

Innovation & Success 2024

BC Electronic Library Network
Released April 2025



Photo 1: *Belzberg Library, Simon Fraser University. Photo by SFU Library. CC BY-NC-ND 2.0.*

The BC Electronic Library Network is an award-winning consortium of post-secondary libraries in British Columbia and the Yukon. Learn more at: bceln.ca.

Institutional photographs used in this report were generously provided by the respective institutions.

Chair's Message

I am delighted to present the Innovation & Success 2024 report for BC ELN, highlighting the consortium's achievements and contributions throughout the year. Guided by our [2023-2027 Strategic Framework](#), we have made significant strides in delivering exceptional value to partner libraries and their users, fostering sustainability, and expanding opportunities across British Columbia's post-secondary landscape.

Collaboration remains at the heart of our success. By leveraging the power of group purchasing, BC ELN secured discounts on over 175 products and services in 2024, generating cumulative savings of more than 4 million dollars for partner libraries. The launch of the Undergraduate Resource Bundle and new partnerships with BC Data Service/BC Assessment reflect BC ELN's commitment to cost-effective, cooperative solutions that connect users with information that supports their learning and research.

Sustainability was a major focus this year, ensuring that BC ELN's services continue to meet the evolving needs of post-secondary institutions. AskAway and WriteAway took important steps toward long-term viability, with advisory committees leading sustainability planning efforts that will continue into 2025. Similarly, both Illume interlibrary loan and the Arca digital repository advanced service resilience. Illume streamlined processes and enhanced system security, while Arca made significant progress in its migration to Islandora 2.0—an upgrade that will provide a more robust, flexible, and user-responsive platform.

BC ELN also advanced its Removing Barriers Initiative, engaging Two Worlds Consulting to guide efforts in strengthening relationships with Indigenous-led post-secondary institutions and umbrella organizations. As we look ahead to 2025, BC ELN remains focused on delivering tangible returns on investment, fostering meaningful partnerships, and expanding educational opportunities across the province. Together, we will continue to innovate, empower, and excel.

Tania Gottschalk, University Librarian, Thompson Rivers University, BC ELN Steering Committee Chair



Photo 2: Tania Gottschalk

Stronger Together

By working together, BC ELN's 34 partner libraries:

- offer more to students, instructors, and staff
- save time and money
- support each other through challenges
- foster equity in the post-secondary sector
- leverage resources and investments to drive innovation

BC ELN services include:

1. Licensing
 - Access to 1.5+ million discounted resources
 - 34 libraries participate in licensing
2. Resource Sharing
 - Quick delivery, less duplication
 - 29 libraries participate in illumine
3. Learner Support
 - Live chat and writing support

- 28 libraries participate in AskAway
- 21 institutions participate in WriteAway

4. Shared Services

- Digital preservation and access
- 21 libraries participate in Arca

Savings & Impact

BC ELN delivers incredible returns on partner library investments:

- **11.5 Million Dollars in Savings:** BC ELN’s collaborative approach saved the sector 11.5 million dollars in 2024.
- **Thousands of Journals for One Small Price:** Access to 7,637 journals through the URB for just \$7.50/student. That’s less than lunch — and it lasts all year.
- **Trusted Digital Learner Support Services:** AskAway and WriteAway had over 36,000 interactions in 2024. Support that meets students where they are, when they need it most.
- **One Network with Millions of Resources:** 10 million+ resources available through interlibrary loan.
- **Innovation Made Affordable:** BC ELN gives libraries the opportunity to join innovative services like Arca at a significantly reduced cost.
- **Meeting Local Needs through Shared Solutions:** On average, each library subscribes to 28 licenses and participates in 3 shared services through BC ELN.

At BC ELN, our work is about harnessing the collective strength of post-secondary libraries. By working together, we foster resilience, drive collaboration, and ensure equitable access to the resources that learners and educators need to thrive.”

- Sunni Nishimura, BC ELN Executive Director

Strategic Achievements

BC ELN's activities are guided by the [2023-2027 Strategic Framework](#), which outlines three overarching directions for the consortium. A [2024 Strategic Framework Update](#) is available on the BC ELN website. Below are key 2024 accomplishments under each direction.

