

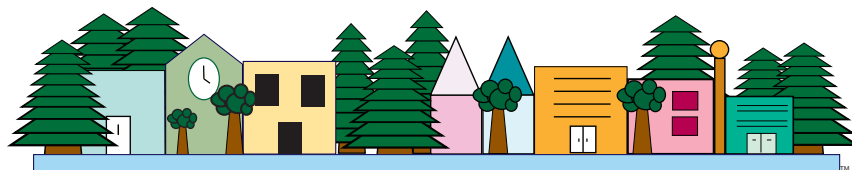


Ontario Library Service – North  
Service des bibliothèques de l'Ontario – Nord

# Annual Report 2008-2009



**It Takes A Library to Raise a Community**



**Une bibliothèque est requise pour hausser la communauté**

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## Message from the 2008-2009 Chairperson - Joyce Cunningham

The Northern Ontario Library Service Board is pleased to see the results of the Ministry's 15 million dollar investment in public libraries begin to "come to life" this year. In conjunction with SOLS, management participated in consultations with libraries across the province during the summer of 2008. There were 154 participants representing 135 libraries. These consultations resulted in the projects and programs announced at the 2009 OLA Superconference. The Board is very supportive of the credit formula which finally recognizes the remoteness of Northern libraries.

The provincial investment was clearly in our thoughts as we finalized our strategic plan which was approved in November for implementation beginning in January 2009.

At the 2008 OLS-North conferences the Board discussed its Client Service Input model with library representatives. This model involves a two prong approach to achieve what was previously tasked to the LAC (Librarian Advisory Committees). The first of these prongs are Client Advisory Committees for each of the specific service areas offered by Ontario Library Service – North: Conference and Training, Technology, Pools, Capacity Building, and Skills Development. The second prong is the Networking and training meetings which continue to be offered twice a year. The Board continues to monitor the implementation of this new structure.

The Board congratulates our CEO on the arrival of her daughter. We are fortunate to have a management and staff team who made her absence so seamless for the organization. We extend special thanks to Lorraine Leblanc, who filled in as Acting CEO during this absence.

With the implementation of the provincial investment, we look forward to seeing its impact on public library service in Northern Ontario in the coming year.

## Message from the Chief Executive Officer - S. Leanne Clendening

I thank my Board and Staff for making it possible for me to take parental leave from November 2007 to May 2008. I am grateful that the organization had such able leadership during my absence. I returned to OLS-North in time for the wind up of conferences and the start up of activities related to the provincial investment in public libraries, including the public consultations. The Management team has been working very closely with the management of Southern Ontario Library Service to ensure that the money is spent to meet the needs of libraries across the province.

In addition to the work related to the fifteen million, staff continued to work on the ongoing growth and development of JASI. Like any technology project this has included a number of challenges, but continues to be a rewarding experience. We now have over 44 libraries who have signed contracts with us for this project.

Although Lorraine Leblanc retired from her position of Deputy CEO in July 2008, she agreed to stay on to help coordinate some special projects including those which are part of the \$15 million provincial investment in public libraries.

In addition, we were fortunate to welcome some new faces this year. Dan Smith, Serge Aubin and Brian Howard joined our Technology and Innovation Team. Brian is filling in staff hours for Nadine Park who is currently on parental leave. Mette Kruger also left on parental leave in February and her position will temporarily be filled by Meriah Caswell. Paula Naponse joined us as First Nation Capacity Building Advisor in December. Then just as the year was winding to a close, Irma Sauvola joined the team as the new Deputy CEO/Director of Services.

The Management and Staff of OLS-North look forward to seeing much of the planning that has been occurring this past year come to light as we implement the projects made possible by the \$15 million; roll out the activities captured in our strategic plan; and continue to watch the development of the JASI project.

## Our Vision

Ontario Library Service-North (OLS-North) contributes to strong Northern libraries that effectively promote the core values of public library services including literacy, access to information and life-long learning. Through collection development, training, education, consulting services and technological support we ensure libraries can provide quality services. We are committed to equitable access to library services throughout Northern Ontario. We accept the unique challenge of supporting library development in remote communities, First Nation and Francophone communities. We represent libraries and promote the value of library services to the public.

