

The Ontario Digital Library Business Plan

October 20, 2003



Connecting
Ontarians

Notice to Recipient

The Business Plan has been prepared solely for informational purposes by the Ontario Digital Library Steering Committee (the "ODLSC"), with assistance from its advisors PricewaterhouseCoopers LLP and Whitmell & Associates, for the establishment of the Ontario Digital Library described herein (the "ODL").

The projected financial results contained in this report are based upon scenarios and assumptions developed for business planning purposes. These results reflect a set of hypotheses about future events, some of which are:

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As a consequence, actual results may vary from those presented, and the variations may be material. The outputs of the ODL financial model are provided only for business planning purposes. No assurances are provided that the results indicated in this report will be borne in practice.

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1 EXECUTIVE SUMMARY

The Transformation of the Information Economy

Ontario citizens need current, accurate and high quality information to support them throughout their lives - as they learn to read, move through the education system, develop professional and job-related skills and look for consumer, leisure and health care information. While the Internet has opened a vast world of information and data, much of the most valuable information, which comes at a high cost, remains available to only a few.

Public, school, university and college libraries have always played a key role in providing the information that Ontario citizens need. In the past, much of this information has been in print form. However, technology now allows Ontario libraries to provide information and services to users whether they are in the library building, in a neighbouring city or town, or in an isolated or remote location hundreds of kilometers away.

The change in the way that information is being delivered and the way Ontarians use that information to learn, improve and compete globally, necessitates a *transformation* in the way that Ontarians seek, find and evaluate the information they need. Libraries, schools, and academic institutions must partner together to play a central role in this *transformation* to an information literate society, making content, training and services available, making access across Ontario more equitable, and supporting the education, research and government sectors.

Ontario Information Transformation Challenges

In Ontario, libraries spend up to \$150 million each year to purchase resources for their users (including such diverse materials as picture books, current fiction, news magazines, audio visual kits and scholarly journals). While the estimated 6,500 individual libraries spend these funds wisely within their own mandates, they have no mechanism currently in place to coordinate how the money is spent in order to take advantage of economies of scale or to develop services that could be offered to all Ontarians. Large libraries have the ability to purchase expensive and valuable electronic information products while small libraries, particularly those in the public and school communities, have minimal budgets and resources to purchase and provide access to similar products.

Furthermore, all libraries in Ontario have been hampered in their provision of services and collections to Ontarians since the mid-1990s with continued funding rollbacks and restraints and increased costs. Ontario school libraries are in particular danger with many downsized or eliminated completely.

Unfortunately this comes at a time when students, workers, professionals, business people, health care workers and citizens have increased expectations about the information they need to be informed, competitive, literate and well-educated. Ontarians increasingly expect, and need, access to all of the information that is available for them to make day-to-day decisions and life/career choices.

Cooperation is very strong among libraries within the college sector and within the university sector. Within each sector, libraries have worked together on a large number of projects that have resulted in a greater equality of resources and services being available to students across the province. The same level of cooperation has not been possible among public and school libraries although the results of some current cooperative projects indicate that working together could have significant benefits for Ontarians. Even though libraries often serve overlapping constituencies, cooperation between the sectors has been hampered by different mandates and focus, and different funding mechanisms.

Without the needed coordination in the purchase of products and services, the Government of Ontario (the “Province”) and libraries have paid a premium, being unable to realize the economies of scale and to develop the needed strength in the marketplace that could be realized by working together to purchase province-wide licenses and virtual services. Libraries need to find a way to create a strong voice and a mechanism to meet the challenges in today’s information economy and to work more effectively together. The Ontario Digital Library (the “ODL”) is that vehicle.

The Ontario Digital Library: Ontario’s Solution

The ODL will coordinate the purchase and delivery of electronic information and virtual services on behalf of all Ontarians and Ontario libraries. It is a partnership among Ontario’s libraries and academic and educational institutions working with the training, business and health care communities with the assistance of all levels of government. The services provided will assist Ontarians at all ages to learn about, find and locate the information they need. The ODL will transform how libraries in the province interact with each other and with those who use their collections and services.

With the development of the ODL as a means to encourage cooperation, to share resources and to provide province-wide information services, there will be enhanced provincial buying power that will provide appropriate and needed resources and services for Ontarians to learn, be competitive and drive economic performance and development.

Without the ODL, the digital divide will become a chasm, creating have and have-not students, educators, and information-seekers and resulting in lost global competitiveness, long-term deterioration of Ontario’s education system and an inefficient use of public funds.

The Province and libraries across Ontario have a unique opportunity to narrow the gap of these inequities and to be on the leading edge in the development of digital tools that will give all Ontarians the resources they need to thrive in an information economy. Through strong financial support for the ODL, Ontario will become a leader in research, education and community economic development and will transform how Ontarians learn, grow, conduct their business and interact with one another.

The ODL will support Ontario citizens as they move through their lives, from cradle to grave.

A child in Ontario will first use the ODL through their local public or school library website, finding resources that provide graphics and audio about Ontario's history, its people and its wildlife. A librarian will be as close as an email to help them find the information they need at anytime of the day or night.

As the child moves into the upper grades, this information and assistance will help them to gather background on their projects, giving them accurate, quality and interesting information about their local community and its pioneer families. While at college or university the student will access the ODL through their university or college library website in support of their assignments and research work.

After graduating they will use the ODL through their public library website to upgrade their job skills, seek out information on business competitors and find out more about exporting the products they produce and services they provide.

As they move through life stages, through child-rearing, home purchasing, volunteer work and caring for their parents, they will use the ODL and its services through the public library to inform their decision-making, find out about valuable government services and activities and local and provincial resources that will support their needs.

The core objective of the ODL is to enhance information access for all citizens by strengthening local Ontario libraries. Through the collaborative framework of the ODL, users of their local library (be that the public library or the libraries at their school, college or university) will experience a greater array of services and resources. The ODL is not a new library. The ODL is a way for existing libraries to become more effective both individually and collectively.



Why the ODL is the Right Solution

(i) ***Proven Approach in Other Jurisdictions***

Other provinces and numerous U.S. states have successfully met the information needs of their citizens by providing a coordinated approach to the purchase and delivery of digital information and services. Key to the success of these initiatives has been leadership from state and provincial governments working in partnership with the library, education, academic, health care and business communities. Best examples include digital library programs in Georgia, Michigan, Colorado and Ohio. The ODL solution is tried, tested and proven.

Similar to other province and state-wide digital library initiatives, the ODL will provide support to Ontario citizens through:

- Enhanced access to electronic information, interactive tools, graphics and E-Learning materials (the “Content Project”);
- Providing a gateway to local memory and heritage products (the “Memory Project”);
- Providing reference and assistance services staffed by professionals, 24 hours a day, 7 days a week, throughout Ontario (the “Ask a Librarian Project”);
- Developing state-of-the art searching and locating tools (the “One Place to Look Project”); and
- Collaboration among the library, education and training sectors, and the business and health care communities (the “Lifelong Learning Project” and the “Consumer Health Project”).

Products and services will be delivered seamlessly through their local library, school, college or university website, moving with Ontarians throughout their lives.

(ii) ***The ODL Vision is Strongly Supported by the Ontario Library Community***

The ODL is a collaborative effort addressing the concerns and visions of the Ontario library community. The following library communities have played an integral role in the development of the ODL:

- Public libraries;
- University libraries;
- College libraries; and
- School (K-12) libraries.

One group that has not participated as yet in the plan is the Special Libraries:

“Special Libraries come in many flavours. They can be specialized collections in the not-for-profit sector like associations, charities, hospitals, research institutes, government, etc. Due to their small size they often do not have the buying power to acquire access to the resources they need to succeed. The ODL, when fully formed, creates the framework for these important research entities to participate as partners so as to offer good service and provide better research to their own clientele. In the long run, for profit libraries (such as law, consulting, finance, corporations, etc.) could also benefit from a workforce that is more information and research literate as well as the economic advantages of an Ontario as a learning and knowledge economy. There are thousands of special libraries in Ontario serving the specialized needs of researchers”. (Stephen Abram, MLS, Special Libraries Association)

This large cross section of the library community and its leaders believe that significant cost avoidance can be realized through an effective consortia partnership and province-wide collaboration in the purchasing of electronic content and services and are willing to commit people and resources to the project.

However, this can only be accomplished with an infusion of new funding to leverage cooperation and realize this new business model. Libraries are already straining to meet the needs of their users with existing budgets. The transformative vision enabled by the ODL is only possible if Ontario’s libraries are assisted with both transitional and sustaining funds to build and maintain the powerful province-wide library cooperation that is the foundation of the ODL.

(iii) *The ODL Fully Achieves the Province's Stated Objectives*

The ODL can be a catalyst to achieving the Province's objectives and priorities related to E-Learning, lifelong learning, professional development, upgrading job skills and training, as well as reducing the 'digital divide' among the population by helping to create an educated, informed and 'digitally aware' population.

As an example, the ODL:

- Supports the Ontario E-Learning strategy by providing a single point of contact interface to the resources of Ontario's libraries;
- Provides improved access and flexibility for learners at all ages and stages in their education thereby supporting the Province's lifelong learning strategy;
- Increases the ability of the Province to distribute information to citizens and to support their education, career and community objectives;
- Addresses emerging job skill shortages and facilitates school-to-work and job-to-job transitions through upgrading skills with the necessary information and knowledge supports and tools;
- Supports business development growth and opportunities in Ontario; and
- Provides digital and electronic services to smaller, remoter, rural and First Nations libraries that do not possess a high level of in-house technological expertise.

Planned Milestones and Achievements

The ODL has developed an ambitious but achievable three-year business plan to develop its products and services. The human resources, technological and governance foundations for the ODL will be built in these years, allowing it to coordinate access to and create important products and services that will gain momentum and importance over time. The ODL will provide its products and services in both English and in French and will make every effort to meet the needs of those speaking other languages and in need of specialized services. Initial projects will focus on the:

- Access to digital and electronic content;
- Creation of an Ontario memory/history portal;
- Development of a province-wide virtual "Ask a Librarian" reference desk similar to Telehealth;
- Training for Ontarians in the development of critical analysis and lifelong learning skills; and
- Development of a unique provincial access gateway (One Place to Look) accessible only through local libraries.

Overriding all of the service and product projects will be advocacy and marketing campaigns, which will be directed by the ODL Board of Directors (the "Board") with the support of all library sectors.

A summary of the intended achievements at the end of each year of the business plan include:

Year One	<ul style="list-style-type: none"> • The members of the Board, Steering Committee and Project Committees will be named, the Chief Executive Officer (“CEO”) hired, the initial projects will be chosen, decisions made about how the services and products will be offered, and early marketing efforts will begin. • A province-wide virtual reference service will begin to operate, electronic text and files will be made accessible to everyone in Ontario, the launch of a virtual Librarian via real time electronic communication and a gateway will be launched to help Ontarians to locate historical digital collections from libraries, museums and archives throughout the Province.
Year Two	<ul style="list-style-type: none"> • The initial products and services will be expanded, building upon the identified needs and work done in the first year. Additional partnerships will be sought. • Students will see more resources to support their curriculum, additional content will be made available to all Ontarians and an easy-to-use gateway will be launched to help them access credible, reliable information.
Year Three	<ul style="list-style-type: none"> • An evaluation will take place of the work completed to date. A marketing campaign will focus on citizens and students. • Electronic and digital content will continue to expand the ODL, along with the development and launch of a province-wide infrastructure and portal that will support and train Ontarians in developing critical analytical skills for using and accessing information.

Financial Highlights and Funding Requirements

The principles for establishing the ODL have been based on a phased approach focused on developing the necessary foundation for the ODL and building upon this foundation on a pragmatic basis over time. This phased approach is predicated on the prudent management of costs and funding, ensuring that all expenditures are incurred effectively, as and when required, and that the funding requirements properly match the expenditure needs and timing.

Outlined below is a summary of planned expenditures over the first three years of the ODL’s operations:

Total Expenditures (\$000’s)	Year 1	Year 2	Year 3
Project Expenditures			
Content Project	5,100	10,102	15,104
Memory Project	150	406	415
Ask a Librarian Project	1,480	2,237	2,797
Life-Long Learning Project	875	877	878
One Place to Look Project	1,875	2,089	2,131
Consumer Health Project	310	522	184
Total Project Expenditures	9,790	16,233	21,510
Total General & Administration Expenses	1,606	1,564	1,736
Total Expenditures	11,397	17,797	23,246

In Year 1, projected expenditures total \$11.4 million, and are primarily focused around the establishment of core products and services along with the human resources, technological and governance foundations for the ODL. As products and services are expanded in Years 2 and 3, expenditures will increase accordingly. Over 90% of the ODL's expenditures are focused on project activities, the true deliverables of the ODL.

Projected expenditures beyond Year 3 will be determined during Years 2 and 3, once the ODL has been established and more focused and timely planning decisions can be made.

The ODL's operations will be funded by both the library community and the Province, as outlined below:

Total Funding (\$000's)	Year 1	Year 2	Year 3	% Total
Library Communities	3,682	5,271	6,802	30%
Province	7,715	12,526	16,444	70%
Total	11,397	17,797	23,246	100%

Over the first three years, 30% of the total funding will be provided by the library community through cash and in-kind contributions.

The remaining 70% of the ODL's funding needs over the first three years, provided on an annual basis, would come from the Province in new funding. This includes the initial "seed" funding in Year 1 to help establish the ODL. The Province's investment in the ODL under this funding model represents an average annual investment of approximately \$1 for every Ontario citizen. The funding model proposed for the ODL is based on other tested and proven models which have resulted in savings of up to 50%. A savings that will result in a better Ontario tomorrow.

2 ODL CONCEPT AND VISION

2.1 Mission

The ODL will coordinate the purchase and delivery of electronic information and virtual services on behalf of all Ontarians and Ontario libraries. The ODL is a partnership among the 6,500 public, school, college and university libraries in the Province of Ontario working in cooperation with the education, university, training, business and medical communities. The ODL seeks to serve Ontario citizens with the assistance of all levels of government. The goal of the ODL is to assist information users in seeking, navigating and using electronic information through the effective management and delivery of electronic resources to Ontarians. The services provided are geared toward assisting Ontarians at all ages to learn about, find and locate the information they need.

The ODL will provide to Ontarians seamless access to information anywhere they need it and at anytime. The ODL will be part of each step of their lives, as they move from early reading to study and research, to professional and business initiatives, to gathering health and consumer information, to caring for children and the elderly, to learning more about the world they live in and the opportunities available to them.

2.2 Guiding Principles

The ODL will be based on the following guiding principles or values:

Equitable Access for all Ontarians

- The ODL will bring high quality electronic resources and services to over 12 million Ontario citizens, eliminating some of the barriers that now exist in accessing information and creating more consistent services for library users.

Shared Decision-Making and Accountability

- The ODL will balance the interests and realities of small and large, rich and poor communities and institutions through shared decision-making.

Shared Funding

- Leverage provincial, institutional and local dollars to realize economics of scale and to put Ontario dollars to work for everyone.

Local Points of Entry

- The ODL will work to provide the licenses, infrastructure, services and support that will enable local libraries to provide exceptional services to their clientele.

2.3 Benefits of the ODL

The following benefits will be created for stakeholders by the ODL:

Libraries

- Enables library and client access to quality electronic resources and services that support and enhance the collections, programs and services of local libraries;

- Provides the opportunity to showcase local community, collections, services and programs;
- Provides technical assistance and support to integrate digital resources into local library settings; and
- Provides the opportunity to gain from a provincial collaborative partnership in order to provide seamless access to digital resources and services.

Ontario Citizens

- Gives each Ontario citizen one local point of entry to seamless electronic library services and resources for their personal, educational and professional needs, regardless of where they live;
- Provides each Ontario citizen with access to credible, high-quality user-friendly electronic services through their community, school or academic library website; and
- Gives each Ontario citizen confidence that the electronic services they and their children are using are safe, valid, and bringing them both local and global perspectives.

Ontario Students

- Gives each Ontario student local school access to quality, curriculum-based electronic information resources and services for their educational needs, regardless of where they live;
- Allows each Ontario student to connect to their individual educational environment, whether at the elementary, secondary or post-secondary levels; and
- Gives each Ontario student confidence that the services and resources they are using are credible, available when they need them and adaptable to different learning styles.

