

# VALL Review

Vancouver Association of Law Libraries

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## The President's Desk

Thank goodness Spring has arrived to help us continue with the fantastically joyful spirit of our Vancouver 2010 Winter Olympic and Paralympics Games! Since it's been a challenge to get back into the normal business routine, I was grateful to receive a gentle reminder from our dedicated editors that it was time for an update for the Spring *VALL Review*.

VALL kicked off the New Year on Jan. 26th, with our annual joint meeting with the KM Subsection of the British Columbia Legal Management Association, [www.bclma.org](http://www.bclma.org). This year's topic was "The Business of Law – Views from the Law Firm Administrator's Chair" and we were very lucky to have a distinguished panel of speakers to shed some light on this timely and important topic. There was a huge turnout with 53 in attendance for their excellent, thought provoking presentation including a lively Q&A session. We came away with a better understanding of the business models and latest trends and practices in law firm administration and challenges facing administrators in today's economy. For those who were unable to attend the seminar, Susannah Tredwell has provided a summary on page 5.



**Gillian Crabtree**  
**VALL President**  
**2009-2010**

We offer our congratulations to Agathe Holowatinc of Lawson Lundell LLP, who is the recipient of the Peter Bark Professional Development Bursary this year. Agathe will be attending a 2-day course at SFU, "Public Companies: Financing, Governance and Compliance" in June 2010. We will look forward to Agathe's article about the course in a future issue of the *VALL Review*.

VALL's next seminar will be held on April 15th when we will be privileged to have The Hon. Donald I. Brenner Q.C., to give a presentation on the New BC Supreme Court Civil Rules which come into effect on July 1, 2010. The new Rules will completely replace the current Civil Rules, Family Rules and Court Fees. To coincide with the upcoming implementation of these Rules, The Hon. Donald I. Brenner, Q.C., former Chief Justice of the B.C. Supreme Court and now senior counsel at Farris, will be discussing his crucial role in the development of these Rules, as well as their expected impact on our judicial system.

Our June meeting will bring the 2009/10 VALL Season to a close with our traditional round table format along with an opportunity to invite all our retired, honoured and lifetime members to join us for a lively visit. Roll on Spring!

*"I am what the librarians have made me with a little assistance from a professor of Greek and a few poets"*  
~Bernard Keble Sandwell

# VALL Review

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## From the Editors

**Beth Galbraith**, Clark Wilson LLP and  
**Mica Donnelly**, Borden Ladner Gervais LLP

Spring is just around the corner and brings with it many changes we look forward to: blooming flowers, longer days, sunny afternoons and chocolate Easter eggs, to name a few. Change in a work environment is not usually as welcome but is nevertheless something every library employee must learn to adapt to. In this Spring issue of the *VALL Review* we focus on the theme of change and how we can learn to accept and even embrace change in our work settings. Katherine Melville provides an interesting article on changes she has personally experienced working in a law firm library and offers some predictions on how she feels the legal profession and the libraries that serve it will continue to evolve. The subject of change within the legal profession presented itself in some of the issues discussed by the law firm administrators at the VALL/BCLMA joint seminar as well. The speakers provided insightful commentary on how such changes impact the law firm from a business perspective. We also see examples of libraries experiencing different kinds of change in the UBC Law Library and VANOC's Resource Centre. The Law Library at UBC is currently in the midst of dealing with the repercussions of physical change, as a new law school building begins construction. Many of you who have experienced library moves and renovations can empathize fully with the challenges this type of change brings. And as the Olympics have come and gone, VANOC's Resource Centre shares with us how their information management team adapted to varying roles pre-Olympics to post-Olympics. Yes, change can be stressful, but it can also be energizing and uplifting. After all, we were able to adapt our day-to-day routines for the Olympics, weren't we? And I think, in spite of the disruption, we may have even managed to enjoy them a little bit as well.

The *VALL Review* is the official newsletter of the Vancouver Association of Law Libraries. VALL is composed of members of the law library community interested in discussing issues and sharing ideas. Opinions expressed in the newsletter are those of the authors and do not necessarily represent VALL policy or position. Unsolicited submissions are welcome. VALL reserves the right to edit submissions.

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## Change is the Only Constant: Professional and Technological Evolution in the Law Library

Katherine Melville, Fasken Martineau DuMoulin LLP

When asked to write an article on the theme of “change” for this edition of the *VALL Review*, I first began by thinking about how my style of research and information delivery has evolved since I started work at my firm two years ago. I feel strongly that change must be classified as a hallmark of our profession – library people are nothing if not adaptable. Like any new professional, I had expectations of what this profession would be and how I would spend my days. For the most part, what I do each day is not what I thought it would be.

