

## INTRODUCTION

Public Library InterLINK (InterLINK) was established April 1<sup>st</sup>, 1994, growing from the foundations of the Greater Vancouver Library Federation, which operated from 1975-1994. InterLINK is a successful federation of eighteen public libraries, operating in accordance with the Library Act of British Columbia and governed by a Board of Directors. InterLINK's member libraries include those in Metro Vancouver, in the Fraser Valley, along Highway 99 north to Lillooet and on the Sunshine Coast. InterLINK's service area is home to approximately two-thirds of the population of BC.

## INTERLINK STRATEGIC PLAN/Framework

2019 was the final year of InterLINK's current strategic plan. In concert with work on the action items outlined in the Federation's 2016-2019 Strategic Plan, the InterLINK Board conducted a review of the plan. The review resulted in the development of InterLINK's *Strategic Framework* document, which becomes effective in 2020. The strategic plan, and the framework document that takes effect in 2020, are supported by annual operations plans that are approved by the Board. The Executive Director reports on operations plan progress at each Board meeting.

## MISSION AND VALUES

**InterLINK's Vision:** *Vibrant communities supported by strong public libraries*

**InterLINK's Mission:** *Supporting public libraries through resource sharing and collaborative programs*

**InterLINK's Values:**

- **Collaboration** – *We believe that working together increases the reach and effectiveness of libraries.*
- **Equality** – *We believe that member libraries have equal voice in the decision making process at the InterLINK table.*
- **Innovation** – *We encourage creativity, experimentation and the generation of new ideas.*
- **Stewardship** – *We manage our resources in a manner that brings maximum benefit to member libraries.*
- **Accountability** – *We are open, transparent and committed to demonstrating our impact to members and funders.*

**NOTE:** InterLINK's vision, mission and values were reaffirmed by the Board during 2019 development of the strategic framework.

## **InterLINK Strategic Directions:**

### **Strategic Direction #1 - Enhancing Patron Experience**

#### **Objective: Improved resource sharing among member libraries**

##### **2019 Action Items:**

- Support member libraries and Outlook Online (OLOL) Administration with 2019 service enhancements.
- Work with member libraries and OLOL Administration on investigating NCIP (NISO Circulation Interchange Protocol) costs, including potential cost-sharing strategies.

##### **Report on Action Items:**

Supporting improved resource sharing among member libraries and across the province is an ongoing goal of Public Library InterLINK. 2019 marked the fourth year of InterLINK's commitment to supporting Canadian hosting of the SHARE-it resource sharing software.

InterLINK supported the ongoing work to implement system enhancements. Through this support, InterLINK member libraries continually update and improve their resource sharing practices. Member libraries had implemented patron-initiated interlibrary loans (ILL); are in compliance with privacy legislation, and implemented by live shelf check.

InterLINK continues to provide the infrastructure to support in-person, non-resident borrowing. In 2019, non-residents borrowed 3,150,271 items from member libraries. This represents over 11% of total circulation.

InterLINK continues to provide opportunities for member libraries to share best practices regarding resource sharing.

##### **Outcomes:**

- Interlibrary loan service to patrons will be timelier.
- ILL staff in all libraries will realize efficiencies in workflows.
- Service is in compliance with privacy legislation.
- InterLINK's investment in ILL infrastructure will provide benefit to libraries across the province in both the public and post-secondary library sectors.
- Interlibrary loan staff report greater awareness of benefits of the system after meeting with Admin staff and staff from other member libraries.
- Library users have access to collections at libraries other than their "home" library, greatly increasing their ability to borrow materials relevant to their needs.

## **Key Partnerships:**

InterLINK continues to work closely with member libraries, the Libraries Branch, the BC Electronic Library Network (Illumine Administration Centre), the BC Libraries Cooperative and the post-secondary library sector to improve resource sharing and work towards seamless service.

## **Strategic Direction #2 - Building Member Library Capacity**

Public Library InterLINK provides programs and services to member libraries that showcase the value of the Federation. InterLINK's commitment to the development of skills and knowledge at all levels remains in alignment with the commitment of the Libraries Branch in these vital areas.

