FEDERATION OF ONTARIO PUBLIC LIBRARIES BUSINESS PLAN

Prepared for the
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1. EXECUTIVE SUMMARY

The need for a central coordinating body to operate on behalf of Ontario's public libraries has been apparent for over a decade. More recently, a consensus has been reached about creating a federation with a four-part mandate and supported by member libraries. This business plan builds upon this consensus by describing how the Federation of Ontario's Public Libraries might be engineered and managed. Upon due consideration by the Strategic Directions Council and the wider library community, the federation could be formed by the fall of this year.

The case for the federation is rooted in the necessity of dealing more effectively with several significant issues facing public libraries in the Province. While public libraries continue to be generally supported by a majority of Ontarians, an increasing number of people are looking to the Internet and related enabling technologies to have their information needs met. In some quarters, the perception of the public library as an essential institution appears to be waning. Then too, there is a growing concern about funding and sustainability as many municipalities wrestle with the consequences of downloading and the provincial government continues its program of restraint. A greater amount of focused, collaborative action is warranted in order to keep the franchise of the public library vital. A federation is essential to provide one persuasive voice to funding agencies and the public at large as well as to plan for the future and realize certain economies of scale.

The federation is designed to be inclusive and member-driven. Value for membership will need to be apparent – members should perceive its services as valuable in a strategic sense, effectively provided and difficult to obtain elsewhere. It also needs to be financed in a sustainable fashion and be capable of scaling up as its mandate develops.

Four roles have been identified for the federation to assume. Research programs should provide insight about the environment and issues that public libraries need to deal with as priorities as well as support strategic and operational planning. Conveying through advocacy a strong, knowledgeable and united voice to advance public library interests with governments and other parties is a particularly critical function. The federation should also be capable of developing a coherent marketing campaign aimed at developing a greater awareness of the important roles that libraries play in their communities. Realizing economies of scale through extending arrangements for consortia purchasing is the fourth element of the mandate.

The business plan lays out a framework of activities in each area for the federation to consider undertaking during its first three years of operation. Relationships among these activities and a strategy for contracting out many of the services required are stressed. A three-year budget is outlined and the key elements of the required funding highlighted. Initial priorities are also suggested in order for the federation to have maximum impact as its financial capabilities are being developed.

Membership in the federation will be open to all public libraries in the Province that pay a membership fee. A fee schedule is proposed that is perceived to be affordable and equitable as well as capable of generating the required funds for the federation's startup and early operations. Following a well-established model adopted by the Association of Municipalities of Ontario (AMO), caucuses are suggested to engage and accommodate various parts of the library community. One function of these caucuses would be to elect the governing board of the federation. Much of the federation's work would be completed by Task Forces and Working Groups comprised of staff, members and experienced third parties. Additional forms of non-voting membership are also suggested to enlist the support of other relevant organizations and individuals.

A President, who is not only a capable association manager but also experienced and well known to governments and the private sector, would assume staff leadership of the federation. Assisting him or her would be a small core staff who would coordinate and support the various activities of the federation.

Finally, specific milestones and a schedule are summarized that would see the federation chartered as well as initial financing and staffing commitments gained in time for a founding meeting this coming September or October.

2. RESPONDING TO THE ACTION CALLS

The need for a central authority to work on behalf of all Ontario public libraries was originally called for in the "One Place to Look" strategic plan, published in 1990. During the intervening thirteen years, the need for and role of such a body have been examined in more depth and debated extensively within the public library community. During 1996, the Strategic Directions Council (SDC) released "A Call to Action: Specific initiatives to advance public library development in Ontario" which re-emphasized the desirability of such a mechanism. More recently in 2002, after eighteen months of consultation, the SDC published a discussion paper titled "Building Value Together: A vision for change for Ontario public libraries" which restated the case for creating "an effective coordination agency" for public libraries. Since then, a consensus has been achieved about the broad principles that should guide the development of a "federation" of public libraries within the Province.

This business plan, commissioned by a Task Force struck by the SDC, builds upon this consensus (referred to throughout the plan as the "Community Consensus") by describing how such an agency could be set up and developed over its first three years. It does so by specifying the purposes of the federation as envisaged by the SDC, the services it would provide on behalf of its members, how it might be financed and governed as well as by recommending a start-up process.

While the plan deals mainly with how the federation might be engineered and managed, its authors have become convinced in the course of their work of the importance of establishing it now. The Ontario public library system is unique in that it is one of the few substantial service delivery networks in the province without a coordinating mechanism and common voice. Given the uncertainties in its operating environment and the desirability of participating responsibly in the public policy process, rectifying this shortcoming is overdue.

3. THE CASE FOR A FEDERATION

The need for establishing such an agency as part of a comprehensive strategy was prompted by recognition within the library community of significant issues facing public libraries. There are, for example, enormous differences in scale among public libraries mandated to provide similar services. Some public libraries, particularly those in large urban areas, have staff and financial resources, facilities and technological infrastructure far in excess of what is available to many others, particularly in rural and remote areas. There are also substantial differences between library boards when measured by populations served, number of service points and qualifications of staff. These conditions create significant concerns related to fairness and equity in funding, services and governance.

Several challenges were well documented in "Building Value Together" and the background research and public opinion survey that was commissioned as part of the process. They included the need to:

- Improve the public libraries' ability to be a positive instrument for public policy development – Historically, public libraries have garnered wide support as organizations capable of promoting individual advancement and social and economic change. The perception of the public library as an essential institution, however, appears to be shifting. Now it may be that less than half of Ontario residents view the public library as an important public institution deserving of support on that basis. Public libraries must find ways of increasing their relevance to individuals, their communities and the Province.

- Increase the libraries relevance to certain groups of potential users, particularly young " net savvy" people – While pervasive Internet usage continues to influence patterns of library use across most age groups, public libraries are at greatest risk among younger Ontarians - those who should be library customers of the future. Younger people and heavy Internet users generally believe that libraries will be less important in the future. Strategies are required, therefore, to provide new information tools and other value added services that earn their allegiance. Libraries throughout the province must be committed to consumer-focused change.

- Somehow solve a worrisome funding and sustainability problem – Despite growing customer demand for digital materials and other resources, funding is not keeping pace. Provincial funding has been severely constrained over the last decade, a situation that is unlikely to improve in the near future. Municipalities are no better off, particularly those experiencing level or declining population and/or assessment. Public libraries need to make a more persuasive case to provincial and municipal governments for at least holding their own in the competition for funds, much less increasing the share that is allocated to them.

- Develop the necessary capabilities to take advantage of new technologies and reduce the "digital divide" – Great advances in technology are revolutionizing most aspects of information handling and are having profound impacts on individuals, organizations and governments. In theory, information is becoming "borderless". The costs of creating equitable access, however, weigh more heavily on the poorer libraries prolonging the "digital divide" between people in disparate areas of Ontario. Moreover, the majority of Internet customers appear to think that their library could not assist in accessing, organizing and evaluating electronic information for them. If public libraries are going to retain their relevancy as these advances continue, they are going to have to work together to ensure that the information technology and information handling know-how available to them is robust enough to handle public service demands. Pooling money, expertise and effort is a means to this end.

- Position the public library in the emerging marketplace and increase its appeal to traditional and new funders – Downsizing and decentralization has required that more attention be paid to the means of governance, accountability, performance measurement and alternate revenue sources. While partners have been sought in specific areas like literacy, culture and education, the public library system has not customarily been considered in province-wide partnerships. A strong advocate is warranted to appeal to funders and demonstrate the value that public libraries add to their communities.

