

INTRODUCTION

Public Library InterLINK (InterLINK) was established April 1st, 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 FRAMEWORK

IN 2022, InterLINK continued to offer programs and services that brought value to member libraries, work collaboratively with the other provincial library federations to leverage the work being done by each federation for the benefit of libraries across the province and cooperate with other library organizations in areas of mutual interest. The board reaffirmed the priorities identified in InterLINK's *Strategic Framework*, which allows a greater degree of flexibility in pursuing specific actions in support of those strategic directions. This flexibility allowed InterLINK to respond most effectively to the evolving need of member libraries brought on as the COVID pandemic stretched into its second year.

The strategic framework is supported by the annual operations plan that is approved by the Board. The Executive Director reports on operations plan progress at each Board meeting, and progress on the operations plan comprises a major portion of the Executive Director's annual evaluation.

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.*

InterLINK Strategic Directions:

Strategic Direction - Enhancing Patron Experience

2022 Activities:

- Support member libraries and Outlook Online (OLOL) Administration with 2022 service developments and enhancements.

Report on 2022 Activities:

Public Library InterLINK continues to be committed to supporting resource sharing across the province. Since 2015 the Federation has provided funding to ensure Canadian hosting of the SHARE-it resource sharing software which is used by libraries in all sectors to facilitate interlibrary lending.

InterLINK continues to work with member libraries and other partners to implement system enhancements that make the interlibrary loans system more effective and patron-friendly.

Facilitating the ability for non-residents to borrow physical materials across the federation continues to be a key priority for InterLINK. In 2022, non-resident borrowing continued to recover from the steep drop which occurred in 2020. In 2019, the last year before the drop in circulation, non-residents borrowed 3,150,271 items from member libraries. In 2020, this number fell to 1,514,950. In 2021 non-resident borrowing totalled 2,280,949 and the upward trend continued in 2022 with 2,359,612 non-resident loans. Interestingly, while non-resident borrowing levels have fluctuated, they remain fairly consistent as a percentage of overall member library circulation, at approximately 11%.

InterLINK continues to provide opportunities for member libraries to share best practices regarding resource sharing, by hosting mailing lists for member libraries interlibrary loan staff and for circulation supervisors.

Outcomes:

- Enhancements to interlibrary loan procedures lead to better service to patrons.
- ILL staff in all libraries continue to benefit from efficiencies in workflows.
- InterLINK's investment in ILL infrastructure benefits libraries in both the public and post-secondary library sectors across the province.
- 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 Public Libraries Branch, the BC Electronic Library Network (Illume Administration Centre), the BC Libraries Cooperative and the post-secondary library sector to improve resource sharing and work towards seamless service.

Strategic Direction - 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 Public Libraries Branch in these vital areas.

2022 Activities:

- Manage LLEAD4 Program
- Schedule virtual offerings of coaching workshops for member libraries.
- Continue to offer virtual customer service sessions to libraries across the province, work with Gustavson School of Business to offer Level 3 course on developing an institutional service strategy.
- Engage with Mental Wellness Working Group to develop a mental wellness staff day for member libraries to be scheduled in the spring.
- Offer additional Managing Hostile Interactions staff development sessions as demand dictates.
- Offer additional staff development sessions based on member library needs.
- Utilize technology to provide additional opportunities for member library staff to share information, best practices and areas for cooperation.
- Work with member libraries to promote job exchanges and other means of providing opportunities for member library staff.
- Create a Reconciliation Working Group of member library staff to develop strategies and activities to leverage the strengths of the federation and support member libraries in their Reconciliation work.
- Work with AAG to support member library initiatives forwarding equity, diversity and inclusion.
- Support Library Branch work on developing a strategy for supporting staff development initiatives.
- Contract with Nahanee Creative on Cultural Safety and Land Acknowledgement session for InterLINK Board.
- Offer additional Board development session based on Board Self Evaluation and skills matrix results.
- Offer AAG development session(s) based on AAG feedback.
- InterLINK will work with sector partners on scheduling events in the "Libraries in the Public Arena" series.
- Work with other library federations on collaborative programs and services as opportunities arise.
- Manage centrally located collection of restricted audiobooks for member

library outreach departments and continue home delivery by mail service.

- Manage provision of physical copies of NNELS titles for all BC libraries.
- Manage 2022 patron card order including all federations.
- Review 2021 world language project/Manage 2022 world language project.
- Respond to member libraries requests regarding additional consortia! purchasing opportunities, as appropriate.
- Manage year three of the 2020-2025 NewToBC program

Report on 2022 Activities:

Member Library Staff Development

Supporting member library staff development remains a key activity for Public Library InterLINK. Since 2013, the InterLINK Board has earmarked funding federation-wide staff development on subjects deemed a priority for member libraries. InterLINK also works closely with the other provincial library federations and other library partners to extend staff development opportunities beyond InterLINK's service area. The Covid Relief and Recovery Grant funding received from the Public Libraries Branch allowed the Federation's expand these offerings and to subsidize the cost to member libraries, making them more accessible, especially to smaller libraries. InterLINK also worked collaboratively with sector partners, most notably the other library federations, to ensure all public libraries has access to the training offered.

