



**LibraryCo Inc.**

**Business Plan 2015 – 2017**



## LibraryCo Inc.

### Business Plan 2015 – 2017

#### TABLE OF CONTENTS

I.	Mission and Vision	2
II.	Introduction	3
III.	Overview of LibraryCo Inc.	3
	(i) Mandate and Governance	
	(ii) Organization of Law Libraries	
	(iii) Financial Information	
IV.	Key Assumptions and Trends	5
	(i) Key Assumptions for LibraryCo	
	(ii) Key Trends in Libraries	
V.	SWOT Analysis for LibraryCo	6
VI.	Strategic Priorities for 2015 – 2017	7
	(i) Financial	
	(ii) Communication and Marketing	
	(iii) Organizational Capacity	
	(iv) Internal Processes	
VII.	Proposed Implementation Steps	8
	<b>Appendices</b>	9
	LibraryCo Inc. Financial Statements	
	LibraryCo Inc. Board of Directors	
	LibraryCo Inc. Staff	
	LibraryCo Inc. Shareholders and Stakeholders	
	CDLPA Library Committee Members	
	Key Law Society of Upper Canada Personnel	
	List of County and District Law Libraries	

## I. Mission and Vision

### **LibraryCo Mission Statement**

LibraryCo furthers the mandate of the Law Society of Upper Canada to serve the public interest by supporting post licensing competency of the legal professions in Ontario and access to justice. LibraryCo provides cost-effective central management of the county and district law library system and continual enhancement of the delivery of knowledge and competency services.

### **LibraryCo Vision Statement**

To be the source for continual enhancement of the competency of the legal professions in Ontario through the county and district law library system in accordance with the objectives of the Law Society of Upper Canada.

## II. Introduction

This business plan has been developed by the LibraryCo Inc. Board of Directors to guide the corporation through the years 2015 to 2017. The plan provides a framework for the Board of Directors to fulfil its mission to deliver high quality legal information services in the 48 county and district courthouse law libraries and provide leadership in matters relating to law libraries. It also demonstrates the Board's strong commitment to the county and district law library system in Ontario. The plan is guided by key assumptions and trends in libraries of all types. LibraryCo will leverage its resources to build on past successes, face future challenges and enhance the delivery of information services by the county and district law libraries.<sup>1</sup>

This business plan is the result of a strategic planning session that was held in Toronto on March 6, 2014. The Board examined LibraryCo's current business model, successes and challenges, trends in libraries, and vision concepts and issues. It then created mission and vision statements which it used to develop priorities for the next three years. This plan addresses internal and external challenges and opportunities. It focuses on how LibraryCo must develop and adapt in order to remain successful. While the Board of Directors is responsible for LibraryCo's stewardship and strategic decisions, there are external issues, such as funding, staffing and the pricing and availability of legal resources which are beyond its direct control.

This is the third business plan for LibraryCo since its reorganization in 2007. The first and second plans are available on the LibraryCo web site.

## III. Overview of LibraryCo Inc.

### (i) Mandate and Governance

Established in 2001, LibraryCo Inc. is a not-for-profit share capital corporation mandated to undertake the central management of the Ontario county courthouse law library system in accordance with the objectives, policies and principles established and approved by the Law Society of Upper Canada (the Law Society) from time to time, in consultation with the County and District Law Presidents' Association (CDLPA) and the Toronto Lawyers' Association (TLA).<sup>2</sup>

Under the terms of the Unanimous Shareholder Agreement, the Law Society, CDLPA and TLA are LibraryCo's shareholders. Each shareholder is entitled to select appointees to the Board of Directors. The Law Society may appoint up to four directors, CDLPA may appoint up to three directors and TLA may appoint one director. Appendix 2 lists the current members of the LibraryCo Board of Directors.

LibraryCo also has stakeholders, which are organizations and associations with whom LibraryCo must work closely. These stakeholders currently include the Law Foundation of Ontario (LFO) and the Ontario Courthouse Librarians' Association (OCLA). The LFO has provided generous financial assistance to LibraryCo since its inception. OCLA's membership comprises the professional librarians and library staff in the association libraries.