In particular, I spend much more time in my e-mail box than I ever thought possible! I also spend far less time on the phone, or discussing reference questions in person, than I had anticipated. The research that I do is probably 60% electronic, another surprise, I suppose because my Legal Research professor was very successful in her print-based teachings! I also spend a fair bit of my time working on ways to improve our access to the lawyers and to streamline and update the ways in which we deliver information to them. I am often working on new and exciting ways to offer training tools. These goals speak to the relationships we develop with our clients. The lawyers place a great deal of trust in the work we impart, be it finding an obscure case, or conducting a broad news media search. We are trusted to deliver, but now, the manner of delivery is the arena of change in which we work.

This leads me towards two distinct streams of thought when I consider the idea of change within law libraries: change within the profession, and technological change.

First, there is the evolution of the legal profession itself. I often make note of articles discussing the “end of the billable hour” and the “trend towards in-house counsel” while in the midst of my professional reading. Indeed, many of my colleagues from law school, all of whom started out on the traditional private practice path, have now moved to variations of in-house counsel positions. To date, none have any form of information or research support, be it from an embedded librarian, or an outsourced legal research provider. To me, this is a clear niche where a dedicated information professional would have ample opportunity to promote their skills. There is also an increasing element of personalization to lawyers’ practices. More are working from home, and more firms are recognizing the need for work-life balance. These changes don’t remove the high expectations for client services, but they do result in a higher reliance on technology that enables this type of flexibility.

Second, there is of course technological change – an umbrella phrase I intend to cover off web 2.0, mobile information delivery, increasing online availability of traditional legal resources and texts – name your tech change, and I’m sure the library world is aware of it. There are innumerable blogs, articles, wikis, and listservs available, all of which do an admirable job of promoting current awareness of these tools, so I hesitate to list them here.

Rather than viewing these two elements of change as separate from each other, I think the idea of their interaction and inherent relation to each other is actually a valuable one to consider. It is also an idea that most succinctly summarizes my personal forecast for our profession: change for law libraries is inevitably lawyer-driven. If they are using it, we need to offer it!

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Take the idea of emerging technologies. Law librarians and libraries are known, I think, to embrace change, and to be leaders in the development of online information delivery, as evidenced by the recent posting for an Emerging Technologies Librarian at the John Marshall Law School Library in Chicago. Future graduates from this school will learn early on in their careers that the librarian is the knowledge broker for the intersection of legal information with technology, and they will arrive at their firms with that same expectation.

In the midst of the broader library-world conversations regarding emerging technologies, law librarians have a significant role to play. Our clients have confidence in our ability to use these technologies to disseminate the information they need. The idea of the librarian as a filter for information is not a new one; in fact, it is precisely our job. We must, then, endeavour to ensure we are vetting emerging technologies with the same care we give to legal monographs and electronic databases. This idea condenses into one of access. We must make sure that lawyers who embrace emerging technologies have access to library-vetted versions of those technologies. Public libraries are developing applications for the iPhone, and while the budget necessary to accomplish a project of such magnitude makes it unlikely for us, there are other options at hand. What about the library's internal website? Is it mobile-device ready? How about the library's tools and guides? Are they available in user-friendly formats, such as video clips, or screen capture segments? Finally, how easily do the lawyers access their information professional from outside the firm? Phone and e-mail, of course, but what essential knowledge or key tips and tricks can be made available for our "on the road" lawyers, branded as originating from the librarian?

I think it is essential to consider how the legal profession and court system might continue to evolve over the next decade. Complete electronic factum submissions to court are inevitable. Will "mobile" lawyers also increase as a trend? Will they maintain a link to the office but conduct the bulk of their practice via their wireless devices? If so, how much content will they expect to be delivered to them in transit? How easily will the skills of the legal librarian mesh with these possibilities? The answer is, I think, we can and will mesh very well, especially if we take the time now to continue to maintain that essential trust our lawyers place in us, and continue to anticipate and provide for their needs. The research skills we all have now are invaluable, and should not be disregarded or lost in the face of rapidly advancing technology. We must always do what we do best, while supporting the technologies our lawyers use now, such as the omnipresent Blackberry, with an eye to future tools, such as the iPad.

I for one have a clear idea of my goals for the remainder of this post-Olympic year. I hope to continue to develop my thoughts around our firm "library online." I'd like to preserve the traditional spirit of a library, and lawyer-librarian interactions, which are known and trusted in my firm, while at the same time replicate that relationship within our online presence. If we can accomplish this, I think we will be very well prepared for the coming Web 2.0 versions of our lawyers. How prepared are the lawyers themselves? I think that's a topic for another day!

