

# Toronto Reference Library Capital Renovation

BUILDING COMMUNITY FOR A STRONGER, PROSPEROUS TOMORROW



Business Case for the Government of Ontario

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## Executive Summary

Since opening its doors in 1977, the Toronto Reference Library (TRL) has seen over 33 million Ontarians cross its threshold in search of inspiration, knowledge, ideas and wisdom.

Every year, more than a million visitors — children, students, scholars, writers, artists, new Canadians, seniors — pass through its doors. They rely on the library to help them create art, write books, complete school assignments, conduct research, improve their skills, email their grandchildren, restore family photographs, create resumes and start new businesses.

As Canada's only public reference library, TRL is Ontario's pre-eminent public library, the 400,000 square foot facility is not only the largest public library in country, but it also has the biggest and most significant collection of books, microfilm, magazines and digital records of any public library in Canada.

The Toronto Reference Library's programs and services are direct supports to the provincial government achieving many of its key priorities: helping people to find jobs, keeping Ontario prosperous, fostering success for students and youth, increasing self-learning opportunities and building strong communities.

Today TRL supports provincial priorities by:

- creating jobs and prosperity through the provision of extensive collections that focus on new business developments, markets, careers and technology
- supporting the success of students and youth by offering expert librarians who can teach and lead users through the extensive web of information that is available both in print and electronically
- helping newcomers and internationally trained professionals find current information on job markets, accreditation programs and language training.

The Toronto Reference Library's success in supporting Ontario's priorities is indicated by the numbers of people who use the library as a constant source of information and learning. In 2006:

- business librarians answered over 65,000 questions on topics that ranged from starting an import business to finding the best research tools to help with investments. Helping entrepreneurs, newcomers, researchers and business people get the information they need helps to keep Ontario prosperous
- the Languages department fielded nearly 90,000 inquiries from both new and long time Canadians about the services and audiovisual resources that are available in the 40 station language learning centre. Making sure that people can improve their English skills helps new Canadians



- overcome barriers to successful employment
- secondary school students, undergraduates, graduate students and other researchers directed approximately 165,000 questions to librarians working in TRL's Main Reference department. Making sure that students can find the right information in one convenient location helps young people to be successful at school.



The library supports a wide range of key provincial government services. For instance, TRL provides widespread access to the ServiceOntario Internet gateway. With over 210 Internet accessible computers, citizens needing to complete an application for a birth certificate, register newborns, or book an appointment for a driving test can do so at the library. Moreover, there are librarians available to help people negotiate these websites and to teach them how to use the Internet to become better and more skilled at finding the right information.

By offering these services and information resources, the Toronto Reference Library plays an important role in building communities. It is a hub for literacy, it provides opportunities for life-long learning, it is a forum for citizen engagement and it provides information resources that are vital for students, business people and knowledge workers.

While the Toronto Reference Library is committed to supporting Ontario's priorities, dramatic changes have occurred in the past 30 years requiring the library to develop new information tools, techniques and facilities. New people, technology, skills and types of information have emerged and are flourishing. These changes are driving our economic, social and creative environments and are making large demands on residents of Toronto and Ontario.

Libraries can no longer simply provide people with books and magazines. New communications technology, better study and reference facilities, up-to-date digital information equipment, modern facility infrastructure larger and improved program space are all required now to ensure that the Toronto Reference Library can continue to provide citizens with the knowledge, tools and resources they need to be competitive in the global economy. In order to remain effective, TRL must transform itself into a place that is more interactive and user-friendly and the library's staff must be capable of intuiting peoples' information needs. The goal is to create flexible and multivalent spaces so that the library can better serve its users.

In order for the Toronto Reference Library to continue to help Ontarians learn, grow and be successful in this new information age, the Toronto Public Library (TPL) is expanding and revitalizing the Toronto Reference Library. TRL will be completely transformed, from the main entrance through to all public service departments. It will be a new library offering key benefits for users, the province and the City of Toronto. These benefits





will include:

- keeping Ontario prosperous by providing greater opportunities for more people to learn and develop new skills
- making it easier for students, newcomers and entrepreneurs to learn about new trends in technology, the economy and the job market
- providing better and more up-to-date self learning technology so that people can adapt and become better able to prosper in the new knowledge economy
- creating spaces for more public events — cultural, community and literary programs, lectures and discussions on contemporary and social issues — that provide opportunities for citizen engagement in the community and that facilitate individuals and groups in their experience of the rich intellectual, artistic and literary milieu of the City

The Toronto Reference Library has a long history of providing citizens with the opportunity to learn, grow and prosper. As a free and accessible institution it serves as the informal university of the people by helping to develop new skills through self learning and development. By providing people with the tools, resources and expertise to engage more fully in the social, political and economic environment, TRL has supported the government of Ontario in achieving key priorities.

The goal of the Toronto Reference Library capital renovation project is to reaffirm support for all of these priorities by realigning existing collections and services; by creating new programmatic elements that enhance self learning and exploration; and by developing new spaces that offer opportunities for discussion and engagement that help determine the social and intellectual fabric of our society.

The Toronto Reference Library building project will see dramatic physical and service enhancements to all areas of the library. Proposed changes include many benefits:

- better access to current electronic information technology, resources and tools that support individual and group learning so students, artists, writers, taxicab drivers and waiters can be encouraged to prepare for and contribute to the dynamic changes in our economy
- navigating first hand the developments that are shaping the world through more access to computers and visual display technology
- easier and faster access to TRL's rich collections and resources by creating a larger entrance and lobby that is equipped with state-of-the-art display and way finding devices
- greater and more effective access to English as a Second Language and other language learning tools through the addition of a new audio visual language learning lab
- the ability to conduct research and remain connected throughout the library by accessing a wireless Internet network
- more effective access to relevant knowledge and resources via expanded

and enhanced information technology subject-based centres of excellence that offer librarian expertise along with rich, varied and in-depth collections so that people can get accurate and appropriate information and advice

- the opportunity to engage in contemporary issues and events by providing better and larger event spaces
- a new showcase for TRL's rare and valuable special collections that will bring our cultural, intellectual, and artistic heritage to light in ways that no one has seen before.



In short, the Toronto Reference Library will become a beacon of learning for Ontarians and will help to ensure that the province remains prosperous, that its students are successful and that its citizens are engaged in this exciting 21<sup>st</sup> century.

The TRL building project began on the lower level of the library in 2000 with the addition of the Toronto Star Newspaper Room, a facility dedicated to providing current and back issues of national and international newspapers. The renovations continued on the main floor with the creation of the Information Commons, a computer hub containing 124 high speed Internet accessible workstations, two new computer learning centres with forty high speed Internet accessible workstations, additional individual and group study rooms, an expanded adaptive technology centre, a performance stage and a leisure reading collection and lounge called the Browser. The project also began to address the state of good repair backlog. To date the library has spent \$7.3 million on the first phase of the renovations. Current cost studies indicate that the remaining project elements will cost an additional \$30 million and take 15 years to complete at the current rate of capital funding. The residents of Ontario and Toronto can not wait that long. Without support from the province, TRL risks losing its ability to deliver a modern and effective library service that will meet user needs.

While the cost to renew and expand Ontario's pre-eminent and flagship library will be a significant investment, it is an investment not unlike that made by many other governments in North America and around the world. From Singapore to Seattle, governments are building or rebuilding their central libraries because they know that these institutions build healthy communities, economies and societies.

The renewal of TRL is vitally important for Ontario. Because the Toronto Reference Library is a key support for the government in achieving its priorities and, as such, serves both the province and the city, the Toronto Public Library is asking the province to become a partner with the city of Toronto and the private sector by contributing \$10 million to the project. With partnership funding of \$10 million each from the province, the city of Toronto and the private sector the Toronto Reference Library will become a new institution of self learning and inspiration. The people of Ontario will have a library that is a true community builder and people's university.





*"Libraries are not just about books. As the cornerstones of our communities, our libraries constantly think of new ways to serve Ontarians and improve our quality of life."*

—Jennifer Mossop, Parliamentary Assistant to the Minister of Culture 2005



Reference Library, Church and Adelaide St. Circa 1900

*"The Metropolitan Toronto Library, in which design in detail is ... geared to the function of the whole human being, attains to the level of humanistic architecture, a rare phenomenon in public building."*

—J. Vastokas, *artscanada*, February/March 1978

## 1. The Toronto Reference Library — Library Service in Ontario

For over 120 years the Toronto Public Library and the province of Ontario have brought to life the fundamental values of a free and democratic society. A cornerstone of these values is free and equitable access to information. Through the Public Libraries Act, the government of Ontario has encouraged and supported the development of a vital public library service of which it can be proud. That communities large or small, rural or urban enjoy the benefits of a well-developed, progressive and modern library service is in large part due to the legislative and ministerial support that the provincial government has provided. Today, public libraries are vital community builders. They knit the social fabric of our communities by encouraging learning and development within an atmosphere that is tolerant and inclusive. Libraries continue to be vitally important to Ontario communities because they provide access to key information and technology that is central to building a knowledge economy and maintaining Ontario's prosperity.

The Toronto Public Library has been a leader in the development of public library service in Ontario since the 1880s and the library's rich tradition and growth echoes that of the city and the province. Toronto's first central library, the Public Reference Library, was built in 1909 at the corner of College and St. George Streets. Even then, the Reference Library was unique in the province and was always among the vanguard in developing resources and innovative services:

- recognizing that the support of influential citizens would be crucial to the acquisition of significant works of Canadian culture led to donations such as the 4,400 paintings, engravings and prints from John Ross Robertson
- responding to the need for more accessible library service by opening on Sundays as early as 1928
- enhancing research and scholarship in Canada by publishing landmark Canadian bibliographies that were based on its collections, such as the *Bibliography of Canadiana* published in 1934
- building subject specialized departmental collections matched with staff expertise to better meet the needs of users and acquiring significant collections in languages other than English as Toronto's demographics changed through immigration.

These and other service developments contributed to the library's high usage and, as early as the 1960s, it was clear that TRL, its collections and its users were fast outgrowing its building. By 1970, the need for a new central library that could accommodate users and collections and continue to deliver modern and meaningful service was critical and urgent. In 1971, the Metropolitan Toronto Library Board contracted architect Raymond Moriyama to design and build a new central reference library. The result



was the Toronto Reference Library, a stunning cultural and educational institution that has been called by *Canadian Architect* magazine "...one of this country's most important 20<sup>th</sup> century buildings."

The building, its collections, services and staff expertise have resonated with users. Since opening its doors in 1977, the Reference Library has seen over 33 million Ontarians cross its threshold in search of inspiration, knowledge, ideas and wisdom. During its years of operation, TRL has contributed to the cultural, economic and social well-being of the city and province in countless ways. Each year for example, Toronto Reference librarians:

- train thousands of high school students in the art of finding and evaluating information
- help newcomers to Canada and Ontario make connections with potential employers and find jobs
- provide the people of Ontario — no matter where they live in the province — with valuable information about their health
- build knowledge through the creation and aggregation of digital information using original pictures, manuscripts, maps and countless documents from the TRL collections now available 24/7 on the Virtual Reference Library for use by all Ontarians.

After 30 years there is again a critical and urgent need to transform TRL to ensure a modern and inspiring library with new or expanded services is available to meet the needs of 21<sup>st</sup> century users, including:

- scholars that are seeking information and creating new resources about Canada's past
- internationally trained professionals and trades people who are using the library to develop skills necessary to adapt to Canada's job market
- newcomers who need more resources and up-to-date technology to support enhanced language skills, but who also want to retain contact with homeland and family through digital information and Internet connectivity
- students who increasingly require quiet study space and well as interactive group work areas.

All of these groups and more require new physical and information environments that are flexible and multivalent and that can integrate current electronic and computer based information tools and technology with existing print collections to create a milieu that supports and encourages self learning and self expression.

## **2. The Toronto Reference Library — Supporting Ontario's Key Priorities**

The Toronto Reference Library's programs and services directly support the achievement of key provincial government priorities. Fostering success for students and youth, helping people to find jobs, keeping Ontario





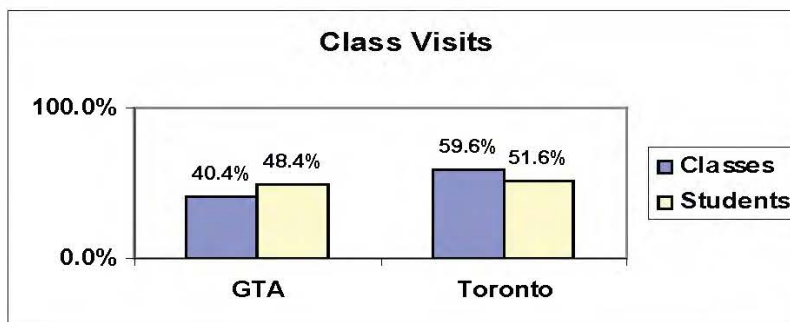
prosperous, increasing self-learning opportunities and building strong communities are key goals for both the province and the library. Outlined below are some of the ways that TRL serves to advance these objectives.

## 2.1. Success for Students and Youth

The Toronto Reference Library has a long history of helping students achieve educational success. Every year tens of thousands of students visit TRL individually, in small work groups or in organized class visits. Drawn by TRL's extensive and unique collection of books and periodicals, students are taught by librarians who have subject expertise and can provide important guidance in doing research. Because independent research and learning projects are key elements of classroom work, the librarian plays an important role in providing students with the skills and knowledge to conduct research, evaluate sources, craft reasoned judgements and compose sound arguments. The important role that the Toronto Reference Library plays in support of student success is demonstrated by the number of students who use the library on a daily basis. User surveys indicate that approximately 40 to 45 percent of the library's users are students. On an annual basis, approximately 500,000 students use TRL to foster their educational success.



Teaching information literacy skills to students



The value that the Reference library has for educators is apparent in the large number of organized class visits that TRL hosts. Between 2002 and 2005, some 300 secondary school classes visited TRL for formal library instruction. Furthermore, the reach of TRL extends well beyond the borders of the city. As the chart indicates nearly half of the classes that arrange for research excursions to the Reference Library are from outside Toronto. By organizing these research excursions teachers across the province acknowledge that the Toronto Reference Library is a vital and important resource for students.

The Reference library is also a choice destination for young people who are no longer in school or who are in search of work. It provides specific career support materials that are geared to youth and also research workshops that focus on career paths aimed at young people. Moreover, many of the programs that are offered to newcomers attract significant youth participation. Youth are attracted to the library's extensive collections,



particularly its large collection of English as a Second Language material.

The plans for the redevelopment and expansion of the Toronto Reference Library include many improvements that will benefit students:

- the introduction of new quiet individual study spaces will be introduced that will be close to collections and librarians
- the reconfiguration of collections to better reflect the needs of today's users
- the installation of additional computers that are equipped to access informational resources, the Internet, research tools and software applications will be available to allow for one stop report preparation
- the availability of wireless technology to enable students to access PDAs while browsing shelves or investigating print resources.

These new design features will make TRL more user friendly and accessible to students of all ages. It will make them more effective learners and encourage educational success.

## 2.2. Jobs and Prosperity

The Toronto Reference Library develops and delivers a wide range of learning resources to individuals so that they can become fully engaged in the 21st century economy. Developments in information technology and communications have a greater impact on the economy than ever before. To be successful in this environment, it is vitally important for people to develop information literacy skills. Statistics Canada reports that Ontario, particularly in urban areas, has the largest and fastest growing segments of the knowledge based economy<sup>1</sup>. Only by increasing people's skills in this information based sector will Ontario remain globally competitive. Whether it is free access to high speed Internet computers, free workshops for small business people, electronic information resources such as small business and entrepreneurial web based portals, or the vast collection of print based sources, the Toronto Reference Library delivers a wide range of services to Ontarians that help them engage in the new economy.

As the 2005 Speech from the Throne acknowledges, half of Ontario's jobs are provided by small and medium sized businesses. In order for these enterprises to thrive they need to create a culture of innovation and require an array of informational resources and learning tools. The library has a department that is exclusively dedicated to business information resources. This department invests nearly \$200,000 annually in new business materials that help small and medium sized business people learn, develop and succeed. Furthermore, expertly trained librarians can help people find relevant information and show them how to use it. Because small business cannot afford to develop extensive business related libraries, they rely on TRL and its staff for expert knowledge and resources.



*"The knowledge economy has arrived driven by the capacity of new technologies to share information and knowledge at the speed of light. The ability to use these new technologies is now a key competitive advantage for individuals and organizations in a truly global market place."*

—Roadmap for Learning in a 21<sup>st</sup> Century Knowledge Economy, March 2000

*"To fully develop our economic advantage Ontario must be first in the innovation race."*

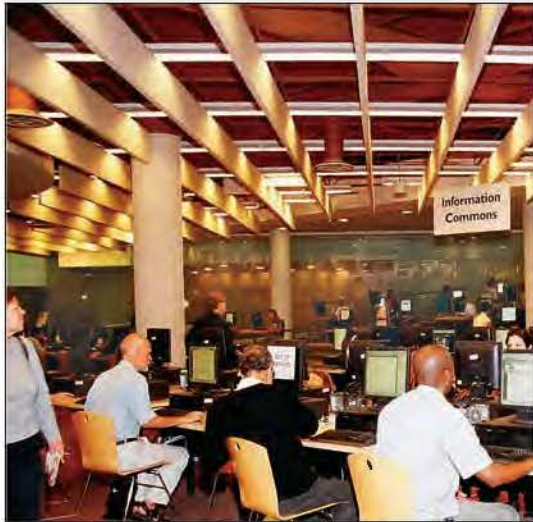
—Speech from the Throne, Oct. 2005

<sup>1</sup> D. Beckstead and T. Vinodrai, *Dimensions of Occupational Changes in Canada's Knowledge Economy*, (Ottawa: Statistics Canada, 2003).





The expansion and revitalization of TRL will increase the library's ability to deliver more programs and services that support Ontario's prosperity. There will be additional spaces to teach people about the electronic and print resources that are available; there will be more computers for students and business people to use for research and writing; there will be new spaces for programs that focus on developing business skills; and there will be more support for job seekers who are researching the labour market or are preparing resumes.



Information Commons, Toronto Reference Library

Business people will also have access to vital government sources of information and services through an expanded network of Internet accessible computers. Through the ServiceOntario Internet gateway people will be able to access vital government information on e-business, import/export, marketing, financing and many more topics. In addition, expert business librarians will be available to assist entrepreneurs in finding relevant business information or to help them to negotiate the complex web of government and industry related support materials that are available. The library's new subject specialized centres will make it easier, more effective and quicker for business people to find the right information. Furthermore, the library's computers will provide access to the government's on-line forms and registration services. Here they will be able to apply for new business registration, process incorporation applications and complete various taxation forms. These new enhancements will make the Reference Library a one-stop shopping centre for business information and services. It will keep Ontario prosperous by making business more efficient and productive.

*"If I had to recommend only one site to job seekers it would be the careerbookmarks site which is managed by the Toronto Reference Library. It has everything a job seeker needs."*

—Tiffany Bliley, Manager,  
Job Finding Club Bickford Centre.  
*Toronto Star*, Nov 1, 2003

### 2.3. Newcomers

The government acknowledges that a key aspect of creating a prosperous economy is helping newcomers and internationally trained professionals and trades people (ITPT) find employment commensurate with their education and experience. Providing English language skills training is another key priority. With over half of the province's newcomers settling in the GTA, it is particularly important that Toronto provide new Canadians with assistance integrating into the community. TRL provides assistance overcoming: language and other systemic barriers; significant gaps in knowledge about industry, labour markets and the regulatory bodies that govern the accreditation process; and lack of knowledge about Canadian workplace culture. This is why the Toronto Reference Library has developed a range of services for newcomers and ITPTs, including:

- creating a Newcomer Information Service to help new Canadians connect with vital information and resources. This free full-time service is funded by Citizenship and Immigration Canada and includes professionally trained staff to assist newcomers with various settlement related issues
- a 40 station audio visual language learning lab that newcomers can use for free. This centre has thousands of ESL audio visual support materials that newcomers can use in the library or take home for study



- a vast selection of career and accreditation information. The Toronto Reference Library has invested heavily in books and informational resources to help newcomers bridge the gap between their learning and experience and the demands of employers and professional organizations in Ontario
- regularly offered workshops and seminars on how newcomers can better acquaint themselves with Canadian workplace culture, overcome institutional barriers to employment and become skilled in employment seeking strategies.

Renovation project designs include significant service enhancements that will allow more newcomers and ITPTs to learn job seeking, accreditation and language skills more readily. There will be new subject specialized centres of excellence that allow new Canadians to connect with expert staff. There will be new and more flexible computers that will allow for more integrated job searching and there will be state of the art language learning tools and equipment.

### 3. Ontario's Provincial Library

In many ways, both direct and indirect, the Toronto Reference Library is Ontario's de facto Provincial Public Library. While provinces such as Nova Scotia, Quebec and Saskatchewan have Provincial Public Libraries, Ontario does not. Because of its long history, size, rich and retrospective collections, staff expertise, specialized resources and leadership capability, the government has come to rely significantly on the Toronto Public Library and, more specifically, the Toronto Reference Library to fulfill a province wide mandate typical of provincial counterparts. Indeed, the Ontario provincial government acknowledges through legislation the key role that TPL plays throughout the province by its designation in the Ontario Public Library Act as a "special library service board." While this designation is assigned to the TPL Board as a whole, most of the provincial wide services that are provided to Ontario are based at the Toronto Reference Library. Currently, the government of Ontario provides TPL with an annual \$1.4 million conditional grant to support some of the digital services TPL provides across the province through its Virtual Reference Library. However, TPL's services to Ontario public libraries extend well beyond the Virtual Reference Library. They include:

- **Collections:** The most extensive and unique collection of books, periodicals, manuscripts, pictures, and artifacts of any public library in the province or the country. These valuable collections are a vital historical and cultural record that serves as the basis for much scholarly research and writing. The role that the library plays in preserving, promoting and disseminating documents and information about Canada and Ontario's past can not be overstated.
- **The Virtual Reference Library:** By harnessing TPL's technology infrastructure, staff expertise and rich collections, the VRL creates valuable web based information resources that are available to any resident



*"Our libraries are vital community hubs for literacy, learning and cultural engagement. ... They provide free information, programs and services that promote literacy, encourage the success of our students, contribute to economic prosperity and improve our quality of life."*

—Ministry of Culture. Results Based Plan  
2006/2007



*"Here is the last of the 4 excellent WebQuests published by Toronto Public Library ... Like the other three WebQuests that I've discussed, this one is an excellent site for online, inquiry-based, student learning. ... definitely worth five stars!"*

—Rob De Lorenzo, Academic ICT Resource Teacher. Web review of Ontario History Quest

*"We know Ontarians want to make the healthy choices and will — when they are provided the appropriate information on how to do so."*

—Jim Watson, Minister Health Promotion, June 2006

of Ontario. It is subject based, easily accessible and provides relevant and accurate Canadian content for Ontario residents directly to home, work and school computers as well as through their local public libraries.