Ontario Government

- Provides a local point of entry for all Ontario citizens to information services and resources and will connect them to current government initiatives;
- Supports the Ontario E-Learning Strategy through improved access and flexibility for all students at all ages and stages;
- Allows the Province to address emerging job skills shortages and facilitate school-to-work and job-to-job transitions with the necessary information and knowledge supports and tools; and
- Supports business development growth and opportunities in Ontario.

3 SERVICES AND PRODUCTS

The ODL will provide a number of products and services on a province-wide basis to support the information and learning needs of Ontario citizens. The bringing together of these products and services will transform the way that libraries connect with one another and provide services and information resources to Ontarians. The success of these products and services will depend upon the building of a strong foundation for the ODL in the areas of technology, governance, management, marketing and training, discussed in Section 4. While not all will be available at the beginning, the services and products available to libraries through the ODL will grow over time.

Six projects have been identified that will grow and develop the ODL. Full details on these projects are included in Appendix A. These projects are key to laying the foundation for the ODL. For example, the Content and Memory Projects build the content necessary to support the Ask a Librarian Project. In addition, the Content Project will quickly build the profile of the ODL within the library community as it adds new and additional content to library electronic collections and results in savings on individual electronic products.

Projects have been chosen because they cross all sectors of the library community. As well each of these projects also build upon and strengthen the other. For example, the One Place to Look Project will use content purchased in the Content Project and the Consumer Health Project, collections linked to through the Memory Project and the services provided in the Ask a Librarian Project.

Each of the projects has in common the goal to assist Ontarians in seeking, navigating and using electronic information well. Their goal is to manage the electronic resources available to Ontario citizens and students by coordinating the licensing and online access to e-journals and databases, to commercial information portals and to government, nonprofit and commercial websites. The services provided are geared toward assisting Ontarians at all ages to find and access the information they need, either on their own, or with the assistance of librarians and library staff.

Each of the projects has been designed over a three-year period although as they are envisioned now, the full completion of the projects could take up to five years. Some, of course, will see quick success. Others that require more building, more architecture and more infrastructure will take longer before the full results are apparent.

3.1 Content Project

The Content Project will provide access to digital and electronic content through the purchase and licensing of electronic content on a province-wide basis. The goal of this project is to jointly purchase, via a consortia model, commercial electronic database products that will:

- Be used by Ontarians via public, school, university, and college libraries;
- Be available to all libraries in the province, regardless of focus, size and location;
- Gain economies of scale through better price structures and distribution costs;
- Leverage better economic control over the electronic content marketplace; and
- Increase the Canadian content available to Ontarians.

The electronic products purchased will include subscriptions to electronic newspapers, journals and reference materials that will be available to all Ontarians via their local library Internet website.

3.2 Memory Project

The Memory Project will provide easy access to electronic collections through the development of a unique centralized gateway to digitized local history and special focus collections from libraries, archives and museums across Ontario. This project will allow Ontarians to easily find collections that will meet their needs for scholarly and genealogical research, to find out more about Ontario and its communities and to locate specialized collections that may have previously been known only to local citizens and students.

3.3 Ask A Librarian Project

The Ask a Librarian Project will create a virtual reference service for every citizen in Ontario, allowing them to contact a librarian to assist them in locating, finding and accessing electronic information on topics of interest to them 24 hours a day, 7 days a week. This project will allow Ontarians to get assistance when they need it. This project recognizes that the need for information is continuous and is not geographic specific.

3.4 Lifelong Learning Project

The goal of this project is to develop a series of online modules designed to support the lifelong learning needs of Ontarians by developing their critical analysis, navigation, and searching skills. The need for skills in locating, using and critically analyzing information in today's electronic information world is critical. These information literacy modules, developed by librarians, teacher-librarians, teachers and faculty will provide the critical skills needed for Ontarians to be able to understand, use and analyze the information that is available. The modules will be developed to meet the needs of all age groups and education levels and will support their various information needs.

3.5 One Place To Look Project

The One Place to Look Project will be a lifelong learning tool that allows Ontarians to search, find and use digital information resources. Unlike existing Internet search engines the One Place to Look Project will provide access to professionally selected, high quality information resources (both those freely available on the Internet and those commercial resources requiring authenticated access, i.e. the "hidden web".) These resources will have been critically appraised and selected by librarians to ensure their value and appropriateness.

3.6 Consumer Health Project

The Consumer Health Project will be a limited pilot project, with a goal to develop a collection of key health care digital videos that will be available in learning moment segments via the Internet through the process of metatagging. This digital video collection will allow Ontarians able to participate in the pilot to find and view video segments critical to the understanding of health care issues and particulars related to their personal situation. This pilot project will support other Province initiatives, such as Telehealth.

4 BUILDING THE ODL'S FOUNDATION

The success of the ODL will be dependent upon the building of a strong foundation that will provide:

- ***Governance and Management*** – suitable and dynamic governance with the needed leadership to move the ODL forward and qualified management, staff and volunteers working together to meet established goals;
- ***Infrastructure*** – infrastructure to support the ODL's products and services;
- ***Marketing and Communications Plan*** – strong marketing and advocacy campaigns to support the ODL and its individual partners;
- ***English and French Language*** – complete bilingual access to ODL's products and services; and
- ***Training*** – training programs to develop needed skills among library staff and users of the ODL.

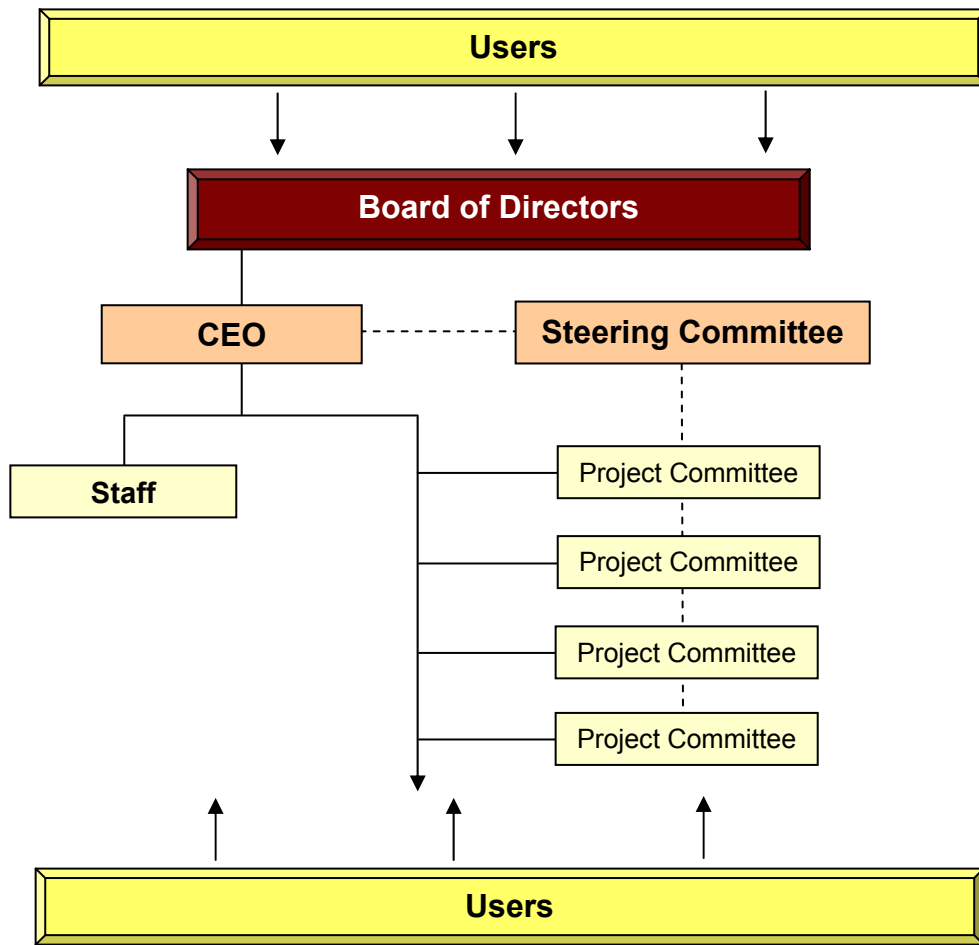
4.1 Governance and Management

The governance and management models chosen for the ODL are designed to:

- Ensure that all stakeholders, including users, have a means to participate in the activities of the ODL and to set its goals and priorities;
- Meet the needs of its future plans;
- Fit the culture and environment in which it operates;
- Ensure that everyone involved clearly understands who is responsible for what;
- Be regularly evaluated, particularly as the ODL moves through its initial phases of development; and
- Allow the ODL to respond to the environment in which it operates.

4.1.1 Governance Structure

There will be two main components in the governance and management structure of the ODL: a Board and a Steering Committee. The Board and Steering Committee will be supported by staff, including a CEO, and Project Committees. User input will be sought at the Board level and at the committee levels.



Board of Directors

Overall responsibility of the Board will be to oversee the ODL and advocate on its behalf to the external community and funders. The role of the Board will be in the areas of advocacy, policy development and fiduciary responsibility. The Board will consist of five influential, high profile Ontarians who have the contacts, knowledge and enthusiasm to move the concept of the ODL forward. Board composition will include a chairperson and four general directors, each having one vote. The ODL's CEO and the chair of the Steering Committee will be ex officio non-voting members of the Board.

Nominating Committee

A Nominating Committee will be struck to identify key leaders for appointment to the Board and its offices. The members of the Nominating Committee should be chosen by the ODL Steering Committee in consultation with the relevant education, academic, college, library and municipal associations.

The role of the Nominating Committee will be to:

- Identify the key associations or groups that will appoint the Board members; and

- Have new Board members oriented and trained.

Steering Committee

The responsibility of the Steering Committee will be to:

- Provide advice to the CEO and the Board in the management and coordination of the work of the Project Committees;
- Ensure that the interests of key stakeholders are made known inside the ODL; and
- Identify common issues and challenges facing the ODL and assist the CEO to strategically address these issues and challenges.

The members of the Steering Committee will come, for the most part, from all sectors of the library community. Others will include technology specialists and representatives of the museums and archives community. The Steering Committee will be constituted of the following:

- Chairs of all Project Committees;
- One K-12 school libraries representative;
- One university libraries representative;
- One college libraries representative;
- One public libraries representative; and
- One special libraries representative.

Chief Executive Officer

The role of the CEO will be to:

- Undertake overall responsibility for the management, staff and fiscal processes of the ODL.
- Ensure that the Project Committees are working together and collectively to meet project goals;
- Oversee the work of the Project Committees to ensure that they have adequate support and resources; and
- Represent the issues and activities of the Project Committees to the Board.

The CEO will report to the Board.

Project Committees

The role of the Project Committees will be to move forward the projects undertaken by the ODL.

Project Committees will be created by the CEO on an as needed basis, for example, in its initial phase of development, there would be committees created to support the Content, Memory, Ask a Librarian, Lifelong learning, One Place to Look and Consumer Health Projects. There may also be a separate committee to consider overriding technology issues for the ODL.

Membership in and size of the Project Committees would be based upon the needs of the work at hand, but membership is likely to come from the library, education, museum, archive, research, business, medical, consortia, and vendor/technology communities, and user groups.

All chairs of the Project Committees would be chosen by the CEO. All chairs would be members of the Steering Committee.

User Advisory Groups

User Advisory Groups will be encouraged at all levels of the governance framework.

Understanding the needs of users and their satisfaction with existing services and resources are key aspects of the ODL evaluation strategy. A strong and direct link to users will be enabled through focus groups and user advisory groups that will inform the direction of the ODL.

4.1.2 Staffing Requirements

The staff hired to move the ODL forward will be key to its success. Choosing the right CEO/senior staff member, will set the tone and direction for the organization, will motivate staff and volunteers and will be pivotal in gaining the confidence among funders, the library community and users that the ODL can achieve what it has set out to do.

Key skills for this CEO will include both technical/hard skills and soft skills. These include:

- An understanding of the library community and the user groups it serves;
- A familiarity with the role that technology plays in the delivery of information;
- The ability to manage a budget in a complex multi-project environment;
- Sound business planning and project management expertise;
- The ability to work well with others; and
- The ability to concurrently manage teams of employees, volunteers, and consultants.

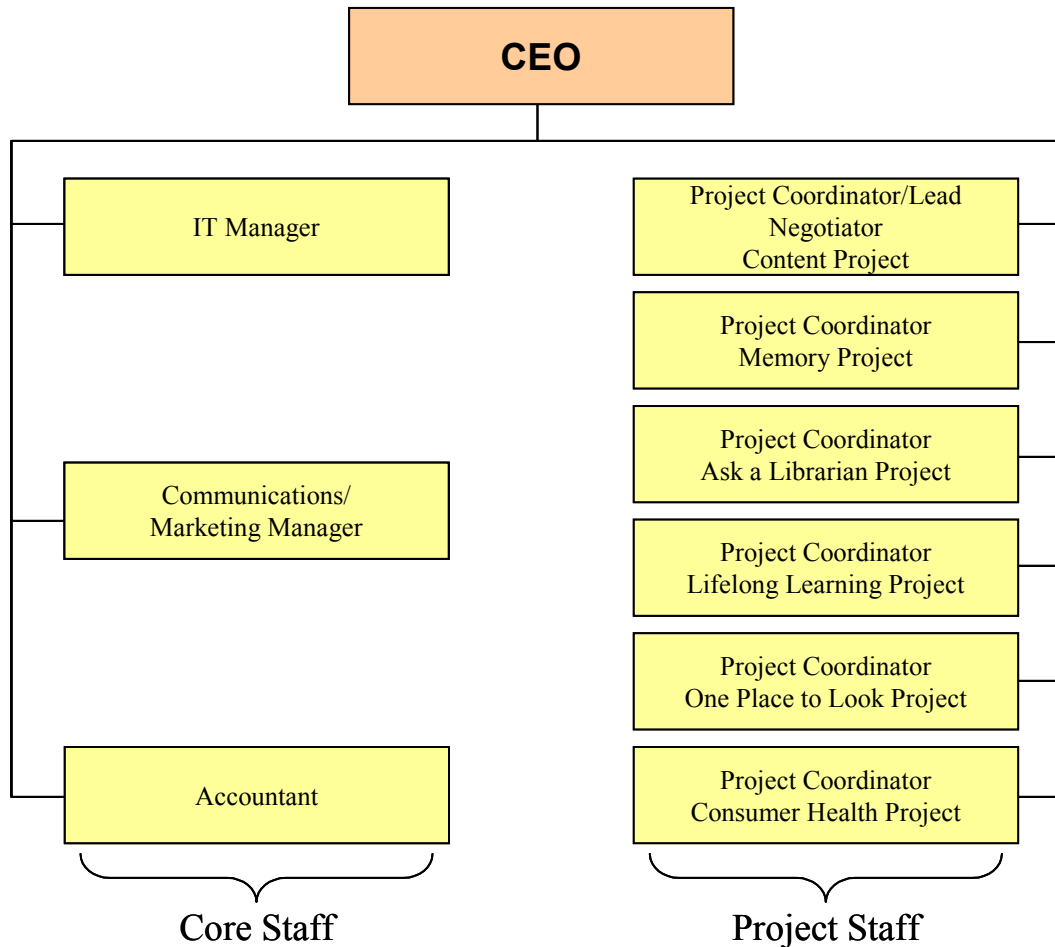
The CEO must have:

- A proven track record as a fundraiser, marketer and advocate;
- Worked with a variety of external communities and leaders; and
- Worked with a governing Board.

The CEO will have the overall responsibility for the management and fiscal processes of the ODL. (As a separately incorporated organization, it will be essential that proper management tools and procedures be put into place in the very early stages of the ODL's existence.)

While much of the initial work of the ODL will be carried out by volunteers and contractors (see Appendix A for an outline of projects details) the need for technical and support staff will grow as the ODL projects expand.

These staff members will be hired on a contract basis initially in order for the ODL to respond to any funding decreases or fluctuations. Consideration should also be given to seconding staff from libraries and their technology departments. This has the advantage of getting qualified, knowledgeable staff without long-term commitment. It would give the seconded staff a chance to enhance their work experience toward developing their careers.