As part of its mandate, LibraryCo establishes policies and priorities for the provision of law library services and programs by the county and district law libraries, provides funding to the associations to pay for the operation of the county and district law libraries, establishes guidelines and standards for the organization

---

<sup>1</sup> Currently, By-Law 13 of the Law Society of Upper Canada (made May 1, 2007 and amended June 28, 2007) provides for universal access to law libraries in Ontario for all lawyers as well as judges and other groups such as tribunal members. Access for members of the public is determined on a case by case basis. Lawyers are therefore the vast majority of current clients of the system and this business plan reflects that fact. Should By-Law 13 be amended to provide for expanded access to other groups, such as paralegals, this business plan may be read to include such groups as well as lawyers.

<sup>2</sup> Unanimous Shareholder Agreement, June 1, 2007, preamble.

and operation of the county and district law libraries, and advises Convocation on all aspects of law library services and programs in the county and district law libraries.<sup>3</sup>

## **(ii) Organization of Law Libraries**

The present system of law libraries was developed by the Working Group on Long-Term Delivery of County and District Library Services (colloquially known as the *Elliott Report*). It was established by Convocation in 1998 to present options for redesigning the county and district law library system in Ontario. It is known as the “blended system” and provides for central management of library services while allowing for local input and management of individual libraries and establishing categories for law libraries. The law libraries are categorized as regional, area or local, in recognition that there are large, medium and small law libraries in the province.

There are five regional, 15 area and 28 local libraries. The regional libraries are the largest and consequently have larger budgets than the other libraries. They are staffed by at least one professional librarian and supported by library technicians and/or library assistants. In addition to serving their own constituents, they also provide assistance to the smaller libraries. The area libraries were categorized based on their location, size and usage and most are staffed by library technicians. One third are located in northern Ontario. The local libraries serve the smaller associations and all except one have part-time staff. Most local libraries are staffed by library assistants and are supported by the regional and larger area libraries.

The benefits of the blended system include a co-operative system of libraries that is province-wide rather than restricted to individual counties, and access by smaller associations to professional librarians and library technicians in the larger libraries. Appendix 7 lists each of the libraries by category.

## **(iii) Financial Information**

LibraryCo is principally funded by fees which the Law Society of Upper Canada collects annually from lawyers in Ontario. A portion of these fees, known as the library levy, is allocated to LibraryCo. The monies are then distributed to the county and district law associations to cover the costs of administering the law libraries and to LibraryCo to fund its operating expenses. In 2014 the library levy is set at \$202 per lawyer. At this point in time, paralegals do not pay a library levy. LibraryCo also receives generous financial support from the Law Foundation of Ontario, in particular for the Toolkit of Legal Resources.<sup>4</sup>

---

<sup>3</sup> Law Society of Upper Canada By-Law 13, s. 6; Unanimous Shareholder Agreement, June 1, 2007, s. 4.1.

<sup>4</sup> The Toolkit of Legal Resources was developed by LibraryCo to provide access by all lawyers in Ontario to selected high-quality electronic legal resources. It is available in all 48 county and district law libraries. 31 associations are also eligible for the Desktop Delivery Initiative, which brings a select set of electronic legal resources to lawyers’ desktops in more remote communities without the need to be physically present in the law library.

## IV. Key Assumptions and Trends

### (i) Key Assumptions for LibraryCo

This chart outlines the underlying assumptions that informed this business plan and compares these with those used in the previous business plan.

Key Assumptions – 2014	Key Assumptions – 2011
<ul style="list-style-type: none"> <li>• Budgets for LibraryCo and the county and district law associations will remain under pressure. The library levy remains unchanged from 2013 and LibraryCo had to find \$281,481 in budget reductions for 2014.</li> <li>• LibraryCo's reserves, which have been used to finance LibraryCo operations in recent years, will be totally depleted in 2015</li> <li>• Funding from the Law Foundation of Ontario for the Toolkit of Legal Resources will continue to decline and may be eliminated within a few years</li> <li>• The cost of legal information (electronic and paper) will continue to be higher than budget increases for the county and district law libraries</li> <li>• The Toolkit of Legal Resources may have to be realigned and paid content eliminated</li> <li>• Staffing for the county and district law libraries should be optimal for all lawyers throughout Ontario</li> <li>• Lawyers will continue to use libraries and access information in ways that are different from past practices. Younger lawyers are more comfortable with technology than senior practitioners.</li> <li>• LibraryCo will continue its open lines of communication with its shareholders and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Budgets for LibraryCo and the county and district law associations will remain relatively static</li> <li>• Staffing for the county and district law libraries should be optimal for all lawyers throughout Ontario</li> <li>• The number of legal publishers in Canada may decline in the near future, which may impact e-content licensing</li> <li>• The current economic climate has negatively impacted funding from the Law Foundation of Ontario, resulting in less funding for the Toolkit of Legal Resources</li> <li>• Demographics of Ontario's lawyers are shifting. Large segments of lawyers do not use physical libraries. Recent graduates are much more comfortable with technology and e-content than their predecessors and are being educated in very different research methods than those who attended law school 10 to 25 years ago.</li> <li>• LibraryCo will continue its open lines of communication with shareholders, stakeholders and clients in order to provide an optimal level of service</li> </ul>