- **Subject Specific Web Based Portals and Learning Sites:** The Toronto Reference Library is the leader in the development of subject specialized web based portals such as Ontario History Quest. This portal is a leading source of history information for Ontario students and teachers in schools across the province. It is curriculum driven and not only offers teachers classroom ready content for elementary and secondary schools, but it also provides students with access to the original diaries, maps, speeches and pamphlets that bring our history to life in interesting and memorable ways.
- **Digital Collections:** TRL plays a lead role in digitizing Ontario's history and making it available on the Internet. Digital collections that include historical directories, books, pictures, post cards, maps and virtual exhibits provide an opportunity for all Ontarians to experience the province's history first-hand.
- **Consumer Health Information Service:** Helps the province to improve health care. By providing health information to Ontarians so that they can make informed personal health care decisions, CHIS strengthens the community health network. This province wide service is offered in person, through a toll free telephone service, via email and through electronic databases.
- **Information Services:** Virtual Reference Desk and email reference service expands the library's reach outside its geographic borders. Anyone who needs help finding electronic or print information can either email a question or dialogue with a librarian through an instant messaging service.
- **Inter-Library Loan:** TPL shares its rich collections of books, articles, and music scores with other libraries across the province. It is responsible for supplying more material to public libraries in Ontario than any other library in the province.
- **Leadership and Training:** Plays a major leadership role in the development of new information and services for public libraries across the province. TRL develops new programs that are used as models for other public libraries in Ontario. TRL librarians train librarians on key resources and services that are available province wide. This outreach training covers such topics as searching web based portals developed by TRL librarians, how to use the Virtual Reference Library and health information resources available through the Consumer Health Information Service. Using the only public library conservation laboratory for the preservation of material in the province and a highly sophisticated digitization capability, TRL staff also provide advice and service to the public library community in these specialized areas.



### 3.1. Provincial Support for Public Libraries

The Ontario government through the Ministry of Culture and its Programs and Services Branch and its agencies continues to express strong support for public libraries through legislation and annual operating and special grant programs.



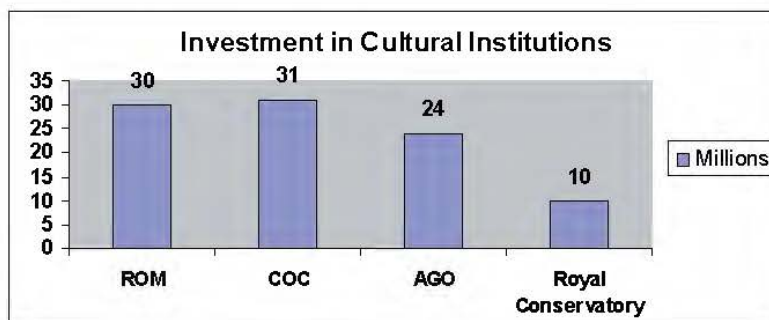
In 2006/07 the government will further invest \$15 million in library initiatives across the province. In addition, the Ministry initiated a full scale review of government support to the public library sector. While the final report is not available, initial findings indicate that:

- libraries are true public spaces, central to the communities they serve
- libraries are centres of cultural engagement
- libraries are catalysts for urban renewal and an asset in a knowledge based economy.

By supporting public libraries the Ontario government is supporting community development, urban renewal and helping to keep Ontario prosperous. The Toronto Reference Library is a vital part of the province's support to public libraries. By investing in its renewal, the government will be supporting its own vision for public library service throughout the province.

## 4. Ontario's Cultural Renaissance

The government of Ontario recognizes that culturally rich industries both thrive on and drive economic prosperity. The Ministry of Culture is investing \$85 million in various building and renewal projects throughout Ontario and the ReNew Ontario program is investing millions in cultural institutions across the province<sup>2</sup>



The chart<sup>3</sup> details some of the government's capital investment through ReNew Ontario in major cultural institutions in recognition that cultural infrastructure renewal is necessary if these institutions are to thrive and contribute to the economy. Public libraries are also important cultural



Honourable James Bartleman, Lieutenant Governor of Ontario, speaking at the Toronto Reference Library

<sup>2</sup> Ministry of Culture, *Ministry of Culture, Results Based Plan 2006/07*, Published Results Based Plan 2006/05, Annual Report 2004/05 (Ontario: Queens Park, 2006)

<sup>3</sup> *Backgrounder: Canada-Ontario Infrastructure Program Investment in Greater Toronto Area Cultural Infrastructure*. (Ontario: Queens Park, July 2002)



and economic assets and this is especially true of large urban libraries like TRL. Not only does the library attract large numbers of people from the surrounding region to the centre of the city, it fosters the creative spirit by offering resources and an environment that supports and helps develop artistic enterprise. However, to date libraries have not benefited from the government's investment in cultural institutions.



Poster for the Opera Atelier program at the Toronto Reference Library

The Toronto Reference Library is not only a major provincial cultural institution in its own right; it is also a key support and resource for all of the cultural institutions in Toronto. For example, Opera Atelier, the now world famous baroque company, was unofficially “headquartered” at TRL during its fledgling years, using the library’s collections, services and staff expertise to great benefit. The artistic director, Marshall Pynkoski, acknowledges that he even used the pay telephone number in the library’s lobby as his business telephone number. Many performing arts institutions continue to use TRL collections as inspiration for their art and often see the library as the ideal location to house and preserve their work. Michael Levine, for example, was pleased to have his original stage and costume designs for the recent Canadian Opera Company’s landmark Ring Cycle preserved in the library’s collection. TRL often loans items from its Special Collections to augment exhibitions at other leading cultural institutions — Audubon Birds of America prints to the Royal Ontario Museum for example. By investing in the Toronto Reference Library, the government of Ontario will both support their earlier investment in these cultural institutions and demonstrate support for the province’s flagship public library.

Plans for the redevelopment of TRL will sustain and enhance its role as a major cultural institution in Ontario. The new redesigned façade and entrance will be bold and striking, containing new and large-scale display technologies that will attract visitors from across the province and beyond. The new design will both reinvigorate current subject floors and accentuate the building’s original, creative design. The redesigned ground floor spaces will contain a range of new features, services and technology that will attract the community to the library and continue to make it a destination location.

It is appropriate and important that the government of Ontario provide capital support for the Toronto Reference Library, just as it is for a whole range of cultural institutions in the province. Like the Art Gallery of Ontario or the Royal Ontario Museum, the Toronto Reference Library is a cultural icon that deserves support for its capital redevelopment.



## 5. Central Libraries and the International Context

The expansion and renewal of large central libraries like TRL is by no means a local phenomenon and should be examined in the context of similar developments in other cities and jurisdictions. It is clear from the number, scope and success of new central library building projects that governments around the world are investing heavily in developing modern, attractive and contemporary central library buildings. Since 1995, cities such as Montreal, Singapore, Seattle, Salt Lake, Minneapolis, Hong Kong, Brisbane, Amsterdam and Winnipeg have all built or rebuilt their central branches. The investment in these libraries is staggering: since 1995 these various governments contributed over \$1.18 billion to central library building projects. And this is not the end. Berlin, Copenhagen, Stockholm, Halifax and Calgary, among others, all have plans for new central libraries. (See Appendix 11.6 for additional information about these Central Library projects.)

The fact that all these cities are investing in their central libraries is not a coincidence. These governments all recognize that the value of a modern and up-to-date central library far outweighs the initial investment. Documentation showing that public libraries deliver excellent return on investment is extensive; studies conducted in Florida, Seattle and the United Kingdom all suggest that public libraries add significant economic value to their communities.<sup>4</sup> These libraries create prosperity, foster self learning, contribute to creative city building, attract knowledge industry and workers and sustain the intellectual, cultural and social well-being of the communities they serve.

These findings are also supported by the Urban Institute's report for the Urban Libraries Council entitled *Making Cities Stronger: Public Library Contributions to Local Economic Development*. The study details how public libraries build the community's capacity for economic activity and support employment growth by providing a range of programs and services. The study's key findings include:

- library employment and career resources prepare workers for job readiness by providing computer instruction and information technology training
- library resources for small business help to reduce barriers to entering the market and create new businesses
- downtown public library buildings contribute to the safety, stability and quality of life in urban communities.

<sup>4</sup> Berk & Associates, *The Seattle Public Library Central Library: Economic Benefits Assessment*, (Seattle: Berk & Associates, July 2005)

Morris, Ann; Hawkins, et al, *Economic Value of Public Libraries*, (London: Council of Museums, Archives and Libraries, Nov 2000)

Griffiths, Jose Marie et al, *Taxpayer Return on Investment in Florida Public Libraries*, (Florida: State Libraries and Archives, Sept 2004)



*"The future belongs to countries whose people make the most productive use of information, knowledge and technology. These are the key factors for economic success, not natural resources."*

—Gho Chok Tong, Prime Minister,  
Singapore 1993



Seattle Public Library





*"While the specific economic impact of the new downtown library will vary ... new central libraries are now attracting visitors to downtown areas in a manner reminiscent of the heyday of the downtown department store."*

—Urban Institute



"Surfing Seniors" learn about the Internet in the Learning centre at the Toronto Reference Library

The study's main conclusion is that public libraries contribute to the development of not only the new, but the "next" economies. The role they play in developing people's technology skills, supporting small and independent business activity and creating places that are more vibrant and liveable make them powerful tools for building strong and resilient economies.<sup>5</sup>

The Toronto Reference Library capital building project will make the same economic, social and cultural contributions to the Ontario landscape. The planned revitalisation will:

- enhance awareness of and access to unique culturally and historically significant material for the advantage of users
- preserve fragile and irreplaceable collections for posterity and the use of future Ontarians
- provide more computers and applications to enhance information literacy for economic, educational and business achievement
- provide environments that are more conducive to self learning, especially in areas that allow people to utilize new technology and information tools
- offer more opportunities and programs to help people develop skills necessary to function and remain competitive in the knowledge economy
- use new and emerging communications technology to extend the library's reach beyond its walls and city
- provide additional venues to host significant free cultural events, current affairs lectures, readings and performances that contribute to individual growth and development and social engagement
- strengthen the urban fabric by becoming a gathering place for Toronto's diverse population: a place to relax and enjoy, browse and borrow, learn and study.

Through the utilization of cutting edge technology and design, the library will be a true 21<sup>st</sup> century leader.

<sup>5</sup> Urban Institute, *Making Cities Stronger: Public Library Contributions to Local Economic Development*, (Evanston: Urban Libraries Council 2007)



The gable end design



## 6. A New Library for a New Century

The Toronto Reference Library and its forerunners have a long and storied history as Canada's first and only public reference library. In its current location at Bloor and Yonge in the heart of Toronto, TRL has for thirty years played a central role in the cultural, intellectual and economic life of Ontario. Every year, more than a million visitors — children, students, scholars, writers, artists, new Canadians, seniors — pass through its doors. They rely on the library to help them create art, write books, complete school assignments, conduct research, improve their skills, email their grandchildren, restore family photographs, create resumes and start new businesses. They flock to its author readings, performances, debates and appearances by great minds and leading cultural figures.

While the Toronto Reference Library continues to make vital contributions to the lives of Ontario residents by providing users with the resources and services they need, staying at the forefront of research excellence is a growing challenge. A revolution has swept through the libraries of the world, challenging traditional modes of information access, renewing interest in learning through spoken word presentations and kindling a desire for more public space. Library facilities today must be more technologically advanced, more interactive and more dynamic than ever before.

To meet these challenges, TPL is committed to sweeping changes at the Toronto Reference Library. A comprehensive capital building program for the first major expansion and renewal since the building opened in 1977 will provide spectacular new spaces for the public exchange of ideas, make learning easier and more interactive and bring hidden collection treasures into the light. Together, these changes will place TRL at the forefront of the search for knowledge, learning and inspiration in the 21<sup>st</sup> century for the benefit of all Ontarians.

In the same way that the Toronto Reference Library is a unique library, its renewal is a unique library capital project in every sense: scope, scale, cost and impact. It is the largest public library project of its kind in Canada: over 400,000 square feet, six storeys tall, with 82 kilometres of shelving housing 4.5 million items. Because much of its collection is not available anywhere else, service continuity is a requirement of the project — one that necessitates a phased implementation. Much has already been achieved in the early phases which focused on transforming the main floor into the electronic heart of the library and began to address the essential infrastructure state of good repair backlog. This has been achieved through a \$7.3 million expenditure to date, largely funded by annual capital funding contributions from the city of Toronto. (See Appendix 11.4 for more detail)



*"A case could be made that the Toronto Reference Library... containing what it contains and functioning as it does, represents the beating heart of literate Toronto."*

—Ken McGoogan, Author



Opening "rush hour" at the Toronto Reference Library



Toronto Reference Library interior





Current cost estimates indicate that it will require \$30 million to complete the project. It is apparent that capital funding of this magnitude cannot be provided by the city of Toronto alone if the project is to be completed in less than 15 years; however, the Toronto Reference Library and its users can not wait that long. Without a significant and timely investment, there is a very real risk that the library will no longer be able to deliver a modern and effective library service to both Torontonians and Ontarians. New communications technology, better study and reference facilities, up-to-date digital information equipment, modern facility infrastructure, larger and improved program space are all required now to ensure that the Toronto Reference Library can continue to contribute to the building of a successful 21<sup>st</sup> century community. To achieve this vision, TPL has established a five year plan for completing the project. In order to meet this ambitious but necessary goal, the library will need partners.

### **6.1. Our Request to the Province**

We are seeking the Ontario provincial government's support for this important project through an investment of \$10 million. With an investment at this level, the province will match the city's commitment and help set the stage for a successful \$10 million private sector capital campaign led by the Toronto Public Library Foundation.

Such a commitment will not just allow the library to fund a significant portion of the project; it will leverage additional support from the private sector. The private sector looks to both levels of government in gauging their own possible commitment to a project of this scope and size, with its far-reaching impact. Just as with the major cultural renaissance projects that the Ontario government currently supports, the success of our fundraising efforts will depend upon the leadership demonstrated by the province. The Ontario provincial government currently supports rural and small municipal libraries through the Trillium Fund. Support of the renewal and expansion of the Toronto Reference Library is a showcase opportunity for the Ontario provincial government to demonstrate its commitment to the province's most high profile urban central library and its significant contributions to ensuring the success of students, helping people find jobs and keeping Ontario prosperous.

Together, the city, the Ontario provincial government and private sector will be equal partners in achieving a shared vision of a showcase public reference library that is well-equipped to significantly contribute to building a knowledge economy and furthering Ontario's prosperity. A highly visible and tangible demonstration of provincial support to the Reference Library will also raise the profile and value of library service across the province.

### **6.2. The Building Program**

Moriyama and Teshima Architects, who were the original designers for the landmark Toronto Reference Library building, have created a striking

and bold vision for the library's future that is geared to meet the needs of 21st century users. It will be a library that provides critical information services to the public; one that helps students grow and succeed; one that connects newcomers and job seekers to career strategies; and one that provides resources, tools and leading edge technology that adds to people's knowledge and ensures Ontario's prosperity.

### Reaching Out

The Toronto Reference Library was built long before the widespread use of computers and information technology and the building cannot currently accommodate much of this new technology infrastructure. The building project will provide the opportunity to make necessary upgrades so that the library can provide leading edge technology that is more effectively integrated with traditional informational resources. This will allow librarians to teach people about new information models and searching strategies that will make them smarter and more effective — in business, in school and in the work place. Because the world of information is now digital, it is imperative that TRL provide the newest and most up-to-date information technologies so it can demonstrate how they are beneficial. This is especially true for people who do not have the financial resources to experience this world of new technology at home and are not exposed to it through their work. Providing access to the future of information is a key mission of the library.

As a prelude to entering the library, a large pixelated LCD screen will welcome people who approach along Yonge Street, transforming what is now a solid brick wall into an animated invitation to enter and explore the Toronto Reference Library. A new glass streetscape and entrance will provide users with easier access to the library. The new lobby will have digital display and way finding tools to help people navigate the library more easily. Large scale digital display devices suspended in the atrium will allow the library to inform and communicate more effectively through the use of varied and changing text and images. Upon entering the library, visitors will experience a transformed new ground floor with the walls of the library extending to the sidewalks on Yonge Street.

### Connections and Community Building

Beyond the entrance to the library there will be a series of programmatic interventions in the lobby, on the ground floor and in the atrium. These will inspire people and ask them to experience the library in a new and vital way. This will not be an area of hushed tones or quiet reflection. It will be an active and bustling public piazza. Here library patrons:

- explore an expanded and more visible art gallery
- relax in a bistro style café
- shop in a book and gift shop that features TPL publications, stationary and gifts that incorporate the library's collections and images
- experience the latest breaking news or discover a documentary or film



*Libraries are social institutions. ... they reflect what's going on in our society. People are looking for public interactions just as much as they are looking for information. Libraries today have to be the living room for their community"*

—Professor L. Roy, University of Texas



New entrance design for the Toronto Reference Library





*"Libraries are hubs of our communities and thanks to new technologies they are windows to the world and places to go to feed our appetite for knowledge."*

—Caroline Di Cocco Minister of Culture

- through various digital platforms
- browse library materials in a new expanded leisure and reading area
- discover information and art through major communications media that are suspended in the atrium. These projection devices will have the capacity to deliver programs, promotion, art exhibitions and more
- watch or listen to a recorded play or film
- engage in the electronic world through Internet accessible computers or through their own wireless devices.

In short, this will be Toronto's new living and learning room — where people come to experience, relax, discuss and enjoy.

These new elements are the foreground of the library experience. The area will be relaxed and ingenious, it will be entertaining and fun, but it will also serve a larger purpose. By bringing people together in a space that is new and dynamic — that will attract the young and old, the well off and the not so wealthy, people in suits and people in saris — the library will be helping to build community and strengthen the urban fabric, important aspects of today's public library service. As there are fewer free public spaces where people can enjoy a meaningful activity, the library becomes increasingly significant in its community. By providing people with a space that is interactive, dynamic and interesting, the library is offering the community the opportunity to be together in a welcoming and enjoyable fashion.



Proposed atrium banners and signage

#### **A User Friendly and Interactive Learning Environment**

The Toronto Reference Library plays an important role building communities: it is a hub for literacy, it provides opportunities for life-long learning, it is a forum for citizen engagement and it provides information resources that are vital for students, business people and knowledge workers. However, in the past 30 years dramatic change has occurred: new people, technology, skills and types of information have emerged and are flourishing. These changes are driving our economic, social and creative environments and are making large demands on citizens of Toronto and Ontario. The library, too, must evolve and grow so that it can continue to meet the needs of a changing community. It is no longer adequate to simply provide books and magazines. The library must transform itself into an institution that is more interactive, user-friendly and capable of intuiting people's information needs. The goal must be to create flexible and multivalent spaces so that the library can better serve its users.

It is for these reasons that the new design for the upper floors will reprogram the space so that it can more effectively deliver information services. Collections will be realigned to better reflect users' needs; new subject centres of excellence will be created that are supported by subject specialized librarians; a reconfigured layout of service elements — collections, quiet study, information seeking and electronic research — will consistently position core or primary activities into specific zones. The result will allow



the public to more easily navigate the library's vast collections through improved clarity of collation. Interspersed on each floor will be various programmatic interventions. These purposeful designs will promote contemplation, reflection, creativity, learning and discussion. Some of these elements include:

- a flexible viewing and presentation classroom theatre that can be used by groups, teachers and librarians to instruct and guide users. This will allow staff to educate people about new information technologies and research strategies
- free standing translucent study tubes that will provide comfortable and quiet space for researchers and students
- a free wireless environment will enable people to connect laptops and other devices to the Internet. As PDAs and other wireless devices become ubiquitous, it is increasingly necessary for libraries to provide people with the infrastructure that allows them to work and learn effectively
- a new audiovisual learning lab that has 40 individual digital audiovisual stations using the latest in interactive learning technology. The centre will be used by newcomers, students and others who desire to improve their English or are interested in language learning
- 140 high speed Internet accessible computer workstations that offer learning tools, software applications, video and audio viewing capabilities so that people without ready means of access to technology are not denied the opportunity to learn, create and achieve.

These new floors will be flexible learning and study environments that will allow anyone to research texts, access video files and listen to audio reproductions so that they can engage in a truly meaningful learning experience. They will also provide key user groups, such as internationally trained professionals, the opportunity to find information resources in all media formats, collected together in one place, supported by knowledgeable staff.

### Special Collections

The fifth floor and its mezzanine, which is designed to house the library's rare and valuable special collections, will complete the upper floor revitalization. For the first time, the whole of these collections will be located in one place in a unique double height space that will celebrate their incredible richness. Many of the treasures that are now hidden behind walls will be revealed for the first time, allowing the public to experience firsthand our collective history and culture. An open mezzanine will contain many of the library's vast holdings of unique items that will remain visible to the public, but remain protected and secure. The Arthur Conan Doyle room, a world famous comprehensive research collection of materials and artifacts that relate to the creator of Sherlock Holmes, will be housed in the Special Collections department and have expanded hours of service. Its new more spacious home will allow visitors to experience a Victorian parlour and study evocative of those of the world's most famous detective.



Proposed flexible classroom and theatre



Design for the study booths

*"I was commissioned last fall to produce 6 paintings for the New Yorker Magazine ... I found the pictures I needed in the various files [of the Picture Collection] and used the colour Xerox machine ... to make copies, which I later used in the paintings. The ... picture collection is an extremely valuable resource."*

—Anita Kunz, Toronto Artist and  
Illustrator





It is vitally important that the Toronto Reference Library create a new home for its special collections. Much of the earliest recorded history of Canada, Ontario and Toronto is not kept in the National Library or Archives. It is housed in the Toronto Reference Library. A sampling of these nationally significant and world renowned works include:

- a diary of a British officer, with accounts of the Seven Years War, including his participation at the Siege of Louisbourg in 1758
- Simon Fraser's journal kept during his exploration of the Rocky Mountains in 1808
- pre-Confederation newspapers including runs of Ontario's first newspaper, the *Upper Canada Gazette* and William Lyon Mackenzie's *Colonial Advocate*
- documentary art such as the iconic 1791 portrait of John Graves Simcoe by Jean Laurent Mosnier and Anna Jameson's sketchbooks of her travels in Upper Canada
- *The Frugal Housewife's Manual*, the first Canadian cookbook published in English.



Special Collections reading room and mezzanine

Before the National Library existed or began to collect our recorded history, the Toronto Public Library sought out these now valuable documents recognizing the worth these items held for future generations. The mission to collect "manuscripts, letters, journals relative to the early history and settlement of Ontario [and] books of all kinds, especially such as relate to Canadian history, travels and biography in general, and Lower Canada or Quebec in particular..." was clearly articulated by the initial Library Board and has continued to this day.<sup>6</sup> The importance of these materials must not be underestimated. They help researchers better understand the development of our country and they act as touchstones to our past and as such they define who we are as a nation. These unique and valuable works would be coveted by any world-renowned institution, but they are only available to Ontarians at the Toronto Reference Library.