OLS-North is recognized as a leader in all aspects of library service. Our team includes skilled professionals committed to addressing the needs of our client libraries in an effective and efficient manner. We understand the changing needs of libraries and work with library boards and staff to build a strong and stable foundation for service delivery. We build partnerships among libraries and between libraries and other public and private sector organizations. We encourage libraries in the north to adopt new and higher standards and we assist them to achieve these standards.

## Mission and Mandate

Ontario Library Service-North is a non-scheduled agency of the Ontario Ministry of Culture. The agency is governed by a nine member board, which receives its authority from the Public Libraries Act, the Corporations Act and its Letters Patent. Operating at an arm's length from the Ministry, the Board conducts itself according to a Memorandum of Understanding.

The purpose of the Ontario Library Service is to provide programs and services on behalf of the Ministry by:

1. Increasing cooperation and coordination among public library boards and other information providers in order to promote the provision of library services to the public.
2. Assisting public library boards by providing them with services and programs that reflect their needs, including consultation, training and development services.

## Services

All OLS-North services are available across the North. Services of OLS-North are directed towards developing equitable and maximum access to Library services and resources for the residents of Ontario. In addition OLS-North provides some services on a province-wide basis such as Marketing and Material Pools.

The agency facilitates the improvement of local library services through training and education, as well as providing assistance to libraries as entry points to a worldwide library and information service. OLS-North has a mandate to provide direct services to local libraries to supplement local service and encourage partnering opportunities.

## Highlights of 2008-2009

- 44 Libraries have signed JASI contracts; upgraded to Symphony
- \$15 million investment in libraries by the Government of Ontario
  - 154 representatives of 135 libraries attended public consultations or participated in webinar sessions
  - Five \$15 million Information Webinars held in April with 72 participants; Information sessions at OLS-North conferences with 79 participants.
  - Four training webinars held for Ancestry.ca with 89 participants
- Two successful conferences: Joint Northern Conference in Sudbury and First Nation Conference in Sault Ste. Marie
- Three leadership summits offered in September 2008 and March 2009
  - Leadership Step 1 September 18 participants
  - Leadership Step 1 March 8 participants
  - Leadership Step 1 FN March 24 participants
- Sponsored “It Takes a Library to Raise a Community” booth at OLA
- New Advisory structure implemented
- Worked with First Nation librarians on implementation of First Nation Public Library Week and on the “Speak up for First Nation Libraries” campaign
- Completed mail out of Canadian Library Month/Ontario Public Library Week materials on behalf of the Federation of Ontario Public Libraries and the Ministry of Culture
- Painting of OLS-North interior and updating of equipment

## Organizational Review A: Governance Review

### Northern Ontario Library Service Board

\*Ministerial Appointments

Board Member	Appointed	Term Expires
Beaudin, Robert	October 2006	Resigned June 2008
Cunningham, Joyce	June 2005	March 2010
Fudge, Ann	June 2005	Resigned December 2008
*Perfect, Jan	February 1998	Resigned June 2008
Ryan, Frances	October 2006	March 2010
Smerdon, Claire	April 1999	March 2012
*Gagnon, Maurice	October 2008	March 2013
Laford, Joseph	October 2008	March 2010
*Moore, Irene	October 2008	March 2013
Wasacase, Maureen	June 2008	March 2012
Rous, Christopher	June 2008	March 2012

## Organizational Review B: Board Structure

### Board Structure

Geographic Area	Number of Representatives
<b>North West</b> Thunder Bay - Superior North, Thunder Bay - Atikokan, Kenora - Rainy River	2
<b>North Central</b> Algoma - Manitoulin, Sault Ste. Marie, Sudbury, Nickel Belt, Parry Sound - Muskoka	2
<b>North East</b> Timmins - James Bay, Timiskaming - Cochrane, Nipissing	2
First Nations - All of Northern Ontario	1
Ministerial Appointees	2

Appointments are staggered four year terms.

