



Library Service Delivery Options Preliminary Analysis

The City, from time to time, reviews service delivery for all areas of operations to ensure best value to our citizens. As part of that process, the City conducted a review of library operating models, the municipal operating model, Penticton Public Library (PPL), and the regional district operating model, which in this area is the Okanagan Regional Library (ORL). The following

Each model offers two distinct governance and organizational structures.

Governance Structure

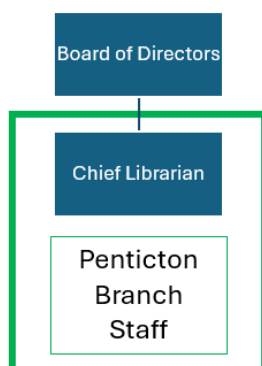
The PPL is governed by a Library Board that is appointed by Council. The Board consists of 5-11 members, composed of one member of Council and the others being residents of the municipality.

The ORL is governed by a Board of Management that consists of representatives from each of the respective municipalities comprised in the regional library district. Each Council appoints one of its members as its representative. Weighted votes are conducted for the approval of the annual budget, ratification of employee group salaries, and changes to weighted vote motions. Matters pertaining to policy are not subject to weighted voting. In accordance with the *Library Act*, each board member has one vote plus an additional vote for each complete 1,000, after the first 1,000, of the population of its municipality or electoral area.

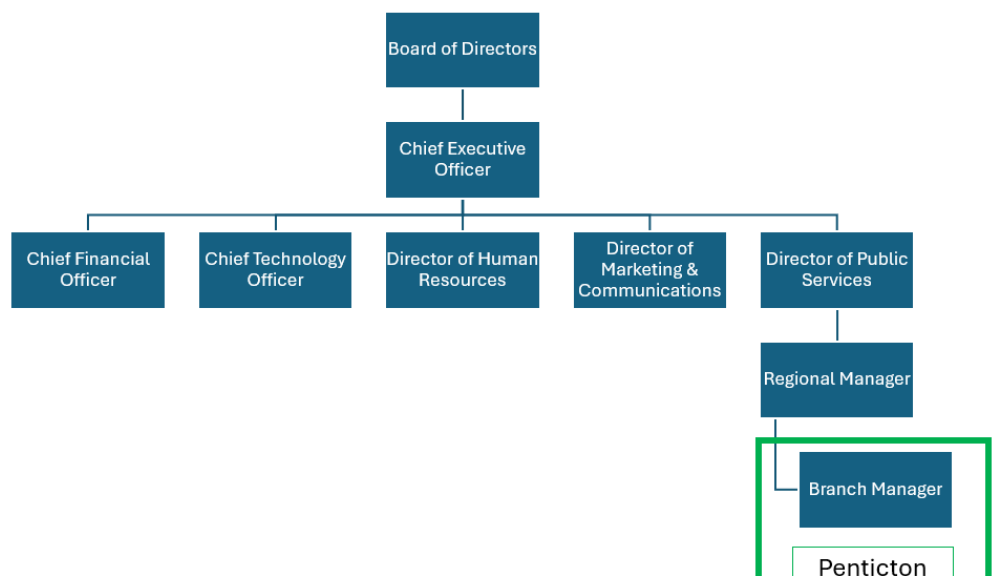
Organizational Structure

Due to the size and scale of the ORL, the organizational structure of the organization has a broader depth and specialization of staffing than what exists with the PPL. The charts below show how the senior leadership structure for each operating model would relate to the board and Penticton Library branch staff.

Municipal Model



Regional Model



Staff have met with the ORL team on several occasions to discuss the services they provide and their operating mandates. During these discussions, it was important to identify and ensure that community members as well as Library staff would benefit should a change to a regional model be considered.

Upon reviewing staffing and the services provided by both the PPL and the ORL, there are 6 distinct areas that can be separated and evaluated to compare the operating models.

Public Services

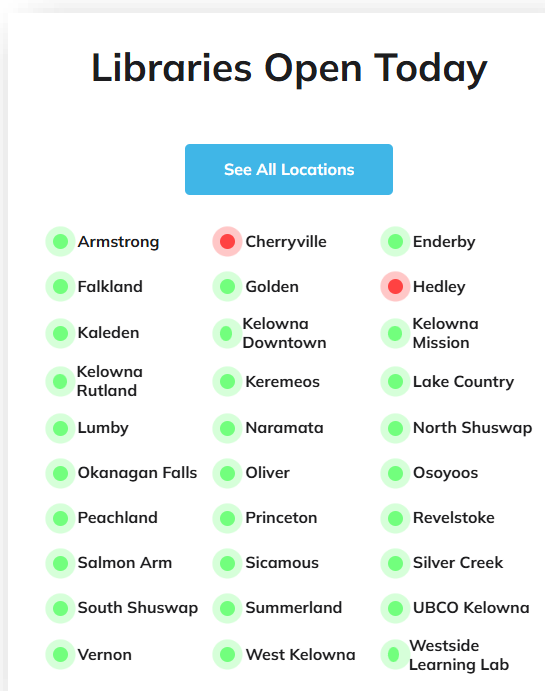
The ORL provides similar services to that of the Penticton Library, however it was noted that in most cases they provide enhanced or further options than currently available due to limitations on funding in municipal models. The chart below provides a comparison of the different service categories.