A notable conclusion underpinning the Community Consensus was that it would not be possible to address these challenges without more effective, collaborative action. New and better services would be possible if public libraries developed them together, relying to an appropriate extent on a central coordinating agency. Opportunities like the provincial "Early Years" program would be communicated and actively pursued. A federation would be essential for making the most effective use of limited resources, realizing economies of scale, providing a means to plan for the future and lending one voice for Ontario's public libraries.

4. DESIGNING THE FEDERATION

The Community Consensus cited several guiding principles that should be kept in mind in designing the federation. They included:

- Value for Membership – Services should be perceived as valuable in a strategic sense and difficult to obtain elsewhere.
- Inclusive – The scope of the federation's work should be representative of the diversity of public libraries in the Province.
- Collaborative – The federation should work whenever possible with the existing library organizations in the Province.
- Voluntary - Public libraries should have the choice of whether or not to join the federation.
- Membership-Driven – The federation should have methods for determining member needs and be responsive to them.
- Affordable and Equitable – The fee structure of the federation should recognize the differing capabilities of members to pay and distribute costs accordingly.
- Sustainable – The finances of the federation should be managed prudently so that it can support its programs and services over the long term.

- Scaleable – The federation should be designed in such a way so to be capable of growing over time and providing a broader range of services as experience is gained.
- Effective and Efficient – The federation should have benchmarks established for performance and be evaluated on a periodic basis.

A strong argument can also be made that the federation represents an opportunity to rationalize the way in which public libraries in the Province are related and supported. If one were designing the system from scratch, it is unlikely that it would be as complex as it now appears to be. Scarce resources would probably be concentrated on fewer associations and coordinating bodies in the interests of making the system as a whole more efficient for participants and attractive to funding agencies.

Designing the federation to serve as a hub for establishing priorities, focusing and coordinating the efforts of the community and representing it effectively is highly desirable.

5. CRAFTING THE FEDERATION'S MANDATE

Four roles have been identified for the federation to assume.

Research

Federation programs should provide an effective means for understanding the present circumstance of public libraries and possible scenarios of the future as well as serve as a focal point for strategic and operational planning. This implies the development of a research function that can:

- analyze emerging trends;
- assess plausible scenarios and identify critical issues;
- address product questions;
- support marketing needs and programs;
- identify best practices, including approaches adopted in other sectors and jurisdictions;
- support advocacy efforts and public policy development; and
- address legal, human resources, financial and administrative issues;

The principal role of the federation should be to establish research priorities and projects, then commission other organizations to complete them. Potential research partners include the universities (example - the Faculty of Information Studies at the University of Toronto), the Ministry, the OLS units, the Ontario Library Association, the Canadian Library Association, the National Library and LibraryNet (Industry Canada). From time to time, research agencies in the private sector would likely become involved.

Advocacy

Above all, the federation should provide a strong, knowledgeable and united voice to advance public library interests with each level of government as well as with foundations and the private sector. Advocacy would include programs designed to make the public more aware of the operations of and contributions made by public libraries as well as their strategic direction and financial needs. As most of the financing for public libraries comes directly from municipal governments and indirectly from the Province, special advocacy initiatives must be developed for them. Strong linkages must be built and sustained with relevant provincial ministries and the Association of Municipalities of Ontario (AMO). The federation should also be capable of mounting a proactive approach to the negotiation of grants and partnerships with foundations and the private sector.

This is a particularly important aspect of the federation's mandate. A recent study[1] concluded that there was no relationship between public opinion about libraries and the levels of funding received. Likewise, there was no association of funding level changes with demand for library services. High levels of demand may lead to increased demands for increased cost-effectiveness rather than increased funding. These conclusions are in some sense obvious and explain why a very high level of public support can exist for a public library at the same time that funding support for the library is declining.

Political decision-making and, consequently, advocacy about funding for public libraries, is complex. Experienced management, ideally supplemented by the advice of government and media relations professionals, is advised. Advocacy training for trustees and library CEO's is also warranted. The Canadian Library Association has gained experience here and may serve as a model for the federation.

Marketing

The federation should be capable of developing a coherent marketing campaign aimed at developing a greater awareness of the important roles public libraries play in their communities as a means of engendering public support. Initiatives would logically include the creation of strategic branding initiatives, which are research-based and more professional and aggressive than has been the case to date and make more extensive use of many media. The products could include the basic elements of a provincial marketing campaign (e.g. billboards, TV, Internet), a marketing toolkit that could be used by individual libraries as well as something as detailed as a customizable set of sound bites.

As in the cases of research and advocacy, retention of professional advisors is recommended for developing and placing media and, in particular, for creating and executing a branding strategy.

Consortia Purchasing

Realizing economies of scale for public libraries through group buying is the fourth aspect of the federation's mandate. The consortium involved would provide a representative voice to vendors and should be capable of negotiating the best possible price and contract terms. Its influence could extend to shaping product development as well as to developing partnerships and alliances with other existing or new library consortiums.

Consortia purchasing is most important in the area of digital products. The federation should consider developing a unified digital licensing program for public libraries in Ontario. This digital program would become the public library arm of whatever form the Ontario Digital Library (ODL) initiative will take. Consortia programs already administered by the Ontario Library Service units and the project proposed by the Chief Executives of Large Public Libraries (CEPLO) provide an appropriate base on which to build.

The program would likely operate at various levels. At the top level, the ODL would negotiate licenses for common digital products across all types of libraries. At a second level, the Federation would negotiate licenses for products that are of interest only to the public library community. On the other hand, groups of libraries may come together multilaterally at a third level and negotiate licenses for products the group is interested in. Finally at a fourth level, individual public libraries may choose to negotiate licenses for those products they alone are interested in. At all levels, the infrastructure provided by the ODL would be used to deliver the digital products.

Other products and services should also be considered for consortia purchasing. The costs to member libraries of equipment, supplies and employee benefit plans, for example, could conceivably be reduced in a material way.

[1] Bryce Allen, "Public Opinion and the Funding of Public Libraries," *Library Trends* Vol., 51, No., 3 (Winter 2003): 414-423.

Framework of Activities

Surveys of library community leaders to date have emphasized advocacy and marketing as the most important priorities for the federation. Research follows and, finally, consortia buying. This ranking is understandable given the perception - widely held since the publication of "One Place to Look" - that creating "One Voice" for the public library community and increasing its profile are critical objectives. Research, advocacy and marketing functions are inter-related, of course, so that any action plan needs to identify the outcomes desired and how activities in these three areas would fit together to create them.

The most effective way of considering the federation's roles is to focus on its deliverables – those specific products and other outcomes it should aim to produce. The following chart summarizes the activities recommended for the first three years.

A Framework of Activities and Deliverables

Mandate	***Year 1***	***Year 2***	***Year 3***
Research	• Revisit and amplify Market Probe survey • Analyze for relevancy the Ontario Municipal Benchmarking Initiative (OMBI) • Produce 1st "State of Our Public Libraries" Report • Establish "Digital Revolution" Task Force	• Update Funding and Consumer/Customer Profiles • Develop action plan for benchmarking and best practices • Update Report • Produce Report on "Preparing for the Digital Revolution"	• Produce 2nd "State of Our Public Libraries" Report • Produce Progress Report on implementing digital related change
Advocacy	• Establish Government Watch Desk to monitor relevant federal, provincial and municipal developments. • Map political landscape, frame issues and complete initial networking • Complete 1st Annual Review with provincial officials • Complete 1st Annual Review with municipal officials • Set agenda for federal Government	• Produce Political Action Plan for Trustees • Complete 2nd Annual Review with provincial officials • Complete 2nd Annual Review with municipal officials • Seek federal support for new service delivery	• Complete 3rd Annual Review with provincial officials • Complete 3rd Annual Review with municipal officials • Continue federal lobbying efforts
Marketing	• Collaborate with Marketing Committee and assess additional marketing needs • Initiate provincial media relations campaign • Refine branding strategy	• Continue media relations campaign • Implement refined branding strategy	• Continue media relations campaign • Extend branding strategy
Consortia Purchasing	• Support and strengthen current purchasing initiatives • Establish capability to relate to and support ODL	• Extend consortia and develop infrastructure as needed • Serve as public libraries link to ODL	• Continue • Continue

Research efforts are fundamental building blocks for Advocacy and Marketing. General consumer and targeted customer research ("Consumer and Customer Profiles") of the type begun during and after the "Building Value Together" process provide critical information to craft into advocacy activities with officials of all three levels of government and should be updated every 24 months. To this could be added a bi-annual "Funding Profile" – i.e. a summary of existing funding sources (provincial and municipal, drawn primarily from provincial statistics plus the modest amounts presently received from other sources) as well as prospective sources (federal government, foundations, corporations and individuals reflecting the state of negotiations undertaken by the federation and individual libraries). These two sources plus the content of the Annual Reviews, in turn, would inform and support marketing initiatives.

