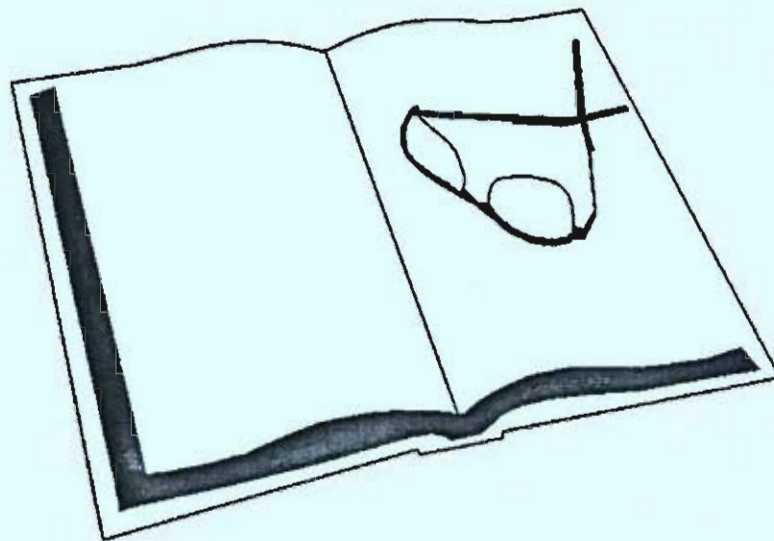


**REPORT AND RECOMMENDATIONS**

**OF THE AD HOC**

**SCOTIA-FUNDY REGIONAL LIBRARY STUDY COMMITTEE**



**DECEMBER 1990**

December 20, 1990

Mr. E.J. Maher, Chairman  
Scotia-Fundy Library  
Management Committee  
P.O. Box 1006  
Dartmouth, Nova Scotia  
B2Y 4A2

Your file    Votre référence

Our file    Notre référence

Dear Mr. Maher:

The task of carrying out a strategic review of the Scotia-Fundy library system has now been completed by the Library Study Committee. A report describing the library systems, its problems and desirable and possible courses of action for the future (in the form of 28 recommendations) has been prepared with an initial printing of 100 copies and is presented herewith for your guidance. Copies have been distributed to all members of the Library Study Committee, the Scotia-Fundy Librarians (St. Andrews Biological Station, Halifax Research Laboratory and the Bedford Institute of Oceanography) and the members of your committee. As a final and gratuitous recommendation, we suggest a wide distribution of the report which should include, among others, all Directors and Division Chiefs served by the Scotia-Fundy Library Service to help increase the knowledge of the library system among its users.

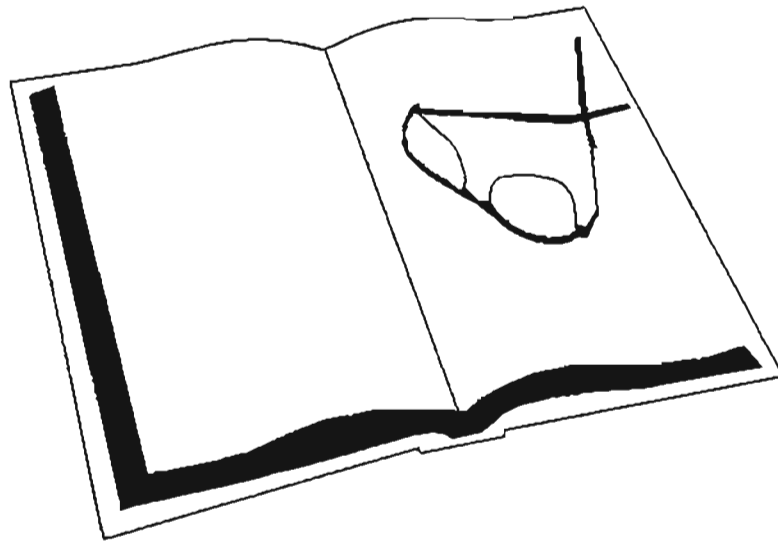
In the course of carrying out this review, the Committee members have been impressed by and have enjoyed the professionalism and the cooperation of all those called upon within and outside the Library Service. Since with the presentation of this report the Committee will have completed its work and thus will be dissolved automatically, it is my pleasure as chairman to take the opportunity, on behalf of the Library Study Committee members, to express our sincere thanks to all who took an interest in this review and contributed materially to its completion. Finally, I thank all of the Committee members for their stalwart and considerable efforts in preparing this review.

James E. Stewart, Chairman  
Ad Hoc Scotia-Fundy Regional  
Library Study Committee

**REPORT AND RECOMMENDATIONS**

**OF THE AD HOC**

**SCOTIA-FUNDY REGIONAL LIBRARY STUDY COMMITTEE**



DECEMBER 1990

## EXECUTIVE SUMMARY

In the spring of 1990, the Ad Hoc Scotia-Fundy Regional Library Study Committee was convened to undertake a strategic review of the regional library system which consists of local libraries at St. Andrews, Halifax and the Bedford Institute. The Committee operated with the premise that the library is the single most important resource of a scientific and technological institution; it is central to and an integral part of the flow of information and findings, methodology and philosophy of science and to problem solving in general.

The Committee adopted the philosophy that specialized libraries do not and should not attempt to collect everything in the fields for which they are responsible. The collections policy should entail holding only current, relevant and important books reflecting the interests of and projects conducted by current resident staff; the holdings should be weeded regularly. Journals, except where hard copy is mandatory, should not be held in the original form for periods greater than two years; back issues should be carried as microfiche. Electronic methodology should be used to the fullest extent and should include on-line search capacity for abstracting services; this aspect requires that all three libraries have state of the art equipment properly maintained.

In its work, the Committee consulted widely, held open meetings at all three sites, examined the physical facilities at each site and invited verbal and written commentary from the internal and external clients; other libraries and institutions were visited by individual members of the Committee. Upon considering the mass of information collected, the Committee concluded that the capacity of the library system is considerably below that necessary to meet the needs of clients. Substantial increases in space, equipment, staff and money for books/journals acquisition and operation are required.

Part of the library problem stems from the disproportionate reductions in library staff (about 35%) whereas the clientele absorbed cuts of 15% or less; the workload did not decrease proportionately to the library staff decrease. Not all of the problems, however, are staff related; journal prices have skyrocketed, the organization served following regional staff reductions has not relocated or concentrated remaining staff and therefore still requires virtually full service at all three sites, and a considerable but unaccounted workload is imposed through work generated by acquisition of non-A-base funds (soft money). The St. Andrews Library, in particular, is in need of a drastic overhaul in terms of procedures and facilities.

The Committee developed an extensive list of recommendations (28) and suggestions which, if implemented, should alleviate most of the problems. The most important are the recognition of the central role of the libraries, the formation of two ongoing committees (a) Local Library Users Committee and (b) a single Regional Coordinating Committee to report to and advise the Regional Library Management Committee, adequate budgets (a total library staff of 14-16 persons, \$40-50,000 annual equipment allotment, a fifty percent increase in the operating budget and increased space), a levy on non-A-base funds and improved procedures including increased use of electronic aids.

Finally, the Committee would be remiss if it did not mention the high degree of praise offered from all quarters for the performance of library staff operating under considerable difficulties.

# TABLE OF CONTENTS

---

	<u>Page</u>
EXECUTIVE SUMMARY .....	i
TABLE OF CONTENTS .....	ii
INTRODUCTION .....	1
MANDATE .....	1
AD HOC SCOTIA-FUNDY REGIONAL LIBRARY STUDY COMMITTEE MEMBERSHIP .....	1
LIBRARY COMMITTEE APPROACH .....	2
1. BRIEF DESCRIPTION OF THE LIBRARY SYSTEM .....	4
Bedford Institute of Oceanography (BIO) .....	4
Halifax Research Laboratory .....	4
St. Andrews Biological Station .....	4
2. LIBRARY STATISTICS .....	6
3. REPORT OF THE SCOTIA-FUNDY REGIONAL LIBRARIAN .....	13
4. SCOTIA-FUNDY REGIONAL LIBRARY STUDY COMMITTEE'S OBSERVATIONS, CONCLUSIONS AND RECOMMENDATIONS .....	20
Observations .....	20
Conclusions .....	22
Recommendations .....	25
I. <u>Organizational</u>	
(1) Statement of Goals and Objectives .....	27
(2) Local Library Users Committees .....	28
(3) Regional Library Users Committee .....	29
(4) Continuation and Expansion of Regional Library Management Committee .....	30
(5) Reporting Relationships .....	30
II. <u>Urgent</u>	
(6) "Irreducible Minimum" .....	30
(7) Fire Suppression System .....	31
(8) Upgrading of St. Andrews Library .....	31
(9) Staffing Levels .....	31
(10) Capital Equipment Budget .....	31
(11) Operating and Maintenance Budget .....	32
(12) Space Requirements .....	32
(13) WAVES Priority .....	32

---

	<u>Page</u>
III. <u>Administrative and Procedural</u>	
(14) Levy on Non-A-Base Funding . . . . .	32
(15) Fee Structure for Special Library Services for External Users . . . . .	32
(16) Transfer of Responsibilities for Purchase of Reprints . .	32
(17) Local Library Specifications for Collections . . . . .	32
(18) Comprehensive Electronics Plan . . . . .	33
(19) Cooperation with Outside Libraries . . . . .	33
(20) Provision of Reference Services . . . . .	33
(21) Upgrading User Skills . . . . .	33
(22) Local Options for Certain Library Services . . . . .	33
(23) Ships Libraries . . . . .	34
(24) Communications Branch . . . . .	34
(25) Purchase of Specialized Computer Books . . . . .	34
IV. <u>Longer Term</u>	
(26) Rationalization and/or Amalgamation of Activities . . .	34
(27) Purpose Built Space at B.I.O. . . . .	34
(28) Map Library at B.I.O. . . . .	34
Appendix I	: Description and History of Scotia-Fundy Libraries
Appendix II	: List of Problems or Expressed Concerns and Opportunities by Clientele Plus Committee Responses
Appendix III	: Agreement : Huntsman Marine Laboratory
Appendix IV	: Rait Memorandum to Library Study Committee
Appendix V	: Library Equipment Needs
Appendix VI	: Summary of Budgets and Funding Levels (Questions/Comments)
Appendix VII	: Report on the BIO Map Library
Appendix VIII	: 1984 A-Base Review, National Report - Technical Support : Libraries
Appendix IX	: 1986 Holland Memorandum : Recent Reductions in DFO Library PY's and Possible Impact on Science Program
Appendix X	: WAVES Brochure



## INTRODUCTION

In the spring of 1990 a committee entitled the Ad Hoc Scotia-Fundy Regional Library Study Committee was formed on the instructions of the Department of Fisheries and Oceans (DFO) Regional Director-General to fulfil the following mandate by preparing a report which along with other elements, would include recommendations relevant to the issues. The final report was to be presented to a Regional Library Management Committee composed of S.B. MacPhee, Regional Science Director; E.J. Maher, Director of Management Services and A. Ducharme, Director of the Habitat Management Branch.

## MANDATE

To undertake a strategic review of the Scotia-Fundy Regional Libraries, taking into consideration past and current policies, practices and methodologies, and examining the future direction of the Libraries including utilization of the new technologies to assist in delivering optimal service in accordance with quality standards given a diverse environment in each Library community studied.

Given the wide ranging character of this Mandate, key issues on which the Committee will focus (but not necessarily to the exclusion of others) are:

- Rationalization of Policies among the three Libraries with a discussion of the diverse needs of our Library clientele.
- Possible utilization of new technologies in the future direction of the Scotia-Fundy Library System.
- Consideration and recommendations on the role of the Bedford Institute of Oceanography (BIO) Library as National Marine Library and specialties at Halifax and St. Andrews.
- Library Committee structures and their inter-relationships.
- Co-operation and resource sharing in the wider Library Community, i.e., Halifax/Dartmouth, New Brunswick and nationally.
- Explorations of solutions for overcoming resource shortfalls.

## AD HOC SCOTIA-FUNDY REGIONAL LIBRARY STUDY COMMITTEE MEMBERSHIP

The Committee composed of members chosen by client managers from their own services to represent the various activities and responsibility areas were:

- J.E. Stewart, Chairman, Scotia-Fundy Library Study Committee, BIO
- S.R. Kerr, Habitat Ecology Division, Science, BIO
- S.T. Grant, Canadian Hydrographic Service, BIO
- E.P. Jones, Physical and Chemical Sciences, Science, BIO
- I. Perry, Marine Fish Division, St. Andrews Biological Station, N.B.
- R.J. Miller, Benthic Fisheries and Aquaculture Division, Science, Halifax
- D.B. Loncarevic, AGC, Energy, Mines and Resources, BIO

- H. Samant, Environmental Protection, Environment Canada, BIO
- D.N. Nettleship, Canadian Wildlife Service, Environment Canada, BIO
- A. Ducharme, Fisheries & Habitat Management Branch, Halifax
- J. Raymond, Program Coordination and Economics Branch, Halifax
- S. Rait, Comptrollers Branch, Halifax
- R. MacDonald, Small Craft Harbours Branch, Halifax
- C. Myers, Communications Branch, Halifax
- J. Southall, Inspection Branch, Halifax

The Committee was assisted in its deliberations by attendance of one or more of the following Librarians at various times; in addition, J.E. Sutherland, Acting Regional Librarian, attended all but one of the Committee's meetings until July 31 when she left to take up her new appointment at Dalhousie University:

- A. Fiander, Regional Librarian, BIO
- M. Rudi, Head, St. Andrews Biological Station Library, N.B.
- C. MacPherson, Halifax Library

### **LIBRARY COMMITTEE APPROACH**

The Committee began its work at the meeting held April 24, 1990 at the Bedford Institute of Oceanography. The original schedule anticipated that the Committee would complete its task by July 31, 1990. Because of the amount of work involved in the library study, press of other duties, vacation periods and for a protracted period a lack of secretarial support it was not possible to meet this deadline.

The Committee assembled information on the Libraries by making specific requests to the Management Services Branch, including the librarians, soliciting managers of activities served by the library system for their views, and by issuing a general invitation to all clientele (internal and external) to give the Committee their views, identification of problems and their suggestions for improvements in practice and, where possible, solutions for any problems perceived. In addition, the Library Study Committee held open meetings at each library site (St. Andrews Biological Station, Halifax Research Laboratory and the Bedford Institute of Oceanography) to which everyone was invited for the purpose of making verbal presentations to the Study Committee and leaving with the Committee a written summary of their presentations (a considerable number provided written summaries).

The material collected at the meetings, plus that assembled by Committee members from all other sources and used in the deliberations, and the record of all of the Committee meetings have been maintained as complete collections by the libraries at each of the three regional libraries. These records are available at all times for the information and interest of those who wish to follow more closely the Committee activities and the information base assembled and used for developing this report.

Various members of the Committee in the course of their regular work visited a number of other institutions and took the opportunity to examine the local libraries and report their findings to the Committee. Thus, the Committee benefited from descriptions

of the DFO Nanaimo Library, the Marine Laboratory Library (Aberdeen) and the Environmental Protection Agency Library (Gulf Breeze, Florida). In addition, visits by a portion of the Committee were paid to the Nova Scotia Research Foundation Library (Dartmouth) and the Killam Library, Dalhousie University (Halifax) for advice and consultations.

As a result of consultations sought, advice given, literature read and its own deliberations, the Committee adopted the philosophy that specialized libraries do not nor should they attempt to collect everything in the field for which they are responsible (the unique National Collection excepted); space and money everywhere prohibit such a comprehensive approach. The norm for research institutions (and academic institutions as well, except in the area of disciplines taught) is to collect only those materials which are relevant and sufficiently comprehensive for current staff interests and projects; when interests and projects change, so do the acquisitions. As a result, the holdings should be weeded regularly and should include in the book collections only the current works of importance and those historical items which by consensus appear likely to stand the test of time. Journals, except for those for which hard copy is mandatory as recommended by the Regional Library Committee (i.e. those containing histological plates or comparable elements for which the ready means of reproduction is inadequate), should be retained in the original form for periods of no more than two years; back issues should be carried in microfiche form to save storage space. Electronic methodology should be used to the fullest extent possible; on-line search capacity for abstracting services for such items as Chemical Abstracts, Biological Abstracts, Aquatic Science and Fisheries Abstracts, is available and should be used. The use of electronic methodology can only be a significant aspect if the equipment made available is state of the art and well maintained. The Committee, in its work, used these conclusions and approaches as guides in formulating its recommendations.

The wealth of information and advice made available to the Committee was almost overwhelming. The Committee rapidly concluded that it could and should draw upon this mass of material in defining the conditions and problems of the library system, but it should not, under any circumstances, permit its message to be obscured by detail or buried under the masses of information.

Accordingly, the Committee winnowed from the material certain elements which illustrated the situation best and in its view provided the clearest picture; it then provided its own analysis and advice. It was felt that the best summary it could provide of its findings and conclusions would be in the form of the recommendations. This was done and additional information has been provided by inclusion of the appendices in the report and the mass of original material retained by the libraries.

The course followed in presenting a concise and succinct picture was:

- (1) a brief description of the library system;
- (2) library statistics;
- (3) report of the Scotia-Fundy Regional Librarian;
- (4) Scotia-Fundy Regional Library Study Committee's observations, conclusions and recommendations.

## 1. BRIEF DESCRIPTION OF THE LIBRARY SYSTEM

The Scotia-Fundy Library System consists of three main libraries located at the St. Andrews Biological Station, Halifax Research Laboratory and the Bedford Institute of Oceanography. A full description and brief history of each library was supplied by the A/Regional Librarian and is attached as Appendix I.

The approximate scale of the library facilities and holdings (as provided in non-metric units) is summarized below:

### Bedford Institute of Oceanography (BIO)

**Floor Space:** Approximately 8500 sq. ft. located mainly on the 2nd, 3rd and 4th floors of the Holland Building with a small amount of dead storage space (depot) remote from the main library.

**Holdings:** Approximately 20,000 books/monographs, 3500 journal and technical report titles, 480 journal titles currently being acquired by subscription, 30,000 items on microfilm.

**Clientele:** Mainly BIO staff (about 800 total) of which approximately 300 are professional scientific staff. Twenty-five percent or so of the library requests are made by non-BIO staff.

### Halifax Research Laboratory

**Floor Space:** Approximately 3800 sq. ft. located in 4 distinctly separate areas spread over 2 floors.

**Holdings:** Approximately 8000 books/monographs, 1000 journal titles, 264 currently being acquired by subscription, 70,000 other documents (technical reports from many sources etc.), many on microfilm.

**Clientele:** Serves as Regional Fisheries Library supporting approximately 1100 staff in the region of whom 400 are in Halifax. Immediate DFO users perhaps equal about 100 professional staff. Widely used by outside agencies, e.g. Nova Scotia Department of Fisheries, Technical University of Nova Scotia, Dalhousie University, contractors and consultants.

### St. Andrews Biological Station

**Floor Space:** 1738 sq. ft. including 352 sq. ft. of unacceptable quality, dead storage space at a remote location (cottage).

- Holdings: Approximately 6,700 books/monographs. Almost half including virtually all recent titles are signed out permanently. Approximately 2600 journal and technical report titles, 186 journal titles currently are being acquired by subscription including 46 purchased with non-library funds. Approximately 500 microfilm (various).
- Clientele: An in-house population of 90 staff of whom about half are professional scientific staff plus approximately 150 outside users of whom perhaps 25 are professional staff.

## 2. LIBRARY STATISTICS

A detailed accounting of staff, total operating budgets and amounts spent on books and journals from Fiscal Year (FY) 1980/81 to FY 1989/90 is provided in Table 1 (submitted by the A/Regional Librarian via the Management Services Branch Director). The numbers of books and journals acquired during those years for which data is available in Table 1 are presented graphically in Figure 1 to provide a perspective which discounts the effects of inflation and price increases. Usage of the library materials is given in Figure 2 for the past decade in terms of circulation figures, reference requests and inter-library loans. An organization chart for the current Regional Library organization is given in Figure 3 at the end of the Regional Librarian's Report.