Program: LLEAD

The LLEAD program was established in 2016 as an InterLINK-funded initiative. 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.

While direct InterLINK funding ended after the second LLEAD cohort in 2019, InterLINK continues to be a key supporter of the LLEAD program. The InterLINK Executive Director is part of the program's administration team, and the in-kind contribution of the Executive Director's time is vital to the program's success. InterLINK member libraries continue to be the greatest source of program applicants.

The fourth LLEAD cohort commenced in November 2021 with 24 members, the largest cohort to date. Of the 24, 11 were from InterLINK member libraries and 13 were non-InterLINK. 6 members came from outside BC. Originally scheduled for January 17-21, 2021 and rescheduled for November 21-26, 2021 due to the pandemic, the in-person intensive portion of the program was split into two groups to allow for maximum social distancing. The second intensive was held on May 1-4, 2022 with bi-weekly sessions continuing through the year.

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.
- Learning Guides – participants have access to Learning Guides, who play a mentoring role and support the cohort members in their leadership growth.
- Coaching – coaches are 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.
- Bi-weekly skills building sessions – topics for these virtual sessions include project management, managing change, courageous conversations, using wise questions, influencing stakeholders, inclusive work environments, managing in difficult times.
- Wise-Counsel – a technique from *Liberating Structures*, Wise Council is designed for a group of people to quickly delve into an issue presented by a colleague and tap into the group's individual and collective experiences and perspectives to provide advice.

After the conclusion of LLEAD4, 80 emerging leaders will have “graduated” from the program.

The 5th cohort is planned for 2023.

Outcomes:

- Libraries have access to a program that encourages senior staff to aspire to leadership roles within the library.
- LLEAD members gain greater knowledge 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 80 members of the first two LLEAD cohorts, nearly half have moved into new positions, most with greater responsibility.

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.

Due to the pandemic, in 2020 the coaching program shifted to a virtual platform. Instead of 2 full days (7 hours each) of instruction, practice and support, the facilitators provided 6 zoom sessions (2 hours each session). These virtual sessions continued 2022, with 3 sessions scheduled for the spring. A planned initial offering of an Advance Coaching session was postponed due to scheduling conflicts. This session will be offered in 2023.

When space permits, these sessions are made available to library staff outside of InterLINK.

As of the end of 2022, just over 250 staff from member libraries had participated in the coaching program. Feedback continues to be extremely positive.

Outcomes:

Coaching participants are surveyed 6-12 months after attending the program to obtain feedback on the impact the session had on their practice and the workplace. Results from the survey of early participants in the first 2022 session indicate that:

- On a scale from 1-5, the average rating regarding the attendee's ability to coach was 3.75 and 11 of 12 respondents noting that their skill level had increased after attending the session.

Comments regarding the participant increasing skill level include:

- The course really helped me become conscious of the choices I could make to support my staff
- I'm listening more and not trying to problem-solve issues for my staff.
- Definitely! Before the sessions, I was more of a fixer but thought I was a coach. Soon my coaching brain will catch up with my fixing brain.

Program: Customer Service Training

Since 2018, InterLINK has partnered with Dr. Mark Colgate from the University of Victoria's Gustavson School of Business on the delivery of virtual staff development opportunities focused on customer service excellence. Dr. Colgate worked with a team of staff from member libraries to create courses for InterLINK based on his 3Rs of Service Excellence: Be Reliable, Be Responsive and Build Relationships system.

Two online courses, *Ace the 3Rs* and *Moments of Power* were launched in January 2020. The courses are available to all public libraries in British Columbia. InterLINK works with the other library federations to promote the courses and track attendees. Enrollment in these two courses for 2022 was 53 and 50, respectively. As of the end of 2022, the cumulative totals were 461 and 403.

In 2022, InterLINK began offering two level 3 courses, *Develop a Service Strategy* and *Make Service Your Advantage by Building a Strong Service System*. Designed for managers and supervisors, the goal of the new sessions is to build systems within your libraries that deliver consistently great customer experiences. It is anticipated that registration in the "system-level" courses will increase as additional staff complete the core skills courses.

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. According to the CBC, the mental health of Canadians has deteriorated in the two years since the COVID-19 pandemic was declared, with 54 percent reporting their mental health has worsened. Further, surveys indicate that women have fared worse than men. This reality is part of every day for library workers. Not only is there a very good chance that they are struggling with a mental health issue, the people they serve may be as well.

In 2018, InterLINK struck a Mental Wellness Working Group to provide recommendations regarding how best InterLINK could support the mental health of member library staff.