Given the federation's modus operandi of utilizing existing resources most effectively, various organizations and members of the public library community and beyond could be involved in preparing or communicating the major deliverables. The following table indicates how this collaboration might occur:

Collaboration Involved in Federation Activities

Deliverable	*Federation Roles*	*Input Provided By*	*Results Communicated By:*
Consumer and Customer Profiles	• Design and commission surveys; utilize and communicate results	• Contractor(s) complete surveys bi-annually	• Federation staff and members of Working Group
Annual "State of Our Public Libraries" Report	• Design format; oversee development by research partner ; publish report	• Consumer and Customer Profiles; surveys of public libraries	• Federation staff and members of Working Group
Report on "Preparing for the Digital Revolution"	• Design and commission study; form and support task force	• Task force working with consultant and advisors	• Federation staff and task force members
Political Action Plan for Trustees	• Design format; oversee development by research partner; publish report	• Tactics formulated by Federation staff working with political consultant and governing board	• Federation staff and members of Working Group
Annual Review with provincial officials	• Schedule meetings; brief participants; prepare follow-up materials	• Federation staff working with political consultant and governing board	• Federation staff and members of governing board
Annual Review with municipal officials	• Schedule meetings; brief participants; prepare follow-up materials	• Federation staff working with political consultant	• Federation staff and members of governing board
Media Relations Campaign	• Design and oversee implementation of campaign	• Federation staff working with public relations consultant	• Federation staff and members of governing board
Branding Strategy	• Design and oversee implementation of strategy	• Federation staff working with marketing consultant	• Federation staff and members of governing board

6. FUNDING REQUIREMENTS

A critical need as the federation is launched is to ensure that it is adequately funded. The federation is to be a member-driven organization where the basic membership is comprised of those public libraries that choose to join. While other sources of revenue may be available in time – from governments, foundations and sponsorships from or partnerships with the private sector, particularly for special projects - reasonable scenarios suggest that its operating costs, at least during its formative period, will have to be covered by contributions from public libraries in the form of membership fees and in-kind contributions.

Ideally the federation would have sufficient resources available to tackle each area of its mandate from the outset in a relatively aggressive fashion. Preliminary budgeting to accommodate this objective indicates the pattern of revenues and expenditures (referred to as the "Extended Plan") summarized, along with key assumptions, in Appendix 2.

Concern has been expressed, however, about the feasibility of achieving the membership revenues required to finance this plan at least for the first year or two. A revised "Basic Plan", representing one third less expenditure, has been prepared as a result and is outlined on the following page.

Estimates suggest that somewhere between 100 and 150 libraries will agree to become members from the outset. The Basic Plan projections assume that the mid point of this range is achieved and that a majority of the medium and large libraries will affiliate. Assuming the early work of the federation is deemed to be a success and attracts additional members, up to a 25% increase in this number might be anticipated in Year 2 and an additional 10% in Year 3.

For planning purposes, the start-up strategy proposed assumes that a minimum of $150,000 will be available from membership fees in Year 1 and another $150,000 from in-kind contributions. Additional resources from government and other grants become available during Years 2 and 3.

Basic Financial Plan - First Three Years

Source and Use of Funds	*Year 1*	*Year 2*	*Year 3*	*3-Year Plan*
Use of Funds				
General and Administrative Expenditures				
Salaries and Benefits	140,000	210,000	308,000	658,000
Occupancy	16,000	16,000	30,000	62,000
Communications	3,600	3,600	6,000	13,200
Travel	12,000	14,400	24,000	50,400
Board and Meeting Expenses	2,400	3,600	6,000	12,000
Professional Development	2,000	5,000	10,000	17,000
Federation Marketing and Public Relations	2,400	4,800	9,600	16,800
Materials & Supplies	2,400	3,600	6,000	12,000
Equipment	2,400	3,600	6,000	12,000
Professional Fees	6,000	12,000	12,000	30,000
Contingencies	9,460	13,830	20,880	44,170
Total General and Administrative Expenditures	198,660	290,430	438,480	927,570
Program and Project Expenditures				
Research	30,000	50,000	70,000	150,000
Advocacy	20,000	25,000	60,000	105,000
Marketing	20,000	30,000	150,000	200,000
Consortia Purchasing	3,000	5,000	5,000	13,000
Committee Expenses	4,000	10,000	15,000	29,000
Total Program and Project Expenditures	77,000	120,000	300,000	497,000
Total Expenditures	**275,660**	**410,430**	**738,480**	**1,424,570**
Source of Funds				
Membership	150,000	200,000	250,000	600,000
Government Grants		100,000	250,000	350,000
Other Grants and Sponsorships		100,000	200,000	300,000
In Kind Contributions*	150,000	60,000	50,000	260,000
Total Funding	**300,000**	**460,000**	**750,000**	**1,510,000**
Surplus (Deficit)	***24,340***	***49,570***	***11,520***	***85,430***

**** In-Kind Contributions for the first year include:***

General and Administrative Expenditures	
Salaries and Benefits	70,000
Occupancy	16,000
Communications	2,600
Board and Meeting Expenses	1,400
Materials & Supplies	1,400
Equipment	1,600
Sub-Total -	**93,000**
Program and Project Expenditures	
Research	30,000
Marketing	20,000
Consortia Purchasing	3,000
Committee Expenses	4,000
Sub-Total -	**57,000**
Total In-Kind Contributions -	***150,000***

7. TAILORING THE FEDERATION'S WORK PLAN TO AVAILABLE RESOURCES

Possible limitations to funding may constrain the scope of the federation's activities and require that clear choices be made about priorities. Several criteria are central to making these choices.

- The activities should be affordable and possible to complete successfully during the start-up period.
- They should be clearly strategic in intent – involving issues recognized by the community as central to the future of public libraries.
- They should result in deliverables that would be seen by the community as having practical value and not otherwise be available.
- They should require collaboration among other organizations within the public library community demonstrating the value of the federation in fostering and modeling such collaboration.
- They should involve deliverables entailing a significant amount of communication within the community and with its most important publics, particularly key funding sources.

The projects suggested for the federation's first 12-18 months of operation appear to meet these criteria as well as provide a base on which to build as future resources are confirmed.

The "State of Our Public Libraries Report", for example, is intended to be the foundation document used for advocacy by the federation with its key funding sources as well as by individual libraries with theirs. It would also be valuable for keeping the public library community as a whole abreast of developments and the current agenda of issues as well as for informing the general public. The federation would be responsible for positioning the document, overseeing content development and publication. The content itself could be assembled under contract with a research partner. The surveying and benchmarking initiatives also indicated would provide critical information for the report.

The report should be published annually (every second year representing an Update) and incorporate the following subjects:

- An historical perspective;
- Mission of Ontario's public libraries;
- Scope of the public library system;
- Breadth of services and activities;
- Funding mechanisms including 10 year review;
- Strategic issues to resolve; and
- Recommendations for action and further study.