DIRECTION 1: Developing Responsive, Inclusive, and Sustainable Services

BC ELN's learner support services AskAway and WriteAway each received one-time funding from the Ministry of Post-Secondary Education and Future Skills (PSFS), in part to help strengthen the services as each explores long-term sustainability. In 2024, both advisory committees focused on sustainability planning, engaging their participant communities via surveys and assessing service models. Their efforts laid the foundation for additional planning and decision-making in 2025, ensuring these vital services continue to support the province's students, instructors, and researchers.

DIRECTION 2: Empowering and Engaging our Community

In 2024, BC ELN conducted two surveys to better understand how partner library staff prefer to connect and learn, as well as how the broader community wants to engage with BC ELN. Insights from these surveys will inform future strategies to enhance communication and collaboration.

BC ELN also expanded its commitment to supporting future library professionals through its Student Librarianship program. In 2024, the consortium welcomed two student librarians from the UBC iSchool, providing them with valuable hands-on experience. Additionally, BC ELN strengthened its ties with the iSchool by hosting an information session for students and faculty and engaging directly with students in a Collection Management course.

DIRECTION 3: Pursuing Meaningful, Reciprocal Relationships

In 2024, BC ELN made progress on its [Removing Barriers Initiative](#). With one-time funding from PSFS, the consortium is working to better understand the information and resource needs of Indigenous post-secondary students, educators, and researchers, as well as the barriers Indigenous-led post-secondary institutions may face in joining BC ELN. To support its efforts, BC ELN has engaged Two Worlds Consulting (TWC).



Photo 3: College of New Caledonia Library

Consortial Licensing

BC ELN's licensing portfolio encompasses over 1,000 products, options, and services, and cumulatively saves partner libraries over 4 million dollars. Highlights of 2024 include:

Launching the Undergraduate Resource Bundle

BC ELN launched the [Undergraduate Resource Bundle](#) (URB) with the newly negotiated EBSCO-BC ELN Master License, securing stable, deeply discounted pricing on essential undergraduate electronic resources for three years. Thirty of BC ELN's 34 members opted into the bundle, while non-subscribers retained the flexibility to select individual resources.

Solidifying a Partnership with BC Data Service/BC Assessment

In 2024 BC ELN formalized its partnership with BC Data Service/BC Assessment to provide BC ELN partner libraries with access to [BC Assessment datasets](#). Twelve partner libraries have joined the service since it was initiated.

Promoting Adoption of the BC ELN Model License

In 2023, BC ELN reached a key milestone by completing its updated [Model License](#), which communicates the consortium's ideal terms to vendors. In 2024, BC ELN successfully negotiated adoption of adapted versions of the Model License with multiple vendors, including ProQuest, EBSCO, Criterion, Audio-Cine Films, McIntyre, Gale-Cengage, Harbour Publishing, and WorldBook.

Advocating for Partner Libraries

BC ELN acted swiftly in response to partner library concerns regarding new user interfaces from EBSCOHost and EBSCO Discovery Service. The Office served as a central communications hub, engaging directly with EBSCO to address issues, compile partner library feedback, and facilitate collaborative problem-solving sessions among libraries.

Establishing Low Renewal Increases with Vendors

Collaborating with western consortia, BC ELN negotiated a low common inflationary renewal increase for ProQuest-licensed resources in 2024, along with the previously negotiated low annual increase with EBSCO for 2024-2026. This initiative ensures budget stability for partner libraries, reflecting BC ELN's commitment to cost-effective licensing.



Every agreement BC ELN brokers on behalf of libraries stretches budgets, reduces staff time, and unlocks access. \$4.3M saved. 1.5M resources available. All together.

The Collaborative Advantage:

- 1.5+ million resources available (ebooks, journals, videos, etc.)
- An average 33% discount on products through BC ELN
- 179 agreements (40 of which are multi-consortial deals)
- Annual renewal inflation held to just 2.26% on average
- \$4.3 million saved across all BC ELN partner libraries

Learner Supports

BC ELN coordinates two provincial virtual support services for students: AskAway Chat and WriteAway Tutoring. These online services complement and extend the in-person learning supports offered by participating institutions, increasing access for those encountering geographic, social, cultural, and financial barriers.

AskAway Chat Reference

Each year, AskAway provides real-time assistance to thousands of students, faculty, and staff, connecting them with service providers who answer their research and library-related questions. Key service accomplishments from 2024 include:

Exploring a Sustainable Future

AskAway established a Commitment Models Review Working Group in 2024 to address service sustainability. Along with reviewing AskAway data, the group surveyed staff at participating libraries and similar consortial services. The group will present recommendations to the AskAway Advisory Committee in early 2025.