Activities to date have included:

- Organizing mental wellness sessions for the BC Library conferences in 2019 and 2020. When the 2020 conference was cancelled due to the pandemic, that session was rescheduled for November, 2020.
- Creating a curated list of mental wellness resources that resides on the InterLINK website.
- Developing an inventory of mental wellness initiatives at each member library.
- Working with member libraries to have a staff member at each library to act as the "point person" for the sharing of information.
- In 2021, InterLINK organized a session for the BC Library Conference, *BC libraries responding to staff mental wellness needs*, which focused on programs implemented in a large urban public library, a small rural public library and a large university library.
- The first Staff Mental Wellness half-day virtual conference, held in May. The conference program had an opening keynote, 3 breakout sessions and a closing keynote. The conference was open to staff across BC and there were 179 attendees.

Outcomes:

- Libraries will report increasing awareness of mental wellness issues.
- Libraries and their staff will have a starting point for locating mental wellness resources.
- 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: Libraries in the Public Arena: Responding to the Climate Crisis

In 2022, the BC Library Association, BC Libraries Cooperative and InterLINK continued to work together to highlight the role of libraries in addressing the climate emergency. At the BCLA conference in April, the three organizations presented the session: Libraries and the Climate Crisis: a collective response. In July, a lunch and learn session was hosted where library staff across the province spoke on a range of climate action initiatives being planned in their organizations. All three organizations cooperated in promoting BCLA's Climate Action Week in September.

Outcomes:

- Heightened awareness of the Climate Emergency and work being done by libraries to take action.
- Sharing of information will lead to a more organized response.
- Activities will highlight the important role libraries play in raising community awareness.

Program: Managing Hostile Interactions

In late 2020, InterLINK became a member of the Homelessness Services Association of BC (HSABC). Through InterLINK's membership, public libraries across the province have access to HSABC's catalogue of sessions, both live (virtually) and recorded. One session, *Managing Hostile Interactions*, has become part of InterLINK's ongoing staff development offerings. This course helps participants gain the skills necessary to work with difficult patrons. Participants learn proven strategies to decrease stressful situations and increase the possibilities of working more effectively with challenging patrons. Participants learn through skill-building exercises, self-reflection, and group discussion. 2022 sessions were scheduled for June and November. Follow-up surveys regarding the impact of this program will be conducted in 2023. 6 additional sessions will be offered in 2023.

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 2022, the YSC offered two workshops: *Parent-Child Mother Goose* and *Every Child Ready to Read*. These programs focus on improving staff skills and applying those skills to your practice.

Outcomes:

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

Program: Board Development

The InterLINK Board continues to work to ensure that its members have access to development opportunities that assist them in the fulfillment of their role as a member of a federated board. The board conducts an annual skills assessment survey to determine appropriate areas for development. In 2022, Reconciliation continued to be the focus for board development. InterLINK contracted with Nahanee Creative on a Cultural Safety and Land Acknowledgement session. This led to the practice of providing the land acknowledgment amongst board members wishing to do so

In addition, InterLINK covers the fee for any of member registering in the Better Boards, Better Communities board development program.

Outcomes:

- **Board has opportunity to strengthen knowledge of topics tailored to skills areas identified as appropriate.**

Objective: Realize cost efficiencies through consortial purchasing programs

2022 Action Items:

- Manage 2022 patron card order including all federations
- Manage 2022 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 2022, eleven libraries (5 InterLINK member libraries and 6 from outside InterLINK) participated in the consortial purchase of patron cards, organized by InterLINK's Program Coordinator Candice Stenstrom. InterLINK again worked with Canadian supplier Dynamic Imaging on this consortial project. 70,500 standard cards were ordered at a cost of 21.4 cents per card. In addition, 17,000 key fob cards were ordered at a cost of 36.5 cents per card. Participating libraries continue to be very satisfied with the consortial program.

By collaborating on this purchase all participating libraries realized savings in the cost of cards over ordering on their own. Smaller libraries realized savings that are much larger as a

percentage of what they would pay ordering on their own. For example, a library ordering 30,000 cards would pay 25.5 cents per card (standard card) if ordering directly. A library ordering 5,000 would pay 58.5 cents per card. By participating in the consortial order, the savings are 16% and 63%, respectively, off the cost of ordering on their own.

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 of between 16% and 63% 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 2022, InterLINK continued to facilitate and manage a consortial purchase of selected shelf-ready world language materials for participating libraries.

InterLINK contracted with Library Services Centre for the 2022 World Languages project.

Three InterLINK libraries and one non-InterLINK library participated, providing an overall budget of \$26,200 for the 2022 program. 714 titles were added to library collections.

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 timelier 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 2022, 844 (681 Mp3) (163 Digital) titles were purchased, adding 2,731 copies to the collections of member libraries and made available to patrons of this service.

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 2022, 158 CDs were created and shipped to requesting libraries.

As of December 31, 2022 the audiobook collections held 15,083 titles (26,406 volumes) and 1,965 patrons were registered for the service, an increase of 49% over 2021. Circulation for 2021 was 42,690, an increase of 15% over 2021.

In addition, InterLINK fulfilled 26 Illume interlibrary loan requests for items from the audiobook collection.