"Preparing for the Digital Revolution", on the other hand, would have a shorter term focus, namely to educate and prepare Ontario's public libraries to adjust to the significant changes the sector will experience as the next wave of digital technology takes hold. In addition to assuring sustainable funding, most would consider this to represent the most important need for the community to deal with during the next few years.

The study might be developed by a secretariat operating under the direction of a federation sponsored task force. The task force would be comprised of a cross section of library representatives plus domain experts from other private and voluntary organizations. A deliberate link with the ODL initiative would be important to maintain.

The ultimate report would probably take a year to complete. It would likely cover the following areas:

- Context – The promise of the digital revolution, notable initiatives to date, ODL proposals and prospects;
- Strategic and other benefits for Ontario's public libraries;
- Key issues to resolve;
- Preparing to embrace change;
- Financial implications and strategy; and
- Recommendations for action.

8. RELATIONSHIP BUILDING: AVOIDING THE LAYERING EFFECT

An important question the federation will have to address early in its existence is the relationship it should assume with the Ontario Library Service units – the Southern Ontario Library Service (SOLS) and the Ontario Library Service-North (OLS-N). There is considerable overlap in their mandates even though the federation would serve a broader, province-wide constituency whereas the OLS units deliver a wider range of "on the ground" services to individual libraries. A natural division of services is apparent, however, whereby the federation would advocate and undertake strategic initiatives and the OLSs would continue to provide an array of operating assistance to those who need it.

A strong relationship would represent an example of the sort of collaboration among library organizations recommended by the Community Consensus as well as avoid the perception that "just another layer" is being added to the network. Well conceived, it would also likely take some of the financial pressure off the federation thus improving its chances of realizing some early wins. This relationship could take the form of a partnership whereby SOLS would house the federation, cover some basic overheads and provide other in-kind assistance, or a joint venture whereby both parties would share the costs of specific programs or projects. Alternatively, a merger might be contemplated where SOLS and, possibly, OLS-N would be reorganized into strategic, federation-related and local services components.

9. MEMBERSHIP

The Community Consensus indicated that membership in the federation should be comprised of those public libraries in the Province that support it financially through payment of annual membership dues. Those boards that opt not to contribute through this mechanism would be excluded from membership.

While the "pay to participate" model is sound, a two-tier membership structure as follows is recommended to include other relevant and interested parties.

Voting Members, therefore, would comprise dues-paying library boards.

Affiliate Members would encompass other organizations that support the objectives of the public library community and are important to its future well-being. Examples include related library associations like the OLA, municipal bodies like AMO, employee organizations like the Canadian Union of Public Employees (CUPE) as well as others who contribute financially or in-kind like specific foundations, corporations and trade associations. Affiliate members would not be represented on the federation's governing board nor have a vote per se but would be eligible to attend the Annual General Meeting and participate on task forces and in other activities.

Establishing an equitable and, from the federation's perspective, adequate fee schedule is one of the most important tasks for the federation's founders. Recruiting a wide cross section of members is equally so in order to ensure that the federation is financed sufficiently and can rightly claim to be the legitimate representative of Ontario's public libraries.

Ultimately, the schedule of fees adopted needs to be multi-tiered in order to take account of the ability to pay of individual library boards. Population served is a familiar and objective measure for determining this ability. Eight levels are recommended as indicated below:

Potential Fee Structure

Membership Category by Population Served	*Number of Boards*	*Target Number of Members*	*Annual Fee*	*First Year Revenues*
Under 5,000	155	50	$50	$2,500
5,001 - 15,000	73	30	$100	$3,000
15,001 - 30,000	30	15	$750	$11,250
30,001 - 50,000	15	9	$2,500	$22,500
50,001 - 100,000	15	9	$4,000	$36,000
100,001 - 250,000	14	11	$6,000	$66,000
250,001+	5	4	$10,000	$40,000
TPL	1	1	$15,000	$15,000
Totals -	***308***	***129***		***$196,250***

The table indicates that about 130 libraries, including five of the largest six and 68% of the 29 next largest measured by population served, would be required to join as members in order to ensure that the basic

revenue budget sought from membership dues was met. This initial target appears to be reasonable, balancing the desire for inclusivity with budget making realities.

10. ASSURING GOOD GOVERNANCE

In order to assure the federation's legitimacy, its management and governance structures must reflect the diversity of its membership, be responsive to the challenges presented by the environment and be readily understood by Ontario municipalities and the provincial government. Four criteria might be used in creating and evaluating such structures.

- Inclusive – The governance system must engage and incorporate various tiers of members in the federation's decision-making processes. It should also facilitate gaining reactions and advice from affiliate members and advisors.
- Transparent and accountable – Processes for representation, decision-making and approval should be visible to members. Ultimately, members should be able to hold the governing body of the federation to account.
- Responsive – Decision-making should be responsive to key issues and changing circumstances so that timely follow-up action can be taken by the federation.
- Recognizes local independence – Flexibility should be built into the governance model, allowing individual member libraries to opt in or out of specific services or projects.

Various governance models were considered in developing the Community Consensus and re-evaluated as part of the business planning process. A key consideration throughout was how these alternatives might accommodate a diverse membership – large and small entities, different languages and cultural heritages as well as, to some extent, different priorities. In these respects, Ontario's public library community emulates fairly closely the Province's municipalities – a perspective that lead naturally to a close examination of how the association established to represent these municipalities is constituted and operated. When evaluated against the target criteria, the Association of Municipalities of Ontario (AMO) proved to be the most effective body to model the federation upon.

The following diagram illustrates the basic governance structures recommended for the federation.

Suggested Governance Organization

Membership	Member Representatives are elected by Caucuses	Member libraries join one of six Member Caucuses and participate in Task Forces and Working Groups
Board of Directors	Member Representatives elect Governing Board, which ultimately reports to members	Governing Board nominates Advisory Council
Staff and Working Groups	President and Staff take direction from Governing Board and work closely with Task Forces and Working Groups, reporting ultimately to Governing Board	Issue related Task Forces and Working Groups are formed with members, Advisory Council members and relevant others
Caucuses		

Members would group themselves into six caucuses reflecting the types of communities they serve. Together they would provide the mechanism through which the governing board is elected, either in person or remotely, at the time of the federation's Annual General Meeting. To the extent that caucuses were used for purposes other than voting, Toronto would join the Large Urban Caucus.

Governing Board

Determining an appropriate number of directors involves balancing three concerns – a desire for effective decision-making, a necessity to adequately represent the membership as well as a need to ensure that both trustees and senior staff are engaged. Twenty-three is on the upper end of the range for effectiveness but would guarantee the latter two criteria. Under such a scheme, an equal number board chairs and CEOs of member libraries (or their designees) would be elected annually through caucus voting as follows:

- Small/Medium Urban Caucus – 4 members
- Large Urban Caucus – 6 members
- Rural Caucus – 2 member
- Northern Caucus – 2 member
- Toronto (no caucus required) **– 4** members
- Francophone Public Libraries Caucus –2 member
- First Nations Public Libraries Caucus **- 2** member

Under this scheme, the federation's President would serve, ex officio, as the twenty-third member of the governing board.

Allocating board representation in this manner would provide a voice for each major grouping within the Ontario public library community while recognizing the greater resources provided by larger libraries. An amending formula should be incorporated into the federation's bylaws to allow the groupings and number of board seats assigned to each to be adjusted to reflect adequately the actual membership profile achieved. Once elected, directors would be expected to act in the interests of members as a whole.

A three year term is recommended for directors with one third of the original board serving for one, two and three years respectively in order to create a flow through of personnel. Following the Annual General meeting, directors would elect a Chairperson from their number.