### Cultural Events Centre

At a time when North American society is experiencing a renewed interest in spoken word events such as lectures, panel discussions and author readings, the Reference Library has very limited facilities to mount large scale conferences, programs and community events. To remedy this lack and meet public expectations, a conference and cultural events centre has been designed as the third and final element of the library's expansion program, underscoring both the library's role as an important cultural institution in its own right and its support of other cultural institutions. While many other cultural institutions such as the Art Gallery of Ontario, the Royal Ontario Museum, the Canadian Opera Company and Harbourfront, provide rich cultural programming, the library is the only institution that does so free of charge. The addition of a large cultural events centre that



Cultural Events Centre

<sup>6</sup> TPL Board Minutes from February 28, 1883

can accommodate up to 650 people will allow the library to provide more programs that feature high profile artists, writers and performers without the barrier of cost. It will also allow the library to expand partnership opportunities with neighbouring cultural institutions such as the AGO and the COC. In this way, all of Toronto's major cultural institutions can work together for the benefit of the community.

The very visible and multipurpose addition will be located on the east side of the building and will extend out from the second floor above the one storey addition built in 1993 to house administrative offices. It will include two event spaces that can be used separately or as one, a winter garden, an outdoor terrace, kitchen and ancillary spaces. The centre will provide a tertiary anchor for the library on what is now a very visible and busy street.

There are a number of benefits to developing a conference and events centre such as this:

- it affords the potential to increase the library's rental space revenue, providing additional funding to support library services
- the library will be able to accommodate a broader range of both its own and community events and conferences that require large and multipurpose space. These events will include conferences aimed at the Ontario library community. The space will provide a convenient central location so TRL can expand its support to the professional development of librarians across the province
- the library will be able to videocast programs and events to various areas throughout the province and beyond. This will extend the audience for these programs beyond the city and allow Ontarians living in small communities to experience a range of author readings and live performances to which they might otherwise not have access.
- it maximizes the library's ability to partner with other cultural and community groups to deliver programs and events
- it will create a venue to leverage fund-raising opportunities through the hosting of events for existing and potential donors.

#### **Design Integrity — Past and Future**

With the completion of the building program, the Toronto Reference Library will be prepared to meet the challenges of the 21<sup>st</sup> century. Like its main counterparts around North America and the world, it will be positioned to deliver key library and information services to the public. While the transformation of the library will revitalize its information service program, it will also take advantage of the essential and intrinsic elements of Raymond Moriyama's famous and stunning original design. The integrity of the iconic building will be enhanced rather than altered. The open atrium, curved walls and flowing staircases will re-emerge from the clutter of thirty years of encroachment.



Toronto Reference Library





## 7. Project Costs and Budget

In May of 2006, as part of its master planning, the library commissioned an external cost study to update estimates for the remainder of the expansion and renewal of the Toronto Reference Library. The estimate was done in consultation with Moriyama and Teshima Architects and was based on design and development drawings. This survey did not include the Cultural Events Centre, so the cost projection below represents an early estimate provided by the architects and the building team.

Toronto Reference Library Capital Project Five Year Cash Flow (Millions)						
Cost Elements	Year 1 <sup>7</sup>	Year 2	Year 3	Year 4	Year 5	Total
	Events <sup>8</sup> Centre	Event Centre; Floor 2	Front Entrance & Lobby; Floor 3	Main Floor; Computer Centre; Gallery; Floor 4	Browsery; Special Collections;	
Construction	1.500	4.578	3.523	4.210	2.423	16.2
Fees		0.505	0.505	0.505	0.505	2.0
Contingencies		1.444	1.444	1.444	1.444	5.8
Infrastructure upgrades <sup>9</sup>		0.620	0.620	0.620	0.620	2.5
Furniture & Equipment <sup>10</sup>		0.739	0.682	0.815	0.469	2.7
Temporary staging <sup>11</sup>		0.200	0.200	0.200	0.200	0.8
<b>Total</b>	<b>1.500</b>	<b>8.086</b>	<b>6.974</b>	<b>7.794</b>	<b>5.662</b>	<b>30.0</b>

Toronto Reference Library Capital Project Five Year Cash Flow (Millions)						
Cost Elements	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Event Centre	1.500	2.000				3.50
Floor 2		4.157				4.16
Front Entrance & Lobby			1.938			1.94
Floor 3			3.742			3.74
Ground floor & Gallery				3.790		3.79
Floor 4				2.998		3.00
Browsery					1.022	1.02
Special Collections					1.044	1.04
Floor 5					1.842	1.84
Furniture & Equipment		0.739	0.682	0.815	0.469	2.70
Infrastructure upgrades		0.620	0.620	0.620	0.620	2.48
Temporary Staging		0.200	0.200	0.200	0.200	0.80
<b>Total</b>	<b>1.500</b>	<b>7.716</b>	<b>7.182</b>	<b>8.422</b>	<b>5.196</b>	<b>30.0</b>

<sup>7</sup>Capital Funding committed by City of Toronto for Year one: \$1.5 million. Total commitment over five years: \$10 million.

<sup>8</sup>Cost survey yet to be completed for Cultural events centre. Currently estimated at \$3.5 million

<sup>9</sup>Infrastructure upgrades are estimated based on current needs. Phasing for upgrades is estimated based on costs for each project and may not reflect actual yearly expenditures

<sup>10</sup>Furniture, equipment, way finding, signage, information technology infrastructure, audiovisual equipment

<sup>11</sup>Temporary staging costs are estimated and may vary with alternate phasing scenarios

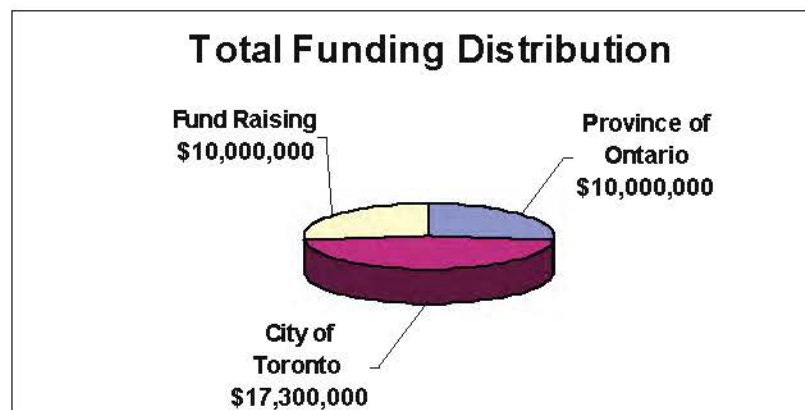
Both the city of Toronto and the Toronto Public Library Board are committed to transforming the Toronto Reference Library. The city and the board believe that a new Reference Library will make a dramatic positive contribution to the community, the province and the country. This commitment is illustrated both by the expenditure of money on the initial designs for the second phase and by the investment the board has made in renovations to date.



### 7.1. Existing Funding Commitments

Support for the continued renewal of the Toronto Reference Library building continues to grow. The city of Toronto has approved a three year capital funding envelope of \$6 million (2007-2009) for the project's next phase. A further \$4 million for the Toronto Reference Library is identified in the library's capital budget forecast to 2011. This represents a total municipal capital contribution of \$10 million over the next five years. In order to realize maximum cost efficiencies and the earliest possible service delivery enhancements and community impact, our commitment is to complete the project by 2011. The library is hoping to do this in two ways:

- in 2007, the 30<sup>th</sup> anniversary of the Toronto Reference Library, Toronto Public Library Foundation will launch a \$10 million capital campaign in support of the expansion and renewal of the Toronto Reference Library
- the library is seeking the support of the Ontario provincial government for a \$10 million investment.



The support of the province is crucial because, not only will it help to fund a significant part of the project, but it will leverage additional private sector support. In addition, by contributing to the project the province will be indicating strong support for the role that libraries play in the lives of Ontarians. Service enhancements that are planned for the library and that benefit all Ontarians will be achieved more quickly. The support of the province will result in faster implementation and reduced overall costs.





## 7.2. Private Sector Capital Campaign

Toronto Public Library Foundation was established in 1997. In the course of its history, it has raised over \$14 million to support priority enhanced funding needs of TPL, including collections, programs and services and community spaces.

The Foundation is well-positioned to meet the challenges of raising the necessary \$10 million in private sector funding to achieve the total project goal of \$30 million. In 1999, the Foundation was successful in securing \$600,000 from Torstar Corporation to create the Toronto Star Newspaper Room in the initial phase of the project. Since then, the Foundation has undertaken a feasibility study to determine private sector response to the Toronto Reference Library renewal and expansion project. The study confirmed the potential for realizing our goal of \$10 million from the private sector. Subsequent discussions with potential lead gift donors have confirmed that the leadership shown by the municipal and provincial levels of government is key to realizing our private sector goal.

Led by Toronto Public Library Foundation and a high profile team of volunteers, the private sector capital campaign will run over a five-year period, from 2007 through 2011. The Foundation will fully utilize the opportunity presented by the 30th anniversary of the Toronto Reference Library to achieve wide-spread awareness of its significant contribution as a cultural and educational institution and to publicly launch the campaign.

The Ontario provincial government's contribution to this significant project would be appropriately recognized at the campaign public launch. The capital campaign launch event offers a high profile opportunity for the Ontario provincial government to showcase its commitment to the cultural, social and economic well-being of our community, alongside that of the city and lead donors from the private sector.



New lobby area design

## 8. Project Schedule

In 2006, the library and Moriyama and Teshima Architects completed the design and development phase of the project. Construction documents are well developed and will be ready for a spring 2007 construction start of the next program element — the new cultural events centre. The beginning of this high profile phase of the project will also attract private sector support as public awareness of the project is increased. Following stages include:

- year one: initial construction of the cultural events centre
- year two: completion of the event centre and the renovation of the second floor
- year three: the glass cube entrance, lobby and third floor construction
- year four: the public areas on the main floor, the gallery, the computer centre and the fourth floor construction
- year five: expansion of the Browsery, Special Collections main area and mezzanine and the fifth floor construction.

The project sequence is predicated on securing the total funding so that an appropriate cash flow sequence can be established. Alternate cash flow and project scenarios would be adopted if the funding targets are not reached. While the five year schedule is aggressive, it can be achieved if funding commitments are secure.

## 9. Risk Analysis

While a large building project such as the renewal of the Toronto Reference Library faces numerous challenges, the library is doing all it can to mitigate these risks. Throughout the design and development phase, library staff have directed the architects to focus on achievable building targets. Moriyama and Teshima conducted a careful risk analysis of the major expansion construction project elements in order to assess the viability of each component and make recommendations regarding their phasing. Detailed costing studies have been carried out to ensure that budget targets are realistic and achievable. The library has also gained valuable experience in managing construction projects through the various renovation phases to date, all of which were accomplished without disruption of library service.

In addition to the careful design and development planning, TPL has strong experience in developing successful partnerships with both the government and private sector. The library's credibility with both external funders and various levels of government is enhanced by these successful relationships. Some examples:

- Bill and Melinda Gates Foundation, together with the Ministry of Citizenship, Culture and Recreation partnered with TPL to fund a \$2.3 million expansion of Internet accessible workstations and services to help residents gain access to the Internet and valuable electronic







information

- TD Bank Financial Group, together with the library, has provided \$1.2 million in funding to support reading initiatives for children during the summer months. What was once a local city wide initiative is now a national program that is coordinated by the Toronto Public Library
- Torstar provided \$600,000 to the Toronto Reference Library for the successful redevelopment of its newspaper reading room.

These and other successful partnership projects demonstrate that the library is capable of initiating, designing and managing complex and large-scale projects with partnership funding that advance the vision of library service.

## 10. Conclusion

The Toronto Public Library needs the financial support of the province of Ontario to complete a critical expansion and renewal of the Toronto Reference Library. The library is requesting \$10 million from the government of Ontario because the province as a whole benefits from the services that are provided by TRL. Not only is the library a direct support to key government priorities such as success for students and youth, helping newcomers and internationally trained professionals and maintaining jobs and prosperity, it provides key library services to citizens and communities right across the province. The government recognizes the key role that libraries play in building communities and strengthening the social and economic fabric in towns and cities throughout Ontario. The government is not alone in recognizing the value of TRL. Teachers, writers, artists, business people, community agencies and leaders all speak to the value and benefits of TRL. Moreover, governments across Canada and around the world are making significant investments in building or rebuilding large urban libraries. They are doing so because they recognize that the investment they are making today will pay significant dividends in the future. Large urban libraries attract investment, they support and foster people who are key players in the knowledge economy and they help people to become participants in this new and thriving economic sector. They also foster the creative spirit and nurture enterprise and innovation. The Toronto Reference Library in particular, with its stunning architectural design, is one of the city's and the province's iconic buildings.

The support of the province is a key factor in the library achieving its building program goals and targets. Toronto Public Library Foundation is planning a major capital campaign for 2007 and the support of the province will solidify key private sector support. Without the contribution of the province, the building project timelines will increase, fund-raising targets will be harder to achieve and budget and cost projections will become obsolete. More importantly, the citizens of the province and the city will be in risk of losing the opportunity to rebuild and strengthen this very

significant cultural, social and educational institution.

It is vitally important that the library adapt to the new technological environment. The knowledge economy is the future and it is driven by the abilities of people to share and aggregate information at record speed. Without this ability and skill, our province will become less competitive and attractive in the global marketplace. Urban libraries such as TRL play an important role in both modeling new information sharing technologies and helping people learn to actively and successfully engage in this new world.

The province of Ontario has always supported the public library sector and the Toronto Public Library. It knows that the library fosters lifelong learning, strengthens our democratic framework and builds better and more effective towns and cities. These are the key benefits of public library service and the new Toronto Reference Library will deliver these outcomes and more.



*"I walked into the Toronto Reference Library ... and was floored. [I was] just amazed to see every single carrel busy, every single reference librarian busy helping someone out, every single computer ... busy with students doing research ... Just seeing this wonderful facility so busy and so used reminded me this is what cities are ..."*

—Andy Barrie, Metro Morning





## Appendix 11.1

### Toronto Reference Library (TRL) – Research & Reference, Ward 27

789 Yonge Street  
Toronto, ON  
M4W 2G8

Phone: 416-393-7000 (Switchboard)  
Fax: 416-393-7147

Director, Research and Reference:  
Linda Mackenzie

#### Branch Information

Level of Service	Research & Reference Library
Population Served	2,481,494
Hours Open per Week Schedule of Open Hours	60 hours + 3 ½ hours (Sunday) Monday 9:30 a.m. – 8:30 p.m. (Answerline 9 a.m. – 8:30 p.m.) Tuesday 9:30 a.m. – 8:30 p.m. (Answerline 9 a.m. – 8:30 p.m.) Wednesday 9:30 a.m. – 8:30 p.m. (Answerline 9 a.m. – 8:30 p.m.) Thursday 9:30 a.m. – 8:30 p.m. (Answerline 9 a.m. – 8:30 p.m.) Friday 9:30 a.m. – 5:30 p.m. (Answerline 9 a.m. – 6:00 p.m.) Saturday 9:00 a.m. – 5:00 p.m. (Answerline 9 a.m. – 5:00 p.m.) Sunday 1:30 p.m. – 5:00 p.m. (September to June)
Building Description/Type Wheel Chair Access # of Floors Total Floor Space Public Service Space Public Parking Spaces Ownership Tenants	Stand-alone <input checked="" type="checkbox"/> Six floors 416,035 sq. ft. (38,691 sq. m.) 207,000 sq. ft. (18,630 sq. m.) None Library-owned Commercial agency: Mr. Vending Inc.
Collection Size	1,653,665 (Catalogued Items)
Staff Complement	Total FTE: 188.40
Budget Salaries & Benefits Library Materials Budget Lease/Rental Costs Other Total Gross Operating Cost	\$ 12,688,599 \$ 3,151,535 (includes Merrill Collection and Osborne Collection) \$ (see Urban Affairs) \$ 2,090,469 \$ 17,930,603

August 2006  
Revised: January 16, 2007

## Collections/Services

Collections	French Collections:				
	Adult	Print	CDs	DVDs/Videos	Periodicals
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Adult Multilingual Collections:				
		Print	Periodica l	Print	Periodical
Afrikaans	<input checked="" type="checkbox"/>			Danish <input checked="" type="checkbox"/>	
Akkadian	<input checked="" type="checkbox"/>			Dinka <input checked="" type="checkbox"/>	
Albanian	<input checked="" type="checkbox"/>			Doi <input checked="" type="checkbox"/>	
Amharic	<input checked="" type="checkbox"/>			Dravidian <input checked="" type="checkbox"/>	
Arabic	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Dutch <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Armenian	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
Assamese	<input checked="" type="checkbox"/>			Egyptian <input checked="" type="checkbox"/>	
Avesta	<input checked="" type="checkbox"/>			Esperanto <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Azerbaijani			<input checked="" type="checkbox"/>	Estonian <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Azeri	<input checked="" type="checkbox"/>			Ethiopic <input checked="" type="checkbox"/>	
				Ewe <input checked="" type="checkbox"/>	
Baltic	<input checked="" type="checkbox"/>				
Baluchi	<input checked="" type="checkbox"/>			Faroese <input checked="" type="checkbox"/>	
Bambara	<input checked="" type="checkbox"/>			Finnish <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Basque	<input checked="" type="checkbox"/>			Finno-Uguric <input checked="" type="checkbox"/>	
Belorussian	<input checked="" type="checkbox"/>			Frisian <input checked="" type="checkbox"/>	
Bengali	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
Berber	<input checked="" type="checkbox"/>			Gaelic <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Breton	<input checked="" type="checkbox"/>			Georgian <input checked="" type="checkbox"/>	
Bulgarian	<input checked="" type="checkbox"/>			German <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Burmese	<input checked="" type="checkbox"/>			German, Middle <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
				Germanic <input checked="" type="checkbox"/>	
Cambodian	<input checked="" type="checkbox"/>			Gothic <input checked="" type="checkbox"/>	
Catalan	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	Greek <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Caucasian	<input checked="" type="checkbox"/>			Greek, Classical <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Celtic	<input checked="" type="checkbox"/>			Gujarati <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Chinese	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
Church Slavonic	<input checked="" type="checkbox"/>			Hausa <input checked="" type="checkbox"/>	
Cornish	<input checked="" type="checkbox"/>			Hawaiian <input checked="" type="checkbox"/>	
Creole-Pidgin	<input checked="" type="checkbox"/>			Hebrew <input checked="" type="checkbox"/>	
Croatian	<input checked="" type="checkbox"/>			Hindi <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Cushitic	<input checked="" type="checkbox"/>			Hungarian <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Czech	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		

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## Collections/Services

	Icelandic	<input checked="" type="checkbox"/>		Macedonian	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Indic	<input checked="" type="checkbox"/>		Malagasy	<input checked="" type="checkbox"/>	
	Indo-European		<input checked="" type="checkbox"/>	Malay	<input checked="" type="checkbox"/>	
	Indonesian	<input checked="" type="checkbox"/>		Malayalam	<input checked="" type="checkbox"/>	
	Interlingua	<input checked="" type="checkbox"/>		Malayo-polynesian	<input checked="" type="checkbox"/>	
	Irish	<input checked="" type="checkbox"/>		Maltese	<input checked="" type="checkbox"/>	
	Italian	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Mandinka	<input checked="" type="checkbox"/>	
				Manyaka	<input checked="" type="checkbox"/>	
	Japanese	<input checked="" type="checkbox"/>		Maori	<input checked="" type="checkbox"/>	
				Marathi	<input checked="" type="checkbox"/>	
	Kannada	<input checked="" type="checkbox"/>		Mayni	<input checked="" type="checkbox"/>	
	Kashmiri	<input checked="" type="checkbox"/>		Mende	<input checked="" type="checkbox"/>	
	Kazakhstan	<input checked="" type="checkbox"/>				
	Khasi	<input checked="" type="checkbox"/>		Nepali	<input checked="" type="checkbox"/>	
	Kikuyu	<input checked="" type="checkbox"/>		Newari	<input checked="" type="checkbox"/>	
	Kirghiz	<input checked="" type="checkbox"/>		Niger-Congo	<input checked="" type="checkbox"/>	
	Konkani	<input checked="" type="checkbox"/>		Northern Sotho	<input checked="" type="checkbox"/>	
	Korean	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Norwegian	<input checked="" type="checkbox"/>	
	Kurdish	<input checked="" type="checkbox"/>		Nubian	<input checked="" type="checkbox"/>	
				Nyanja	<input checked="" type="checkbox"/>	
	Ladino	<input checked="" type="checkbox"/>				
	Lah	<input checked="" type="checkbox"/>		Oriya	<input checked="" type="checkbox"/>	
	Lamba	<input checked="" type="checkbox"/>		Ossetic	<input checked="" type="checkbox"/>	
	Lao	<input checked="" type="checkbox"/>				
	Latin	<input checked="" type="checkbox"/>		Pahari	<input checked="" type="checkbox"/>	
	Latvian	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Pahlavi	<input checked="" type="checkbox"/>	
	Lithuanian	<input checked="" type="checkbox"/>		Pali	<input checked="" type="checkbox"/>	
	Luganda	<input checked="" type="checkbox"/>		Panjabi	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
				Papuan-Australian	<input checked="" type="checkbox"/>	
				Persian, Old	<input checked="" type="checkbox"/>	
				Persian, Modern	<input checked="" type="checkbox"/>	
				Polish	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
				Portugues	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
				Provencal	<input checked="" type="checkbox"/>	

## Collections/Services

Rajasthani	<input checked="" type="checkbox"/>		Tagalog	<input checked="" type="checkbox"/>	
Romance	<input checked="" type="checkbox"/>		Tajik	<input checked="" type="checkbox"/>	
Romanian	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Tamil	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Romansh	<input checked="" type="checkbox"/>		Tartar	<input checked="" type="checkbox"/>	
Rundi		<input checked="" type="checkbox"/>	Telugu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Russian	<input checked="" type="checkbox"/>		Temne	<input checked="" type="checkbox"/>	
			Thai	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Samaritan	<input checked="" type="checkbox"/>		Tibetan	<input checked="" type="checkbox"/>	
Sango		<input checked="" type="checkbox"/>	Tigrinya	<input checked="" type="checkbox"/>	
Sanskrit	<input checked="" type="checkbox"/>		Tswana	<input checked="" type="checkbox"/>	
Seldup		<input checked="" type="checkbox"/>	Turco-tataric	<input checked="" type="checkbox"/>	
Semitic		<input checked="" type="checkbox"/>	Twi	<input checked="" type="checkbox"/>	
Serbian		<input checked="" type="checkbox"/>			
Serbo-Croatian	<input checked="" type="checkbox"/>		Uighur	<input checked="" type="checkbox"/>	
Shona		<input checked="" type="checkbox"/>	Ukranian	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Sidamo		<input checked="" type="checkbox"/>	Urdu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Sindhi		<input checked="" type="checkbox"/>	Uzbek	<input checked="" type="checkbox"/>	
Sinhalesa	<input checked="" type="checkbox"/>				
Sino-Tibetan	<input checked="" type="checkbox"/>		Vietnamese	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Slavic	<input checked="" type="checkbox"/>		Volapuk	<input checked="" type="checkbox"/>	
Slovak	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Slovena	<input checked="" type="checkbox"/>		Welsh	<input checked="" type="checkbox"/>	
Southern	<input checked="" type="checkbox"/>		Wendish	<input checked="" type="checkbox"/>	
Sotho					
Somali	<input checked="" type="checkbox"/>		Wolof	<input checked="" type="checkbox"/>	
Spanish	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Sub-Saharan	<input checked="" type="checkbox"/>		Xhosa	<input checked="" type="checkbox"/>	
Africa					
Sumerian	<input checked="" type="checkbox"/>				
Swahili	<input checked="" type="checkbox"/>		Yao	<input checked="" type="checkbox"/>	
Swedish	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Yiddish	<input checked="" type="checkbox"/>	
Syriac		<input checked="" type="checkbox"/>	Yoruba	<input checked="" type="checkbox"/>	
			Zula	<input checked="" type="checkbox"/>	