## The Business of Law – Views from the Law Firm Administrator’s Chair

Susannah Tredwell, Lawson Lundell LLP

The January VALL Seminar, a joint presentation with BCLMA, was intended to give library and knowledge professionals an understanding of the business of law from the law firm administrator’s perspective. We were fortunate to have as our three speakers Ernie Gauvreau, General Manager with Gowling Lafleur Henderson; Miriam Redford, Director of Administration and Finance at Fasken Martineau DuMoulin LLP; and Bob Waterman, Director of Administration at Richards Buell Sutton LLP.

The speakers divided the seminar into three parts: Ernie Gauvreau started off by talking about the role of law firm administrators, Bob Waterman talked next about the challenges facing law firms and law firm libraries, and Miriam Redford concluded by looking at trends affecting law firms and law firm libraries.

All three speakers emphasized that a law firm is a business; ultimately all decisions in a law firm are going to be affected by their impact on the bottom line, directly or indirectly. Bob explained that the principal challenge for an administrator is to maintain (or increase) profitability so that the firm is able to keep afloat. There are two ways of doing this: increasing billings and keeping costs down. An additional challenge is that law firm administrators need to be able to reduce expenses without reducing service levels.

The most obvious responsibility for legal administrators is the financial oversight of a law firm. The legal administrator looks at practice area profitability; one example that Ernie gave us was that it no longer makes sense for large downtown firms to carry out residential conveyancing.

Managing human capital is another important element of the legal administrator’s job. Staffing accounts for the largest part of a law firm’s expenses, followed by the costs of the premises and information technology. Given that staffing accounts for the largest portion of a firm’s costs, client, lawyer, and staff satisfaction and retention is very important. It can be tremendously expensive to hire a lawyer; for example, a head-hunter can cost \$40-50,000.



Agathe Holowatinc with speakers Ernie Gauvreau, Miriam Redford and Bob Waterman.

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Another personnel challenge is succession planning. Senior lawyers tend to be the rainmakers and the decision makers, but they may be gone in five years; this problem is compounded by the fact that there is no incentive for senior lawyers to pass clients to junior lawyers pre-retirement. This is probably one of the biggest problems law firms are going to face over the next few years. The law firm administrator also needs to manage the relationships between different departments, and this may involve acting as a mediator between different practice area groups. Another aspect of managing human capital includes balancing workflow.

Law firm administrators also need to help lawyers understand the "business" of practicing law. Articling students may not understand the costs of practicing law until they are partners, so legal administrators need to start educating them to "think like a partner".

Facilities management is another important aspect of the law firm administrator's role. Real estate has become more and more expensive in Vancouver, so generally administrators are trying to do more with less space. Over the last few years office design has changed so that it now focuses more on the client experience than on luxury for lawyers. As a result law firm administrators are dealing with office renovations and/or moves.

Law firm administrators also have to deal with the increasing costs of information technology and equipment. Cost recovery has become increasingly popular, whether it be printing, photocopying or online costs.

Law firm administrators also have to deal with the increasing costs of information technology and equipment. Cost recovery has become increasingly popular, whether it be printing, photocopying or online costs.

Law firm marketing has become more and more prominent over the last ten years. Many law firms now have dedicated marketing professionals, which was not the case ten years ago. 85-90% of the work a law firm will do in the next twelve months will come from existing clients, so it is important to focus on marketing to existing clients. (After all, other law firms may be trying to woo them away from you). Examples of marketing to existing clients included carrying out client surveys and talking to the general counsel and CEOs to see how satisfied they are with the services being provided.

So what does this all mean for law libraries and the people who work there? All three of the speakers emphasized that library professionals would be wise to keep the bottom line in mind when making decisions. Traditionally libraries have been an overhead item, rather than bringing in income to the firm. Miriam predicted that libraries would be moving towards increasing cost recovery as well as increasing billing for research carried out for clients.

Bob said it was very important that a law firm library defines both its role in and its value to the firm. An obvious example of where library professionals bring value to a firm is that they are (generally) better researchers than many lawyers and certainly have cheaper hourly rates. Having library staff do research can be potentially both faster and cheaper: a win-win for clients. Library staff need to be able to demonstrate that they can save the firm money.