## Organizational Review C: Advisory Structure Review

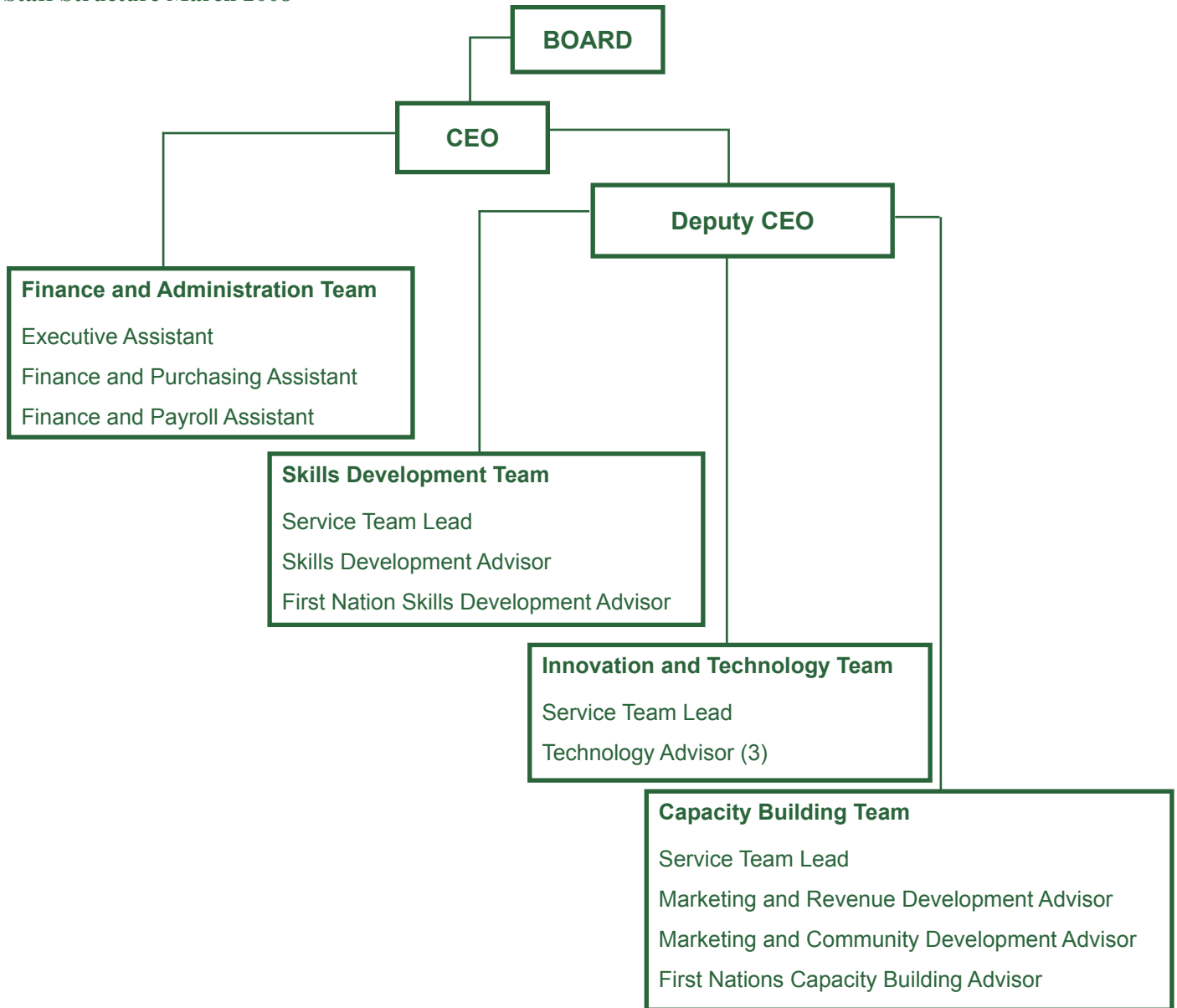
In May 2008, the library board launched a new advisory structure. This includes client committees who advise on the following service areas:

- Skills Development
- Capacity Building
- Technology
- Pools
- Conference Training

These committees include representatives from the Northwest, Northeast, First Nation and Francophone libraries.