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.
- 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

2022 Action Items:

- Manage year two of 2020-2025 NewToBC program

Report on Action Items

Program: NewToBC

NewToBC is an initiative that works with public libraries and other service provider organizations to support the settlement and integration of newcomer immigrants and refugees in communities across British Columbia. NewToBC is administered by InterLINK and funded by the federal government through a Contribution Agreement between InterLINK and Immigration, Refugees and Citizenship Canada (IRCC). NewToBC services are planned and delivered by a team of contractors. Since its inception as a provincially funded pilot project in 2012, NewToBC has focused on raising awareness about and connecting newcomers to library and other services to support their settlement in BC communities. NewToBC is a complementary settlement initiative that promotes and supports the excellent work being done by public libraries and other service provider organizations and community agencies.

Key aspects of NewToBC in 2022

NewToBC Website & Social Media Presence

The NewToBC website (www.newtobc.ca) provides low barrier access to essential settlement information to support newcomers through the settlement continuum from pre-arrival to integration into BC communities. The website features settlement information resources that also support the work of staff and administration at public libraries, other service providers, and broader communities.

Over the course of the year, NewToBC made regular updates to the content of the website as well as comprehensive updates to select resources including a general [library information sheet](#) that introduces newcomers to public libraries in BC and that has been translated into the 28 most commonly spoken languages (other than English) by newcomers immigrants and refugees in the province. Over the course of the year, over 45,000 unique users from communities across British Columbia and Canada and from countries around the world visited the website.

In 2022, NewToBC continued to share relevant and timely content and to connect with stakeholders through its robust and growing presence on social media. NewToBC picked up nearly 8,000 new Facebook followers, over 150 new Twitter followers, over 350 new LinkedIn followers, and 275 new Instagram followers in 2022.

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 in 2013, more than 2000 newcomers have been trained as Library Champions. In turn, those Champions have contacted nearly well over 100,000 newcomers to introduce library services and other settlement programs and services.

In 2022, NewToBC continued to focus on planning and delivering online cycles of the Library Champions Project. These online cycles were delivered in collaboration with libraries across the InterLINK federation as well as in collaboration with Greater Victoria Public Library and Okanagan Regional Library. NewToBC also connected with public libraries and networked with settlement service provider organizations and other community agencies to raise awareness about and build a foundation for the future delivery of online cycles of the Library Champions Project in communities and regions across BC.

The impact of the Library Champions Project is reflected in the following quotes from clients who participated in cycles of the project in 2022:

“The Library Champions Project helped me so much. I met many new friends and learned much new information that I loved sharing with others. I would recommend everyone to learn more. My friends, some of them already knew some of the library services, but I shared more.”

“LCP was for me necessary, important and useful. I learned a lot from this project. At first, I thought that you can only borrow books from the library. Now I know that you can do so much more. I shared this knowledge with my friends in Canada and back home.”

“I very enjoyed this program. This was so good for my Chinese folks. So many didn’t know about library services. Hopefully, I helped them. I benefited from it too. It requested me to learn more, especially my English was improving. I also made so many friends.”

“I would highly recommend the Library Champions Project to new immigrants and refugees. It's a great way to connect to other newcomers, learn about library resources for new comers such as career etc. The facilitators are friendly, knowledgeable and helpful. And classmates are a supportive group as well.”

Community Dialogues

In February and March 2022, NewToBC planned and delivered nine online Community Settlement Dialogues that focused on supporting the settlement of newcomers as well as the recovery of communities in the evolving context of the COVID-19 pandemic. The dialogues brought together newcomers, library staff and administration, service provider organization staff, representatives from community agencies and municipal governments and departments, and broader communities to share information and promising practices and to facilitate networking and collaboration. The dialogues featured community-specific information, presenters, and participants. Summaries for each of the dialogues as well as an overall summary of all of the dialogues can be found on the [Community Dialogues](#) page on the NewToBC website.

Outcomes

- Newcomers’ settlement and integration into their communities is facilitated.
- Newcomers have access to information about library services and resources and other settlement services and resources.
- Library staff has increased understanding of the multicultural aspects of their communities.
- 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 service providers.
- Library staff and settlement service providers 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 public libraries across British Columbia and Immigration, Refugees and Citizenship Canada. Public libraries (including InterLINK libraries) continue to develop new relationships and build on existing relationships with settlement service providers in their communities. These service providers include, but are not restricted to, settlement service provider organizations (including Immigrant Services Society of BC,

MOSAIC, and S.U.C.C.E.S.S.), Neighbourhood Houses, public schools, and post-secondary institutions.

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. In 2022, the committee underwent a strategic planning exercise to ensure it was responding effectively to the needs of children and youth services at member libraries.

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 remains an excellent example of collaboration across the Federation. A committee comprised of outreach staff from member libraries and InterLINK Program Coordinator Candice Stenstrom collaborate on collection development while InterLINK provides processing of the materials and maintains the catalogue for access to materials. As mentioned above, the committee worked to pivot the service in face of the pandemic, establishing a direct mailing program to outreach patrons requesting materials.