During Year One key staff will be hired and trained. The total staff in Year One is anticipated to be 9.5 Full-time Equivalents (“FTE”). These include:

Core Staff (3.5 FTE):

- CEO (1.0 FTE);
- IT Manager (1.0 FTE);
- Communications/Marketing Manager (1.0 FTE); and
- Accountant (0.5 FTE).

Project Staff (6.0 FTE)

- Project Coordinators (6.0 FTE).

Independent contractors will be hired to work on individual projects.

During Year Two the staff complement will remain constant.

In Year Three, the accountant position will be increased to 1.0. The work in Year Three will focus on technology tools, electronic content, increasing external revenue, and ensuring ongoing support and funding.

During Year Three the staff complement will increase to 10.0 FTE. These include:

Core Staff (4.0 FTE):

- CEO (1.0 FTE);
- IT Manager (1.0 FTE);
- Communications Manager (1.0 FTE); and
- Accountant (1.0 FTE).

Project Staff (6.0 FTE)

- Project Coordinators (6.0 FTE)

Again, independent contractors will be hired to work on individual projects.

These staff projections are based upon the involvement of the library community in providing a great deal of the expertise and knowledge needed to move the ODL and its projects forward. Whenever possible, agreements should be made with library institutions or groups to provide services to support projects. Examples include contracting out the Consumer Health and the Ask a Librarian Projects. Consideration should also be given to using the networks and technology in place within the larger library systems to host the ODL's content and databases. This will reduce the infrastructure and staffing costs for the ODL and will ensure that the ODL takes advantage of centres of excellence and best practices within the library community. This strategy will also ensure economies of scale and the best use of Ontario's tax dollars.

4.2 Technological Infrastructure

The ODL will take advantage of state of the art technology that allows libraries to provide the full range of access to electronic information. This technology will allow direct access to information held at remote sites and allow users to search complex electronic databases easily. Using best practices among the library and information management community, the ODL will develop its technological infrastructure to support the management of electronic information through projects that will apply metadata to digital video, develop gateways and portals to unique collections of Ontario information and history and support the development of a common search engine for ODL users that will allow them to search multiple databases and to access credible, reliable information.

The existing technical environments in Ontario's libraries are complex and diverse. The ODL can assist and support libraries in the key challenges of linking their systems to the resources and services provided by the ODL. This might take the form of direct technical support to libraries without systems expertise and it might leverage the existing technical staff in larger libraries to solve common problems. Challenges such as authentication and authorization, necessary to ensure appropriate access to commercial resources, are central to the successful operation of the ODL services and will require specific attention during the early phases of the projects.

The ODL's technological infrastructure will develop over the first three years. Initial technology will include the development of an ODL project website and the purchase of software to support the interactivity of Ask a Librarian Project, the metatagging for the Consumer Health Project and the development of a gateway for the Memory Project. As projects grow and reach fruition, and as decisions are made regarding access to the ODL's content and information projects, the technological infrastructure will grow accordingly. As the technology develops over the next few years and as library systems make use of the technology for large technical infrastructure

databases that will allow millions of users to access electronic content directly, the ODL will make use of the best tested solutions. Consideration will be given to both the development of customized products for the ODL and its users or to contracting with a library system or vendor to provide the service on behalf of the ODL.

4.2.1 Office Infrastructure and Location

With minimal staffing in the early stages of the ODL, the organization's office space requirements will be limited to 1,000 to 1,500 square feet. To reduce costs, best efforts will be made to locate the ODL within the staff area of a library or in the offices of a library association. In addition to keeping rental fees to a minimum, the ODL would share the costs of office equipment such as photocopiers, faxes and servers. An added advantage of this situation would be to allow the small group of ODL staff to have contact with a larger group on a regular basis, thereby reducing their isolation and keeping them in touch with developments in the library and information communities. Good examples of such cooperation include the housing of the Canadian National Site Licensing Program and the Canadian Association of Research Libraries at the University of Ottawa's Morrisset Library.

4.3 Marketing and Communications Plan

4.3.1 Branding the ODL

Similar to other successful digital library programmes, the ODL will develop a brand which clearly identifies itself as a leader and partner in delivering products and services to support E-Learning and access to information critical in education, professional development, health and consumer activities, literacy and lifelong learning.

A clear brand and distinguishable name is important to promote the ODL's products and services, to encourage all Ontario libraries to participate and to provide a means to recognize its funders.

The name of the ODL will be changed in order to clearly identify the ODL as a provincial programme supporting all the libraries in Ontario. The name will also have a connection with the goals of the programme. As an example, a number of U.S. state programmes have chosen a name representing the state (e.g. OhioLINK (Ohio Learning and Information Network) or a catchy word or phrase (e.g. GALILEO (GeorgiA Library LEarning Online) and NOVEL (New York On-Line Virtual Electronic Library)).

Following the choice of name, a design company will be hired to develop a logo for the programme. This combined logo and brand will be used on all ODL communications and marketing materials.

4.3.2 Marketing Approach

There are a number of goals for the ODL in its marketing programme:

- To get libraries involved in the ODL, both as participants in getting the ODL started and getting its projects underway and completed, and in making the ODL's products and services available through their libraries to their users;

- To educate library staff, students and users about the role and importance of digital information in education and lifelong learning and that the information available through libraries is broader than what is available just on the Internet; and
- To get ongoing, sustained funding for its operations from a variety of sources.

The ODL also has a number of target audiences, each with a different focus and the need for a different approach:

1. Library community;
2. Students;
3. Citizens; and
4. Governments.

As the projects move forward, marketing strategies will be designed for each one. For example, the Memory Project might be of particular interest to those involved in genealogy or historical researchers and mini-marketing campaigns could be designed to target those groups with specific products or services.

4.3.2.1 The Library Community

Key Objectives:

- To communicate the full extent of the products and services that will be offered by the ODL;
- To communicate how these products and services will support and enhance the services and products now offered by individual libraries;
- To attain firm people and financial commitments from libraries needed to move the ODL's projects and activities forward successfully; and
- To train libraries and their staff in the effective use of the ODL's products, services and marketing campaigns.

The Ontario library community supports the concept and the vision for the ODL (see appendix B for list of locations and participants). While the focus groups held throughout Ontario in June and July 2003 served to educate the library community (which includes library staff, management, trustees and funders) about the ODL, more detail is needed on ODL projects and products in order for the community to have the level of understanding needed for its members to participate fully. While this business plan will serve to provide more information, continued work will be done by the ODL to clearly show to libraries how it will work, what its accomplishments will be and the benefits it will bring to libraries and Ontarians.

The ODL will partner with the Ontario Library Association's Super Conference, an annual province-wide conference held each January which brings together libraries from all sectors, to give the ODL visibility and exposure in the Ontario library community. In addition to sponsoring a number of sessions that will focus on the ODL at the OLA conference, the ODL will have a booth in its exhibit area. This will allow for more detailed demonstration on its activities and products and allow one-on-one conversation with individuals.

During the early Fall of each year, the ODL will sponsor a province-wide conference focusing on digital libraries and highlighting the ODL's activities to date. Speakers will be brought in from the successful statewide and digital library programmes in order to give attendees a sense of the

future and what is achievable. Keynote speakers will be chosen who have an excellent vision of the technology that is and will be available and the importance of information in education and lifelong learning. They will also highlight research and best practices. The two-day event will be held via web cast allowing people from across the province to participate. If successful this event will become annual.

Ongoing communication with the library community will be key to the success of ODL. This will be done through regular press releases and the development of an interactive website highlighting the ODL and its products and services.

Maintaining the presence of individual libraries in providing access to digital information is one of the ODL's goals. Thus the ODL will promote itself as a partner with libraries in the provision of digital products and services thereby ensuring that the local library presence is paramount. In order to ensure that the ODL and the support of its funders is recognized, participating libraries will be asked to include the ODL name and brand on their websites, communications materials, etc. and to clearly indicate where specific products or services are made available through their partnership with the ODL.

The ODL will support local libraries through the development of a marketing program to students and citizens using the successful “@your library” marketing campaign. Twinning the new name of the ODL with the @your library slogan (i.e. ODL@yourlibrary) will encourage users to visit their local library website to gain access to important databases, links and information. This campaign will serve both to highlight the ODL and its new brand as well as giving participating libraries a new product and service to promote locally and to demonstrate their participation in a valuable provincial programme.

The ODL's E-Learning training programme for library staff will be another key component of its marketing programme to the library community. Other provincial and state jurisdictions indicate that one of their greatest difficulties is to get involvement from small libraries in the digital library projects. Often this is a result of lack of knowledge about the available digital products and services, having the time to learn about them and lack of training in their use. The ODL's online training programmes will assist in overcoming this lack of understanding, ensuring that library staff are confident in their ability to promote and train others in the use of the ODL.

4.3.2.2 Students

Key Objectives:

- To communicate the importance of the “deep” or the “invisible” web in gathering information and how that goes beyond information found with Internet search engines;
- To increase student understanding of the role of libraries in managing and accessing information and how they can support student research and information needs; and
- To increase awareness of the services provided in the Ask a Librarian Project and how it can assist students in their coursework.

Much has been written recently in the media and professional literature about the move toward the ‘googlization’ of information. The analogies are based on the popular search engine “Google” and the misunderstanding by its users on what and how much information can be found using this and other similar search engines. A critical issue for libraries and information providers of databases and full text information is to train students and other users about the wealth of information that is not available through Internet search engines but is available in libraries.

The ODL will find a way to educate and communicate to students and citizens how Ontario libraries play a key role in providing access to this “deep” or “invisible” web. This educational role will be taken on by libraries and their staff working in partnership with the ODL. Accordingly, a structured marketing campaign must be developed by the ODL working in concert with K-12 schools and colleges and universities aimed at familiarizing students with the ODL and how they can access valuable information through their library. The campaign will begin toward the third year of its projects as the content and services reach a large enough scale to warrant greater expenditures on marketing campaigns. The campaign’s slogan will be “ODL@yourlibrary” and will focus on getting students to use their local library (whether it be the school, college, academic or public library) to access the products and services offered through the ODL. As more information products become available through libraries working with the ODL, it is likely that a greater understanding for the need for similar types of services and products will be realized

As the Ask a Librarian, One Place to Look and Consumer Health Projects take shape it will be important to market them to students who are likely to be the initial prime user group. Again, much of the marketing will be done in the early stages by the participating libraries. Links will be provided via their websites to the services offered by both these projects. The ODL’s role will be to provide marketing brochures and information that can be customized and used by individual libraries to promote these services to their users.

4.3.2.3 Citizens

Key Objectives:

- To communicate the importance of the “deep” or the “invisible” web in gathering information and how that goes beyond information found with Internet search engines;
- To increase citizen understanding of the role of libraries in managing and accessing information and how they can support student research and information needs; and
- To increase awareness of the services provided in the Ask a Librarian and One Place to Look Projects and how they can assist them in locating the information they need.

Much of the same approach as marketing to students will be used when marketing the ODL to Ontario citizens. The marketing will take on an educational role, letting Ontarians know that much valuable information lies beyond the free websites available on the Internet. Highlighting how that information can impact their day-to-day lives and assist them in finding information related to their businesses, their health and their recreational activities will be important. Again, much of the campaign will be channeled through local libraries.

The campaign will begin towards Year 3 of its projects as the content and services reach a large enough scale to warrant greater expenditures on marketing campaigns.

4.3.2.4 Governments

Key Objectives:

- To increase awareness of the importance of information to Ontarians;
- To increase awareness of the role of libraries in providing that information to Ontarians;
- and

- To increase awareness and commitment to the development of a provincial infrastructure to support the delivery of electronic services and products to support education, training, business competitiveness and informed decision-making.

Led by the Board and the CEO the marketing campaign to all levels of government will focus on face-to-face and personal contacts with Members of Parliament, Members of Provincial Parliament, decision-makers and officials.

4.4 English and French Language Access

Access to the ODL will be provided fully in both English and French languages.

4.5 Training

ODL will provide training for library staff and users in the use of ODL's electronic information products and services. The goal will be to improve skills in helping others to use the ODL and to improve skills in information seeking, navigation and use.

The ODL's training programme for library staff will be another component to facilitate province-wide library participation in the ODL. Other provincial and state jurisdictions indicate that one of their greatest difficulties is to get involvement from small libraries in the digital library projects. Often this is a result of lack of knowledge about the available digital products and services, having the time to learn about them and lack of training in their use. The ODL's online training programmes will assist in overcoming this lack of understanding, ensuring that library staff are confident in their ability to promote and train others in the use of the ODL.

5 MARKET ANALYSIS

5.1 PEST Analysis

The ODL is influenced by a number of external factors, including political, economic, social and technological (“PEST”) changes in the external environment. The PEST analysis involves three stages:

- Gathering research about trends in these four areas
- Considering their implications for the ODL
- Making choices about actions

5.1.1 Political

The political environment in Ontario has been relatively stable over the past several years. The Federal Liberals have held power for the past 10 years and the Provincial Conservative government has completed their second term as a majority government. A new majority Liberal Provincial Government has taken office and it is anticipated that over the next 12 months both federal and municipal governments will hold elections. Leading up to elections, one may see governments reluctant to commit to new projects and delay decision-making on funding.

Over the past decade all levels of government have been focussed on fiscal austerity, eliminating deficits and delivering balanced budgets. This has resulted in severe financial pressures on many critical government services including education, health care and social services, as programs compete for scarcer government funds. However, both the federal and provincial governments have been successful in producing balanced budgets over the past several years and there is room now to maintain a stronger course of spending growth than we have seen in the recent past. Average annual growth in public spending at all levels of government is expected to reach 2.7 per cent over the 2001-05 period, in contrast to 1.1 per cent in the preceding five years¹.

Over the next 10 to 15 years governments will be under increasing pressure to provide adequate health care services to a rapidly ageing population and to increase spending on public education to meet the demands of a growing youth population in the next decade. Recent power outage events in Ontario also indicate the need for attention to upgrading hydro infrastructure across the province.

Libraries in Ontario are supported by several different Provincial ministries. A number of recent government objectives related to libraries and library services, and education and training include:

- Promoting Internet connectivity throughout Ontario;
- Maximizing the potential of technology as a teaching or a learning tool, such as through E-Learning or on-line learning programs;
- Providing digital and electronic services to smaller, remote, rural and First Nations library branches that do not possess a high level of in-house technological expertise;
- Promoting lifelong learning initiatives; and
- Providing resources for job skills training and upgrading.

¹ The Conference Board of Canada. Provincial Outlook Long-Term Forecast 2003: Economic Forecast

As information and knowledge repositories, libraries provide services and products that offer benefits to and impact numerous Provincial and Federal ministries, including:

A. Provincial

- Ministry of Education
- Ministry of Training, Colleges and Universities
- Ministry of Culture
- Ministry of Health and Long-Term Care
- Ministry of Enterprise, Opportunity and Innovation
- Ministry of Consumer and Business Services
- Ministry of Northern Development and Mines
- Ministry of Municipal Affairs and Housing, Rural Affairs

B. Federal

- Ministry of Heritage
- Industry Canada

Implications

While pending elections and/or a potential change in the seat of power in our governments is forthcoming it does not change the basic need or the business case for developing the ODL as proposed in this business plan. All political parties should support the fundamental merits of the ODL as it is an extremely beneficial information and education service that will be available to all citizens of Ontario and will enhance Ontario society across many sectors ranging from business to healthcare to education.

5.1.2 Economic

The Ontario economy is forecasted to be among the most robust in Canada over the next several years, driven in part by a strong labour force, a healthy climate for investments and increases in consumption and exports. Between 2002 and 2020 the Ontario economy is expected to grow by a compound annual rate of 2.7 per cent². Granted that forecasts are difficult to determine as many unforeseen forces can play havoc on economic activity such as natural disasters, health epidemics (i.e. SARS) and even acts of terrorism, it is believed that many of the factors for a vibrant economy over the long-term are present in Ontario, including evidence of a strengthening U.S. economy.