## **Objective: Member library staff receives training appropriate to contribute to their library's success**

### **2019 Action Items:**

- Schedule spring and fall offerings of customer service workshops for member libraries
- Schedule spring and fall offerings of coaching workshops for member libraries
- Implement recommendation of Mental Wellness Working Group, as approved
- Manage 2019-2020 LLEAD Program

### **Report on Action Items:**

#### ***Member Library Staff Development***

Supporting member library staff development remains an ongoing strategic direction for Public Library InterLINK. Since 2013 the InterLINK Board has earmarked funding federation-wide staff development on subjects deemed a priority to member libraries. In the Federation's 2019 budget, the Board approved targeted funds to support federation-wide staff and board development opportunities.

#### ***Program: Coaching for Library Managers***

Libraries are challenged to deliver high-level service in an always changing, increasingly complex environment. In order to do so, library managers must be effective leaders of staff and develop appropriate skills for working with those who report to them. Coaching is one of these skills. In 2016 InterLINK began working with facilitators Alison Lee and Simon Goland to offer two-day *Coaching for Library Managers* sessions for library staff. Registration for the coaching sessions is limited to 18, as the session is developed for intensive, small group interaction. Pre-work is assigned to registrants and sessions are scheduled one month apart with practice, led by the facilitators, required between the two sessions. In 2018, the program was refreshed and is now offered as two sessions: *Coaching Fundamentals* (2 days) and *Advanced Coaching* (1.5 days). In 2019 InterLINK offered two *Coaching Fundamentals* sessions. Feedback continues to be extremely positive.

## Outcomes:

2019 *Coaching Fundamentals* participants were surveyed to obtain feedback on the impact the session had on their practice and the workplace. Results from the survey indicate that:

- On a scale from 1-5, the average rating regarding the attendee's ability to coach was 3.25 and 75% noted that had changed after attending the session.
- With regard to the impact on the attendee's management style, with 1 being "none" and 5 being "a lot", the average score was 4

Comments to the open-ended question regarding the session's impact on the attendee included:

"I feel my staff are becoming better able to work through problems independently, and that they are becoming more confident in coming to me and presenting ideas after having considered available options."

"It has had a big impact. Immediately, I realized I need to listen more and even if I don't end up applying the rest of the coaching techniques I lean towards listening a lot more. I look for places that I can ask open ended questions instead of giving my opinion."

"It has at times relieved pressure of feeling that I need to constantly have or provide "the answer", and I feel I can work towards being more generous and encouraging to my reports."

Comments to the open-ended question regarding the session's impact on the library included:

"Staff that are more empowered to make decisions and do things for themselves."

"It helps staff feel more ownership over their work and decisions."

"Hopefully, some impact on the direct reports - but hard to ascertain at this point."

## **Program: Customer Service Training**

In late 2017 staff from a number of InterLINK libraries were invited to attend a session entitled *3Rs of Service Excellence: Be Reliable, Be Responsive and Build Relationships*, presented by Dr. Mark Colgate from the University of Victoria's Gustavson School of Business. This group recommended that the session was an excellent staff development opportunity for InterLINK member libraries.

In 2018, three "Introduction to Customer Service Excellence" sessions were scheduled for October and November. Separate sessions were held for specific audiences: Senior Management, Supervisors and Frontline Staff. The feedback to these sessions was positive and in April 2019, a session focusing on implementation strategies for libraries entitled *Creating a Powerful Service Culture*, was offered. This session was intended for those within libraries tasked with leading the implementation (Directors and Senior Managers). Feedback from this

session identified the need to send large numbers of staff to the training, which was problematic with an "in-person" session approach. In response to this feedback, the Gustavson School developed two online courses: *Ace the 3Rs* and *Moments of Power*. A working group from InterLINK member libraries worked with Gustavson to customize the course content for use by library staff.

The two online courses will be launched in January 2020.

#### **Outcomes:**

- Member libraries have a "shared language" regarding customer service that makes measurement and reporting more straightforward and increases ability to share information and compare.
- Staff that attend report that concepts used in training (3Rs, Moments of Power) have positively impacted their customer service delivery.
- Online courses will permit member libraries to incorporate material into staff onboarding, furthering the culture change

#### **Program: Mental Wellness Working Group**

Mental health is an issue that impacts every workplace in Canada. As the nature of library work adapts to changing service demands, staff are challenged to adjust to meet those demands. That can result in a number of "stressors" that affect an employee's mental well being. Additional stress can also come from dealing with patrons with their own mental health or addiction challenges.

