



LIBRARYCO INC. ANNUAL REPORT 2011



MESSAGE FROM THE CHAIR



THE YEAR 2011 WAS ONE OF RENEWAL.

The composition of the Board changed and the Board and shareholders met in September 2011 in Cobourg for LibraryCo Inc.'s second strategic planning session. This meeting allowed LibraryCo Inc. to develop ideas and strategies for the new business plan 2012-2014. The Board's theme for the plan is Future Ready.

2011 BUDGET

As in years past, the 2011 budget was a consultative effort between the Board and associations. The Board invited associations to provide submissions which formed the foundation for the budget. The Board thanks the associations for the effort put into these submissions. The 2011 budget, while recognizing the constraints required in these times, enabled LibraryCo Inc. to preserve and build upon the excellent level of service provided by the county courthouse library system.

The Board is thankful for the ongoing support of the Law Foundation of Ontario to the library system and for the diligent and thorough work of Gary Cheong and Andrew Cawse of the Law Society of Upper Canada's Finance Department in assisting the Board with the budget process.

ELECTRONIC RESOURCES

LibraryCo Inc.'s two year contracts with LexisNexis Canada and Canada Law Book came to end in

December 2011. New two year contracts with LexisNexis Canada and Canada Law Book have been negotiated and started in January 2012. The new contracts preserve and build upon the excellent service which lawyers have come to expect from the Toolkit of Legal Resources. The new contract with LexisNexis Canada enhances desktop access by now including forms and precedents previously only available in the libraries. The Board was pleased to see a significant uptake in the use of the forms and precedents, which had only been added to the in-library content last year. The preservation of service and its enhancement through the Toolkit is a proud achievement of the Board.

Usage statistics, which are closely monitored by the Board, show that most lawyers access primary case law. However, overall usage remains concentrated amongst a small group of lawyers rather than a majority of practitioners. The Board would like to see more lawyers taking advantage of the excellent depth of electronic resources content available in the Toolkit of Legal Resources. Promotion of these services is an important strategic initiative for LibraryCo Inc.

The Board will continue to monitor Toolkit usage statistics to ensure the decisions taken meet the needs of lawyers and that the system provides value. In this regard, the Board welcomes input from shareholders in terms of both promoting and enhancing the Toolkit.

STRATEGIC PLANNING AND NEW BUSINESS PLAN

The Board's business plan 2009-2011 expired at the end of 2011. A new plan is being developed for 2012-2014 and the Board is finalizing and working on the strategic initiatives developed in that plan. In upcoming years, the Board will continue to focus on consistent allocation of resources amongst libraries, maintaining effective communication with shareholders and stakeholders, maintaining and exploring ways to develop and streamline the provision of key legal resources through the Toolkit of Legal Resources and print core collections. This will be done in an effort to serve lawyers and ensure competence amongst those who serve the public in providing legal services.

Important aspects of the upcoming plan will include building upon LibraryCo Inc.'s three pillars of core collections, cost management and communication by developing strategies to maintain and enhance services both electronic and print, and importantly by promoting the value offered by the county courthouse library system to lawyers, shareholders and stakeholders.

The Board is looking forward to the development and implementation of its priorities and strategies for the future.

ACKNOWLEDGMENTS

The Board thanks Martha Foote, Board General Manager, for her support of the Board and her diligence and commitment to the development and strength of the courthouse library system. In addition, the Board thanks Raluca Serban, Assistant to the Board General Manager, for her hard work and enthusiasm. In addition, the Board thanks Wendy Tysall, who is Chief Financial Officer of LibraryCo Inc.

The Board remains thankful for the ongoing support and hard work of Law Society of Upper Canada personnel, including David Whelan, Diana Miles, Gary Cheong and Andrew Cawse, whose work greatly assists the operations of LibraryCo Inc.

In 2011, the composition of the Board changed significantly. Carl Fleck, Mike Johnston, Susan McGrath, Lise Parent and Gerald Swaye left the Board. Their hard work and commitment to LibraryCo Inc. is recognized and will be missed.

