

Raising the bar:

**The Fourth Annual Review of LibraryCo Inc.
For the Year Ending 2004**

Mandate

LibraryCo Inc. is mandated to carry on the central management of the Ontario County and District Law Library system on a not-for-profit basis for the purpose of developing and enhancing skills for the “*competent lawyer*” in Ontario.





Gavin MacKenzie, Chair

Message from the Chair...

In the six months, since June 2004 when I was appointed Chair of LibraryCo I have chaired three - day long Board meetings; attended and made a presentation to a County and District Law Presidents' Association (CDLPA) Plenary; attended a CDLPA Library Committee meeting; participated in the LibraryCo Autumn Advance; and attended meetings of the Integration Task Force. Clearly, the most amazing thing that I've learned in this time, and indeed in my ten years as a benchner, is that nothing arouses passions in lawyers like the subject of law libraries.

One of the striking things I have noticed is that LibraryCo's two shareholders have, on occasion, been at odds on some fairly fundamental issues. In the time since becoming Chair of LibraryCo, some of the shareholders' representatives have expressed their views to me in no uncertain terms. This apparent discord surprised me because I think both our shareholders really have the same constituency, when it comes right down to it, and should and can be working together toward a common goal of delivering, at a reasonable cost, the best possible library, legal information, and research services to all lawyers in the province. That is what LibraryCo is trying to achieve.

LibraryCo has had many successes over the last four years. The 2004 achievements are articulated elsewhere in this report. However, in terms of members' fees we are particularly proud of maintaining reasonable fee levels while raising the bar with quality, value added products and services in the county and district law libraries at the same time.

In keeping the amount contributed annually by members for library and information services in the range recommended in the *Elliott Report* (May 2000), LibraryCo has far exceeded expectations. That report recommended that the portion of members' fees allocated to LibraryCo stay within 10 percent of \$200 per full-time equivalent member for three years. Not only has LibraryCo achieved this for five years, but we have managed to stretch members' fees and provide quality library services for well under that \$210 figure.

We believe in the four years that LibraryCo has been in existence that we have: ensured that lawyers have access, bar none, to the best and most varied electronic resources in the country; that traditional collections are of the highest quality and standard to support the work of the Ontario lawyer; made a significant and positive impact on the quality of working life of library staff by providing relevant library and law-related educational opportunities; and we have made great strides in assuring that law libraries throughout the province are well equipped with up to date technology, equipment and facilities.

LibraryCo will face challenges in 2005. But we have a committed Board of Directors and staff anxious to see the creative and exciting projects planned for the next phase of LibraryCo through to completion.

Respectfully submitted

Gavin MacKenzie, Chair

Board of Directors LibraryCo Inc. 2004

Michael Adams.....	Simcoe County
Marion Boyd (resigned April, 2004).....	Middlesex County
Jennifer Carten.....	Kenora District
Abraham Feinstein, Q.C.....	Carleton County
Nancy Iadeluca (April, 2004).....	Toronto
Michael M. Johnston (CDLPA representative April, 2004)	Leeds & Grenville
Gavin MacKenzie (Chair and LSUC representative June, 2004).....	Toronto
Karen L. MacLaurin (OCLA representative until March, 2004).....	Carleton County
Anne C. Matthewman (TLA representative).....	Toronto
Jacques J. Menard (OBA representative)	Frontenac County
Janine Miller (holds appointment as Director of Libraries LSUC)	Toronto
Gregory M. Mulligan (Chair and LSUC representative until May, 2004)...	Simcoe County
Mary-Jo Mustoe (OCLA representative April, 2004)	Welland County
Judith Potter	Middlesex County
Urmars Suits (until March, 2004)	Parry Sound
Gerald A. Swaye, Q.C. (appointed June, 2004)	Hamilton
Robert S. Whimore.....	Hamilton
Richmond Wilson, Q.C.....	Carleton County
David Ziriada.....	Essex County
Robert Zochodne (CDLPA representative until March, 2004).....	Durham Region



Overview of 2004 Successes...

With 2004 ending, LibraryCo completes three full years of supporting the delivery of quality library services to the lawyers of Ontario through the forty-eight county and district law libraries. At the end of this review period we enter into a new stage. LibraryCo looks forward to continuing our work with the County and District Law Presidents Association and the Law Society of Upper Canada.

Standards ... raising the bar

We have had an enormously successful year in establishing standards in the LibraryCo law libraries.

