



## AGENDA

Board of Trustees Study Session & Retreat  
Thursday, May 16, 2024 at 12:00pm  
Kingsley Branch Library  
213 S. Brownson., Kingsley, MI 49649

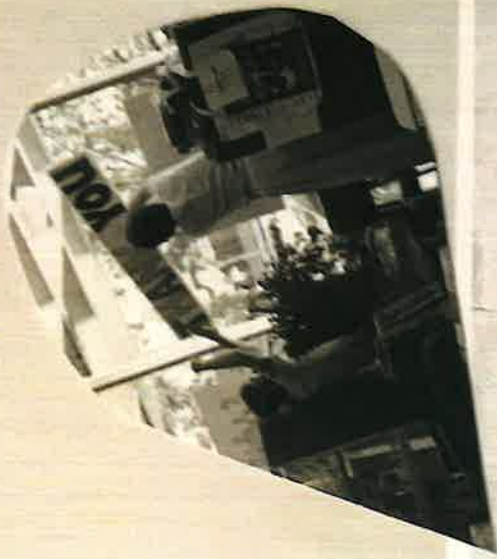
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1. **Call to Order**
2. **Pledge of Allegiance**
3. **Approval of Agenda**
4. **Public Comment\***
5. **Warm-up Exercise with President Pakieser and Trustee Beuthin**
  
6. **The Library of the Future**
  - a. **Well-Funded**
    - Millage Update & Back-up Plan
  - b. **Technology**
    - Trends Shaping the Future
  - c. **Promotes Civic Engagement & Freedom to Read**
    - Video: ABC's of Book Banning
    - Discussion: Cultivating Good Community (video)
    - Libraries as Leaders
    - Future Discussions Share
  
7. **Public Comment\***
8. **Adjournment**

\* If you wish to speak during the Public Comment section of the meeting, please (1) wait until you are recognized; (2) approach the podium and use the microphone; (3) state your name and the county and township or city in which you reside; and (4) limit your comments to 3 minutes. Please sign in at the podium.

# LIBRARY MILLAGE APPROVED!!

## August 7, 1996



8A TRAVERSE CITY RECORD-EGGLE  
THURSDAY, AUGUST 8, 1996



ELECTION '96



Record-Eagle/John L. Russel

Mike McGuire (on phone) and library supporters gather early returns on the library millage request for Grand Traverse County Tuesday night at the district library in Traverse City.

# Backers cheer library approval

Millage campaign utilized strategies used to get new high school OK'd

By MARJORY RAYMER  
Record-Eagle staff writer

TRAVERSE CITY — Richard Rosser walked a familiar path in Traverse City during the campaign to pass a countywide millage to build a new public library. He and other supporters followed step-by-step the same route drawn up by Traverse City Area Public School supporters when the district won approval of a \$54 million bond issue in June, 1995. To Rosser's delight, the results were amazingly similar.

The two library bond issues on Tuesday's ballot were overwhelmingly supported by voters. More than 60 percent approved spending up to \$8.5 million to build a new 58,000-square-foot library on Boardman Lake as well

as a separate 1.1-mill tax for operating funds. The numbers themselves were similar to, if not better than those for the school bond proposal. Voters Tuesday approved the building project 10,609 yes to 4,353 no, and the operational funding 10,038 to 4,380. The June 1995 school bond issue passed 9,256 to 6,417.

"We learned from (the school)," said Rosser, co-chairman of the group Citizens for Libraries. "They ran an excellent campaign. So we decided to borrow their procedures, because... well, because... it worked."

More than 1,000 volunteers were used during the campaign, which focused on citizen participation and getting out the vote, he said. There was a major effort in the final days preceding Tuesday's primary election to remind people to head to the polls, Rosser said.

Library director Michael McGuire believes community

participation in the building plans were key to its success. Two similar proposals were defeated by a 3-1 margin in 1991.

"In 1991, it was basically the library telling citizens, 'We need a new library,'" McGuire said. "This time, it was the citizens telling the library, 'We need a new library.'"

Organizers now will focus on outlining the details of the building, which is expected to open its doors in 1998.

The No. 1 offering of the new library instantly named by both Rosser and McGuire is "space."

Plans call for the two-story facility to include more than 100 computer terminals, a conference room, special children's areas and 125 parking spaces compared to 13 off-street spaces at the existing building. The new building will be more than three times the size of the 16,000-square-foot facility on Sixth Street.