Implementing Service Improvements

AskAway continues to evolve to better meet user needs. In 2024, the service:

- Used two-year funding from the Ministry of Post-Secondary Education and Future Skills (PSFS) to increase service capacity in response to ongoing high demand.
- Introduced new guidelines for service providers on responding to patron-reported medical emergencies, in line with PSFS overdose prevention recommendations.
- Hosted a Lunch & Learn for providers and local coordinators on supporting students using generative AI in research, in collaboration with the UBC Digital Tattoo Project.
- Assisted institutions with AskAway integration in the new EBSCO user interface (UI).

Supporting Local Coordinators

Local coordinators—staff who coordinate AskAway at their institutions—play a key role in sustaining the service. In 2024:

- Local coordinators joined virtual meetups to connect with one another and share updates from their institutions.
- The Administrative Centre hosted a drop-in session to teach local coordinators how to access and interpret AskAway data.
- Local coordinators updated the list of Recommended Citation Guides and Websites; highlights include a new section on citing generative AI and the new edition of Chicago Style.



Thanks to the collective efforts of staff from 28 institutions, AskAway provided 251 days of live, expert help in 2024 — supporting thousands of students and staff across BC and the Yukon.

AskAway: The Year in Numbers

- AskAway was open and available 261 days in 2024.
- Service providers responded to 30,671 chat sessions.
- 4,399 sessions came through proactive chat — a great way to welcome new users.
- By working together, institutions avoided \$2.2M in costs compared to operating a standalone service.
- 94% of AskAway users say they are likely to use the service again.

WriteAway Online Tutoring

WriteAway tutors provide fast, friendly feedback on writing assignments, helping students to grow as writers. In 2024 the service:

Hired a new WriteAway Coordinator

Kyle Beres joined the team, bringing her valuable experience as both an academic and a seasoned WriteAway tutor.

Leveraged Ministry Funding to Assist Institutions

WriteAway used PSFS two-year funding to assist Okanagan College and Nicola Valley Institute of Technology in joining WriteAway and to hire auxiliary tutors for weekends and peak times.

Improved the Tutoring Experience

The WriteAway Administrative Centre implemented a new tutor training course with easy-to-follow modules to increase tutor understanding of the WriteAway tutoring approach. Tutors appreciate the accessible format for easy reference. An AI Guide was also drafted to help tutors address student questions about artificial intelligence with consistent and informed responses.

Preparation for Sustainability Discussions

At the request of the Advisory Committee, the Administrative Centre surveyed participating institutions to assess factors affecting service sustainability. A survey for non-participants was also initiated to identify barriers to joining WriteAway and explore solutions for expanding participation. The Administrative Centre will share feedback with the Advisory Committee in early 2025 to support sustainability planning.

WriteAway: The Year in Numbers

- 21 participating institutions
- 6,000 writing assignments received feedback
- 68% in costs avoided for institutions by working together
- 101 qualified tutors provided fast and friendly assistance
- 4.6 out of a top score of 5 is the average student rating of WriteAway

What Users are saying about askAway and WriteAway...

“WriteAway is invaluable to me now, I love this service. Both times the tutors provided me with feedback that was exceptional...” WriteAway User from Langara College

“Great experience for my first interaction online with the library!” AskAway User from the BC Institute of Technology

“Love this service. I am alone in my basement studying, so it's nice to know someone is out there who can help in real time! It makes me feel supported.” AskAway User from Thompson Rivers University

“This is a really great experience. The tutor went above and beyond to discuss my strengths and opportunities for improvement. They explained in detail how can I make improvements and shared links to find information that I need to know.... Thank you!” WriteAway User from Douglas College



Illume Interlibrary Loan

Each year, nearly 80,000 items are delivered to patrons through Illume interlibrary loan (ILL), expanding library access and connecting users with the resources they need. BC ELN provides essential coordination and troubleshooting support to Illume's 104 public and post-secondary libraries. Accomplishments from 2024 include:

Resolving Member Challenges

The Illume Support Centre responded to over 600 support cases across public and post-secondary libraries, efficiently addressing software issues, brokerage support, and interlibrary loan workflows.