**TABLE 1\***

**SCOTIA-FUNDY REGION LIBRARIES**

(rev. 23/04/90)

**LIBRARY STATISTICS 1980/81 - 1989/90<sup>1</sup>**

<u>YEAR</u>	<u>BIO LIBRARY</u>		<u>HALIFAX LIBRARY</u>		<u>ST. ANDREWS LIBRARY</u>	
1980/81	Staff (PYs):	9.0	Staff (PYs):	5.0	Staff (PYs):	2.0
	Prof.:	3.0	Prof.:	1.0	Prof.:	0.0
	Other:	6.0	Other:	4.0	Other:	2.0
	Contract PYs:	0.0	Contract PYs:	0.5	Contract PYs:	0.0
	Total O&M:	N/A	Total O&M:	N/A	Total O&M:	52.6
	Books:	36.0 (1005)	Books:	40.0 (N/A)	Books:	N/A (N/A)
	Journals:	82.5 (N/A)	Journals:	N/A (501)	Journals:	N/A (N/A)
1981/82	Staff (PYs):	9.0	Staff (PYs):	4.25	Staff (PYs):	2.0
	Prof.:	3.0	Prof.:	1.0	Prof.:	0.0
	Other:	6.0	Other:	3.25	Other:	2.0
	Contract PYs:	0.0	Contract PYs:	1.5	Contract PYs:	0.0
	Total O&M:	181.0	Total O&M:	172.0	Total O&M:	53.2
	Books:	40.0 (1170)	Books:	17.6 (N/A)	Books:	N/A (N/A)
	Journals:	82.5 (N/A)	Journals:	84.0 (N/A)	Journals:	N/A (N/A)
1982/83	Staff (PYs):	9.0	Staff (PYs):	5.0	Staff (PYs):	2.0
	Prof.:	3.0	Prof.:	1.0	Prof.:	0.0
	Other:	6.0	Other:	4.0	Other:	2.0
	Contract PYs:	0.0	Contract PYs:	1.5	Contract PYs:	0.0
	Total O&M:	196.6	Total O&M:	194.5	Total O&M:	55.7
	Books: (N/A)	(914)	Books:	16.0 (N/A)	Books:	4.2 (N/A)
	Journals: (N/A)	(577)	Journals:	75.8 (N/A)	Journals:	41.5 (209)
1983/84	Staff (PYs):	9.0	Staff (PYs):	5.0	Staff (PYs):	2.0
	Prof.:	3.0	Prof.:	1.0	Prof.:	0.0
	Other:	6.0	Other:	4.0	Other:	2.0
	Contract PYs:	0.75	Contract PYs:	1.0	Contract PYs:	0.0
	Total O&M:	217.4	Total O&M:	191.0	Total O&M:	58.7
	Books:	54.0 (1138)	Books:	33.0 (N/A)	Books:	7.8 (N/A)
	Journals:	118.0 (593)	Journals:	89.1 (N/A)	Journals:	43.6 (216)

**TABLE 1\***

(Continued)

**LIBRARY STATISTICS 1980/81 - 1989/90**

<u>YEAR</u>	<u>BIO LIBRARY</u>		<u>HALIFAX LIBRARY</u>		<u>ST. ANDREWS LIBRARY</u>	
1984/85	Staff (PYs):	9.0	Staff (PYs):	5.0	Staff (PYs):	2.0
	Prof.:	3.0	Prof.:	1.0	Prof.:	0.0
	Other:	6.0	Other:	4.0	Other:	2.0
	Contract PYs:	2.5	Contract PYs:	1.0	Contract PYs:	0.0
	Total O&M:	245.8	Total O&M:	257.6 <sup>2</sup>	Total O&M:	61.9
	Books:	51.2 (940)	Books:	33.9 (567)	Books:	4.0 (N/A)
	Journals:	142.3 (573)	Journals:	94.5 (N/A)	Journals:	48.2 (221)
1985/86	Staff (PYs):	9.0	Staff (PYs):	5.0	Staff (PYs):	2.0
	Prof.:	3.0	Prof.:	1.0	Prof.:	1.0
	Other:	6.0	Other:	4.0	Other:	1.0
	Contract PYs:	0.5	Contract PYs:	1.0	Contract PYs:	0.0
	Total O&M:	254.7	Total O&M:	271.9 <sup>3</sup>	Total O&M:	69.0
	Books:	51.0 (808)	Books:	28.6 (506)	Books:	1.3 (N/A) <sup>4</sup>
	Journals:	151.0 (577)	Journals:	97.0 (N/A)	Journals:	57.4 (222) <sup>4</sup>
1986/87	Staff (PYs):	9.0	Staff (PYs):	5.0	Staff (PYs):	2.0
	Prof.:	3.0	Prof.:	1.0	Prof.:	1.0
	Other:	6.0	Other:	4.0	Other:	1.0
	Contract PYs:	0.25	Contract PYs:	1.0	Contract PYs:	0.0
	Total O&M:	259.6	Total O&M:	288.5 <sup>5</sup>	Total O&M:	70.0
	Books:	45.0 (640)	Books:	26.1 (578)	Books:	2.4
	Journals:	161.3 (562)	Journals:	95.6 (N/A)	Journals:	56.6 (172)
1987/88	Staff (PYs):	7.0	Staff (PYs):	5.0	Staff (PYs):	2.0
	Prof.:	2.0	Prof.:	1.0	Prof.:	1.0
	Other:	5.0	Other:	4.0	Other:	1.0
	Contract PYs:	0.25	Contract PYs:	1.0	Contract PYs:	0.0
	Total O&M:	257.3	Total O&M:	200.0	Total O&M:	69.6
	Books:	51.7 (N/A)	Books:	30.2 (534)	Books:	N/A (N/A)
	Journals:	148.8 (484)	Journals:	92.2 (N/A)	Journals:	56.2 (155)
1988/89	Staff (PYs):	7.0 <sup>6</sup>	Staff (PYs):	3.5	Staff (PYs):	1.5 <sup>7</sup>
	Prof.:	2.0	Prof.:	1.0	Prof.:	0.5
	Other:	5.0	Other:	2.5	Other:	1.0
	Contract PYs:	0.0	Contract PYs:	1.0	Contract PYs:	0.0
	Total O&M:	249.8	Total O&M:	202.0	Total O&M:	65.0
	Books:	ca 50.0 (523)	Books:	32.8 (458)	Books:	0.6 (N/A)
	Journals:	ca 160.0 (486)	Journals:	91.6 (281)	Journals:	56.3 (151)
1989/90	Staff (PYs):	6.5 <sup>8</sup>	Staff (PYs):	2.5	Staff (PYs):	1.33 <sup>11</sup>
	Prof.:	1.5 <sup>9</sup>	Prof.:	1.0	Prof.:	0.33
	Other:	5.0 <sup>10</sup>	Other:	1.5	Other:	1.0
	Contract PYs:	0.5	Contract PYs:	1.0	Contract PYs:	0.0
	Total O&M:	249.8	Total O&M:	187.0	Total O&M:	65.0
	Books:	ca 35.0 (475)	Books:	ca 28.9 (245)	Books:	0.1 (N/A)
	Journals:	ca 162.0 (480)	Journals:	ca 98.5 (264)	Journals:	57.0 (149) <sup>12</sup>

\* Source: A/Regional Librarian, Scotia-Fundy

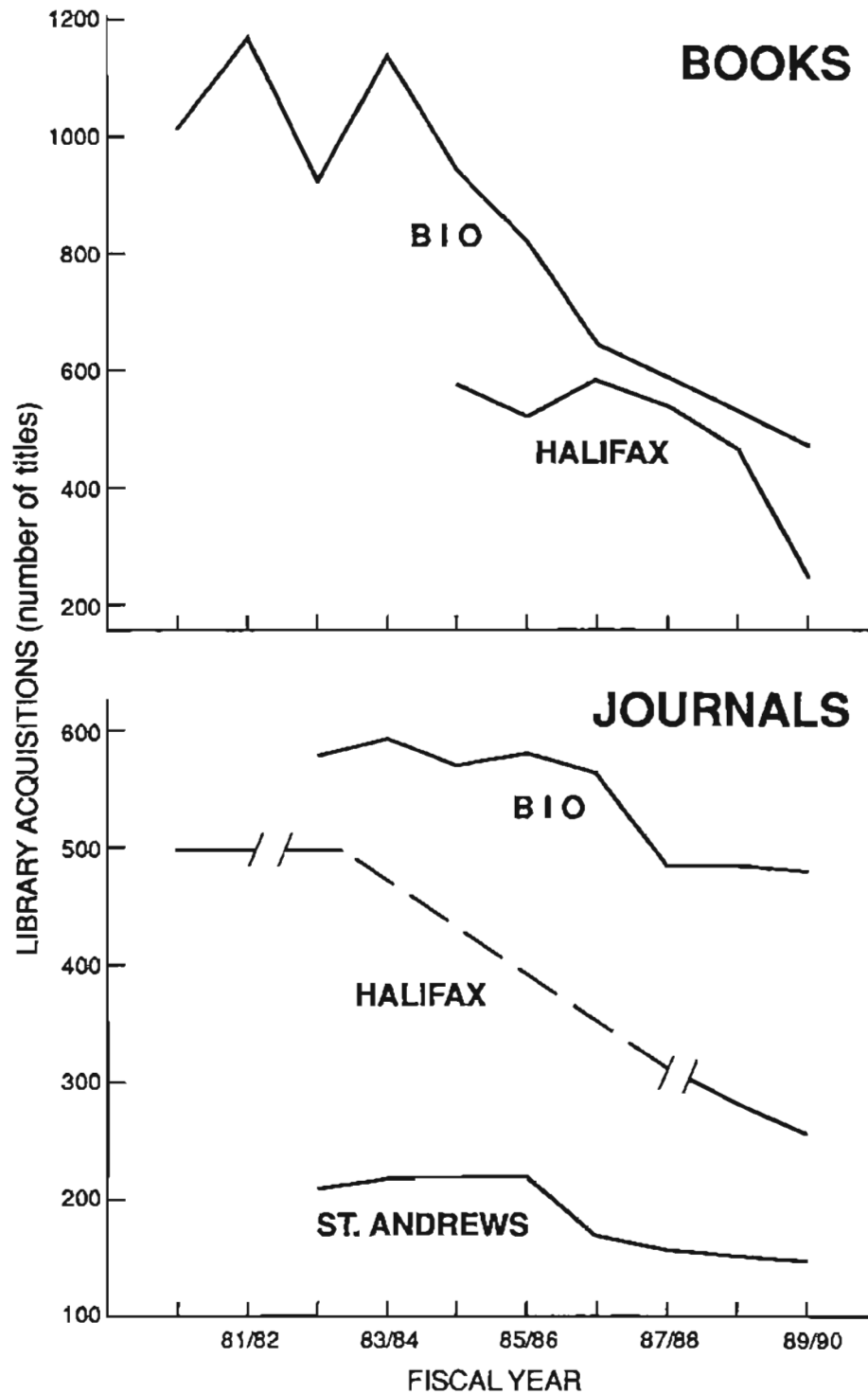
TABLE 1\*

(Continued)

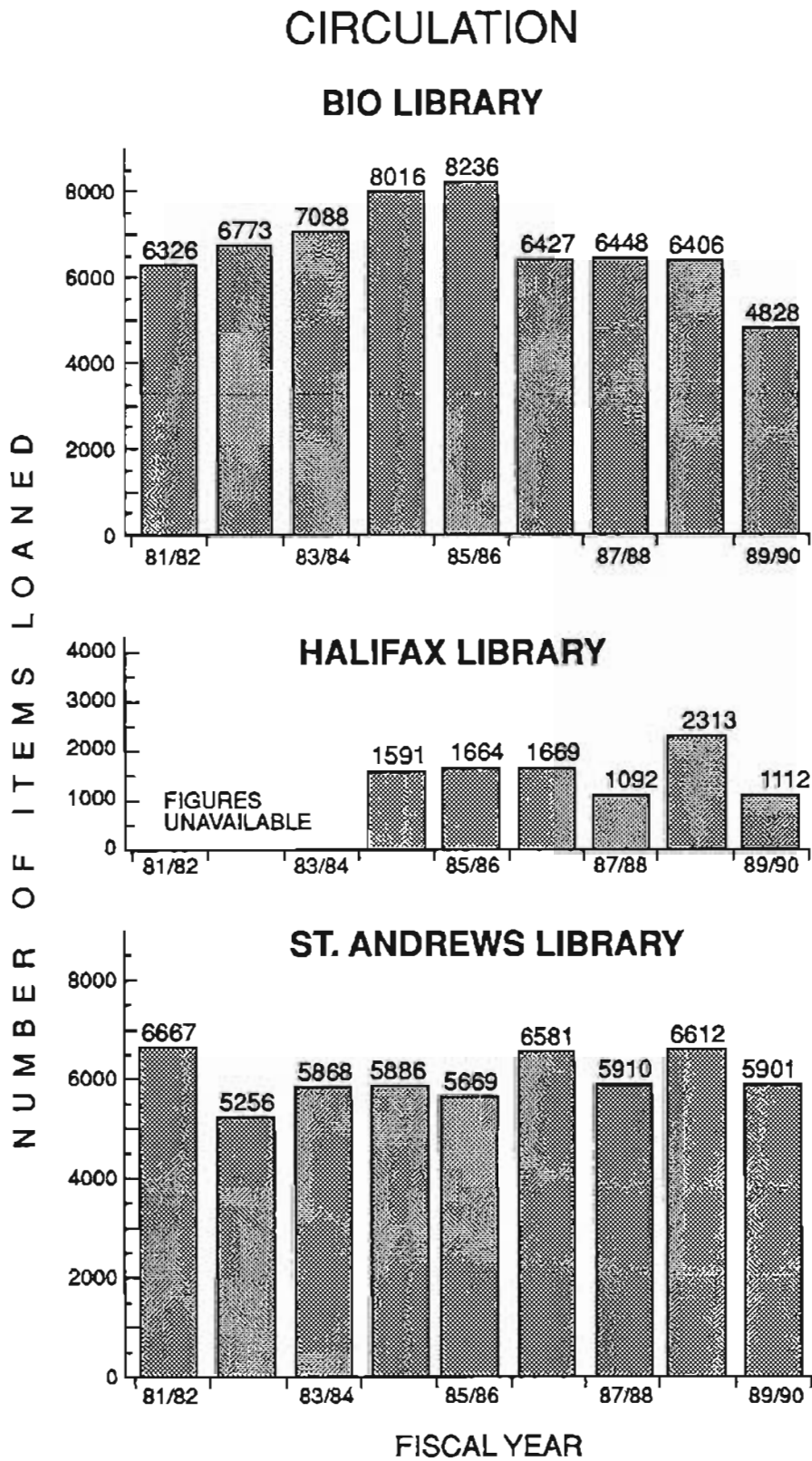
LIBRARY STATISTICS 1980/81 - 1989/90

Notes:

- 1 For each year the following information is provided for each library (if available):
  - Total number of permanent and term employees (in full-time equivalents)
  - Number of professional librarians
  - Number of library support staff
  - Number of PY equivalents provided by contract money or through special project funding (e.g., FREDY program)
  - Total O&M budget spent (\$000's)
  - Total amount (\$000's) spent on books (number of books purchased)
  - Total amount (\$000's) spent on journal subscriptions (number of paid subscriptions)If information is not available, the annotation (N/A) is inserted.
- 2 Total O&M budget for Library and Records.
- 3 Total O&M budget for Library and Records.
- 4 An additional 9 subscriptions were paid for by individuals' research funds.
- 5 Total O&M budget for Library and Records.
- 6 BIO Library figures include Chief, Library Services (1 professional librarian), and the Chief's budget of \$17.0 K, which includes the travel budget for all 3 libraries.
- 7 Officially 2 PYs, but librarian's position vacant for 6 months.
- 8 Figures include Chief, Library Services (1 professional librarian), and the Chief's budget of \$17.0K, which includes the travel budget for all 3 libraries.
- 9 Officially 2 PYs, but one position vacant for 6 months.
- 10 Officially 6 PYs, but one not filled; replaced by contract PY. Includes 1 PY moved from Halifax Library to BIO Library when acquisitions function for both libraries amalgamated at BIO Library.
- 11 Officially 2 PYs, but librarian's position vacant for 9 months.
- 12 An additional 43 subscriptions were paid for by individuals' research money.



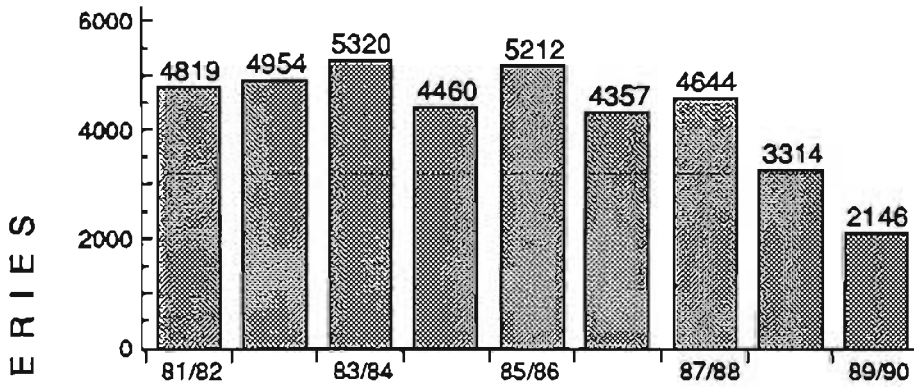
**FIGURE 1** Display of all of the information provided on book and journal acquisitions for the 1980's (see Table 1). Dotted portion of line for Halifax journal acquisitions follows the assumed path for bridging the 1980/81 to 1988/89 gap in the information.



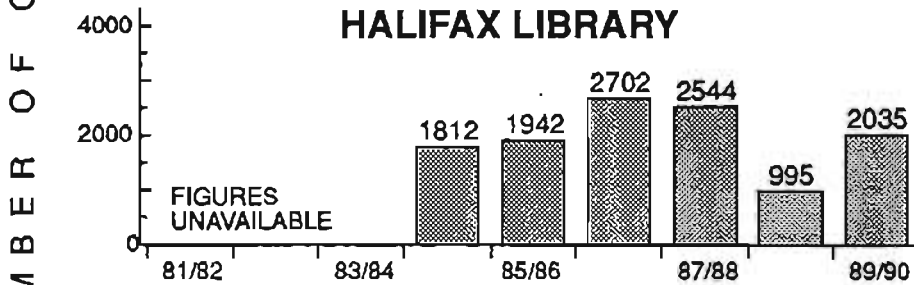
**FIGURE 2** Library Usage. Source: A/Regional Librarian

# REFERENCE QUERIES

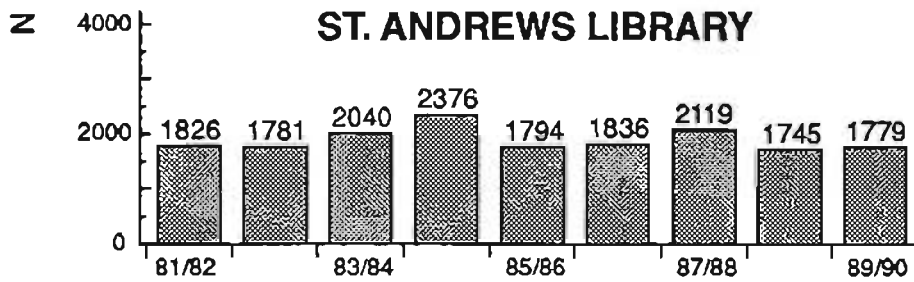
## BIO LIBRARY



## HALIFAX LIBRARY



## ST. ANDREWS LIBRARY

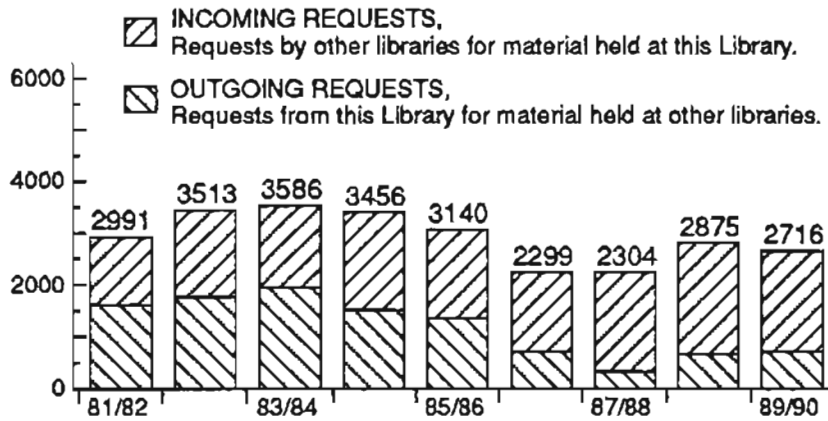


FISCAL YEAR

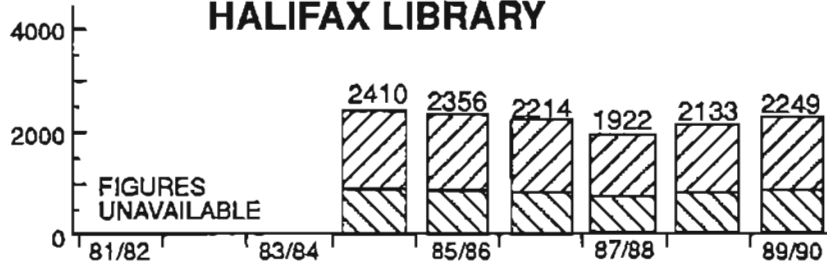
FIGURE 2 continued

# INTERLIBRARY LOANS

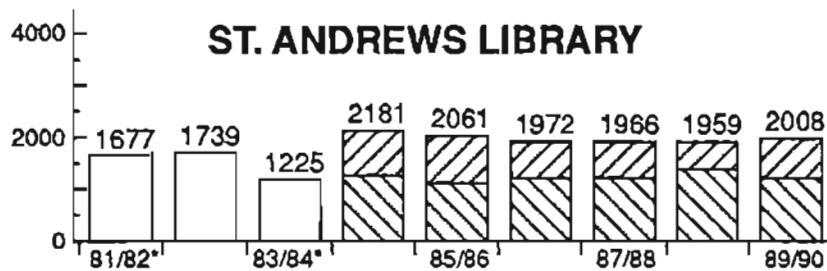
## BIO LIBRARY



## HALIFAX LIBRARY



## ST. ANDREWS LIBRARY



\* IN / OUT division unavailable

FISCAL YEAR

NUMBER OF REQUESTS

FIGURE 2 continued

3. REPORT OF THE SCOTIA-FUNDY REGIONAL LIBRARIAN  
APRIL 1990

**"SCOTIA-FUNDY REGION LIBRARIES**

Objectives and Roles

The primary objectives of the Scotia-Fundy Region libraries are:

- to support the research and management activities of the Scotia-Fundy Region of the Dept. of Fisheries and Oceans and, in the case of the BIO library, the activities of staff of the other federal government departments housed at BIO;
- to develop and maintain collections of bibliographic materials which will meet the needs of the users of each library, recognizing that the specific user group will vary from library to library;
- to provide appropriate information services, such as reference, inter-library loans, and on-line searches, to facilitate access to needed information, wherever it may be found;
- to participate fully in the DFO library network and its projects, and to cooperate with other libraries in the Maritime provinces, Canada, and throughout the world in order to facilitate the sharing of resources.