- **Performance management system ...** In January 2004 uniform salary bands across the province for all library staff were implemented. The 75+ staff now have model position descriptions to base their specific descriptions on; clearly articulated salary bands based on education, skill sets, experience and qualifications; and an understanding of performance-based compensation. In the autumn of 2004 the last phase of the process was rolled out with the Performance Management documentation. At the conclusion of 2004 all staff with their employer, Association Executives, engaged in a goal setting exercise with clearly written position descriptions. Going forward, staff, system-wide will be assessed using a uniform instrument. LibraryCo has seen this work evolve over the course of the last two years. The success of it is in large measure due to the assistance and shepherding by the Staffing Standards Team. At all stages they were involved in the crafting of position descriptions, establishing the salary bands and criteria for same, re-working performance measurement documentation and communicating the changes.

- **Staffing - hiring ...** During this review period six Associations have approached LibraryCo to assist with hiring staff for their law library. We have undertaken a thorough staffing action in each case, by advertising for the position in local newspapers; had a selection committee of local Executive Board members review and screen the applicants; held proper interviews where each candidate was asked the same question for consistency; conducted reference checks and made appropriate job offers. LibraryCo's involvement with the Associations has resulted in six successful competitions in 2004 at **Essex, Grey Lambton, Perth, Wellington** and **York**. The bar has been raised through this process. In all cases the lawyers in the communities will be well served by the hiring of a librarian, a library technician or a library assistant with significant library experience.

- **Staffing - continuing education ...** 2004 concludes the second full year of **LibraryCo's Bursary program**. Established by the Board of Directors, LibraryCo was in the position to facilitate various educational opportunities during this review period. To that end: 7 Library Technicians and/or Library Assistants were able to attend the 2004 Canadian Association of Law Libraries annual meeting and conference in Quebec City from May 16 through 19, 2004; 4 Library Technicians

and/or Law Librarians utilized funds from the Library Technician and Law Librarians Continuing Education Bursary to take a Legal Research on the Internet course; 3 people enrolled in Simply Accounting courses; and numerous Library Assistants and Library Technicians took 17 courses through Mohawk College in the Library Technician program. In total, over \$17,000 was provided to support these continuing education opportunities.

The annual **Conference for Ontario Law Association Libraries (COLAL)** is another means to support the continuing education activities of the staff in the LibraryCo libraries. The theme for the 4th Annual Conference (Burlington, October 28 through 29, 2004) was Developing, enhancing and perfecting performance.

Some of the highlights of the substantive portion of the meeting included:

- **The Reference Interview: Performance Art or What the heck does the lawyer really want?**

Presented by Caroline Hyslop, Reference Librarian, Carleton

- **Establishing performance measurement: Where we are in the process?**

Presented by Karen MacLaurin, Chair, LibraryCo Staffing Standard and Suzan A. Hebditch

- **Evaluating our performance: Working with the documentation**

Presented by Felicia North, Human Resources Manager, Law Society of Upper Canada

- **Our new catalogue: Letting the technology perform**

Presented by Jeanette Bosschart, Reference and Instructional Services Librarian, the Great Library

- **GST: Update**

Presented by Mark Matson, CA, Wade Group

- **Workplace Safety & Insurance Board**

Presented by Mark Matson, CA, Wade Group

In addition to these programs, meetings regarding document delivery protocols, a report by the Law Reports Retention Team, a report on the Great Library and CanLII, an update on various activities from LibraryCo and in particular of the LibraryCo Board's Autumn Advance: Aiming High / Thinking Large were held.

- **Collections ...** During 2004 considerable work was completed on collections in the 48 law libraries. In addition to major weeding and collection rationalization undertaken by the **Roving Law Librarian** in the 28 Local law libraries, LibraryCo's Collections Team deserves a good deal of credit, in boasting three more core collections documents to aid our libraries with collections policies and service delivery. They are: Union List of Canadian Law Reports held in Regional and the Great Law Libraries; Union List of UK Law Reports held in Regional and the Great Law Libraries; and Union List of Periodicals held in LibraryCo Law Libraries.

Service delivery ... offering more

- **Roving Law Librarian ...** With a specific mandate to assist the 28 smaller Local Law Libraries in the system, Wendy Header-Moan made 47 visits

(numbering 12,114 kilometers) to law libraries in 2004. This assistance in these libraries takes the form of: evaluation of collections, assessing technology requirements; consulting with and advising Local Law Association Executives, Library Committees and law library staff on collection development issues; aiding law library staff with weeding and other collection management matters; conducting and/or facilitating training opportunities for lawyers and law library staff on electronic resources; and acting as a general resource person for the Local libraries specifically and the Executive Director and Board of Directors in general. In 2004 the Roving Law Librarian undertook a major role in the collection management to facilitate smoother library moves, renovations and redecorating in **Algoma, Grey, Haldimand, Lambton, Leeds & Grenville** and **Perth** counties.