Cathy Corsetti, Jacqueline Horvat and James Scarfone have been appointed to the Board by the Treasurer of the Law Society of Upper Canada. Michael Drake and Romuald Kwolek have been appointed to the Board by CDLPA. The Board welcomes all the new members. Already they have demonstrated a commitment and interest in the county courthouse library system. Their enthusiasm for their roles will serve LibraryCo Inc. in 2012 and the years to come.

Bruce Hutchison
Chair, LibraryCo Inc.



LIBRARYCo INC.

MANAGEMENT DISCUSSION AND ANALYSIS

DECEMBER 31, 2011



RESULTS OF OPERATIONS

Results for 2011 identify a deficit of \$577,000 compared to a deficit of \$93,000 in 2010. This budgeted deficit was financed by the Reserve Fund and the General Fund. Actual results for the year adhered closely to the budget for the year.

Total expenses increased from \$7.8 million to \$8.2 million, with grants to county libraries increasing by 3%, and expenditures on electronic products increasing by 12%. The Law Foundation of Ontario grant revenue decreased by 12% and the Law Society grant revenue decreased by 1%.

BALANCE SHEET

CASH AND SHORT-TERM INVESTMENTS

The 2011 balance of \$1,114,000 (2010 – \$1,660,000) is 33% lower due to the operating deficit during the year.

RESERVE FUND

The Reserve Fund balance is \$500,000 (2010 – \$885,388). Use of the Reserve Fund was budgeted to cover the 2011 deficit until its balance reached \$500,000. In accordance with Board policy, the Reserve Fund is to be maintained at a minimum of \$500,000, comprising a general component of \$200,000, a capital and special needs component of \$150,000, and a staffing and severance component of \$150,000. Any expenses of this Fund that would reduce the Fund Balance below \$500,000 should be replenished in the following year.

GENERAL FUND

The General Fund ended the year with a balance of \$534,000 (2010 - \$726,000) after the deficit for the year. The Reserve Fund covered \$385,000 of the deficit, while the General Fund covered the remaining \$192,000.

STATEMENT OF REVENUES AND EXPENSES

REVENUES

LAW SOCIETY OF UPPER CANADA GRANT

This is the lawyer-based fee totaling \$6.8 million in 2011 (2010 – \$6.9 million) that is transferred to LibraryCo Inc. from the Law Society. The 2011 County Library Levy collected by the Law Society was \$196 per lawyer (2010 – \$203).

LAW FOUNDATION OF ONTARIO (“LFO”) GRANT

The 2011 LFO grant of \$723,000 (2010 – \$820,000) was \$97,000 less than 2010.

EXPENSES

HEAD OFFICE / ADMINISTRATION

The salaries and administration line includes administration fees paid to the Law Society. Other expenses totaling \$55,000 (2010 – \$35,000) increased primarily as a result of increases in professional development, publications, and Board of Director meetings.

ELECTRONIC PRODUCTS AND SERVICES

Electronic products and services expenditures at \$917,000 (2010 – \$820,000) are \$97,000 higher because of a price increase and the effect of the Harmonized Sales Tax. The expenditures are normally subject to HST but were not taxable in 2010 due to transitional rules.

OTHER EXPENSES –

COUNTY AND DISTRICT LAW LIBRARIES

Other library related expenses of \$161,000 (2010 – \$147,000) include staff and travel, the Conference for Ontario Law Associations’ Libraries (COLAL) and County and District Law Presidents’ Association (CDLPA) Library Committee meetings, continuing education and bulk purchase publications for the library system. The increase of \$14,000 was primarily due to continuing education and publications.

COUNTY AND DISTRICT LAW LIBRARIES – GRANTS

The remittances by LibraryCo Inc. to the county libraries totaled \$6 million in 2011 (2010 – \$5.9 million) representing an increase of 3%. Further analysis of total grants shows Capital and Special Needs funding of \$98,000 (2010 – \$55,000) with the remainder being funding for normal operations.

Independent Auditor's Report

To the Shareholders of LibraryCo Inc.