Task Forces and Working Groups

The work of the federation undoubtedly will need to be issue driven. While caucuses based on library size and character provide one avenue for focusing members on priority issues, they will likely be too silo-like to be entirely effective for this purpose. Creating issue related Task Forces and Working Groups, drawn from the membership as their specific interests dictate, would represent a better way of monitoring issues and developing positions to recommend to the governing board for adoption.

The board might strike Task Forces to focus on particular issues that require a substantive position to be developed whereas Working Groups might be reserved for monitoring more functionally oriented activities of the federation – the research program, for example, and the marketing effort. An appropriate mandate would be required in each case as well as expectations about timing and deliverables.

Advisory Council

In order to gain valuable and timely advice in a relatively inexpensive fashion, the federation would be well advised to reach out to seasoned professionals who share an interest in keeping libraries as vital components of our communities. Appointing such representatives to an Advisory Council would be a suitable way of recognizing their contributions. Members of the Council would typically serve on specialized Task Forces or Working Groups or simply provide advice when called upon. They would also be invited to participate in the AGM and certain other events.

President and Staff

Under the budget scenario envisaged, the federation would be managed by a full time President reporting to the governing board, assisted by a small staff.

As the federation's primary representative, the President must be an effective marketer and advocate with a practical knowledge of the personalities and processes of government and public affairs. Ideally, he or she would be a public figure, possibly having served as a provincial politician or mayor of a visible municipality. While appreciation of the roles that public libraries play is essential, prior direct library experience need not be.

Other competencies that the President should exhibit in sufficient degree include:

- Sound business planning and project management experience;
- Familiarity with the role that technology plays in the delivery of information;
- Capability of managing a budget as well as teams of staff, volunteers and consultants;
- Ability to motivate and work well with others.

In addition to the President, the federation's budget needs to be sufficient to retain a small, competent staff. Hiring an Executive Assistant is recommended immediately upon the President's arrival and a Program Coordinator the following year as the Task Force and Working Group processes take hold. These key staff members would be dedicated to the federation's purposes, have general experience as well as specialized expertise and knowledge of the broader context.

A more detailed staffing profile is outlined in Appendix 2. At no point in the three-year forecast period in even the Extended Plan does the full time equivalency represented by the federation's staff rise above 5.0. This underlines the operating premise of contracting out many of the services required.

10. IMPLEMENTATION PLAN

The essential elements of this business plan will be communicated to the public library community during the OLA SuperConference scheduled at the end of January 2004. This presentation will be followed up by an opportunity to provide further reaction and feedback. Several action steps will then be necessary in order to launch the federation successfully.

The SDC is the obvious unit to serve as a steering committee during this transition process. Early on, it could take responsibility for the following:

- Chartering the federation as a corporation without share capital, drawing up bylaws and commencing an application for charitable status;
- Finalizing a membership fee schedule and arranging to solicit members in time for individual libraries to review and decide about membership at their meetings scheduled for late May to mid June;
- Initiating a search for the federation's founding President; and
- Arranging for suitable office space and other support purposes.

These measures would lead naturally to a decision by the end of June to stage the federation's founding meeting by, say, the end of September. On that occasion, the federation's charter and bylaws would be formally approved by the initial membership and the first governing board elected and installed. The board would then hire the President in due course and work closely with him or her in assembling the additional resources required and getting the federation's work plan underway.

11. A CONCLUDING NOTE

The importance of launching and sustaining the federation in the near future has been stressed throughout this plan and in the extensive process leading up to formulating the Community Consensus. Well conceived and managed, it will undoubtedly be of benefit to member libraries whether they are large or small, urban or rural. By strengthening public libraries, the federation will also be maintaining and improving the resources available to individual users as well as the quality of life of their communities.

A sample of the benefits that could reasonably be expected to flow from membership include:

- New connections with AMO and better relations with its constituent municipalities, thus improving the probability of maintaining an appropriate share of municipal resources;
- A knowledgeable, credible and consistent voice to advance the interests of public libraries throughout the Government of Ontario;
- A radar-like capability to evaluate trends and monitor important developments in and beyond Ontario and develop strategic responses where warranted;
- An ability to advocate federal government participation in new public library programs and innovative funding mechanisms;
- Realization of cost savings in purchasing digital materials and other resources;
- Recruitment of talented individuals and groups from outside the traditional library community to work on behalf of public libraries;
- Initiation of more effective marketing programs that promote widely the importance of public libraries to individual users, the general public and their communities; and
- Recruitment of new funding for public libraries from non-traditional sources like foundations and corporations.

APPENDIX 1: LIBRARY CONSORTIUM MODELS AND BEST PRACTICES

The Alberta Library
http://www.thealbertalibrary.ab.ca/
The Alberta Library (TAL) is a province-wide library consortium that works collaboratively with its members to promote universal, barrier-free access to the materials and resources in Alberta's diverse libraries. TAL works to promote and facilitate resource sharing, continuing education and learning, and library advocacy.

The Alberta Library (TAL) was incorporated in 1997 and is governed by a Board of Directors. It is a not-for-profit library consortium that grew out of the collective vision of all types of libraries across Alberta.

TAL's membership is comprised of over 259 public, post-secondary, special, government and regional libraries in Alberta. TAL also contracts and partners with government and private organizations to provide support to projects that promote the strategies set out in its business plan.

The Alberta Library provides the following services:

- Administers TAL Online, which is a web-based search engine that can simultaneously search the collections of most of Alberta's public, post-secondary and special libraries from any Internet connection;
- Administers the TAL Card, which is a reciprocal borrowing program that allows Albertans to withdraw books from over 230 libraries across the province on a walk-in basis;
- Negotiates group pricing for electronic databases for member libraries. This helps small and big libraries take advantage of resources they may not otherwise have been able to afford for their communities;
- Partners with provincial and federal government agencies to develop the Alberta Public Library Electronic Network and province-wide collaborations among college and university libraries; and
- Helps to provide services to libraries so they can better service patrons with special needs or disabilities. For example, the Visunet CANADA PARTNERS Program connected Alberta's libraries to resources from the CNIB Library.

TAL is governed by a Board of Directors that includes a representative from each member library and an eight-member Executive Committee. Several Standing Committees have been established to deal with specific issues.

TAL has two types of membership – full and associate. A full member is a library or library organization. An Affiliate member is a person or organization that supports the goals and objectives of The Alberta Library.

TAL membership fees are based on a complicated formula that identifies 6 categories of membership applied to a combination of a factor fee and base fee.

Initial funding for TAL came through two major projects, the Alberta Public Library Electronic Network (APLEN) and Knowledge Network. This funding provided the means to achieve the TAL vision. Grant applications for further funding are being prepared.

The 2003-2006 Service Plan outlines key aspects and goals of The Alberta Library's main objectives for this period, including ongoing and upcoming strategies for collaborative services and electronic collections, staff development and training, advocacy and membership

BC Electronic Library Network (ELN)
http://www.eln.bc.ca/
The British Columbia Electronic Library Network (ELN) is a partnership between the Province of British Columbia and its post-secondary libraries. ELN's purpose is to develop, promote and maintain system-

wide mechanisms that allow post-secondary libraries to meet the expanding information needs of the province's learners and educators, at the lowest possible cost.

Responsibility for the administration of ELN is assigned by the Province of British Columbia to the Open Learning Agency (OLA), on a project basis. ELN is defined as a provincial, system-wide service rather than as an operating unit of OLA. In this way, ELN functions as a service to and partnership with the publicly funded post-secondary libraries in British Columbia.

Through OLA Board-approved policies and Executive Limitations, OLA provides the administrative, financial, and organizational infrastructure for ELN. The ELN Steering Committee is responsible for developing and monitoring ELN service policies, programs and outcomes.