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 - Increasing Awareness of the Impact of Public Libraries

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

2022 Action Items:

- Support advocacy efforts of the Library Partners Advisory Group.
- Attend member library board meetings as requested to provide information and updates on InterLINK activities.
- Work with Governance and Planning Committee to develop advocacy materials for Board use.

Report on 2022 Action Items

Program: Library Partners Advisory Group

An ongoing priority for InterLINK is to foster closer connections to other provincial organizations that share with InterLINK the goal of a strong, resilient library sector. While working more closely with the Library Partners Advisory Group was highlighted in the 2022 Operations Plan, an even greater focus in 2022 was continuing to build on the collaborative relationship forged among the six provincial library federations.

Outcomes:

- Better coordination and more access to staff development opportunities for all libraries.
- Better coordination and more access to cost saving consortial purchasing opportunities for all libraries.
- Library sector is better prepared to effectively act cooperatively.

Program: Developing InterLINK Board Advocacy Tools

Building on the 2021 board development session focused on advocacy, in 2022 InterLINK Governance and Planning Committee board initiated a plan to review the materials provided to InterLINK board members in support of those members advocating for InterLINK at their "home" board meetings. This review resulted in an updated board information package and a reworked orientation session for 2023. In addition, in 2022 the InterLINK board rolled out its new self-evaluation process. The self-evaluation was redeveloped in 2022 based on discussions held in 2021. As a result, the board felt that the process was now in alignment with InterLINK's

mission and values, was more streamlined and thus easier to complete and overall much more effective.

ALIGNMENT WITH PROVINCIAL GOVERNMENT'S KEY COMMITMENTS

The continued strong relationship that Public Library InterLINK maintains with the Public Libraries Branch is demonstrated throughout this report. InterLINK is committed to improving the services it provides and working with its partners across the province to extend those services beyond InterLINK's service area. As detailed in this report the close relationship among the province's federations has led to improved access to staff development offerings and consortial purchasing programs across the province.

InterLINK's continued support of the provincial interlibrary loan infrastructure improves access for all British Columbians. Our close relationship with library partners supports a connected library network that leverages its strengths and structure to deliver user-centred programs and services through the province. By working collaboratively, we are able to reduce barriers for library staff and board members to access training opportunities so that they can continue to provide quality and future-focused library services.

SUMMARY

The work of the Federation continues to emphasize its role as one of utility and support. In 2022, Public Library InterLINK delivered programs and services of value to members and demonstrated the Federation's commitment to its partnership with the Public Libraries Branch and the province's other library federations, along with other provincial library organizations. InterLINK continues to focus on its key mission of supporting resource sharing both within the federation and across the province, and offering staff and board development opportunities that build capacity and support libraries in their pursuit of excellent service to their communities.

Public Library InterLINK would like to take this opportunity to thank the Public Libraries Branch, the Ministry of Municipal Affairs and the Minister for the financial support received from the Province in 2022.

**PUBLIC LIBRARY INTERLINK (INTERLINK)- COVID-19 RELIEF & RECOVERY GRANT
2022 PROGRESS REPORT**

Summary and Overview

InterLINK’s priorities for CRRG funding are reflective of its mission statement, supporting collaboration and resource sharing, and Ministry strategic goals. They were created in consultation with member libraries and sector partners. These priorities support the activities noted in the Public Libraries Branch grant award letter:

- Creating or expanding leadership development opportunities province-wide for trustees, federation and library staff
- Developing learning events, activities or resources that enable libraries to be safe, welcoming spaces that further reconciliation, accessibility, and inclusion in their communities.
- Building on previous work to support newcomer settlement and community integration through libraries and library partnerships.
- Developing events, activities and resources that support wellness for trustees, federation and library staff, and people in their communities.
- Helping libraries meet changing service demands, including for digital access, virtual program/services or other programs, that benefit people and strengthen communities.
- Coordinating and/or developing resources, including staffing, that strengthen libraries’ capacity for emergency planning and response, and stabilizing operations.
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	Grant budget	Reallocated budget
COVID-19 Relief & Recovery Grant Amount	\$300,000	\$0
Emergency Planning & Preparedness Grant Amount	\$125,000	\$0
Total Grant Amount	\$425,000	\$0

Project Progress Report

Please use this section for:

1. Report progress on projects **OR**
2. New projects developed since interim report (copy and paste tables as needed)

Project/Program/Activity	Virtual Collaborative Community Programming - Pilot
Federation Role (e.g., lead, coordination, administration, partner etc.)	InterLINK is managing this pilot initiative on behalf of the library federations and the non-federated regional libraries. Committees are comprised of members from libraries across the province.
Rationale	One of the lessons of the Covid-19 pandemic was that virtual programming continues to grow as a viable way for libraries to augment their overall programming offerings. Collaborating on virtual programming allows libraries to scale up the programming made available to their communities. InterLINK, in partnership with the other provincial library federations, will develop a program to

	provide high-quality, high exposure online events that can be accessed by public libraries across BC.
Area of Need	Member library support
Action/Output/Deliverable	Up to 3 virtual author events in 2023
Outcome/Impact	<ul style="list-style-type: none"> All libraries, regardless of size, will have virtual programming available to their communities Increased engagement with library from community members
Metrics	<ul style="list-style-type: none"> Number of participating libraries Number of programs Attendance
Collaborative Links (e.g., collaboration among federations, with outside systems, provincial programs etc.)	This program is a collaborative effort of the library federations and the non-federated regional libraries.
Expenditure	InterLINK's year one support: \$30,000
Detailed status update since the interim report (e.g., complete, in progress, pending, deferred, etc.).	<ul style="list-style-type: none"> Marketing and Programming Committees have been established and have had initial meetings Consulting with InterLINK's Youth Services Committee regarding the virtual author readings hosted by the committee and the tech used to present them. Programming Committee has met twice to confirm deliverables and establish 2023 reading schedule. Schedule being finalized on February 24.
Comments (optional)	

Project/Program/Activity	Staff Development - Indigenous Awareness
Federation Role (e.g., lead, coordination, administration, partner etc.)	InterLINK is managing this initiative on behalf of the library federations and the non-federated regional libraries.
Rationale	
Area of Need	Member library support
Action/Output/Deliverable	Extension of Indigenous Awareness Training for up to 1000 staff and trustees over the next 3 years.
Outcome/Impact	<ul style="list-style-type: none"> Library staff report increased awareness of the history of Indigenous peoples and the need for Reconciliation. Improved Indigenous services (including customer service) reported
Metrics	Number of staff and trustees completed program

Collaborative Links (e.g., collaboration among federations, with outside systems, provincial programs etc.)	This program is a collaborative effort of the library federations, the non-federated regional libraries and the BCLTA.
Expenditure	InterLINK’s annual support: \$5,400
Detailed status update since the interim report (e.g., complete, in progress, pending, deferred, etc.).	<ul style="list-style-type: none"> • Registration is now open (launched in late November). • 26 registrations between November 1 and December 31 (25 from InterLINK Libraries) • Federations and BCLTA have signed a letter of agreement make the training available to all library trustees in BC. BCLTA has provided \$9,000 in funding to facilitate the participation of up to 270 trustees over the next three years.
Comments (optional)	

Project/Program/Activity	Staff Development – Equity, Diversity and Inclusion
Federation Role (e.g., lead, coordination, administration, partner etc.)	InterLINK is managing this initiative on behalf of the library federations and the non-federated regional libraries.
Rationale	<i>Safe Harbour: Respect for All</i> is an award-winning Affiliation of Multicultural Societies and Service Agencies of BC (AMSSA) diversity and inclusion training workshop for workplaces.
Area of Need	Member library support
Action/Output/Deliverable	Additional funding to extend the <i>Safe Harbour: Respect for All</i> initiative would over the next three years provide an additional 1,250 staff from libraries across the province access to AMSSA’s <i>Safe Harbour</i> training.
Outcome/Impact	<ul style="list-style-type: none"> • Library staff report increased awareness of the DEI issues. • Improved services (including customer service) for the province’s diverse communities reported.
Metrics	<ul style="list-style-type: none"> • Number of staff and trustees completed program
Collaborative Links (e.g., collaboration among federations, with outside systems, provincial programs etc.)	This program is a collaborative effort of the library federations, the non-federated regional libraries and the BCLTA.
Expenditure	InterLINK’s annual support: \$5,400 (for 3 years)
Detailed status update since the interim report (e.g., complete, in progress, pending, deferred, etc.).	<ul style="list-style-type: none"> • Updated service agreement with AMSSA has been finalized. • Customized registration and feedback forms being finalized in preparation for program relaunch. • A letter of agreement with BCLTA to make this training available to all library trustees in BC is being finalized.
Comments (optional)	

Project/Program/Activity	Staff Development – Mental Wellness
Federation Role (e.g., lead, coordination, administration, partner etc.)	InterLINK is managing this initiative on behalf of the library federations and the non-federated regional libraries.
Rationale	As libraries emerge from the pandemic, there continues to be concern for the wellbeing of staff. In recent years InterLINK has made staff mental wellness an ongoing focus. The Federation has created a Mental Wellness Working Group, curated a list of resources on its website and sponsored a number of sessions on related topic, including a staff mental wellness conference on May 26, 2022. CRRG funding will allow this focus to continue over the next three years, including the second annual staff mental wellness conference, schedule for May, 2023.
Area of Need	Member library Support – Staff Resilience
Action/Output/Deliverable	It is proposed that funding be made available to assist member libraries in their efforts to enhance the mental wellness of their staff members through 3 initiatives: <ul style="list-style-type: none"> • Continue to sponsor sessions, including additional staff conferences, to raise awareness of workplace mental wellness and the importance of action. • Engage with the Mental Health Commission of Canada to support libraries interested in adopting the National Standard on Psychological Health and Safety. • Provide support for libraries wishing to take part in programs such as CMHA’s <i>Not Myself Today</i>. • Engage with MyWorkplaceHealth to support libraries wishing to do an assessment of its psychological health and safety as a benchmark to measure staff wellness outcomes over time.
Outcome/Impact	<ul style="list-style-type: none"> • Staff report positive mental wellness outcomes
Metrics	<ul style="list-style-type: none"> • Number of staff attending conference • Number of libraries participating in staff wellness related program funded by this initiative
Collaborative Links (e.g., collaboration among federations, with outside systems, provincial programs etc.)	This program is a collaborative effort of the library federations.
Expenditure	TBD. 2022 Wellness conference had a budget of \$15,300
Detailed status update since the interim report (e.g., complete, in progress, pending, deferred, etc.).	<ul style="list-style-type: none"> • Working Group finalizing schedule for May mental wellness half-day virtual conference • Contract with Dragonfly Consulting for conference management support has been signed.