Implications

Whether the economic forecast is strong or weak the ODL must be viewed as a catalyst for making Ontario's economy thrive. Access to quality electronic information through an integrated system of library partnerships will be a driver for business development, skills and job training, and life-long learning, all vital aspects of a healthy economy and vibrant society. Additional benefits delivered by the ODL having a positive impact on Ontario's economy include:

- Increasing the ability of businesses to access quality information needed to succeed in today's competitive global environment through a single point of entry interface;
- Addressing emerging job skills shortages and facilitating school-to-work and job-to-job transitions through upgrading skills with the necessary information and knowledge support and tools;

² The Conference Board of Canada. Provincial Outlook Long-Term Forecast 2003: Economic Forecast

- Providing and supporting E-Learning, literacy, education and training programs, professional development; and
- Informing and updating Ontario citizens of useful information services and resources and connecting them to Government initiatives and programs.

Whether in boom-time or in a recession the ODL will be an invaluable resource for Ontario citizens to be connected with quality information sources to serve their needs. An informed society is an empowered society.

5.1.3 Social

Understanding changes in demography and changes in social attitudes are key determinants in prioritizing content and service offerings of the ODL. Principle features of Ontario's demographic outlook are³:

- The ageing of the population;
- The slowing of the natural rate of population growth; and
- The increase in international immigration as a share of the total population.

Ontario, with a population of 12.1 million in April 2003, represents nearly 40% of Canada's total population⁴. It is expected that by the year 2011, the population of Ontario will increase by another 1.2 million to reach 13.3 million⁵. Furthermore, nearly three-quarters of Ontario's population lives in metropolitan areas, of which almost 60% live in the Greater Toronto Area (GTA).

In 2002, 12.6 per cent of the population was aged 65 and over. This is expected to rise to 16.5 per cent of the population by 2020⁶. This shift is primarily the ageing of the well-documented postwar baby-boom population, currently aged 35-54, with the largest segment of this cohort between 40 and 44 years old today.

Growing population increases demands on education and learning resources – Another general trend in society having an impact on library resources is that more graduating high school students are continuing on to post-secondary education and more and more adults are returning to school or enrolling in continuing education programs. By 2011, it is estimated that university enrolments will be 40% higher than they were in 2000⁷.

Implications

Provincial leadership – Given Ontario's significant presence and size in Canada, its growing population base and its influx of international immigration, the province should act as a leader, to the rest of Canada, in providing exceptional quality services; the creation of a high-quality, comprehensible, province-wide digital library should be no exception. The opportunity for Ontario is clear.

Valuable resource for seniors – Recognising the growing elderly population in Ontario, the ODL can be a gateway to providing education and training services to seniors and be an access to

³ The Conference Board of Canada. Provincial Outlook Long-Term Forecast 2003: Economic Forecast

⁴ Statistics Canada

⁵ Ontario Ministry of Finance Projections

⁶ The Conference Board of Canada. Provincial Outlook Long-Term Forecast 2003: Economic Forecast

⁷ Strategic Directions Council (SDC) – Strategic Planning, June 8 2000

quality Internet and electronic library services for their information needs, such as supporting their hobbies (i.e. information on nutrition, gardening, genealogy, birding, etc.). Such initiatives will enhance their overall quality of life and personal enjoyment in their retirement years. A quality information service, such as the proposed ODL, will add value to the lives of seniors, and to all Ontarians.

Tool for lifelong learning – The continual emphasis on life-long learning and the wide array of educational options available to adults returning to school in Ontario further drives the need for a one-stop repository of quality electronic library services in Ontario accessible anywhere and anytime. Equality in education is important across Ontario; wherever a student lives in Ontario, through the ODL concept, they will have equal access to the same quality electronic and library resources as any other Ontario resident.

Equal access to information – While the majority of residents live in urban areas of the province, it is vital that all residents have access to quality information resources including those who live in remote areas. A province-wide, electronic resource will support that goal.

5.1.4 Technological

Major technological advances in recent times have significantly influenced the way information is processed, shared and accessed by governments, organizations and individuals. The advances include new computing systems architecture, interoperability, increased sophistication of software, personalization of applications, e-commerce, and increases in broadband services and their availability⁸.

It is well documented that e-mail and Internet services are now widely used throughout Canada and most of the world and that their usage continues to increase dramatically. Despite this there still remains a “digital divide” as people in disparate areas across Ontario do not have equal access to electronic resources and information.

Computer technology and the interconnectedness of the digital world have opened the door for E-Learning, a concept where one can access web-based courses specific to their personal development needs anytime and anywhere. The digital revolution has spawned e-books and e-publishing (including journals, periodicals, newspapers and magazines), digitized text (digitizing older literature and printed collections) and streaming media (such as video-on-demand), all of which are valuable tools that make E-Learning possible.

Implications

The ODL is an opportunity for libraries across Ontario to work together to address technological change in a cost-effective manner and reduce the “digital divide”.

The explosive growth in the volume of information available on the Internet means that there is no means to standardize (or control) the content quality and source of that information. The ODL is an opportunity to apply the library’s traditional skills of accessing, evaluating and organizing information for the user in a digital and on-line capacity. More than ever Ontarians have increasing expectations of information service providers and to remain viable libraries must meet or surpass these standards⁹.

⁸ Building Value Together – discussion paper, Ontario Public Libraries SDC

⁹ Building Value Together – discussion paper, Ontario Public Libraries SDC

In his report on education, for the Ministry of Education, Mordechai Rozanski noted the importance of digital libraries and E-Learning as a delivery channel for education services. Mr. Rozanski also suggested governments should play a leadership role in supporting the necessary investments in the hard infrastructure required to support E-Learning¹⁰. The ODL is one channel to enhance the quality of the E-Learning experience as well as a means of offering E-Learning opportunities.

5.2 SWOT Analysis

A SWOT analysis of the proposed ODL (i.e. potential Strengths, Weaknesses, Opportunities and Threats) is an important tool to help start prioritizing areas to concentrate on.

Strengths

- Puts into place in Ontario a concept proven successful in Canadian, American, British and Australian jurisdictions
- Has strong support within all sectors of the library community in all regions and cities in Ontario
- Is a unique response to solving the problems of Ontario libraries to deliver digital products and services and to meet the needs of Ontarians
- Supports the Ontario Government's strategies for education, training and lifelong learning
- Builds upon the key success factors in other jurisdictions, (i.e. receives government support; implements an effective branding strategy; benefits all residents of Ontario, has leadership and commitment from all library sectors; as well as the academic, education, municipal, training and health care communities; has an effective governance structure, adopts an evolutionary, phased-in approach)

Weaknesses

- The ability to effectively foster partnerships and cooperation between the library sectors (public, academic, college and K-12), library associations and individual libraries themselves
- Ensuring sufficient resources, in terms of funding and knowledgeable staff, are available and committed to the success of the ODL over the long-term (this will be possible through strong provincial leadership and support)
- Several of the electronic databases and streaming media projects planned for the ODL will require high-speed Internet connections, however currently many rural and remote areas of the province only have access to (regular) dial-up Internet connections

Opportunities

- To be a provincial leader in Canada offering extensive, province-wide, quality electronic library services
- To be at the forefront of technology, offering new and leading edge information services and products on a timely basis
- To provide long-term cost savings through economies of scale – savings through maximizing buying power (in a consortia)
- To foster partnerships and cooperation between the library sectors in Ontario, library associations and individual libraries themselves

¹⁰ Investing in Public Education: Advancing the Goal of Continuous Improvement in Student Learning and Achievement . Report of the Education Equality Task Force, 2002

- To learn and build upon the numerous examples of successfully implemented digital libraries in other jurisdictions

Threats

- Lack of government leadership and commitment to the ODL project, and the coordination between various government ministries that will have a stake in the benefits of the proposed services offered (i.e. including the ministries of Education; Culture; Health and Long-term Care; Training, Colleges and Universities; and, Enterprise, Opportunity and Innovation)
- Attracting adequate sustainable funding to maintain the services and products of the ODL
- Marketing effectively to the Ontario public that the ODL goes “beyond the Internet” and offers superior added value to the Internet (i.e. the ODL will provide full-text articles from journals that would normally cost money through a basic Internet service)
- Avoiding duplication of efforts of other Ontario library consortiums or associations offering similar services to their members

The SWOT analysis indicates that significant tangible strengths and opportunities are inherent in the ODL concept. The major impediments to the success of the ODL are ensuring strong Government support and financing, and maintaining and fostering cooperation and commitment among the various sectors of the Ontario library community.

5.3 Review of Other Jurisdictions

Summary information tables of several Canadian and U.S. examples of digital or “virtual” libraries implemented in other jurisdictions are provided in Appendix C.

The majority of U.S. states initiated state-wide digital libraries similar in vision and concept to the ODL during the mid-nineties. In Canada, there are fewer examples of all library sector involvement in a single, province-wide “digital library” program, although The Alberta Library (“TAL”) has similarities in the way that it purchases province-wide electronic content. In Ontario there is nothing in place of similar size and scope as has been implemented in other jurisdictions.

Some of the key success factors noted in the U.S. state-wide digital library examples include:

- Receiving support from the highest levels of government;
- Implementing an effective “branding” strategy – delivering a consistent image, name and logo to the user to create awareness and loyalty to the services and products offered;
- Having a desire to benefit all residents of the jurisdiction (i.e. a state-wide initiative);
- Having leadership from large academic/post-secondary libraries;
- Having an effective governance structure with representatives from all library sectors involved (often governed by a steering committee with functional sub-committees/taskforces);
- Adopting an evolutionary, phased-in implementation – growing content, services and products each year and updating technology as required; and
- Requiring a strong, committed, bottom-up effort from all library sector stakeholders.

Below is a sample listing of other jurisdictions that have proven digital libraries/concepts that work, in Canada, the U.S., Australia and the U.K. The state-wide digital library initiatives in Australia have evolved and are driven by the state and territory libraries.

Jurisdiction	Name of Program	Jurisdiction	Name of Program
<i>Canadian Jurisdictions</i>			
Alberta	The Alberta Library (TAL)	Manitoba	Manitoba Library Consortia
<i>U.S. Jurisdictions</i>			
Alabama	AVL (Alabama Virtual Library)	Mississippi	Magnolia (Mississippi Alliance for Gaining New Opportunities through Library Information Access)
Colorado	Colorado Virtual Library	New Jersey	JerseyCAT
Connecticut	iCONN	New York	NOVEL (New York On-Line Virtual Electronic Library)
Delaware	delAWARE	North Carolina	NC LIVE (North Carolina Libraries for Virtual Education)
Georgia	GALILEO (GeorgiA Library LEarning Online)	Ohio	OhioLINK
Hawaii	Hawaii Virtual Library	Oregon	CORE (Connect Oregon)
Idaho	LILI (Libraries Linking Idaho)	Pennsylvania	AccessPennsylvania
Indiana	INSPIRE	South Carolina	DISCUS (Digital Information for South Carolina Users)
Kentucky	KYVL	Utah	Public Pioneer
Massachusetts	MLIN (Massachusetts Library & Information Network)	Virginia	VIVA (Virtual Library of Virginia)
Michigan	MeL (Michigan eLibrary)	Wisconsin	BadgerLink
Minnesota	MnLINK		
<i>Australian Jurisdictions</i>			
New South Wales	State Library of New South Wales	Tasmania	State Library of Tasmania
Queensland	State Library of Queensland	Victoria	State Library of Victoria
South Australia	State Library of South Australia	Western Australia	State Library of Western Australia
<i>U.K. Jurisdictions</i>			
U.K. wide	Joint Information System Committee		

5.4 The Role of Library Consortia

A goal of the ODL is to create a transition in the way that all types of libraries in Ontario deliver electronic information and virtual services. This will be accomplished by the creation of a consortium to reduce the cost of electronic products, to create stronger relationships among libraries in Ontario and share expertise, resources and risk. The ODL will build upon the successes and best practices of consortia and will meet the need for a consortium to represent the needs of Ontario's 12 million citizens.

Formal and informal library purchasing consortia have been developing around the world over the last decade in response to the high costs and rapidly changing environment of electronic information. Informal consortia include a group of Ontario academic law librarians who share the negotiation for legal information products on behalf of other university law libraries. Formal consortia include the Canadian National Site Licensing Program (“CNSLP”), The Alberta Library, the Ontario Council of University Libraries (“OCUL”) and the Consortia of Ontario Libraries (“COOL”). The CELPLO Electronic Database Consortium, which represents large public libraries in the province, is currently exploring the feasibility of jointly negotiating commercial electronic database products.

While these consortia all offer a variety of services to their members, currently there is no province-wide consortium that can act on behalf of all Ontario libraries and the students, researchers, businesses, health care workers and citizens who use them. Given the size of Ontario and the number of its libraries and citizens, it is clear that a strong consortium with a province-wide mandate is needed to speak with one voice in the electronic marketplace. This consortium must have an overall vision for the information needs of Ontarians and be able to move current consortia initiatives to a provincial level.

This consortium must also have a financial and funding model that will reflect its mandate to represent the entire province. There are a number of financial models that have been developed by consortia to fit the needs of their constituents. Some allow members to opt in or out of subscription agreements. Others have shown greater success with an inclusive model where all participating libraries commit to licensing a broad portfolio of content from multiple vendors, with the resources purchased available equally to all participants. This serves to ensure that all libraries and their users have equitable access to the electronic products and strengthens their bargaining position in the marketplace.

The ODL’s funding model mirrors those of successful consortia that pool their funds to purchase a group of electronic products and services to all Ontarians, such examples include the CNSLP and the Bibliocentre. Brief descriptions of these success stories are provided in Appendix D.

6 PLANNED MILESTONES AND ACHIEVEMENTS

The ODL envisions an ambitious three-year approach to developing its products and services. The foundation for the ODL will be built in these years that will allow it to create important products and services that will gain momentum and importance over time. The focus will be on the development of the foundation for the ODL (technology, governance and management, marketing and training and the initiation initial projects focusing on the purchase of electronic content, the development of a gateway to Ontario memory and history collection, the creation of a province-wide virtual reference service, a pilot project to develop and provide access to a digital health care video collection, the creation of the One Place to Look service and the development of lifelong learning tools to help Ontarians develop critical analysis skills). Implementation details on each of these projects is provided in Appendix A.

6.1 Year One Key Accomplishments

During year one the members of the Board of Directors, Steering Committee and Project Committees will be named, the CEO hired, the initial projects will be chosen, information will be gathered, decisions made about how the services and products will be offered, initial contracts will be signed and early marketing efforts will begin.

This will be done through:

- Naming of Board of Directors members;
- Naming of Steering Committee members;
- Hiring of CEO and first staff positions;
- Hiring of Project Coordinators;
- Incorporation of the ODL;
- Obtaining commitment of library stakeholders;
- Naming of Project Committees;
- Initial identification of technology needs for each project, staffing and outsourcing needs;
- Identification and purchase of an initial package of electronic content (Content Project);
- Development of gateway to local history and specialized digital collections (Memory Project);
- Identification and contracting with libraries to provide virtual reference service province-wide (Ask a Librarian Project);
- Development of ten core lifelong learning modules focusing on accruing and navigating electronic information;
- Defining system requirements for One Place to Look Project;
- Beginning of pilot project to develop digital video collection and to provide metatagging to provide access to the collection (Consumer Health Project);
- Design and launch of ODL website;
- Announcement of ODL funding and start-up;
- Development of communication/marketing plan, with logo and branding package;
- Choosing of new name for the ODL;
- Sponsoring of digital library conference; and
- Increasing profile of the ODL within the Ontario library community.

6.2 Year Two Key Accomplishments

During the second year, the initial products and services will be expanded, there will be a building upon the identified needs and work done in the first year and greater participation will be sought from all partners.

This will be done through:

- Development of revenue-sharing initiatives among libraries;
- Development of a long-term strategic marketing plan to encourage greater participation among libraries, museums, archives, health care and business communities; niche market for specific products;
- Expansion of content of basic content package and introduction of additional content packages (Content Project);
- Establishment of centres of excellence to assist in digitization projects (Memory Project);
- Launch of One Place to Look site;
- Expansion of Ask a Librarian project to grow awareness of project;
- Increase of student awareness of students to Ask a Librarian Project;
- Hiring of additional staff to support committees and projects;
- Review of needs for authentication/authorization and how the ODL will provide direct support to digital content;
- Maintain of high profile of the ODL within the Ontario library community;
- Ensuring that governments and funders are kept apprised of activities to date and benefits realized; and
- Sponsoring of digital library conference.