We have audited the accompanying financial statements of LibraryCo Inc., which comprise the balance sheet as at December 31, 2011, and the statements of revenue and expenses, changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of LibraryCo Inc. as at December 31, 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Chartered Accountants
Licensed Public Accountants
March 5, 2012

LIBRARYCO INC.

BALANCE SHEET

Stated in dollars

As at December 31

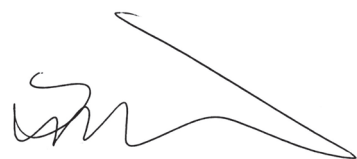
	2011	2010
Current assets		
Cash and short-term investments	1,113,942	1,659,703
Accounts receivable	16,986	16,326
Prepaid expenses	20,146	20,284
Total assets	1,151,074	1,696,313
Liabilities, share capital and fund balances		
Current liabilities		
Accounts payable and accrued liabilities (note 5)	116,814	85,219
Total liabilities	116,814	85,219
Share capital and fund balances		
Share capital (note 4)	200	200
General fund (note 2)	534,060	725,506
Reserve fund (note 2)	500,000	885,388
Total share capital and fund balances	1,034,260	1,611,094
Total liabilities, share capital and fund balances	1,151,074	1,696,313

See accompanying notes

On behalf of the Board of Directors



Chair – Board of Directors



Chair – Audit and Finance Committee

LIBRARYCO INC.

STATEMENT OF REVENUES AND EXPENSES

Stated in dollars

For the year ended December 31

	2011	2010
Revenues		
Law Society of Upper Canada grant	6,844,989	6,908,062
Law Foundation of Ontario grant	722,500	819,630
Other income	9,506	6,435
Total revenues	7,576,995	7,734,127
Expenses		
Head office/administration		
Salaries and administration	640,900	630,182
Professional fees	20,263	19,614
Other (note 6)	55,461	35,089
Total head office / administration expenses	716,624	684,885
County and District Law Libraries – centralized purchases		
Electronic products and services	916,543	819,630
Group benefits	312,115	304,059
Other (note 7)	161,338	146,745
	1,389,996	1,270,434
County and District Law Libraries – grants (note 11)	6,047,209	5,871,938
Total County and District Law Libraries expenses	7,437,205	7,142,372
Total expenses	8,153,829	7,827,257
Deficit	(576,834)	(93,130)

See accompanying notes



LIBRARYCo INC.
STATEMENT OF CHANGES IN FUND BALANCES

Stated in dollars

For the year ended December 31

	General Fund	2011 Reserve Fund	Total	2010 Total
Balances, beginning of year	725,506	885,388	1,610,894	1,704,024
Deficit	(191,446)	(385,388)	(576,834)	(93,130)
Balances, end of year	534,060	500,000	1,034,060	1,610,894

See accompanying notes



LIBRARYCo INC.
STATEMENT OF CASH FLOWS

Stated in dollars

For the year ended December 31

	2011	2010
Net outflow of cash related to operating activities:		
Deficit	(576,834)	(93,130)
Net change in non-cash operating working capital items:		
Accounts receivable	(660)	(628)
Prepaid expenses	138	(3,490)
Accounts payable and accrued liabilities	31,595	6,626
Cash (used in) provided by operating activities	(545,761)	(90,622)
Cash and short-term investments, beginning of year	1,659,703	1,750,325
Cash and short-term investments, end of year	1,113,942	1,659,703

See accompanying notes

LIBRARYCo INC.

NOTES TO FINANCIAL STATEMENTS

For the year ended December 31, 2011

1. GENERAL

LibraryCo Inc. (“the Organization”) was established to develop policies, procedures, guidelines and standards for the delivery of county law library services and legal information across Ontario and to administer funding from the Law Society of Upper Canada (“the Society”).

The Organization has two classes of shares: Common shares and Special shares. The Society holds all of the 100 Common shares outstanding. Of the 100 Special shares outstanding, 25 are held by the Toronto Lawyers Association (“TLA”) and 75 are held by the County and District Law Presidents’ Association (“CDLPA”). The Society may appoint up to four directors, CDLPA may appoint up to three directors and TLA may appoint one director.