The ELN Steering Committee takes primary responsibility for approving and monitoring ELN's strategic plan, priorities, service policies, and outcomes. The committee advises the chair and the manager on the annual budget of ELN, endorses the annual expenditure plan and monitors the effectiveness of ELN products and services.

ELN secures its core project funding on a year-to-year basis, rather than receiving base funding or an ongoing operating grant. This requires that ELN pay close attention to Provincial priorities, and communicates effectively the value of its services to Ministry officials, post-secondary administrators, partner libraries, and related organizations. Additional project funding, staff time and equipment usage are contributed by partner libraries.

ELN Products and Services include:

- System-wide access to research databases, including full text and full image sources:
  ELN negotiates affordable site licensing and consortium discounts on electronic information resources for partner libraries.
  Databases licensed by ELN include research from thousands of journals, magazines, newspapers and government reports.
- A single point of entry to the collections of libraries throughout British Columbia:
  ELN coordinates the production of 3 union databases representing the combined collections of over 64 public and post-secondary libraries in British Columbia.
- Online document requesting and rapid delivery services:
  ELN implements and manages one-stop database searching and electronic ordering to speed delivery of information and lower costs.

Products and Services include:

- System-wide access to research databases through consortium licensing;
- Providing a single point of entry to the collections of libraries throughout BC through three union databases; and
- Online document requesting and rapid delivery systems.

Canadian National Site Licensing Project (CNSLP)
http://www.cnslp.ca/
The Canadian National Site Licensing Project (CNSLP) is a digital library initiative established by the Canadian research library community to expand the amount of digital information available to Canada's academic researchers through the co-ordinated services and expertise of academic libraries.

The governance of the CNSLP is accomplished through a CNSLP Steering Committee, accountable to participating institutions and funding agencies; the Steering Committee receives advice on policies and operations from several boards, committees, task groups and teams.

CNLSP is in the process of drafting bylaws. The draft bylaws propose two categories of membership in the Association as follows:

(1) Institutional Members
Institutional Members shall be those universities and colleges that are AUCC Institutional Members.
(2) Associate Members
Associate members shall be degree-granting post-secondary institutions that are from time to time recommended for associate membership by the Board and are approved by vote of the Association.

Members will be required to pay fees as determined by resolution of the Board, upon the annual recommendation of the Fee Committee.

The affairs of the Association shall be managed by the Board, which shall consist of up to 13 Directors. An Executive Committee shall be responsible for ensuring effective implementation of the Association's policies and programs as established by the Board and overseeing the operational and administrative elements of the Association.

Consortia Canada
http://concan.sols.org/
A number of library consortia in Canada feel that it is time for libraries within consortia to work together across the nation.

The goals of Consortia Canada are:
- To contribute to the systematic development of the means to collect, organize, and archive information and knowledge in digital form for the benefit of Canadian citizens;
- To provide affordable, universally accessible digital information through network infrastructures;
- To promote the economical and efficient provision of information to all participating Canadian libraries and their clientele;
- To increase the return on public investment in libraries, by increasing the availability and use of digital content through inter-institutional cooperative licensing; and
- To encourage the development of new forms of information delivery, dissemination, and communication through library consortia expertise, as well as experimentation in the development of digital library services.

The governance and management structure ensures accountable decision-making at the individual consortium level, and builds on the communications infrastructure that exists in current library consortia. In addition, inter-consortia communication is facilitated through existing consortia staff and the use of a "Consortia Canada" listserv.

Consortia Canada is funded on a project funding model that:
- Helps libraries to aggregate their buying power and influence, providing a "level playing field" for all types of libraries and all regions in Canada;
- Achieves greater stability of access in a very volatile area of electronic publishing; and
- Mitigates financial risks associated with the large-scale transformation to the digital library model of communication.

There will be an equitable sharing of costs between participating libraries, including cost-recovery for work performed by any library consortium on behalf of the national site license pilot.

The consortia participating in Consortia Canada include:
- The Alberta Library
- BC Library Services Branch
- CAUL Council of University Libraries/ Conseil des Bibliothhques des Universite de L'Atlantique.
- COOL Consortium Of Ontario Libraries
- Council of Federal Libraries Council of Federal Libraries/ Conseil des bibliothèques du gouvernement fédéral

- COPPUL Council of Prairie and Pacific University Libraries
- CREPUQ La Conference des recteurs et des principaux des universites du Quebec
- ELN BC Electronic Library Network
- MLC Manitoba Library Consortium
- Nova Scotia Provincial Library Nova Scotia Provincial Library
- NEOS Library Consortium
- Novanet
- OCUL Ontario Council of University Libraries
- PLEIS Province-wide Library Electronic Information System/Saskatchewan

GALILEO: Georgia's Virtual Library
GALILEO stands for GeorgiA LIbrary LEarning Online, an initiative of the Board of Regents of the University System of Georgia. A World Wide Web-based virtual library, GALILEO provides access to multiple information resources, including secured access to licensed products. Participating institutions may access over 100 databases indexing thousands of periodicals and scholarly journals. Over 2000 journal titles are provided in full-text. Other resources include encyclopedias, business directories, and government publications.

The community of more than 2000 GALILEO institutions includes the University System of Georgia, K-12 schools, public libraries, the adult technical institutes and colleges, and a group of private academic colleges and universities. At this time, only educational institutions are eligible to participate in GALILEO.

The permanent governance structure for the GALILEO project consists of a GALILEO Steering Committee that manages the project, recommends strategic direction, prepares budgets, and implements continuing evaluation procedures. The Office of Information and Instructional Technology of the Board of Regents will advise the Steering Committee concerning strategic direction and budget guidelines. The GALILEO Steering Committee consists of 23 members.

ICOLC (International Coalition of Library Consortia)
http://www.library.yale.edu/consortia/

Indiana Cooperative Library Services Authority (INCOLSA)
http://www.incolsa.net
INCOLSA, Indiana's statewide library network, serves 768 member institutions, including
313 School Corporations, 233 Public Library Systems, 136 Special Libraries (corporations, hospitals, law firms, museums, correctional facilities, and more) and 86 Colleges and Universities.

INCOLSA provides reference, interlibrary loan, training and continuing education, technology support, and other services, such as OCLC member support, from their central office in Indianapolis and from seven field offices located throughout Indiana.

The Board of Directors consists of one appointed representative from each governing authority
which is an official member of INCOLSA. An Executive Committee is responsible for the running of the organization and consists of the elected officers of the Board of Directors including three members-at-large, President, Vice-President (President-Elect), Secretary and Treasurer.

Manitoba Library Consortium
http://www.umanitoba.ca/libraries/mlci/
The Manitoba Library Consortium Inc. is an incorporated non-profit organization designed to plan and manage cooperatively projects and activities that will provide the citizens of Manitoba with faster and more equitable access to the library/information resources of the province.

The mission of the Manitoba Library Consortium Inc. is to facilitate effective resource sharing among the libraries in Manitoba in order to strengthen the library services provided to the residents of the province.

The Consortium initiates and coordinates projects and activities related to resource sharing and library networking and maintains cooperative relationships with groups or agencies with similar goals. Specifically, the Consortium:

- operates LIBRARY EXPRESS, a priority interlibrary loan and daily courier service among participating libraries;
- promotes the exchange of information and expertise related to preservation and coordinates library preservation activities through the work of the Preservation Committee;
- sponsors "Linking Libraries", a project funded by the province using leading edge technologies to provide affordable and equitable access to information resources;
- created a Manitoba Union List of Serials; and
- investigates partnerships and facilitates opportunities for resource sharing activities.