6.3 Year Three Key Accomplishments

During the third year an evaluation will take place of the work completed to date, recommendations will be made for further work, larger technical projects will be undertaken, including the development of a common interface for searching and using ODL services and products.

This will be done through:

- Expansion of content offerings (Content Project);
- Introduction of common interface to access all ODL licensed content with centralized authentication and authorization (to be used to support all projects);
- Expansion of opportunities and know-how for libraries to grow and create digital collections (Memory Project);
- Continuing to expand Ask a Librarian Project focusing in particular on needs of under-served areas, e.g. First Nations, disabled, multilingual communities;
- Evaluation of the Consumer Health Project;
- Continuing to develop revenue-sharing initiatives among libraries and identify possible fee for service revenue streams;
- Evaluating work completed in projects to date and identify next steps and long-term plans;
- Evaluating and review current governance structure and make changes as needed;

- Continuing to plan for technology needs and expansion ensure that governments and funders are kept apprised of activities to date and benefits realized;
- Holding digital library conference;
- Ensuring ongoing long term funding commitments from libraries, government, external funders; and
- Establishing the ODL@your library marketing campaign, working through libraries.

7 FINANCIAL HIGHLIGHTS AND FUNDING REQUIREMENTS

Summarized below is an outline of the financial cost structure and funding requirements for the ODL over its first three years, including assumption highlights. Detailed financial schedules and assumptions are provided in Appendix E.

The objective of this section is to determine the funding requirements for the ODL, based on the plan outlined in this report.

7.1 Costs

The principles for establishing the ODL have been based on a phased approach focused on developing the necessary foundation for the ODL and building upon this foundation on a pragmatic basis over time. This phased approach is predicated on the prudent management of costs and funding, ensuring that all expenditures are incurred effectively, as and when required, and that the funding requirements properly match the expenditure needs and timing.

7.1.1 Key Assumptions

Key highlights of the major project assumptions which are detailed in Appendix A include:

- Content Project - is based on a pooled funding approach, whereby in year 3 the ODL will establish an annual pool representing approximately 10% of current expenditures on library materials (print and electronic) spent across all library sectors in Ontario. The pooled funding approach is based on similar library funding business models (see Appendix D for case study examples on CNSLP and the Bibliocentre);
- Memory Project – is based on creating Centres of Excellence through partnerships with local libraries, museums and archives, with the major expenditures associated with release time for library staff training to develop the Centres of Excellence;
- Ask a Librarian Project – costing is based on a similar project in Colorado called the Colorado Virtual Reference Service. Estimated expenses are adjusted for US dollars, different outsourcing assumptions and prorated for the larger Ontario population base;
- Lifelong Learning Project – costing is based on the development of 10 Information Literacy Modules annually, at an average development cost per module of \$80,000;
- One Place To Look Project – based on the requirement of 30 FTE professional librarians to select and evaluate resources to include in the service, in the first year. Hardware, software and licensing costs are based on an estimate provided by Google Search Appliance;
- Consumer Health Project – is a proposed pilot project of the ODL and costing, provided by the Bibliocentre, is based on 120 hours of video content focused on health related issues; and
- Each Project will require a Project Coordinator.

Additional assumptions include:

- Core staffing requirements of 3.5 FTEs will be required in Year 1, increasing marginally to 4.0 FTEs by Year 3;
- General and administration costs include, among other items, core staff salaries and benefits, advocacy and marketing initiatives for the ODL as a whole and education and training programs required for the core and project ODL staff;
- Possible in-kind contributions from the library community have been fully considered;
- Foundation software and hardware expenditures are based on a comparison of costs in other jurisdictions and ODL Steering Committee systems and technology experience; and
- Costs increase by the current Consumer Price Index forecast, unless otherwise noted.

7.1.2 Cost Forecast

Total costs over the 3-year plan are estimated to be \$52.4 million, with over 90% attributable to ODL project activities, the true deliverables of the ODL.

Costs in Year 1 are approximately \$11.4 million and grow to \$23.2 million by Year 3. The main driver for the increase is the ramp up of the Content Project, with annual increases of \$5.0 million. Costs over the 3-year plan are summarized in the following table.

CDN \$000s	Year 1	Year 2	Year 3	3-year Plan	
Project Expenditures					
Content Project	5,100	10,102	15,104	30,307	57.8%
Memory Project	150	406	415	972	1.9%
Ask a Librarian Project	1,480	2,237	2,797	6,514	12.4%
Lifelong Learning Project	875	877	878	2,630	5.0%
One Place To Look Project	1,875	2,089	2,131	6,095	11.6%
Consumer Health Project	310	522	184	1,016	1.9%
Total Project Expenditures	9,790	16,233	21,510	47,533	90.6%
General and Administration Expenditures					
Salaries, Wages and Benefits	375	383	439	1,197	2.3%
Advocacy & Marketing Initiatives	220	225	230	675	1.3%
Portal Development, Management and Authentication	240	240	240	720	1.4%
Hardware and Telecommunications	100	100	100	300	0.6%
Professional Fees (incl. legal services)	100	100	100	300	0.6%
Committee Expenses	125	50	60	235	0.4%
Education, Workshops & Training (incl. travel)	203	220	225	648	1.2%
Rent and Utilities	75	77	78	230	0.4%
Evaluation of ODL	-	-	75	75	0.1%
Other (contingency plus materials/supplies)	169	169	190	528	1.0%
Total General and Administration Expenditures	1,606	1,564	1,736	4,907	9.4%
Total Expenditures	11,397	17,797	23,246	52,440	100%
Sources of Funding					
Cash Contributions from Libraries	-	590	1,542	2,132	4%
In-Kind Donations from Libraries	3,682	4,680	5,261	13,623	26%
Province Funding	7,715	12,526	16,444	36,685	70%
Total Funding	11,397	17,797	23,246	52,440	100%

Projected expenditures beyond Year 3 will be determined during Years 2 and 3, once the ODL has been established and more focused and timely planning decisions can be made.

7.2 Funding Requirements

As indicated above, the ODL will need to generate \$52.4 million in funding over the 3-year planning period to match the cost estimates.

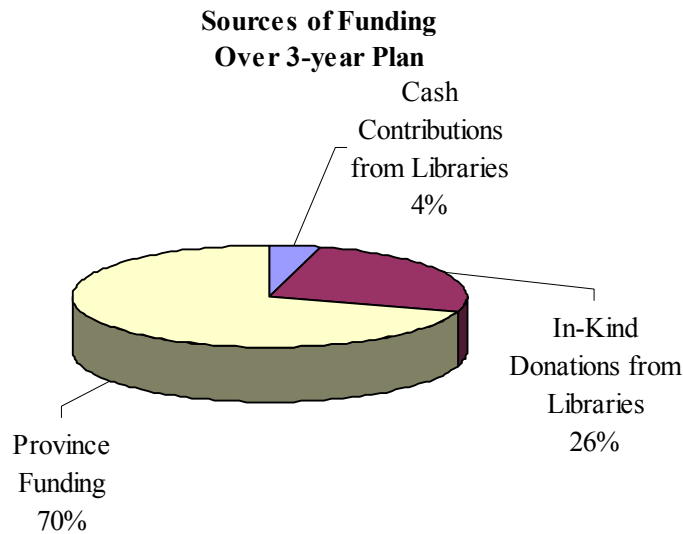
7.2.1 Sources of Funding

Funding for the ODL will come from the following three sources:

- Cash contributions from the library community;
- In-kind contributions from the library community (such as professional library staff resources); and
- New provincial government funding.

Additional sources of funding may be identified as the ODL proceeds through the implementation phases, such as sponsorship and/or partnership opportunities. However, these sources of funding have not been considered for initial planning purposes.

Over the plan period the library community will contribute 30% of the funding requirements, in cash or in-kind contributions, with the remainder provided by new funding from the Province.

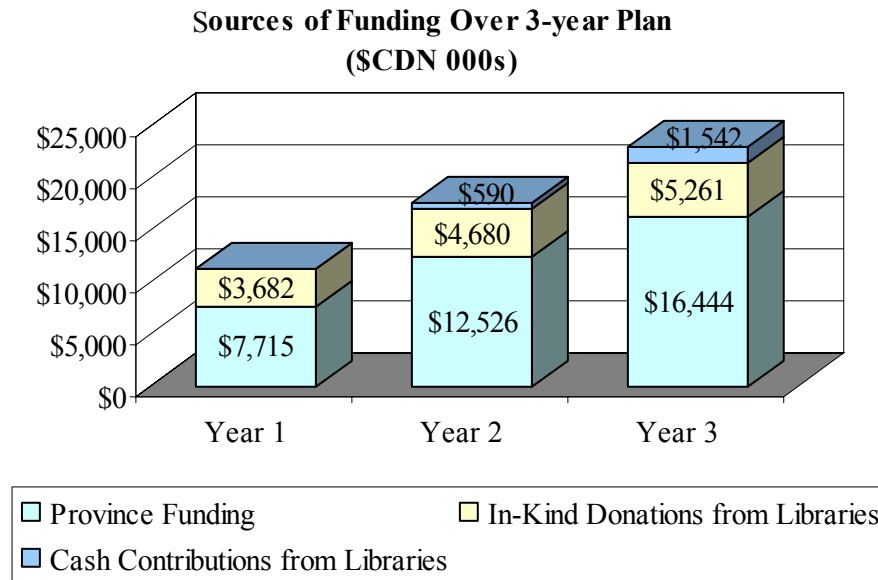


Annual contributions by the library community increase as a percentage of total contributions over the term, while Provincial contributions decrease, as outlined in the following table:

	Year 1	Year 2	Year 3	Average Total
Library Funding	32%	30%	30%	30%
Provincial Funding	68%	70%	70%	70%
Total	100%	100%	100%	100%

7.2.2 Funding Forecast

The library contribution component (including cash and in-kind) will increase annually, on a dollar value basis, throughout the 3-year plan. It is anticipated in future years libraries will increase their cash commitment to the ODL as libraries experience significant cost savings through economies of scale.



The remaining 70% of the ODL’s funding needs over the first three years, provided on an annual basis, would come from the Province in the form of new additional funding. The Year 1 Provincial funding requirement of \$7.7 million would be primarily used as “seed money,” supporting the libraries’ in-kind contributions to initially establish the ODL. The Year 2 and 3 Provincial funding requirement would be primarily to support the expansion of each of the projects, building on the initial products and services established in Year 1.

The Province’s investment in the ODL represents an average annual investment of approximately \$1 for every Ontario citizen. Tied in with a proven and tested funding model which has achieved savings of up to 50%, the ODL will make way for a better Ontario tomorrow.

APPENDIX A

IMPLEMENTATION DETAILS ON ODL PROJECTS

- EXHIBIT 1 - CONTENT PROJECT**
 - EXHIBIT 2 - MEMORY PROJECT**
 - EXHIBIT 3 - ASK A LIBRARIAN PROJECT**
 - EXHIBIT 4 - LIFELONG LEARNING PROJECT**
 - EXHIBIT 5 - ONE PLACE TO LOOK PROJECT**
 - EXHIBIT 6 - CONSUMER HEALTH PROJECT**
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CONTENT PROJECT

The Content Project will provide access to digital and electronic content through the purchase and licensing of electronic resources on a province-wide basis. The electronic products purchased will include subscriptions to electronic newspapers, journals and reference materials that will be available to all Ontarians via their local library Internet website.

Goal: To jointly purchase commercial electronic database products that will:

- Be used by Ontarians via educational, university, college and/or public libraries;
- Be available to all libraries in the province, regardless of focus, size and location;
- Gain economies of scale through better price structures and distribution costs;
- Leverage better economic control over the electronic content marketplace; and
- Provide access to Canadian content.

The focus of libraries has been shifting from purchasing print resources to information resources in a variety of formats, most notably electronic; changing libraries from being owners of specific materials to becoming access providers. While local collections are still needed for heavily-used print materials, access to distributed information resources is becoming more and more important. It is clear that all libraries must find a way to meet the needs of library users for global resources, not just local resources.

This has created a significant challenge for many Ontario libraries as they seek to continue to offer traditional services while at the same time provide new, more costly virtual and electronic services. The divide has widened between the libraries that can afford to purchase electronic information products and provide the technological means to support these products and those that can provide only limited access to electronic information.

This all comes at a time when libraries have been experiencing challenging economic circumstances with reductions in funding and increasing costs of resources.

The development of a province-wide consortium to purchase electronic products for Ontario's libraries will create a transformation in how libraries work with one another and provide service to Ontarians by:

- Providing all Ontarians with access to commercial global electronic information;
- Allowing libraries to leverage greater economic control in the purchase of expensive products;
- Reducing costs through better price structures and distribution costs; and
- Allowing all libraries, rural and urban, big and small, to participate.

The ODL consortium would undertake to identify and purchase a common group of electronic products of interest to all Ontarians. Each library and its users would be able to access this common group or package of products at no cost. The size and extent of this package would be dependent upon the funding that is available centrally.

The content chosen for purchase would focus on Canadian/Ontario content and would support other ODL projects such as Ask a Librarian, Lifelong Learning and One Place to Look Projects.

Although the specific titles of the resources chosen will be determined by the members of the Content Project Committee, it is anticipated that the following basic categories of electronic resources may be purchased:

Reference Resources:

- Dictionaries, encyclopedias, directories and almanacs;
- Biographic information, historical timelines, statistical reports;
- Image databases, GIS and maps;
- Vocational and career information;
- “Best of “ Internet search engines and finding tools;
- Government reports, white papers, and consultation documents; and
- Indexes and abstracts to locate specific content.

Magazines, Journals and Newspapers:

- Local, national and international newspapers; and
- Magazines, scholarly journals and trade publications.

Educational Toolkits and Curriculum Materials:

- Study guides;
- Web-based curricula and interactive lessons; and
- Online tutorials and “best of” Internet search guides.

E-books, Maps, Music, Video and Multi-Media:

- E-books and talking books;
- Local, provincial, national and global GIS and maps; and
- Audio and video streaming of music, performances, compositions and learning resources.

This extensive collection will contain common materials suitable for all age groups, learning levels and areas of interest. The ODL digital collection will respond to the diversity of Ontarians and their learning and language needs.

Year One Accomplishments

Goal: To identify and purchase a ‘package’ of electronic content (databases and full text) that will be of potential interest to all citizens of Ontario and accessible from any library in the province. Ontarians will be able to access this package at no cost.

To be accomplished by:

- Hiring a Project Coordinator to manage the project;
 - Bringing together a committee of volunteers from Ontario library consortia to identify products to purchase;
 - Negotiating with electronic publishers and vendors for province-wide licenses of their products;
 - Making the product package available to all libraries in Ontario; and
 - Identifying how statistics will be gathered and maintained using available collection gathering standards on the use of such electronic products.
-

Year Two Accomplishments

Goals:

- To continue to expand the content of the basic package;
- To introduce additional packages and/or electronic products province-wide; and
- To develop various financial models and options for revenue sharing among libraries for the purchase of additional content.

To be accomplished by:

- Continuing to work with other library consortia to identify products to purchase; and
- Hiring a consultant/contractor to develop additional financial models and scenarios for electronic content purchasing.

Year Three Accomplishments

Goals:

- To continue to expand the content of the basic package;
- To provide additional packages and/or electronic products province-wide;
- To evaluate work completed to date;
- To increase revenue sharing among libraries and the financial benefits of consortia purchasing; and
- To introduce a common interface to access all ODL licensed content, with centralized authentication and authorization.

To be accomplished by:

- Continuing to work with other library consortia to identify products to purchase;
- Hiring an evaluator to consider work completed to date and to make further recommendations; and
- Coordinating with other ODL projects as they seek to develop a common web interface for the ODL.

Additional Cost Assumptions:

Cost assumptions for the Content Project are based on a pool-fund consortia model; examples include the Bibliocentre and CNSLP which have experienced savings of up to 50%. The Content Project will be funded by \$5 million in Year 1, along with a project coordinator. The project will grow by \$5 million annually, resulting in a \$15 million expenditure in Year 3.

MEMORY PROJECT

The Memory Project will provide easy access to electronic collections through the development of a unique centralized gateway to digitized local history and special focus collections from libraries, archives and museums across Ontario. This project will allow Ontarians to easily find collections that will meet their needs for scholarly and genealogical research, to find out more about Ontario and its communities and to locate specialized collections that have previously been available only to local citizens and students.