For a number of years, the InterLINK Board and Directors have discussed ways the Federation can support member libraries regarding how best to address the mental wellness needs of library staff. In 2018, InterLINK struck a Mental Wellness Working Group to provide recommendations. This led to a number of developments in 2019:

- sponsoring a session at the 2019 BC Library Conference: *How to Implement a Workplace Mental Health Program in Your Library*
- creating a curated list of mental wellness resources that resides on the InterLINK website
- working with member libraries to have a staff member at each library to act as the "point person" for the sharing of information
- developing an inventory of mental wellness initiatives at each member library

#### **Outcomes:**

- Member libraries and their staff will have a starting point for locating mental wellness resources
- Member libraries will be able to share best practices and learn from each other
- Over time, the impact of mental wellness stressors will be reduced

## **Program: Project LLEAD**

InterLINK began offering the LLEAD (Library Leadership Excellence and Development) program in 2016.

The intent of the LLEAD program is to identify, develop and encourage staff from member libraries who are seen to have potential to become leaders within their organizations. Nominations from across the province and from outside the public library sector are encouraged.

### **Background:**

LLEAD participants are expected to practice and improve skills that are directly transferable to the library environment in organizational leadership, teamwork, finance, human resources management, and advocacy. At the end of the yearlong program, successful LLEAD participants will demonstrate the resilience, self-awareness and abilities to influence strategic outcomes at the organizational and community level.

### **Program Components**

- Leadership Development Institute - a five-day institute based on current research and focused on transformational leadership with emphasis on organizational, strategic and personal leadership.
- Leadership Council – Facilitated discussions of unique issues with presentations on management and leadership best practices by local leaders. Discussions are scheduled monthly for the program's duration.
- Mentorship – participants would be “assigned” a mentor from outside their organization. Mentors would be at the Director or Deputy Director level and could be from outside the Federation.
- Coaching – coaches would be participants' supervisors or another appropriate person from within the participant's organization.
- Organizational Projects – a major project approved by the sponsoring library is presented and adjudicated. These projects may be of an extended nature that would continue past the duration of the program.

The third LLEAD cohort is the largest yet, and comprised of 21 emerging library leaders. 14 are from InterLINK libraries, 5 from other BC public libraries and 2 are from academic libraries in the Metro Vancouver region. The Leadership Development Institute was held in November 2019. Bi-monthly meetings take place in 2020 with a "graduation" celebration scheduled for December 2020.

### **Outcomes:**

- Libraries have access to a program that encourages senior staff to aspire to leadership roles within the library.

- LLEAD members gain greater knowledge for and appreciation of the skills required to serve in a senior leadership role and can apply that knowledge in their organization, or in subsequent leadership positions.
- Libraries have access to a cohort of suitable applicants for senior management positions, reducing the need for expensive searches when positions become available.
- Of the 30 members of the first two LLEAD cohorts, 15 have moved into positions of greater responsibility.

### **Program: Youth Services Committee Workshops**

InterLINK's Youth Services Committee (YSC) has existed since the Federation was established and is an excellent example of how sharing information regarding best practices and programs leads to ongoing collaboration. As detailed in the YSC's terms of reference, the Committee is responsible for facilitating federation-wide sharing of program ideas, author visits, and children and teen services resources. The YSC also organizes staff development opportunities that focus on children's and teen services

In 2019, the YSC offered two workshops: *Building Critical Thinking and Information Literacy Skills Through Philosophical Inquiry* and *Storytime Basics*.

The YSC committee also collaborated on a middle grades reading list and managed author visits for the Federation.

### **Outcomes:**

- Youth services staff develop skills that increase their effectiveness.
- Youth services staff engage in the reconciliation process.
- Member libraries have access to resources created by the YSC.

## **Objective: Realize cost efficiencies through consortial purchasing programs**

### **2019 Action Items:**

- Manage 2019 patron card order including all federations
- Manage 2019 world language project.
- Manage centrally located collection of restricted audiobooks for member library outreach departments.
- Manage provision of physical copies of National Network for Equitable Library Service (NNELS) titles for all BC libraries.