Enhancing Interlibrary Loan Efficiency

The Illume Support Centre made strides towards improving system efficiency by:

- **Optimizing System Integration:** The Support Centre troubleshoot ISO configurations, configured Z39.50 search targets for more accurate searches, and launched the OpenILL feature to libraries seeking to implement third-party request processing.
- **Strengthening Security & Best Practices:** Illume implemented SHAREit account security best practices, including encryption, to enhance cybersecurity and protect patron and staff data.
- **Streamlining Request Processing:** The service supported large public libraries in adopting NCIP for automated patron authentication, reducing staff workload; provided training and troubleshooting for patron-initiated ILL and Live Shelf Status (LSS) setup to expedite loan fulfillment.
- **Advocating for System Enhancements:** The Support Centre advocated on behalf of members for high-priority improvements with the vendor, including an in-system staff messaging tool, better visibility of library-owned materials, and a "Duplicate Request" function to simplify workflows.

Providing Expert Training & Workflow Optimization

The Support Centre provided Illume participating libraries with tailored training on NCIP, Patron-Initiated ILL, OpenILL, statistics, and new system features via webinars, email, and phone. Resources and tutorials are intended to empower library staff with the knowledge to streamline processes and improve service delivery.

Enhancing Service Resilience During Disruptions

A 32-day Canada Post strike, beginning in mid-November, disrupted Illume services. Throughout the labour action, the Support Centre provided libraries with workflow guidance to manage temporary closures and minimize disruptions. Additional recommendations and assistance were offered to support a smooth reopening once the strike ended.



Photo 4: College of the Rockies Learning Commons

Illume: The Year in Numbers

- \$1.65 million in provincial savings by sharing Illume infrastructure and administration
- 104 public and post-secondary libraries share their resources via Illume
- 75,000 Interlibrary loan requests were filled through Illume in 2024
- 639 support cases were handled by the Illume Support Centre in 2024

Arca Digital Repository

Arca offers essential technological infrastructure and support to its members, helping libraries and organizations preserve and provide access to their digital collections. 2024 service highlights include:

Advancing Arca's Platform Migration

Arca successfully progressed on its migration to Islandora 2.0 by developing a detailed action plan, establishing technical infrastructure, and standardizing metadata across member sites. A dedicated Migration Specialist supported local administrators, while coordination with the open source platform service provider and SFU Cloud hosting ensured smooth implementation. The migration of Douglas College's DOOR repository in late 2024 marked a key milestone.

Expanding Membership & Strengthening Community

Arca welcomed Okanagan College as a new member and introduced a policy allowing non-library organizations, such as museums and historical societies, to join Arca. Several organizations expressed interest, leading to ongoing discussions about future membership.

Enhancing Metadata & Interoperability

Arca established new shared metadata standards across all member sites, improving interoperability, discovery, and long-term sustainability. Thousands of repository items were updated to meet migration standards, significantly enhancing metadata consistency and accessibility.

Fostering Collaboration & Knowledge Sharing

Arca joined the Local Contexts Early Adopter program and the Islandora Foundation Leadership Group, ensuring its needs were represented in repository development. A new partnership with the University of Prince Edward Island's Software Engineering program provided students with real-world experience while supporting Arca's ongoing development goals.

Expanding Access to BC's History: A Year of Growth and Impact

In 2024, BC ELN's BC History Digitization Program (BCHDP) Support Service and BCHDP-Arca Hosting Initiative continued to build on post-secondary infrastructure to help under-resourced organizations digitize and share British Columbia's rich history.

BC ELN received 27 Early Notice Survey responses, which shaped support for BCHDP grant applicants. Staff provided hands-on guidance to 17 prospective applicants, offering expertise in digitization workflows, grant writing, copyright, and metadata. Six institutions received detailed feedback to strengthen their proposals. First-time applicants also connected with experienced digitization service providers to help bring projects to life.

The BCHDP-Arca Hosting Initiative grew, with BC ELN supporting two incoming collections through planning, metadata consultation, and content ingest: forestry union newspapers from Kaatza Station Museum and the John Vance fonds from the Vancouver Police Museum. To support long-term access, BC ELN refined metadata across Arca child sites and prepared for migration to Islandora 2.0, developing tools to streamline batch uploads. These efforts helped small institutions unlock funding, preserve historical collections, and make BC's stories more discoverable for students, staff, researchers, and the public.