Goal: To provide a centralized gateway to digitized local history and special focus collections from libraries, archives and museums across the province.

Many libraries, archives and museums, both large and small, have developed digitized collections of local history projects, local genealogical data, and special focus collections. Often accessible only through local library websites with few finding tools available to locate all those of interest to Ontario citizens and students, the ODL will create a unique centralized gateway or web link database to permit all Ontarians to find and access the collections of interest to them.

The ODL will identify libraries, museums and archives from across the province having specialized expertise and experience in developing local and special focus collections. They will assist these institutions to become Centres of Excellence, able to assist and guide others in creating similar digital projects.

Year One Accomplishments

Goal:

- To bring together a small number of local history and specialized digital collections.

To be accomplished by:

- Hiring a Project Coordinator to manage the project;
- Creating a committee with representatives from the library, museum and archives communities to identify collections to be included in the memory gateway; and
- Hiring a contractor to create an inventory of the digital collections available in libraries, archives and museums throughout the Province and create a web link database for accessing these collections.

Year Two Accomplishments

Goals:

- To continue to add links from the memory gateway to digital collections across the Province; and
- To establish Centres of Excellence to assist in digitization projects.

To be accomplished by:

- Continuing to work with the committee to identify additional digitized local history and special focus collections for the web link database;

- Identifying and creating Centres of Excellence among the Ontario heritage community that are able to assist others in digitizing local history collections; and
- Creating resources for libraries, museums and archives hoping to undertake digitized projects (funding possibilities, standards, 'how to').

Year Three Accomplishments

Goals:

- To expand opportunities and know-how for libraries to create digital collections in order to strengthen the content and information provided by the ODL to Ontario citizens; and
- To evaluate work completed to date and identify collections that would be suitable for digitization for the ODL.

To be accomplished by:

- Continuing to work with the committee to identify possible collections to be digitized for the Memory Project while assuring that there is no overlap with projects already underway locally or commercially;
- Continuing to work with Centres of Excellence to assist libraries, museums and archives to create digitized collections that will benefit other ODL projects;
- Hiring an evaluator to consider work completed to date and to make further recommendations; and
- Coordinating with other ODL projects as they seek to develop a common web interface for the ODL.

Additional Cost Assumptions:

Cost assumptions for the Memory Project include release time for training of library professionals to develop the Centres of Excellence and assist in the creation of local memory projects. Release time for library staff will be provided as an in-kind contribution from the library community, it is expected that 4 FTEs will be the required training time per year.

ASK A LIBRARIAN PROJECT

The Ask a Librarian Project will create a virtual reference service for every citizen in Ontario, allowing them to contact a professional librarian to assist them in locating, finding and accessing electronic information on topics of interest to them 24 hours a day, 7 days a week. This project, which is similar to the Province's Telehealth service, will allow Ontarians to get assistance when they need it. This project recognizes that the need for information is continuous and is not geographic specific.

Goal:

- To provide a province-wide, professionally staffed virtual reference service to assist Ontarians in the use of electronic resources and information. The service will be provided through the cooperation of librarians from all library sectors from across the Province in the two official languages.

This service will be developed through the creation of a partnership of librarians and teacher-librarians working across Ontario to respond to reference queries via e-mail and chat, responding to questions based upon their subject expertise and the availability of supporting electronic and print collections. The cost of the service will be shared by participating libraries, which will provide experienced librarian and teacher-librarian staff.

This service will build upon a number of virtual reference library projects that are underway in Ontario. These include the reference services being provided by the Toronto Public Library to Toronto residents, the OCUL pilot project for a number of Ontario universities, and the virtual reference project underway at the National Library of Canada in Ottawa.

Similar to the Province's Telehealth service, which allows Ontarians to connect directly with a professional when and where they need it, the Ask a Librarian service will provide access to librarians and reference service beyond regular hours and to those who may not be able to physically access a library.

Year One Accomplishments

Goal:

- To bring together librarians and teacher-librarians across the province to provide a province-wide virtual reference service.

To be accomplished by:

- Hiring a Project Coordinator to manage the project;
 - Identifying libraries, librarians and teacher-librarians who will participate in the offering of a virtual reference service to all Ontarians;
 - Determining the types of services that will be offered through the first year of the Ask a Librarian Project, including hours of service, qualifications of staffing, statistical and evaluation procedures, etc.;
 - Identifying and purchasing appropriate software to support the Ask a Librarian service;
 - Providing initial training to participants;
 - Identifying a contractor to provide service 11 p.m. to 8 a.m. and on holidays;
-

- Identifying how statistics will be gathered and maintained on the use of the virtual reference service; and
- Ensuring that the Ask a Librarian Project is supported by electronic resources being provided through other ODL projects.

Year Two Accomplishments

Goal:

- To expand the Ask a Librarian project to develop value added materials, e.g. push services, and expansion of awareness of the service through a marketing campaign.

To be accomplished by:

- Expanding the types of services that will be offered through the Ask a Librarian Project;
- Creating a marketing campaign to increase the awareness of the Ask a Librarian service;
- Continuing to expand the training program for those participating in the Ask a Librarian Project to ensure service standards and understanding of service guidelines and needs of users; and
- Identifying the particular needs of under serviced areas, e.g. First Nations, disabled community, immigrant populations, etc.

Year Three Accomplishments

Goal:

- To continue to expand and add to Ask a Librarian project, in particular focusing on meeting the needs of under serviced areas, e.g. First Nations, Francophone, disabled, multilingual communities.

To be accomplished by:

- Expanding the number of languages that the service is offered in;
- Considering need for additional service providers to provide specialized languages or types of services;
- Hiring an evaluator to conduct an evaluation of the services provided through the Ask a Librarian Project and make recommendations regarding service offered, new products, etc.;
- Continuing to work with the virtual reference library providers to expand services; and
- Continuing to expand awareness of the service through promotional marketing.

Additional Cost Assumptions:

Cost assumptions for the Ask a Librarian Project are based on a similar concept project in Colorado called the Colorado Virtual Reference Service. Ontario's program is based on an average of 5 FTEs per shift in Year 1 and ramping up to 8 and 10 FTEs in Years 2 and 3, respectively, to cover the expected growth in demand of the service. Reference service staff, during 8 a.m. to 11 p.m., will be provided as an in-kind contribution from the library community.

LIFELONG LEARNING PROJECT

The Lifelong Learning Project is designed to support the lifelong learning needs of Ontarians by developing their critical analysis, navigation, and searching skills. The need for skills in locating, using and critically analyzing information in today's electronic information world is critical. The development of information literacy modules, developed by librarians, teacher-librarians, teachers and faculty will provide the critical skills needed for Ontarians to be able to understand, use and analyze the information that is available.

Goal:

- To provide information literacy modules to train Ontarians in the development of their lifelong learning and critical analysis skills.

The need for skills in locating, using and critically analyzing information in today's electronic information world is critical. Such skills are essential to ensure that Ontario's students, researchers, learners and information seekers are able to locate the information they need and to judge its authenticity, usability and relevance in meeting their needs.

The ODL will provide a key missing link in the development of important lifelong learning skills through the creation of a series of online training modules designed to develop critical analysis, navigation, and searching skills. These information literacy modules, developed by librarians, teacher-librarians, teachers and faculty will provide the critical skills needed for Ontarians to be able to understand, use and analyze the information that is available to them. The modules will be developed to meet the needs of all age groups and education levels and will support their various information needs.

Year One Accomplishments

Goal:

- Initial development of a ten core lifelong learning skills modules focusing on accessing and navigating electronic information. These modules will lay the foundation for the development of additional modules which will focus on the critical analysis of information in all of its formats. The modules will be in both English and French.

To be accomplished by:

- Hiring a Project Coordinator to manage the project;
- Designing and developing two online modules that will lay the foundation for searching for and navigating through electronic information; and
- Working with a hired contractor to develop the modules and make them widely available.

Year Two and Year Three Accomplishments

Goal:

- To build upon the foundation developed in year one and create additional online modules focusing on the development of critical analysis skills at a variety of education and skill levels. To design a marketing campaign that will increase the awareness of the need for

lifelong learning skills and the availability of the ODL's modules to students, learners, teachers and researchers.

To be accomplished by:

- Continuing to design and develop additional online modules with the assistance of knowledgeable volunteers and hired contractors; and
- Designing a marketing campaign that will target key student groups, researchers and learners.

Additional Cost Assumptions:

The Lifelong Learning Project cost projections are based on the development of ten information literacy modules per year over the plan period. It is anticipated that 25% of the project's operating costs will be provided through in-kind contributions from the library community in the form of professional resources and technical know-how.

ONE PLACE TO LOOK PROJECT

Ontario's One Place to Look will be a lifelong learning tool that allows Ontarians to search, find and use digital information resources. Unlike existing Internet search engines the One Place to Look service will provide access to professionally selected, high quality information resources (both those freely available on the Internet and those commercial resources requiring authenticated access - i.e. the "hidden web"). These resources will have been critically appraised and selected by librarians to ensure their value and appropriateness.

Goal:

- To provide an integrated search engine that allows rapid access to high quality information resources reviewed and selected by librarians.

The power of the Internet has been tempered by rampant information overload and the dizzying proliferation of poor quality and inaccurate resources. A library, unlike the Internet, is a collection not a warehouse. Library collections have been valuable to users because they have been reviewed, validated and selected for inclusion by professional librarians who understand resources and understand the needs of users. Users trust libraries; users will trust One Place to Look.

The One Place to Look service will create a number of access "windows" appropriate for different age groups and learning curricula and by other factors such as language and skill level. This initiative will build on existing projects, such as the Virtual Reference Library initiative of the Toronto Public Library, and extend them to become more inclusive and expand their capabilities and effectiveness. One Place to Look does not replace "Google", the entire Web or any other search engine. It does, however, provide a trusted alternative that will directly support the unique needs of Ontario.

Year One Accomplishments

Goal:

- To define the system requirements for Ontario's One Place to Look.

To be accomplished by:

- Hiring a Project Coordinator to manage the project;
- Defining the system specifications for the One Place to Look service;
- Building a network of Ontario professional librarians to review and select information resources;
- Creating and issuing a Request for Proposal ("RFP") for building the system or acquiring it as a service from a vendor; and
- Selecting a system configuration or vendor based on the RFP.

Year Two Accomplishments

Goal:

- To implement Ontario's One Place to Look.
-

To be accomplished by:

- Establishing a pilot project to test the system; and
- Implement a full scale production version of the system.

Year Three Accomplishments

Goal:

- To expand the system to include other information resources and value added services.

To be accomplished by:

- Including images and streaming media;
- Enhancing the multilingual capabilities; and
- Expanding search options, filtering capabilities and other assists to users.

Additional Cost Assumptions:

One Place to Look Project cost assumptions include the requirement of 30 FTEs per year to critically appraise and select the appropriate and valuable Internet based resources. Cost projections for the system components and licensing requirements are based on an information quote provided by Google Search Appliance as a benchmark.

CONSUMER HEALTH PROJECT

The Consumer Health Project is a limited pilot project, with a goal to deliver to all Ontarians instant, 24/7 access to a wide array of important and timely consumer health care digital videos. The unique aspect which makes this project stand out from similar videostreaming services is that it enables the end-user to find precise, accurate information or “learning moments” within each video through professionally applied, systematized metadata tagging.

The pilot project will increase the availability of important medical health information, and afford Ontarians a chance to use an advanced yet simple technology which will provide them the right videos or the precise video clips desired.

Goal:

- To provide access to a collection of consumer health video materials in real time 24/7; and
- To build a core collection of consumer health information videos enabling access to very specific content, i.e. the “learning moments” within the video through metatagging and time-stamping.

Streaming media is the process through which multiple users receive video directly from a media server in real time, either synchronously or asynchronously. This service will provide a number of advantages over traditional videotape service:

- Access to educational videos from any location in the province having broadband access;
- Multiple, synchronous users can view the same videos at the same time;
- Easy access to specific content within the videos;
- Virtually no physical space required for storage of video collections;
- Rapid search and play; and
- Real cost savings by obviating the need to purchase additional copies of videos or replacements—ever.

The goal of the pilot project is to purchase and make available a collection of 120 hours of videos focusing on consumer health information. Metatagging and time-stamping of the video content will allow Ontarians to identify key segments of the video that would then be available for viewing in full or in part. The pilot project would identify the content and the available technology to deliver this information resource in digitized video format throughout the Province.

Year One Accomplishments

Goal:

- Undertake a pilot project to deliver a core collection of consumer health information videos to Ontarians.

To be accomplished by:

- Hiring a Project Coordinator to manage the project;
 - Identifying a core collection of consumer health videos;
 - Purchasing this core group of videos and obtain digital streaming rights; and
 - Simultaneously identifying the technological challenges to providing the service province-wide.
-

Year Two Accomplishments

Goal:

- Make available a core collection of videos on consumer health.

To be accomplished by:

- Metatagging and time-stamping the digital video collection capturing all envelope information and valuable learning moments;
- Making available through a central service provider; and
- Delivering to a pilot group of learners and libraries.

Year Three Accomplishments

Goal:

- To evaluate results of the project and identify areas for growth of video service.

To be accomplished by:

- Identifying areas for broadening the scope of the collection;
- Preparing a report on the technology required to deliver province-wide; and
- Aligning with Provincial learning and E-Learning initiatives with the video resources.

Additional Cost Assumptions:

Cost assumptions for the Consumer Health Project are based on estimates provided by the Bibliocentre. The projected costs are based on 120 hours of consumer health video content, including the digital access rights, metatagging and time stamping requirements and the necessary technology, including software, delivery, programming and hardware.

APPENDIX B

ODL FOCUS GROUP PARTICIPATION LIST

ODL FOCUS GROUP PARTICIPATION LIST

Focus group meetings were held between June 9, 2003 and July 15, 2003. Twelve (12) focus groups were held in total.