## Collections/Services

Collections	<p><b>English Non-Standard Collections:</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Adult Literacy Materials</li> <li><input checked="" type="checkbox"/> Audio/Visual Lab. ( 50 Stations )</li> <li><input checked="" type="checkbox"/> Best Bets</li> <li><input checked="" type="checkbox"/> Career Information Collection</li> <li><input checked="" type="checkbox"/> DVDs</li> <li><input checked="" type="checkbox"/> English as a Second Language Materials – Adult</li> <li><input checked="" type="checkbox"/> Government Publications</li> <li><input checked="" type="checkbox"/> Language Learning Kits</li> <li><input checked="" type="checkbox"/> Local History Collection</li> <li><input checked="" type="checkbox"/> Microforms</li> <li><input checked="" type="checkbox"/> Parenting Collection</li> <li><input checked="" type="checkbox"/> Resource Materials for people/kids with disabilities</li> <li><input checked="" type="checkbox"/> Vertical File/Pamphlets</li> <li><input checked="" type="checkbox"/> Special Collections:            Arthur Conan Doyle collection; Osborne Collection of Early Children's Books; Merrill Collection of Science Fiction, Speculation and Fantasy; Baldwin Room (John Ross Robertson Collection); Art Room Collection; Map Collection; Urban Affairs Library; Toronto Reference Library Languages Centre</li> </ul>
Services	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Book Drop – Day</li> <li><input checked="" type="checkbox"/> Business Information Centre</li> <li><input checked="" type="checkbox"/> Coffee/Refreshment Stand</li> <li><input checked="" type="checkbox"/> Consumer Health Information Service</li> <li><input checked="" type="checkbox"/> Equipment for people with disabilities</li> <li><input checked="" type="checkbox"/> Exhibit/Art Gallery</li> <li><input checked="" type="checkbox"/> Internet Workstations (217 – Includes Le@rning Centre )</li> <li><input checked="" type="checkbox"/> Intellisearch – custom research</li> <li><input checked="" type="checkbox"/> Languages Centre</li> <li><input checked="" type="checkbox"/> Large Print Terminals/Workstations</li> <li><input checked="" type="checkbox"/> Le@rning Centres ( # of workstations = 40 )</li> <li><input checked="" type="checkbox"/> Microform Reader Printer</li> <li><input checked="" type="checkbox"/> Periodicals and Newspapers Centre</li> <li><input checked="" type="checkbox"/> Piano/Practice Room</li> <li><input checked="" type="checkbox"/> Performing Arts Centre</li> <li><input checked="" type="checkbox"/> Picture Collection</li> </ul>

## Collections/Services

	<input checked="" type="checkbox"/> Public Phones (inside) <input checked="" type="checkbox"/> Seating ( 1,423 ) <input checked="" type="checkbox"/> Toronto Star Newspaper Centre <input checked="" type="checkbox"/> TTY Service <input checked="" type="checkbox"/> Word Processing Workstations ( 15 ) <input checked="" type="checkbox"/> Other: Digital Design Studio; Public Performance Rights Video Viewing Room
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## Programs

	<input checked="" type="checkbox"/> Author Series <input checked="" type="checkbox"/> On Stage Lecture Series <input checked="" type="checkbox"/> User Education Programs
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## Rental Space

(for booking information, please call 416-397-5969)

ROOM	SIZE (sq. ft.)	SEATING – lecture style	SEATING – classroom style	EQUIPMENT
Elizabeth Beeton Auditorium	1,700	180	75	<ul style="list-style-type: none"><li>• flipchart stands</li><li>• microphone (additional charge)</li><li>• overhead projector (additional charge)</li><li>• podium with light</li><li>• projection screen (ceiling mounted)</li><li>• tables</li><li>• whiteboard</li></ul>
		Maximum Occupancy: 180		
Beeton – East	785	65	25	<ul style="list-style-type: none"><li>• flipchart stand</li><li>• microphone (additional charge)</li><li>• overhead projector (additional charge)</li><li>• podium with light</li><li>• tables</li><li>• wall for screen</li><li>• whiteboard</li></ul>
		Maximum Occupancy: 60		



## Rental Space

(for booking information, please call 416-397-5969)

ROOM	SIZE (sq. ft.)	SEATING – lecture style	SEATING – classroom style	EQUIPMENT
Beeton – West	915	80	38	<ul style="list-style-type: none"><li>• tables</li><li>• projection screen (ceiling mounted)</li><li>• microphone (additional charge)</li><li>• overhead projector (additional charge)</li><li>• flipchart stand</li><li>• whiteboard</li><li>• podium with light</li></ul>
		Maximum Occupancy: 80		
Room B-1	305	15	n/a	<ul style="list-style-type: none"><li>• table</li><li>• overhead projector (additional charge)</li><li>• whiteboard</li><li>• flipchart stand</li></ul>
		Maximum Occupancy: 15		
Kitchen	n/a	n/a	n/a	Available only when Beeton Auditorium (whole, East or West) only has been booked: <ul style="list-style-type: none"><li>• refrigerator</li><li>• microwave</li></ul>
		Maximum Occupancy: n/a		

## Comments

- Beeton Auditorium is located at the north end on the main level; Room B-1 is located on the lower level; wheelchair accessible washrooms are located on both levels.
- Kitchen:
  - if using a caterer, installation and removal of catering equipment must take place within the hours of the room booking, unless other arrangements have been made
  - facilities are not available for use when booking Room B-1
- Additional booking fees for overhead projector, microphone, and set-up fee.

## Branch Performance

Measure	Year – 2005
Circulation	135,223
In Library Use	1,431,475
Information Requests	599,350
Holds Placed	43,100
Programs	490
Program Attendance	11,428
Visitors	1,060,186
Active Users	13,127
New Users	10,874

## Branch Historical Background

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1830 York Mechanics' Institute founded to promote adult education by providing a library, lectures and night classes; renamed Toronto Mechanics' Institute in 1834, when the Town of York became the City of Toronto.</p> <p>1846 Moved from rented premises to the second floor above the Court Street Fire Hall.</p> <p>1861 Toronto Mechanics' Institute opened at the northeast corner of Church and Adelaide streets. The building included a library with a separate reading room. Architects, F.W. Cumberland &amp; G.W. Storm.</p> <p>1882 Ontario Free Libraries Act passed by the Ontario Legislature, the first such act in Canada.</p> <p>1883 Toronto voters approved a free public library bylaw to establish a public library, 1 January. Toronto Mechanics' Institute building and collections transferred to the new Toronto Public Library Board, March.</p> <p>1884 Toronto Public Library officially opened, 6 March, the fiftieth anniversary of the incorporation of the City of Toronto.</p> <p>1903 Carnegie Corporation of New York granted \$350,000 to TPL for a new central library and</p> | <p>three branch libraries on the condition that the city would provide the land and guarantee \$35,000 a year to support the library.</p> <p>1904 Site for a new central library acquired at the northwest corner of College and St. George streets.</p> <p>1909 Public Reference Library officially opened, 8 September. Wickson &amp; Gregg and A.H. Chapman, associated architects. Reference collection transferred from old Central Library (renamed Church Street Branch). Circulating collection transferred from College Street Branch, which had been located in rented premises at College Street and Brunswick Avenue, 1900–8.</p> <p>1930 Addition for a new Circulating Library officially opened, 21 April. Architect, Chapman &amp; Oxley, in association with Wickson &amp; Gregg.</p> <p>1953 Municipality of Metropolitan Toronto established, providing upper-tier municipal government for the municipalities of Toronto.</p> <p>1960 Dr. Ralph Shaw recommended that a library board be established to provide a reference library for Metropolitan Toronto. The collection would be based on the reference and circulating departments of Toronto Public Library's Central</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



- 
- Library, and be located in the existing Central Library until a new facility could be built. Addition for book stacks and a reading room officially opened, 4 April.
- 1966 Metropolitan Toronto Library Board established, by an amendment to the Municipality of Metropolitan Toronto Act. It was “to provide reference services to the metro area, promote interlibrary lending, and provide co-ordinating services to local library systems.” (Penman, *A Century of Service*, 70.)
- 1972 Site acquired on Yonge Street, at the northeast corner of Asquith Avenue, for a new reference library.
- 1973 College and St. George street building listed by Toronto City Council listed on the City of Toronto’s Inventory of Heritage Properties, 20 June. Designation by-law passed by Toronto City Council, 26 November 1975.
- 1974 Raymond Moriyama appointed architect of the new reference library.
- 1977 New reference library officially opened, 2 November. The old reference library taken over by the University of Toronto for a student centre and a bookstore.
- 1994 Addition to the Reference Library opened.
- 1997 The City of Toronto Act (Bill 103) passed by the Ontario Legislature, amalgamating the seven existing municipal governments of Metropolitan Toronto.
- 1998 Seven library boards in Metropolitan Toronto united into one library called the Toronto Public Library. Within the newly amalgamated library system, the Toronto Reference Library assumed its role as a Research and Reference Library.
- 2001 Digital Design Studio opened to public, 26 February. Information Commons opened to public, 4 July. Toronto Star Newspaper Centre refurbished, 20 November.
- 2002 Virtual Reference Desk introduced, 4 November.
- 2003 Computer Terrace opened.
- 2004 Two new Learning@Centres opened.
- 2007 New hours, 8 January. Hours open per week increased from 54 to 60.

## Appendix 11.2

### Special Collection Brochures

Baldwin Room

Special Collections in the Arts

Arthur Conan Doyle Collection







## Appendix 11.3

### Key Performance Measures

<b>Key Performance Measures 2001–2005</b>	
<b>Toronto Reference Library</b>	<b>(Millions)</b>
<b>Visits</b>	<b>5.4M</b>
<b>Information Requests</b>	<b>4.5M</b>
<b>Virtual Visits<sup>12</sup></b>	<b>9.6M</b>
<b>On-Site Use of Collections</b>	<b>8.5M</b>
<b>Workstation Use</b>	<b>3.3M</b>
<b>Program Attendance</b>	<b>.06M</b>

<b>Toronto Public Library</b>	<b>(Millions)</b>
<b>Circulation</b>	<b>145.3M</b>
<b>Visits</b>	<b>86.5M</b>
<b>Information Requests</b>	<b>39.6M</b>
<b>Virtual Visits<sup>13</sup></b>	<b>76.3M</b>
<b>On-Site Use of Collections</b>	<b>48.6M</b>
<b>Workstation Use</b>	<b>23.7M</b>
<b>Program Attendance</b>	<b>2.8M</b>

<sup>12</sup> Virtual Visits represents the number of times users have consulted a website made available through one of the information portals constructed for the most part by staff that work at the Toronto Reference Library.

<sup>13</sup> Virtual Visits represents the number of times users have consulted one of the web services that are made available through the Toronto Public Library website.

## Appendix 11.4

### Toronto Reference Library Building Program — Achievements To Date

Based on cash flow and the need for service continuity, the Toronto Reference Library capital project has of necessity been designed for multiphased implementation. The initial phase of the project began in 2000 with a \$600,000 donation secured by Toronto Public Library Foundation from the Torstar Corporation that was used to create a new and enlarged Newspaper Center. Phase one, which is nearing completion, has focussed on the transformation of the main floor and lower level. It includes:

- the addition of the Toronto Star Newspaper Room with expanded capacity and resources in purpose built spaces for users to research back issues of periodicals and newspapers, maintain ties with homelands by reading newspapers in more than 30 languages and access current news from around the world through NewsConect, a virtual gateway to international newspapers
- a new computer "Information Commons" with 124 high speed Internet accessible public access computers that are in constant use by the public
- two computer based Learning centres with 40 Internet accessible high speed computers through which more information literacy initiatives are available to a variety of user groups
- new individual and group study rooms to support student achievement
- an expanded adaptive technology centre
- a new performance stage in the Atrium for public programs
- a new popular lending materials annex called the Browsery.

The development of the initial phase was accomplished through the support of the city of Toronto and a few key private partners such as the Toronto Star, the Bill and Melinda Gates Foundation and Industry Canada.

Phase two will include the construction of new event spaces and the complete renewal of public service areas. Major elements include:

- a new entrance and lobby — including state-of-art display devices
- expanded exhibits gallery
- significant expansion of public space on the ground floor
- major improvements to subject departments on floors two through four
- a new showcase for TRL's culturally and historically significant special collections of manuscripts, rare books, photographs, art work and collectibles
- a new conference and events centre.



Atrium stage, Toronto Reference Library

#### Project Expenditures to Date

Phase One Accomplishments 2001 - 2006	Total (Millions)
Toronto Star Newspaper Room	.600
Main Floor <ul style="list-style-type: none"> <li>• Information Commons</li> <li>• Learning Centre</li> <li>• Computer Terrace</li> <li>• Stage, Browsery, Disability Centre</li> </ul>	1.000 .525 .500 1.000
State of Good Repair	2.600
Planning and Professional Fees	1.100
<b>Total</b>	<b>7.325</b>



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**Appendix 11.5**

**Hanscomb Schematic Design Estimate (PDF docs)**

**TORONTO REFERENCE LIBRARY  
ADDITIONS AND RENOVATIONS  
TORONTO, ONTARIO**

**SCHEMATIC DESIGN ESTIMATE**

**May 25, 2006**

**Hanscomb**



Date: June 12 2006

## TORONTO REFERENCE LIBRARY: TOTAL ESTIMATED COST ALLOCATIONS BREAKDOWN at June 12 2006

Scope Area		New Construction	Renovation	Total
Ground Floor		2,565,200	1,621,000	4,186,200
Browsey		372,100	261,600	633,700
Public		835,900	411,700	1,247,600
Cube		1,155,400	46,700	1,202,100
Gallery / Computer Centre			622,400	622,400
Ground Floor Other			278,600	278,600
Site Development		201,800		201,800
Second Floor			2,578,100	2,578,100
Third Floor			2,320,700	2,320,700
Fourth Floor			1,859,300	1,859,300
Fifth Floor			1,099,300	1,099,300
Special Collections		323,900	323,500	647,400
Fifth Floor - Special Collections			284,200	284,200
Fifth Floor Mezzanine - Special Collections		323,900	39,300	363,200
Fifth Floor Mezzanine			42,800	42,800
<b>Sub-total: Net Building Cost</b>		<b>\$2,889,100</b>	<b>\$9,844,700</b>	<b>\$12,733,800</b>
General Requirements and Fee				
General Requirements	12.50%	361,100	1,230,600	1,591,700
Fee	3.00%	97,500	332,300	429,800
<b>Sub-total excluding Contingencies</b>		<b>\$3,347,700</b>	<b>\$11,407,600</b>	<b>\$14,755,300</b>
Design and Pricing Contingency	15.00%	502,200	1,711,100	2,213,300
<b>Sub-total including General Requirements, Fee and Design Contingency</b>		<b>\$3,849,900</b>	<b>\$13,118,700</b>	<b>\$16,968,600</b>
Phasing Contingency	10.00%	385,000	1,311,900	1,696,900
Escalation Contingency				
Construction Contingency	10.00%	423,500	1,443,000	1,866,500
<b>Total Construction Estimate</b>		<b>\$4,658,400</b>	<b>\$15,873,600</b>	<b>\$20,532,000</b>





Hanscomb

Date: June 12 2006

## TRL GROUND FLOOR: ESTIMATED COST ALLOCATION BREAKDOWN at June 12 2006

Scope Area		New Construction	Renovation	Total
Ground Floor		2,565,200	1,621,000	4,186,200
Browsery		372,100	261,600	633,700
Public		835,900	411,700	1,247,600
Cube		1,155,400	46,700	1,202,100
Gallery / Computer Centre			622,400	622,400
Ground Floor Other			278,600	278,600
Site Development		201,800		201,800
Sub-total: Net Building Cost		\$2,565,200	\$1,621,000	\$4,186,200
General Requirements and Fee				
General Requirements	12.50%	320,600	202,600	523,200
Fee	3.00%	86,600	54,700	141,300
Sub-total excluding Contingencies		\$2,972,400	\$1,878,300	\$4,850,700
Design and Pricing Contingency	15.00%	445,900	281,700	727,600
Sub-total including General Requirements, Fee and Design Contingency		\$3,418,300	\$2,160,000	\$5,578,300
Phasing Contingency	10.00%	341,800	216,000	557,800
Escalation Contingency				
Construction Contingency	10.00%	376,000	237,600	613,600
Total Ground Floor Construction Estimate		\$4,136,100	\$2,613,600	\$6,749,700



Hanscomb

Date: June 12 2006

## TRL FLOORS 2 TO 5 MEZZANINE ESTIMATED COST ALLOCATIONS BREAKDOWN at June 12 2006

Scope Area		New Construction	Renovation	Total
Second Floor			2,578,100	2,578,100
Third Floor			2,320,700	2,320,700
Fourth Floor			1,859,300	1,859,300
Fifth Floor			1,099,300	1,099,300
Special Collections		323,900	323,500	647,400
Fifth Floor - Special Collections			284,200	284,200
Fifth Floor Mezzanine - Special Collections		323,900	39,300	363,200
Fifth Floor Mezzanine			42,800	42,800
Sub-total: Net Building Cost		\$323,900	\$8,223,700	\$8,547,600
General Requirements and Fee				
General Requirements	12.50%	40,500	1,028,000	1,068,500
Fee	3.00%	10,900	277,600	288,500
Sub-total excluding Contingencies		\$375,300	\$9,529,300	\$9,904,600
Design and Pricing Contingency	15.00%	56,300	1,429,400	1,485,700
Sub-total including General Requirements, Fee and Design Contingency		\$431,600	\$10,958,700	\$11,390,300
Phasing Contingency	10.00%	43,200	1,095,900	1,139,100
Escalation Contingency				
Construction Contingency	10.00%	47,500	1,205,400	1,252,900
Total Construction Estimate		\$522,300	\$13,260,000	\$13,782,300



# TPL TRL GROUND FLOOR THROUGH FIFTH FLOOR ESTIMATED COST ALLOCATION BREAKDOWN

Scope Area	New Construction	Renovations	Total	General Contractor's General Requirements	General Contractor's Fee	Sub-Total: Excluding Contingencies	Contingencies				Total Construction Estimate
							Design & Pricing	Phasing	Escalation	Construction	
				12.5%	3.0%		15.0%	10.0%		10.0%	
Ground Floor	\$ 2,565,200	\$ 1,621,000	\$ 4,186,200	\$ 523,300	\$ 141,300	\$ 4,850,800	\$ 727,700	\$ 557,800	\$ -	\$ 613,600	\$ 6,749,900
Browsery	372,100	261,600	633,700	79,200	21,400	734,300	110,100	84,400	-	92,900	1,021,700
Public	835,900	411,700	1,247,600	156,000	42,100	1,445,700	216,900	166,300	-	182,900	2,011,800
Cube	1,155,400	46,700	1,202,100	150,300	40,600	1,393,000	209,000	160,200	-	176,200	1,938,400
Gallery / Computer Centre		622,400	622,400	77,800	21,000	721,200	108,200	82,900	-	91,200	1,003,500
Ground Floor Other		278,600	278,600	34,800	9,400	322,800	48,400	37,100	-	40,800	449,100
Site Development	201,800		201,800	25,200	6,800	233,800	35,100	26,900	-	29,600	325,400
Second Floor		\$ 2,578,100	\$ 2,578,100	\$ 322,300	\$ 87,000	\$ 2,987,400	\$ 448,100	\$ 343,600	\$ -	\$ 377,900	\$ 4,157,000
Third Floor		\$ 2,320,700	\$ 2,320,700	\$ 290,100	\$ 78,300	\$ 2,689,100	\$ 403,400	\$ 309,300	\$ -	\$ 340,200	\$ 3,742,000
Fourth Floor		\$ 1,859,300	\$ 1,859,300	\$ 232,400	\$ 62,800	\$ 2,154,500	\$ 323,200	\$ 247,800	\$ -	\$ 272,600	\$ 2,998,100
Fifth Floor		\$ 1,099,300	\$ 1,099,300	\$ 137,400	\$ 37,100	\$ 1,273,800	\$ 191,100	\$ 146,500	\$ -	\$ 161,100	\$ 1,772,500
Special Collections	\$ 323,900	\$ 323,500	\$ 647,400	\$ 80,900	\$ 21,800	\$ 750,100	\$ 112,500	\$ 86,300	\$ -	\$ 94,900	\$ 1,043,800
Fifth Floor - Special Collections		284,200	284,200	35,500	9,600	329,300	49,400	37,900	-	41,700	458,300
Fifth Floor Mezzanine - Special Collector	323,900	39,300	363,200	45,400	12,300	420,900	68,100	48,400	-	53,200	585,600
Fifth Floor Mezzanine		\$ 42,800	\$ 42,800	\$ 5,400	\$ 1,400	\$ 49,600	\$ 7,400	\$ 5,700	\$ -	\$ 6,300	\$ 69,000
	\$ 2,889,100	\$ 9,844,700	\$ 12,733,800	\$ 1,591,800	\$ 429,700	\$ 14,755,300	\$ 2,213,400	\$ 1,697,000	\$ -	\$ 1,866,600	\$ 20,532,300



## Appendix 11.6

### Central Library Building Programs

#### The Grande Bibliothèque Nationales du Québec, Montreal “Revitalizing public library service”

In 2005 Montreal’s new Grande Bibliothèque opened to rave reviews. It has been called a “very dramatic architectural space”, “a grand space with great scale to it” and “both an urban icon and a well functioning library.” The 355,000 square foot library cost \$176 million, including construction, collections, furniture and equipment and was funded by the province of Quebec. This new building was a merger between the city of Montreal’s old central library and two provincially run public libraries and serves as the main public library for both the city and the province. Like the Toronto Reference Library, the Grande Bibliothèque contains unique and special collections that are central to the history of that province. A key component of the building program includes a special room to house Quebec’s rare and historical publications. In addition to its four million item collection, the library’s other features include a:

- a conference centre
- an auditorium
- an art gallery
- a garden and café
- 450 computers.