The Organization is a not-for-profit corporation as described in section 149(1)(1) of the *Income Tax Act*, and therefore is not subject to federal or provincial income taxes.

Under an Administrative Services Agreement, the Society provides most of the administrative functions of the Organization.

2. SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements have been prepared in accordance with the accounting standards for non-profit organizations published by the Canadian Institute of Chartered Accountants (“CICA”), using the restricted fund method of reporting contributions.

In December 2010, the CICA issued a new accounting framework applicable to not-for-profit organizations. Effective for fiscal years beginning on or after January 1, 2012, not-for-profit organizations will have to choose between Canadian accounting standards for not-for-profit organizations (Part III of the CICA Handbook) and International Financial Reporting Standards (Part I of the CICA Handbook). LibraryCo Inc. will adopt Part III of the CICA Handbook, commencing in 2012, and has determined that the impact on its 2012 and 2011 financial statements of adopting these standards will not be significant.

General and reserve funds

The General Fund accounts for the delivery, management and administration of library services. The Reserve Fund is maintained to assist the Organization’s cash flows and act as a contingency fund. In accordance with a Board resolution, the Reserve Fund will be maintained at a minimum of \$500,000, comprising a general component of \$200,000, a capital and special needs component of \$150,000, and a staffing and severance component of \$150,000; any expenses of this fund that would reduce the fund balance below \$500,000 should be replenished in the following year.

Cash and short-term investments

Cash and short-term investments are amounts on deposit and invested in short-term (less than one year) investment vehicles according to the Organization’s investment policy.

Revenue recognition

Grants are recorded as revenue in the general fund in the fiscal year in which they are received. Investment Income is recognized when received if the amount can be reasonably estimated.

Grants paid

Grants are recognized in the year in which they are paid.

3. FINANCIAL INSTRUMENTS

Under the standards for recognizing and measuring financial instruments, all financial assets are classified into one of the following four categories: held for trading, held to maturity, loans and receivables or available for sale. All financial liabilities are classified into one of the following two categories: held for trading or other financial liabilities.

The Organization's financial assets and financial liabilities are classified and measured as follows:

Asset / Liability	Category	Measurement
Cash and short-term investments	Held for trading	Fair value
Accounts receivable	Loans and receivables	Amortized cost
Accounts payable and accrued liabilities	Other financial liabilities	Amortized cost

The other amounts noted on the Balance Sheet are not financial instruments.

The Organization has not entered into any derivative transactions. In addition, the Organization's contractual arrangements do not have any embedded features.

4. SHARE CAPITAL

Authorized

Unlimited number of Common shares

Unlimited number of Special shares

Issued	2011	2010
100 Common shares	\$100	\$100
100 Special shares	100	100
	\$200	\$200

5. RELATED PARTY TRANSACTIONS

The Society provides administrative services to the Organization (Note 1) as well as certain other services and publications. The total amount billed by the Society for 2011 was \$577,397 (2010 – \$564,566). Included in accounts payable are amounts due to the Society of \$51,089 (2010 – \$66,003).

6. OTHER EXPENSES – HEAD OFFICE/ ADMINISTRATION

Included in these expenses are costs associated with administration by the Society, directors' and officers' insurance, Board of Directors' meetings and other miscellaneous items.

7. OTHER EXPENSES – COUNTY AND DISTRICT LAW LIBRARIES – CENTRALIZED PURCHASES

Included in these expenses are costs associated with staffing and travel, document delivery, publications, committee meetings, computer upgrades and miscellaneous items.

8. CONTINGENCIES AND GUARANTEES

In the normal course of business, the Organization enters into agreements that meet the definition of a guarantee. The Organization's primary guarantees are as follows:

- (a) Indemnity has been provided to all directors and/or officers of the Organization for various items including, but not limited to, all costs to settle suits or actions due to their involvement with the Organization, subject to certain restrictions. The Organization has purchased directors' and officers' liability insurance to mitigate the cost of any potential future suits or actions. The term of the indemnification is not explicitly defined, but is limited to the period over which the indemnified party served as a trustee, director or officer of the Organization. The maximum amount of any potential future payment cannot be reasonably estimated.
- (b) In the normal course of business, the Organization has entered into agreements that include indemnities in favour of third parties, such as purchase and sale agreements, engagement letters with advisors and consultants, information technology agreements and service agreements. These indemnification agreements may require the Organization to compensate counterparties for losses incurred by the counterparties as a result of breaches in representation and regulations or as a result of litigation claims or statutory sanctions that may be suffered by the counterparty as a consequence of the transaction. The terms of these indemnities are not explicitly defined and the maximum amount of any potential reimbursement cannot be reasonably estimated.