- **Document Delivery ...** *The LibraryCo Principles and Standards for Document Delivery* was revised in late 2004 to include the **Great Library**. Now, working as a system and with a view to all the libraries being one rather than 49 disparate libraries, staff across the province are in a position to share resources throughout the province and assure the lawyers of Ontario that whatever they need in the way of law and law-related information, they can get through the LibraryCo Libraries.

In 2004, 422 non-returnable¹ transactions and 211 returnable² transactions were undertaken in the law libraries. In total 633 items were shared through document delivery in the system. This compares to 400 non-returnables and 130 returnables or 530 transactions in 2003.

- **Toll free numbers for all law libraries ...** In 2004 LibraryCo supplied all 48 law libraries with a toll free number. (Prior to this, only the Regional law libraries had them). This has been a tremendous boon to staff and lawyers who need not hesitate because of long distances charges to make a call for assistance to any of the LibraryCo libraries.

- **Courier services for all law libraries ...** To better facilitate lawyers' access to information, in addition to toll free numbers, LibraryCo now provides access to courier services to facilitate document delivery between libraries within the system. As an added incentive and convenience to lawyers and staff alike, having access to quick turn around via courier services, document delivery got better in 2004.

Communication ... getting the message out

- **Through LibraryCo brochures series...** in the spring of 2004 a LibraryCo brochure series was introduced to lawyers, Association Executives, and library staff. Intended to get the message out regarding some of the services that LibraryCo provides or facilitates. They are:

Continued on next page.

1. *LibraryCo: Just the Facts* (a brochure explaining what LibraryCo is)

2. *What's in a Name?* (A brochure explaining the different levels of staffing, education and capabilities in our law libraries – library assistants, library technicians and law librarians)

3. *What's in a Law Library?* (A brochure explaining the 3 types of law libraries in the system and what services can be expected to be delivered from each)

4. *Hiring Law Library Staff?* (A brochure for Association Executives to let them know what LibraryCo can do to assist with their hiring processes)

● **Through FOCUS ...** the quarterly newsletter of LibraryCo Inc. ... starting in January 2004, LibraryCo published volume 1, number 1 of FOCUS. With a circulation of 350 LibraryCo is pleased to be able to communicate with shareholders, stakeholders, library staff and others interested in LibraryCo's successes. In 2004, four issues were published.

Going forward ... Aiming high/Thinking large ... The LibraryCo Board of Directors took the opportunity in early October to engage in a visioning exercise. At the Autumn Advance Directors and staff facilitated by former Board Chair and "mother of LibraryCo" Susan Elliott, engaged in a brainstorming process that would set the course of LibraryCo for the next two to three years out. After a day and a half a number of

themes emerged needing further contemplation and development, but at the outset the Board determined that going forward in 2005 LibraryCo would establish an Integration Task Force to explore options for the 48 law libraries, the Great Library and CanLII and would undertake to develop a virtual reference service for the LibraryCo system.

¹ *Non-returnables are items that normally do not need to be returned to the owning library (e.g., print or electronic copies and/or copies made in lieu of loans).*

² *Returnables include any items that are normally to be returned to the owning library. (e.g., bound volumes, treatises, texts etc).*

LibraryCo... facilitating delivery of services to lawyers

● Through centralized negotiations and licensing, LibraryCo in 2004 provided the following, commercially available products, in **electronic formats**, to the lawyers of Ontario in all 48 law libraries:

- *Canada Statute Citor* (*Canada Law Book*)
- *Canadian Criminal Law Library* (*Canada Law Book*)
- *Canadian Estate & Administration & Planning Law Guide* (*CCH Canadian*)
- *Canadian Family Law Guide* (*CCH Canadian*)
- *Canadian Insurance Law Reporter* (*CCH Canadian*)
- *Civil Practice Partner* (*on cd rom Carswell in libraries only*)
- *FamilySource* (*Carswell*)
- *LawSource* (*Carswell*)
- *LexisNexis* (*a service provided by law librarians in the Regional law libraries only*)
- *Ontario Citor Service* (*Canada Law Book*)
- *Ontario Corporation Law Guide* (*CCH Canadian*)
- *Ontario Real Estate Law Guide* (*CCH Canadian*)
- *Personal Injury Partner* (*on cd rom from Carswell in libraries only*)
- *QL Systems* (*LexisNexis in libraries only*)

● In Associations where the law library has been designated a Local Library¹, lawyers benefit from the **desktop delivery initiative**. This initiative is available only to lawyers, however, for articling students, clerks, those not having a computer or not desiring to take up this opportunity, all these resources are also available in the local law library and indeed, in all 48 County and District law libraries at no charge.