## Organizational Review D: Staff Organizational Review

Staff Structure March 2008



## Operational Review A : Priorities/Strategic Goals 2005-December 2008

The Strategic Plan for 2005-2008 was extended to December 2008 while we continued to work on the 2009-2012 plan. The accomplishments listed here are for the 3 year period. Targets originally in place for strategic goals were greatly affected by 2005 reduction in operating grant. The 2009-2012 plan has substantially fewer targets.

### Goal #1

Our client focused strategies ensure that OLS-North provides high quality services which are relevant to the expressed needs of our clients and developments in the broader library community.

Accomplishments:

- Client input strategies and tools developed
- Client service guidelines developed
- Staff training in client services completed
- OLS – North service portfolio reviewed

## Operational Review A: Priorities/Strategic Goals 2005-2008 cont'd

- Strategy for assisting First Nation Libraries in implementing their Strategic Plan in place
- Client training program developed
- Resources identified for workshops for First Nations libraries
- On-going evaluations of services
- Client Survey conducted

### Goal #2

Effective performance, public awareness and collaborative strategies position public libraries in the North as recognized and essential service providers within their communities.

#### Accomplishments:

- Training programs and toolkits on community development, marketing and leadership developed and delivered
- Advocacy training and toolkit delivered in partnership with First Nation libraries
- Libraries assisted in identifying and marketing to community sectors through training and development of marketing material, and web page development
- Northern Ontario Libraries represented at events and gatherings
- Worked with partners on Ontario Public Library Week
- Revised Municipal Councillor's Handbook published
- 3 "Booth in a Box" purchased, including one for First Nation libraries
- Libraries assessment and work plans under review
- Libraries encouraged to proceed to accreditation
- Leadership Conference held Fall 2008, March 2009 (2)

### Goal #3

OLS-North encourages innovation in library service in Northern Ontario through partnerships, supporting the development of technological infrastructure and applications and providing dynamic service delivery.

#### Accomplishments:

- Staff restructuring includes Technology and Innovation team
- Review of website underway
- Joint Server Support Desk staffed
- Review of communities without libraries conducted; Report submitted
- Contracts negotiated for Joint Server Initiative (JASI); 44 Libraries out of 127 have signed contracts; 26 library databases loaded

### Goal #4

OLS-North has the resources, governance and organizational culture conducive to providing leadership in public library affairs in Northern Ontario and the broader library community.

#### Accomplishments:

- Staff attended job fair at University of Toronto
- Three staff presented at OLA Conference
- Northern libraries represented with Knowledge Ontario and FOPL
- Participated in Ministry Library Review
- Team structure developed
- Board structure and governance reviewed resulting in new Board size, committee structure
- Advisory Committees reviewed

## Operational Review B : Priorities/Strategic Goals January 2009-March 2012

### Goal#1

Collaborate with Southern Ontario Library Service (SOLS) to ensure that the \$15 million allocated by the province for public libraries is strategically invested to have the greatest impact on public libraries in Ontario

Progress:

1. In consultation with SOLS developed a credit system which has been widely accepted in the library community for its fairness in dealing with rural, remote and multi-branch locations
2. Successful launch reception at OLA attended by 237 delegates. Positive feedback from the majority of libraries across the province.
3. Currently addressing specific questions regarding eligibility
4. Preparing for launch of various OLS-N led projects

### Goal#2

Encourage library collaboration in sharing resources at the community and/or regional levels to enhance library service

1. Purchase of three “Booth in a box” to support library promotion
2. Support of various client collaborative initiatives-Blue Sky Network; Highway 11 group
3. Promotion of website forums
4. Idea exchange sessions at conference

### Goal#3

Develop technology literacy in client library staff

1. Explored various training options-preparing for launch of Virtual Consulting Service at conference in May
2. Development of IT Application option within \$15 Million investment
3. Development of training and education programs within \$15 Million investment

### Goal #4

Assist Northern Ontario libraries in building strong Northern libraries

1. Lead in Partnership with Ontario Library Boards Association to develop new module for “Leadership by Design” and provide training throughout the province.
2. First Nation Strategic Plan implementation committee releasing PSA Announcements as part of “Knowledge Keepers” project.