In addition, the libraries will, staffing and budget levels permitting, provide a limited range of library services to other marine-science and fisheries related researchers in the area.

Concerns

1. **Staffing levels:**

Since 1986 the Halifax and BIO libraries have lost 5 of the 14 PYs they had before the government began its current downsizing exercise (The St. Andrews Library continues to have 2 PYs).

Although a slight drop in the demand for services has occurred in the Halifax and BIO libraries (the natural result of decreased reference service levels?), it is in no way proportional to the level of staff cuts. For example, the number of inter-library loan requests has NOT dropped since 1986 and demands for library services in the St. Andrews Library are up. We have been cut to the point where we are no longer able to serve our clientele in an efficient, timely manner. We have been unable to introduce new services, such as our long-awaited automated library system, or

publicize in an effective way what new services we have added, e.g., newly available databases such as GLOBEFISH, and the CD-ROM version of ASFA. Simply put: we do not have enough staff to do the work there is to do.

However, in addition to staff cuts, the libraries have also been faced with a high turnover of staff which, given the seemingly unavoidable delays in completing staffing actions, have led to an increase in our use of contract and temporary help personnel. This has resulted in increased O & M costs, loss of continuity, and in some cases a drop in service quality. Backlogs of work have developed, and these cause stress for library staff and users alike.

## 2. Finances

The budgets of all 3 libraries have been and continue to be eroded by inflation and general cost increases in the price of books and journals. As well, we have been forced to divert funds to purchase temporary help services (see No. 1 above).

In order to cope with this difficult situation, the BIO and Halifax libraries have been forced to make significant cuts in their book purchases. In an attempt to maximize our buying power we have almost completely eliminated duplicate book purchases between the Halifax and BIO libraries for the past two years. We are trying to locate new books in the library where they will be most used, but this is not always easy to determine and at times results in significant inconvenience to some library users.

As well, the St. Andrews Library has not had a dedicated book budget for many years, with the result that the library has been unable to develop a coordinated approach to collection development. What books have been acquired have been purchased with divisional funds. This makes it difficult for the library to exercise effective control over the material once it has been acquired and catalogued. The purchase of general reference materials has been almost entirely neglected.

In addition, all 3 libraries have been forced to cancel a significant number of journal subscriptions, or to require that divisions pay the cost of some of the more specialized titles.

Moreover, unless we receive additional funding soon, we will be forced to cut even more deeply, eliminating core collection items from each library in order to balance our budgets. This concerns us deeply, since if we are unable to maintain the collections of information needed by our researchers, their research will suffer and time will be lost obtaining the information elsewhere. **You cannot do first-class science with second rate libraries.**

### **3. Space**

Our libraries must be located where the region's research is being undertaken. The concept of a single library for the region is unreasonable as long as there are researchers located in Halifax and St. Andrews. Each library must also have sufficient space to enable it to house the materials required to provide a reasonable level of service to its users.

Taken together our current collection ranks as the fourth largest and most important in the world (Woods Hole, the Musee Oceanographique in Monaco and Scripps being the other three).

However, all 3 libraries are desperately short of space. Even with the newly acquired space in Halifax, we still lack sufficient stack space to house our collections properly. Because of remote locations and crowded shelves, access to material is already difficult.

Unless additional space and the funds to acquire the type and amount of shelving required to make efficient use of any new space are provided quickly, we will begin to lose our rich collection as we are forced to box or even discard important library materials and have to rely even more than now on outside resources to meet our information needs.

### **4. Cooperation with other libraries**

The three Scotia-Fundy libraries have a long tradition of cooperation with federal, provincial, and university libraries within the Maritime provinces, across Canada, and within the worldwide marine science library community. We rely on the holdings of other institutions for many journals and other materials which we cannot afford to hold, and in turn they rely on us for specialist literature they do not have. However, these libraries are also finding themselves subject to staff and budget cuts, and our ability to provide fast response to each other's requests for inter-library loans is decreasing just as our dependence on each other is increasing.

However, we must continue to develop and maintain our links with other libraries. In particular we must further develop our connections with the other DFO libraries in order to form a national bibliographic marine science and fisheries resource base, sharing and being shared. The CD-ROM version of the WAVES database scheduled for November 1990 release will be a major tool in this effort.

### **5. Service to external users**

The question of service to external users is a concern of all three libraries. Staffing cuts and budget shortfalls are making it more and more

difficult for us to provide services to this group of users, who include the staff of small marine-science and fisheries related private industries and consulting firms (most of them too small to have libraries of their own), university faculty and students, staff of provincial and other federal government departments and agencies, and the general public. Yet a significant proportion of the material in our collections is not held elsewhere in the region.

## 6. Space Requirements<sup>1</sup>

### Background

The Treasury Board standard for libraries states that shelves should be 66% full. Keyes Metcalfe, a library building design expert, states that shelves should be considered "full" from an efficiency point-of-view when they are 86% occupied (30" on a normal 34-35" shelf). A crisis situation is reached at 90% occupancy, since reshelving of existing materials, and shelving of new materials are seriously impeded when shelves become that full.

### BIO Library

#### Present situation:

Even after we move materials into the new stacks acquired in March, the stacks will be over 85% full in both the book and serials sections of the library.

#### Additional space required:

##### a) For current collection:

To bring the library up to recommended standards (75% full) we would need space for 900 linear feet of shelving, which translates into approximately 415 shelves or 35 double stacks.

##### b) Annual growth rate:

Approximately 350 linear feet per year, which translates into approximately 161 shelves or 13.5 double stacks of books per year

---

<sup>1</sup> Includes space requirements for collection growth only. Does not include additional user space, equipment space, etc. I have also not calculated square footage required, since this would depend very much on the layout of space provided, and the availability of funds for the purchase of compact shelving (which could be used at BIO and Halifax, but not at St. Andrews). Estimates based on 1989/90 acquisition levels.

at 75% occupancy (140 shelves or 12 double stacks of books at 85% occupancy).

### Halifax Library

Present situation:

With present stacking and after removing backruns of Scotia-Fundy technical reports from library space, the serial collection stacks will still be approximately 90% full; book collection stacks will be 80% full; and documents collection stacks will be 95% full.

Additional space required:

a) For current collection:

To bring the library up to recommended standards (75% full) we would need space for 1150 linear feet of shelving, which translates into approximately 530 shelves or 42.5 double stacks.

b) Annual growth rate:

Approximately 250 linear feet per year, which translates into approximately 116 shelves or 10 double stacks of books per year at 75% occupancy. (100 shelves or 8.5 double stacks or books at 85% occupancy).

### St. Andrews Library

Present situation:

With present stacking stacks are approximately 92% full. (If all books out on long-term were returned, the stacks could not accommodate them).

Additional space required:

a) For current collection:

To enable the library to house all its material (including the items out on long-term loan) and to bring the library up to recommended standards (75% full) we would need space for 875 linear feet of shelving, which translates into approximately 405 shelves or 34 double stacks (610 linear feet of shelving, or 282

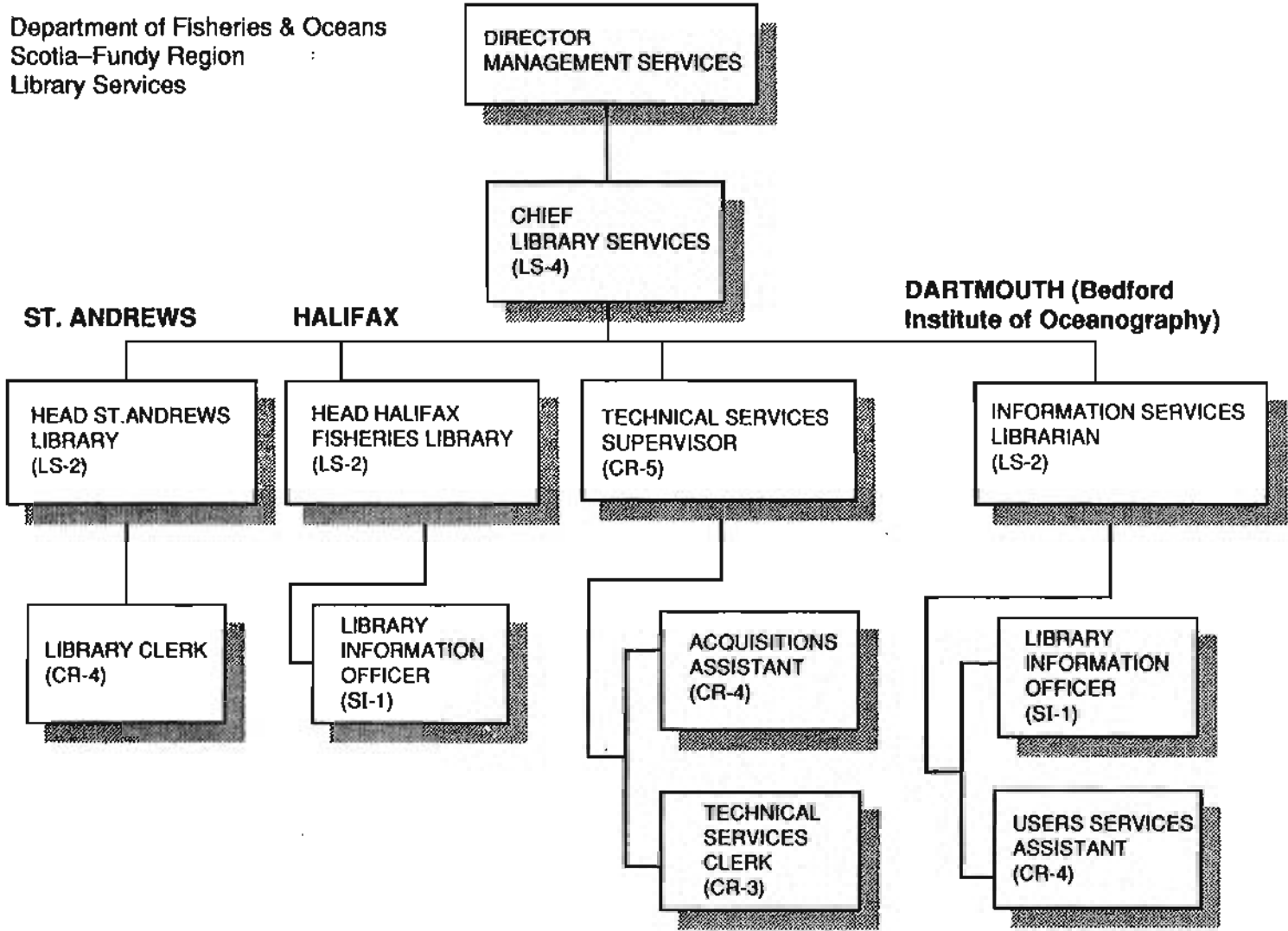
shelves or 24 double stacks, if we do not include space for the material currently on long-term loan).

b) Annual growth rate:

Approximately 65 linear feet per year, which translates into approximately 30 shelves or 2.5 double stacks of books per year at 75% percent occupancy (26 shelves or 2.2 double stacks of books at 85% occupancy)."

The foregoing report was prepared by the Library Service and submitted to the Committee through Management Services.

Department of Fisheries & Oceans  
 Scotia-Fundy Region  
 Library Services



**FIGURE 3** Scotia-Fundy Library Service Organization

4. SCOTIA-FUNDY REGIONAL LIBRARY STUDY COMMITTEE'S OBSERVATIONS, CONCLUSIONS AND RECOMMENDATIONS

Observations

The Committee was very impressed by the high regard the clientele (internal as well as external) has for library staff. Everywhere we went the library staff generally received high marks for their dedicated efforts to supply the library services required for the needs of a diverse list of activities, research and management. Often those statements were made as a preface to more critical comments concerning the libraries and were made to assure the Committee that the clientele were highly appreciative of library staff efforts and wished to absolve them from any blame for perceived shortcomings.

As the foregoing material makes clear there have been major changes in acquisitions and staff. Also as can be seen in Table 1 and Figure 1 the changes in the latter half of the 1980's have been largely reductions. Data are not available for all years for all items, but it is possible to provide a thumbnail sketch of the reductions in the following Table 2.

Table 2. Budgets and Acquisitions in the 1980's

Percentage changes in the average values for the second half of the decade have been calculated using the average values of the first half of the decade as the base for the comparison (data from Table 1).

<i>Institution</i>	<i>Dollars Spent on Book Acquisitions</i>	<i>Number of Books Acquired</i>	<i>Dollars Spent on Journals</i>	<i>Number of Journal Titles Acquired</i>
<i>Bedford Institute</i>	+3%	-40%	+48%	-11%
<i>Halifax Laboratory</i>	+4%	-18%	+11%	-46%
<i>St. Andrews</i>	N.A.*	N.A.	+28%	-21%

\*Not Available

As can be seen in Table 2, although budgets have remained almost unchanged for book acquisitions, their purchasing power has been vastly diminished. Similarly for journals for which an almost 50% increase in the mean budget over the latter half of the decade still permitted an 11% decrease in journal titles acquired at BIO. The overall staff reduction through the 1980's has been about 35%, although it is not correct to assign it or its impact completely to one institution since there have been major workload transfers, especially between Halifax and BIO.

The decline in the acquisition of both books and journals despite the cost of living adjustments made to library budgets has been dramatic (Table 2) and requires special mention since it is not a problem unique to DFO or the Scotia-Fundy Region. The universal problem of increasing costs of acquisitions, in fact, has reached such desperate proportions that the Association of Research Libraries

commissioned a special study to investigate. The resulting report entitled "Report<sup>2</sup> of the ARL Serials Prices Project" concluded:

"Research libraries and the scholars and researchers that rely upon them face a major crisis. The crisis is that the escalating prices of serials are eroding the purchasing power of the research library collections budget, resulting in a loss of information to the scholar and researcher. Even the largest libraries can no longer afford to maintain comprehensive research collections because the cost of purchasing scientific, technical, and medical (STM) research results published in journals has skyrocketed. Both the loss of information and ready-access to a comprehensive collection have a direct bearing on the creation of ideas, research and development, and the movement of these results into the marketplace. These factors, in turn, influence the ability of the U.S. and Canada to compete in a technologically-based world economy.

The rising prices of journals and serials, major sources of information for the academic and research communities, are a problem for libraries in a number of other ways as well. For example, the increased costs of maintaining scientific and technical serials collections have led to a serious degradation in libraries' abilities to maintain their collections in the humanities and social sciences. Rising serials prices also limit the ability of research libraries to purchase materials from other formats, such as books and electronic databases.

The serials prices problem is not new – it has recurred throughout the twentieth century. During the last five years, however, it has spiralled out of control. One critical factor is that the publication of certain key STM serials is concentrated increasingly in the hands of a small group of publishers. More of the money spent on academic library subscriptions is going to fewer publishers and the cost of these serials is soaring. For example, one university found that 20% of the subscriptions account for 72% of the total serials budget. Three companies together consumed 43% of the increase in that university's serials expenditure for 1987. This is a recurring pattern among Association of Research Libraries (ARL) member institutions."

The project examined the problem in detail and the report provides a clear and convincing account. In addition, the report contains extensive and far reaching recommendations for immediate and long term actions which the Scotia-Fundy Library Study Committee suggests merit consideration by the Library System and the Library Management Committee. These include exchanges of information and analyses on journals, selection advice and the possibilities for collective corrective actions.

---

<sup>2</sup> Report of the ARL Serials Prices Project. 1989. Association of Research Libraries, 1527 New Hampshire Avenue, NW, Washington, D.C., 20036. 46pp plus 5 appendices.

## Conclusions

Have these changes in library budgets resulted in changes which impair library operations significantly? An examination of the information contained in Tables 1 and 2, Figures 1 and 2, plus the librarian's assessment and the comments solicited from clientele (see Appendix II) force the conclusion that the current libraries' resources are well below those required to permit the provision of adequate services. Figure 1 and Table 2 make clear what the impact has been on collections, and to some extent why; some commentary on space and staff will round out the perspective.

Space is inadequate as shown by the overcrowding of the shelves i.e. the optimum Treasury Board Standard for library shelf occupancy of 66% was passed long ago as was, in fact, the "maximum" of 85%. Low quality remote storage at BIO and Halifax has been made available to aid these libraries in coping, but, it is still less than enough to provide an efficient shelf occupancy level of around 75% (occupancy at both places matches or exceeds 85%). At St. Andrews the quality of the remote dead storage is such that, it is anticipated that the materials stored in the humid unheated conditions will soon deteriorate to the point where this material is unusable.

The 35% reduction in library staff exceeded the general regional reduction required for DFO staff (approximately 15% over 3 years) by more than a factor of two; the library reductions occurred mainly in the staff of the Halifax Laboratory/BIO pair of libraries. The reduction in the DFO regional staff numbers (with client EMR and Environment Canada staff numbers remaining more or less constant or occasionally increasing) did not result in a proportionate decrease in the workload of the libraries (see Figure 2), thus the prospect of serving the clientele at service levels maintained prior to the cuts has become impossible. The client expectations, however, have not been reduced to match the circumstances of the libraries. The problem of the disproportionately larger staff reductions for the libraries has been exacerbated by the almost complete turnover of professional library staff at all three institutions coupled with the virtual replacement of all other library staff. By the spring of 1991 there will be only one or two of the total regional library staff holding the same jobs they held as little as two years ago. A considerable familiarization and training period will be required before peak performance can be expected. All of these problems, of course, have a markedly negative impact on morale and hence efficiency and make the job of the library managers doubly difficult. The shortage of staff and its high rate of turnover (an important matter for management to address) imposes additional problems which form a vicious circle; as the problems mount the staff with less experience are less able to discharge the workload and require more training and supervision to do a smaller portion of the required work.

Equipment needs (copiers, readers, computers etc.) have been neglected over the years. The result is that the libraries in only rare instances have the modern equipment required or even the money to repair obsolete and failing equipment. A significant amount of the equipment needs to be replaced immediately. The regional library system makes very limited use of electronic

aids and systems; in this it lags by a considerable distance other comparable non-DFO libraries in Nova Scotia and New Brunswick. To this end, discussions should be initiated with local university libraries to explore potential interactions of mutual benefit. One possible initiative could be Scotia-Fundy participation in NovaNet, the Nova Scotia university libraries' on-line catalogue system.

All of these problems have resulted in major concerns expressed by a large number of the clientele served by the libraries. As stated earlier all of the concerns, written and verbal, have been collected in the records of the Committee work available in each of the three libraries. In addition a summary list of the major points made by different individuals has been assembled and answers to these have been prepared by the individual committee members (see Appendix II).

In sum, the facts presented in the previous sections illustrate quantitatively that the libraries' resources have declined through the reductions which were considerably greater than the cutbacks imposed on other DFO regional activities. The net result has been that the workload per remaining library staff member generally has increased beyond the capacity to handle it and additionally the equipment and acquisitions budgets will not permit anything like the maintenance of past service levels and inhibit or prohibit the introduction of improvements, efficiencies and innovations. It is the Committee's view that the capacity of the library system is considerably below that necessary to meet the needs of the clients. Substantial increases in space, equipment, staff and money for acquisitions (books and journals) and operations are required if the problems are to be overcome.

The Committee, however, does not wish to leave the impression that the only problems associated with the libraries are ones of resources, that all of the problems are of recent origin only or that all staff members are affected equally; the libraries obviously have never enjoyed top priority. Part of the problems faced by the library system is caused by the organization of client activities. For example, the Chemistry Division while not large (approximately 40 staff members) is divided among all three sites. The result for the library system is that it must try to meet chemistry demands at three sites when two would lessen the workload and cost materially. Biological experimental work is being conducted at all three sites rather than being amalgamated at two sites. Workloads and costs for the library system and others could be materially lessened by organizing activities to maximize use of facilities, staff and money. If, for example, all experimental and laboratory work in the Halifax/Dartmouth area, including chemistry, was housed in the Halifax Laboratory, it could take advantage of the laboratories there which were designed for laboratory work. Additionally, an extensive aquarium system, with adequate staff to operate and maintain it, exists at Halifax along with large refrigeration and storage capacities. Room could be made by moving field type operations from Halifax to BIO and laboratory and experimental work to the Halifax Laboratory. These are examples only rather than specific recommendations, but if actions along these lines were implemented, the library could reduce its workload by concentrating the appropriate collections at the different sites.