● To assist lawyers with their **legal research** needs, LibraryCo has provided toll free numbers for lawyers to gain access to professional law librarians, during normal business hours, at the following Regional law libraries. Those libraries and the numbers are:

Carleton (Ottawa)	1•866•637•3888
Toronto	1•866•258•8886
Essex (Windsor)	1•866•815•1112
Middlesex (London)	1•866•556•5570
Hamilton	1•866•213•6867

● All law libraries offer access to computers meeting standards for equipment set in 2004. In addition to other equipment such as photocopiers and fax machines for lawyers' use, study and consultation space is also provided. In 2004 LibraryCo assured upgraded facilities and equipment through capital and special needs funding to the law libraries.

● Through the auspices of LibraryCo, lawyers have the opportunity to engage in continuing education training on electronic products at no charge. This can take different formats from one on one, group sessions, or

via teleconferencing from their own computer with a trainer from one of the legal publishers.

● The LibraryCo libraries since January of 2003 have had in place a very effective **document delivery protocol**. When lawyers seek information that is not available from their law library, library staff will borrow the information from one of the other libraries in the system at no charge to the lawyer. Thinking outside of the box ... library staff now consider their library to be that of the entire 48 not just what is within the walls of their own building. No longer are these local member-based libraries. These libraries under the concept of universal access and universal funding are owned by all the lawyers of Ontario and therefore lawyers have entitlements to information in any of the law libraries in the system. (See *LibraryCo Libraries: Principles and Standards for Document Delivery* at www.libraryco.ca under the *Publications* page.) Adding to the service in 2004, LibraryCo provided **toll fee numbers for all libraries** and courier delivery between all law libraries. The costs for these value added services are borne centrally by LibraryCo, not the individual libraries.

● LibraryCo has developed standards for collections in order to ensure lawyers that certain **core collections** of resources would be in all the law libraries for their use. During 2004, *Highlights* have been compiled of primarily Canadian titles published during the periods January through June and July through December 2004. Compiled from information provided by legal publishers, they focus on titles primarily of interest to lawyers using courthouse libraries. In 2005 LibraryCo intends to publish a new edition of both *The Essential Law Library* and *Core Titles for an Ontario Courthouse Library* incorporating the Highlights lists and updating the information as is relevant.

● All law libraries offer access to **computers** meeting standards for equipment set in 2004. In addition to other equipment such as **photocopiers** and **fax machines** for lawyers' use, **study and consultation space** is also provided. In 2004 LibraryCo assured upgraded facilities and equipment through capital and special needs funding to the law libraries.

● Through the auspices of LibraryCo, lawyers have the opportunity to engage in **continuing education training** on electronic products at no charge. This can take different formats from one on one, group sessions, or via teleconferencing from their own computer with a trainer from one of the legal publishers.

¹ Those Associations are: Brant, Bruce, Cochrane, Dufferin, Elgin, Grey, Haldimand, Hastings, Huron, Kent, Lambton, Lanark, Leeds & Grenville, Lennox & Addington, Manitoulin, Muskoka, Norfolk, Northumberland, Oxford, Parry Sound, Perth, Prescott & Russell, Rainy River, Stormont Dundas & Glengarry, Temiskaming, Victoria Haliburton, Welland and Wellington

Law Library Visits by LibraryCo Personnel 2004

Law Library

Executive Director

Roving Law Librarian

Algoma Law Association	March 15; Sep 1; Oct 7	June 21 - 23
Brant Law Association		
Bruce Law Association		March 8; April 13; May 3; June 9; June 14
Carleton Law Association	August 6;	
Cochrane Law Association	August 24	
Dufferin Law Association		February 24; June 2
Durham Region Law Association	May 4	
Elgin Law Association		March 31; April 1
Essex Law Association	March 9; October 15	
Frontenac Law Association	July 23; October 1	
Grey County Law Association		Jan 13 - 14; Mar 16 - 17; May 4 - 5; Nov 23-24
Haldimand Law Association	March 3 (AGM)	Jan 21; Feb 4, 25; March 24; Dec 1
Halton Law Association		
Hamilton Law Association	June 8 (AGM)	
Hastings Law Association		
Huron Law Association		March 9 - 10; April 15; June 10
Kenora Law Association	August 27	
Kent Law Association		February 16; June 30
Lambton Law Association	March 26	Feb 17; April 14, 28; May 12 -13; June 30
Lanark Law Association		
Leeds & Grenville Law Association		February 10 , 12; July 7 - 9; December 10
Lennox & Addington Law Association		July 9
Lincoln Law Association	February 4	
Manitoulin District Law Association		July 15 - 16
Middlesex Law Association	March 12	
Muskoka Law Association		
Nipissing Law Association	March 17	
Norfolk Law Association		
Northumberland Law Association		February 9
Oxford Law Association		January 19
Parry Sound Law Association		
Peel Law Association	February 19	
Perth Law Association		January 6; February 18; March 11, 25
Peterborough Law Association	August 16	
Prescott & Russell Law Association	August 5	December 8-9
Rainy River Law Association	August 26	
Renfrew Law Association	August 4	
Simcoe Law Association		
Stormont, Dundas & Glengarry Law Assoc.		February 11
Sudbury District Law Association	March 16	
Temiskaming Law Association		
Thunder Bay Law Association	August 25	
Toronto Lawyers Association	February 11	
Victoria Haliburton Law Association	August 16	
Waterloo Law Association	April 27 (AGM)	January 6
Welland Law Association		
Wellington Law Association	April 1 (AGM); June 10	July 5, 14, 20
York Region Law Association	April 28	