The nature of these indemnification agreements prevents the Organization from making a reasonable estimate of the maximum exposure due to the difficulties in assessing the amount of liability that stems from the unpredictability of future events and the unlimited coverage offered to counterparties. Historically, the Organization has not made any significant payments under such or similar indemnification agreements and therefore no amount has been accrued in the financial statements with respect to these agreements.

9. CAPITAL MANAGEMENT

The Organization was incorporated under the *Business Corporations Act* of Ontario. Capital comprises LibraryCo Inc.'s Share Capital and Fund Balances, which are described separately in these notes. As at December 31, 2011 the Organization's share capital was \$200 (2010 – \$200) and Fund Balances totaled \$1,034,060 (2010 – \$1,610,894). The Organization's objectives when managing capital are to provide sufficient funding to carry out its functions, duties and powers and to maintain financial strength. There are no externally imposed requirements.

10. COMPARATIVE FIGURES

Certain of the prior year's comparative figures have been reclassified to conform to the current year's financial statement presentation.

11. COUNTY AND DISTRICT LAW LIBRARY GRANTS

These grants represent the quarterly distribution of funds to the 48 County and District Law Libraries. The grants are distributed in accordance with policies and procedures established by the Organization's Board of Directors.

The following individual law association grants were distributed by the Organization during 2011 and 2010:

Law Association	2011	2010	Law Association	2011	2010
Algoma County	\$123,729	\$121,900	Muskoka	62,353	59,300
Brant	93,513	92,130	Nipissing	83,415	80,727
Bruce	52,158	51,387	Norfolk	71,542	64,770
Carleton County	593,319	557,950	Northumberland County	71,730	70,670
Cochrane	45,310	44,640	Oxford	67,650	39,650
Dufferin	45,890	50,980	Parry Sound	39,771	36,190
Durham	121,364	152,570	Peel	275,032	262,790
Elgin	71,253	70,200	Perth	52,304	50,349
Essex	262,178	258,303	Peterborough	123,701	125,373
Frontenac	127,697	123,010	Prescott & Russell	12,972	12,780
Grey County	60,800	59,900	Rainy River	25,660	25,660
Haldimand	30,382	27,470	Renfrew County	115,872	114,160
Halton County	130,113	128,190	Simcoe County	133,988	128,560
Hamilton	418,858	412,668	Stormont, Dundas & Glengarry	72,352	66,810
Hastings County	79,109	80,400	Sudbury	178,740	173,140
Huron	75,520	69,734	Temiskaming	40,306	39,710
Kenora District	81,393	80,190	Thunder Bay	158,878	156,530
Kent	65,721	64,750	Toronto	585,597	540,490
Lambton	69,883	68,850	Victoria-Haliburton	81,724	80,516
Lanark	36,631	36,090	Waterloo	223,574	220,270
Leeds & Grenville	66,983	65,990	Welland County	93,419	86,250
Lennox & Addington	24,807	24,440	Wellington	72,080	69,600
Lincoln	166,455	158,340	York Region	216,586	219,385
Manitoulin	6,851	6,750			
Middlesex	338,046	341,426		\$6,047,209	\$5,871,938



LIBRARYCO INC.

BOARD OF DIRECTORS



Bruce Hutchison, Chair	TLA representative
Alan Silverstein, Vice Chair	Law Society representative
Cathy Corsetti	Law Society representative
Michael Drake	CDLPA representative
Jacqueline Horvat	Law Society representative
Romuald Kwolek	CDLPA representative
James Scarfone	Law Society representative
Frances Wood	CDLPA representative

LIBRARYCO INC.