In carrying out its duties, the Library Committee toured all three sites to ensure that it obtained first hand knowledge of the three libraries and understood the nature of the work taking place at the different sites. This was valuable for a number of Committee members who thereby gained a better knowledge of the DFO activities and facilities. In so doing it became apparent to the Committee that the decline in library facilities was not unique; it was paralleled by many instances of inadequate facilities, repair and maintenance in the other parts of the institutions. Many staff at the various locations made it impossible to avoid this conclusion by prefacing their opinions on the library with references to the fact that the library problems were part of a more general problem of upkeep of facilities and acquisition of the resources to do their jobs. In this regard many described their efforts to obtain outside funding for their work; quite a few have been very successful at this and have acquired rather large sums to support their work. As welcome as these funds are to the activities generally they have not proved to be unmixed blessings for the library. Much of the work done using soft or non-A-base money is carried out by acquiring staff in the form of post-doctoral fellows or the equivalent, students, direction of graduate thesis work, contractors and consultants. All of this adds materially to the workloads of the library system, but does not appear on the records in the form of increased clientele. Since these workloads constitute significant purchased additions to the collections, inter-library loans and general use of library services and equipment, account should be taken of this in the budgeting. In effect the A-base budgets are being used to supply the support services and overhead for the large influx of soft or non-A base money. Recognition of this leads to the conclusion that, in fact, since a significant library cost is imposed by the acquisition and use of the non-A-base or soft money a fee corresponding to the increased cost should be levied on the soft money and used by the library to supply the increased services required. It should be fairly easy to derive an appropriate charge to be applied to the gross amount of the non-A-base or soft money award.

A special case has to be made for the St. Andrews library in a number of respects. The Biological Station is isolated geographically and, in fact, has the major marine sciences library in southern New Brunswick and thus not only must be largely self-sufficient, but also has become the resource library for that part of the province (e.g. see agreement with Huntsman Marine Laboratory now named the Huntsman Marine Science Centre [HMSC] Appendix III) supporting such other organizations as HMSC, the New Brunswick Community College and the Atlantic Salmon Federation (with whom DFO conducts a joint program). The Biological Station has a major problem with space and dead storage (see earlier comments on total unacceptability of this). The space currently devoted to the library is crammed to overflowing with current journals and outdated books. As a result of a decision made at the Biological Station in the early eighties the Station as a cost saving measure stopped buying books; this responsibility was transferred to individual science budgets. Under this system the books are purchased by the individual science managers and project leaders from their assigned funds to meet their needs. The books nominally belong to the library, but are assigned permanently to the nominal purchaser immediately after receipt and cataloguing. Thus, virtually all current and up-to-date works reside in the offices of the individual investigators. While they are available to others on

request, the possibilities of browsing and general use by others is necessarily highly restricted. New and younger staff members are at a decided disadvantage under this system. When Management Services took over the St. Andrews library there were no funds in the budget for book purchases. The system in place at the time of the transfer is still in effect with the scientists buying all of the books and 46 of the journals. Regardless of how events developed the Station now lacks a book budget.

The St. Andrews Biological Station library system needs drastic revision and overhaul. An appropriate book and journal budget should be provided via the library service, the books need to be recovered from individuals and housed in the library with a rational borrowing system instituted by the library, the books currently housed in the library need to be severely weeded and outdated works and chemical catalogues removed and discarded. The vacated space could then be used for current works that would be available to all. The present library space needs to be increased substantially; one option would be to devote the second floor portion of the current library wing to library activities (if, as reported, this is structurally adequate); it is used now solely for office space (obviously those displaced would have to be relocated elsewhere on the campus). Contract money for one person for the better part of a year should be provided to permit the abandonment of the unique cataloguing system of local origin and conversion to the standard system used elsewhere thereby facilitating in-house use and inter-library exchanges. Finally, attention should be paid to the fact that the requests for inter-library loans by St. Andrews are twice as numerous as the requests to St. Andrews by outside agencies; a reversal of the figures for BIO and Halifax Laboratory. This is an index to which importance should be attached in gauging the adequacy of institute collections.

A final point is that at the open meetings, a number of people stated unequivocally that the library system should be part of the Science Sector rather than be administered by the Management Services Directorate. Their arguments were based on the premise that the libraries are a central and integral tool of the scientific activities and as such would and should receive from the Science Sector a higher priority, more sympathetic treatment in the event of budget reductions and would be managed in direct response to scientific needs. The Committee refers this information to the Library Management Committee and suggests in the form of a specific recommendation that the reporting relationships and administration of the library system be debated and resolved by the enlarged Library Management Committee at the earliest opportunity.

### Recommendations

After examining the libraries and studying the voluminous information received, the Committee felt the best way to identify the problems most in need of attention and to summarize its findings would be in the form of specific recommendations grouped in four categories: Category I Organizational; Category II Urgent; Category III Administrative and Procedural; and Category IV Longer Term, annotated where it was deemed necessary. In doing its work, the

Committee kept in mind the diverse collection of clients served from administrators and managers to contractors, consultants and research scientists. In addition, it did recognize that all of the libraries began as support to scientific programs and estimated that at least 90% of the use internally and externally was still primarily of, by and for scientific programs (i.e. DFO Science, Fish Inspection and Habitat Management Branches, Environment Canada, Department of Energy, Mines and Resources and outside agencies and individuals).

Furthermore, it concluded that the library is the single most important resource of a scientific and technological institution. It is central to and an integral part of the flow of information and findings, methodology and philosophy of science and to problem solving in general.

The Committee noted also that many issues may be of a national nature, e.g. the National Collection recommendation, policies concerning the examination and implementation of new technologies, etc., and would like to see greater coordination at and with the Council of Fisheries and Oceans Libraries (COFOL). For example, the Committee suggests that the Recommendation 1(c) should receive the concurrence and blessing of Senior Management and COFOL.

Libraries can be operated to fulfil a hierarchy of needs. The Scotia-Fundy Library System has tried to fulfil some or all of the following at one site or another:

- a) working collection
- b) national resource for current/historical material
- c) scholarly collection.

Unfortunately with current resources it is falling short in all three categories. It comes closest to fulfilling the first i.e. a working library for an applied science community. It is, in addition, an area resource for a large portion of the marine sciences community; the only local source and in some cases the national resource for pertinent grey literature. In the end, the Regional Library Management Committee must decide the level of resources to be committed to regional library services; but what must be retained, at a minimum, is an adequate collections budget and a proper system for acquiring, cataloguing and managing published material. In a graded response this must ensure that a "working library" adequate to the science and other area demands are met, a second priority would be to perform a national resource function as defined in the recommendations. If resources are short it is better to maintain excellence in a confined sphere rather than try to do everything and do none of it adequately. Appendices VIII (A-base review of 1984), IX (evaluation of DFO libraries 1986) and X (the brochure describing WAVES) have been attached to provide opinions and additional useful information prepared independently of the Library Committee.

ACCORDINGLY, THE SCOTIA-FUNDY LIBRARY STUDY COMMITTEE RECOMMENDS THAT THE REGIONAL LIBRARY MANAGEMENT COMMITTEE:

I. Organizational

- 1) *adopt the following statement on Goals and Objectives as the purpose of the Scotia-Fundy Regional Library System.*

*The Goals and Objectives of the Scotia-Fundy Regional Libraries are to serve,*

- (a) *as the essential tools for marine scientific research and management of marine resources and activities,*
- (b) *as the accessible repository or access point for bibliographic material to serve the information needs of the resident staff,*
- (c) *with the concurrence of national authorities as the "National Collection" in the fields of oceanography and the marine sciences. This is housed largely at the Bedford Institute of Oceanography (BIO), and is collected for the marine area off the coast of Canada, including the Northwest Atlantic Ocean south to and including Georges Bank and the Gulf of Maine, and the Northeastern Pacific Ocean south to the Strait of Juan de Fuca, and is focused on the physical, chemical and biological oceanography and marine geology, geophysics, chemistry, pollution and biology as well as ocean engineering and hydrography for the areas listed and emphasizes in its collection technical report literature including reports published by contractors in limited numbers;*

*in order to support ongoing research and operational programs of staff of the Department of Fisheries and Oceans (DFO), those staff components of the Departments of Environment and Energy, Mines & Resources housed in regional DFO facilities as well as affiliated Visiting Investigators and Post Doctoral Fellows.*

*Scotia-Fundy Libraries will accomplish these goals and objectives by:*

- (i) *developing and maintaining a core collection of bibliographic materials consistent with the defined long term policy for each library, and additional materials required to support the needs of the current primary library clients,*
- (ii) *providing information services such as reference searches, inter-library loans, and electronic information searches,*
- (iii) *participating in relevant library networks such as WAVES and NOVANET, both within and external to Department of Fisheries and Oceans libraries generally,*

- (iv) *remaining abreast of the changing technologies and philosophies that influence the primary goals of the scientific function, and*
  - (v) *providing a limited range of services to graduate students pursuing their studies and investigations under the guidance of the staff at one of the DFO institutions in the Scotia-Fundy Region and as limited resources permit, other investigators or consultants involved with fisheries and marine science activities.*
- 2) *form at each library a Library Users Committee with the following terms of reference:*
- (a) *Purpose - The Library Users Committee is an advisory body to assist the local head Librarian in maintaining library services and policies consistent with the needs of the local library users. The Committee therefore has the following functions:*
    - I. *to serve as liaison for library users, the library, librarian and the institute administration and the Regional Chief Librarian regarding library functions and policy;*
    - II. *to recommend local library policies, in the context of and consistent with Regional Library policies, for example, regarding hours of operation and services, borrowing and photocopying privileges for non-governmental library users, etc.;*
    - III. *to advise on collection development and acquisitions policies, taking into consideration the library's regional role and the current research interests of users;*
    - IV. *to review current periodical subscriptions on an annual basis and make recommendations regarding renewals, cancellations, and additions;*
    - V. *to advise on the concerns and suggestions of library users regarding the purchase, introduction, and training in the use of new technologies in the library, and*
    - VI. *to propose, comment and assist in the development of Regional Library policies and initiatives, through participation in the Regional Library Committee.*
  - (b) *There will be a representative local Library Users Committee established for each of the libraries located at the:*
    - I. *Bedford Institute of Oceanography*
    - II. *Halifax Fisheries Research Laboratory*
    - III. *St. Andrews Biological Station*
  - (c) *Reporting - The local Library Users Committee shall report to the local institute administration through the Chairperson. The local Library Committee will advise the Regional Chief Librarian and the Regional Library Management Committee on regional policy matters through the*

*Regional Users Committee. Minutes of regular meetings are required, and are to be posted in each library and circulated to other local Library Committees in the Region. Responses by management to Library Committee recommendations are to be reported back to the committees.*

- (d) Meetings - The local Library Committee at each location shall have two regular meetings per year. One meeting will normally be held to review journal subscriptions and book acquisitions and to contribute to new fiscal year budget submissions. The other meeting will normally be held to discuss policy issues. Additional meetings may be convened by the Chairperson as necessary.*
- (e) Membership - The membership of the local Library Users Committee shall consist of the local Head Librarian plus representatives of each major group of (federal government) library users. All federal government sectors participating in the library shall be represented. The number of representatives of each group is to be determined by the local administration in consultation with the local Head Librarian. The Chairperson shall be elected for a period of two years by the local Users Library Committee from among its regular members. The local Head Librarian is not eligible to act as Chairperson. All regular members of the committee, including the chairperson and the librarian, shall have voting rights. It is recommended that membership tenure will be for a maximum of four years, with one-half of the Committee being replaced every two years (although not advocated re-appointments would be acceptable when alternatives are not possible). At the discretion of the local administration, non-federal government organizations which are major users of a local library may be invited to send representatives to meetings as non-voting participants. The Regional Chief Librarian shall be an Ex-officio member of all local library committees.*

*3) arrange for the formation of a DFO (Scotia-Fundy) Regional Library Users Committee with the following terms of reference:*

- (a) Purpose - The Regional Library Users Committee is to act in an advisory role to the Director, Management Services Branch / Regional Library Management Committee regarding the provision of library services and policy among all libraries in the Region. Specific issues concerning the three local institute libraries will normally be dealt with by the local Library Committee, although resulting policy issues may be referred to the Regional Library Committee. The Regional Committee shall have the following functions:*
  - I. to serve as liaison and a coordinating link among the local Library Users Committees within the Region regarding library policy;*

- II. *to consider and make recommendations regarding regional library issues and policies as referred to it by the local Library Users Committees. This will include a review of the minutes of library committee meetings to identify common problems;*
  - III. *to advise on rational and equitable division of resources among libraries regarding collections policies, overlapping journal subscriptions, cataloguing services, and selection and recommendation of automation systems for the library; and*
  - IV. *to prepare and issue an "Annual Health of the Libraries Statement".*
- (b) *Reporting - The Chairperson shall report directly to the Regional Library Management Committee on an annual basis. Minutes of Regional Library Users Committee meetings will be kept and provided to its own membership and to each member of the Regional Library Management Committee. The minutes will also be sent to the Chairpersons of the local Library Users Committees, the administrators of the local libraries, and to the Heads of other Government departments involved with DFO libraries. A copy of the minutes will also be filed with the DFO Manager of Library Services, Ottawa.*
  - (c) *Meetings - The Regional Library Users Committee shall meet at least once per year. Additional meetings may be called by the Chairperson, or any other member of the committee, as necessary.*
  - (d) *Membership - The Regional Library Committee shall consist of the Chairperson and one additional member from each of the three local Library Users Committees, and the Regional Chief Librarian. The Chairperson of the Regional Committee shall be elected from among the Regional Committee members and serve for a two-year term. The Chairperson shall not be the Regional Chief Librarian. All committee members, including the Chairperson and Regional Chief Librarian, are eligible to vote.*
- 4) *confirm the continuation of the Regional Library Management Committee and expand it to include the Director or senior resident staff member of the Departments of Energy Mines and Resources and the Environment Canada units to ensure their input to policy and operational decisions.*
  - 5) *consider and resolve at the earliest opportunity, the question as to whether it would be preferable for the library system to be part of and administered by the Science Sector or the Management Services Directorate.*

## II. Urgent

- 6) *declare that the "irreducible minimum" will incorporate a budget to provide scientific journals and published books to provide a working library adequate to the specific ongoing science project needs and those of other users; to*

*provide for housing this collection for reasonable periods (dependent upon the field) and a proper system for acquiring, cataloguing and managing these acquisitions in real time.*

- 7) *provide for a suitable computerized fire suppression system other than the highly damaging sprinkler systems and that provision be made for fireproof, controlled- atmosphere, vaults either on site or remote for the preservation of the relatively small number of valuable or irreplaceable books and documents now held without special protection at each of the three libraries.*
- 8) *upgrade the library activities at St. Andrews by:*
  - (a) *providing an adequate book budget and covering required journal subscriptions,*
  - (b) *severely weeding the book collection currently held on library shelves to provide space for returning current volumes,*
  - (c) *abolishing the previous system of individual investigators purchasing books and retaining them on permanent loan in their offices,*
  - (d) *requiring the library to hold all collections while operating a reasonable lending system,*
  - (e) *increasing the space available to the library,*
  - (f) *removing and/or disposing of all materials currently stored in unacceptable quality space,*
  - (g) *upgrading current storage space or providing alternative space of the required quality,*
  - (h) *converting to the standard cataloguing and classification system used in the other two libraries,*
  - (i) *recognizing the special needs of the St. Andrews library caused by its isolation and its unique role as the sole major marine sciences library in Southern New Brunswick, and*
  - (j) *eliminating the problems associated with the reporting relationships between the Biological Station and the Library Service by ensuring that the local administration is kept fully informed and involved in the discussions and actions concerning the library at St. Andrews.*
- 9) *recognize that staff cuts have reduced library services to levels below those required to adequately support regional activities and move to eliminate the deficiencies by providing staff or sufficient money to contract out certain services. The Library Study Committee concluded that optimum services could be provided by a total regional library staff of 16 people or contract equivalents under current circumstances; at least 14 library staff are required to provide a minimally adequate service in the region.*
- 10) *recognize that the library system requires a significant annual capital budget and that failure to supply this need has resulted in serious deficiencies in the quality of the libraries capacity to serve their clients. For upgrading purposes the library system currently needs an injection of around \$200 K in equipment funds (see Appendix V) immediately. An ongoing annual equipment budget of \$40 - 50 K will then be required to keep pace and permit the library to*

*operate on a 5-year equipment replacement cycle as recommended and implemented by the National Research Council.*

- 11) *recognize that a regional non-salary library budget of around \$750 K is required to place library services in the optimum range (see Appendix VI). This would entail an increase of approximately 50% over current financing. A budget of this size would allow for, or solve problems such as the book budget declines, electronic cataloguing, WAVES, maintenance of collections, St. Andrews book budget and conversion to the standard catalogue and classification system and in general allow for innovations and services that ensure that the system is a functioning library and not merely a collection of books.*
- 12) *recognize that the utilization of the space assigned for library use already exceeds the recommended maximum of 85% shelf occupancy and that more space needs to be provided and the collections weeded to achieve a more reasonable 75% occupancy. This will entail at Halifax and BIO an increase of around 12% utilizable space immediately with considerably more at St. Andrews (where an approximate doubling would probably be required). These measures should also take into account the annual increases to collections which result in annual increased space requirements (see pages 16-18 of the main body of the report). The quality of dead storage facilities at all three libraries needs to be substantially upgraded; this is critical for and especially true at St. Andrews.*
- 13) *give priority to accelerated funding for WAVES in conjunction with field subscriptions (libraries and Inspection Service laboratories) to "Current Contents" on floppy disk. These actions will eliminate the need for satellite libraries in Branch and area offices; an additional one time expenditure of about \$100,000 would accomplish this in one year.*

### III. Administrative and Procedural

- 14) *institute a levy on non-A base (soft) money to pay the costs of the additional library workloads generated by inclusion of these funds in programs operated by and for staff of the three institutions.*
- 15) *develop and publicize a fee structure for specialized library services (i.e. photocopying, searches, etc.) for external users unless some compensatory or reciprocity mechanisms have been put in place.*
- 16) *terminate the Library Services responsibility for purchasing reprints and transfer that activity and responsibility to the author's branch or division.*
- 17) *instruct the local Library Users Committees to develop specifications for the subject areas and level of collection densities for each subject collection most suitable for their library (using the attached American Library Association definitions) in accordance with a) the minimum working collection and*

*secondarily, b) for any expanded collections activities for review by the Regional Users Committee as part of an appropriate regional plan for recommendation to the Regional Library Management Committee.*

From: American Library Association. Resources and Technical Services Division. Resources Section. Collections Development Committee. 1977. "Guidelines for the formulation of collection development policies." Library Resources and Technical Services 21(1): 40-47.

The Collections Development Committee of the American Library has defined levels of collection density as follows:

- (a) **COMPREHENSIVE LEVEL.** A collection in which a library endeavors, so far as is reasonably possible, to include all significant works or recorded knowledge (publications, manuscripts, other forms), in all applicable languages, for a necessarily defined and limited field. This level of collecting intensity is that which maintains a "special collection"; the aim, if not the achievement, is exhaustiveness.
- (b) **RESEARCH LEVEL.** A collection which includes the major source materials required for dissertations and independent research, including materials containing research reporting, new findings, scientific experimental results, and other information useful to researchers. It also includes all important reference works and a wide selection of specialized monographs, as well as a very extensive collection of journals and major indexing and abstracting services in the field.
- (c) **STUDY LEVEL.** A collection which is adequate to support undergraduate or graduate course work, or sustained independent study; that is, which is adequate to maintain knowledge of a subject required for limited or generalized purposes, of less than research intensity. It includes a wide range of basic monographs, complete collections of the works of more important writers, selections from the works of secondary writers, a selection of representative journals, and the reference tools and fundamental bibliographical apparatus pertaining to the subject.
- (d) **BASIC LEVEL.** A highly selective collection which serves to introduce and define the subject and to indicate the varieties of information available elsewhere. It includes major dictionaries and encyclopedias, selected editions of important works, historical surveys, important bibliographies, and a few major periodicals in the field.
- (e) **MINIMAL LEVEL.** A subject area which is out of scope for the library's collections, and in which few selections are made beyond very basic reference tools.

- 18) *require that the Library Service bring forth comprehensive proposals for automated, electronic library items at as early a date as possible and that these be reviewed by the Regional Users Committee with technical advice given by the Science Branch Computer Committee/Fisheries Management and Administration Informatics Advisory Committee jointly and the combined recommendations made to the Regional Library Management Committee.*
- 19) *recognize that in the Halifax/Dartmouth area mutually advantageous arrangements can and should be made with other libraries in the area to ensure that the collections do not needlessly duplicate one another and via this route and the weeding of outdated books minimize the library space needs.*
- 20) *require that reference services be provided continuously during working hours recognizing that this may, on occasion, require extra staff.*
- 21) *ensure that upgrading of the users' skills be included as part of the duties of the library staff and that provision for this be made in the budgets. Increases in user skills should, in fact, ultimately reduce the library staff workloads.*
- 22) *adopt the philosophy that core Library Management mechanisms should be fixed, but insofar as possible latitude should be accorded the librarian to provide for local needs.*

- 23) *advise that the small libraries held in the ships are the responsibility of the Ships Division and that it is the responsibility of the individual scientists to bring aboard any scientific literature required for the cruise.*
- 24) *advise that it is the responsibility of the Communications Branch and not that of the Library Service to respond to public requests for information and interpretations of it.*
- 25) *arrange for Library Services and Material Management staffs to develop procedures for purchasing specialized computer books with non-library funds for use by computer operators as advised in paragraph 2 of the May 14/90 memo (Rait to Stewart) - Appendix IV.*

#### IV. Longer Term

- 26)
  - (a) *examine with the relevant managers and authorities the possibilities for rationalizing organizations and activities for the purposes of reducing the costly need for replicating all or most library services at each site and/or*
  - (b) *initiate proposals to accelerate the implementation of the decision already taken to amalgamate all Halifax/Dartmouth DFO activities on the BIO site thereby eliminating the need to duplicate services in the Halifax/Dartmouth area including library services.*
- 27) *make available to the library the space at BIO specifically built for that purpose and find alternative suitable space for those displaced either at BIO or in Halifax.*
- 28) *place the current BIO map library under the regional library services to provide reference material and a source of information for day to day needs if and only if the Regional Library Management Committee can supply the resources (0.75 PY, \$5000 ongoing, plus space) to upgrade and manage the facility, as indicated in Appendix VII, without diverting resources from other library services. If this is not possible then it would be preferable to terminate the centre and make arrangements with the map library at Dalhousie University to satisfy local needs.*

**APPENDIX I**

**DESCRIPTION AND HISTORY  
OF SCOTIA-FUNDY LIBRARIES**

## BEDFORD INSTITUTE OF OCEANOGRAPHY LIBRARY

### Historical Outline

The BIO Library began in 1963 shortly after the opening of the Institute. Although part of the Administration section of the Marine Sciences Branch of the Dept. of Mines and Technical Surveys (later Dept. of Energy, Mines and Resources), from the start, it received support as well from the Fisheries Research Board group housed at the Institute. By 1965 it was serving a land-based staff of 255 (total BIO staff - 487).