Grand Bibliothèque  
nationales du Québec,  
Montreal

Montreal’s new library is a lynch pin for a revitalization effort of a somewhat ragged area on the edge of downtown. That central libraries act as a catalyst for continued urban renewal is a consistent theme that appears in much of the literature and discussion on this topic. These libraries draw visitors and residents to their downtown locations and ultimately result in an increase in private sector investment and development. Central libraries, like the one in Montreal, are also very successful. The Grande Bibliothèque expected to see 6,000 people visit each day; instead, approximately 12,000 drop by the library. Although it only opened in April of 2005, by January of the following year over two million visits had occurred. Another sign of the library’s popularity is its increasing membership rolls. The new library now has 140,000 members compared to 65,000 in the old Bibliothèque Centrale. This unprecedented level of interest has spurred a growth in public library investment in Montreal. The library system has expanded hours in various locations, opened two new libraries and has received funding for 12 more. In addition, all libraries are seeing an increase in use that is being directly attributed to the new central library.

#### The Singapore National Library “Investing in people”

In 1994, the Singapore National Library Board published *Library 2000: Investing in a Learning Nation*. The report articulated a vision for a public library service that would expand “the nation’s capacity to learn

*“It is not enough for a library to be a place to read and store books; the spaces must be dramatic and spatially exciting, with various community functions... the Grande Bibliothèque with a lively internal street, together with the handcrafted, materially and spatially rich interior, makes the building an enormous success for Montréal.”*

—Terri Whitehead,  
ArchitectureWeek.com

*“The future belongs to countries whose people make the most productive use of information, knowledge and technology. These are the key factors for economic success, not natural resources.”*

—Gho Chok Tong, Prime Minister,  
Singapore 1993





Singapore National Library

*The [Seattle Public Library] is the most important new library to be built in a generation and the most exhilarating."*

—Paul Goldberger, *New Yorker*

through a national network of libraries and information resource centres providing services and learning opportunities to support the advancement of Singapore.<sup>14</sup> One of the major realizations of this vision has been the opening of the National Library of Singapore. Serving as both the major reference library for the nation and as a large lending library, the 630,000-square-foot facility opened in 2005. Built by architect Ken Yeang, this eco-friendly building is composed of two structures that are linked by bridges at the upper levels. In between these pieces is an open air atrium that hosts all sorts of public events and activities, including book fairs and dance performances. Inside, the library houses the Lee Kong Chian Reference Library, a six floor, 500,000 item research level collection that is geared towards science, technology, humanities and the social sciences. In addition, the library also provides a good mix of collections for general reading that are accessible to the public. Other elements of the building include:

- Singapore and Asian special collections
- central lending library
- drama centre
- events plaza
- library shop and cafe.

The Singapore government invested over \$200 million to build this facility because they recognized that information, not land, capital or labour, is the critical economic resource. To maintain Singapore's competitive edge in the dynamic knowledge economy, it would be necessary for it to become a "learning nation." According to Julie Sabaratnam, Director Digital Library Cluster and Information Services: "Lifelong learning and re-skilling our people are not choices. They are necessary for Singapore to remain competitive in the global economy."<sup>15</sup> The new National Library is a key element in a strategic plan that will see Singapore develop a library service that serves to keep the country and its people competitive in a rapidly changing knowledge economy.

### **The Seattle Central Library "Cultural Renaissance"**

Perhaps the best known of the recently developed central libraries, the Seattle Central Library, was designed by Rem Koolhaas and opened its doors in May 2004. This 362,987-square-foot library has a capacity to hold 1.45 million books and cost \$155 million to build. The impact of the new library is both varied and extensive. Since opening in 2004, library visits and other use measures have increased dramatically. Not only has the library been used for numerous media shots, it has served as the backdrop for a national TV advertising commercial. It has also boosted local restaurant and hotel business. Not surprisingly, the requests for tours of the library

<sup>14</sup> R Ramachandran, *The National role of the National Library Board of Singapore*, (IFLA August 1999)

<sup>15</sup> J. Sabaratnam, *Planning the library of the Future — The Singapore Experience*, (IFLA August 1996)



have strained staff resources to the limit. These are just a few of the more obvious impacts that the new library is having on its community. Curious to evaluate the impact of the library, the city commissioned a study that assessed its economic contribution to the city. Among its various findings are:

- the library's two million visitors generated \$16 million in net spending
- the library is expected to generate \$80 million in spending over five years over and above what the old library was expected to generate
- increases in the use of library resources are contributing to learning, business productivity and professional development
- nearby developers are using the library to market their properties
- the library has become an anchor, knitting nearby residential neighbourhoods together and has become a contributor to the creation of a downtown cultural arts centre
- the library attracts the "creative class" to city. The business sector realizes that cultural and public amenities like a central library are very desirable and attract knowledge workers and other members of the creative class.

The report concludes that Seattle's new Central library is a community asset with multiple benefits. It contributes to urban renewal, it is creating wealth, it is a major tourist attraction and it is fostering economic development.



Seattle Public Library

### **Salt Lake City Main Branch "Strengthening the Urban Fabric"**

Designed by Moshe Safdie, the Salt Lake City Main branch opened in 2004. This 240,000-square-foot library cost \$84 million to build. Like its Seattle counterpart, this library is having a positive impact on the economy and community. It has helped spur the growth of a mixed use neighbourhood as local developers are using the library as a selling point for new condominiums. It has also proven to be significant tourist draw. With more than three million visitors a year, the library is the second most popular stop in Utah just behind the Church of the Latter Day Saints temple.

One of the key features of the building is the blurring of boundaries between the library and the urban community around it. A small group of retail shops rings one side of a study room. A sandwich shop, a gift shop, and a florist create a market place atmosphere. Library customers observe the activity below from a fourth floor reading gallery or sit in a café in the courtyard and enjoy the soaring view of the library above them. Just outside the library there is a variety of stores and service shops. These are some of the examples of how a library can create an inclusive space that in effect becomes the city's living room. This concept means more than just a gathering spot. Located in what is called Library Square, it is the place where according to staff, "citizens practice democracy". The library has used the new building as a focus for generating discussion and ideas. The scope and size of the library has allowed Salt Lake to sponsor and host an ambitious programming series that sees distinguished and controversial intellectual



Salt Lake City Main Branch





*"With a light-filled ground floor a trium  
rimmed by shops that offer snacks and  
coffee, desk and study supplies, greeting  
cards and even alternative comic books,  
the Salt Lake City Main Library's Urban  
Room bustles from morning to night."*

—J. Van Ryzin, *Libraries Unbound:*  
*Cities redefining spaces beyond books.*  
*American Statesman*

celebrities such as Seymour Hersh, Kay Redfield Jamison and Calvin Trillin lead discussions on a variety of subjects. The library has partnered with a local radio station (which has a satellite office inside Library Square) to broadcast these speaker events to a wide audience.

Like the Seattle Central Library, the Salt Lake City Main branch is providing economic, social and cultural returns on the investment. These cities and their respective states are enhanced both nationally and internationally as a result of new libraries.



URBAN LIBRARIES COUNCIL

Appendix 11.7

Making Cities Stronger

# *Making Cities Stronger:*

PUBLIC LIBRARY CONTRIBUTIONS TO  
LOCAL ECONOMIC DEVELOPMENT





## ABOUT THIS REPORT

The rules of engagement in economic development are changing. More and more, economic development success strategies involve people, technology, and growing an infrastructure for economic activity built on ideas, knowledge, experience, and quality of life.

The Urban Libraries Council commissioned this study to look at how public libraries contribute to the human dimension of economic development. In the process, researchers also uncovered more evidence of the important contributions public libraries make to strengthening places and community quality of life.

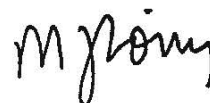
This report indicates that public libraries today are deeply involved with people, technology, and quality of life. Public libraries have tremendous reach geographically and virtually. Within the U.S. there are over 9,000 public libraries providing services in over 16,000 branch facilities and through the Web. Nearly every one of these locally-funded organizations offers collections and programs that support early literacy, workforce readiness and small businesses. As such, they are an important and dynamic part of the community's learning infrastructure which supports local economic development.

This study finds that the return on investment in public libraries not only benefits individuals, but also strengthens community capacity to address urgent issues related to economic development. Public libraries are increasingly finding their "fit" in the formal and informal network of

agencies, corporations, nonprofits, and community organizations working together to elevate levels of education and economic potential, making cities stronger.

We deeply appreciate the public library members of our Urban Libraries Council who provided input for the research of this report. We also appreciate the insights of our Advisory Committee that guided this work, the Urban Institute for helping us to learn more about the businesses we are in, and the support and funding from the Bill & Melinda Gates Foundation and Geraldine R. Dodge Foundation.

We hope you will use this information as a tool to re-frame discussions regarding the public library role in local economic development. Our hope is to stimulate a dialogue among developers, planning professionals, elected officials, business and public library leaders to think differently about the value of public libraries as unique and versatile partners in these human resource and community-building arenas. We urge public libraries to extend and expand their resources and strategies that can profoundly impact local economic development conditions.



Martín Gómez,  
President  
Urban Libraries Council

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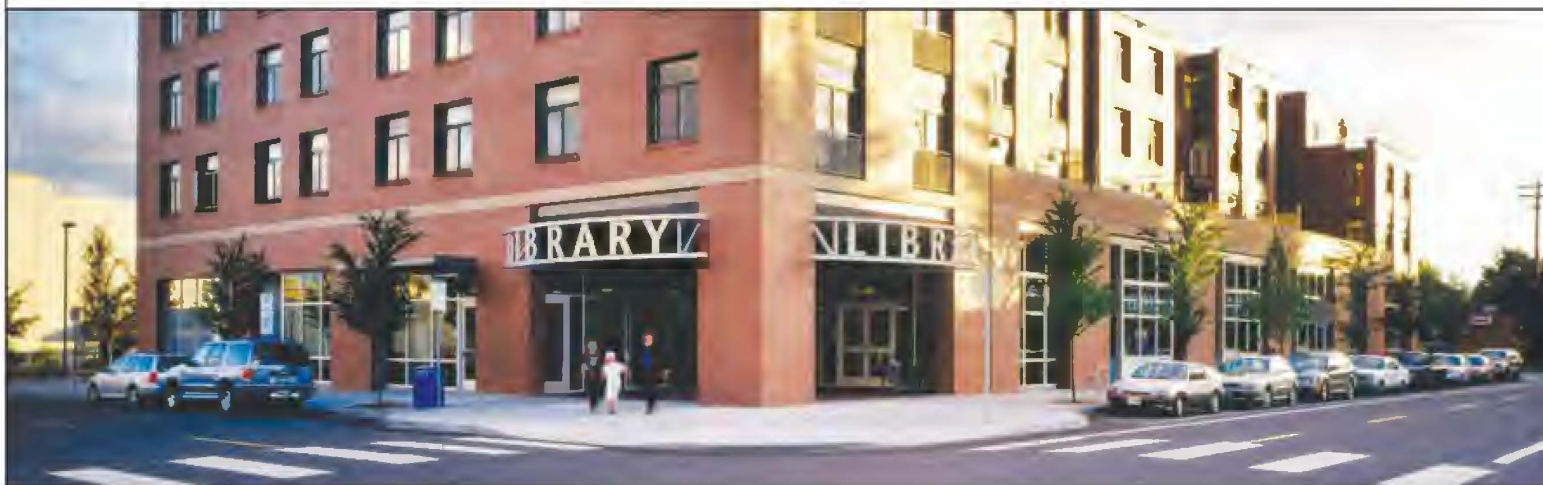
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# Making Cities Stronger:

## PUBLIC LIBRARY CONTRIBUTIONS TO LOCAL ECONOMIC DEVELOPMENT



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The Urban  
Institute



URBAN LIBRARIES  
COUNCIL



# Making Cities Stronger:

PUBLIC LIBRARY CONTRIBUTIONS TO LOCAL ECONOMIC DEVELOPMENT

EXECUTIVE  
SUMMARY



**L**OCAL ECONOMIES TODAY are in rapid transition, moving from bases of manufacturing and service industries to information and idea industries. Accompanying this transformation are a number of radical changes in preferred work skills, business and service models, local-to-global networks, and definitions of what make places “attractive.” Given these changes, communities are reassessing their assets and development strategies in light of what is needed to succeed in the new and next economies.

Strategies for building a strong economic base are being realigned. Human resource strategies are coming to the fore, as jobs created in the new economy require highly educated and technologically-skilled workers. Strategies to keep a vibrant base of small business, traditionally a major source of local job creation, intact and competitive in a very mobile and global entrepreneurial environment are also emerging. Increasingly, physical development strategies are moving away from enticing outside firms with tax abatements and other incentives, to building on local strengths, mixing-up residential, commercial and cultural activities to create vibrant, high quality-of-life cities.

Public libraries are logical partners for local economic development initiatives that focus on people and quality of life. Libraries are widely available, highly regarded public institutions that provide a broad range of information services and support for diverse constituencies. In this era of economic transformation, the business of public libraries is being recast. Public access to digital information and technology is a draw for libraries. Their open structure,

combined with the power of new digital collections, technology, and training, position them to help communities make the transition from manufacturing and service economies to high tech and information economies.

Public libraries build a community’s capacity for economic activity and resiliency. Many families and caregivers rely on the library to provide important pre-school reading and learning. Many people entering the workforce rely on libraries to get them online. Local businesses are increasingly tapping into the library’s online databases to keep themselves competitive and to find synergistic new business opportunities. Library facilities often anchor downtown and commercial developments, and are attractive neighborhood amenities.

These are the essential findings uncovered by researchers from the Urban Institute, as they teamed up with the Urban Libraries Council, an association of large metropolitan public libraries, to investigate the impact of public libraries on local economic conditions. *Making Cities Stronger: Public Library Contributions to Local Economic Development* adds to a growing body of research that notes a shift in the role of public libraries – from passive, recreational reading and research institutions to active economic development agents. The study was commissioned by the Urban Libraries Council (ULC) and funded by the Bill & Melinda Gates Foundation and Geraldine R. Dodge Foundation.

This report highlights the specific ways local governments, agencies, and libraries are working together to achieve benefits for individuals, agencies and the community at large in four areas:

**Early Literacy services are contributing to long-term economic success.** As the strong correlation between investments in early literacy and long-term economic success is documented, public libraries are expanding beyond their traditional story time services, engaging in high-impact strategies with community partners. Many libraries across the country are leading public awareness campaigns, reaching new mothers with materials and resources that promote reading early and often. Extensive community-wide training on early literacy with home and professional child care givers is increasing the quality of child care, and levels of school readiness and success. From Providence (RI) to San Luis Obispo (CA), public libraries are reaching young children and families in diverse neighborhoods. These services are the first link in a chain of investments needed to build the educated workforce that ensures local competitiveness in the knowledge economy.

**Library employment and career resources are preparing workers with new technologies.** With an array of public computers, Internet access, and media products, public libraries are a first point of entry for many new technology users. A 2006 survey by Hart Research found that 70% of people on the computers in libraries only have access through that source. Now that job readiness, search and application information are all online, libraries are expanding training opportunities, often in collaboration with local workforce agencies, which focus on using and building technology skills. Ninety-two percent (92%) of public libraries surveyed for this report provide computer instruction on a monthly basis. Library workforce service models are also as mobile as the shifting economy, as illustrated in Memphis (TN), where the JobLINC mobile center that started as an initiative for a single high-need neighborhood has now expanded services to cover the entire county, with high levels of use not only by job-seekers but by employers as well. With an increasing number of local training partnerships, library resources and facilities are reducing the operation costs and broadening the outreach of other local workforce development agencies, contributing to a stronger community network for job readiness and worker "retooling."

**Small business resources and programs are lowering barriers to market entry.** One of the biggest traditional barriers to small business has been access to current and comprehensive business product, supplier, and financing

data. Libraries are the source for new online business databases that reach entrepreneurs around the clock. Researchers find that when libraries work with local and state agencies to provide business development data, workshops and research, market entry costs to prospective small businesses are reduced, existing businesses are strengthened, and new enterprises are created. Libraries are also in the vanguard, trying new strategies. The Columbus Public Library (OH) is working with a regional agency to provide business plan development seminars. In Brooklyn, the library hosts a business plan competition with a seed money prize. In Phoenix (AZ), the public library is part of a statewide network of business, economic development and library professionals who are seeking to expand and diversify the economic base by promoting more synergy among clusters of enterprises. Again, in this arena library resources and training facilities are reducing operations costs for other local agencies, and broadening those agencies' access to more people needing small business assistance. Overall, the community has more resources to support a strong small business sector.

**Public library buildings are catalysts for physical development.** Libraries are frequented local destinations. Urban Institute researchers repeatedly found that public libraries are highly regarded, and are seen as contributing to stability, safety and quality of life in neighborhoods. They are bolstering downtown and suburban cultural and commercial activity. Among private sector developers of malls, commercial corridors, mixed-use developments and joint-use facilities, libraries are gaining recognition for other qualities – their ability to attract tremendous foot traffic, provide long-term tenancy, and complement neighboring retail and cultural destinations. Library buildings are versatile. They fit in a wide mix of public and private sector developments.

The study provides not only a snapshot of ways public libraries are successfully integrating resources and services with local economic development initiatives in cities coast-to-coast, it also provides some thought-starter ideas for broadening those strategies further, urging greater investment in data gathering, focused partnerships, and impact measures.

The study concludes that public libraries are positioned to fuel not only new, but next economies because of their roles in building technology skills, entrepreneurial activity, and vibrant, livable places. The combination of stronger roles in economic development strategies and their prevalence – 16,000 branches in more than 9,000 systems – make public libraries stable and powerful tools for cities seeking to build strong and resilient economies.



# Linking TO LOCAL ECONOMIC DEVELOPMENT

## CHAPTER 1



**A**PPROACHES TO LOCAL economic development have traditionally focused on tax abatements and credits, preferential financing rates, provision of land and, often, facilities to attract business and boost employment in local markets. However, the new knowledge economy has altered the landscape for many business decisions. Recent studies of location decisions of “high performance firms” reveal that a number of these businesses prefer to locate in areas with higher wages, a labor force with plentiful high school graduates, responsive and efficient government, good schools, and a decent quality of life (Doeringer, Terkla, Klock 2002).

Responding to these shifting factors for economic success, local economic development strategies that once focused narrowly on highlighting assets of a given location or access to major transportation are giving way to strategies that promote quality-of-life environments and strong community capacity for economic growth. Business attraction strategies that once focused narrowly on landing large “outside” firms are now identifying ways to nurture local small businesses, and to build clusters of competitive industries, linked in regional networks, that create new growth and income. Employment-centered economic development strategies that once focused on job creation, even if many were at minimum wage, are now focusing on developing comprehensive skills to build workforce competitiveness and creating career paths to quality jobs and higher wages.

As local economic development practice broadens to include strategies for building human, social, institutional, and physical resources for stronger, self-sustaining local economic systems, there is an opportunity for a much

wider range of community organizations to identify when and where their assets contribute to making cities stronger and building better local economies. This shift in strategies provides an opportunity for public libraries to identify specific ways in which library services contribute to broader local economic strategies.

### A TRUSTED PUBLIC PLACE

Few community services enjoy the type of public support that is generally given to public libraries. In a recent national survey conducted by Public Agenda, people were more likely to rate library service as excellent or good than the service they receive from their local police department, public schools or their local media (PA 2006). In a national public opinion survey conducted for the American Library Association, over 90% of the total respondents said they believe libraries are places of opportunity for education, self-help, and offer free access to all (KRS Research Associates 2002).

Many demands challenge public library leaders to continue to provide services in a manner that meets the high expectations of the public while operating in an environment of constrained state and local budgets. Despite high regard for public libraries as an institution, leaders in many public library systems are facing difficult choices because of a decline in public funding. Additionally, rising costs of new materials, such as online journals, databases, and operations has forced libraries nationwide to cut services, or to find more money by dipping into budgets for books, audiovisual materials and programs. Further, many library systems across the country



are in desperate need of capital support to upgrade or repair existing buildings or to build entirely new facilities to adequately service communities where the local population has swelled.

Amidst these competing demands, library leaders across the country have also felt increasing pressure to justify the investment in public libraries given the growing volume of content on the Internet, increased computer ownership in many American homes, and market competition from private book vendors.

## MEASURING THE ECONOMIC IMPACTS OF PUBLIC LIBRARIES

An increasing number of economic research tools are now being used to measure the public value of libraries, including the cost-benefit impacts and return on investment that public libraries generate. These studies consistently identify positive economic impacts made by libraries at the national, state and local levels:

- At the national level, Liu (2004) examined the causal relationship between public libraries, literacy levels, and economic productivity measured by gross domestic product per capita using path analysis. This study found that public libraries contribute to long-term economic productivity primarily through literacy programs.
- Recent studies at the state level have found significant economic benefits as well, including significant returns on public investment and generation of gross regional product (Barron, et al. 2005, McClure, et al. 2000). There have been tremendous short-term local economic spin-off benefits from construction alone, as expenditures for state and local library construction doubled from \$948 million dollars in 2000 to just over \$2 billion dollars in 2005.
- Positive economic impacts are also evident at the city level. A recent study conducted by the Carnegie Mellon University's Center for Economic Development (CMU) for the Carnegie Library of Pittsburgh found the library to be the most visited regional asset, attracting 500 thousand more visitors than the Carnegie Science Center and the Pittsburgh Steelers combined. CMU researchers estimate that the library generates a return of more than \$91 million in combined economic output and sustains more than 700 jobs. Using a different methodology, the Seattle Public Library found substantial economic returns to the city and local business immediately following the development of the new downtown library. They found the net new contribution to the local economy to be approximately \$16 million dollars during the first full year of operation alone (Berk & Associates 2004).

This study seeks to follow the links between libraries and economic development benefits. It looks at how layers of special program resources and activities in public libraries intersect with specific local economic development strategies already in motion. Return on Investment (ROI) studies alone do not identify the ways in which library services are benefiting students, job seekers, employers, small businesses and entrepreneurs. This study takes a closer look at the layers of targeted programmatic benefits, and investigates and articulates the ways in which public libraries are addressing the needs of individuals and agencies, within the context of broader formal and informal local economic development networks.

Special programs, which have always been a part of public library services, have increasingly taken on local community development challenges in the past decade. Public libraries are now working with local schools to create a more integrated set of services for children (Saunders 2001), coordinating with workforce development agencies for job and career information services (Durrance 1994), and collaborating with local chambers of commerce to improve business information services for micro and small businesses (Wilson and Train 2002). These special program services are broadening the impact of traditional library information resources by networking with the efforts of other groups in the community.