PERSONNEL



Martha Foote, MLIS	Board General Manager
Raluca Serban, LIT, BSc	Assistant to the Board General Manager
Wendy Tysall, CA	Chief Financial Officer

Services are also provided to LibraryCo Inc. by departments of the Law Society of Upper Canada under the terms of the Administrative Services Agreement. Law Society staff who contribute services include Diana Miles, Director, Professional Development and Competence, Laura Cohen, Director, Human Resources, Felicia North, Manager, Human Resources, David Whelan, Manager, Legal Information, Christopher Stephenson, Administrator, Library Systems, Marilyn Elkin, Roving Law Librarian, Andrew Cawse, Financial Policy Advisor and Gary Cheong, Senior Financial Analyst.

COUNTY AND DISTRICT LAW LIBRARY ASSOCIATION VISITS BY LIBRARYCO INC. AND LAW SOCIETY PERSONNEL IN 2011

ASSOCIATION	BOARD GENERAL MANAGER	ROVING LAW LIBRARIAN
Algoma District Law Association		
Brant Law Association	June 7	November 14
Bruce Law Association	March 1	
County of Carleton Law Association	April 28	
The Law Association of the District of Cochrane		
Dufferin County Law Association		December 1
Durham Region Law Association		November 2 & 30
The Elgin Law Association	April 12	
The Essex Law Association		
Frontenac Law Association	April 15	
Grey County Law Association	March 1	April 19 & 20
The Haldimand Law Association		
The Halton County Law Association		
The Hamilton Law Association	March 3 (ANNUAL DINNER), June 2 (AGM), October 6, December 6	
Hastings County Law Association	December 8	
Huron Law Association Inc.	March 1 (AGM)	July 4, 5, 6, August 15 & 16
District of Kenora Law Association		September 29
The Kent Law Association	October 25	March 29 & 30
Lambton Law Association		
The County of Lanark Law Association		
The Leeds & Grenville Law Association		April 12 & 13
The Lennox & Addington Law Association		
The Lincoln County Law Association	May 10	
Manitoulin District Law Association		
Middlesex Law Association		
The Muskoka Law Association		
The Nipissing Law Association Library	April 18 & 19	
Norfolk Law Association		
The Northumberland County Law Association		November 1
Oxford County Law Association		
The Parry Sound Law Association		
Peel Law Association		
County of Perth Law Association	March 2	July 13
The Peterborough Law Association	Feb 24 (AGM), Feb 25	
Prescott & Russell Law Association		
The District of Rainy River Law Library Association		September 27 & 28
The County of Renfrew Law Library Association		
Simcoe County Law Association		
Stormont, Dundas & Glengarry Law Association		
Sudbury District Law Association	June 20	
The Temiskaming Law Association		
Thunder Bay Law Association		August 30
Toronto Lawyers Association		April 6
Victoria-Haliburton Law Association		
Waterloo Law Association	April 5 (ANNUAL DINNER), April 6	December 6
The Welland County Law Association	May 31 (ANNUAL DINNER), June 1	
Wellington Law Association		
York Region Law Association		

COUNTY AND DISTRICT LAW LIBRARIES: TOLL-FREE TELEPHONE NUMBERS*

Algoma District Law Association (Sault Ste. Marie)
[1-866-840-2540](tel:1-866-840-2540)

Brant Law Association (Brantford)
[1-866-759-2038](tel:1-866-759-2038)

Bruce Law Association (Walkerton)
[1-866-486-4365](tel:1-866-486-4365)

County of Carleton Law Association (Ottawa)
[1-866-637-3888](tel:1-866-637-3888)

Dufferin County Law Association (Orangeville)
[1-866-862-9931](tel:1-866-862-9931)

Durham Region Law Association (Whitby)
[1-866-742-4316](tel:1-866-742-4316)

The Elgin Law Association (St. Thomas)
[1-866-545-6335](tel:1-866-545-6335)

The Essex Law Association (Windsor)
[1-866-815-1112](tel:1-866-815-1112)