In 1971 the Marine Science Branch became part of the new Dept. of the Environment, but the Library continued to provide service to all BIO staff, with financial support coming in the form of both O&M dollars and PYs from the Atlantic Geoscience Centre (DEMR) as well as from DOE. By 1978 the Library had a staff of 9 PYs (3 professional librarians and 6 support staff), including 2 PYs funded by DEMR, and was providing service to the 800+ BIO staff members, which by then included the CWS Seabird Research Unit, a small EPS unit, and part of the Atlantic Fisheries Service, the Marine Fish Division.

Until 1973 the Library functioned as a working collection, responding to the specific research needs of the existing staff of the Institute. That year, following a major internal review of library services, the decision was made to give priority to a significant expansion of the Library's collection. Then, in 1974 the Federal Government Library Survey Collections Team's report recommended that "an oceanographic library and information centre capable of providing a resource collection and making an effective contribution to the national scientific information network" be established. In response, BIO senior management decided to support the further development of the Library's collection over the years to the level of a national collection of oceanographic literature. A Collections Development Officer was hired and the budget for collections development was increased substantially, enabling the purchase of extensive backruns of journals, and a wide selection of monographs and reports. This emphasis on collection development has continued until now, although frozen O&M budgets have eroded buying power dramatically over the past few years.

In March 1980 the Library moved into its new quarters in the Institute's Holland Building. From then until 1986 its staffing levels and organization remained constant. In 1983, with the assistance of a contract PY, it began to participate in the DFO library network's WAVES indexing project.

As part of the Department's reorganization in 1986, the BIO Library became one of the three libraries forming the new Scotia-Fundy Region's Library Services Division. At the same time it lost 2 PYs (1 professional librarian and 1 support staff). In 1989 the acquisitions staff function for the BIO and Halifax libraries was amalgamated at the BIO Library, and in April 1990 the Library lost 1 of its DEMR PYs. The net result is a staff of 7 (2 professional librarians (including the Division Chief), 1 senior library assistant, and 4 support staff). They provide library services to BIO staff and external users, as well as handling the purchase of books and journals for all Scotia-Fundy staff (with the exception of those responsibility centres serviced by St. Andrews) and the Atlantic Geoscience Centre.

### Facilities, Collections, and Services

Since 1980 the BIO Library has occupied approximately 8,000 sq. ft. on 3rd and 4th levels of the BIO's Holland Building. Early in 1990 it acquired an additional 500 sq. ft. on the 2nd level. The three levels of the library itself are linked by an internal staircase and a dumbwaiter (for transporting book trucks only). The upper (4th) level of the library houses the current journals reading room, reference books, abstracting journals, environmental assessment documents and annual reports collections, and a small locked special collections area. Serial backruns and the circulating books collection are stored on the middle (3rd) level, and the new area on the lower (2nd) level will soon house the Library's technical report series (a subset of the existing serials collection). Library staff offices are located across the hall from the upper level of the Library itself.

The Library's collection consists of approximately 20,000 books, 3,500 journals and technical report series (of which approximately 1400 are currently being acquired either by paid subscription or through DFO's exchange program), and approximately 30,000 technical reports on microfiche.<sup>1</sup> The backruns of a large number of journals are held on microfilm. A map/chart collection of approximately 28,000 items is housed on the 3rd level of the Polaris Building, adjacent to Hydrography Technical Records.

---

<sup>1</sup> Having developed independently, the 3 libraries have historically treated library materials differently. For example, many of the type of documents included in the Halifax Library's documents collection were treated either as books or as serials in the BIO Library. This should be kept in mind when looking at the collection size figures for the 3 libraries.

Major subject areas include physical and chemical oceanography, marine biology and ecology, marine geology, geophysics, and paleontology, hydrographic surveys and charting, ocean engineering, and fisheries ecology and stock assessment. The Library has a small collection of oceanographic expedition reports and has developed special collections of old and/or rare materials with scientific exploration and marine research in the Canadian Arctic, and of environmental impact statements and their supporting documents for Canadian east coast and Arctic projects. It is also a depository for the reports prepared by and for the Arctic Petroleum Operators Association.

The Library acquires and processes books, reports and journals, and provides a full range of library services to DFO, AGC (DEMR), and CWS (DOE) staff located at BIO, including circulation of library materials, interlibrary loans, responding to in-person and telephoned reference queries, computerized bibliographic searches using online databases and the CD-ROM version of Aquatic Science and Fisheries Abstracts, and assistance in the preparation/revision of CAN/SDI profiles. With the exception of interlibrary loans and online bibliographic searches (excluding ASFA on CD-ROM), the same services are provided to Environmental Protection (DOE) staff located at BIO. The library is also heavily used by local university staff and students, the staff of marine-science related private firms, and the general public. (Approximately 25% of all reference queries come from external users.) Registered external users, primarily small private companies, have direct borrowing privileges, but interlibrary loans and online bibliographic searches are not provided to external users.

The BIO Library is open to BIO staff 24 hours a day, 7 days a week. Access to the collection is currently provided through a card catalogue (for books) and a computer-produced serials list. As well, access to individual items in some of the technical reports series held by the Library is available through the WAVES database.

## HALIFAX FISHERIES LIBRARY

### Historical Background

The Halifax Fisheries Library as it now exists was formed in 1974 from the merger of two previously independent libraries.

A Fisheries Research Board of Canada Library had existed in the Lower Water Street laboratory building since at least 1930, and a Dept. of Fisheries and Forestry Library, serving the Atlantic Region, began in 1968 with the opening of the Hollis Building. In 1969 the Fisheries Research Board became part of the Dept. of Fisheries and Forestry, which meant that the Department then had two libraries in the same region. From then until 1977 the Hollis Building Library provided services to approximately 600 Atlantic region staff, excluding administrative personnel. This included maintenance of small libraries in the field offices and provision of reference and literature searching from the Halifax location. The FRB library served approximately 90 scientific staff.

In 1971 the Dept. of Fisheries and Forestry merged with components of other departments to form the Dept. of the Environment (later called the Dept. of Fisheries and the Environment). This new Department made the environmental section of the Resource Development Branch into a separate Environmental Services Program branch, and housed them in the Bank of Montreal Building in Halifax. Library services to this new group, which included approximately 30 library users, were provided from the Hollis Building library. For these services, the group provided 1 PY and the funds to cover the purchase of relevant books, journal subscriptions, and technical reports on microfiche.

In 1977 the FRB lab and the Hollis Building libraries were merged into a single organizational unit, although it was not until 1979 that all services and staff were amalgamated at the Lower Water Street laboratory location. This library was providing service to a regional staff of 1100 people of whom approximately 400 were located in Halifax. This included the Environmental Services Program, which was by now contributing 2 PYs. Total library staff in 1978 consisted of 2 professional librarians, 4 support staff, plus contract or term support staff.

In 1979 the Dept. of Fisheries and the Environment split into two separate departments: Environment, and Fisheries and Oceans, the library becoming part of the latter. In September 1979 the library was cut from 7 to 4 PYs and service to several of the DOE groups was eliminated, although the Library continued to serve EPS staff until EPS set up its own library in Dartmouth in 1981, taking with it the 2 contract PYs plus the books, journals, and microfiche which had been purchased from Environmental Services Program funds.

In 1981 the Library developed the online WAVES database as a means of providing access to its documents collection. (This database has since expanded and is gradually becoming a union catalogue of the holdings of the 13 DFO libraries across the country.)

From 1981 until 1986, no further major changes occurred in the Library's organization, and staffing levels remained steady (1 professional librarian, 4 library support staff, plus one or more contract indexers), although the librarian became responsible for the Records operation as well as for the Library in FY 1984/85. During this period the Library was providing direct service to approximately 850 Scotia-Fundy staff.

As part of the Department's reorganization in 1986, the Halifax Library became one of the three libraries forming the new Scotia-Fundy Region's Library Services Division. At the same time it lost 2 of its 5 PYs. In 1989 the Library's Acquisitions Clerk moved to the BIO Library as part of an amalgamation of the acquisitions sections of the two libraries. With its remaining staff (1 professional librarian, 1 senior library assistant, and 1 contract indexer), the Library continues to provide library services to DFO staff located in Halifax and in the district offices.

### **Facilities, Collections, and Services**

The Halifax Fisheries Library is located in the Halifax Fisheries Laboratory, 1707 Lower Water Street. It currently occupies approximately 3800 sq. ft., spread over 4 separate areas on 2 floors of the building. The main area, immediately adjacent to the laboratory's main conference room, houses the circulating book collection, the documents collection, current journal issues, library staff offices, and seating for a maximum of 6 users. The Library's collection of reference books, reports on microfiche, and abstracting journals are located in a separate room on the same floor. Back runs of journals are held in two separate rooms in the basement of the building. At present a small storage area in the Hollis Building is used to store backruns of lesser used titles and extra copies of technical reports produced by DFO Halifax staff. This space must be vacated by the end of April 1990 and another small room in the basement of the Lower Water Street Laboratory will be provided to house at least some of this material.

The Library's collection consists of approximately 8000 books, 1000 journal titles (of which approximately 275 are currently acquired either by paid subscription or through DFO's exchange program), and approximately 70,000 documents, including a large

collection of NTIS documents on microfiche.<sup>1</sup> The backruns of some journals are held on microfilm.

Subject areas covered include fish biology, fisheries management, marine algae and plants, fisheries technology, fish habitat improvement, aquaculture, fish diseases, fish inspection, food technology (related to fish), fisheries economics, fishery law and legislation, and aquatic microbiology, biology and ecology. The Library has an extensive collection of material dealing with Atlantic salmon, and a rare book collection in the subject areas of fish biology, angling, fisheries industries and gear technology, marine plants, and government documents relating to fisheries,

The Library acquires and catalogues books, reports and journals, and provides a full range of library services to DFO staff located in Halifax and in district offices. These services include circulation of library materials, interlibrary loans, responding to in-person and telephoned reference queries, computerized bibliographic searches using online databases and the CD-ROM version of Aquatic Science and Fisheries Abstracts, and assistance in the preparation/revision of CAN/SDI profiles. The library is also heavily used for reference purposes by external users, including local university staff and students, fishing industry personnel, consultants, and the general public. (Approximately 25% of all reference queries come from external users.)

The Library is open to DFO staff from 8:00 a.m - 4:30 p.m. Monday-Friday. Permanent staff can use the Library out of normal hours by signing in with the commissionaire on duty. External users may use the Library from 1:30 - 4:00 p.m., Monday-Friday. Access to the collection is provided by a card catalogue for the books collection, a wheeldex and kardex for the journals collection, and through the WAVES database for government documents and technical reports included in the documents collection. At present library staff members perform all WAVES searches.

---

<sup>1</sup> Having developed independently, the 3 libraries have historically treated library materials differently. For example, many of the type of documents included in the Halifax Library's documents collection were treated either as books or as serials in the BIO Library. This should be kept in mind when looking at the collection size figures for the 3 libraries.

## ST ANDREWS BIOLOGICAL STATION LIBRARY

### Historical Outline

As part of the St. Andrews Biological Station, Canada's first fisheries research institution established in 1898, the Library has grown from a scattering of office collections to its present size.

The Library provides information services to all Biological Station staff. The number of scientists and technicians currently served is approximately 80. However, the composition of the research groups at the Station has changed several times over the years (see Table): until 1982 much of the area now served by the Gulf Region of DFO was served by the St. Andrews Library, and part of the Marine Fish Division moved to Halifax and BIO in 1974/75.

In addition to serving its primary users, the Library has also acted as a resource centre for nearby institutions: the Huntsman Marine Science Centre, the Atlantic Reference Centre, and the Atlantic Salmon Federation. As the only scientific library in the region, the collection has also traditionally been used by students and staff of the Huntsman Marine Science Centre and the New Brunswick Community College, staff from the New Brunswick Dept. of Fisheries and Aquaculture, staff at the DFO Southeast New Brunswick Area Manager's and Inspection offices, private consultants, and the area's fishing and aquaculture industries.

### Facilities, Collections, and Services

The Library now occupies an entire wing of the ground floor of the main building on the Biological Station campus.

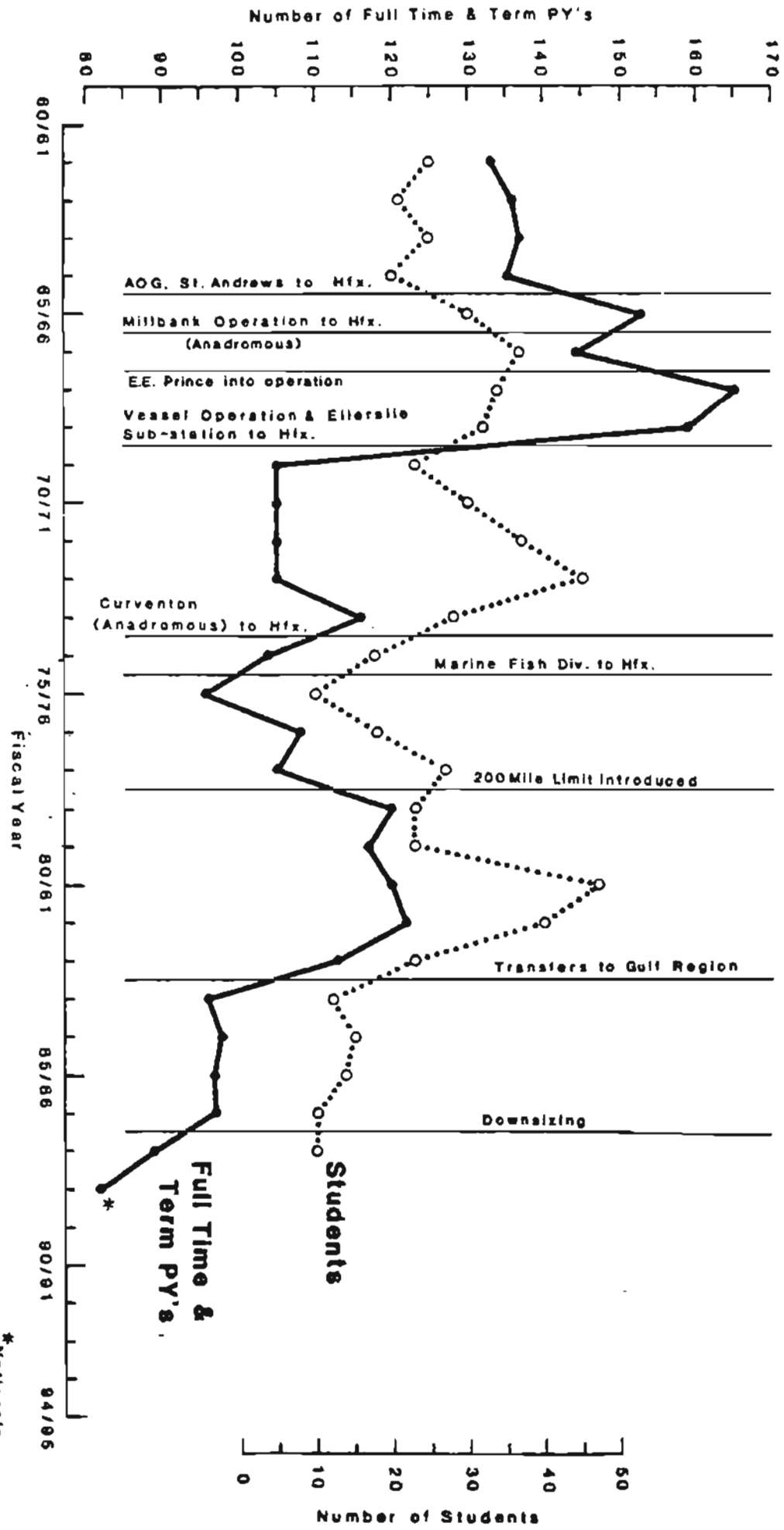
The Library has an excellent historical collection of fisheries related books and serials; some of these date to the middle of the 19th century. It also has a strong collection of historic departmental publications as well as other fisheries related government documents such as ICES, ICNAF, NAFO, and CAFSAC documents. Its rare book collection contains many hand-coloured items of considerable value. This unique historical collection makes the Library a valuable research site for scholars from various institutions.

While lacking a specific collections development policy, the Library has acquired strong collections in the areas of research related to the Station's scientific research mandate: aquaculture and invertebrate fisheries, groundfish populations in the Gulf of Maine area, pelagic fish populations in the Scotia-Fundy area, and toxicology and organic contaminants.

The majority of the Library's funding has traditionally been spent on the purchase of journals. Very little money has ever been available for the purchase of monographs. These instead have been purchased by the Library at the request of library users and with divisional funds. Although all monographs are catalogued by the Library, they are signed out on permanent loan to the requester.

The Library provides a full range of library services: circulation of library materials, interlibrary loans, online bibliographic searches, answering reference requests; and assistance in the preparation and revision of CAN/SDI profiles. The Librarian also assists in the editing of reports for publication in the Department's technical report series.

# Dept. of Fisheries & Oceans, Scotia-Fundy Region Biological Station, St. Andrews, N. B.



\*Nationals

**APPENDIX II**

**LIST OF PROBLEMS OR  
EXPRESSED CONCERNS AND OPPORTUNITIES  
BY CLIENTELE PLUS COMMITTEE RESPONSES**

SCOTIA-FUNDY LIBRARY STUDY COMMITTEE

LIST OF PROBLEMS OR EXPRESSED CONCERNS AND OPPORTUNITIES

(PLUS ADDITIONS MADE APRIL 20, 1990 AND SUBSEQUENT)

---

S.B. MacPhee

1. Continued DEMR support for BIO Library?
2. Users should be encouraged to use their own funds to purchase books and journals which should be indexed by Library as part of Library collection.
3. Computerization of the card catalogue by using compatible system (Waves? - Already in place in some DFO Libraries and network).
4. Current space needs at each Library and annual increments.
5. Considerable delays in purchase of books and journal subscriptions at BIO and Halifax Libraries.
6. Recommendations on reporting relationships.

A.R. Longhurst

7. BIO Library as National Oceanographic or National Marine Services Library? - (K. Mann).
8. Inter-Library loans service maintained or improved.
9. Need for more professional staff with scholarly knowledge of Marine Sciences.
10. Reference desk needs to be manned full time or for greater periods than now is the case.
11. Routine translation of titles in Russian Language periodicals no longer available.
12. Cataloguing of books falling behind at BIO - Other Libraries?
13. Purpose built space at BIO now occupied by Personnel Branch and holdings stored remotely and inconveniently for users and staff.
14. Accession of scholarly books has fallen to a small fraction of 1985 levels. Reason: Funds?/versus staff to process?

15. Maintenance and provision of Library equipment (poor repair and maintenance has resulted in periods of inability to read microfilm).
16. Innovations in BIO Library have ceased.
17. Demise of BIO Library Committee. Are they active elsewhere?
18. Reprint purchases by Library a major and unnecessary impediment.

H.B. Nicholls

19. Libraries should be in a position to bid for year-end surplus funds where these occur.
20. Specialization or specialty Libraries should be recognized as such and funded specifically to carry out these responsibilities.
21. Merits and possibilities of financial or "in kind" contributions from private sector users.
22. New technologies - How should these be selected - Upon what basis, e.g., WAVES versus SIDNEY (SIC?). Single PC versus VAX Network tied to user's offices? - (I. Perry).

S. Campana

23. Split of holdings between Halifax and BIO holdings needs review, e.g., Marine Mammals literature, etc.

P. Bellemare

24. Particular needs of Hydrography are different from other users consisting largely of needs for production information and data acquisition methods, data management, cartographic processes, product distribution and clientele.

H. Sament

25. Interaction/inter-dependence with other Libraries in the area.
26. Need for area wide inter-agency Library Committee.
27. Adoption of limited user-pay policy.
28. Specific needs of EPS (additional journals) plus increased co-ordination with EPS Library, Queens Square.

R. Cook - St. Andrews

29. Lack of planned approach to building Library collections.
30. No book budget for St. Andrews Library.
31. Clarification needed concerning responsibility for local administration and supervision of St. Andrews Library.
32. Equivalency of support to all Scotia-Fundy Libraries.
33. Improved funding for periodicals and journals at St. Andrews.
34. Special consideration requested for St. Andrews Library because of its isolation.
35. Need for improvements to or re-organization of system for Library holdings.
36. Preservation of unique historical collections.

R. Miller - Halifax Library

37. Concern over retirement of long-time staff member (replacement) and commitment to a minimum of two staff members.

D.L. Burke - Economics

38. Existing Library policies interfere with the economists' acquisition and storage of documents.
39. Economists request creation of specialized section in Library for their needs and preferably a sub-Library in their geographical location. (This sub-Library approach is also requested by the Freshwater and Anadromous Division in the Hollis Building).