## MODELING PUBLIC LIBRARY BENEFITS

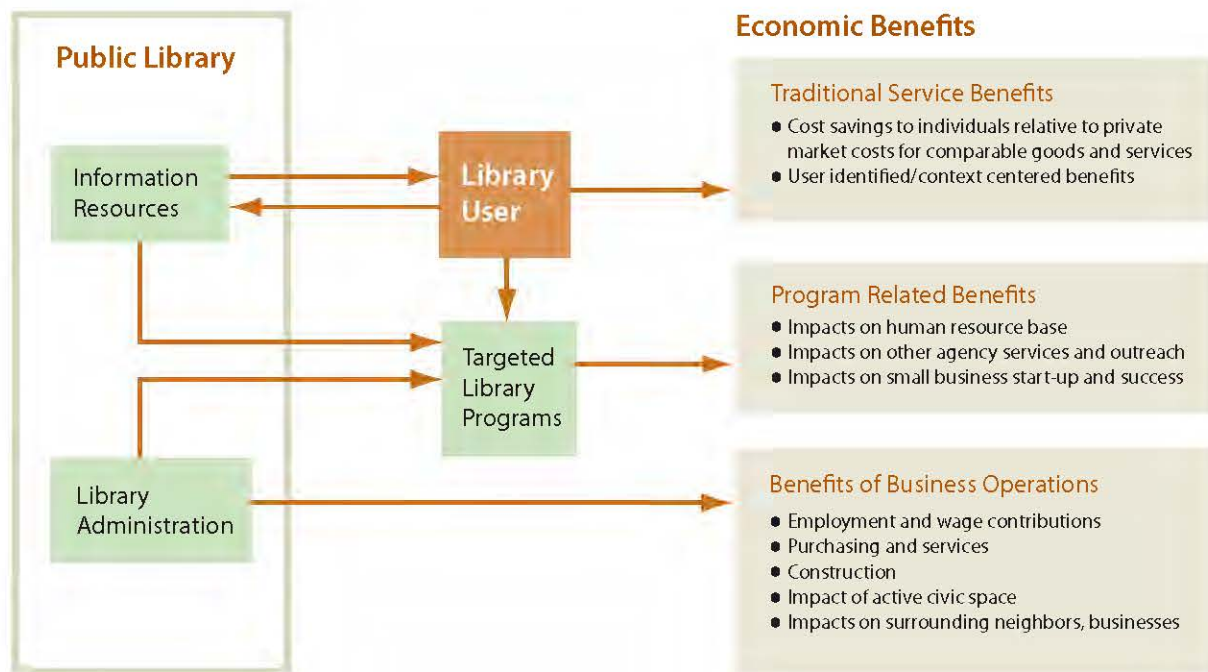
Figure 1 provides a model that summarizes the multiple ways in which public library resources, programs and services impact local economic development conditions.

**Traditional Service Benefits.** Public libraries provide direct service benefits to individuals. These include the cost savings of public access resources over market costs of goods and services, as well as the self-identified benefits of getting information or access to technology, for example.

**Benefits of Business Operations.** Public libraries are large organizations, particularly in metropolitan settings, and thus, provide significant business-related spin-off benefits to the local economy that include employment and wage contributions, purchasing of supplies and materials, contracted services, library construction and even the effect on local business resulting from increased foot traffic. A recent study of the economic impact of South Carolina public libraries estimated that the libraries contributed close to \$126 million dollars in spending on wages, supplies, books and related materials, construction, and other business related expenditures (Barron, et al. 2005).



FIGURE 1: Model Distinguishing Economic Benefits Derived from Library Service and Administrative Functions



**Program Related Benefits.** Public libraries contribute significant community-level benefits, particularly as they relate to program services. Library resources and programs contribute capacity to local strategies that seek to strengthen human capital, reduce service costs to complementary local agencies, and broaden the reach of local partner organizations.

Programming in public libraries is highly local, and touches on many community development agendas – from school success to financial literacy to public health. In this report, the focus is on three program areas that are core local economic development strategies:

- **early literacy** – initiatives that promote reading, prepare young children for school and raise levels of education.
- **workforce initiatives** – efforts that increase workforce skills, provide career training, and facilitate employment and career search.
- **small business support** – strengthening the small business sector through the provision of business information resources, workshops and training for both new and experienced business owners.

The case study research examines specific library program strategies that support current practice in the field of local

economic development. It highlights the range of short-term and long-term economic outcomes that were either identified by program participants or could be identified and measured in future research. Finally, the report provides suggestions about ways public libraries can stretch resources and programs further, providing even greater impact.

Chapters 2 and 3 examine two key strategies for building the human capital of area residents, early literacy interventions for children and support services for job seekers. Chapter 4 identifies some of the new business supports available through local libraries.

Finally, in Chapter 5 the report highlights ways in which communities are using public library placement and construction as a way to create more vibrant public spaces and broaden the definition of mixed-use development in cities and small towns across the country. While the focus of these investigations was on program rather than physical impacts of libraries on communities, many examples of the impact of libraries as catalysts to redevelopment, anchors for existing developments, and amenities to downtowns, neighborhoods and commercial centers emerged in the course of the fieldwork. These examples are provided here to further underscore the variety of ways in which public libraries are making cities stronger.



# Improving Early Literacy

## AND SCHOOL READINESS

### CHAPTER 2



**L**IBRARIES HAVE LONG BEEN recognized as one of the most important community institutions for adult and child literacy development. However, new research in the area of child development is now uncovering a strong connection between early literacy investments and the improved school outcomes of young children. Researchers are showing that children who begin kindergarten with greater literacy skills resources are more likely to test well in reading and basic mathematics at the end of kindergarten and the start of first grade (Denton and West 2002). Early literacy, along with early numeracy, and building social-emotional competence, is seen by many researchers as a key strategy for developing of school readiness in very young children (Brooks-Gunn and Markman 2005; Foorman, Anthony, Seals, Parlakian 2003; Mouzaki 2002; Whitehurst and Lonigan 1998).

In the past, little importance was placed on what children experienced in the first years of life. Reading instruction took place primarily in elementary school. Formal instruction and curriculums emphasized the teaching of reading and writing to children when they reached school age and not before. However, the current research-based understanding of early language and literacy development is providing new and early pathways for helping children learn to talk, read and write. Current literacy development theory emphasizes the more natural unfolding of skills through the enjoyment of books, the importance of positive interactions between young children and adults who read, and the critical role of literacy-rich experiences.

On another track, researchers in the field of economics are beginning to identify child development investments as

the most cost effective strategies for long-term economic development. In a recent study, researchers from the Minneapolis Federal Reserve Bank identify investments in early education as yielding a financial return that far exceeds the return on most state funded economic development projects (Rolnick and Grunewald 2003).

Further, as demonstrated in Figure 2, researchers at the University of Chicago, identify early education investments as more efficient public investments because their benefits tend to compound, by creating a solid foundation for later human capital investments, such as education, youth development and job skills training (Cunha and Heckman 2003; Currie 2001; Karoly, et al. 1998). This work finds that the return on investment decreases as investments move from early literacy and child development, to youth programs, to adult education and job training programs.

*"Learning and motivation are dynamic, cumulative processes; skill begets skill; learning begets learning. Early disadvantages lead to academic and social difficulties later. Early advantages accumulate; just as early disadvantages do."*

The Productivity Argument for Investing in Young Children,  
Working Paper 51

— Committee for Economic Development,  
October 2004

There is also evidence that the importance of early childhood investments is beginning to take hold among policy makers at the various levels of government. (Katz, Dylan, and de Kervor 2003). Since 2005, the National League of Cities' National Municipal Policy has had a major



initiative to highlight practices and catalyze investments in early learning to build stronger local economic capacity long-term. The National Governors Association has also adopted a policy position that calls for greater support of early literacy programming, and has established a small grant program designed to build more comprehensive early childhood development systems at the state level (NGA Education, Early Childhood and Workforce Committee ECW-04).

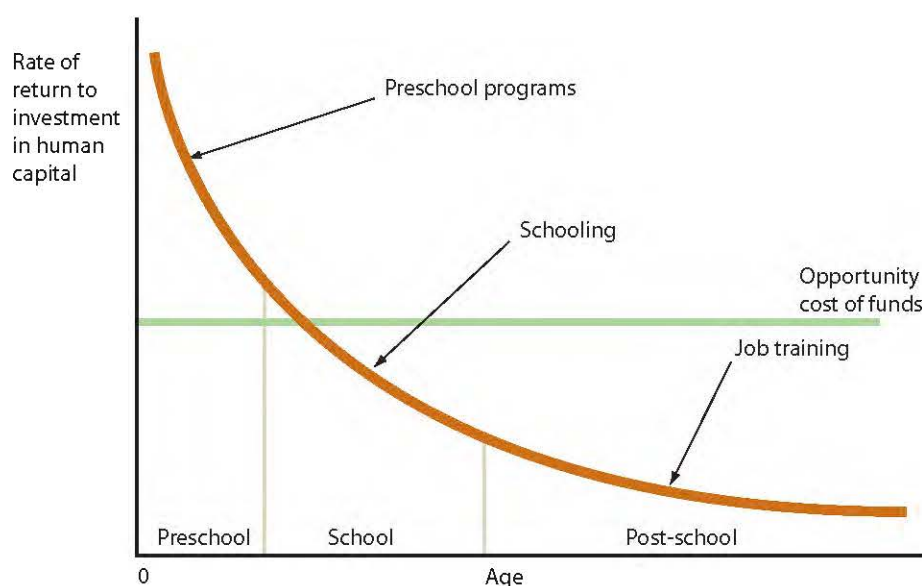
Children's literacy services in public libraries are being recast to this end. In cities large and small, libraries are expanding traditional story-time activities, retooling children's literacy programming to meet developmentally appropriate standards, and creating more comprehensive child literacy support services for parents and child care providers. Libraries are now making much deeper resource investments in early literacy training. Indeed, for many communities they are the lead agencies for early literacy services and training for young children. In the survey conducted among Urban Libraries Council members, over 90% of responding libraries identified their library as providing special programming in the area of early literacy. Of these, 92% had enhanced their collections with materials specifically related to early literacy promotion. School readiness and child development activities included family and intergenerational reading

development programs, parenting programs, and support services for child care professionals. Among the libraries providing early child development programming 70% provided early literacy workshops on a weekly or monthly basis, and just over 60% provided workshops for childcare workers and early education teachers.

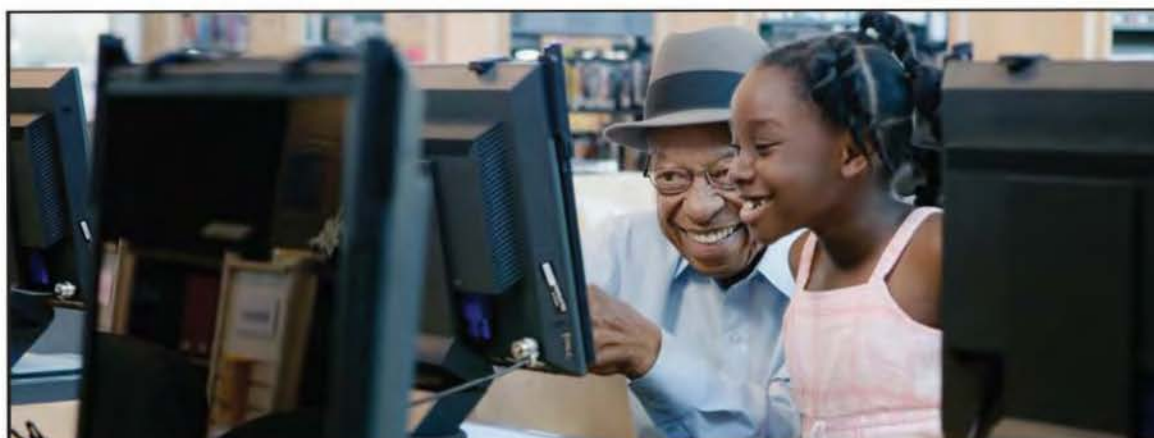
As children's programming has grown over the years so too has the need for specialized education and training on the part of library staff. Survey results highlighted a strong commitment on the part of public libraries to providing specialized services with appropriately trained personnel. More than half of the libraries surveyed identified someone on their children's services staff as having an early childhood education certificate. At this point computers do not appear to play a major role in direct provision of early literacy services. Less than 13% of the libraries indicated that they used computers as an integral part of their early literacy activities. However, public libraries do appear to be using their websites as a way to collect information resources for parents and caregivers to learn about early learning. Over one-third of the libraries responding to the survey indicated that they had developed websites specifically for early literacy/early learning.

Based in part on the programs highlighted in that survey, a group of public libraries were identified for further investigations into how early literacy collections and

**FIGURE 2: Rates of Return on Investment Decrease as Program Participant Ages Increase**



Source: Heckman, James and Flavio Cunha. *The Technology of Forming Human Skills and the Productivity Argument for Investing in Young Children*. Sept 22, 2005, page 33



services were mobilized at the local level. Strategies observed in the field studies range from citywide information campaigns to the provision of tailored technical assistance to childcare agencies. The overall goals of these initiatives are consistent – improving child social and development outcomes through literacy and providing essential building blocks for school readiness. In many of the communities in this study, the public library was the only agency promoting early literacy programming.

The following descriptions of early literacy/school readiness strategies are followed by an examination of the impacts, and thoughts about how the public library could stretch resources and strategic investments further.

## PUBLIC LIBRARY STRATEGIES FOR BUILDING EARLY LITERACY

- Public education campaigns
- Parental training workshops
- Tailored technical assistance for childcare and other children's service agencies
- Implement model literacy programs

### **Public education campaigns for early literacy.**

Effective public education campaigns use media, messaging, and an organized set of communication activities to shape behavior toward desirable social outcomes (Weiss & Tschirhart 1994). They will often combine broadcast media campaign messaging with a wide range of marketing and program strategies meant to bolster the "marketing mix" (Balch & Sutton 1997). A common strategy for public education campaigns is to coordinate media efforts with a diverse mix of other communication channels, some interpersonal and some community-based, in order to extend the reach and frequency of the campaign's messages and increase the probability that messages will successfully result in a

change (Dungan-Seaver 1999). Public libraries have been engaged in literacy campaigns for years. However, some public libraries are drawing on this experience to build more targeted campaigns, which focus specifically on the promotion of early literacy. These strategies broaden the early literacy message to the widest possible audience. By delivering the messages in multiple languages and through a variety of media, public libraries are extending the reach of their programs to community residents who may not even know where to find their closest branch library. An example of an ambitious multi-lingual public information campaign, which combines media outreach with informational workshops for parents and caregivers, is Brooklyn Public Library's campaign, Brooklyn Reads to Babies.

### *Brooklyn Public Library - Brooklyn Reads to Babies Campaign.*

Brooklyn Public Library's (BPL's) citywide literacy campaign, which targets both parents and caregivers of babies and toddlers, includes informational brochures and materials, produced in six different languages, which are distributed through the library and community partners; a web resource with information about early literacy; library programming on early literacy for children from birth to age five; and direct outreach to a wide range of children and family service agencies throughout Brooklyn. The campaign has cast a wide net by connecting with area service providers to get the word out to the community. Flyers and posters are available at area beauty parlors, clinics, schools, hospitals and markets. BPL has also made informational brochures available for family court. Area health providers, such as Coney Island Hospital, assist by providing Brooklyn Reads to Babies program information and library card applications in new infant goody bags. Start up resources for the program, which were covered by an initial donation of \$1 million dollars, included development and production of marketing pieces, board



books in the branches, child size furniture for creating child-friendly areas in local branches, and purchasing program learning tools for area libraries. While it may be too early to measure direct impacts of the program, the demand for workshops and materials speaks to the need for this type of children's programming.

**Early Literacy Training for Parents.** Libraries across the country are augmenting children's services to provide intergenerational programming workshops that promote early literacy to parents. Workshops in some libraries are run directly by children's service librarians or in partnership with local child development agencies. Most workshops offer hands-on activities and supervised practice sessions that guide parents through a range of developmentally appropriate educational activities.

***The Providence Public Library – Ready to Learn Providence Partnership for Parents.***

The Providence Public Library, in partnership with Ready to Learn Providence, provides a wide range of early literacy support services for young children and their parents and caregivers. The Cradle to Crayons initiative, a free nine-week program available at most Providence Public Library branches, focuses on literacy development of children ages 1-3. The program, which is funded by Ready to Learn Providence and CVS/Pharmacy Charitable Trust, is designed to introduce young families to the library in a comfortable setting and to develop early literacy skills through songs, rhymes, storytelling and play. Library staff members offer tips that can be used at home to encourage an early interest in reading and learning.

The program also invites local child service agency professionals to attend some sessions to share information on child development, health and safety. Bilingual staff (English/Spanish) attend most sessions, and materials are available in both languages. Families also receive free books through Reading is Fundamental twice during the nine-week session. In addition to Cradle to Crayons, the partnership offers a three-hour program (in both Spanish and English) to teach adults how to share children's books, rhymes and songs with infants and toddlers. A third component of the parenting education program is the Learning and Reading Kits (LARK Kits). Created jointly by Providence Public Library and Ready to Learn Providence, the LARK kits contain 10 books, music, visual aides such as puppets and flannel boards, and educational games. The activity folder in each kit offers a choice of activities, helping educators to teach thematic curriculum units in a developmentally appropriate way.

The kits for use with preschool-age children, which can be checked out at branch libraries, are in English only and bilingual (English/Spanish) versions. There are also kits

especially designed for use with toddlers. There are now over 200 LARK kits available through the library.

**Technical Assistance/Staff Development for Child Care Facilities.** Sixty-percent (60%) of the libraries providing early literacy programs in the ULC member survey identified their institutions as providers of technical assistance to child care agencies in their area. These training workshops, which are free through local libraries, provide staff development training to agencies that, due to resource constraints, might not otherwise make this type of business investment. In some communities these trainings have been incorporated into the broader network of accredited agency support and educational services. In these communities, participation in library early literacy workshops provides a portion of the credits necessary for annual accreditation or recertification. The Memphis Public Library has a program that combines traditional story times with detailed instruction to childcare staff about age appropriate literacy programming.

***Memphis Public Library – Training Wheels Program.***

In the summer of 1999, the Memphis Public Library (MPL) held a series of focus groups with day care and other children's service providers in the Shelby County area to help structure a new mobile children's service. Though library staff had initially thought the focus groups would provide more detailed information about ways to deliver direct services to children, the greatest need identified by child care staff was for on-site, staff development programming. In response to this call, MPL developed the Training Wheels program, which provides on-site, customized training for those who care for young children (ages 0-6). The training is designed to improve caregivers' skills in developmentally appropriate practice, especially as it relates to early literacy.

The Training Wheels bus, which is staffed by children's librarians and early childhood specialists trained in adult education, visit a site and give "annotated" demonstration story times using the site's own children. In so doing, the program operates on two levels. Children at the local centers receive the care and attention of a librarian through traditional story time activity. As the library staff person is working with the children on one end of the bus, a second staff person is providing "color commentary" to day care staff, identifying key elements of the instruction, highlighting developmentally appropriate activities. This is a particularly important staff development activity for agencies that generally cannot afford to pay for continuing education training for their staff. After the story time demonstration activity, library staff works with caregivers to identify additional learning materials and tailor staff development activities to their specific needs.

Materials used in the story time demonstration are available for fully-automated checkout from the vehicle. The free Training Wheels workshops, which are certified by Department of Human Services of the State of Tennessee and provide child care workers with accreditation credits needed for annual recertification, are delivered to over 200 day care centers a year across the Memphis/Shelby County area on a rolling basis at visits scheduled during the regular business hours of the day care center.

### **Implementing Model Literacy Programs Locally.**

Public libraries provide a ready network for disseminating innovative program services. The adoption of early literacy services models such as Raising a Reader and Every Child Ready to Read @ Your Library provide excellent examples of the ways in which best practice models can spread in public libraries. The Raising a Reader program, which features bags filled with four multilingual and multicultural children's books, a literacy instructional video for parents, and a teacher training curriculum, started in 1999. Since that time the program has grown to over 118 affiliates that have implemented the program in 32 states. The Every Child Ready to Read @ Your Library, an early literacy curriculum developed by the Public Library Association and the Association for Library Service to Children, is another early literacy program that has spread rapidly. The program, which was designed as a trainer program, provides the basic curriculum, training and evaluation tools necessary for children's service librarians to incorporate early literacy training into their local regimen of children's services. Over the past two years, the Every Child Ready to Read program has provided 82 trainings for librarians at public libraries across the country.

### ***San Luis Obispo Public Library – Raising a Reader Program, Oceano Branch Library.***

The Oceano Branch of the San Luis Obispo (SLO) City-County Public Library system is the first (SLO) branch library to implement the Raising a Reader Program. The newly opened branch, which is situated on a site next to the Oceano Elementary School and an adult learning center, is well positioned to provide services to both parents and their children. The program, which is partially supported by First 5 of San Luis Obispo and the San Luis Obispo County Office of Education, targets children and their families living in the predominantly Hispanic community surrounding Oceano Elementary School. The project is part of a broad initiative to provide educational support to parents, provide preschool and childcare, operate kindergarten transition programs, coordinate existing health and social services, and encourage schools to be ready for children, and vice versa. A preliminary review of the program results conducted by

First 5 of San Luis Obispo indicate that the program is having a significant impact on the way parents approach learning in the household. Parents surveyed after three months of program participation reported statistically significant changes in the amount they read to their children (from 59% at baseline to 85%), their perceived importance of such reading (from 8.9% at baseline to 9.8%), and their increased use of the library system (from 38% at baseline to 69%) (First 5 SLO 2005).

## **OUTCOMES: WHY INVESTMENTS IN EARLY LITERACY PROGRAMMING MAKE SENSE**

Early literacy programming in public libraries contributes to elevating young children's levels of literacy and engagement in learning, thereby contributing to school readiness and school success.

Public library literacy programs reduce the cost of doing business for area agencies by providing free staff development opportunities and in some places, certification credits.

Public libraries are strengthening the community child care support network by expanding learning resources and improving the quality of child care through literacy training.

## **STRATEGIES FOR BROADENING THE IMPACT OF EARLY LITERACY INITIATIVES**

Discussions with library staff, community partners and local development professionals revealed a set of strategies that could expand the capacity of programs to even broader participation by parents or area caregivers, bolster existing literacy partnerships, and strengthen community resources for child development.

**Broaden support for outreach.** Though a wide range of early literacy program models are now available, children's services divisions will require significantly more financial support to expand outreach services to parents and area caregivers. Whether providing services via a library book mobile or at the branch level, community outreach requires significant staff investments.

**Establish strong partnerships with area child service providers.** Library staff should identify ways to connect early literacy activities to other education services in the area to broaden the impact of literacy programming. While



many libraries provide literacy programming through open workshops within the library, fewer libraries take the additional step of establishing formal partnerships with child care centers and Early Head Start programs to provide these services directly to caregivers on site. These formal partnerships represent a stronger commitment by both parties to program services, and provide library staff with a more detailed understanding of the needs of area service providers. Library staff also talked about the importance of making stronger connections between early literacy education staff and teachers at area schools. These connections provide area teachers with a better sense of the range of community educational services and can help librarians articulate programming to better prepare students for the reading strategies that are taught in area schools.