### (ii) Key Trends in Libraries

LibraryCo has identified five key trends that affect all libraries, including Ontario's county and district law libraries. This chart compares these trends in 2014 with those observed in 2011.

Key Trends – 2014	Key Trends – 2011
<ul style="list-style-type: none"> <li>• Physical collections continue to be downsized due to the availability of electronic resources, space and budget constraints and a preference for electronic materials over paper</li> <li>• Increased reliance on technology to deliver information services</li> <li>• Budget austerity affects all libraries and is the "new normal"</li> <li>• Libraries are being closed or downsized as clients move to a self-service model</li> <li>• Librarians and library staff must align themselves with the essential attributes of information professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing emphasis on electronic resources as physical collections are downsized</li> <li>• Increasing reliance on technology to deliver information services</li> <li>• Global financial challenges that are leading to fiscal restraint</li> <li>• Fewer legal information vendors</li> <li>• Aligning library services with organizational processes and reinventing library skills to develop this alignment</li> </ul>

## V. SWOT Analysis for LibraryCo

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Recognized brand</li> <li>• Committed Board of Directors that operates to further the best interests of LibraryCo</li> <li>• Well-established system of county and district law libraries replaced previous <i>ad hoc</i> approach</li> <li>• Strong financial management</li> <li>• Organized process for associations to apply for additional funding in the form of capital and special needs grants</li> <li>• Created and implemented standards and guidelines that have strengthened the system</li> <li>• Regular communication with shareholders and stakeholders via web site, e-newsletter, LinkedIn, presentations to Convocation, CDLPA meetings, CDLPA Library Committee meetings and COLAL</li> <li>• Centralized contract management for Toolkit of Legal Resources reduces cost of fee-based legal information resources</li> </ul>	<ul style="list-style-type: none"> <li>• Grants to libraries do not keep pace with rising costs of operating law libraries</li> <li>• Law Foundation of Ontario grants have been reduced and may ultimately be eliminated</li> <li>• No authority to directly manage libraries or restructure the system</li> <li>• Lack of coordinated approach to collection development has resulted in over duplication of various print materials in 48 libraries</li> <li>• Toolkit of Legal Resources is an under-used but valuable resource</li> <li>• Blurring of lines between employer and employee (e.g. LibraryCo funds benefits, EAP, severance pay) means that LibraryCo is vulnerable to funding expensive severance packages</li> <li>• Library services are being delivered in many associations by underqualified staff</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Leverage goodwill of LibraryCo brand to restructure the system to meet changing needs of the legal professions</li> <li>• Streamline expenses, both internally (Administrative Services Agreement with the Law Society) and externally (cost of running the law libraries)</li> <li>• Adopt cooperative collection development and resource sharing agreements to reduce duplication and lower costs</li> <li>• Reduce costs by cancelling expensive looseleaf subscriptions and rely on electronic resources</li> <li>• Money saved may be used to fill funding gaps for the Toolkit of Legal Resources</li> <li>• Develop competencies for library staff and use as a benchmark to improve services</li> <li>• Provide hands-on training for lawyers in electronic resources to enhance competency and increase use of the Toolkit of Legal Resources</li> <li>• Reduce LibraryCo's vulnerability to funding expensive severance packages</li> <li>• Use established vehicles to communicate Board decisions to shareholders and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Funding to LibraryCo by the Law Society of Upper Canada and the Law Foundation of Ontario may be significantly reduced in the near future</li> <li>• Erosion of collections and services as grants to libraries remain under pressure</li> <li>• Inability to initiate change might erode shareholder confidence in LibraryCo</li> <li>• LibraryCo could be wound up</li> </ul>

## VI. Strategic Priorities for 2015 – 2017

A number of potential priorities were identified by LibraryCo at the March 6, 2014 strategic planning meeting. From this list, the Board was able to determine a final set of strategic priorities and specific goals to guide LibraryCo for the next three years.