	<ul style="list-style-type: none"> Working group members attended demo of Not Myself Today program. Working Group to consider follow up activities for fall 2023.
Comments (optional)	

Project/Program/Activity	Staff Development - Managing Hostile Interactions
Federation Role (e.g., lead, coordination, administration, partner etc.)	InterLINK is managing this initiative on behalf of the library federations and the non-federated regional libraries.
Rationale	Incidents of hostile behaviour directed at staff have always been an issue, but it is one that has been exacerbated by the pandemic. This de-escalation training will provide tools and techniques to assist staff in dealing with such incidents.
Area of Need	Member Library Support – Staff Resilience
Action/Output/Deliverable	InterLINK will continue to work to provide support for de-escalation training identified by member libraries and library partners
Outcome/Impact	
Metrics	<ul style="list-style-type: none"> Number of staff attending training
Collaborative Links (e.g., collaboration among federations, with outside systems, provincial programs etc.)	This program is a collaborative effort of the library federations.
Expenditure	\$12,000 annually
Detailed status update since the interim report (e.g., complete, in progress, pending, deferred, etc.).	<ul style="list-style-type: none"> 3 spring sessions have been announced and registration is open. 3 fall sessions are planned and registration announcement is forthcoming.
Comments (optional)	

Project/Program/Activity	Staff Development - Customer Service
Federation Role (e.g., lead, coordination, administration, partner etc.)	InterLINK is managing this initiative on behalf of the library federations and the non-federated regional libraries.
Rationale	
Area of Need	Member Library Support
Action/Output/Deliverable	The Ace the 3Rs and Moments of Power training provided through the University of Victoria and facilitated by Dr. Mark Colgate have continued to be offered to staff by public libraries across BC at a break-even” price. Since

	launching these courses in 2020, over 300 library staff have completed each course. In order to continue to encourage libraries to have all new staff attend the courses, InterLINK provides a subsidy to libraries sending staff.
Outcome/Impact	Staff report that their ability to provide excellent customer service is enhanced. Patron report a high level of excellent customer service.
Metrics	<ul style="list-style-type: none"> • Number of staff taking the training • Surveys of trained staff to measure impact of practice • Improved customer service survey results
Collaborative Links (e.g., collaboration among federations, with outside systems, provincial programs etc.)	This program is a collaborative effort of the library federations.
Expenditure	\$5,000 annually
Detailed status update since the interim report (e.g., complete, in progress, pending, deferred, etc.).	Registration is available on a continuing basis. InterLINK is providing a 50% subsidy for registrants. Other federations also providing subsidies.
Comments (optional)	

Project/Program/Activity	Staff Development – IBPOC staff coaching
Federation Role (e.g., lead, coordination, administration, partner etc.)	InterLINK will work with sector partners to make coaching available to staff IBPOC staff.
Rationale	
Area of Need	Member library Support
Action/Output/Deliverable	InterLINK will work with sector partners to make coaching available to staff IBPOC staff.
Outcome/Impact	
Metrics	Number of staff signing up
Collaborative Links (e.g., collaboration among federations, with outside systems, provincial programs etc.)	Other Federations BCLA
Expenditure	\$6,500 annually
Detailed status update since the interim report (e.g., complete, in progress, pending, deferred, etc.).	InterLINK is coordinating this with BCLA. BCLA is working through logistics and an announcement will be made after that process concludes.
Comments (optional)	

Project/Program/Activity	Staff Development – LLEAD Bursaries
Federation Role (e.g., lead, coordination, administration, partner etc.)	InterLINK is managing this initiative on behalf of the library federations and the non-federated regional libraries.
Rationale	The cost of leadership training is a barrier for participation by staff from small rural libraries as well as from IBPOC staff who do not have institutional support. Providing a bursary will reduce this barrier, if not remove it.
Area of Need	Member library Support
Action/Output/Deliverable	InterLINK will provide a bursary to support attendance at LLEAD from a staff member at a rural library and/or a IBPOC staff member.
Outcome/Impact	Leadership skills of staff from equity seeking groups is enhanced.
Metrics	Number of bursaries provided.
Collaborative Links (e.g., collaboration among federations, with outside systems, provincial programs etc.)	This program is a collaborative effort of the library federations.
Expenditure	\$6,000 for 2023 LLEAD attendance
Detailed status update since the interim report (e.g., complete, in progress, pending, deferred, etc.).	This support will be in place for LLEAD 6. Parameters for selection on recipient will be in place by the time recruitment for that cohort is fully underway.
Comments (optional)	