D.N. Nettleship

40. Can the Library recuperate from 1985 cuts and any subsequent budget reductions.

D.I. Ross and M. Keen

41. Library information service required.
42. Leadership and management in the Libraries.

43. Adequacy of acquisitions and collections of grey literature.
44. Adequacy of the selection process for new journals.
45. Cataloguing, storage and availability of map collection - geological and hydrographic?
46. Priority of funding and adequacy of funding for Libraries.

S.B. MacPhee

47. Consider funding needs and impact of additional funds at 10 percent and 25 percent, etc.

ADDITIONS AT AND FOLLOWING APRIL 20, 1990, MEETING

W.L. Silvert

48. Easier acquisition and purchase of computer literature including manuals.

J. Southall

49. Request for sub-Library for Inspection Services to be placed in 1721 Lr. Water Street.
50. Library facilities and services not available to the three field laboratories (Yarmouth, N.S.; Sydney, N.S.; Black's Harbour, N.S.). A Library operated clipping service is recommended.
51. The Inspection Branch requests that training for their Library users be provided.

General

52. Merits and necessity for purchasing copies of Theses from University Microfilms?
53. Ships Libraries and the role of the Scotia-Fundy Library Service.
54. Library Service to external users - limits and obligations? Mechanisms?

55. Extension of hours of service for outside agencies at:  
a) St. Andrews - now working days only.  
b) Halifax - now afternoons only from 13:30 onward.

M.J. Keen (May 4)

56. Colour - colour scanners. Hard-copy or perhaps optical disks?

V. Zitko (May 2, St. Andrews)

57. Static subscription budget - in 1989 paid out for journals at St. Andrews and search systems over \$7000 from research budget - cannot maintain this level of support. Access to journals and sections of these Abstracts is essential.

D. Piper (May 7)

58. Hard copy of journals such as Science, Nature and J.G.R. essential.  
59. Need more and better quality copies.

J.H. Allen (May 10, Huntsman Marine Laboratory, St. Andrews)

60. Charge of \$8.00/request for material not held locally should not increase.  
61. Older journal issues should be available for longer than a one day loan.

D.J. Wildish (May 15, St. Andrews)

62. Some form of library specialization among the three regional libraries may be possible, linked to the needs of the users at each site. This might help eke out the limited funds available.

R. Saunders (May 15, St. Andrews)

63. St. Andrews should have a separate and complete library fully capable of serving all needs at the Biological Station, Huntsman Marine Laboratory, and the Atlantic Salmon Federation.  
64. The cancellation of a journal because few use it is not justified; this approach is weakening the St. Andrews Library.

B. Loncarevic (May 25)

65. The St. Andrews Library, in comparison with the Bedford Institute of Oceanography and Halifax Libraries, is definitely underfunded. The remedy is not simply to redistribute Regional Library funds. The question is raised as to whether the St. Andrews Library should be a working collection dependent on the Bedford Institute of Oceanography and Halifax for broader coverage.

## CATEGORIZATION AND SUBDIVISION OF LIST OF SUBMITTED PROBLEMS

JULY 5, 1990

---

1. Library Objectives (53, 54, 62, 63, 64) B. Loncarevic
2. Purchasing of books from our funds and using outside contributions (2, 21, 27) D.N. Nettleship
3. Budgets and funding levels (1, 19, 30, 32, 33, 40, 46, 47, 57, 60, 65) .S.T.Grant
4. Selection of items for acquisition and holdings at the several libraries (14, 20, 23, 25, 29, 43, 44, 52, 64) Ian Perry
5. Selection of equipment, including electronic systems, plus hard copy versus electronic systems (3, 15, 22, 56, 58, 59) E.P. Jones
6. Library committees and reporting relationships (6, 17, 26, 31) Ian Perry
7. Hours of service and extended users, staffing levels (37, 55, 61) R.J. Miller
8. Special Needs
  - a) satellite libraries and services (39, 49, 50) J. Raymond
  - b) special collections (7, 36, 45) R.J. Miller
  - c) special services (11, 16, 18, 24, 28, 48, 51) H. Samant
9. Service and services (5, 8, 9, 10, 12, 35, 38, 41, 42) S. Kerr
10. Space (4, 13) B. Loncarevic

Scotia-Fundy Library Study Committee  
Draft Paragraph on Library Committees  
(Problem #6)

Ian Perry, St. Andrews

6. Library Committees and Reporting Relationships

Library Users Committees have been established at all three libraries in the Region: BIO, Halifax and St. Andrews. However, the activities of these committees varies between institutes. One committee has been active on a regular basis, meeting at least twice a year and maintaining minutes of meetings and decisions. The other two committees meet occasionally, and then only to review decisions or subscription cancellations; other local issues, such as library policy and problems like delays in reprint payments, appear not to be addressed. There is also no attempt at coordination of activities between committees at other institutes, even when addressing issues of common concern, such as techniques to reduce journal subscriptions. In most cases, the reporting relationships of these committees to management are not well defined.

In addition, there is no broader Regional Library Users Committee established to discuss regional library concerns and to communicate these to the Chief Librarian or Regional Senior Management.

Proposed Solution:

- 1) Establish active Library Users Committees at each institute, with clear and similar Terms of Reference and management reporting relationships;
- 2) Establish a Regional Library Users Committee with clear Terms of Reference, composed of members of the local institute Library Committees. The purpose of this committee shall be to discuss regional library issues and serve as a communications and advisory body to the Regional Chief Librarian and Senior Regional Management.

Proposed Terms of Reference for both local and Regional Library Users Committees are attached. See annex 5-4.

## Scotia-Fundy Library Committee

### Draft Paragraph on Acquisitions Selection (Problem #4)

Ian Perry - St. Andrews

#### 4. Selection of Items for Acquisitions and Holdings

The selection and purchase of appropriate library materials is fundamental to having a facility which meets the immediate and long-term needs of research programs conducted at each institution. Central to this is the collections/acquisitions guidelines, within which new materials must be reviewed for purchase. However, not all Scotia-Fundy libraries have fully developed collections/acquisitions policies. For those that do have such policies, they are not necessarily well coordinated with other libraries in the local area. A pertinent example is duplicate subscriptions for specialized journals at BIO and Halifax libraries, while that journal is cut from St. Andrews due to funding constraints. A further problem is a need to consider rationalization of collections between BIO, Halifax, and non-DFO libraries in the Halifax area, e.g. Dalhousie. It must be noted that St. Andrews has no facilities close by with a reasonable selection of materials in the marine sciences.

#### Possible Solutions -

- 1) There is need to seek a formal agreement between DFO and non-DFO libraries in the Halifax area (e.g. Dalhousie) concerning which facilities could be responsible for which types of materials, e.g. DFO having a responsibility for "grey" literature; Dalhousie possibly for archival material, etc.
- 2) Each DFO library in Scotia-Fundy Region needs to establish a collections/acquisitions policy, if one is not already available. This task should be conducted by the local Library Users Committee in conjunction with the local Head Librarian. The collections policy should identify which disciplines are to be considered "core" disciplines for that library, with an attempt to conduct long-term acquisitions, and which are to be considered as "working" collections to serve the immediate needs of present researchers. For each of these disciplines, the committee should define the collection density, i.e. the degree of completeness of coverage. The definitions of the American Library Association (Appendix I) are recommended.
- 3) The collections/acquisitions policies for all three libraries need to be reviewed and discussed by the Regional Library Users Committee, in order to rationalize policies between the libraries, and to take account of facilities available in the local areas. This must include both monographs and journals. It is recommended that a member of the library staff be responsible for working with local library users committees to aid development of their collections policies, and to help coordinate

these policies between libraries.

- 4) Collections Officers or Head Librarians should then be able to purchase materials within the guidelines of the collection policy. If the collection density is not comprehensive, potential purchases should be referred to appropriate knowledgeable individuals for their recommendations. The librarian should also review purchase requests from staff for materials in either the "core" or "working" collection categories. A suggested selection methodology is outlined in Appendix II.

From: American Library Association. Resources and Technical Services Division. Resources Section. Collections Development Committee. 1977. "Guidelines for the formulation of collection development policies." Library Resources and Technical Services 21(1): 46-47.

The Collections Development Committee of the American Library has defined levels of collection density as follows:

- A. **COMPREHENSIVE LEVEL.** A collection in which a library endeavors, so far as is reasonably possible, to include all significant works or recorded knowledge (publications, manuscripts, other forms), in all applicable languages, for a necessarily defined and limited field. This level of collecting intensity is that which maintains a "special collection"; the aim, if not the achievement, is exhaustiveness.
- B. **RESEARCH LEVEL.** A collection which includes the major source materials required for dissertations and independent research, including materials containing research reporting, new findings, scientific experimental results, and other information useful to researchers. It also includes all important reference works and a wide selection of specialized monographs, as well as a very extensive collection of journals and major indexing and abstracting services in the field.
- C. **STUDY LEVEL.** A collection which is adequate to support undergraduate or graduate course work, or sustained independent study; that is, which is adequate to maintain knowledge of a subject required for limited or generalized purposes, of less than research intensity. It includes a wide range of basic monographs, complete collections of the works of more important writers, selections from the works of secondary writers, a selection of representative journals, and the reference tools and fundamental bibliographical apparatus pertaining to the subject.
- D. **BASIC LEVEL.** A highly selective collection which serves to introduce and define the subject and to indicate the varieties of information available elsewhere. It includes major dictionaries and encyclopedias, selected editions of important works, historical surveys, important bibliographies, and a few major periodicals in the field.
- E. **MINIMAL LEVEL.** A subject area which is out of scope for the library's collections, and in which few selections are made beyond very basic reference tools. //

## SELECTION METHODOLOGY

Final selection of items for acquisition is the responsibility of the Librarian. The selection process involves input from many sources, including:

- a) advice or recommendations to purchase from scientists, researchers, or other DFO staff members.
- b) demonstrated need to support research in progress or research programs.
- c) publishers' advertisements and catalogues.
- d) reviews or write-ups in subject area journals or newsletters.
- e) acquisition lists from other libraries.

ENVIRONMENT CANADA MEMORANDUM

TO:

Dr. Jim Stewart  
Chairman  
Scotia-Fundy Library Study Committee  
BIO, DFO

FROM:

H.S. Samant  
Chief, Laboratory Division  
Environmental Control Branch  
Environmental Protection, C&P Atlantic

Security-Classification

Our File

3690-1A

Your File

Date

July 12, 1990

SUBJECT: SCOTIA-FUNDY DFO-LIBRARY REVIEW COMMITTEE

Please find attached a summary of analysis and recommendations vis-a-vis user/client concerns assigned to me by the Review Committee. I have tried to be concise, may be too concise; however, I didn't think it would serve any purpose to go in to great detail.

I trust you will find the comments helpful. I will be prepared to discuss these points in our next meeting.

*H.S.*

H.S. Samant  
Chief, Lab. Div., EP

HSS/dk

Attachment

## SCOTIA-FUNDY DFO-LIBRARY REVIEW COMMITTEE

### A Summary of Some Specific Problems and Probably Options (Dr. H.S. Samant)

#### 1. Russian Translation Services (Concern # 11 in the Summary List of Concerns):

Some Scientists have expressed concerns regarding the unavailability of titles/tables of contents of Russian periodicals/journals. Through my consultations with the scientists who raised these concerns, it is my understanding that such translation services were provided by staff in the BIO Library on an informal basis. Although the unavailability of these translation services may be considered as somewhat peripheral (not very heavily used services), the scientists brought up this point to indicate the recent de-emphasis on library facilities. In my judgement, by itself it is not a big issue.

Recommendation - Arrangements can be made with area libraries e.g. Dalhousie University Library to provide such services on "as required" basis.

#### 2. Innovations/Developments in BIO Library (Concern # 16):

Due to the recent staff cuts there is no dedicated professional library staff to assess new developments in informatics and future library needs of research scientists. We are not only not advancing but falling behind. One of the problems in this connection in the mind of many of us, is that senior DFO Management perhaps are somewhat unaware of this need; they may consider this as "nice to have" as opposed to a "necessary" function. In order to serve its clients more effectively the library operation in DFO should not be considered as a purely "service function" but as having its own research needs.

#### 3. Reprints Acquisition (Concern # 18):

At present all reprint purchasing is carried out by the Library, at least at BIO. Everyone agrees that it is entirely unnecessary burden on the Library. This is especially so, when there are severe staff constraints.

Recommendation - Reprint purchasing should be done by individual scientist/Division.

4. Hydrography Needs (Concern # 24):

I shall not attempt to rewrite Mr. P. Bellemare's (Regional Director Hydrography) memo. These have been very well presented by Mr. Bellemare. On the basis of my discussions with Mr. S. Grant, I conclude that Hydrography library needs are being met adequately at the present time; they have no major complaints or concerns.

On a related matter, if I may be permitted to make an observation; I would like to suggest that Hydrography retain the overall control/management responsibility of maintaining maps and providing related services. This can only be done if Hydrography is given additional resources as follows:

- 0.5 PY on a full-time basis
- one time, contractual O & M Funds (20K?) for bringing the system up to the mark.

The BIO Library could provide with minimum efforts some catalogue linkage with Hydrography in this regard.

5. Specific EP Needs (Concern # 28):

Overall, EP staff are satisfied with library services provided by the BIO Library; we have an advantage of having access to our Departmental Library in Queen Square, Dartmouth. However, we are concerned regarding staffing of the Reference Desk on a full time basis. We consider subscription to "Toxicity Assessment" essential. For details, please refer to my memo dated April 2, 1990.

Recommendation - Staff the Reference Desk on a full time basis. Also subscribe to Toxicity Assessments.

6. Computer Manuals/Literature (Concern # 48):

Several scientists have expressed concern regarding difficulties in acquiring computer manuals and other related literature which is by its nature somewhat transitory. Scientists would like the flexibility to purchase them and keep them on a Divisional basis. If necessary, libraries could keep some minimum information regarding such acquisitions. There does not appear any opposition to this suggestion; libraries may actually save time by this approach.

Recommendations - Let individual Divisions purchase computer manuals as needs arise. They may inform library of these acquisitions.

7. Training for Inspection Branch Staff (Concern # 51)

I have not had an opportunity to discuss this with either the Inspection Branch Staff or Library Staff. However, I don't see this being a significant problem. For example, the BIO Library already has orientation/training sessions for new employees and summer students. I am sure such a training session(s) can be arranged for the Inspection Branch without too much difficulty.

Recommendations - Accede to the training request.

General Observations/Conclusions:

I feel that the Scotia-Fundy DFO libraries need at least four additional staff (combination of professional and clerical). They also could use some O&M monies initially to catch up with the back-log.

DFO should also review its reporting/management structure with a view to make the system more effective to meet client demands which are primarily science related in nature.

PURCHASING OF BOOKS FROM OUR FUNDS  
& USING OUTSIDE CONTRIBUTIONS  
(Items 2, 21, & 27)

-----

{Working Draft 1}

The suggestion to use project monies of individual researchers to purchase books and journals (item #2) is no remedy for the shortage of library funds. That approach can instead be viewed as a symptom of the real problem -- cuts in library resources. If we wish to pursue knowledge to assist decision making, researchers must have the tools necessary to execute their work. Rarely do managers approve amounts identified for reference materials (books and/or journals) in project outlines and budgets. This means that any use of project monies for book/journal purchases will erode operating funds of projects and reduce the likelihood of accomplishing original work objectives. In summary, the invasion of project operating monies is no answer to budgetary reductions of library services. Clearly, the need is to provide sufficient resources to ensure that the library can meet its primary function as an essential tool for marine scientific research and management of marine resources and activities in Canadian ocean waters.

*Recommendation:* Identify function/service requirement of regional libraries and resource accordingly.

The adoption of some form of "user-pay" policy for private sector-users deserves careful consideration (items # 21, 27). Services provided to external users are costly in time to library staff and access of materials to inhouse workers. Policy should be developed that permits cost-sharing to come from private-sector users based on service provided.

*Recommendation:* The Regional Chief Librarian, together with the Heads of institute libraries, should prepare a report to identify the types of services involved in a "user-pay" approach and the fee structure to be applied. That proposal can then go forward to the Director of Management Services for consideration and action.

D.N. Nettleship

13 July 1990

## Answers to Questions Raised by Users

### 3. Computerization of the card catalog by using compatible system.

The selection of system has been made on a national basis. It is already in place in some DFO libraries. It will allow access from terminals in users' offices.

### 15. Maintenance and provision of Library equipment.

This was identified as an important problem by the Library Committee. The Committee will be recommending capital purchases now and capital funds every year to maintain and upgrade readers and copiers.

### 22. New technologies - How should these be selected?

New technologies should be evaluated and implemented after consultation among users and librarians. Because of expected high initial costs and potential disruption of service, the choice and implementation of new systems should be carried out with considerable care.

### 56. Colour-colour scanners. Hard-copy or perhaps optical disks?

Optical disk technology for back runs of journals is not yet available. It may soon be available for new issues, it could be quite expensive to purchase capital equipment and to maintain the collection of journals generally used in our libraries.

### 58. Hard copies of journals essential.

This requirement varies with users. A compromise period for a specified storage period should be arrived at in discussions among users and librarians. There is a considerable cost in space to keep large back runs in hard copy.

### 59. More and better quality copiers.

The Library Committee recognizes this need and will make recommendations accordingly. P. Jones

Special Needs  
Satellite libraries and services

The problem. Several branches have expressed a need for expanded library service. However, library resources have been reduced to a level at which there is stress on basic, routine services. Present resources are insufficient to support the requested additional service for 1) special collections at certain branch locations; 2) photocopying and routing of tables of contents relevant to offices in outlying areas; and 3) providing user education regarding what materials are available in the library, what services are available and how to use these library services.

Response. Special collections of periodicals at branch locations appear to be feasible provided the branches in question pay the costs of subscriptions and look after the organization and display and storage of these. A working collection of reports which are of special interest to particular branches could be feasible if adequate financial resources and personnel were available to provide support for organizing, cataloging, and maintaining these collections. This is unrealistic in the current context of financial restraint within the Department. As an alternative, branches could organize their own collections so that the library would play only a minimal role by keeping a list of materials purchased by branches for their special needs. A major difficulty with the satellite library approach is that such collections tend to undermine the continuity of the main library collections. In addition, special collections tend to be expensive; they may duplicate holdings in the main library and they inhibit broad user access. Other library activities such as routing and user education depend upon provision of adequate personnel for active library service, rather than a passive response to user requests.

Recommendations. In the context of present financial constraints, for those branches wishing to retain special working collections, it is recommended that they do so without the support of the library and that no expanded special services be provided.

## Summary of Budgets & Funding Levels Questions/Comments

Over half the questions dealt specifically with St. Andrews. On the one hand Cook asked for improved funding for books(30) and periodicals and journals(33) as well as equivalency of support compared to other regional libraries(32) while, on the other hand, Loncarevic(65) said St. Andrews is definitely under funded but that the remedy is not simply a redistribution of funds. Should St. Andrews have a working collection dependent on BIO & Halifax for broader coverage?

The remaining comments fell into three categories:

### Questions:

Will DEMR continue support to the BIO library?(1)(MacPhee)

Can funding levels be raised to recover from past cuts?

(40)(Nettleship)

What is the priority and adequacy of funding for libraries?(46)(Ross & Keen)

### Suggested Solutions:

Libraries should be able to bid for end of FY funds.(19)(Nicholls)

### Guidelines:

Consider funding needs and impact of additional funds at 10 %, 25 %, etc. (47)(MacPhee)

## Discussion

To deal with the general questions of funding and staffing levels, a number of references on Standards for Special Libraries were consulted. Most of them emphasized that the funding/staffing levels for the library depend on a number of factors. A Province of Alberta report(1975) stated that the aims, clientele and service program should be clearly understood before the staffing requirements are determined and another report stated that "The quality of the special library's personnel is the most important factor in the effectiveness of the library as an information centre for an organization" Vinne(1987) said that funding and staffing levels depend on a large number of parameters: no. users, user needs, discipline, services offered, importance of collection, computer network links, etc. Although the problem of determining funding/staffing levels is complex, a number of reports did give some general guideline's.

Vinne(1987) concluded that the library budget should be 0.5 % to 10 % of the total research budget and that salaries should be 50-79 % of the library budget. The total research budget (A-Base & OERD) for Scotia-Fundy Region for 1990 is approximately \$ 8960K. According to Vinne the total library budget should therefore be between \$ 44.5K and \$ 896K. The Alberta government report described small, medium and large organizations and the S-F region matches very closely the definition of a medium

organization. In 1975 they recommended a budget of \$ 127K which, accounting for inflation, translates into approximately \$ 254K to-day. The Alberta report gives a recommended breakdown of the library budget as follows:

(a) Salaries & Wages	60-80 %
(b) Information Resources(eg. books,journals,etc.)	15-20 %
(c) Furniture, Equipment, etc.	5-10 %
(d) Other(rentals, supplies,etc.)	15-20 %

This breakdown is also supported by a Transport Canada report(1975) with the exception that the lower limit of the salaries portion is 50 %. This is consistent with Vinne.

A 1973 UNESCO report gave the following recommended library staffing levels:

Graduate Technical Staff	No. Library Staff			
50-100	4 generally but 5 if high scientific content			
100-150	5	"	6	"
200-300	1:30	"	1:25	"
300-500	1:40	"	1:35	"

Vinne recommended that the ratio of Professional to Technical Library staff be between 1:1 to 3:1 while the Alberta report recommended 2:1.