### **Report on Action Items**

### **Program: Consortial Purchasing of Patron Library Cards**

In 2019, eight InterLINK member libraries participated in the consortial purchase of patron cards, organized by the InterLINK office. In addition, libraries across BC were invited to participate. Castlegar Public Library and Nelson Public Library took advantage of the

opportunity. InterLINK again worked with Canadian supplier Dynamic Imaging on this consortial project. 94,000 standard cards were ordered at a cost of 15.96 cents per card. In addition, 35,000 key fob cards were ordered at a cost of 28.53 cents per card.

By collaborating on this purchase all participating libraries realized savings in the cost of cards over ordering on their own. Dynamic Imaging maintains a pricing agreement for one-off orders that any BC library can access at any time (as opposed to joining InterLINK's once per year order). Smaller libraries on the other hand realized savings that are much larger as a percentage of what they would pay ordering on their own. If Nelson Public Library had ordered their 4,000 fob cards independently, the price would have been 45 cents per card. By joining the consortial order, they saved nearly 60%.

In addition, the cost savings noted are on the product alone and do not reflect the staff savings realized by participating libraries by having InterLINK coordinate the purchase.

#### **Outcomes:**

- Participating libraries realize cost savings by purchasing cards on a consortial basis.
- Participating libraries were able to repurpose resources for other priorities.
- Smaller InterLINK libraries are able to benefit from participating in programs that provide economies of scale.

#### ***Program: World Language Collection Development***

In 2019, InterLINK continued to facilitate and manage a consortial purchase of selected shelf-ready world language materials for participating libraries.

InterLINK contracted with Multilingual Books and Videos for the 2019 World Languages project.

Six InterLINK libraries participated, providing an overall budget of \$37,500 for the 2019 program.

In total, approximately 2000 items in ten languages were added to the world languages collections in the participating libraries.

While participating libraries realize savings on cataloguing and processing of world language materials, the most important aspect of the program is that it allows libraries without the capacity to process materials in languages other than English the ability to have world language material collections fully accessible in their catalogues. These libraries also realize savings on staff time by having InterLINK coordinate the purchase.

#### **Outcomes:**

- Participating libraries realize cost savings by purchasing materials (including cataloguing and processing) on a consortial basis.
- Participating libraries were able to respond to community needs regarding world language collections in a more timely fashion.



- Participating libraries were able to repurpose resources for other priorities.

### **Program: Audiobooks**

The consortial purchase of audiobooks for use by member libraries as restricted collections (outreach departments) is one of InterLINK's longest standing consortial programs. In 2019, 1008 titles were purchased, adding 2,251 (2151 Mp3 – 100 digital) copies to the collections of member libraries.

In addition, InterLINK continues to support the NNELS service. InterLINK and NNELS have collaborated on the conversion of titles from InterLINK's audiobook collection (in cassette format) to Mp3 for inclusion in the NNELS catalogue. To date, 282 titles have been converted. InterLINK also has taken on the role of creating "hard copies" (on CD) of NNELS titles for libraries across BC whose clients request them. In 2019, 168 CDs were created and shipped to requesting libraries.

As of December 31, 2018 the audiobook collections held 12,875 titles (27,729 volumes) and 1511 patrons were registered for the service. Circulation for 2019 was 44,840.

### **Outcomes:**

- Participating libraries realize cost savings by purchasing materials (including cataloguing and processing) on a consortial basis. Participating libraries were able to repurpose resources for other priorities.
- NNELS collection was strengthened by the conversion of InterLINK owned materials (primarily BC subjects and Canadiana).
- Libraries are able to provide clients with hard copies of NNELS titles.

### **Objective: Enhanced library capacity achieved through collaborative programs and the sharing of best practices and expertise**

#### **2019 Action Items:**

- Manage year three of 2017-2020 NewToBC program
- Work with Pacific National Exhibition to present "Library Day PNE Fair" in August 2019

### **Report on Action Items**

#### **Program: NewToBC**

NewToBC is a library settlement initiative that works with InterLINK libraries and other settlement service provider organizations to support the settlement and integration of newcomer immigrants in the Vancouver, Coast and Mountains region of British Columbia.

In 2019 NewToBC entered into the third and final fiscal year of the existing Contribution Agreement between InterLINK and the federal government via Immigrant, Refugees and

Citizenship Canada (IRCC) that provides funding and a mandate for the initiative. The current agreement ends on 31 March 2020.