### Goal#5

Improve librarians skills and confidence in communicating their value and contributions to their communities

1. Sponsored “It takes a Library to Raise a Community” booth at OLA Superconference
2. Event Planning Toolkit under development
3. Cultural Identity Toolkit under development
4. Negotiating with FOPL regarding Accreditation Council Partnership Agreement
5. Leadership Summit held in September with LSDF grant
6. Leadership Summit for First Nations offered in March 2009
7. Additional Leadership Summit to be held late March 2009

## Operational Review B : Priorities/Strategic Goals January 2009-March 2012 cont'd

### Goal#6

Maximize the potential of the Joint Automation Server Initiative (JASI) for library services and operations

1. Upgrade to Symphony in February 2009
2. New JASI grant for non-automated libraries across Ontario
3. Continuation of Steering Committee involvement
4. 44 Current Contracts signed

### Goal#7

Continue to deliver the best services possible to our clients

1. Three staff attended OLA Conference in Toronto
2. Two staff registered for SirsiDynix Conference in Dallas, Texas
3. On site training for Unicorn for new help desk staff held
4. On site training on Ektron Content Management System provided to help desk staff
5. Project staff to be hired to assist libraries with meeting the requirements of AODA as part of the \$15 million initiatives
6. Credits from \$15 Million investment can be spent on AODA standards
7. Development of bibliographies in partnership with SOLS to allow libraries to direct their credits to build community specific collections
8. Project Staff to be hired to support the development of a pilot First Nation repository and development of manual to support future projects

## Review of planned Implementation for \$15 Million Investment in Public Libraries from the Ministry of Culture

There are three streams of funding being used for the \$15 million dollar investment:

### Library Credits

Over \$7 million allocated to library credits to be used for eligible expenditures identified in the Grant Program Guidelines.

### Application Programs

\$2.5 million allocated to Application Programs targeting Services for Under-Served Groups, IT Support/Training and the Education Fund.

### Projects

Led by SOLS:

Downloadable Audiobooks. We are completing negotiations for a two year agreement with OverDrive to provide a provincial collection of audiobooks. OverDrive's download service provides direct transfer to iPod, Zune, and virtually all MP3 players and is a popular service for libraries' mobile and connected users.

## Review of planned Implementation for \$15 Million Investment (cont'd)

French Language E-Resources. Through our support, Knowledge Ontario has been able to expand the resources available to public libraries in French under its Resource Ontario project. Our funding covers the addition of CEDROM's L'Actualité Francophone Plus product for public libraries. L'Actualité Francophone Plus provides premium Canadian French language content through such sources as L'Actualité, Le Devoir, Le Droit, La Presse, Protégez-vous, Le Soleil, SRC Radio – Bulletin National et Int'l, SRC Télévision – Le Téléjournal / Le Point, Découverte, and Voir.

Genealogy Database. We are completing negotiations for a two year license for Micromedia ProQuest's Ancestry Library Edition.

Tools and Training for e-Resources. We have appointed a professional librarian on a short term contract to develop tools and provide training to public libraries on how best to use electronic resources provided provincially. She will also coordinate and deliver training sessions on e-resources to library staff across the province this year.

Feasibility Study on Open Source Integrated Library System, Social Networking and Federated Search.  
Face to Face EXCEL for First Nations. The purpose of this project is to encourage participation in EXCEL by First Nations library staff. Normally offered as a distance education program, we will be offering two courses in a classroom setting – Basic Library Management and Basic Collection Development – over a one week period this summer

Alternative Methods for Delivering Distance Education. We have appointed a professional librarian to review the market place and provide a recommendation on which web based product and/or service(s) would provide the most appropriate mechanism to support cost effective interactive online training.

Led by OLS-North:

Joint Automation Server Initiative. Also known as JASI, this project will be extended to give the remaining 50 or so non-automated libraries in Ontario the opportunity to automate with a high end web-based integrated library system. The project will also cover 50% of library-specific start-up costs such as data creation.

Technology Standards. This project will set technology standards/benchmarks for Ontario libraries, including equipment, physical space and staff requirements.

Virtual Service to Remote Communities. This pilot project involves partnering with up to ten municipal or First Nation community partners currently without a library to provide a virtual link to library service in their communities.

Digitization. In conjunction with Knowledge Ontario, we are developing a project to assist libraries to digitize important collections. The budget is based on approximately 20 participating libraries.