Photo 5: Kwantlen Polytechnic University Library

Supporting Ministry Priorities

BC ELN receives core funding from the Province of British Columbia through the Ministry of Post-Secondary Education and Future Skills (PSFS). In addition to its core work in licensing, resource sharing, learner support, and shared services, BC ELN actively supports the Ministry’s priorities, including advancing the post-secondary Digital Learning Strategy and fostering meaningful reconciliation.

In alignment with the Digital Learning Strategy — which aims to strengthen digital learning across B.C.’s post-secondary system — BC ELN contributed expertise and leadership in 2024. The Executive Director served on the Shared Educational Resources and Technology (SERT) Advisory Committee, which provides guidance on shared and open models for educational technologies and course materials. Additionally, BC ELN submitted a comprehensive AskAway case study to SERT, offering a model for other initiatives.

BC ELN is also committed to supporting the Ministry’s goal of building lasting and meaningful partnerships with Indigenous peoples. With one-time funding from PSFS, the consortium launched the Removing Barriers Initiative in 2024. This initiative seeks to better understand the information needs of Indigenous students and the challenges that post-secondary institutions serving them may face in joining BC ELN, with the goal of developing recommendations to remove these barriers.



Photo 6: Okanagan College

Surviving and Thriving: All Partner Meeting 2024

Each December, BC ELN partner library directors come together in person for the annual All Partner Meeting—a vital forum for collaboration, knowledge sharing, and strategic planning. In 2024, the theme *Surviving and Thriving through Challenging Times* reflected the pressing realities facing post-secondary institutions in B.C., particularly the financial pressures stemming from international student enrollment caps.

The meeting provided a space for open dialogue on the challenges ahead and the role of collaboration in navigating uncertainty. Dr. Dale Askey, Vice-Provost and Chief Librarian at the University of Alberta, delivered a powerful keynote, sharing insights on UofA libraries which have not only survived significant budget reductions in recent years, but have even found areas in which to thrive at the same time. Library directors engaged in focused discussions on pressing issues, including the implications of AI in academic settings, strategies for managing financial constraints, and ongoing efforts to advance equity, diversity, and inclusion in libraries.

As institutions face increasingly complex challenges, the All Partner Meeting reaffirmed a core truth: collaboration is not just beneficial—it is essential for resilience, innovation, and the continued success of libraries across the province.

Moving Forward

BC ELN remains dedicated to achieving the goals set out in its Strategic Framework while staying responsive to the evolving needs of both the Ministry and partner libraries.

Looking ahead to early 2025, key initiatives include:

- Expanding the BC ELN team to strengthen operational support.
- Conducting listening sessions with Indigenous-led post-secondary institutions and Indigenous-focused organizations as part of the Removing Barriers Initiative.
- Finalizing the migration of Arca to Islandora 2.0, enhancing digital repository capabilities.
- Supporting the BC ELN Steering Committee in setting priorities for the second half of the 2023-2027 Strategic Framework.

Financials

BC ELN is a partnership between British Columbia’s post-secondary libraries and the Ministry of Post-Secondary Education and Future Skills. BC ELN leverages the Ministry’s investment of just under \$500,000 to deliver equitable services and incredible savings to the post-secondary sector and beyond.

Core Administration and Illume

Includes core and licensing staff, Illume, and partnership activities.

Revenue	2023/24 Actual	2024/25 Projected
Core Funding - Ministry of Post-Secondary Education and Future Skills (PSFS)	485,417	485,417
Removing Barriers Initiative Funding - PSFS	n/a	110,000
Host Site (SFU) Allocation*	378,389	387,356
Illume InterLibrary Loan Service (including Support Centre, etc.)	199,313	202,202
Illume Service Support	11,900	12,586
Miscellaneous Revenue (Associate Membership Fees, Prepayments, Arca Partnerships, etc.)	54,547	83,631
Total Revenue	1,129,566	1,281,192

*Host Site Allocation includes Progress Through Ranks & Provincially-funded flow through General Wage Increases.