In the fall of 2019 InterLINK negotiated and signed a new Contribution Agreement with IRCC that establishes funding for the project for a five year funding envelope (1 April 2020 – 31 March 2025).

Key aspects of the NewToBC program in 2019:

NewToBC Website & Social Media Presence:

Launched in July 2013 the NewToBC website ([www.newtobc.ca](http://www.newtobc.ca)) serves as both a tool for library staff and staff at settlement service provider organizations as well as a key source of information for newcomer immigrants and refugees as they settle and integrate into their new communities.

In 2019 29,851 unique users visited the website. Since the beginning of the current Contribution Agreement, the website has been visited by over 81,000 unique users (nearly 20,000 more than the target for unique users laid out in the agreement).

NewToBC makes extensive use of social media to share information and connect with project stakeholders including newcomers, library staff, and staff at settlement service provider organizations.

In 2019 NewToBC's already robust presence on social media continued to grow, with nearly 15,000 new Facebook "likes" and nearly 400 new Twitter followers. As of 31 December 31, 2019 NewToBC had nearly 28,000 Facebook "likes" (far more than any library system in British Columbia).

Library Champions Project:

The Library Champions Project is an expansive volunteer community engagement initiative. Through the Library Champions Project, NewToBC recruits, trains, equips, and supports newcomer Library Champions who are then deployed into their communities to share information about public libraries and to spread awareness about settlement services with other newcomers.

Since its launch, over 1,400 Library Champions have received training (183 in 2019). In turn, those Champions have contacted over 80,000 newcomers to introduce library services.

The impact of the Library Champions Project is reflected in the following quotes from clients who participated in cycles of the project in 2019:

"I benefited so much out of this experience and will stay forever grateful for your efforts and for the network I was able to develop as a result of this opportunity."

"I'm so appreciative for the opportunity to go into the library champion program. I've learned some Canadian culture, some English small talk, and know many service agencies... the important thing is I found a little bit of confidence in Canadian life. Thank you for working so hard to (sic) our new immigrants."

"With the information I got in this project, my son encouraged his friends to go with him to a youth job fair. My son felt so proud. With this project, I was a good role model for my son."

"Everything in this project was interesting. Being a Library Champion was for me the first step into the community and meeting some great people. Outreach was a bit challenging. I am not used to talking to people, but in this project I was able to give information and help others. How happy that made me."

"I enjoyed this group. Met new friends. Every moment here was interesting and exciting. So much useful information for me and my friends."

"My hometown 50 years back only couple of houses had electricity. When the rain falls, the power goes off. Once we check and see the other room, the other house, the whole street has no power; we relax because everyone is in the same situation. It's the same here. When you come to a program like this, you find out that everyone is in the same situation. If we stay at home we get depressed looking at the computer. There was a reason for me to come to the library. That was LCP (Library Champions Project). It helped me learn about other resources beyond books. Interacting with other cultures added value to us. Knowing different cultures brings more respect for each other. I am happy to be a Library Champion and that I was of use to someone."

"So many memories that I cherish: a treasure hunt in the library; cultural and ethnic perspectives that were surprising, somewhat shocking, but I learned from others; I met a friend and first thing I told her is to go get library card. She was so positively surprised to what's available for newcomers in the library."

### Outcomes:

- Newcomers' settlement and integration into their communities is facilitated.
- Newcomers have better access to information about settlement services and library services.
- Library staff has increased understanding of the multicultural aspects of their communities.
- Outreach beyond individual newcomer groups takes place.

- Library staff has an increased understanding of the needs of newcomers.
- Library staff has an increased capacity to provide appropriate information, referrals and outreach to newcomers in the library.
- Knowledge transfer, sharing of best practices and relationship building occurs between library staff and settlement agencies.
- Library staff and settlement agencies have an increased understanding of each other's areas of expertise and how they can mutually meet the needs of newcomers.

### **Key Partnerships:**

InterLINK's key partners in NewToBC are member libraries and Immigration, Refugees and Citizenship Canada. NewToBC libraries continue to develop new relationships and build on existing relationships between libraries and immigrant service organizations in their communities. These organizations include, but are not restricted to, Immigrant Services Society of BC, MOSAIC, S.U.C.C.E.S.S., Neighbourhood Houses, public schools and post-secondary institutions.