**Continually evaluate early literacy programming and collect information over time.**

Relatively few libraries were found to be tracking individual literacy program participants to determine the impact of their services over time. However, demonstrating the value of these programs requires this type of detailed information about participants (young and old) over time. There are many tools librarians can use to determine whether or not the services they provide have a lasting effect. Most require the systematic collection of information about individual program participants. This type of information is especially important when libraries are incorporating a standardized service model in a new setting. Because model programs are developed in other communities, sometimes with very different service populations, there may be conditions in the new “host” community that could affect the outcome of the program. Furthermore, local assessments could reveal important changes that are needed to better target services and improve participation.

## CONCLUSION

Public libraries across the country are responding as the evidence linking early literacy to long-term education and economic success continues to mount. Through public awareness campaigns, more targeted program services, and collaborative training with other child care providers, public libraries are introducing many more children to books and reading before they enter school, greatly improving their chances of academic success. Library early literacy resources and programs are benefiting individuals and the community-at-large.

Investments in these areas are not without challenges, however. Sustained investments are necessary to build comprehensive, consistent pre-school literacy experiences and services both in and outside the library. Despite the challenges, public libraries across the country are retraining staff and retooling services to be in line with effective practices being defined in the new research, and are working with broad and diverse kinds of child care providers.

As libraries make deeper investments in the area of early literacy and school readiness support, the one area that will need greater attention is measuring impacts. Demonstrating the impacts of public library programs is not without difficulties. Voluntary drop-in visits do not lend themselves to traditional evaluation methodologies. Library efforts are impacted by other context factors, such as family, economic, race, school and other social aspects. Nonetheless, demonstrating the comparatively small but effective return on early literacy investments has the potential to yield even greater investments and payback.

# Strategies FOR Building WORKFORCE PARTICIPATION

## CHAPTER 3



**D**EVELOPMENT STRATEGIES have changed dramatically with changes in the workplace over the past ten years. The transition from manufacturing and service industry jobs to technology-based information industry jobs has been rapid. Employers in the growing high-skill sectors report continuing difficulty in finding and keeping a workforce.

New economy jobs call for higher-level skills and a willingness to pursue continuing training to stay competitive. Rapid shifts in the workplace mean that people must anticipate frequent career moves and take responsibility for their own career progression (Porter 2000). Higher wages are strongly linked to some form of post-secondary education and training. Economic self-sufficiency – the ability to support a family – requires education beyond high school.

If local communities are to succeed, they will need more workers with skill levels far beyond those seen in the average worker of the past. As new models of business, products and services continue to emerge, the worker today must continuously “retool” and adjust.

New strategies and networks for building sustained workforce participation are burgeoning, and workforce development agencies are collecting data to better understand the demand for these changing skill sets. They are experimenting with career information centers and sequenced services for job-seekers. They are finding new local partners, such as community colleges and local employers, for training and education efforts. They are looking at ways to make local resources and programs more apparent, coordinated, and oriented toward long-term, continuous workforce transitions.

For many communities, the federal Workforce Investment Act of 1998 (WIA) is providing the organizing framework for consolidating development programs and integrating services locally and statewide (NCEE 1997). A cornerstone of WIA is the provision of services through comprehensive One-Stop centers that offer a range of resources pertaining to employment training and education for workers, and recruitment and training assistance for employers. Eight years after the enactment of WIA, it appears that more decisions are being made at the state and local levels, local workforce development agencies have established more formalized partnership arrangements, and there are more collaborative workforce development arrangements with private sector partners (Barnow and King 2005). There is great variety and flexibility in current local workforce development programs (Eberts and Erickcek 2002).

In this context, public libraries have a host of new opportunities to become more actively engaged in local workforce development initiatives and networks. Indeed job information resources and specialized workforce programs in local libraries have the potential to reach a much wider group of job seekers than One-Stop centers because of their reputation as trusted, quality community information sources, their high volume of use, and their geographic distribution of facilities across the community. Public libraries cover a much broader area than WIA One-Stop centers could ever hope to service. As an example, in the six states with the highest seasonally adjusted unemployment rate in the country in July 2006, there are an average of 83 One-Stop comprehensive centers and affiliates per state compared to an average of 301 library outlets in the same group of states.



Public libraries across the country are answering the call to provide greater workforce support with enhanced job information resources, workplace literacy programs, improved technology access, and staff dedicated to employment services. Seventy-seven percent (77%) of ULC member libraries responding to the survey identified their libraries as having enhanced collections in the area of workforce development. Forty-three percent (43%) of the libraries were investing in digital resources specifically geared toward workforce support, and 31% of the libraries were creating web resources specifically designed for job seekers.

A significant amount of workforce development activity in local libraries centers on job search skills, basic computer instruction and workplace literacy. Ninety-two percent (92%) of the libraries answering the survey provide basic computer instruction on a regular basis (at least monthly); 50% of the libraries provide workplace literacy instruction; and 42% provide workplace literacy instruction specifically to English language learners. Most of these literacy training and other specialized workshops are provided in library facilities, though often conducted in partnership with local agencies. The section below explores some of the ways libraries are adapting to meet the needs of people navigating today's labor market.

## PUBLIC LIBRARY STRATEGIES FOR WORKFORCE DEVELOPMENT

- Creating Job Information Centers
- Expanding Access to Technology and Tech Training
- Providing Targeted Employment Outreach
- Adult Literacy Training and Community Support Centers

**Job Information Centers.** Many public libraries across the country are consolidating career resource materials from the shelves and online databases into user-friendly career information centers. These job centers offer resources for job searches, provide training and certification materials, and serve as information clearinghouses for job listings. Many of these centers have special staff available to provide one-on-one assistance and career development workshops. Libraries with dedicated job resource staff often provide assistance in crafting cover letters, résumés, and college and scholarship applications, as well as assessment of skills and interests for clients with little educational experience or for those holding advanced degrees. In some libraries the job information service makes referrals, suggests job listing sites, and works with counselors, community-based organizations, state employment agencies, the Department of Labor, and the Human Resources Administration to help clients realize their educational and professional goals.

### *Fresno County Public Library – Career Center.*

The Career Center at the Fresno Public Library provides an excellent example of this type of consolidation effort. In 2003 the library established its Career Center in the Central Library. The new Center provides a wide range of job and career resources in a county that has long been plagued by some of the highest rates of unemployment in the state of California. The new Career Center provides dedicated computing services, a jobs board, enhanced print and digital collections, and a dedicated career specialist/jobs librarian who provides monthly workshops covering online job search basics, building an effective résumé and job interview preparation. In addition to servicing the main library the new career services librarian provides career workshops at area branches and coordinates acquisition and purchasing of career resources for the entire system.

### **Expanding Access to Technology and Tech Training.**

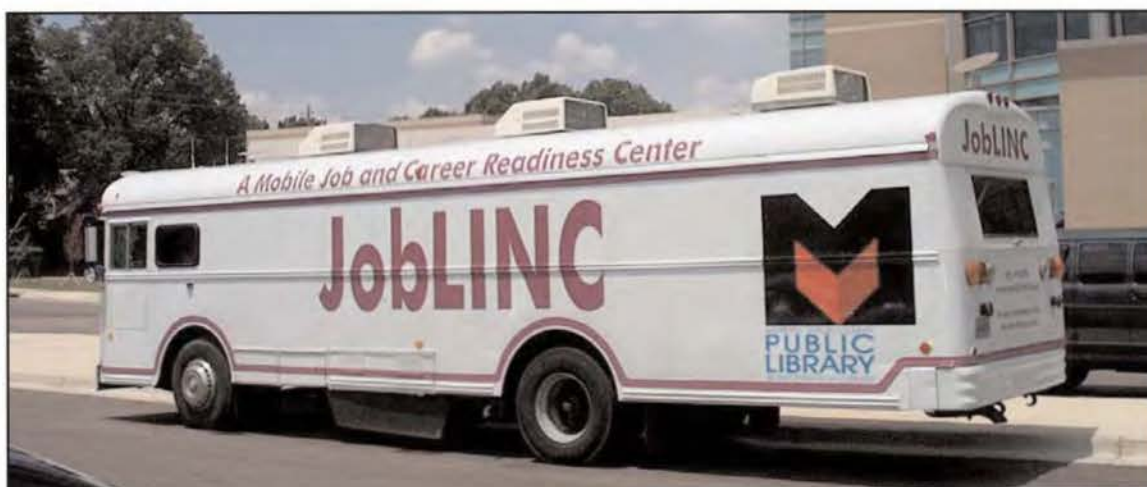
Despite the rapid proliferation of home computers, public computers in libraries are still in high demand, serving as an important entry point for new technology users. A recent survey found that 70% of people using computers in libraries reported the library was their only way to get on a computer (Hart Research 2006). Another study reports that 95% of all public libraries provide some sort of public access to the Internet (Bertot and McClure 2002).

While there is increasing awareness and use of these resources in public libraries, there has been little attention given to how these resources are providing structural, often community-wide, workforce development training and support. Public libraries are providing individual users with access to technology and information resources, as well as structured technology training. From mobile labs to instructional training facilities, public libraries are providing targeted technology training, most often starting with computer basics.

Increasingly, public libraries are working with local workforce development partners, providing local residents with multiple access points for computer training. Libraries that lack staff resources to support formal trainers are entering into agreements with local workforce development agencies to provide instructors and curricula for training facilities located at the public library.

### *Newark Public Library - Victoria Technology Center.*

The Victoria Technology Center, a representative example of library training centers, opened in 1999 as part of the community NEON (NEwark Online) initiative, and features eighteen computers for training and Internet access. When classes are not provided, the stations are open to library customers. Free computer classes, which are offered in both English and Spanish, provide detailed training that ranges from computer basics to more advanced word processing and spreadsheet software training.



**Targeted Employment Outreach.** Libraries with sufficient resources for outreach are providing services in areas of high unemployment and need, working with local employment service agencies that lack resources to provide a full range of employment resource materials and workplace training.

#### *Memphis Public Library – JobLINC.*

The JobLINC bus is a mobile jobs and career readiness center that helps job seekers locate employment opportunities by providing listings of available jobs and one-on-one assistance in conducting job searches and preparing for interviews. JobLINC provides local job listings and an employment hotline, on-site résumé preparation services, daily JOBFILÉ listings from the Tennessee Department of Labor and Workforce Development. The initiative began as a targeted outreach to a single neighborhood in Memphis and, due to demand, has expanded to cover the entire county. The JobLINC bus, a 35 foot bus with computers, internet access via satellite hook-up, and job reference material, stops at shopping centers, social service agencies, and branch libraries throughout Memphis. The service has been so successful at connecting with residents that employers have even ridden the bus to conduct on-the-spot interviews to hire prospective workers.

#### **Adult Literacy Training and Community Support Centers for New Americans.**

Public libraries are an important entry point to community services for new Americans. Programs provided through public libraries can serve as a portal to a wide range of community resources that are vital to a family's economic self-sufficiency. Services to new Americans often involve English language classes; intergenerational literacy, foreign language GED instruction, and other basic skills training. Public libraries often serve as informal referral centers as well, directing immigrants to area support services.

#### *Hartford (CT) Public Library - The American Place.*

The American Place is an adult literacy and development project serving Hartford's diverse immigrant communities. The American Place program has become an important community service for immigrants in Hartford, a city where over one hundred ethnic cultures are represented and 32 languages are spoken in the public schools. The program provides staff and resources to help people achieve their goals for secure immigration, citizenship and literacy. The program focuses on citizenship preparation, classes for English for Speakers of Other Languages (ESOL) and life-skills workshops. The program, which started as a basic computer-training course, expanded rapidly when staff realized that clients needed English language training in addition to basics computer skills. Programs are provided free of charge and include practical advice for living in the U.S.; classes for learning English; information on becoming a U.S. citizen; and instruction on how to use the library to find information on jobs, health, housing, education and other topics of interest.

### **OUTCOMES: WHY LIBRARY WORKFORCE DEVELOPMENT PROGRAMS MAKE SENSE**

- Expanded individual, and hence, community workforce technology skills and competencies via access to technology and free computer instruction available in public libraries. These technology skills are essential to job seekers of all ages.
- Reduced barriers to employment with one-on-one services, helping job seekers research career options, identify employment opportunities, develop résumés and apply directly for jobs using new technologies.



- Reduced costs to local workforce development agencies by providing a wide range of employment information resources, access to online employment and career certification tests, and training spaces complete with computers and other technology.
- Reduced recruitment costs to employers via contributions to technology and literacy training, and facilitating connections between potential workers and employers.

## STRATEGIES FOR BROADENING THE IMPACT OF LIBRARY WORKFORCE DEVELOPMENT INITIATIVES

**Establish strong connections with area workforce development agencies.** While public libraries are often aware of other workforce development agencies operating in their service area, workforce development agencies are often not aware of the range of programs and information resources available at the local library. Failure to establish connections between area workforce support services effectively limits the range of services available and could lead to costly and unnecessary duplication of resources. Establishing stronger partnerships with other training entities, referral sources, schools, employer associations, and the local One-Stop Career Centers will help people move more quickly from information gathering to action. Stronger institutional connections will raise awareness about the wide range of resources available at the local public library.

**Build better employer connections.** Creation of comprehensive employment support initiatives in public libraries requires relationships with area employers as well. While the public library will not likely serve as an employment intermediary, program and collections planning will benefit from increased focus on employer needs and standards, as well as a better understanding of the regional labor market.

**Know your customers.** To better understand how and why people use library career and employment resources, libraries should collect demographic and use information from customers. Data gathered from customer surveys on the needs and behaviors of people being trained or guided to information resources can then feed into decisions about program design, collection development, strategic planning, and partnerships with local agencies and employers.

**Know the broader workforce outlook.** Keep abreast of broader workforce trends. What are the hot employment

sectors globally? Nationally? In the region? What is on the decline? Are there seasonal employment trends? If so, in what markets? Understanding these trends, as well as the broader informal and formal network of workforce support providers, helps provide information on how to make the library a more prominent partner, and will help shape services and refine the public library's role in building local workforce strength.

## CONCLUSION

With rapid changes in employment markets and skills, communities are scrambling to build workforce capacity. Public libraries are contributing many resources to workforce development strategies, in concert with other community agencies, education institutions, and private sector employers. The combination of public access technology, enhanced workforce collections and training, and outreach partnerships gives public libraries a unique position as resource to community-wide workforce development efforts.

Libraries are important access points for building technology skills and competencies in communities today. Public access technology, new online resources, and targeted training on computers, job searches, and career development are benefiting both individuals and other workforce development providers.

Libraries are strengthening links between education and employment, as well as building workforce skills and participation. They are contributing training facilities and tailored instruction to a broad base of local residents. There is great variety in the ways public libraries have developed partnerships and programs that connect job-seekers with employment training and opportunities. Targeted library services such as English language instruction, workplace literacy, and computer instruction are now routine.

Local communities are assessing their human resource base and looking for ways to continuously update workforce skills and assist career transitions. In this context, the attributes of public libraries are not going unnoticed. Public libraries, which enjoy high use rates nationwide, and are broadly distributed across metropolitan areas, are becoming increasingly engaged in local workforce support service networks. By consolidating resources in job information centers, broadening literacy training, expanding access to technology, and conducting targeted outreach to immigrant populations and technology "have nots," public libraries are providing valuable support to building local workforce strength and resilience.



# Small Business Support

## THROUGH PUBLIC LIBRARIES

### CHAPTER 4



**M**ORE THAN THREE-FOURTHS of new jobs are created in the small business sector. Small business support strategies are key components for local economic development strategies that seek to stimulate new job creation and diversify the local economic base. Over the past ten years, small business net job creation ranged between 60 and 80 percent. In the most recent year with national level data (2003), employer firms with fewer than 500 employees created 1,990,326 net new jobs, whereas large firms with 500 or more employees shed 994,667 net jobs.\*

The impact of small business on employment in cities is even more dramatic. Between 1998 and 2003, the number of small businesses in the nation's top 100 metro areas grew by 18.6%, in areas as diverse as the booming suburbs of Atlanta and Las Vegas, to the shrinking cities of Youngstown, Kansas City and St. Louis. A 2005 report for the Small Business Administration found that small businesses are the greatest net source of new employment in inner cities (ICIC 2005). Small businesses comprise more than 99 percent of inner city business establishments and generate 80 percent of the total employment in those areas. In all, America's inner city small businesses employ about 9 million people, or 8 percent of the U.S. private workforce.

A good "climate" for small business involves a wide range of resources, but as the economy becomes more mobile and global, one of the key supports for small business is

information. However, few small or new enterprises are in a position to meet all their information needs. They often lack the financial resources, skills, and the time needed to obtain, sift and analyze information about business planning, marketing, financing, human resources, taxes, etc. Starting and sustaining a small business enterprise is a knowledge-intensive endeavor. The problem of access to information in recent years has been exacerbated as the federally-supported Business Information Centers (BICs), through the Small Business Administration have been phased out, and as more information is available digitally, albeit for a significant cost (licensing fee).

Business information services have been a part of public library services for more than a century, but it is the advent of new online databases that is bringing library resources directly onto the desktops of small business establishments, chambers of commerce, and economic development departments across the country. Sixty-eight percent (68%) of the ULC surveyed libraries have enhanced existing collections with small business resource materials and many of these same libraries were investing heavily in digital resources as well. Over fifty percent (50%) of the responding libraries identified their library as having digital collections, databases, and web content specifically designed for small businesses.

Public awareness efforts and instructional training for small business owners is a rapidly growing area of library programming. A wide range of instruction is provided

\* Data based on authors' analysis of *Small Business Administration Table: Private Firms, Establishments, Employment, Annual Payroll and Receipts by Firm Size, 1988-2003*. [http://www.sba.gov/advo/research/us\\_tot.pdf](http://www.sba.gov/advo/research/us_tot.pdf)



regularly through public libraries. Fifty-three percent (53%) of libraries answering the survey provide small business planning and development workshops on at least a quarterly basis; thirty-eight percent (38%) of the libraries provide workshops on business management and business finance; and close to two-thirds of the libraries (62%) provide training in the use of online business resources.

This next section highlights some of the innovative ways libraries are reaching the small business sector with current and comprehensive business information and services that simplify entry into the market, and support long-term business viability.

## PUBLIC LIBRARY STRATEGIES FOR SMALL BUSINESS SUPPORT

- On-Demand Business Information Through Online Business Resources
- Integrating Business Support Services
- Business Basics Workshops
- Program Partnerships with Local Business Support Agencies

**Building On-Demand Business Resource Information.** Public libraries offer small business owners and entrepreneurs a wealth of information resources including industry data, statistics and trends, legal indices, local and state regulations and reports, government documents, industry-specific newspapers and journals, company reports, and company data. Historically, these materials have often been housed in central or special locations, since the cost and sheer volume of the information made it difficult to provide a wide range of resources at the branch level.

However, new technologies and continued investments in a wide range of online business information resources make it possible now to share resources at places of business or homes 24/7. Across the country public libraries are subscribing to online business databases that provide library card holders with a wealth of business information, including company profiles, company brand information, rankings, investment reports, company histories, business leads and marketing data. With the rapid increase in business-related information, librarians are adopting new roles as intermediaries between the business information consumer and an expanding myriad of information and data sources.

Easy access and up-to-date depth of the resources are attracting new business customers. A recent report by the Carnegie Library of Pittsburgh found that business

resources are the most frequently accessed online databases (CMU 2006). In a recent survey of library users in the South Carolina, one-third of the business users said that the loss of business information sources would have a major negative impact on their business (Barron et al. 2005). Electronic business information resources make it much easier for public libraries to provide community-wide, up-to-the-minute business information to area residents.

### *District of Columbia Public Library – Enhanced Business Information Center (e-BIC).*

The District of Columbia Public Library (DCPL) has entered into a partnership with the U.S. Small Business Administration to open the Enhanced Business Information Center (e-BIC). The e-BIC, which is located at the main branch of the DCPL system, provides business planning tools, free on-site resources, staff, training courses and workshops to help entrepreneurs start, grow and expand their business. It features a state-of-the-art video conferencing room, computer terminals, a business information resource library and reading room. The e-BIC, staffed by a full time librarian, is open during the scheduled hours of the library.

**Integrating Local Business Support Services.** Many public libraries are establishing direct relationships with local business organizations, either by joining associations or meeting with business people to detail library resources. Based on the ULC survey, more than sixty percent (60%) of libraries providing business services have established relationships with local Chambers of Commerce and Small Business Development Centers. Stronger connections with business and economic development professionals are spreading the use of powerful online small business resources to new constituents and agency partners.

### *Pima Public Library: Local Arizona Economic Development Center.*

The Business Info Center at the Pima Public library in Tucson (AZ) is teamed up with twenty-seven (27) other public and community college libraries across the state to establish a network called the Arizona Economic Development Centers (EDIC). The network is working to build partnerships among libraries, businesses, and economic development professionals. The library's objective is to expand access to current small business information resources, especially in smaller communities throughout Arizona, thereby expanding the role and visibility of libraries as part of the "support system" for local economic development. EDIC was initiated by the Economic Development Library Committee, which includes members from the business and economic development communities as well as information

specialists from libraries throughout the state. It is a joint effort between the Arizona State Library, Archives and Public Records (ASLAPR) and the Arizona Strategic Planning for Economic Development (ASPED), a coalition formed to create quality jobs by attracting, retaining, and nourishing value-added clusters of enterprises. Business support networking takes place at both state and local levels. Locally, the business librarian is active on local economic development boards. The library has also teamed up with the Small Business Development Center at the Pima County Community College to host meetings and info-sessions on business research at the local library. Local for-profit business centers now see the library as a partner, and regularly invite business librarians to speak and give instruction on the use of business information sources and services at their workshops and meetings.

#### **Direct Support for Business Planning/Start-up.**

Libraries with staff capacity and facilities are now providing small business support workshops. These workshops draw heavily on library information resources, help people build business plans, identify suppliers and competitors, track consumer demographics, find and use public records, and spot industry trends. One program, highlighted below, helps people create competitive business plans and, through a partnership with the community economic development fund of Citigroup, provides seed money for individuals who produce the strongest plans.

#### ***Brooklyn Public Library: Business Library Power-Up Business Plan Competition.***

Brooklyn Public Library's Business Library is one of the largest public business libraries and operates in one of the most dynamic small business markets in the country. As of 2000, 91% of the approximately 38,704 establishments in Brooklyn had fewer than 20 employees. Over 100,000 individuals there file Schedule C tax returns, indicating that they are the sole proprietors of their businesses (BEDC SBS Commercial Revitalization Project Application). Though the Business Library provides a wide range of business information services, its Power Up competition, sponsored by Citigroup Financial Services, also provides access to start-up capital. The competition is open to entrepreneurs and new Brooklyn-based businesses. Competitors receive instruction on writing a business plan, financing, marketing and building a business. The program targets Brooklyn residents, 18 years and older, who are either U.S. citizens or U.S. permanent residents. At the end of the competition, a panel of judges reviews the business plans and chooses a set of finalists. Each finalist is required to make a presentation of his or her business plan. The first place winner of the Business Library competition receives \$15,000 with two runners-up each receiving \$5,000. In addition, winners receive business assistance services valued at \$5,000. In 2005, winners of the competition were able to leverage the prize money to secure a larger loan to open their Brooklyn-based bistro.