- Continuing enhancement of knowledge services
- Supporting the post licensing competency of the legal professions
- Becoming the source of legal information
- Promoting information literacy
- Advocating LibraryCo as a vehicle for access to justice
- Implementing and enhancing support for the delivery of CPD and mentoring services
- Strengthening relationships with shareholders and stakeholders

Using the seven strategic priorities identified above, LibraryCo has set its specific goals for the future.

### (i) Financial

LibraryCo will continue its current pattern of operational efficiency while working to identify new revenue sources. To strengthen its financial position, LibraryCo will identify and implement opportunities for new revenue generation. These opportunities may include soliciting advertisements for its web site, obtaining event sponsorship and finding sponsorship monies at the law association level. LibraryCo will encourage lawyers to join associations in order to take advantage of member-only benefits. LibraryCo will look to expand library services to paralegals. This will include determining an appropriate fee structure for this new client group. Key success factors will include raising new revenues and maintaining this new funding.

### (ii) Communication and Marketing

LibraryCo will continue to develop and enhance strong and regular communication with shareholders and stakeholders. It will develop a marketing strategy to promote its services to Law Society members, increase usage of and client satisfaction with library resources, and increase the perception of the value for money of the library levy. LibraryCo will generate a new and positive image of the corporation by using its web site as a communication vehicle and by promoting the value of law library staff. LibraryCo will communicate with bench candidates about the value of law libraries and the benefits that the corporation brings to the professions. LibraryCo will strive to make library and information services available to all Law Society members, including expanding these services to include paralegals. It will leverage communication in order to build a cohesive culture.

The decision by the Board to expand LibraryCo's services to paralegals represents a major undertaking for LibraryCo and will require effective communication with shareholders and stakeholders. The first step will be to communicate this decision to shareholders and stakeholders – the Law Society, CDLPA and TLA, staff in the county and district law libraries and the Law Foundation of Ontario. Key success factors are open communication with the law library staff and negotiating an appropriate fee structure for the provision of law library services to this new client group. Implementation is expected to take about two years.

### (iii) Organizational Capacity

With the expansion of services to paralegals and the ongoing challenge to provide excellent value with limited funds, LibraryCo has identified organizational capacity as a key priority. Ensuring optimal effectiveness of the law library staff and resources to deliver optimum service and results is fundamental to the organization's ability to deliver on its commitments. LibraryCo will create system-wide protocols for best practices as well as guidelines, funding and training. It will develop its own program of standards for the county and district law library staff and will examine non-staff issues. Accordingly, the Board has

committed to immediately begin work on developing a process and assessing library resources to fulfill LibraryCo's mission and vision. Key success factors will be qualitative and quantitative feedback about law library services.

#### **(iv) Internal Processes**

LibraryCo will support the competency of the professions by becoming the source for legal information for members of the Law Society of Upper Canada. LibraryCo will work to strengthen its partnership with the associations in ways that may include expanding access to the desktop resources and providing ready assistance to legal professionals either in person or remotely. LibraryCo will continue to build and enhance the system of county and district law libraries through ongoing staff training and assisting associations with recruitment of new library staff. Key success factors will include increased use of the law libraries and the electronic resources, qualitative feedback from clients and strengthened relationships with shareholders, stakeholders and clients.

LibraryCo recognizes that its partnership with key stakeholders such as the Law Society, CDLPA, TLA and the law library staff is pivotal to LibraryCo's continued success. It must demonstrate that it is providing exceptional value to clients for money through ongoing marketing efforts with clients. It must also strengthen communication with law library staff to expand understanding of the strategic direction and improve partnership. This will be an immediate focus of the Board.

### **VII. Proposed Implementation Steps**

The decision to begin immediate work on developing a process and assessing library resources is a key project. To be successful, this will require outside resources with the expertise to work with the Board to define needed competencies and assess capacity.

<b>Immediate</b>	<b>Year 1 (2015)</b>	<b>Year 2 (2016)</b>
<ul style="list-style-type: none"> <li>• Communication with shareholders and stakeholders re value and benefits of LibraryCo</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen partnerships with county and district law associations</li> </ul>	<ul style="list-style-type: none"> <li>• Expand law library services to include paralegals</li> </ul>
<ul style="list-style-type: none"> <li>• Marketing LibraryCo, its services and the county and district law libraries to legal professionals, purchasers and shareholders</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and pursue new revenue sources for LibraryCo</li> </ul>	<ul style="list-style-type: none"> <li>• Develop protocols for best practices and library staff standards</li> </ul>
<ul style="list-style-type: none"> <li>• Organizational goals, including assessment of resources</li> </ul>		

## Appendix 1 – LibraryCo Inc. Financial Statements

LibraryCo Inc.'s most recent audited financial statements may be found at <http://www.libraryco.ca/wp-content/uploads/2012/01/2013-Annual-Report-English-FINAL.pdf> beginning at page 4.