### **Program: Library Day at the Fair at PNE**

2019 marked the third year that InterLINK partnered with the Pacific National Exhibition to present *Library Day at PNE Fair*, a showcase for public libraries to share some of the amazing programs and services they offer. Library Day is held the first Wednesday of the Fair. Fair attendees could take advantage of a \$6 entrance fee if they showed their library card. Member library staff were on site from 11:00 am until 9:00 pm. Libraries collaborated on a large activity zone with literacy games, pop up storytimes, maker activities and other activities. The day was publicized by the PNE and participating libraries.

*Library Day at the Fair at PNE* will continue in 2020.

Statistics provided by the PNE indicated:

- Total number of Library Card redemptions was 3839
- Total attendance for that day was 20,611
- Library Card members represented 18.6% of total gate attendance that day.

A new feature of Library Day was the inclusion of a "passport" to gather information regarding what communities were represented among visitors to the "Library Zone":

- |         |    |
|---------|----|
| • BPL   | 33 |
| • CPL   | 32 |
| • FVRL  | 97 |
| • NWPL  | 10 |
| • NVCL  | 11 |
| • NVDPL | 11 |

•	PMPL	6
•	RPL	8
•	SPL	30
•	VPL	60
•	WVML	1
•	ORL (Oliver)	1
•	Other	1

#### Statistics for activities:

•	Makey Makey and Spheros	200
•	Chicken Toss	85
•	Craft Table	120
•	Telescopes/Ukuleles/Virtual Reality	300
•	Book Chariot	460
•	Green Screen	60
•	Book Bike	100
•	Plinko	700
•	Outreach/Wheel Spin	420

#### Outcomes:

- Members of the public (who may not all be library users) get exposure to the types of activities that are available at public libraries.
- Libraries connected to a major provincial summer event with close to one million attendees.

#### ***Program: Youth Services Committee***

Youth services staff from member libraries participate on the Youth Services Committee. This program organizes staff development opportunities for youth services staff from member libraries, collaborates on programs that provide benefit to all participating libraries and hosts federation-wide author readings. The committee meets four times annually to share best practices and programming ideas.

#### Outcomes:

- Youth services staff from InterLINK member libraries have the opportunity to learn from each other and improve programming in their library.
- Cooperating on author readings and collaborative programs allows member libraries to stretch budgets in these areas and participate in programming that might not otherwise be available.

### ***Program: Audiobooks***

In addition to its consortial purchasing aspects, the audiobook program is an excellent example of collaboration across the Federation. A committee comprised of outreach staff from member libraries and the InterLINK Program Coordinator is responsible for collection development. InterLINK provides all processing of the materials and website enhancement for the program.

#### **Outcomes:**

- Outreach patrons have a much broader selection of materials to choose from.
- Member libraries save money on the consortial purchase of materials.
- Libraries across BC have access to hard copies of NNELS titles when required.

### ***Program: Books for Babies***

The IslandLink Library Federation organizes this annual program. Board books, CDs and a carrying bag are part of a consortial purchase for libraries that offer a Books for Babies program. A number of InterLINK libraries take part, and InterLINK provides logistical assistance through shipping of the bags to all participating libraries in British Columbia.

#### **Key Partnerships:**

InterLINK's consortial purchasing projects and collaborative programs illustrate the partnership that exists among 18 diverse and independent public libraries and the ability for those partners to work towards consensus in order to provide benefit to all member libraries. While these programs are developed by InterLINK in response to federation needs, they could be extended to any public library in the province. The Books for Babies program is an excellent example of how federations cooperate to extend programs across the province.

## **Strategic Direction #3 - Increasing Awareness of the Impact of Public Libraries**

### **Objective: Communities have an increased awareness of the impact of public libraries**

#### **2019 Action Items:**

- Implement recommendations of the Data Review Working Group, as approved.

#### **Report on 2019 Action Items**

In 2018, the AAG struck a Data Review Working Group to determine whether InterLINK could/should play a role in determining which data points are most useful for libraries in demonstrating impact, what other agencies are and what recommendations to make to the Libraries Branch.

### **Actions:**

- Support the Libraries Branch strategies regarding the strategic plan refresh.