#### **Program Partnerships with Local Business Support Agencies.**

Partnering locally to provide small business workshops in the library is a common strategy identified by public libraries seeking to broaden use of their small business services. Partnerships provide the library with greater expertise in business development instruction. Partnering agencies enjoy a broader audience of prospective entrepreneurs and training space.

#### ***Columbus Metropolitan Library: Base of a Successful Enterprise (B.A.S.E.).***

While the Columbus Metropolitan Library (CML) is involved in a number of small and large initiatives, the partnership between the Science, Business and News Division (Business Division) at the Main Branch of the CML and the Central Ohio Small Business Development Center (CO-SBDC) is generating some of the most important and largest library commitments. In 2002, the library and CO-SBDC developed a small business development workshop called Base of A Successful Enterprise (B.A.S.E.). The Center takes the lead in managing and staffing the workshop, while library staff provides detailed overviews of library resources available to workshop participants. The monthly workshop is offered free of charge and is open to anyone with a pre-venture, start-up or existing business. For the state agency, the B.A.S.E. workshop provides a first point of contact for services. After the workshop, clients interested in getting more intensive business support services can go directly to the CO-SBDC for further technical assistance. Entrepreneurs benefit from the B.A.S.E. program in the library because they get free and key information in particular, current online business, finance and product databases, which are at the heart of researching, starting up, and sustaining a successful small business.

### **OUTCOMES: WHY LIBRARY SMALL BUSINESS SUPPORT STRATEGIES MAKE SENSE**

- Reduced market entry barriers and costs for prospective entrepreneurs through the provision of business planning workshops and access to current online, print, and media resources
- Reduced costs and improved business performance of existing entrepreneurs, via free access to a wide range of current business resources
- Reduced operation costs and more effective outreach for small business development agencies via access to library facilities, business information resources, and a larger pool of local potential and existing entrepreneurs



## STRATEGIES FOR BROADENING THE IMPACT OF SMALL BUSINESS INITIATIVES

### **Invest in targeted staff development and training.**

Ensure that staff is familiar with and trained on the key online business resources most commonly sought by local entrepreneurs.

### **Explore ways to build community-wide access to business information resources.**

As partnerships with local businesses and agencies develop, investigate ways to get wide distribution and use of business online databases, some of the most expensive subscription services purchased by public libraries. Business centers in public libraries could also explore ways to share costs of subscription services with area small business support or area economic development agencies.

**Aggressively market business resources.** Many business people do not think of the public library as a source of business assistance. Interviews revealed a lack of public awareness about business resources available at the library and online. Business service librarians should investigate why certain businesses use public libraries while others do not, and collect more market information on the preferences and behaviors of business information consumers, using that data to further refine marketing efforts that promote local collections and support services.

### **Understand and support small business clusters.**

Economic development professionals are increasingly noticing that networks and clusters of businesses act as catalysts for innovation, strengthening and diversifying the local business base. These can be clusters of “secondary” suppliers to local large businesses, or networks of small businesses that share connections because of products, services, transportation, and communications. Industry or business clustering is proving particularly useful in negotiating today’s increasingly competitive and global market place. Networks and clusters are helping individual enterprises overcome scale and capability limits. They are facilitating the generation of new ideas, jobs, and commercial opportunities. Identifying local synergistic business operations and sharing information contributes to the growth of business clusters. Supporting cluster strategies means gathering and sharing data on local conditions, and building local product, customer, and supplier networks. Business services staff in libraries should be aware of the existing and potential local landscape of business clusters.

**Understand small business financing.** Capital is another critical resource needed at every stage of business development – start-up, stabilization, and expansion. A

thorough understanding of small business finance resources can help librarians guide entrepreneurs to capital sources that can be used to translate business ideas into products and services, and to purchase fixed assets, such as buildings and equipment. Librarians specializing in business services should be familiar with the range of financial programs that support small business development, and that help make small businesses more attractive to private investors and lenders.

**Provide tailored support for micro-enterprises.** With access to public computers, public libraries already provide support to many home-based micro-enterprises. The importance of this informal enterprise sector of employment is just beginning to be recognized, particularly in terms of the support they provide for low-income families. Successful micro-enterprises often lead to the establishment of sound smaller businesses. Public libraries should identify and support the specific business information needs of area micro-enterprises, as well as developing partnerships with local technical assistance providers.

## CONCLUSION

The availability of vast new online business information resources through public libraries is a vital resource for new entrepreneurs. Whether providing information on regulations associated with incorporating a new business, assisting with business plan development and registration, or helping small businesses access critical information on finance and product databases, local libraries are now providing more business resource information than ever before.

In larger communities, with multiple small business support agencies, public libraries are identifying and filling gaps in the formal and informal support networks and are offering specialized services to specific populations or sectors. In smaller communities, libraries are a principal source of information to area micro-, small, and mid-sized businesses. While major corporations will frequently have ready access to information from online sources, small business operators are learning to turn to the library.

The potential for public libraries to strengthen economic growth and resilience in the micro- and small business sectors is significant. Just as new research shows that students who do not have access to online research cannot compete with students who do, small businesses that do not have the ability to adapt and reposition their businesses with current and detailed online information are at a serious disadvantage in the competitive, global new economy.





**E**CONOMIC AND PHYSICAL DEVELOPMENT often go hand in hand. A variety of place-based strategies have long been at the core of public-private economic development endeavors. Some strategies attempt to create destinations with constant activity by combining office complexes, restaurants, retail spaces, and housing. Other strategies feature cultural districts, which include performance venues, arts organizations, individual artists and arts-based businesses within a larger business or residential district. Still others focus less on buildings and more on integrating services and amenities, such as public markets and squares. Many strategies have used public facility investments to catalyze new development and stabilize existing residential neighborhoods and downtowns, increasing property values and commercial tax revenues.

While the case study research for this report was focused primarily on library contributions to human resource development strategies, many examples of how public library facilities act as catalysts for place-based economic development surfaced, and will be highlighted in this chapter. While library facilities are widely recognized as adding safety or amenity value to neighborhoods, public libraries are playing a role in a wide variety of commercial and mixed-use developments as well.

### PUBLIC LIBRARIES CONTRIBUTE TO PHYSICAL DEVELOPMENT

- Central libraries as downtown attractions
- Integrating branch libraries into commercial areas
- Building more economically vibrant urban spaces

- Libraries as players in mixed-use developments
- Creating library hybrids

**Central libraries as downtown attractions.** Center city library developments have received a tremendous amount of attention in recent years. Designed by some of the leading architects around the world, these multi-million dollar facilities have contributed considerable visual appeal to downtown business districts. These dramatic new buildings have added another, less talked about feature as well. They have created vibrant public spaces that attract a steady stream of visitors to areas that often lie dormant after business hours and during weekends. In city after city, new downtown libraries are followed by an immediate and sustained boost in circulation and library use. The Denver Public Library, which finished the expansion of its downtown library in 1995, saw the number of daily visits double from 1,500 to 3,000. The Seattle Public Library, which opened in 2004 draws 8,000 visitors a day, twice the circulation of the old central library facility. Although the Des Moines Public Library just opened the doors of its new Central Library in April 2006, increased demand is already apparent, and they have increased the hours of operation to provide greater accessibility for downtown library customers. While the specific economic impact of the new downtown libraries will certainly vary from city to city, one point is certainly clear: new central city libraries are now attracting visitors to downtown areas in a manner reminiscent of the heyday of the downtown department store.

#### **Integrating branch libraries into commercial areas.**

Whether located in malls or inserted into corner shopping strips, public libraries are finding a complementary niche by providing a public service in commercial areas. Mall libraries, which in some locations may be open up to 80 hours per



week, make books, computers, and other resources accessible to those who may not consider going to a traditional library. For some library systems the mall locations do not function as full service branches but rather as portals into the library system, offering a fraction of the services and amenities that would be available at a branch library. However, some systems are inserting full service branches into malls and shopping strips that until recently were strictly commercial. One of the larger examples of a full service mall branch can be found in Indianapolis. Indianapolis-Marion County Public Library's Glendale Branch features a full service branch library in the Glendale shopping mall. The 33,000 square foot Glendale Branch library, which opened in October 2000, commands the space of an anchor tenant, with its own dramatic outdoor mall entrance. The Glendale branch library features 37 public computers with Internet access, standard office software and printing services, free wireless Internet access, copy machines, public meeting rooms, and laptops for in-house use and self-checkout.

#### **Building more economically vibrant urban spaces.**

Thoughtful placement of public library branches can catalyze urban areas in need of economic boost. The Memphis Public Library's South Branch, once located in a quiet residential neighborhood in the south side of Memphis bordering the State of Mississippi, moved to a larger facility located in a commercial shopping strip in an industrial section of town that had lost a considerable number of jobs in the past decade. Six of the eight storefronts were vacant when the library moved in. Now, four years later, the shopping strip is completely full. Though the South Branch library is not the only factor in the revitalization of the South Mall commercial strip, it is reasonable to conclude that local businesses reap a "spin-off" benefit from the 100,000 visitors that stop by the library each year.

#### **Libraries as players in mixed-use developments.**

Library leaders and private developers across the country are beginning to notice distinct advantages to incorporating public libraries into mixed use, retail and residential areas. In the small town of Atascadero, at the foot of the rapidly growing wine country in San Luis Obispo County California, a unique partnership has emerged between the San Luis Obispo City-County Public Library and a private local developer. The library, which had sorely needed a new building, has agreed to secure a central area in the new Colony Square development for its new Atascadero branch library. For its part, the library will get a new facility in a more centralized and convenient part of town. The partnership provides the developer, who had tried unsuccessfully to attract two different national bookstore chains, with a steady, long-term tenant. Retailers that are moving into the Colony's 140,000 square foot development are excited

about the library partnership because the library functions as an anchor tenant by bringing a considerable amount of foot traffic to the area, without directly competing for commercial sales.

Another example of public libraries being integrated into mixed residential and commercial developments, at a slightly larger scale, can be seen approximately 20 miles north of Washington, D.C. Rockville Town Square is an ambitious \$352 million dollar redevelopment effort in the old city center of Rockville, Maryland. The new Towne Square which will offer 644 condominiums, 180,000 square feet of retail and restaurant space, a cultural arts building and a football-field-size town square, will also be the home of the Rockville Regional Library, the largest library in the Montgomery County system. According to Ross Development and Investment, the developer of Rockville Town Square, the housing units are selling briskly, with the cost of some surpassing the \$1 million mark. Key amenities identified by early buyers are the mix of shops, ease of access to public transportation and the new 100,000-square-foot state-of-the-art regional library.

**Creating library hybrids.** Joint-use facilities that combine public libraries with other community amenities are becoming more common in cities and towns across the country. In some cities public libraries are physically part of a local public elementary or middle school. In other communities, public libraries share space with community recreation centers or senior care facilities. Some joint ventures are borne out of economic necessity, as a way to leverage limited development resources or maximize the use of a publicly-owned property. In other communities, joint-use facilities are a product of a deliberate community planning process. The Cleveland Heights-University Heights Public Library - Main Library/Cultural Arts Campus is an example of the latter. After a lengthy community planning process the Cleveland Heights and University Heights Library decided to purchase an old youth services building across the street from its present location and embark on a rebuilding effort that would result in two new buildings connected by a second story walkway. The new library, which will consist of a program building on one side of the street- and a library service building on the other, will meet needs of area residents through expanded library services and targeted programming delivered in partnership with local agencies. The programming building of the new library will house after-school programs, an expanded children's space with a computer area, separate space for teens with a homework center, additional computers and a seating which can be rearranged for specialized programming. The new facility will also feature space for theatrical productions, classes, and programs for children and adults in partnership with a local theater company and an art gallery and studio space for local artists.

## OUTCOMES: HOW LIBRARIES CONTRIBUTE TO PLACE-BASED ECONOMIC DEVELOPMENT STRATEGIES

- Public library facilities are versatile, attractive components in a wide variety of developments – downtown, residential, mixed-use, commercial, and joint-use service sites
- Public libraries in mixed-use and residential developments contribute to safety and quality of life
- Long term tenancy of public libraries reduces some of the financial risk associated with building mixed-used developments
- Public libraries attract foot traffic and can serve the anchor tenant function in commercial areas without directly competing with local businesses

## STRATEGIES FOR BROADENING THE IMPACT OF LIBRARIES IN PHYSICAL DEVELOPMENTS

**Demonstrate that public and private services can work together in mutually supportive ways.** When voters in local governments are asked to support referenda for libraries, the appeal is rarely supported by a discussion of the potential economic development contributions the library can provide. Integrating libraries into different types of developments keeps resources and services visible and accessible, and the amenity value of public libraries high.

**Be proactive in identifying the ways in which public libraries can complement local development plans.** Mixed-use developments are relatively new economic development tools. Some economic development professionals may be unfamiliar with new development models that combine housing, retail and public services, including public libraries.

**Provide data to change developer perceptions.** Have library financial and use statistics ready to define the ways in which libraries may contribute to the financial success of prospective projects. Financiers tend to view mixed-use development as complex and difficult. Library financial information speaks to stability of rent and use statistics speak to the all important traffic that benefits adjacent retail businesses.

**Understand some of the challenges inherent in shared buildings.** Integrating public library facilities into private sector developments can present a number of challenges, because of the different approaches that local governments and private developers bring to the building process. For example, when the city or county wants to develop a civic project, architects plan for a 100-year life span, while private residential and mixed-use architects often plan at a different standard. One of the key elements in making this type of partnership work is to work through these different approaches in the early phase of the project. Even when building public joint-use facilities, such as schools and libraries, there are many issues best addressed in the design phase, such as access and security.

## CONCLUSION

While this chapter only touches on the role of public libraries as catalysts for physical development, the past twenty years have witnessed an incredibly wide range of place-based development efforts in which public libraries play a supporting role. In major city centers like Seattle WA, Des Moines IA, Minneapolis MN, Salt Lake City UT, and Jacksonville FL multi-million dollar central libraries manage to make a considerable mark on the look and feel of downtown areas. In inner and outer suburbs, a plethora of new branch libraries and regional facilities are increasingly being integrated into commercial strips and malls, contributing the valued commodity of foot traffic to local businesses, anchoring redevelopment, and providing quality of life amenities to neighborhoods. More recently, developers of mixed-use projects have begun to incorporate public libraries into the initial design along side retail and residential spaces, adding significant public amenity value to burgeoning commercial, office, and residential corridors.

The fact that public libraries fit seamlessly into these vastly different environments is a testament to the versatility of the institution and the high degree of public value it enjoys. Whether located in a center city business district, suburban commercial corridor, mall, housing or retail development, demand for new public libraries, as measured by the circulation and library use statistics, consistently exceeds expectations. One would be hard pressed to identify another public or private development that could operate on such vastly different scales in so many different settings and attract such a diverse stream of visitors and consumers.



# Conclusions ABOUT PUBLIC LIBRARY CONTRIBUTIONS CHAPTER 6



**W**ITH OVER 16,000 BRANCHES in over 9,000 systems across the country, public libraries are among the most widely distributed public services available to Americans. This report highlights some of the ways in which public library resources and services contribute to individual, family, and community economic vitality. The report shows that libraries are positioned to support the expansion of technology skills, continuous learning, critical research, and local-to-global networks of information that are the fuel of economies today.

Public libraries are logical partners for local economic development initiatives that focus on people and quality of life. They provide a broad range of information services to diverse constituencies. They are part of formal and informal community networks and initiatives that support education, jobs and careers, business and cultural activity, and civic pride. Library resources, services and facilities leverage and expand other local agencies' capacity and expertise.

Public libraries are unique, open institutions, where people have access to information, technology and training on an as-needed basis. With digital information and greater outreach, libraries are transforming the way they interact with the public. They are becoming much more proactive and collaborative, contributing in a variety of ways to stronger local economic development conditions.

**Early Literacy services are a key foundation for long-term economic success.** Given strong and growing evidence that investments in early literacy yield a high return and compound over time, public libraries are

expanding their traditional role in early literacy, engaging in high impact strategies with community partners. They are leading public awareness campaigns, reaching new mothers with materials and resources that promote reading early and often. Extensive early literacy training with home and professional child care givers is helping to raise levels of school readiness and success. Public libraries are reaching many young children and families in diverse neighborhoods across the country. These services are the first link in a chain of investments needed to build an educated, competitive workforce.

**Library employment and career services are preparing workers with new technologies.** With an array of public computers, Internet access, and training, public libraries are a first point of entry for many new technology users. Over ninety percent of public libraries regularly offer training to use and build technology skills. New library job and career service models are mobile and adaptable, providing value to both job seekers and employers. Increasingly, libraries are working with local partners to better understand local workforce trends and to have a greater community-wide impact on workforce readiness and "retooling" in an era of rapid and transformative change.

**Small business resources and programs are lowering barriers to market entry.** One of the biggest traditional barriers to small business has been access to current data on products, suppliers, financing sources, and competitors. Public libraries are the source for new online business databases that reach entrepreneurs around the clock. Additionally, libraries are offering an increasing variety of

**FIGURE 1: Public Library Strategies and Contributions to Local Economic Development**

<b>PUBLIC LIBRARY STRATEGIES</b>	<b>ECONOMIC DEVELOPMENT CONTRIBUTIONS</b>
<b>Early Literacy</b>	School readiness/academic success
Community Campaigns	Elevate awareness of the need to read early and often
Baby Lap-Sit to PreK reading activities	Elevate levels of early literacy, expand learning resources
Outreach to parents and caregivers	Elevate levels of early literacy, improve quality of child care
Child care training and certification	Strengthen community-wide child care provider network, improve child care worker qualifications
<b>Workforce Development</b>	Expand quantity and competencies of local workforce, long-term community economic capacity
Access to technology	Expand employment aptitudes, competencies
Access to internet	Expand access to employment search and application opportunities
Access to technology training	Expand employment skills and opportunities
English language training, adult literacy resources & services	Expand employment opportunities, economic sustainability
Career skills workshops (w/agencies)	Provide support for career pathways, expand audiences/reach of agencies
<b>Small Business Support</b>	Strengthen key local enterprise base and stimulate new job creation
Access to databases and other resources	Reduce cost for research and planning
Technical assistance for start-ups and micro-enterprises	Reduce costs and barriers to entering market, reduce failure rates, expand audience for other local agencies involved in small business support, expand small business sector
Technical assistance to existing businesses	Strengthen viable small business sector, expand reach and lower costs of other local agencies with shared facilities and resources, increase clustering of enterprises for competitive advantages
<b>Physical Development</b>	Contribute to vibrant urban and suburban life
Downtown (often "central" or "main")	Anchor development, generate foot traffic, revitalize commercial and cultural activity
Mixed-use, residential	Provide amenity value, generate foot traffic, increase quality of life and safety
Mall, commercial development	Generate traffic, but not sales competition, strengthens developer financing pro forma
Joint-Use	Reduce development costs, generate synergy of consumers/service providers



business development workshops conducted with agencies and corporate partners. These resources and programs are reducing market entry costs for start-up businesses, and strengthening the important local sector of small and micro-enterprises. Libraries are in the vanguard, trying new business development strategies. In Brooklyn, seed money is awarded to promising new ventures. In Phoenix (AZ), the public library is part of a statewide network of business, economic development and library professionals who are seeking to expand and diversify the economic base by promoting synergy among clusters of enterprises.

**Public library buildings are catalysts for physical development.** Libraries are frequented local destinations. Researchers for this study repeatedly found that public libraries are highly regarded, and are seen as contributing to stability, safety and quality of life in neighborhoods. Among private sector developers of malls, commercial corridors, mixed-use developments and joint-use facilities, libraries are gaining recognition for other qualities – their ability to attract tremendous foot traffic, provide long-term tenancy, and complement neighboring retail and cultural destinations.

Making Cities Stronger adds to the body of research pointing to a shift in the role of public libraries – from passive places for recreational reading and research to active agents for local economic development. Libraries are helping to raise levels of literacy, digital dexterity, and entrepreneurial activity in communities, working collaboratively within local, regional and state networks. Rather than succumbing to obsolescence with the advent of new information technologies, the basic business of public libraries is being recast.

Figure 3 provides a quick reference summary to the strategies and contributions to economic development noted in this report. Figure 4 provides a summary of thought-starter ideas for considering how public libraries might strengthen and broaden the impact of their resources further which are found at the ends of Chapters 2-5.

Public libraries are positioned to fuel not only new, but next economies given the rise of new service and partnership models, and effective “niche” roles in building strong, resilient local economies and vibrant, livable places.

**FIGURE 4: Ways Public Libraries Can Broaden their Impact on and Contributions to Local Economic Development Conditions**

#### **Early Literacy/School Readiness**

- Broaden support for outreach
- Establish strong partnerships with area child care providers
- Continually evaluate early literacy programs and collect data on effectiveness over time

#### **Workforce Development**

- Establish strong connections with area workforce development agencies
- Build better employer connections
- Know your customers – what do they need? how do they prefer to get it?
- Know the broader workforce outlook

#### **Small Business Support**

- Invest in targeted staff training on new databases
- Build community-wide access to business information resources
- Aggressively market library business resources
- Understand and support small business clusters
- Understand small business financing
- Provide tailored support for micro-enterprises

#### **Physical Development**

- Demonstrate the symbiotic benefits of public and private development
- Identify ways public libraries complement local development plans
- Provide data to change developer perceptions

# APPENDIX

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## SURVEY SITES

Alameda County Library	Fresno County Library	Providence Public Library
Albuquerque/Bernalillo County Library System	Grand Rapids Public Library	Public Libraries of Saginaw
Allen County Public Library	Hartford Public Library	Public Library of Charlotte and Mecklenburg County
Anchorage Municipal Libraries	Indianapolis Marion County Public Library	Public Library of Cincinnati and Hamilton County
Ann Arbor District Library	Jacksonville Public Library	Public Library of Youngstown and Mahoning County
Atlanta-Fulton Public Library System	Johnson County Library	Queens Library
Baltimore County Public Library	Kansas City Public Library	Redwood City Public Library
Brooklyn Public Library	Kern County Library	Saint Paul Public Library
Carnegie Library of Pittsburgh	Lincoln City Libraries	Salt Lake City Public Library
Carroll County Public Library	Madison Public Library	San Francisco Public Library
Chattahoochee Valley Regional Library System	Memphis Public Library	San Luis Obispo City-County Library
Chesterfield County Public Library	Metropolitan Library System	Santa Clara County Library
Cleveland Public Library	Milwaukee Public Library	Seattle Public Library
Columbus Metropolitan Library	Minneapolis Public Library	Sno-Isle Libraries
Dayton Metro Library	New York Public Library	Spokane Public Library
DeKalb County Public Library	Oshawa Public Library	Toledo-Lucas County Public Library
District of Columbia Public Library	Pierce County Library System	Worcester Public Library
East Baton Rouge Parish Library	Pima County Public Library	
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