Frontenac Law Association (Kingston)
[1-866-893-2010](tel:1-866-893-2010)

Grey County Law Association (Owen Sound)
[1-866-578-5841](tel:1-866-578-5841)

The Haldimand Law Association (Cayuga)
[1-866-528-5779](tel:1-866-528-5779)

The Halton County Law Association (Milton)
[1-866-838-5139](tel:1-866-838-5139)

The Hamilton Law Association (Hamilton)
[1-866-213-6867](tel:1-866-213-6867)

Hastings County Law Association (Belleville)
[1-866-544-3310](tel:1-866-544-3310)

Huron Law Association Inc. (Goderich)
[1-866-266-3270](tel:1-866-266-3270)

District of Kenora Law Association (Kenora)
[1-866-684-1164](tel:1-866-684-1164)

The Kent Law Association (Chatham)
[1-866-575-2529](tel:1-866-575-2529)

Lambton Law Association (Sarnia)
[1-866-203-5101](tel:1-866-203-5101)

The County of Lanark Law Association (Perth)
[1-866-593-0236](tel:1-866-593-0236)

The Leeds & Grenville Law Association (Brockville)
[1-866-503-0574](tel:1-866-503-0574)

The Lennox & Addington Law Association (Napanee)
[1-866-603-6383](tel:1-866-603-6383)

The Lincoln County Law Association (St. Catharines)
[1-866-637-6829](tel:1-866-637-6829)

Middlesex Law Association (London)
[1-866-556-5570](tel:1-866-556-5570)

The Muskoka Law Association (Bracebridge)
[1-866-613-9217](tel:1-866-613-9217)

The Nipissing Law Association Library (North Bay)
[1-866-899-6439](tel:1-866-899-6439)

Norfolk Law Association (Simcoe)
[1-866-648-8708](tel:1-866-648-8708)

The Northumberland County Law Association (Cobourg)
[1-866-214-8450](tel:1-866-214-8450)

Oxford County Law Association (Woodstock)
[1-866-750-5169](tel:1-866-750-5169)

The Parry Sound Law Association (Parry Sound)
[1-866-456-6472](tel:1-866-456-6472)

Peel Law Association (Brampton)
[1-866-228-0235](tel:1-866-228-0235)

County of Perth Law Association (Stratford)
[1-866-365-0218](tel:1-866-365-0218)

The Peterborough Law Association (Peterborough)
[1-866-556-8395](tel:1-866-556-8395)

The District of Rainy River Law Library Association
(Fort Frances)
[1-866-684-1184](tel:1-866-684-1184)

The County of Renfrew Law Library Association (Pembroke)
[1-866-705-8538](tel:1-866-705-8538)

Simcoe County Law Association (Barrie)
[1-866-692-6163](tel:1-866-692-6163)

Stormont, Dundas & Glengarry Law Association (Cornwall)
[1-866-830-9118](tel:1-866-830-9118)

Sudbury District Law Association (Sudbury)
[1-866-508-7655](tel:1-866-508-7655)

The Temiskaming Law Association (Haileybury)
[1-877-672-5655](tel:1-877-672-5655)

Thunder Bay Law Association (Thunder Bay)
[1-866-684-1186](tel:1-866-684-1186)

Toronto Lawyers Association (Toronto)
[1-866-258-8886](tel:1-866-258-8886)

Victoria-Haliburton Law Association (Lindsay)
[1-866-895-6220](tel:1-866-895-6220)

Waterloo Law Association (Waterloo)
[1-866-201-0168](tel:1-866-201-0168)

The Welland County Law Association (Welland)
[1-866-455-6489](tel:1-866-455-6489)

Wellington Law Association (Guelph)
[1-866-893-5220](tel:1-866-893-5220)

York Region Law Association (Newmarket)
[1-866-221-8864](tel:1-866-221-8864)

**During regular business hours*



LIBRARYCO INC. ANNUAL REPORT 2011

Osgoode Hall
130 Queen Street West
Toronto, Ontario, M5H 2N6
Tel: 416-947-3952
Toll-Free: 866-340-7578
www.libraryco.ca