adult/community outreach service department by the end of 2015. More relationships got formed with groups in Cranbrook including involvement on a youth engagement initiative, a social planning committee, the Chamber of Commerce, and Downtown Business Association.

In April and May 2013, the library hosted a student for her practicum in Langara College's Library Technician project. Staff found it refreshing to work with a younger person, stating that they saw their jobs from a new perspective by working and sharing ideas with her.

The Board is excited about exploring concepts such as maker spaces to truly make the Cranbrook Public Library the dynamic heart of our community. The library also enjoys the support of City Council, complemented by a close working relationship between the Chief Librarian and City staff. There is even interest in pursuing joint initiatives that will meet both departmental objectives and the library's goals. Within the building, the physical space lends itself for modification to accommodate places for people to connect with each other, explore and experiment with new ideas. With these elements in place, staff is empowered to undertake the transformation of the library in the upcoming years.

### CHALLENGES

The drive to innovate gets curtailed by the need to keep the doors open and provide basic service levels. This is a function both of time and staff.

The library is open 7 days a week: 9 am to 8 pm on weekdays, 9 am to 5 pm on Saturdays and 12 pm to 5 pm on Sundays, which means that people will be inconvenienced in order to give staff the time and resources to create a new service delivery model that contextualizes all work processes in terms of the people we serve. This notion is antithetical to the existing culture of keeping the library open no matter what the circumstance. However, to make true change we must take the time to take a well-considered approach that will lead to a natural progression to a new service model that respects existing users even as it attracts new people rather than taking a course could alienate staff and current users.

While it at the same time a great boon, an aging workforce presents another challenge. Most of the library's employees are at a point in their lives where they value stability in the workplace so they can focus their priorities on their families. However, their commitment and depth of organizational knowledge are such that they must be fully engaged to make change succeed.



*Building a robot during Book Bites, an after-school program for children in grades 4 to 7*

LOOKING AHEAD

2014 will be a year of transformation at the Cranbrook Public Library. As well as continuing with some of the programs and services launched in the previous year, staff will work collaboratively to imagine new approaches to delivering services that will benefit current users and encourage non-users to take a look at the library. This transformation will be shaped by three key objectives in the strategic plan:

*Encourage staff to envision new approaches for doing their work to focus on building relationships with the library's users to better meet their information needs.*

**Community engagement and collaboration | Supports for education transformation**

Up to this point, the roles held by staff were defined by dealing with a physical artefact – acquisitions, cataloguing, processing, circulation, shelving. Staff will assess the value of these tasks in relation to the end benefit of the library user and develop a service model that maximizes these activities. This will enable us to become more responsive to the needs of our community, to provide programs and services that engage people



*A common scene in the Jessie Slye Children's Library.*

and let them explore ideas in a welcoming environment. The process will respect the commitment and knowledge staff bring with them, so they continue to make meaningful contributions to library operations.

*Develop a mobile branch to provide regularly scheduled library services to communities in Area C and neighbourhoods in Cranbrook.*

**Equitable access | Community engagement and collaboration | Accountability and transparency | Library engagement and collaboration**

Having only one service point limits the library's ability to deliver services to all residents of its service area. Rather than creating branches, the library will look into

developing a mobile service point to deliver a wide range of library services to the surrounding area on a regular basis.

*Develop or acquire mobile computing apps related to library services to more fully develop the Library's online presence.*

**Equitable access | Library collaboration and cooperation | Community engagement and collaboration**

New developments by electronic content vendors means that it will be possible to create a single interface user experience for managing borrowed print and electronic material. This will increase exposure of all the formats people can borrow and may provide a low barrier entry for some current non-users to discover the library's offerings. Plus, the library will investigate adding more downloadable or streaming electronic content to its collections, including music and videos.

Through these initiatives, the Cranbrook Public Library will continue to evolve to become a responsive, community-led library that meets the needs of those it serves.