The following table indicates the city locations of each meeting along with participants:

Hamilton	London
Neil Clark, NOTL Library Board	Jill Anderson, Ontario Association of Library Technicians (OALT/ABO)
Bob Allen, OLBA and NOTL Library	Anne Evans, TBDSB
Stephen Hawkins, Sheridan College	Rob Scott, Grand Erie District School Board
Chris Stanley, Brantford Public Library	Suzanne O'Neill, Fanshawe College and OLBA
Ralph Laird, Niagara College	M. Grof-Iannelli, Fanshawe College and OCULA
Leslie Fitch, Milton Public Library	Vicky Mol, Fanshawe College
Robin Bergart, University of Guelph	Diana Knight, TALCO and OSLA
Patricia Amos, Hamilton Wentworth Catholic District School Board	Jane Kirkpatrick, Stratford Public Library
Beth Woof, Hamilton Wentworth District School Board	
Phillip Jeffrey, Hamilton Wentworth Catholic District School Board	
Jo-Anne Westerby, Mohawk College	
Maureen McKeating, Hamilton Public Library	
Marybeth Snyder, Waterloo Regional District School Board Sec. Libraries Association	
Earl Famme, Galt Collegiate Institute	
Anita Brooks-Kirkland, Waterloo Regional District School Board	
Catherine Wilkins, Conestoga College	

North Bay	Ottawa (2)
Kristen Howard, Near North District School Board, St. Joseph Scollard Hall Secondard School	Mary Cavanagh, Ottawa Public Library
Linda Langdon, Near North District School Board	Jennifer Stirling, Ottawa Public Library
Ruth Gingras, Near North District School Board, Chippewa Secondary School John Slater, OLS-North	John Decaro, St. Clair College
John Slater, OLS-North	Paul Weins, Queen's University
Laura Sinclair, Nipissing University-Canadore College Education Centre Library	
Jeannette Scott, Nipissing University-Canadore College Education Centre Library	
Claire Smerdon, Temagami Public Library Trustee and OLS-North	

Appendix B: ODL Business Plan

North Bay	Ottawa (2)
Brian Nettlefold, Nipissing University-Canadore College Education Centre Library Donna Gray, Near North District School Board Bonnie Brownstein, Northern Ontario Virtual Library and Northeastern Ontario Medical Education Corporation Natalie Wilson, Ontario Ministry of Culture Donna Bourne-Tyson, North Bay Public Library	

Richmond Hill	Sudbury
Chris Prefontaine, York Region District School Board Marlene Campbell, York Catholic District School Board Liz Fenwick, Bradford West Gwillimbury Public Library Susan Downs, Innisful Public Library Marilyn Ferguson, Whitchurch-Stouffville Public Library Michele Beaudoin, Georgian College Katherine Wallis, Georgian College Dianne Augustson, Simcoe County Library Shonna Froebel, Barrie Public Library Nancy Summerley, Bracebridge Public Library Marry McCabe, King Township Public Library Louise Proctor Maio, East Gwillimbury Public Library Wendy Sahi, York Catholic District School Board Barbara Franchetto, Southern Ontario Library Service Adele Kostiak, Brampton Public Library Dana Sullivan, York Region District School Board	Sharon Rowlandson, Rainbow District School Board Sonia Delmissier, Cambrian College Diana Henry, College Boreal Julia Rancourt, College Boreal Margatta Asu, OLS-North

Toronto (2)	Waterloo
Norma Grech, Toronto Public Library Angela Marsh, ECOO Lynne Bentley, Humber College Cynthia Archer, York University Felicity Pickup, University of Toronto Jill Patrick, Ontario College of Art and Design Ron Dyck, Toronto Public Library	Lesa Balch, Kitchener Public Library Lucille Bish, Waterloo Regional Library Kae Elgie, Waterloo Regional Library Bill Manson, Caledon Public Library Nancy Wolf, Brantford Public Library Ken Roberts, Hamilton Public Library Anita Brooks-Kirkland, Waterloo Region DSB

Appendix B: ODL Business Plan

Toronto (2)	Waterloo
<p>Mary McDiarmid, Central Ontario Health Libraries Association</p> <p>Peter Rogers, ODL Steering Committee</p> <p>Kathy Scardellato, Toronto Public Library</p> <p>Heather Cunningham, University of Toronto</p> <p>Tony Tilly, OKNL</p>	<p>Gail Hossack, Waterloo Public Library Board</p> <p>Daryl Novak, SOLS</p> <p>Cathy Matyas, Waterloo Public Library</p> <p>Carol Campbell, Waterloo Regional Library (Elmira)</p> <p>Yvonne Zyma, Waterloo Regional Library</p> <p>Kathryn Rogers, Oakville Public Library</p> <p>Lunda Gale, Waterloo Public Library</p> <p>Peter Rogers, Ontario Digital Library</p> <p>Maureen Sawa, Hamilton Public Library</p> <p>Greg Hayton, Cambridge Public Library</p> <p>Bill Proctor, Waterloo Region District School Board</p> <p>Alannah Hegedus, Waterloo Public Library</p> <p>Lisa Mieltiene, Oxford County Library</p> <p>Bob Ernest, Waterloo Public Library</p> <p>Benton Leong, Waterloo, Ontario</p> <p>Terri Pope, Norfolk County Public Library</p>

Whitby	Teleconference
<p>Ian Leckie, Ajax Public Library</p> <p>Helen Labine, Durham College/UOIT</p> <p>Glenn McKnight, Oshawa Public Library</p> <p>Linda Desgrande, Clarington Public Library</p> <p>Debbie Sloan, Fleming College</p> <p>Rick Ficek, Oshawa Public Library</p> <p>John Kettle, Oshawa Public Library</p> <p>Rhonda Jessop, Whitby Public Library</p> <p>Ian Ross, Whitby Public Library</p> <p>Angela Andrews, Whitby Public Library</p> <p>Cathy Grant, Pickering Public Library</p>	<p>Rita Vine, WorkingFaster.com</p> <p>Virginia Atkins, King Township Public Library</p> <p>Shirley Ormsby, King Township Public Library</p> <p>Nancy Linedecker, Bruce Mines Public Library</p> <p>Martha Summers, Bruce Mines Public Library</p> <p>Nancy Konzuk, Bruce Mines Public Library</p> <p>Craig Reed, Lambton College</p> <p>Linda Gibbs, Lambton College</p> <p>Diana Brown, Lambton College</p> <p>Margaret Nelson, St. Clair Catholic School Board</p> <p>Scott Hargrove, Burlington Public Library</p> <p>Melanie Southern, Burlington Public Library</p> <p>Peter Rogers, Ontario Digital Library Steering Committee</p>

APPENDIX C

SUMMARY TABLES OF CONSORTIA AND DIGITAL LIBRARY EXAMPLES IN OTHER JURISDICTIONS

- EXHIBIT 1** - **SUMMARY TABLES OF A SELECTION OF
CANADIAN LIBRARY CONSORTIA
INITIATIVE**

- EXHIBIT 2** - **SUMMARY TABLES OF A SELECTION OF U.S.
STATEWIDE DIGITAL LIBRARIES**

Summary Tables of a Selection of Canadian Library Consortia Initiatives

Jurisdiction	Alberta
Program Name	The Alberta Library (“TAL”)
Year Launched	1997
Initiated By	Libraries from all sectors
Governance	16 staff, 44 members
Core Services and Products	Libraries work together on projects to promote, facilitate resource sharing, continuing education, training, advocacy. Goal to increase and improve access to information resources for all Albertans <ul style="list-style-type: none"> - TAL Online (web-based search engine / union catalogue) - TAL Card (reciprocal borrowing program across province) - Purchasing of electronic databases - Alberta Public Library Electronic Network (collaborations among college, public, university libraries)
User Communities	94% of Alberta population
Status	- Continuing development of programs
Funding	- Multi-type funding from public, post-secondary, special libraries - Admin costs covered by ongoing grants from government/funders - Libraries invoiced for proportional share of licenced subscriptions

Jurisdiction	Canada
Program Name	Canadian National Site Licensing Program
Year Launched	2000
Initiated By	CARL. CFI
Governance	Stakeholder representation from university libraries, administrators, researchers and associations <ul style="list-style-type: none"> - Steering Committee responsible for project direction, policy development, resource allocation - Negotiations Resource Team - Evaluation Task Group
Core Services and Products	Electronic licensing Goal: capacity building, transformation of the content environment, influencing the marketplace
User Communities	64 universities in Canada., 650,000 FTE
Status	Working toward self-sufficiency
Funding	Initial: \$30 million from university and provincial government sources

Jurisdiction	Canada
Program Name	Consortia Canada
Year Launched	1998
Initiated By	Consortia Leaders
Governance	Volunteer only, unincorporated, informal, loose federation
Core Services and Products	Joint negotiating for database licences, “informal resource sharing agreement”
User Communities	14 consortia - Potential to represent public, university, college, special libraries across Canada
Status	- Negotiations for database licence - Supports CNSLP initiative - Networking
Funding	None - Consortia pay for electronic licences individually - Opt in model

Jurisdiction	Manitoba
Program Name	Manitoba Library Consortium
Year Launched	1986 (1999 for electronic licensing)
Initiated By	Libraries from all sectors (public, special, school, college, university)
Governance	Multi-type library consortium, incorporated not-for-profit
Core Services and Products	Electronic licensing of small number of databases - ILL courier service - Use of technology to provide affordable and equitable access to information resources - Resources sharing activities, e.g. union list of serials
User Communities	52 member institutions (85 individual libraries), all Manitobans
Funding	- Linking Libraries funded by Manitoba government - Membership fee of \$100, with annual dues of \$50.

Jurisdiction	Ontario
Program Name	Consortium of Ontario Libraries (COOL)
Year Launched	1998
Initiated By	- OLA and Toronto Library Consortium
Governance	- “Consortium of consortia” - Steering committee from university, college, school, public libraries and OLA - Staffed by SOLS
Core Services and Products	Electronic licensing of databases
User Communities	- All non-profit libraries and OLA are de facto members
Status	- Ongoing
Funding	- No membership fees - Opt in or opt out licensing - Libraries invoiced directly by publishers

Jurisdiction	Ontario
Program Name	Ontario Council of University Libraries (OCUL)
Governance	Executive Council, Executive Committee, Management Board, Projects Team, Task Groups
Core Services and Products	Ontario Information Infrastructure Project, consortia purchasing, resource sharing
User Communities	20 university libraries

Summary Tables of a Selection of U.S. Statewide Digital Libraries

State	Georgia
Program Name	GALILEO – GeorgiA Library Learning Online
Year Launched	1995
Initiated By	Board of Regents of the University System of Georgia
Governance	The University System of Georgia (University System) will retain ownership of the GALILEO project. Implemented a GALILEO Steering Committee, consisting of 23 members, to manage the project, to recommend strategic direction, to prepare budgets, and to implement continuing evaluation procedures.
Core Services and Products	<u>Resources</u> : 150+ Databases / 9,000+ Periodicals in full text / 26,000 + eBooks / 3,000+ Selected Internet Sites <u>Support Services</u> : Access and Server Management / Helpdesk / Training / Ask a Librarian
User Communities	35 USG Libraries / 41 Private Academic Libraries / 36 Technical College Libraries / 370 Public Libraries / 2,066 Public K-12 Libraries
Status	Adopted a phased-in approach: 1) Phase 1 – databases, full-text articles, eBooks 2) Phase 2 – Interconnected libraries 3) Phase 3 – Digital Library of Georgia (digitizing archives and collections) Now available to 8 million Georgia citizens (initial access only to USG faculty members and students) access from school, public and home computers
Funding	Provided by the Governor and General Assembly

State	Minnesota
Program Name	MnLINK (Minnesota Library Information Network) - MnLINK is made up of two components: Integrated Library System (ILS) and the Gateway .
Year Launched	Initiated in 1995, launched in 1997
Initiated By	A vision of the Minnesota Legislature to "develop a state-wide on-line information system for libraries"
Governance	Steering Committee reporting to a Policy Advisory Council, plus a series of committees (user groups, gateway operations, system x operations, and other ad hoc committees/task forces).
Core Services and Products	The MnLINK Gateway is a World Wide Web-based virtual library, providing access to multiple information resources, including open access to participating Minnesota library catalogs and secured access to available electronic resources. In addition, the MnLINK Gateway provides links to selected free Internet resources.
User Communities	The MnLINK ILS is designed to be a shared library automation system (software and hardware) for the University of Minnesota, the Minnesota

State	Minnesota
	State Colleges and Universities, and the Minnesota State Agencies. Other participating libraries include several private colleges, public libraries, K-12 school libraries, and special libraries. Expanding electronic content.
Status	On-going training for library staff and users. Improving/updating web-interface and software/hardware technologies.
Funding	The project is funded with a 1997 appropriation of \$12 million from the Minnesota State Legislature and a standing annual appropriation of \$450,000.

State	Ohio
Program Name	OhioLINK (Library and Information Network)
Year Launched	Initiated in 1987, launched in 1992
Initiated By	A cooperative venture of university libraries and the Ohio Board of Regents
Governance	The Ohio Board of Regents has authorized the OhioLINK Governing Board to oversee the OhioLINK program. The governing board approves the strategic directions and financial expenditures of the program. Meeting 6 times per year either in the whole or through the board's executive committee the board regularly reviews the progress of the program and approves future initiatives and expenditures. The board consists of 13 voting members, nine from universities, 3 from community colleges, and one from independent colleges. Ex-officio members representing technical, library, and board of regents' perspectives also participate on the board.
Core Services and Products	OhioLINK's goal is to provide easy access to information and rapid delivery of library materials throughout the state. OhioLINK offers six main electronic services: a central catalog, research databases, an electronic journal center, a digital media center, a growing collections of ebooks, and an electronic theses and dissertations center.
User Communities	A consortium of Ohio's college and university libraries and the State Library of Ohio. Serving more than 600,000 students, faculty, and staff at 84 institutions, OhioLINK's membership includes 17 public universities, 23 community/technical colleges, 43 private colleges and the State Library of Ohio. Ohio has separate programs for k-12 and public library communities. The other two library programs are INFOhio, the state's virtual library and information network for K-12 libraries; and the Ohio Public Library Information Network (OPLIN), which provides all 250 of Ohio's public library systems with high-speed Internet access.
Funding	Supported by Federal Library Services Technology Act (LSTA) grants, Ohio Board of Regents, State libraries and university/college funds

APPENDIX D

SUCCESS STORIES: LIBRARY CONSORTIA POOLED FUNDING APPROACH

- EXHIBIT 1** - **THE BIBLIOCENTRE COLLEGES
DIGITAL LIBRARY**

- EXHIBIT 2** - **THE CANADIAN NATIONAL SITE
LICENSING PROGRAM**

THE BIBLIOCENTRE COLLEGES DIGITAL LIBRARY

Established by the Government of Ontario in 1968, the Bibliocentre is a central resource and coordinating agency for community colleges. Acting on behalf of the college community, the Bibliocentre facilitates the efficient acquisition, access and distribution of learning resources and develops new technologies to serve colleges, libraries, and other information partners. Its prime mandate is to support the college libraries as a unique cost-saving enterprise that saves colleges money, staffing, computing resources, space, planning services, and the investment needed to research and develop new services in the face of rapid technological change.

Bibliocentre is funded through an off-the top grant from the Ministry of Training, Colleges, and Universities (MTCU) and through service charges to the College libraries. The grant allows the Bibliocentre to provide services at a highly subsidized cost, and to provide value-added services at no cost to the libraries it serves.

The annual estimated savings to the College system is \$10.2 million dollars, or for every dollar invested the return on investment is 350%.

The **Colleges Digital Library (CDL)** is a service of the Ontario Colleges Bibliocentre and is responsible primarily for the coordination and negotiation of electronic resources for the twenty-four Ontario Colleges of Applied Arts and Technology (OCAAT). Through individual member payments for services and the initial sustaining money from the Bibliocentre Development Fund, the CDL provides the college system with a unique form of equity in delivery of electronic resources.

CDL is staffed by a professional Electronic Resources Librarian with support, as needed, from the Bibliocentre's systems department. CDL acts as the single point of contact for the OCAAT library consortium, and provides an array of services to the colleges such as:

- One-stop shopping for electronic resources from a long list of vendors and publishers;
- First-line technical support and troubleshooting;
- Remote access service;
- Centralized invoicing;
- Local loading of content;
- Centralized training and facilities;
- Integration of electronic resources with the union catalogue;
- Representation on committees and groups;
- Leadership for college libraries; and
- Responsive to the college libraries.

Cost savings:

Bibliocentre initiated the central purchasing of electronic products in 1997. Bibliocentre has made an annual contribution to support the start-up of the digital library. Money contributed centrally has brought all Colleges to the table and has been a sustaining factor in maintaining and evolving this tremendous resource for College learners.

The CDL currently offers thousands full-text journals and abstracts. Through central negotiation it is estimated that the colleges of Ontario are investing \$1.75 million and through centralized negotiation, delivery and expertise are saving \$3.18 million.

Bibliocentre leverages the buying power of the Colleges to negotiate and procure electronic resources at a significant discount ranging from 30 – 50%. Reinvesting the savings into other electronic products has significantly improved the resources available to College learners in Ontario.

The Colleges Digital Library is a Provincial success story due to strong College library leadership in understanding the value of working together to improve information resources at an affordable cost.

THE CANADIAN NATIONAL SITE LICENSING PROJECT

What is the Canadian National Site Licensing Project?

The Canadian National Site Licensing Project (“CNSLP”) is a ground-breaking digital library initiative established by the Canadian research library community to increase the capacity for research and innovation in Canada. Its mission is to expand the universe of digital information to Canada’s academic researchers through the co-ordinated services and expertise of academic libraries.

The objectives of CNSLP are to:

- Build Canada’s research capacity by increasing the quantity, breadth and depth of published scholarly content available to academic researchers throughout Canada;
- Transform the research environment by speeding the transition from print-based to digital and value-added forms of scholarly content;
- Develop new and advantageous business and service models by leveraging the buying power of Canadian universities and by influencing the international scholarly publishing marketplace.

CNSLP has been widely recognized in Canada and abroad for its significant role in the development of Canada’s infrastructure for research excellence. Through innovative licensing agreements, CNSLP has secured desktop access to electronic versions of scholarly journals and research databases primarily in science, engineering, health, and environmental disciplines for 64 participating universities across Canada. Currently, more than 750 scholarly journals are available online to over 650,000 university researchers, post-doctoral fellows, graduate and undergraduate students.