Project/Program/Activity	IBPOC Student Scholarship
Federation Role (e.g., lead, coordination, administration, partner etc.)	This is an InterLINK initiative.
Rationale	The cost of library education programs is a barrier for members of equity seeking populations.
Area of Need	Member library Support
Action/Output/Deliverable	InterLINK will develop a scholarship to support attendance of an IBPOC student at a library education program.
Outcome/Impact	TBD
Metrics	Number of students accessing funding.
Collaborative Links (e.g., collaboration among federations, with outside systems, provincial programs etc.)	InterLINK is working with library education programs and the BCLA.
Expenditure	TBD
Detailed status update since the interim report (e.g.,	I have reached out to iSchool Director Erik Kwakkel to initiate a conversation regarding the process and possible

complete, in progress, pending, deferred, etc.).	ways forward. iSchool Educational Services Manager Kevin Day and I will be meeting to further discuss options for this initiative.
Comments (optional)	

	Accessibility
Federation Role (e.g., lead, coordination, administration, partner etc.)	InterLINK will work with sector partners on accessibility initiatives
Rationale	
Area of Need	Member library Support
Action/Output/Deliverable	InterLINK will work with the Public Libraries Accessibility Working Group to support libraries as they work to implement the requirements of the Accessible BC Act.
Outcome/Impact	Libraries better able to address their community's accessibility needs.
Metrics	<ul style="list-style-type: none"> • Training programs made available • Funding streams and other support made available
Collaborative Links (e.g., collaboration among federations, with outside systems, provincial programs etc.)	InterLINK will work collaboratively with sector partners.
Expenditure	TBD
Detailed status update since the interim report (e.g., complete, in progress, pending, deferred, etc.).	The PLAWG continues to develop plans for supporting libraries in their work meeting the requirements of the Accessible BC Act.
Comments (optional)	

Project/Program/Activity	Emergency Planning
Federation Role (e.g., lead, coordination, administration, partner etc.)	InterLINK is partnering with the other library federations on this initiative, which is being administered by the North Central and North East Library Federations.
Rationale	The recent occurrences of a pandemic, a heat dome, fires and flooding around the province showed the need for emergency preparedness training for libraries.
Area of Need	Member Library Support
Action/Output/Deliverable	<ul style="list-style-type: none"> • InterLINK will work with other federations to provide training in the area of emergency planning and other supports as needs are identified.

	<ul style="list-style-type: none"> InterLINK is subsidizing the registration for staff from member libraries to attend the Justice Institute of BC's Business Continuity course.
Outcome/Impact	<ul style="list-style-type: none"> Libraries will have staff better equipped to work through any event that impacts the ability to provide service.
Metrics	<ul style="list-style-type: none"> Number of staff attending training
Collaborative Links (e.g., collaboration among federations, with outside systems, provincial programs etc.)	This program is a collaborative effort of the library federations.
Expenditure	TBD – dependant on registration
Detailed status update since the interim report (e.g., complete, in progress, pending, deferred, etc.).	Registration for the 1 st cohort (beginning March 13) of this training is complete. There are 20 registrants (6 from InterLINK member libraries).
Comments (optional)	

Project/Program/Activity	Staff Development Coordinator (Contract)
Federation Role (e.g., lead, coordination, administration, partner etc.)	This is an InterLINK position, but will also support the other provincial federations with managing staff development opportunities.
Rationale	As staff development becomes an increasingly important service provided by the federations, ensuring it is properly supported by having a dedicated coordinator is a key step forward.
Area of Need	Member Library Support
Action/Output/Deliverable	InterLINK will hire a staff development coordinator on a 1-year, 15 hour per week position, with the possibility of extension.
Outcome/Impact	<ul style="list-style-type: none"> Libraries will have more timely notice of staff development opportunities through calendar and websites Staff development opportunities will have a more streamlined registration process, allowing better management and tracking of staff attendance.
Metrics	<ul style="list-style-type: none"> Number of hours worked Tracking of assigned tasks
Collaborative Links (e.g., collaboration among federations, with outside systems, provincial programs etc.)	This is an InterLINK position, but will also support the other provincial federations with managing staff development opportunities. The federations have developed a strong working relationship and want to avoid overlap in programming.
Expenditure	\$27,300 (\$35 per hour, 15 hours per week)

Detailed status update since the interim report (e.g., complete, in progress, pending, deferred, etc.).	Posting went up February 22.
Comments (optional)	