First Nations Repository Program. As a corollary to the digitization project, we will also fund a pilot project with one First Nations community (selection process yet to be determined) to develop a repository centre. The project will involve acquiring, organizing and providing access to important First Nations records in the community, and digitizing material through Our Ontario.

Futures Symposium/Libraries 2020. The symposium will be a strategic think-tank on the future of public libraries in Ontario. Based on the model of Libraries 2000 (held back in 1985), keynote speakers will address topics such as information technology, demographic shifts, etc.

Leadership by Design. The Ontario Library Boards Association has developed an excellent model for trustees called Leadership by Design. With our funding support, OLBA will design a component entitled Networking with Our Peers which will be delivered to trustees province-wide through regional workshops organized by SOLS and OLS-North.

## Operational Review C: Statistical Review 2008-2009

### Conference Attendance

	Actual	Target
Joint Northwest/Northeast	201	202
First Nations	55	56*

\* Not a joint conference with SOLS

### Consortium Purchasing Participation

	Actual	Target
Follet Maintenance	14 libraries	6
First Nations Public Library Week Promotional Materials (from all Ontario)	16 libraries (Provincial)	
TD Summer Reading Program Promotional Items	21 libraries	15

### Skills Development

	Actual	Target
Library Contacts	1621	1622
Library Visits	88	89
Strategic Plans	4	6
Annual Surveys	183	200
Facility Plans	11	12
Environmental Scans / User Studies	32	33
Policy Development	44	45
Number of First Nation Libraries	38	40

### Resource Sharing Transaction

	Actual	Target
Number of Material Pools	74	76
Rotations	222	250
ILLO (Requested and Received)	29,384	30,000

### Capacity Building

	Actual	Target
Marketing Products	82	83
Workshops	1	3
Library Visits	40	40
Grant Applications	40	25
Marketing Plans	1	1
Booth-in-a-Box	8	12

### Technology

	Actual	Target
Training Visits	13	26
Clear Helpdesk Requests*	1695	2000
JASI Contracts Signed	44	60
Data Loaded	26	48
Websites / New and Updates	482	510

\* Delay in new libraries coming on

### Total Visits

Number of visits	179
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## Performance Measures 2008-2009

The organization is focused on achieving the priorities developed as part of its strategic measure. The following measures are designed to measure the impact of our work on these priorities has on our clients and the organization.

Goals	Measures	2008-09 Accomplishments
<p>Our client focused strategies ensure that OLS-North provides high quality services which are relevant to the expressed needs of our clients and developments in the broader library community</p>	<p>Rate of return of client questionnaires</p> <p>Percentage of clients who indicate on questionnaires that the training sessions will be applied within their libraries</p>	<p>89% of all client input questionnaires returned</p> <p>81.5% of respondents indicate a 76% likelihood that what they have learned in training sessions will be applied within their libraries</p>
<p>Effective performance, public awareness and collaborative strategies position public libraries in the North as recognized and essential service providers within their communities</p>	<p>Percentage of clients who indicate on evaluation of toolkits and traing in the areas of community development, advocacy, leadership, E-government services and partnership, that they will apply what they have learned in their libraries</p> <p>Increase to the number of libraries accessing service as a result of new service plan</p>	<p>84% of respondents indicate on evaluation of single session that there is a 76% likelihood that they will apply what they learned in single session offered.</p> <p>Library access to marketing service increases by 59%</p>
<p>OLS-North encourages innovation in library service through partnerships, supporting the development of technological infrastructure and applications and providing dynamic service deliver</p>	<p>Percentage of libraries expressing an interest in participating in the Joint Server Project</p> <p>Increase in use of enhanced areas of website</p>	<p>70% of libraries in Northern Ontario expressed an interest in participating in the Joint Server Project</p> <p>34.6% of libraries have signed contracts</p> <p>New website to be launched Sept 2008</p>
<p>OLS-North has the resources, governance and organizational culture conducive to providing leadership in public library affairs in Northern Ontario and the broader library community*</p>	<p>Number of staff participating in conferences</p> <p>Number of partnerships developed</p> <p>Number of successful applications for additional revenue</p>	<p>Staff conducted one session at OLA</p> <p>4 - 3 related to \$15 Million</p> <p>0</p>