Expenses	2023/24 Actual	2024/25 Projected
Salaries and Benefits (Continuing, Limited Term, and Contract)	748,380	692,662
Host Site Infrastructure Support Fee	56,000	56,000
AskAway Chat Reference Contribution	10,000	12,000
PSFS AskAway Bridge Funding - Year Two	15,000	n/a
PSFS - Removing Barriers Funding - Year One	n/a	15,000
WriteAway Online Writing Support Contribution	10,000	14,000
PSFS WriteAway Bridge Funding - Year Two	15,000	n/a
PSFS Removing Barriers Funding - Year One	n/a	15,000
Arca Digital Repository Contribution	10,000	10,000
Arca Partnership Expenses (BCHDP-Arca Hosting/Support, etc.)	22,004	22,004
Illume InterLibrary Loan Service (BCUC hosting, Support Centre)	216,297	216,297
Website Migration Drupal 9	n/a	50,000
Governance (resource teams, task groups, meetings, etc.)	21,245	6,510
Administration (meetings, staff development and travel etc.)	31,596	19,980
Communications and promotion (printing, membership fees, etc.)	8,551	5,294
Technology Infrastructure (computers, ConsortiaManager, hosting, etc.)	26,667	23,238
Total Expenses	1,190,739	1,154,362

Core Revenue over Expenses	(61,173)	126,830
Start of Year Balance	237,580	176,407
Projected End of Year Balance	176,407	303,237

Note: 24/25 Carryforward includes multi-year project funding for Removing Barriers and Illume, deferred website migration amount, deferred salaries, and associate member prepayments.

AskAway Chat Research Help

Revenue	2023/24 Actual	2024/25 Projected
Partner Library Support (Service Support Fee and Flexible Contribution)	98,962	97,249
BC ELN Contribution	10,000	12,000
PSFS Bridge Funding - Year Two	15,000	n/a
PSFS Removing Barriers Funding - Year One	n/a	15,000
Miscellaneous (Carryforward, marketing, etc.)	332	---
Total Revenue	124,294	124,249

Expenses	2023/24 Actual	2024/25 Projected
Staffing and Coordination Infrastructure	106,710	98,932
Extenuating Circumstance Fund	---	1,000
Administration/Communication/Governance/Marketing	770	845
Software & Technology Infrastructure	15,259	15,259
AskAway Planning Session Support	3,051	n/a
Total Expenses	125,790	116,414

AskAway Revenue over Expenses	(1,496)	7,835
Start of Year Balance	4,476	2,980
Projected End of Year Balance	2,980	10,815

WriteAway Online Writing Support

Revenue	2023/24 Actual	2024/25 Projected
Partner Institution Support Fee	59,229	61,242
BC ELN Contribution	10,000	14,000
PSFS Bridge Funding - Year Two	15,000	n/a
PSFS Removing Barriers Funding - Year One	n/a	15,000
Miscellaneous (Carryforward, marketing, etc.)	164	---
Total Revenue	84,393	90,242

Expenses	2023/24 Actual	2024/25 Projected
Staffing and Coordination Infrastructure	90,608	74,992
Administration/Communication/Governance/Marketing	1,253	709
Ten Year Anniversary Celebration	2,779	n/a
Software and Technical Infrastructure	9,109	8,235
Total Expenses	103,748	83,936

WriteAway Revenue over Expenses	(19,355)	6,306
Start of Year Balance	24,811	5,456
Projected End of Year Balance	5,456	11,762

Arca Digital Repository

Revenue	2023/24 Actual	2024/25 Projected
Member Service Support (includes additional storage and support fees)	183,606	188,291
BC ELN Contribution	10,000	10,000
PSFS Arca Migration Capital Funding	400,000	160,000
Miscellaneous	1,000	---
Total Revenue	594,606	358,291

Expenses	2023/24 Actual	2024/25 Projected
Staffing and Coordination Infrastructure	119,334	109,399
Islandora Foundation & DataCite Membership	4,000	4,114
Administration/Communication/Governance	3,263	1,791
Vendor Support	16,064	23,266
Software & Technology Infrastructure	9,386	12,555
Arca Migration Service Provider	367,760	192,924
Arca Migration Staffing	17,293	87,042
Total Expenses	537,100	431,091

Arca Revenue over Expenses	57,506	(72,800)
Start of Year Balance	40,639	98,145
Projected End of Year Balance	98,145	25,345

Licensing Programme

Flow-through finances for licensing activities.

Revenue	2023/24 Actual	2024/25 Projected
Partner Library Contribution	5,670,076	5,737,338
Total Revenue	5,670,076	5,737,338

Expenses	2023/24 Actual	2024/25 Projected
Payment to vendors	5,645,700	5,748,020
Total Expenses	5,645,700	5,748,020

Licensing Programme Revenue over Expenses	24,376	(10,682)
Start of Year Balance	(100,472)	(76,096)
Projected End of Year Balance	(76,096)	(86,778)