The issue of space is an important one for law firm libraries. There was consensus among the speakers that smaller the footprint of the library, the better. Miriam predicted that the number of “virtual libraries” would be increasing, while the amount of print materials in law firm libraries would be decreasing. The factors driving these changes were the above-mentioned decrease in library space, the perception that Generation X and Millennials were “less attached to books” and the belief that it is cheaper for vendors to provide information electronically.

Miriam stated that technology would make it easier for libraries to charge back for the use of library products. On the other hand, she predicted that clients were going to increase their demand for cost containment. A big challenge for law firm libraries (met with agreement from the audience) was the skyrocketing costs of electronic services. Library professionals need to develop their negotiating skills to make sure they get the best deal they can.

It was suggested that libraries develop their client base, for example by partnering with their firm’s marketing and practice groups. Miriam predicted that law firm marketing would continue to become more and more important, and there was definitely a role here for libraries to play. For example, library staff have the ability to provide the marketing department with business intelligence.

Last (but certainly not least) Bob recommended that library professionals should identify a library champion within the firm.

It was very interesting to see how law firm administrators viewed libraries. This seminar gave all the attendees valuable insight into the issues and challenges faced by law firm administrators and how they affect law firm libraries, in both the short-term and the long-term.

#### **Upcoming Seminars and Conferences**

**VALL** – April 15, 2010; Shangri-La Hotel, Vancouver, BC  
New BC Supreme Court Civil Rules  
Presenter: The Hon. Donald I. Brenner Q.C.  
Registration Deadline: April 8, 2010  
<http://vall.vancouver.bc.ca/node/195>

**CALL** – May 9 – 12, 2010; Windsor, ON  
Earlybird Registration Deadline: March 12, 2010  
<http://callacbd.ca/conferences/2010/en/index.php>

**SLA** – June 13 – 16, 2010; New Orleans, LA  
Earlybird Registration Deadline: April 9, 2010 (Members)  
Advance Registration Deadline: May 7, 2010 (Non-members)  
<http://s36.a2zinc.net/clients/sla/sla2010/public/enter.aspx>

**AALL** – July 10 – 13, 2010; Denver, CO  
Earlybird Registration Deadline: June 1, 2010  
<http://www.aallnet.org/events/>

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## Library Profile – VANOC’s Resource Centre

In this issue we profile a very unique special library – the Resource Centre of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games

### **Can you describe VANOC’s Resource Centre and its role leading up to the Olympics, during the Olympics and Paralympics and post-Olympics?**

VANOC’s Information Management team is currently staffed with two library technicians (called Records Analysts) and two librarians (Assistant Records Manager and Manager, Information Management). Pre-Games, we also had a Web Administrator who supported our information management systems and we had an amazing team of 4 Pre-Games volunteers without whom we would be lost!

VANOC was incorporated in 2004 and has had a Resource Centre the entire time. For the first few years, the role of the Resource Centre was to build the library collection and answer research questions regarding previous Olympic and Paralympic Games, as well as acting as the central records centre. As we moved toward Games-time, the Resource Centre evolved with more records and information management, the implementation of information systems (both the intranet and extranet) and training on those systems. During the Olympic period, we decommissioned the library collection and sent sections to London, the home of the next Summer Games, and Sochi, the home of the next Winter Games. They have each promised to pass their part of the collection on to future Organizing Committees when they no longer have need of it. Post-Games, we are involved in transferring VANOC’s story to the City of Vancouver Archives and putting aside memorabilia for a Legacy Museum, as well as preparing our business records for the dissolution of the organization.

The physical library housed almost exclusively publications, CDs, DVDs and records from previous Olympic and Paralympic Games, with an emphasis on Salt Lake 2002 and Torino 2006. The library is approximately 700 square feet and has 5 work stations, shelving for library materials and shelving and locked cabinets for records. The clients of the library are VANOC staff only.

### **How is the Resource Centre involved in co-ordination between host Olympic countries?**

VANOC’s responsibility, along with putting on the Games, is also to pass on information to future Organizing Committees through the Olympic Games Knowledge Management program. For the Information Management team, this consisted of two major components - the Transfer of Knowledge (TOK) program and the Observer Program.

Developed by the Sydney 2000 Games, the Transfer of Knowledge assists Games by capturing the successes and challenges of previous Games. The TOK is a mixture of hard and soft documents. Access to the collection is predominantly electronic and hard copies are kept in the IOC Museum in Lausanne. VANOC is the first Organizing Committee to have the Transfer of Knowledge in our Host City Contract. More information on the project can be found [here](#).



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The Observer Program provides a structured program for future Games organizers to observe Games-time operations in real time. The program is run during the Olympic and Paralympic Games and is a combination of briefings by VANOC functional managers and guided visits to operational areas. The Information Management team was responsible for coordinating the VANOC content and all logistical planning for the program.