**Financial Review**

**Revenue 2008-2009**

Category	2009	2008	
Provincial grants	2,505,097	2,263,697	<i>Note #1</i>
Provincial Investment	59,897	-	
Conference	58,395	40,281	<i>Note #2</i>
Interest earned	36,159	81,950	
Pool fees	4,661	34,559	<i>Note #3</i>
Other	32,931	17,790	<i>Note #4</i>
Amortization of deferred capital contributions	88,565	44,532	
Deferred contributions, beginning of year	429,902	835,081	
Deferred contributions, end of year	(2,636)	(429,902)	
Transfer of deferred contributions to deferred capital contributions	102,500	(242,374)	
Total revenues	3,062,619	2,645,614	

*Note #1* Includes Capital grants totalling \$102,000 in 2008-2009; no Capital grants received in previous year

*Note #2* The cost of SOLS delegates to the conference in 2007-2008 was paid from contingency. In 2008-2009 SOLS contributed to the cost of their delegates.

*Note #3* Previous year was launch of three new pools, no new pools launched this year.

*Note #4* Increase to library purchases of material through OLS-North

**Expenditures 2008-2009 - Summary**

Category	2009	2008	
Programs and Services	1,523,147	1,307,259	<i>Note #1</i>
Administration and Salaries	1,261,960	1,343,085	<i>Note #2</i>
Amortization	139,729	94,909	
Total	2,924,836	2,745,250	
Excess / Deficiency	137,783	199,636	

*Note #1* See chart a)

*Note #2* See chart b)

Chart a)

<b>Programs and Services</b>	<b>2009</b>	<b>2008</b>	
First Nation Consulting Service	176,018	135,294	<i>Note #1</i>
First Nation Salary Subsidy	650,000	589,604	<i>Note #2</i>
First Nations Projects	131,604	-	<i>Note #3</i>
Programs and Operations	247,999	398,399	<i>Note #4</i>
Joint Automation Server Initiative	268,038	183,078	<i>Note #5</i>
Provincial Investment	49,488	881	<i>Note #6</i>
<b>Total Programs and Services</b>	<b>1,523,147</b>	<b>1,307,256</b>	

- Note #1** Both positions staffed for majority of year. Service functioning at normal levels. Remainder of funding spent on professional development grants (see First Nation Projects)
- Note #2** Greater number of library applications; remainder of funds spent on professional development grants (see First Nation Projects)
- Note #3** Carry forward from First Nation Consulting Service and First Nation Salary Subsidy from 2007-2008 and remainder of funding from 2008-2009 from these programs spent on FN Professional Development grants
- Note #4** Programs and operations – Pools costs for second and third year less; special studies finished early in the year, less cost than previous year; no directory published; no toolkits published this year
- Note #5** JASI costs for equipment purchased previous year and deferred
- Note #6** Implementation of \$15 MILLION investment actually began in 2008-2009

Chart b)

<b>Administration and Salaries</b>	<b>2009</b>	<b>2008</b>	
Wages and Benefits	940,244	1,018,955	<i>Note #1</i>
Administration and General	86,138	69,132	<i>Note #2</i>
Repairs and Maintenance	73,119	48,556	<i>Note #3</i>
Personnel Support	65,826	72,810	<i>Note #4</i>
Communications and Marketing	50,531	78,255	<i>Note #5</i>
Travel	46,102	55,377	<i>Note #6</i>
<b>Total Administration and Salaries</b>	<b>1,261,960</b>	<b>1,343,085</b>	

- Note #1** CEO on parental leave for 2.5 months; Other parental leave 5 months; Deputy position not filled for 6 months; 2 sick leaves
- Note #2** Extra on site Board meeting(s); Increase in utilities
- Note #3** Increase to outside contracts for equipment ; cleaning. Payment of ASP costs
- Note #4** Costs related to termination in 2007-2008 higher
- Note #5** Less spent on related equipment than projected. Reduction in number of tool kits published means reduction in translation
- Note #6** Less administrative travel; less JASI related travel due to delay in new libraries data uploaded



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