### **Report on 2019 Action Items**

Member libraries continue to support the strategic planning initiatives of the Libraries Branch, both individually and collectively through the Federation. In September of 2019, Mari Martin attended the AAG meeting to update directors on the strategic plan refresh and other Branch initiatives. The Federation provides a mechanism for the Branch to connect with multiple library systems at one meeting and to receive feedback in a timely manner.

In addition to member libraries, the Libraries Branch is InterLINK's key partner in fulfilling its mission. There continues to be synchronicity between the goals of InterLINK and the Libraries Branch. As the largest federation in the province, InterLINK can provide leadership and support for the work of the Branch. The impact of Branch funding is evident throughout this report. All of InterLINK's work on behalf of member libraries is reliant on Branch support.

### **Organizational Capacity/Governance**

#### **Actions:**

Conduct review of InterLINK funding model.

### **Report on 2019 Action Items**

Review of InterLINK's funding model is an ongoing Board responsibility. In the past this has led to the development of policies and procedures regarding InterLINK finances that have increased accountability and transparency. An excellent example of this is the development of InterLINK's Financial Controls Policy. In 2019 the InterLINK Board added a review of the funding model to the 2019 Operations Plan. To that end, an AAG Funding Review Working Group was struck in March 2019. The working group's deliverables were:

- To examine the following components of InterLINK's funding model:
  - InterLINK's Compensation Model
  - InterLINK Member Levies
  - Vancouver Public Library Grant
- To determine what, if any, changes to the funding model are appropriate.
- Determining a suitable process for the implementing any proposed changes of the funding model.

After discussion, the consensus regarding the compensation model was that no action should be considered at this time. The Working Group met throughout the summer and developed recommendations for Board consideration.

With regard to the issue of member levies and the VPL grant, the following motions were passed at the Board's September meeting:

“THAT member levies for all InterLINK libraries be calculated at the full population amount. The implementation of this change will be effective with the 2021 InterLINK budget and will be spread over three years (2021-2023).”

and

“THAT the \$100,000 grant paid annually to the Vancouver Public Library by the remaining 17 member libraries be discontinued. The implementation of this change will be effective with the 2021 InterLINK budget and will be spread over three years (2021-2023).”

## **ALIGNMENT WITH PROVINCIAL GOVERNMENT'S KEY COMMITMENTS**

### **DELIVERING SERVICES PEOPLE CAN COUNT ON**

It has been reported that trust in institutions is in decline. Libraries continue to be an exception to this trend. In 2016, a study by Pew Research indicates that 78% of adults in the United States say that libraries help them find information that is trustworthy and reliable. This rises to 87% among millennials, (ages 18 to 35). In addition, 73% of the general public say libraries help promote a sense of community among different groups in their area.

As libraries continue to adjust and adapt to changing demands, the mission of delivering services people can count on does not change. This commitment extends to InterLINK. The Federation's role is one of utility and support. The circulation of physical materials remains the core service to our member libraries, and by extension, the public. NewToBC is an example of how the work of InterLINK and its member libraries fosters community connectedness. And InterLINK's focus on supporting the staff development needs of member libraries ensure that our libraries have the right people in place with the right skills to continue to deliver service excellence to our communities.

### **BUILDING A STRONG SUSTAINABLE ECONOMY**

Libraries are natural partners in local economic development efforts. Investment in public libraries not only benefits individuals, but it also strengthens community capacity to address urgent issues related to economic development. InterLINK provides a forum for member libraries to share strategies regarding how to ensure the library's role is effectively communicated to funders and other stakeholders.

### **COMMITMENT TO RECONCILIATION**

The Board and AAG tables are where member libraries share information regarding reconciliation. InterLINK's 2020 Operations Plan includes the following deliverable: *Support member libraries in their work to foster respect and reconciliation and honour Indigenous perspectives.*

Activities in support of this deliverable will be reported on in 2021.



## SUMMARY

In 2019, Public Library InterLINK continued to deliver programs and services of value to members and demonstrated the Federation's commitment to its partnership with the Libraries Branch and the province's other library federations. InterLINK continues to focus on its key mission of supporting resource sharing both within the federation and across the province, and offering staff development opportunities that build capacity and aid libraries in their pursuit of excellent service to their communities.

Public Library InterLINK would like to take this opportunity to thank the Ministry of Education and the Minister for the financial support received from the Province in 2019.