## Appendix 2 – LibraryCo Inc. Board of Directors

Frances Wood, Chair CDLPA appointment	Brett Harrison TLA appointment	Michael Drake CDLPA appointment
Ross Earnshaw Law Society appointment	Jacqueline Horvat Law Society appointment	Clarke Melville CDLPA appointment
James Scarfone Law Society appointment		Alan Silverstein Law Society appointment

## Appendix 3 – LibraryCo Inc. Staff

Martha Foote, MLIS, FSLA Board General Manager	Beth Weisz, L.I.T. Assistant to the Board General Manager
---	---

## Appendix 4 – LibraryCo Inc. Shareholders and Stakeholders

### Shareholders

Law Society of Upper Canada	Toronto Lawyers' Association	County and District Law Presidents' Association
-----------------------------	------------------------------	--

### Stakeholders

Law Foundation of Ontario	Ontario Courthouse Librarians' Association
---------------------------	---

## Appendix 5 – CDLPA Library Committee Members

Cheryl Siran CDLPA Chair	Eldon Horner Chair, CDLPA Library Committee	D. Lynne Wyatt East Region
Jennifer Kelly Northeast Region	Nathan Baker Central East Region	Ruby Van Bendegem Northwest Region
Jennifer Feren Central South Region	Thomas Chalmers Southwest Region	Doug Thomas Central West Region
Joan Rataic-Lang Toronto Lawyers' Association	Allison Killins OCLA – Area Library	Mary-Jo Mustoe OCLA – Local Library
Jennifer Walker OCLA – Regional Library	Alfred Schorr At Large appointment	Dirk Derstine At Large appointment

## Appendix 6 – Key Law Society of Upper Canada Personnel

Wendy Tysall  
Chief Financial Officer,  
LibraryCo Inc. and Law  
Society of Upper Canada

Diana Miles  
Executive Director, Organizational  
Strategy and Development and  
Director, Professional Development  
and Competence

David Whelan  
Manager, Legal Information

Stephanie Bulhoes  
Financial Analyst

Marilyn Elkin  
Roving Law Librarian

Felicia North  
Manager, Human Resources  
and members of the Human  
Resources Department

## Appendix 7 – List of County and District Law Libraries

Local – 28	Area – 15	Regional – 5
Brant Law Association	Algoma District Law Association	County of Carleton Law Association
Bruce Law Association	Durham Region Law Association	The Essex Law Association
The Law Association of the District of Cochrane	Frontenac Law Association	The Hamilton Law Association
Dufferin County Law Association	The Halton County Law Association	Middlesex Law Association
The Elgin Law Association	District of Kenora Law Association	Toronto Lawyers' Association
Grey County Law Association	The Lincoln County Law Association	
The Haldimand Law Association	The Nipissing Law Association Library	
Hastings County Law Association	Peel Law Association	
Huron Law Association Inc.	The Peterborough Law Association	
The Kent Law Association	The County of Renfrew Law Library Association	
Lambton Law Association	Simcoe County Law Association	
The County of Lanark Law Association	Sudbury District Law Association	
The Leeds & Grenville Law Association	Thunder Bay Law Association	
The Lennox & Addington Law Association	Waterloo Region Law Association	
Manitoulin District Law Association	York Region Law Association	
The Muskoka Law Association		
Norfolk Law Association		
The Northumberland County Law Association		
Oxford County Law Association		
The Parry Sound Law Association		
County of Perth Law Association		
Prescott & Russell Law Association		
The District of Rainy River Law Library Association		
Stormont, Dundas & Glengarry Law Association		
The Temiskaming Law Association		
Victoria-Haliburton Law Association		
The Welland County Law Association		
Wellington Law Association		



Osgoode Hall  
130 Queen Street West  
Toronto, ON M5H 2N6  
Tel: 416-947-3952  
Toll-Free: 1-866-340-7578  
[www.libraryco.ca](http://www.libraryco.ca)