Need to contact a LibraryCo Law Library?

Here's how ... toll free *!

Staff of LibraryCo

Suzan A. Hebditch,
Executive Director

Wendy Hearder-Moan,
Roving Law Librarian

Chris Wyskiel,
Assistant to the
Executive Director

Contact us ...

LibraryCo Inc.
Upper Canada Place
460 Brant Street, Suite 211
Burlington, Ontario
L7R 4B6

1-866-340-7578
info@libraryco.ca
www.libraryco.ca

Algoma (Sault Ste. Marie) 1-866-840-2540	Brant County 1-866-759-2038
Bruce (Walkerton) 1-866-486-4365	Carleton (Ottawa) 1-866-637-3888
Dufferin (Orangeville) 1-866-862-9931	Durham (Whitby) 1-866-742-4316
Elgin (St. Thomas) 1-866-545-6335	Essex (Windsor) 1-866-815-1112
Frontenac (Kingston) 1-866-893-2010	Grey (Owen Sound) 1-866-578-5841
Haldimand (Cayuga) 1-866-528-5779	Halton (Milton) 1-866-838-5139
Hamilton 1-866-213-6867	Hastings (Belleville) 1-866-544-3310
Huron (Goderich) 1-866-266-3270	Kenora 1-866-684-1164
Kent (Chatham) 1-866-575-2529	Lambton (Sarnia) 1-866-203-5101
Lanark (Perth) 1-866-593-0236	Leeds & Grenville (Brockville) 1-866-503-0574
Lennox & Addington (Napanee) 1-866-603-6383	Lincoln (St. Catharines) 1-866-637-6829
Middlesex (London) 1-866-556-5570	Muskoka (Bracebridge) 1-866-613-9217
Nipissing (North Bay) 1-866-899-6439	Norfolk (Simcoe) 1-866-648-8708
Northumberland (Cobourg) 1-866-214-8450	Oxford (Woodstock) 1-866-750-5169
Parry Sound 1-866-456-6472	Peel (Brampton) 1-866-228-0235
Perth (Stratford) 1-866-365-0218	Peterborough 1-866-556-8395
Rainy River (Fort Frances) 1-866-684-1184	Renfrew (Pembroke) 1-866-705-8538
Simcoe (Barrie) 1-866-692-6163	Stormont, Dundas & Glengarry (Cornwall) 1-866-830-9118
Sudbury 1-866-508-7655	Temiskaming (Haileybury) 1-877-672-5655
Thunder Bay 1-866-684-1186	Toronto 1-866-258-8886
Victoria Haliburton (Lindsay) 1-866-895-6220	Waterloo (Kitchener) 1-866-201-0168
Welland 1-866-455-6489	Wellington (Guelph) 1-866-893-5220
York (Newmarket) 1-866-221-8864	*During Regular Business Hours

... how the dollars and cents add up?

Did you know?

- Did you know that in 2004, direct distribution of funds to 48 law libraries amounted to \$4.9 million?
- Did you know that in 2004, centralized purchases by LibraryCo on behalf of the 48 law libraries amounted to \$1.8 million?
- Did you know that in 2004, LibraryCo supported continuing education opportunities for law library staff? Did you know that through their Annual COLAL conference and three bursary programs that support amounted to \$52,000?
- Did you know that in 2004, in addition to the quarterly grants, centralized purchases amount to, on average \$39,000 per law library?
- Did you know that in 2004, library improvements including furnishings and equipment were supported in the amount of \$120,000?
- Did you know that in 2004, LibraryCo purchased additional traditional resources for law libraries amounting to \$86,000?