#### **Does the Resource Centre perform any legal research?**

We are involved with 3rd party consultations for Freedom of Information and Access to Information requests, as well as some research as requested by our Legal team.

#### **How has your Olympic experience been?**

As a Team, our Olympic experiences were diverse but overall, incredible experiences. The Resource Centre was closed as our team was re-deployed to different Games-time roles at five different Olympic venues. We all came back to headquarters with lots of stories to tell and lots of work yet to do. The Resource Centre is full to the brim of interesting memorabilia for the Legacy collection and piles of business records departing employees have dropped off before exiting the organization! We are all glad to be back and all have our sleeves rolled up and are ready to catalogue again!

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## **News from the UBC Law Library**

**Sandra Wilkins, UBC Law Library**

Construction of a new law school building is underway! For a brief video of the start of the demolition process, visit <http://www.law.ubc.ca/building/news.html>. Even though the faculty and classes have moved to temporary quarters, the Law Library remains a busy, vibrant, and sometimes vibrating place. With heavy equipment currently taking down the non-Library portion of the complex, many students are making good use of the earplugs offered at the Circulation Desk.

The reclassification of the collection from Moys to LC is moving along nicely and the change has been well received. On the technology front, we are making good use of a large digital sign in the circulation area. We use the sign to post notices of guest lectures, awards received by faculty members, honours achieved by our competitive moot students, notices of legal research classes, and of course – construction alerts.

A new initiative during the 2009/10 academic year has been the Library's involvement in the teaching of Advanced Legal Research – a 3-credit course offered through the Faculty of Law. Mary Mitchell (UBC Law Library), George Tsiakos (UBC Law Library and Bull Housser Tupper), and Sandra Wilkins (UBC Law Library) took the lead on developing a new curriculum and method of delivery for the course. Soon after, Fiona Beveridge (McLachlan Brown Anderson), Teresa Gleave (Fasken Martineau), and Joanne Lecky (McCarthy Tetreault) were on board. The entire team worked on developing the curriculum from scratch and delivering the course to four small sections each term, reaching 123 second and third year students. So far, 2010 is off to a great start!

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## Member Announcements

**Jennifer Muñoz Gonzalez** joined Bull Housser & Tupper LLP library on March 8th. A 2006 graduate of the Library and Information Technology program at the University of the Fraser Valley, Jennifer will replace Lisa Coco while she is on maternity leave. Jennifer previously worked with the North Vancouver School District as a Library Cataloguer as part of a large scale library automation project. She hales from Nelson, BC and we are very happy to have her on board.

UBC SLAIS student and VALL member **Manuela Boscenco** has been completing her professional experience course at Lang Michener LLP since January and will be finishing up the project in April.

**Lynda Mitchell** will be retiring from Fraser Milner Casgrain LLP at the end of April, but will be remaining on the VALL Executive Programs Committee for the remainder of the 2009/2010 year.

**Anne Ikeda** will be retiring from Lang Michener LLP at the end of June.

Congratulations to **Agathe Holowatinc** of Lawson Lundell LLP, who is the recipient of this year's Peter Bark Professional Development Bursary. Agathe will be attending Simon Fraser University's "Public Companies: Financing, Governance and Compliance" course in June.

### VALL Review Newsletter Article Content Submission Guidelines

Please take a look at the guidelines below and contact the *VALL Review* Editors if you have any further questions. You do not have to be a VALL member to write for us. Anyone is welcome to contribute to the *VALL Review* as long as you meet the guidelines below. Thanks for your support and interest!

#### Purpose of *VALL Review*

- To provide short news and articles on library information and knowledge management developments of interest to VALL members with a priority focus on legal information and related issues concerning the legal sector.
- To highlight resources of interest to VALL which would be useful to the legal community and for professional library staff development.

**Authors** are advised to submit their draft articles that meet the minimal criteria:

- 1) In Microsoft Word, plain text or RTF.
- 2) Maximum of up to 800 words for full articles.
- 3) Single spaced with paragraphs.
- 4) Functional URLs and corresponding footnote bibliographic information for further reading.
- 5) Identification of author, their official position title and parent organization.

**Publishers and vendors** should only highlight for submission any new product developments that the vendor has not yet publicly released or that the vendor would like feedback from its customers. (Note: If a vendor has already released public marketing information to all customers on its corporate web site, *VALL Review* editors will exercise rights to determine if there is sufficient space to include the submitted information, in light of other VALL content publishing priorities.)