Any library system or library in Manitoba which actively supports the purposes of the Consortium may become a member of the Consortium by completing a membership application form and paying the membership fee. The joining fee is $100.00 for each library/library system. The annual membership renewal fee is $50. There is only one class of membership.

The administrative structure of the Consortium consists of a General Assembly of Members, a Board of Directors, and an Executive Committee of officers. The officers include a Chair, Vice-chair, Secretary, Treasurer and such other officers as the Board may determine.

Michigan Library Consortium
http://www.mlc.lib.mi.us/
The Michigan Library Consortium (MLC) is a statewide, multitype library organization. Members are of every type of library, from the large research libraries to very small school media centers and public libraries.

MLC has evolved over the years to become a full-service library service agency. According to its Articles of Incorporation, MLC was formed to facilitate sharing of resources among the libraries of Michigan; to enhance the availability of information resources to the citizens of Michigan; to encourage the libraries of Michigan to institute cost-effective procedures that are made possible through state-wide interlibrary cooperation; and to enable Michigan libraries to link up and interact with regional and national electronic bibliographical communication systems.

MLC was set-up to be self-supporting. The revenue to support MLC's services is entirely contributed by its members. MLC receives no direct federal or state support.

More than 650 libraries of every size and type are MLC members.

The MLC Board of Directors consists of seven board members by type of library:

Academic (1)
Library of Michigan (1)
Public (1)
Research (2)
(Two seats to be filled on a three (3) year rotational basis by designated Representatives from Detroit Public Library, Michigan State University, University of Michigan, and Wayne State University.)
School (1)
Special (1)
Six Board Members elected at-large
Senior OCLC Members Council Delegate
Executive Director (Ex-officio and non-voting)

MLC membership is open to any Michigan library for $125.

MOBIUS: Missouri Bibliographic Information User System

http://mco.mobius.missouri.edu/
MOBIUS is a consortium of academic libraries with member colleges and universities in the state of Missouri. Currently the membership stands at 57 institutions. The Memorandum of Understanding and the MOBIUS Bylaws govern the internal affairs of the consortium and formalize the purpose, membership guidelines and structure.

The largest single project for which MOBIUS is responsible is the Common Library Platform. The CLP creates a virtual collection of the more than 17 million items contained in the libraries of MOBIUS member institutions and creates a single user interface that allows faculty and students to request library materials using any personal computer in any location with access to the Internet.

MOBIUS is an informal voluntary self-governing membership organization. Member institutions are not-for-profit institutions of higher education that are based in Missouri. Governance of MOBIUS is the responsibility of two committees: the MOBIUS Council, which is composed of the designated representatives of the MOBIUS member institutions; and the MOBIUS Executive Committee, which is composed of officers and at-large members elected by and from the MOBIUS Council.

The MOBIUS Executive Committee has the authority to create standing committees (known as advisory committees) and task forces. Use the links elsewhere on this page to view detailed information about MOBIUS advisory committees and task forces.

The MOBIUS Consortium contracts with the University of Missouri System (UM) to provide Host Institution Services to the consortium and its members. The responsibility for carrying out UM's duties as MOBIUS Host Institution falls to the MOBIUS Consortium Office, a unit within the UM Information Technology Division.

North Suburban Library System, Wheeling, Illinois
http://www.nslsilus.org
Sarah Ann Long, Systems Director
NSLS is a consortium of over 650 academic, public, school, and special libraries in north suburban Cook, Kane, Lake and McHenry counties. It is one of 12 Illinois library systems funded by yearly grants from the Illinois General Assembly and the office of the Secretary of State and State Librarian.

Membership is open to any organization which is within the area of the North Suburban Library System and which operates an academic, public, school or special library.

The Board of each member public library designates one of its trustees to be that library's official Representative for System matters. The governance of the North Suburban Library System is vested in a Board of Directors. The Board of Directors consists of fifteen (15) members.

NSLS has identified four strategic directions. They are:
- Life Long Learning;
- Telling Our Story/Public Relations and Marketing;
- New Models of Service: Develop new models of service to enhance the System's entrepreneurial/leadership role and to ensure the future survival of all types of libraries; and
- Advocacy.

The NSLS is developing a new business model outlining the delineation of core and premium services for members as well as a plan to sell NSLS services to libraries outside of the NSLS service area.

NSLS core services include:
- Van Delivery Service;
- e-Newsletter and Web Site as Communication Tools;
- Marketing Support;
- Interlibrary Loan (ILL) Support;
- Networking Groups;

- In-house Consulting;
- Reciprocal Borrowing Program (RBP) Support;
- Advocacy Training; and
- Reference Support.

NSLS premium services, that is those services that are charged for include:
- Group Medical, Life, Dental Insurance Program;
- Continuing Education;
- NorthStarNet;
- Digital Past;
- Job Ads;
- Room Rental; and
- Enhanced Delivery Service.

Novanet, Nova Scotia
http://www.novanet.ns.ca/
Novanet is a consortium of academic libraries that cooperate to enhance access to information and knowledge for the benefit of their user communities.

It is an incorporated company governed by a Board of Directors consisting of the Presidents of the member institution and the Novanet Policy Board consisting of member chief librarians.

The Novanet consortium office consists of the Executive Director and technical staff.

Nova Scotia Provincial Library
http://www.library.ns.ca/
NcompasS an online catalogue provides one place to look for Nova Scotia Library Resources.

Ontario Association of Children's Aid Societies
http://www.oacas.org/
Their major activities are the OACAS Journal, an annual conference, accreditation, IT support and development, and training. Their funding comes from membership fees, government grants and revenue producing activities. Membership fees are based on the budgets of individual societies. The members are the 51 children's aid societies in Ontario. The 28 member Board of Directors is elected at the annual meeting of the membership. The 51 societies are divided into 26 regions with one director elected for each region, plus a president and past pres. Candidates for the OACAS board must have served at least one year on the board or the staff of a member society. They must continue to serve (in some capacity) in their local society during their term of office on the OACAS Board. No more than seven and no less than five of the board members are persons who are senior staff of the member societies. Each Society gets 4 votes at the annual meeting.

Their annual budget is about $5 million. About half of their revenue comes from contracts with the Province to provide training. About half of their staff of 38 are devoted to providing training. Their core staff of about 18 is funded through the membership fees, which total about $1.9 million annually. They have three staff registered as lobbyists.

The membership fee is based on a sliding scale and on each agency's budget, exclusive of certain items. For the first $5 million of an agency's budget the fee is .004 percent, for the next $15 million its .0035 percent. The Oxford CAS, with a total budget of just under $7 million, pays an annual membership fee of about $14,000.

Peninsula Library System, California
http://www.plsinfo.org/
The Peninsula Library System (PLS) is a consortium of 34 public and community college libraries.

The system is funded primarily by member libraries. PLS also receives support from the state California Library Services Act funds, federal Library Services and Technology Act and local contracts for special services.

Saskatchewan Libraries: Sharing Knowledge in a Multi-type System
Province-wide Library Electronic Information System/Saskatchewan (PLEIS)
http://www.lib.sk.ca/pleis/
http://www.lib.sk.ca/

Wisconsin Public Library Consortium
http://www.winnefox.org/wplc/
The Wisconsin Public Library Consortium (WPLC) is a cooperative group whose members include public library systems and public libraries throughout Wisconsin. WPLC was created to pool the resources of libraries throughout the state and use them to cooperatively undertake projects that may otherwise be unavailable to single libraries and library systems or could be enhanced through cooperation, thus sharing both the costs and the knowledge and resources acquired.