A brief review of the S-F region telephone directory - 1990 gave the following approximate numbers of Scientific/Technical staff at B.I.O., Halifax (both Water and Hollis Sts.) and St. Andrews:

	Scientific/Technical Staff
Halifax	110
B.I.O.	439
St. Andrews	51
<b>Total</b>	<b>600</b>

Using the UNESCO report(ratio 1:35), the total S-F library staff should be approximately 17 persons(i.e. 600/35). Using the ratio 2:1, these staff should be split approximately between 6 professionals and 11 technical /support staff. If these library staff are further split in proportion to the number of Scientific/Technical staff served by each of these libraries, the distribution is approximately as follows:

### Optimum Staffing Levels

	Professional	Technical	Total
Halifax	1.1(1)	2	3.1
B.I.O.	4.4(4)	8	12.4
St. Andrews	0.5(1)	1	1.5
<b>Total</b>	<b>6.0</b>	<b>11</b>	<b>17</b>

The values in brackets are a possible distribution in whole PYs. When each of the three facilities are analyzed independently in a similar way the numbers are higher for the smaller labs.

	Professional	Technical	Total
Halifax	2	4	6
B.I.O.	4	8	12
St. Andrews	2	3	5
<b>Total</b>	<b>8</b>	<b>15</b>	<b>23</b>

For comparison the staffing levels before/after the staffing cuts were as follows:(i.e. 1985/86 and 1990/91)

	Professional	Technical	Total
Halifax	1/1	4/1	5/2
B.I.O.	3/2	6/5	9/7
St. Andrews	1/1	1/1	2/2
<b>Total</b>	<b>5/4</b>	<b>11/7</b>	<b>16/11</b>

These figures include 2 PY from A.G.C. in 1985/86 and 1 PY in 1989/90.

Looking again at the funding levels, since the range of funding derived from the Vinne report is so large (i.e. \$ 44K to \$ 896K) and the Alberta report is so specific (i.e. \$ 254K), and also since they both appear to be low in comparison to the recommended staffing levels, it was decided to use the Transport Canada/Vinne reports staffing levels and typical salary values to work back to derive another estimate of appropriate funding levels.

Assuming a typical "Professional" salary of \$ 45K and a typical "Technical" salary of \$ 30K and a total staffing level of 17 (i.e. 6 Prof. & 11 Tech.) the total derived salary level is \$ 600K. Using the recommendation that the salaries should be between 50-80 % of the total library budget, the total library budget should therefore be between \$ 750K and \$1200K. This analysis gives a non-salary funding range between \$ 150K and \$ 600K. Since these calculations are based on the assumption of a single library, for the S-F region, with the

duplication necessary with three libraries, the non-salary funding values should probably be near the upper limit of this range. The 1989/90 non-salary budget for the three libraries was \$ 502K. In 1985/86 it was \$ 596K.

**The conclusion of this analysis is that if the funding/staffing levels were brought back up to the 1985/86 levels, they would correspond very closely to the recommended levels for an organization the size of the Scotia-Fundy Region.**

The foregoing discussion more or less answers questions 30, 32, 33 & 65 which deal with St. Andrews and addresses parts of 40, 46 & 47. The ground work is laid for 47 and we can't answer 40. With respect to # 1, I spoke with Dr. Ross (AGC) and he made the following comments:

1. The \$ 30K AGC is giving to the library this year will not be provided next year. Support thereafter is uncertain.
2. He was very concerned with the lack of response by AGC scientists to our Open meeting. He wonders, if they don't respond/complain then perhaps they are satisfied. Essentially he will respond to the demands of his staff; no complaints - no (change in?) support.

SCOTIA-FUNDY LIBRARY COMMITTEE

LIST OF PROBLEMS AND RECOMMENDATIONS - SERVICE AND SERVICES

Most, but not all, of the problems and recommendations set out below are particularly addressed to shortcomings identified by users of the BIO Library. It should not be overlooked that the same shortcomings apply, in various measure, to all of the Scotia Fundy Libraries.

Problem 5. Considerable delays are often experienced in obtaining books and journal subscriptions, and there have been cancellations due to failures to renew subscriptions.

Recommendation: This problem is entirely attributable to lack of sufficient staff to ensure prompt processing of purchases and subscriptions: the solution is to increase library staff to the level required to provide an efficient level for this essential service.

Problem 8. Inter-Library loan services were initially cut severely when staff were lost. Following that, there has been partial restoration of services. Based on my recent experiences at BIO, however, loans that previously required a few days now require several weeks. This can be potentially very damaging to the quality of published manuscripts produced by scientific staff.

Recommendation: This problem is entirely attributable to lack of sufficient staff to ensure prompt processing of inter-library loans: the solution is to increase library staff to the level required to provide an efficient level of service.

Problem 9. The need for professional library staff with scholarly knowledge of marine sciences has been reduced from a level of four or five in 1985 to one person in 1990, and that person is heavily burdened with other responsibilities. It does not make efficient use of research personnel to divert them from their primary duties because effective support staff is lacking.

Recommendation: This problem is entirely attributable to lack of sufficient staff to ensure prompt response to the library research needs of scientific staff: the solution is to increase library staff to the level required to provide an efficient level of service.

Problem 10. The reference desk is manned for an insufficient period each day. This is a consequence of problem 9 above. It is not an efficient use of research scientists' time to require that they become effectively independent of specialized support staff.

Recommendation: This problem is entirely attributable to lack of sufficient staff to ensure prompt response to the library research needs of scientific staff: the solution is to increase library staff to the level required to provide an efficient level of service.

Problem 12. Some services, such as cataloguing, appear to have fallen behind so that books even when purchased languish for long periods in the library office. Obviously, material that is purchased and on site is wasted if not available to the intended users.

Recommendation: This problem is entirely attributable to lack of sufficient staff to ensure prompt response to the library research needs of scientific staff: the solution is to increase library staff to the level required to provide an efficient level of service.

Problem 35. Need for improvements to or re-organization of system for library holdings at St. Andrew's Biological Station. The library holdings of the St. Andrews Station are in some respects priceless, but their cataloguing and availability to users are in a shocking state of disarray.

Recommendation: Remedial help in the form of contract personnel should be immediately established to bring the St. Andrews Library to something approaching the standards expected of a modern library.

Problem 38. Burke's response indicates that existing Library practices and policy do not conspire to meet the economists' needs. There are needs expressed in this submission that I do not feel competent to adequately address.

Recommendation: That J. Raymond be asked to respond on this point.

Problem 41. Library information service is required. The libraries must provide a substantial fraction of the needs for information of a large marine community - providing services to clients of DFO, EMR, and DOE. Consequently, the library should be highest in priority among the supporting services at BIO.

Recommendation: That the primary role of the libraries as the core of essential information sources be adequately recognised, in terms of adequate staffing, acquisition resources, and mission role.

Problem 42. Leadership and management in the libraries. The question of sagging morale is ubiquitous in DFO in particular and the federal public service in general. Given that scientists as a whole are capable of adapting to other resources, e.g., local university libraries - some of our best scientists, for example, have already adopted this route - there is need to decide whether the time is appropriate to arrest the departure of our most competent scientists from a system that no longer meets their needs. Re-establishment of a research library capability comparable to modern standards is essential.

Recommendation: Senior management must be alerted to the ongoing defection of some of their most competent scientists because of the failing state of the support services they require for their work. It is well to recognise that competent scientists will pursue their work regardless of obstacles placed in their way. Establishment of efficient library services, to at least the level experienced a decade earlier, would do much to regain the fealty of this essential group.

SPECIAL SERVICES

PROBLEM 48. Specialized computer manuals are slow and difficult to obtain under existing procedures. Computer hardware and software manuals comprise a special case of printed information that is not effectively dealt with under current procurement procedures, which require acquisition through normal library purchasing. This material is different from normal library holdings because it is ephemeral, most software and hardware releases having a currency of perhaps a year or two at best before being rendered obsolete by a newer release. For that reason, such manuals are not material that would be considered suitable for normal library archiving: they are instruction manuals best left with the interested user, for their transitory lifetimes.

A second aspect to this problem is that they cannot usefully be purchased without direct inspection by the user. For example, there are literally hundreds of catalogue titles listed for commonplace software such as Lotus 1-2-3, MS-DOS, etc. Only by inspection can the interested user determine whether a particular manual addresses the particular needs of that user. Accordingly, the primary reason for the current practice of restricting book purchases to those made with the expert assistance of library personnel is thereby obviated: the purchaser can be the only relevant expert in this instance - and only after direct inspection of the actual product.

A third aspect to the problem, of lesser weight perhaps, but nevertheless real, is that the Maritime region bookstores are weak in stocking a broad sampling of such literature. It often happens, accordingly, that relevant material only comes to the attention of scientific staff able to visit specialized bookstores while on travel status. It would greatly simplify the efficient prosecution of scientific programs if such material could be purchased on the spot, with some reasonable hope of subsequent reimbursement from program research budgets.

Recommendation: There is scope within the relevant federal guidelines governing such purchases to delineate a new Regional Policy exempting computer hardware and software manuals from the current definition of "books". This would allow individual scientists to make such purchases, subject to the availability of funds within the research budgets they have available, according to their best judgement of the need for such material relative to other program requirements. It is my impression that the proponents of this issue would happily consent to vetting of such purchases by library staff for the possibility of possible abuse of federal policy - what these people are seeking is a prompt, efficient method of obtaining the material they need to do their assigned tasks. They are quite willing to run the risk of paying for suspected abuses out of their own pockets (instead of paying for everything, as they do now).

(R. Miller)

Staff to Provide Improved Access to Library Holdings

Bibliographic material is useful only when the user can find it and assimilate its contents. Facilitating these steps deserves dedication of py's and money.

An information desk should be staffed more or less continuously during working hours in all three locations. We have many occasional and new library users who need help.

Interlibrary loan service should be prompt. Our libraries will never hold enough material to supply the most dedicated bibliophyles, but we can give them good access through interlibrary loans.

Photocopiers and microfiche readers should be available, of good quality, and in good working order. A large reduction in user frustration can be achieved for a small price.

Clerical staff should be sufficient to keep current with ordering, cataloguing, shelving, recalling overdue loans, etc. These are simply essential functions of any library.

Staff should have time for occasional weeding and collection inventory. These activities control storage costs and keep the collection current.

Staff should accept some responsibility for user development. Because of their extensive knowledge of library holdings staff could play an active role in introducing users to library sources for problem solving. Many directors, area managers, division chiefs, and their subordinates in fisheries management learn most of what they know about fisheries management from personal experience and conversations. The people with which they exchange ideas are usually equally parochial in their repertoire of solutions. We do not know a better idea exists until we have been exposed to it. Libraries are the largest repository of better ideas.

Outside Users

Our library resources are very expensive and in demand by users not employed by the Government of Canada. Consultants and provincial government departments cannot afford to duplicate these resources, and it would be wasteful for universities to duplicate our speciality concentrations.

Users are divided into four classes for decisions on library access.

-Inside: DFO employees working anywhere in Scotia-Fundy, and employees of other federal departments housed at BIO.

-Affiliates: Visiting investigators working with the above employees, and students writing a thesis under the supervision of these employees.

-Outside users (except students): Consultants, university faculty, and employees of provincial governments and research foundations.

-Students: All students not working under the supervision of an "inside user".

Inside users and affiliates will have full library privileges. The policy for outside users and students will differ among the three libraries because of special agreements (e.g. St. Andrews with Huntsman and the Atlantic Salmon Federation), staffing levels in the libraries, and local preferences of user committees and librarians. However, the following are suggested guidelines for user groups.

Access: Library staffing should be sufficient to allow access and assistance to inside users, affiliates, and outside users (except students) any time during working hours. Library support for students, on the other hand, is deemed to be the responsibility of universities. Students who would like access should first have a sponsoring faculty member obtain an appointment with the library staff. A student needing frequent access over a limited time may acquire this from the library with a request from a faculty member.

Photocopying: Any user should be given easy access to a photocopier. Libraries would be allowed to recover photocopying costs if a method practical to the library and user can be devised. This service is for convenience of the users and to reduce their temptation to take material which is not authorized for circulation.

Borrowing: Generally, outside users and students would not be permitted to borrow because of the difficulty of retrieving this material and the time required of library staff. However, libraries may wish to grant special status to reliable users.

\* Which groups have access to interlibrary loans and online searches should be decided by the local library staff and user committee.

**APPENDIX III**

**AGREEMENT : HUNTSMAN MARINE LABORATORY**

BETWEEN:

Her Majesty the Queen in right of  
Canada, as represented by the Minister  
of Fisheries (hereinafter called the  
"Minister")

of the First Part

and

The Huntsman Marine Laboratory, a  
company incorporated under the laws  
of Canada (hereinafter called "HML")

of the Second Part

WHEREAS the Minister owns and operates a Biological Station at  
St. Andrews, New Brunswick (hereinafter called the Biological  
Station),

WHEREAS HML has facilities adjacent to the Biological Station,

WHEREAS the parties hereto, in recognition of the fact that  
their respective objectives are similar in many areas, and that  
a high degree of cooperation works to the advantage of both  
parties, have made informal arrangements for their mutual  
benefit,

AND WHEREAS this Agreement is made for the purpose of  
formalizing operational procedures as follows:

1. LIBRARY:

HML will continue to enjoy the benefits of the  
Biological Station's Library on the basis that it will continue  
to provide books, texts, etc., that it requires for its own use.  
Any copying costs involved will be charged to HML at cost. If  
at any time it becomes necessary for the Minister to provide  
services to HML beyond the requirements of the Biological  
Station, HML will reimburse the Minister for this service.

2. EQUIPMENT & SUPPLIES:

Equipment, if available, may be placed on loan from  
one party to the other on the basis that it shall be returned  
in good condition when required. Emergency supplies may also  
be provided by either party on the basis that they be replaced  
with the same or similar items on a yearly basis.

3. SALT WATER:

Because of the complexity of pricing salt water  
provided by the Biological Station to the HML, the HML agrees  
to make a token payment of two-thousand dollars (\$2,000.) to  
the Minister, payable January first of each year. This figure  
shall be adjusted should there be any major increase in  
consumption requirements.



**APPENDIX IV**

**RAIT MEMORANDUM TO LIBRARY STUDY COMMITTEE**



TO  
A

J. E. Stewart  
Scotia Fundy Library Study Committee

FROM  
DE

S. A. Rait  
Comptroller Branch

SUBJECT  
OBJET

Library Study Committee

SECURITY - CLASSIFICATION - DE SÉCURITÉ
OUR FILE - N / RÉFÉRENCE
YOUR FILE - V / RÉFÉRENCE
DATE May 14, 1990

Further to our telephone conversation, this memo will confirm my intent to withdraw from active committee membership. I will be travelling quite a bit over the next three months on behalf of our Branch and so will be unable to attend the meetings. As we discussed I would like to continue to receive the minutes and other documents as you deem appropriate. I will, of course, be pleased to address questions or issues arising from the Committee's work related to the Comptroller Branch.

I have discussed the problem of purchasing "help" books with Gordon Bowdridge, Regional Comptroller as you requested. We reviewed chapter 5 of the Materiel Management manual which you had included with your May 10th memo. It was agreed that based on section 3.2b we have the flexibility to write regional procedures for the purchase of books procured with non library funds. If such procedures are drawn up by Materiel Management and the Library staff and circulated to all interested parties he has assured me that there will be no delay in processing the invoices. Should you have any further questions on this matter just give me a call.

S.A. Rait

**APPENDIX V**

**LIBRARY EQUIPMENT NEEDS**

LIBRARY EQUIPMENT NEEDS

Herewith a list of the equipment needed to adequately equip each of the Scotia-Fundy libraries. Some of the equipment not yet owned or needing replacement will be purchased in 90/91 with existing capital funds allotment. Prices are estimates only.

BIO Library

- photocopiers (2) \$ 3.0 K/yr  
(O&M lease)  
(Both machines need replacing; Mgmt. Serv. pays leasing costs for existing machines.)
  
- microform reader/printers (2) \$ 33.0 K  
(Library will acquire one new machine (\$20 K) this year; 2nd machine still functional for microfiche and 35mm film)
  
- microcomputer workstations and related software
  - file server for Sydney system (including local area network, 300 MB hard disk, 2 printers, back-up tape unit, and other peripherals)  
(Library has or will have this equipment by end of 90/91 fiscal year. Further upgrade to local area network may be required at a future date.) \$ 16.0 K
  
  - 13 workstations to implement all modules of Sydney Micro Library System.  
(Library currently has 5 workstations in good working order, plus 1 needing replacement. Cost includes workstation furniture and peripheral hardware (barcode reader, modems, CD-ROM player for 1 workstation, etc.) \$ 45.0 K
  
  - 2 CD-ROM workstations  
(Library currently has one station, all components of which will soon need replacement) \$ 12.5 K

Halifax Library

- photocopier (1) \$ 2.0 K  
(Library currently owns machine which needs  
replacing.) (O&M lease)
  
- microform reader/printer \$ 21.0 K  
(Library currently owns 2 machines, both of  
which should be replaced. May be difficult to  
replace current cartridge film reader/printer  
because of type of cartridge used.)
  
- microcomputer workstations and related software
  - 4 workstations to implement all modules of  
Sydney Micro Library System, online searching,  
wordprocessing, etc.)  
(Library currently has 2 workstations, 1 in good  
working order, and 1 needing replacement. Cost  
includes workstation furniture and peripheral  
hardware (barcode reader, modems, CD-ROM player  
for 1 station, etc.) \$ 16.0 K
  
  - 2 CD-ROM workstations  
(Library currently has one station, all  
components of which will soon need replacement) \$ 12.5 K

St. Andrews Library

- photocopier (1) \$ 2.0 K  
(Library currently leases machine which will  
need replacing within 2 years.) (O&M lease)
- microfiche reader/printer \$ 15.0 K  
(Library's currently owned machine badly  
needs replacing.)
- microcomputer workstations and related software
  - 3 workstations to implement cataloguing,  
catalogue search, and serials modules of Sydney  
Micro Library System, online searching,  
wordprocessing, etc.)  
(Library currently has 1 workstation which  
needs replacement. Cost includes workstation  
furniture and peripheral hardware (CD-ROM player  
for 1 station, printers, back-up tape unit,  
uninterruptible power supply, etc.) \$ 15.0 K
  - Sydney serials module \$ 2.5 K
  - 1 CD-ROM workstation  
(Library currently has CD-ROM player, which  
will soon need replacement) \$ 6.5 K

If Library is to implement all modules of Sydney system, including circulation module, Library will also need:

- local area network \$ 3.0
- Sydney circulation and acquisitions modules \$ 5.0 K
- barcode reader \$ 1.3 K

**APPENDIX VI**

**SUMMARY OF BUDGETS  
AND  
FUNDING LEVELS (QUESTIONS/COMMENTS)**

## Summary of Budgets & Funding Levels Questions/Comments

Over half the questions dealt specifically with St. Andrews. On the one hand Cook asked for improved funding for books(30) and periodicals and journals(33) as well as equivalency of support compared to other regional libraries(32) while, on the other hand, Loncarevic(65) said St. Andrews is definitely under funded but that the remedy is not simply a redistribution of funds. Should St. Andrews have a working collection dependent on BIO & Halifax for broader coverage?

The remaining comments fell into three categories:

### Questions:

Will DEMR continue support to the BIO library?(1)(MacPhee)

Can funding levels be raised to recover from past cuts?

(40)(Nettleship)

What is the priority and adequacy of funding for libraries?(46)(Ross & Keen)

### Suggested Solutions:

Libraries should be able to bid for end of FY funds.(19)(Nicholls)

### Guidelines:

Consider funding needs and impact of additional funds at 10 %, 25 %, etc. (47)(MacPhee)

## Discussion

To deal with the general questions of funding and staffing levels, a number of references on Standards for Special Libraries were consulted. Most of them emphasized that the funding/staffing levels for the library depend on a number of factors. A Province of Alberta report(1975) stated that the aims, clientele and service program should be clearly understood before the staffing requirements are determined and another report stated that "The quality of the special library's personnel is the most important factor in the effectiveness of the library as an information centre for an organization" Vinne(1987) said that funding and staffing levels depend on a large number of parameters: no. users, user needs, discipline, services offered, importance of collection, computer network links, etc. Although the problem of determining funding/staffing levels is complex, a number of reports did give some general guideline's.

Vinne(1987) concluded that the library budget should be 0.5 % to 10 % of the total research budget and that salaries should be 50-79 % of the library budget. The total research budget (A-Base & OERD) for Scotia-Fundy Region for 1990 is approximately \$ 8960K. According to Vinne the total library budget should therefore be between \$ 44.5K and \$ 896K. The Alberta government report described small, medium and large organizations and the S-F region matches very closely the definition of a medium

organization. In 1975 they recommended a budget of \$ 127K which, accounting for inflation, translates into approximately \$ 254K to-day. The Alberta report gives a recommended breakdown of the library budget as follows:

- |  |         |
|--|---------|
| (a) Salaries & Wages                               | 60-80 % |
| (b) Information Resources(eg. books,journals,etc.) | 15-20 % |
| (c) Furniture, Equipment, etc.                     | 5-10 %  |
| (d) Other(rentals, supplies,etc.)                  | 15-20 % |

This breakdown is also supported by a Transport Canada report(1975) with the exception that the lower limit of the salaries portion is 50 %. This is consistent with Vinne.