Category	Penticton Public Library (PPL)	Okanagan Regional Library (ORL)
Makerspaces	Recently implemented, funded by grants. Includes 3D printing, Cricut, sublimation printing, heat press.	Includes all PPL equipment plus video/audio recording, vinyl cutters, sewing machines, digitization stations, laser cutters. Online booking available.
Collections	Refreshed based on local needs. Limited buying power due to single-branch model.	Refreshed and shared across branches. Greater buying power due to regional scale.
Floating Collections	Not available.	Circulated across branches based on interests, keeping content fresh.
eBooks & Digital Content	Offers eBooks and eMagazines via similar platforms. ~2,000 DVDs.	Offers same platforms. ~16,000 DVDs.
Online Services	41 listed resources.	52 listed resources. Includes unique tools like Ancestry, Britannica Library, Rosetta Stone, CodeCombat.
Library of All Things	Available but less extensive.	Created at main location and distributed to branches. More extensive.
Programs & Events	Locally tailored programming.	Each branch has autonomy, similar to PPL.
Access	Free for residents, fee for non-residents. Participates	Free access for all ORL cardholders across

	in BC One Card with limited access.	branches (except Penticton). Participates in BC One Card.
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A common theme emerged during discussions whereby many of the team members from the ORL noted the inconsistency in the region of all the libraries in the Okanagan being members with the exception of Penticton. It's a comment they hear from their community members and also their peer groups when attending conferences and other library events.

Table 1: ORL Locations



Marketing & Communications

The ORL has a dedicated team of marketing and communications staff, including graphic designers, led by the Director of Marketing & Communications, that supports all of their 30 branches. They have a program called ORL+ where branches can each request materials which has a one week turnaround for creation of products including posters, bookmarks and other materials that are all tailored to each branch. They create all their own customized products in-house and ship directly out to each location at no additional cost, it's part of the communications service.

Activity guides are produced four times a year which are also produced in-house and provided to each branch. They also have a supply of communications supplies such as tents, tables, and other decorative items that can be booked and used by any location.

Due to the limitations of the funding of the municipal operating model, the PPL does not have a dedicated marketing and communications team. Any marketing and communications conducted by the PPL are done so using existing staff, who do not specialize in this area, and external contractors and businesses.

HR & Onboarding

The ORL's HR Department, led by the Director of Human Resources, provides support for all hiring and labour management issues, as well as collective bargaining. They have four employee groups exempt, non-union, CUPE, and Professional Librarian (PEA). They provide support to all employees and have a great response time in dealing with team or branch issues. They also have a dedicated Occupational Health and Safety position that visits all their locations and addresses any safety issues.

The focus of the HR team at the ORL is to ensure their staff focus on the community that they serve. They have an extensive onboarding program that includes all staff spending one week of training in Kelowna to ensure consistency amongst all team members and that sufficient time and resources are spent with each employee. This process also allows staff members to make connections with employees from other branches that are starting at the same time.

Training provide by the ORL includes:

- How to effectively serve the public
- Working with the unhoused
- Truth and Reconciliation
- Dealing with difficult conversations

The PPL does not have a dedicated position to HR or Occupational Health & Safety. As such, the majority of these responsibilities fall to the Chief Librarian with substantial support from the City's HR team. Currently, the City's HR Department leads collective bargaining, processes payroll and provides support for labour management and claims as needed.

Other Internal Services

In addition to the internal services listed above, the ORL Headquarters also supports each branch with dedicated teams available to provide leadership, IT and Facilities supports.

- Leadership – Under the ORL, the Penticton branch would be overseen by the Regional Manager who regularly visits between sites and provides support to all Branch Managers. When an issue arises, they support immediately and strongly believe in face time between branches to maintain strong connections.
- IT - The ORL's IT Department, led by the Chief Technology Officer, consists of 7 team members who support all the branches in person and also remotely. They provide cyber security support as well as day to day services, they travel weekly to offsite locations and in emergency are generally onsite within hours if needed.
- Facilities – The ORL has an established facilities team that supports each branch location through a ticketing system, similar to the City's. The ticketing system also includes an opportunity to flag accessibility issues which is a key area of focus for the ORL. They do annual call outs for furniture or department needs through their budgeting process to ensure each location has what it needs to service the community.

The PPL does not have the organizational capacity to manage these services internally, and as such, rely on the City's IT and Facilities Departments for their operational needs.

Staffing

Being part of the ORL provides additional resources for staffing. Backfilling for vacations or vacancies is provided as staff can move between locations to provide coverage. This also provides more opportunities and flexibility for staff that may aspire to other positions within the region.

Part time staff can work at any location to supplement their hours so can move between sites based on their availability.

The ORL has specialized committees which staff are encouraged to join, these include areas such as adult services, youth, accessibility, safety, career advisory, etc). This provides an opportunity for staff from different locations to share best practices and brainstorm with their peer groups.

Since the PPL is a single branch operation, there are fewer opportunities for staff to grow their careers within the organization, increase or supplement their hours with additional shifts or access professional development opportunities.

Community Involvement

As a publicly funded service, it's crucial to ensure that the local community has influence and involvement in the delivery of their local library service. With PPL, this is achieved through the Library Board, which consists of 5-11 community members appointed by Council. The Library Board has a legal and fiduciary responsibility for the delivery of library services to the community and is responsible for developing policy, service strategy, providing financial oversight and managing the Chief Librarian, their sole employee.

The ORL Board is composed of a Council representative from each of the respective municipalities comprised in the regional library district so there is no opportunity for a citizen to be involved at the governance board level. However, the ORL supports branches in having local committees and advisory groups such as Friends of the Library. These groups do not have any legal responsibility for the services and are able to focus on the needs of the community, promoting and supporting their local Library as well as providing volunteering and fundraising for Library needs. There is no prescribed member limit to the Friends of the Library groups, for example the South Shuswap/Salmon Arm comprised of over 130 members, which provides more access for community involvement.