How does CNSLP make a difference in academic research in Canada?

By providing access to the most up-to-date research, CNSLP puts Canadian researchers and students at the forefront of international science and advances universities’ goals to attract the best and the brightest in their fields. The initiative enables Canadian academic researchers to access the cutting edge information they need to lead in their fields. Equitable access to this knowledge network also fosters collaboration among researchers across disciplines and in diverse regions of the country. The availability of high-impact resources to students at all levels of post-secondary education cultivates the development of information literacy and contributes to the training of the next generation of researchers.

CNSLP Funding and Governance

CNSLP’s funding model reflects the innovative and collaborative approach that is the hallmark of this project. In its pilot phase, CNSLP secured \$30 million from universities, provincial governments and the Atlantic Canada Opportunities Agencies and was awarded \$20 million from the Canadian Foundation for Innovation. CNSLP is governed by a national steering committee representing university libraries, administrators, researchers, and academic associations. Its administrative centre is located at the University of Ottawa, Canada’s largest bilingual university.

The CNSLP has provided an excellent return on investment. The investment of \$45 million has yielded over \$300 million of content.

APPENDIX E

FINANCIAL MODEL AND STATEMENTS OF OPERATIONS

ODL Business Plan

Financial Model

The project financial results contained in this model are based upon scenarios and assumptions developed for business planning purposes only. These results reflect a set of hypotheses about future events, some of which are: based on assumptions, imperfect or incomplete data; beyond the control of ODL management to influence; or, under the direct control of management or the Board of Directors, which may choose to make decisions at variance with the assumptions underlying any particular case. As a consequence, actual results may vary from those presented, and the variations may be material.

The outputs of the ODL financial model are provided for business planning purposes only.

APPENDIX E

PRIVATE & CONFIDENTIAL

Table of Contents	Description	Exhibit
Statements	Statement of Operations	1
Content Project	Details operating costs for Content project	2
Memory Project	Details operating costs for Memory project	3
Ask a Librarian Project	Details operating costs for Ask a Librarian project	4
Lifelong Learning Project	Details operating costs for Lifelong Learning project	5
One Place to Look Project	Details operating costs for One Place to Look project	6
Consumer Health Project	Details operating costs for Consumer Health project	7
Foundation Costs	Details general and administration costs for the ODL	8
Sources of Funding	Details sources of funding	9
Other Assumptions	Details other assumptions used in the model	10

Statement of Operations

CDN \$000s	Year 1	Year 2	Year 3	3-year Plan	
Project Expenditures					
Content Project	5,100	10,102	15,104	30,307	57.8%
Memory Project	150	406	415	972	1.9%
Ask a Librarian Project	1,480	2,237	2,797	6,514	12.4%
Lifelong Learning Project	875	877	878	2,630	5.0%
One Place To Look Project	1,875	2,089	2,131	6,095	11.6%
Consumer Health Project	310	522	184	1,016	1.9%
Total Project Expenditures	9,790	16,233	21,510	47,533	90.6%
General and Administration Expenditures					
Salaries, Wages and Benefits	375	383	439	1,197	2.3%
Advocacy & Marketing Initiatives	220	225	230	675	1.3%
Portal Development, Management and Authentication	240	240	240	720	1.4%
Hardware and Telecommunications	100	100	100	300	0.6%
Professional Fees (incl. legal services)	100	100	100	300	0.6%
Committee Expenses	125	50	60	235	0.4%
Education, Workshops & Training (incl. travel)	203	220	225	648	1.2%
Rent and Utilities	75	77	78	230	0.4%
Evaluation of ODL	-	-	75	75	0.1%
Other (contingency plus materials/supplies)	169	169	190	528	1.0%
Total General and Administration Expenditures	1,606	1,564	1,736	4,907	9.4%
Total Expenditures	11,397	17,797	23,246	52,440	100%
Sources of Funding					
Cash Contributions from Libraries	-	590	1,542	2,132	4%
In-Kind Donations from Libraries	3,682	4,680	5,261	13,623	26%
Province Funding	7,715	12,526	16,444	36,685	70%
Total Funding	11,397	17,797	23,246	52,440	100%
Net Operating Surplus/(Deficit) for the Year	\$ (0)	\$ (0)	\$ 0	\$ (0)	

These financial statements projections have been compiled by PricewaterhouseCoopers based on information provided by the ODL Steering Committee. PricewaterhouseCoopers has not attempted to audit and/or review this information and does not express an opinion with respect to its accuracy and completeness.

Content Project

CDN \$000s	Year 1	Year 2	Year 3	Total
Operating Expenditures				
Purchase of Database Rights				
Project Coordinator/Lead Negotiator	100	102	104	307
Pooled funding for content purchases	<u>5,000</u>	<u>10,000</u>	<u>15,000</u>	<u>30,000</u>
Total Cost of Database Content (CDN \$000s)	5,100	10,102	15,104	30,307
Total Operating Costs of Content Project	5,100	10,102	15,104	30,307

Assumptions

Based on similar business models as applied at the Canadian National Site Licensing Project (CNSLP) and the Bibliocentre Authentication, authorization and infrastructure expenditures required to host/access/search the content is provided in the foundation costs of the ODL Target pooled fund of \$15 million annually (by year 3) - based on 10% spend of 2001-2002 library annual expenditures to provide additional Content to Ontario:

Annual Expenditures (print and electronic resources) - Ontario Libraries (2001-2002 data)

University¹	\$ 88,987,507	58%
College²	\$ 4,500,000	3%
Public³	\$ 48,541,314	32%
School⁴	\$ 11,500,000	7%
Total	\$ 153,528,821	100%

Sources:

1. OCUL 2001-2002 data (latest available) - Michael Ridley e-mail Sept 2/03
2. College library estimate (Bibliocentre)
3. Ontario Ministry of Culture. *Ontario Public Libraries: 2001 Statistics*.
4. Elementary and high school estimate (ODL Steering Committee)

Transition of electronic content expenditures to ODL (10%): \$ 15,352,882

These financial statements projections have been compiled by PricewaterhouseCoopers based on information provided by the ODL Steering Committee. PricewaterhouseCoopers has not attempted to audit and/or review this information and does not express an opinion with respect to its accuracy and completeness.

Memory Project

CDN \$000s	Year 1	Year 2	Year 3	Total
Operating Expenditures				
Project Costs				
Project Coordinator	75	77	78	230
Contract staff - build inventory of existing memory projects	50			50
Release time for staff retraining (to develop Centres of Excellence)	-	320	327	647
Outsource design of web database / gateway	25	10	10	45
Total Project Costs	150	406	415	972
Total Operating Costs of Memory Project	150	406	415	972

In-Kind Donations

% of Operating Cost	0%	79%	79%	67%
Total Operating Cost Donated In-Kind	-	320	327	647

Assumptions

Project Coordinator will support/facilitate the development of Memory Project Centres of Excellence across the Province
Centres of Excellence will be created through Partnerships with local libraries, museums and archives (i.e. no infrastructure setup required)
Training time will be provided as in-kind from the library community to develop Centres of Excellence, based on:

FTEs required for training replacement time	-	4	4
Library service staff hourly wage (incl. benefits)	\$ -	\$ 41	\$ 42
Annual work hours	-	1,950	1,950
	\$ -	\$ 320	\$ 327

Website design of centralized gateway in Year 1, continued maintenance of gateway in years 2 and 3

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Ask a Librarian Project

CDN \$000s	Year 1	Year 2	Year 3	Total
Operating Expenditures				
Project Costs				
Project Coordinator	75	77	78	230
Reference service staff	1,092	1,786	2,281	5,159
Contract services - after hours	113	125	137	375
Virtual Reference Desk Software	200	250	300	750
Total Project Costs	1,480	2,237	2,797	6,514
Total Operating Costs of Ask a Librarian Project	1,480	2,237	2,797	6,514

In-Kind Donations

% of Operating Cost	74%	80%	82%	79%
Total Operating Cost Donated In-Kind	1,092	1,786	2,281	5,159

Assumptions

Costs based on Colorado Virtual Reference Service - LSTA Grant Proposal 2003, increased by a factor of 2.8 to represent the larger population base on Ontario (12.1 million / 4.3 million)

Reference service staff used for: 105hrs x \$40/hr x 5 staff x 52 weeks, increase staff per year.

Contracted services adjusted for time factor increase (after hours service in Colorado is 5 hours/night vs. Ontario 9 hours/night), assume 10% annual increase due to higher volume of questions

Virtual Reference Software - increased usage over time, therefore increase # of seats

US\$ converted at 1.5 to CDN\$

Reference service staff during regular library hours will be provided as In-Kind from Ontario library staff

- assume 5 FTEs per shift, on average in year 1 and ramped up in the following years:

Library service staff hourly wage (incl. benefits)	\$ 40	\$ 41	\$ 42
Average FTEs per shift (# of seats)	5	8	10
Weekly hours to be staffed internally (8am-11pm)	105	105	105
Weekly off-peak hours to contract services	63	63	63

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Lifelong Learning Project

CDN \$000s	Year 1	Year 2	Year 3	Total
Operating Expenditures				
Project Costs				
Project Coordinator	75	77	78	230
Information Literacy Module development	800	800	800	2,400
Total Project Costs	875	877	878	2,630
Total Operating Costs of Lifelong Learning Project	875	877	878	2,630

In-Kind Donations

% of Operating Cost	25%	25%	25%	25%
Total Operating Cost Donated In-Kind	219	219	220	657

Assumptions

Development of Information Literacy Modules

Number of Information Literacy Modules	10	10	10
Average price per tutorial development	\$ 80	\$ 80	\$ 80

Tutorial development includes contracting services costs
 In-kind represents library staff time for curriculum development

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One Place To Look Project

CDN \$000s	Year 1	Year 2	Year 3	Total
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Operating Expenditures

Project Costs

Project Coordinator	75	77	78	230
Staff time requirements to select resources	1,800	1,840	1,880	5,520
System components to support service	-	173	173	345
Total Project Costs	1,875	2,089	2,131	6,095

Total Operating Costs of One Place to Look	1,875	2,089	2,131	6,095
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In-Kind Donations

% of Operating Cost	96%	88%	88%	91%
Total Operating Cost Donated In-Kind	1,800	1,840	1,880	5,520

Assumptions

Professional resources (librarians) required to select resources (websites with high quality information):

Number of FTEs required	30	30	30
Average salary & benefits (\$000) / FTE	\$ 60	\$ 61	\$ 63
	\$ 1,800	\$ 1,840	\$ 1,880

System component will be introduced in Year 2 and is based on quote based on Google Search Appliance information request:

Google price quote

The price includes hardware, software, a 2-year license and 2 years of standard technical support (hardware and software support as well as all updates and revisions). Premium support plans are offered optionally.

The GB-5005-STD supports 3 million web-enabled documents, in 1 or 2 collections. Priced at USD\$230,000. (amortized over 2 years)

US\$ converted at 1.5 to CDN\$

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Consumer Health Project

CDN \$000s	Year 1	Year 2	Year 3	Total
Operating Expenditures				
Project Costs				
Project Coordinator	75	77	78	230
Digital rights (to media content)	50	160	-	210
Metatagging and Time Stamping	35	110	11	156
Project Evaluation			25	25
<i>Technology:</i>				
Software	60	90	-	150
Delivery	25	25	25	75
Programming	25	20	5	50
Hardware	40	40	40	120
Total Project Costs	310	522	184	1,016
Total Operating Costs of Consumer Health Project	310	522	184	1,016

Assumptions

Cost estimates provided by the Bibliocentre

Digital Rights based on 120 hours of video content

Consumer Health project is a pilot project of the ODL, therefore will require an evaluation in Year 3

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General and Administration (G&A) Costs

CDN \$000s	Year 1	Year 2	Year 3	Total
General and Administration Expenditures				
Core ODL Staffing Requirements				
CEO	1.0	1.0	1.0	
IT Manager	1.0	1.0	1.0	
Communications/Marketing Manager	1.0	1.0	1.0	
Accountant	0.5	0.5	1.0	
Total Staff	3.5	3.5	4.0	
CEO Salary and Benefits	150	153	157	
Average Salary and Benefits per Staff (excl. CEO)	90	92	94	
Total Salary and Benefits	375	383	439	1,197
Advocacy & Marketing Initiatives	220	225	230	675
Portal Development, Management and Authentication	240	240	240	720
Hardware and Telecommunications	100	100	100	300
Professional Fees (incl. legal services)	100	100	100	300
Committee Expenses	125	50	60	235
Education, Workshops & Training (incl. travel)	203	220	225	648
Rent and Utilities	75	77	78	230
Evaluation of ODL	-	-	75	75
Other (contingency plus materials/supplies)	169	169	190	528
Sub-total	1,231	1,181	1,298	3,710
Total General and Administration Expenditures	1,606	1,564	1,736	4,907
In-Kind Donations				
% of G&A	36%	33%	32%	33%
Total G&A Donated In-Kind	571	516	553	1,640

Assumptions

Portal development and management includes authorization and authentication of users

Hardware and telecommunications is based on a prorated factor of assumptions from the Alberta Virtual Library proposal

Advocacy & Marketing costs include developing a branding strategy, and hiring a design company to develop ODL logo (\$20k),

participation at OLA superconference with booth and marketing materials (\$75k),

marketing initiatives including development of brochures and bookmarks, printing costs (\$50k),

sponsorship and support of local libraries in their initiatives to promote the ODL through focused marketing campaigns (\$75k)

Education, workshops and training includes 3 weeks/year of one trainer (3 x \$5000 / week), plus average annual travel costs per staff of \$2500 (including In-Kind staff)

Training programs and materials (\$75k)

	Year 1	Year 2	Year 3
Total staff (including In-kind FTEs)	45	52	54

Other includes a contingency fund of 10% of total G&A expenditures

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Sources of Funding

Total Expenditures (CDN \$000s)	Year 1	Year 2	Year 3	Over 3-year Plan	
Project Expenditures					
Content Project	5,100	10,102	15,104	30,307	58%
Memory Project	150	406	415	972	2%
Ask a Librarian Project	1,480	2,237	2,797	6,514	12%
Lifelong Learning Project	875	877	878	2,630	5%
One Place To Look Project	1,875	2,089	2,131	6,095	12%
Consumer Health Project	310	522	184	1,016	2%
Total Project Expenditures	9,790	16,233	21,510	47,533	91%
Total General and Administration Expenditures	1,606	1,564	1,736	4,907	9%
Total Expenditures	\$ 11,397	\$ 17,797	\$ 23,246	\$ 52,440	100%

Sources of Funding

CDN \$000s	Year 1	Year 2	Year 3	Over 3-year Plan	
Cash contributions from library community	0%	3%	7%	4%	
In-Kind donations from library community	32%	26%	23%	26%	
Total funding from library community	32%	30%	29%	30%	
Provincial funding	68%	70%	71%	70%	
Total Sources of Funding	100%	100%	100%	100%	

Cash contributions from libraries (% of Total Funding)	0%	3%	7%	4%
Contribution from Libraries (\$)	-	590	1,542	2,132

In-kind donations from libraries (% of Total Funding)	32%	26%	23%	26%
In-Kind Donations (\$)	3,682	4,680	5,261	13,623

Total Library Contribution	
\$ 15,755	30%

Provincial Funding (% of Total Funding)	68%	70%	71%	70%
Total Provincial Funding (\$)	7,715	12,526	16,444	36,685

Total Provincial Funding	
\$ 36,685	70%

	100%	100%	100%	100%
Total Funding	\$ 11,397	\$ 17,797	\$ 23,246	\$ 52,440

Assumptions

Cash contributions from library sector in Year 1 are nil, and Year 3 will be double that of Year 2.

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Other Assumptions

CDN \$000s	Year 1	Year 2	Year 3
Interest Rate on Short-term Deposits/Cash ¹	1.5%	1.5%	1.5%
Consumer Price Index / Inflation ²	2.2%	2.2%	2.2%

Sources

- 1 RBC Royal Bank - 1-year Redeemable GIC Rate as at 08/03
- 2 Conference Board of Canada: Provincial Outlook Long-Term Forecast 2003

Unless otherwise noted in the financial model, all costs in Years 2 and 3 will increase based on the inflation assumptions noted above

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