Specifically, WPLC exists to:

- Provide Wisconsin citizens with access to a collection of electronically published books (ebooks) in a wide range of subjects, from expensive reference titles to recreational reading materials, which they may read from home, work or school or from any member library in the Consortium;
- Undertake such other projects, primarily concerned with research and development and/or new technologies, as the Consortium shall from time to time determine;
- Increase public awareness about the availability and advantages of electronic books and such other projects and services as the Consortium may from time to time undertake;
- Increase public library staff understanding of new technologies and other Consortium undertakings, and to develop training programs so that staff may help the public understand and use these products and services; and
- Maintain a decision-making and fiscal model for public library cooperation that will allow libraries to collaborate to explore and implement new information technologies and issues, sharing the costs as well as the knowledge and resources.

The WPLC is created and organized as a contractual agreement between and among Wisconsin public libraries and Wisconsin public library systems that are Partners in the WPLC NetLibrary collection.

All official business of the WPLC shall be conducted by the WPLC Board. The Board consists of one voting representative from each of the Partners. Each Partner shall designate its own voting representative, and may change that voting representative at any time.

There us a partner startup fee that represents the initial sum required from new members who are either Wisconsin public libraries or Wisconsin public library systems to "buy in" to WPLC at the full Partnership level. This sum pays for use of the existing shared electronic collection, expansion of this collection to enable usage by new members without service denigration, and a seat on the WPLC Board. This sum covers the entire first 12 months of membership. Membership is set at four levels based on service area population. The startup fees indicated below may be changed at any time by majority vote of the partners present at any duly noticed WPLC Board meeting at which a quorum is present.

Level 1: (Service Area Population up to 300,000)	$8,000
Level 2: (300,001 to 600,000)	$12,000
Level 3: (600,001 to 900,000)	$15,000
Level 4: (Over 900,001)	$20,000

APPENDIX 2: FINANCIAL PLANS

1. Extended Plan

Extended Financial Plan - First Three Years

Source and Use of Funds	***Year 1***	***Year 2***	***Year 3***	***3-Year Plan***
Use of Funds				
General and Administrative Expenditures				
Salaries and Benefits	220,000	262,500	350,500	833,000
Occupancy	30,000	30,000	50,000	110,000
Communications	3,600	6,000	7,200	16,800
Travel	14,400	24,000	36,000	74,400
Board and Meeting Expenses	3,600	6,000	8,400	18,000
Professional Development	2,000	5,000	10,000	17,000
Federation Marketing and Public Relations	4,800	9,600	18,000	32,400
Materials & Supplies	3,600	6,000	8,400	18,000
Equipment	3,600	6,000	8,400	18,000
Professional Fees	12,000	8,400	12,000	32,400
Contingencies	14,880	18,175	25,445	58,500
Total General and Administrative Expenditures	**312,480**	**381,675**	**534,345**	**1,228,500**
Program and Project Expenditures				
Research	50,000	120,000	100,000	270,000
Advocacy	25,000	100,000	110,000	235,000
Marketing	30,000	120,000	210,000	360,000
Consortia Purchasing	5,000	10,000	10,000	25,000
Committee Expenses	10,000	30,000	30,000	70,000
Total Program and Project Expenditures	**120,000**	**380,000**	**460,000**	**960,000**
Total Expenditures	**432,480**	**761,675**	**994,345**	**2,188,500**
Source of Funds				
Membership	350,000	450,000	500,000	1,300,000
Government Grants		100,000	250,000	350,000
Other Grants		150,000	200,000	350,000
In Kind Contributions	100,000	100,000	100,000	300,000
Total Funding	**450,000**	**800,000**	**1,050,000**	**2,300,000**
Surplus (Deficit)	**17,520**	**38,325**	**55,655**	**111,500**

Assumptions- Extended Plan		***Year 1***	***Year 2***	***Year 3***
Staffing				
President	150,000	150,000	150,000	150,000
Executive Assistant	60,000	60,000	60,000	60,000
Program Coordinator	65,000		32,500	65,000
Program Coordinator	65,000			32,500
Administrative Assistant	38,000			38,000
Part time Supplement	20,000	10,000	20,000	5,000
Total Staffing -		220,000	262,500	350,500
Full Time Equivalents		2.3	3.2	4.6
Occupancy	1,500 ft @ $20/ft rising to 2500 sq ft	30,000	30,000	50,000
Communications	per month	300	500	600
Travel	per month	1,200	2,000	3,000
Board and Meeting Expenses	per month	300	500	700
Professional Development		2,000	4,000	8,000
Federation Marketing and Public Relations	per month	400	800	1,500
Materials and Supplies	per month	300	500	700
Equipment	per month	500	700	900
Professional Fees	per month	1,000	700	1,000
Contingencies	5%			

2. Basic Plan

Basic Financial Plan - First Three Years

Source and Use of Funds	*Year 1*	*Year 2*	*Year 3*	*3-Year Plan*
Use of Funds				
General and Administrative Expenditures				
Salaries and Benefits	140,000	210,000	308,000	658,000
Occupancy	16,000	16,000	30,000	62,000
Communications	3,600	3,600	6,000	13,200
Travel	12,000	14,400	24,000	50,400
Board and Meeting Expenses	2,400	3,600	6,000	12,000
Professional Development	2,000	5,000	10,000	17,000
Federation Marketing and Public Relations	2,400	4,800	9,600	16,800
Materials & Supplies	2,400	3,600	6,000	12,000
Equipment	2,400	3,600	6,000	12,000
Professional Fees	6,000	12,000	12,000	30,000
Contingencies	9,460	13,830	20,880	44,170
Total General and Administrative Expenditures	**198,660**	**290,430**	**438,480**	**927,570**
Program and Project Expenditures				
Research	30,000	50,000	70,000	150,000
Advocacy	20,000	25,000	60,000	105,000
Marketing	20,000	30,000	150,000	200,000
Consortia Purchasing	3,000	5,000	5,000	13,000
Committee Expenses	4,000	10,000	15,000	29,000
Total Program and Project Expenditures	**77,000**	**120,000**	**300,000**	**497,000**
Total Expenditures	**275,660**	**410,430**	**738,480**	**1,424,570**
Source of Funds				
Membership	150,000	200,000	250,000	600,000
Government Grants		100,000	250,000	350,000
Other Grants and Sponsorships		100,000	200,000	300,000
In Kind Contributions*	150,000	60,000	50,000	260,000
Total Funding	**300,000**	**460,000**	**750,000**	**1,510,000**
Surplus (Deficit)	**24,340**	**49,570**	**11,520**	**85,430**

*** In Kind Contributions include:**

General and Administrative Expenditures	
Salaries and Benefits	70,000
Occupancy	16,000
Communications	2,600
Board and Meeting Expenses	1,400
Materials & Supplies	1,400
Equipment	1,600
Sub-Total -	**93,000**
Program and Project Expenditures	
Research	30,000
Marketing	20,000
Consortia Purchasing	3,000
Committee Expenses	4,000
Sub-Total -	**57,000**
Total In Kind Contributions -	**150,000**

Assumptions- Basic Plan

Staffing		**Year 1**	**Year 2**	**Year 3**
President	150,000	90,000	140,000	140,000
Executive Assistant	60,000	40,000	60,000	60,000
Program Coordinator	65,000			65,000
Program Coordinator	65,000			
Administrative Assistant	38,000			38,000
Part time Supplement	20,000	10,000	10,000	5,000
Total Staffing -		140,000	210,000	308,000
Full Time Equivalents		1.6	2.3	3.6
Occupancy	800 ft @ $20/ft rising to 1500 sq ft	16,000	16,000	30,000
Communications	per month	300	300	500
Travel	per month	1,000	1,200	2,000
Board and Meeting Expenses	per month	200	300	500
Professional Development		1,000	2,000	4,000
Federation Marketing and Public Relations	per month	200	400	800
Materials and Supplies	per month	200	300	500
Equipment	per month	300	500	600
Professional Fees	per month	500	1,000	1,000
Contingencies	5%			