A 1973 UNESCO report gave the following recommended library staffing levels:

Graduate Technical Staff	No. Library Staff
50-100	4 generally but 5 if high scientific content
100-150	5 " 6 " "
200-300	1:30 " 1:25 " "
300-500	1:40 " 1:35 " "

Vinne recommended that the ratio of Professional to Technical Library staff be between 1:1 to 3:1 while the Alberta report recommended 2:1.

A brief review of the S-F region telephone directory - 1990 gave the following approximate numbers of Scientific/Technical staff at B.I.O., Halifax (both Water and Hollis Sts.) and St. Andrews:

Scientific/Technical Staff	
Halifax	110
B.I.O.	439
St. Andrews	51
<b>Total</b>	<b>600</b>

Using the UNESCO report(ratio 1:35), the total S-F library staff should be approximately 17 persons(i.e. 600/35). Using the ratio 2:1, these staff should be split approximately between 6 professionals and 11 technical /support staff. If these library staff are further split in proportion to the number of Scientific/Technical staff served by each of these libraries, the distribution is approximately as follows:

### Optimum Staffing Levels

	Professional	Technical	Total
Halifax	1.1(1)	2	3.1
B.I.O.	4.4(4)	8	12.4
St. Andrews	0.5(1)	1	1.5
<b>Total</b>	<b>6.0</b>	<b>11</b>	<b>17</b>

The values in brackets are a possible distribution in whole PYs. When each of the three facilities are analyzed independently in a similar way the numbers are higher for the smaller labs.

	Professional	Technical	Total
Halifax	2	4	6
B.I.O.	4	8	12
St. Andrews	2	3	5
<b>Total</b>	<b>8</b>	<b>15</b>	<b>23</b>

For comparison the staffing levels before/after the staffing cuts were as follows:(i.e. 1985/86 and 1990/91)

	Professional	Technical	Total
Halifax	1/1	4/1	5/2
B.I.O.	3/2	6/5	9/7
St. Andrews	1/1	1/1	2/2
<b>Total</b>	<b>5/4</b>	<b>11/7</b>	<b>16/11</b>

These figures include 2 PY from A.G.C. in 1985/86 and 1 PY in 1989/90.

Looking again at the funding levels, since the range of funding derived from the Vinne report is so large (i.e. \$ 44K to \$ 896K) and the Alberta report is so specific (i.e. \$ 254K), and also since they both appear to be low in comparison to the recommended staffing levels, it was decided to use the Transport Canada/Vinne reports staffing levels and typical salary values to work back to derive another estimate of appropriate funding levels.

Assuming a typical "Professional" salary of \$ 45K and a typical "Technical" salary of \$ 30K and a total staffing level of 17 (i.e. 6 Prof. & 11 Tech.) the total derived salary level is \$ 600K. Using the recommendation that the salaries should be between 50-80 % of the total library budget, the total library budget should therefore be between \$ 750K and \$1200K. This analysis gives a non-salary funding range between \$ 150K and \$ 600K. Since these calculations are based on the assumption of a single library, for the S-F region, with the

duplication necessary with three libraries, the non-salary funding values should probably be near the upper limit of this range. The 1989/90 non-salary budget for the three libraries was \$ 502K. In 1985/86 it was \$ 596K.

**The conclusion of this analysis is that if the funding/staffing levels were brought back up to the 1985/86 levels, they would correspond very closely to the recommended levels for an organization the size of the Scotia-Fundy Region.**

The foregoing discussion more or less answers questions 30, 32, 33 & 65 which deal with St. Andrews and addresses parts of 40, 46 & 47. The ground work is laid for 47 and we can't answer 40. With respect to # 1, I spoke with Dr. Ross (AGC) and he made the following comments:

1. The \$ 30K AGC is giving to the library this year will not be provided next year. Support thereafter is uncertain.
2. He was very concerned with the lack of response by AGC scientists to our Open meeting. He wonders, if they don't respond/complain then perhaps they are satisfied. Essentially he will respond to the demands of his staff; no complaints - no (change in?) support.

**APPENDIX VII**

**REPORT ON THE BIO MAP LIBRARY**

## Report on the BIO Map Library

The BIO Map Library was established in 1981 on the third floor, Polaris Bldg. adjacent to the CHS Hydrographic Data Centre and occupies a space approximately 18 ft. by 15 ft. The map and chart collection serves as a centralized source of maps and charts for Scotia-Fundy Region in general and B.I.O. in particular. Since it was created CHS has provided capital for cabinets, etc. and about 0.1 PY per year; AGC has provided funding for acquisitions; and the BIO Library has provided funding and some PY support for cataloguing and access to the collection.

The Map Library currently holds approximately 35,000 map sheets and has been increasing at the rate of 2000 sheets per year. It contains a wide variety of map and chart products from Canada and around the world: geological maps, natural resource and related maps (eg. gravity & magnetic fields), topographic maps, a complete set of international charts (U.S. Defense Mapping Agency) as well as a large number of charts from other nations, pilot charts (containing wind and storm track statistics and other information of marine interest), several years of environmental maps (eg. sea surface temperature and temperature layer depth charts, weather and barometric pressure at the surface and at altitude, wave heights, ice limits, precipitation, etc.) and a variety of map source reference tools(eg. GEO Katalog, Guide to USGS Geologic & Hydrologic maps, Indexes to GSC mapping, etc.).

The B.I.O. Map Library serves a variety of purposes:

- a centralized source of maps and charts for Scotia-Fundy Region (and possibly other regions) in the event of an environmental emergency;
- a source of reference material for research projects within the region as well as cooperative projects with other nations (eg. CIDA);
- to assist in field program planning;
- a day-to-day source of information for drafting, illustrations, cartography, hydrography and related work;
- support to external users doing work for DFO and other departments as well as overseas.

The B.I.O. Map Library contains a significant amount of material that is of unique interest to the marine research, development and operations conducted within B.I.O. and D.F.O. Although Dalhousie University has a Map Library, it's collections policy is directed more toward the particular teaching and research activities of Dalhousie. If the B.I.O. Map Library is not continued a valuable reference resource would be lost and individual scientists would be burdened with the additional responsibility of locating and ordering their own maps and charts.

The existing space on the third floor, Polaris Bldg., is now filled to overflowing. However, it was estimated, during a tour by the Library Study Committee, that about 25 % of the material (eg. Aero. Mag. Charts,  
By S. Gant

Environmental Charts) could be microfilmed and/or archived or discarded. After these steps the existing space may be sufficient.

Use statistics are not available; a sign-out book exists but does not accurately reflect usage. The Map Library is not located near the main library and it is not advertised - how many B.I.O. and S-F region staff even know it exists? The use of the Dalhousie Map Library increased significantly when it was collocated with the main library.

Until a few years ago, the cataloguing of the maps was handled under contract to Biblio-tech Ltd. according to AACR2 using the basic BNA work sheet. These hand-written work sheets were never submitted to BNA but are available. However, they would need recoding to incorporate the WAVES field codes. In order to incorporate map records into SYDNEY, an additional two fields would have to be added to the WAVES standard. One field to include scale, map projection and relief and one to include dimensions. Present access is through graphical indexes and a so called KWIC index that takes all the significant words in titles, scales, authorities, subject and area entries. Unfortunately the current program on the CYBER has not been successfully run since the February 1988 and it appears that it is too difficult to use to expect it to be run again. Also, the program will not run under the new NOS/VE operating system.

Earlier studies (and comments during Committee meetings and Open Meetings) have concluded that a fully functional Map Library system at BIO should have the following basic features:

1. be accessible minimally from the BIO Library (and potentially the Region's other Libraries) and the Map Library;
2. be searchable by author, title, series, subject, scale, date or projection (if stated on the map or chart);
3. be integrated with technical report literature and atlases for "one-stop" shopping;
4. be able to produce printed listings; and
5. have a circulation interface.

The success of the system would, of course, depend on an ongoing informed collections and cataloguing program. However, because of the neglect of the past few years a major clean up is now required.

An estimated 0.5 to 0.75 PY, split between the Map Library and the BIO Library, and about \$ 5,000 O & M per year is necessary to maintain a fully functional operational Map Library for BIO. Ongoing supervision would be provided by the CHS Hydrographic Data Centre and the BIO Library. To bring it back up to an acceptable standard an additional half PY would be

needed during the first year. If the Map Call is to be added to SYDNEY or if the map collection is to be mounted on another system, more than 0.5 PY would be required during the first year to do this work.

**APPENDIX VIII**

**1984 A-BASE REVIEW**

**NATIONAL REPORT**

**TECHNICAL SUPPORT : LIBRARIES**

**A-Base Review  
National Report**

**TECHNICAL SUPPORT:  
LIBRARIES**

**Report No. 36**

**This report examines the library services component of the technical support function in the department.**

**Department of Fisheries and Oceans**

**August, 1984**

## Budgets Required for National Programs

DFO libraries engage in many projects of benefit to the entire department. Such projects include development of the department's first electronic mail system and the data base WAVES, and plans for a departmental bibliography. These projects, in particular automation, are costly, and current individual library budgets cannot support them. Some mechanism, such as a separate collator code for department-wide projects, must be developed for requesting funding for these projects in MYOPs. Currently, only Headquarters MYOP addresses the need for funds for national programs. At the moment, no clear mechanism exists for project approval, requesting, receiving or accounting for funds. All national projects are operated out of the Headquarters library budget, with the exception of the Scotia-Fundy region's WAVES costs.

## 2.6 PY Complement in DFO Libraries - Trends and Comparisons

DFO libraries in 1983/84 have 39.5 PYs distributed over 14 locations. This is an increase over 1981/82 levels of two new sites but no new PYs, since PYs for new sites were offset by losses elsewhere in the network. Of the total PYs, 2:3 were expended on scientific publishing. As well, the equivalent of 10 extra PYs was paid for by contracts for services, and two PYs are given by EMR each year to the BIO library.

The ratio of DFO library PYs to DFO employees in 1983/84 is 1:154. However, if the two PYs dedicated to scientific publishing are excluded, the ratio is 1:164. Comparison with other departments is shown in the following chart.

Department	Total PYs	Library PYs	Ratio
National Research Council	3,334	214	1:16
National Museums	1,006	24	1:42
Public Service Commission	2,340	25	1:94
Finance/Treasury Board/Office of the Comptroller General	2,000	19	1:105
Agriculture	11,000	90	1:122
Environment	12,000	76	1:158
Transport Canada	19,500	70	1:271
Energy, Mines and Resources	4,995	77	1:65
DFO	6,100	39.5	1:154

Thus it is clear that DFO has the third lowest number of library PYs and to total department PYs. If one assumes that the scientific/professional group contains the heaviest library users, the ratio is as follows:

Department	Sci./Professional PYs in 1982/83	Library PYs	Ratio
National Research Council	1,182	214	1:5.5
Agriculture	1,040	90	1:11.5
Environment	1,523	76	1:20.0
Health and Welfare	713	45	1:15.8
Energy, Mines and Resources	1,065	77	1:13.5
DFO	960	39.5	1:24.3

(From "Federal Science Expenditures and Personnel, 1982-83", Ministry of State for Science and Technology (MOOST) 1982.)

DFO has the fewest library PYs per scientific/professional PY of any of the departments examined.

The MOSST report cited above shows that the DFO scientific/professional complement has increased by 10 percent since 1980/81, while the growth of the DFO library complement was 0.1 PY. Within DFO, though, there are widely varying PY ratios, as follows:

**APPENDIX IX**

**1986 HOLLAND MEMORANDUM : RECENT REDUCTIONS IN  
DFO LIBRARY PY'S AND POSSIBLE IMPACT ON SCIENCE PROGRAM**



L. S. Parsons  
ADM  
Science

G. L. Holland  
Acting DG, Oceanographic  
Sciences Directorate and  
Chairman, Library Policy Committee

SECURITY - CLASSIFICATION - DE SECURITE
OUR FILE/NOTRE REFERENCE
YOUR FILE/NOTRE REFERENCE
DATE December 8, 1986

SUBJECT / OBJET: Recent Reductions in DFO Library PY's and possible impact on science program

As you know, I recently assumed chairmanship of the Library Policy Committee at Headquarters. At my first meeting, the Committee discussed its role in leadership and national library policies for the department. Although not reaching any conclusion, the Committee did agree that such a role may be appropriate for some issues as the reporting relationship to the ADM Science did give the Committee a national status. Following this line of thought, the serious implications to DFO library services arising from the recent regional reductions in administrative and support services were brought before the Committee. (see attached)

Hitherto, there were approximately 39.5 PY's in all thirteen departmental libraries: recent cuts have reduced this by 8 PY's or 20%. (A new PY was added to the Gulf Region's library.) These cuts include 2 from Pacific, 1 from FWI, 1 vacant PY from Quebec, and 4 from the Scotia-Fundy/BIO amalgamation.

In this department, the majority of library services are provided to clients in science. It has been clearly emphasized that science in DFO will be re-focussed and enhanced to "world-class status". Recent regional reductions have not significantly reduced the scientific complement in the department. If the major premise behind these cuts is that the amount of work to be done by the libraries will diminish, or that demand will lessen, there are no accompanying cuts in science to support such a premise. Given the close relationship between information and science, the science program will clearly be affected by these cuts.

Libraries will, in all probability, be forced to reduce service to DFO staff. This may necessitate scientists' doing more of their own information gathering (an expensive use of their time). A recent U.S. study estimated savings of \$6.4k per scientist/professional directly attributable to libraries. Such savings would be seriously reduced if libraries were unable to provide adequate services, leading to a squandering of precious scientific time. The statistics in the attached report show that this department is already resource poor as far as library support is concerned.

The Committee is particularly concerned about the following: (1) the closing of the library at 1090 West Pender makes no provision for providing library services to Pacific HQ clients, or performing the Access to Information and publishing functions; (2) the reduction of PY's in FWI's library is inappropriate at a time when this library will be assuming responsibility for the library needs of all DFO staff at CCIW; (3) staff cuts at the Lower Water Street and Bedford libraries will require service reductions when in fact the requirement for a solid information base for science will not diminish. It is also clear that different approaches have been used regionally: science libraries on the west coast were untouched, but were heavily cut in the Scotia-Fundy region. Such cuts at Scotia-Fundy and BIO may make sense if all staff are consolidated in 1 location: in fact, however, service must still be provided at 3 sites.

In view of the foregoing, and of a recent commitment made by K. Stein to the Canadian Library Association that cuts in library resources at DFO would not be made without thorough study (letter attached), I propose that these reductions in library resources be reviewed. It is obviously not appropriate to change departmental decisions, but perhaps some dispensation could be sought on the timing and phasing-in of the reductions.

The Committee requests permission to hold a consultation with librarians from all regions. This consultation would be led by HQ and produce a review of the present situations with recommendations on how to alleviate the impact of the reductions. The recommendations would recognize the departmental constraints and concentrate on effecting efficiencies, contracting-out and phasing-in changes.

If you approve, I have attached a suggested letter to Mr. Tousignant for your signature. The Committee feels that such a review could be accomplished early in January.



Geoff Holland  
Chairman  
LIBRARY POLICY COMMITTEE

GH/cb:lf

(attachments)

## RECENT REDUCTIONS IN PY'S IN DFO LIBRARIES

---

The recent regional reductions (September 1986) have had serious consequences on the DFO library support capability.

The following concerns must be brought forth to departmental management:

- 1) Library PY's were cut 20%. Few other support services were as devastated. The vulnerability of libraries in an administrative organization has often been noted: these recent cuts tend to confirm this vulnerability.
- 2) The libraries' collective major client in DFO is Science, yet scientific person-power has not been reduced. Thus, there will not be less work for libraries to do: they will simply be doing the same work with fewer staff. Libraries save valuable scientific time. Recent U.S. studies estimate that \$6.4k (U.S.) is saved per scientific/professional PY per year because of library services. This saving will be frittered away as scientists are compelled to do more information-gathering for themselves. The quality and effectiveness of scientific contributions to the Department and its clients may be compromised.
- 3) The logical consequence is that services will be cut back.
  - (i) DFO libraries will, in all likelihood, be forced to reduce service to DFO staff (e.g. scientists will have to pick up their own interlibrary loans, no photocopying will be done, reference services will be cut to a few hours daily etc.) The level of current scientific awareness in the Department will be reduced as access to the latest scientific developments becomes difficult (i.e. because of closure of a library, or service reductions).
  - (ii) Although the Department has stressed more service to its external clients, the libraries' prime clientele is DFO staff. Therefore, libraries affected by cuts will probably close their doors to outsiders such as industry, consultants and local academics.
  - (iii) libraries will be unable to comply with departmental policies, such as those governing deposit of publications in DFO libraries, or the requirements attendant on providing purchasing of books and journals for reference purposes in office collections. The result of the former is an inadequate record of DFO corporate memory and publications, and of the latter, uncoordinated, uncontrolled, duplicate purchasing of materials.

(iv) libraries will not be able to implement automation. Much preliminary work had been done on this matter and the libraries were on the point of choosing a library automation package. However, this requires personnel to install, train, maintain, convert previous holdings to machine-readable form, design standard record formats and problem-solve. This is generally a large project for any one library: for a network as a whole, it requires significant PY support. A 20% reduction in PY's means this cannot take place.

Moreover, none of the attendant economies will ensue. The repetitive clerical tasks, which automation traditionally eliminates, will still have to be done, BUT with fewer staff. This can be called the worst-of-both-worlds scenario.

- 4) Different approaches have been used in the East and West coasts. Science libraries were not affected in Pacific but were heavily cut in Scotia-Fundy. These cuts in Scotia-Fundy might have appeared more logical if all staff, or at least all scientists, were consolidated at one site. But this is not the case, and services must still be provided at 3 separate locations. Thus economics of scale are forfeited. An organizational integration is tidy in theory, but in fact the same three libraries are to continue. Nothing has changed except that library PY's are reduced. This is of serious concern when related to the fact that Scotia-Fundy is our largest scientific organization and has major ties into marine sciences and the fishing and marine industries in Atlantic Canada.

In addition, there will be extra work entailed at these reduced sites in collection adjustments to reflect the relocation of scientific programs. This is usually a very labour-intensive effort. A final but highly important concern is that the excellent marine science collection at BIO, which the Institute has strongly supported for years, may not be maintained.

- 5) More information on plans for the west coast libraries would be useful. All that was stated was that there would be a "consolidation of mainland libraries". What now remains is the .5 PY at the West Vancouver site. Surely it is not intended that this .5 PY can assume all duties of the 2 PY's cut from 1090 West Pender? Furthermore, have plans been made to provide any library services to remaining staff at 1090 West Pender, to branches at Prince Rupert and New Westminster, and to hatcheries staff the length of the B.C. mainland? The statistics of this library are comparable to other IFO libraries and indicate a need for this service.

- 6) FWI library in Winnipeg has lost 1 PY at a time when this library is assuming additional duties for DFO staff at CCIW, Crillia, Sault Ste. Marie and other areas in Ontario and the North.
- 7) The Department publicly promised (letter K.C.C. Stein to the Canadian Library Association) that libraries would not be cut in DFO without "thorough, informed and unbiased assessment". No such study was made, to my knowledge.
- 8) Comparison with other government libraries bears repeating. Note the following figures on library services from the 1984 A-Base review.

Department	Library PYs	Sci/Professional PYs in 1982-83	Ratio
National Research Council	214	1,182	1:5.5
Agriculture	90	1,040	1:11.5
Environment	76	1,523	1:20.0
Health and Welfare	45	713	1:15.8
Energy, Mines and Resources	77	1,065	1:13.5
DFO	39.5	960	1:24.3

For more up-to-date statistics, a comparison was done with Agriculture Canada libraries, as follows: (note that scientific and technical PY's, rather than scientific/professional PY's, are used, to correspond with Agriculture Canada's data)

1984-85

Agriculture Canada	1 library PY per 30	scientific/ technical PY's
DFO	1 library PY per 42.8	

(Figures obtained from Federal Science Expenditures and Personnel, 1984-85)

1987-88

(if scientific/technical population remains constant)

DFO	1 library PY per 51.9	scientific/ technical PY's
-----	-----------------------	-------------------------------

Other figures are available on budgets, and can be discussed at a later date.

9) DFO libraries also perform extra tasks such as scientific editing and publishing (which consumes 2.3 PY's) and the Access to Information and Privacy program. The closing of the 1090 West Pender library will leave these functions undone, unless other arrangements are made.

10) The cuts in total are small (8 PY's) but the cumulative effect on library service in the Department is devastating.

In view of the above, may I suggest reconsideration of these cuts, a postponement for a two-year period, or a phasing-in of the cuts. A grace period will allow us to:

- implement automation in DFO libraries and reap attendant benefits
- determine whether demand from clients decreases
- review our operations to determine what functions might reasonably be contracted out.

It should be noted that contracting out is not a viable option for those library functions requiring in-depth knowledge of the Department's programs. Furthermore, additional funds would be required since the libraries' budgets have, for the most part, remained static for years, at the same time as increases in journal prices (12% a year) are eroding purchasing power.

DFO libraries have long been involved successfully with Departmental activities. A few recent examples include background work for the Gulf of Maine case, the Kirby, Pearse and Malouf Commissions. Libraries provide first class service to all clients of the Department, whether fishermen, industry, universities, businessmen, budding aquaculturists, other governments and institutions around the world and indeed have received numerous testimonials to this effect.

I am proud of this interdependent relationship and am only concerned that any cuts be made in such a manner as not to seriously diminish the long-term ability of the Department to accomplish its mission.

Ciineas S. Boyle  
Director  
LIBRARY SERVICES

November 1986

**APPENDIX X**

**WAVES BROCHURE**