"It is going to be a real change

in climate," said McGuire, who described the current library as crowded and noisy. "Actually the new library will be busier, but there will still be room to breathe."

The 1.1-mill operating tax will raise about \$2 million, which will be spread among all Traverse area libraries, including those at the township level and the East Bay annex.

McGuire expects not all of the \$3.5 million approved by voters for the building project to be borrowed. While promoting the bond issue, library officials also have been involved in a fund-raising campaign, which has gathered about \$300,000 to date. Fund-raising will continue until the end of the year.

Ground breaking is expected next spring for an opening in 1998, if weather cooperates, McGuire said.

Both bond issues approved by voters are for 20 years.



Home / Blog / Four library technology trends shaping the future of public libraries

# Four library technology trends shaping the future of public libraries

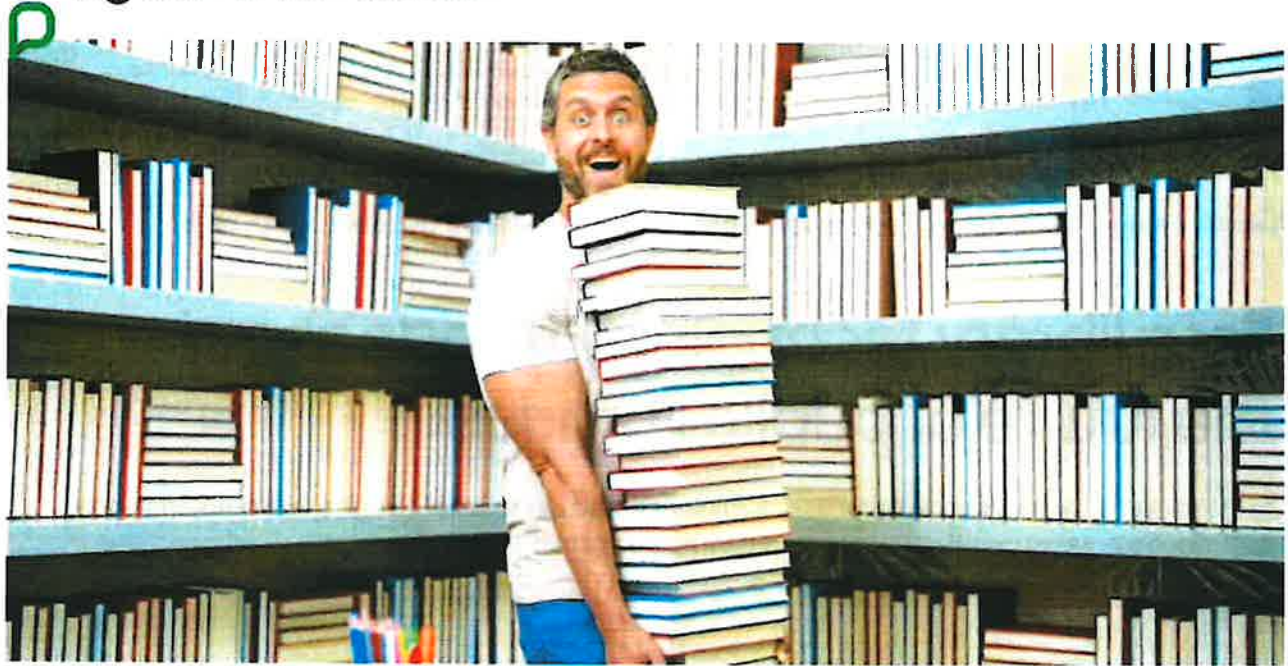
2023-10-23 | IN FEATURED, LIBRARIES, #PRESSREADERCARES, CONTACTLESS, READING, INSIGHTS, TECHNOLOGY, ARTIFICIAL INTELLIGENCE | BY PRESSREADER TEAM



In this article we're going to take a look at some emerging trends in library technology and how digital resources can contribute to a better experience for library users and staff alike. Before we dive in, though, we should make one point clear: the traditional role of public libraries as repositories of books is not a thing of the past. Far from it.

In fact, in a recent column for Publishers Weekly, publishing-industry veteran Tim Coates cited data showing that the vast majority of library patrons visit the library expressly to check out books, with all other activities (such as using the internet or accessing WiFi) trailing distantly behind.

## Bring back the books



Coates further points out that, in the US and the UK, public libraries have pulled millions of books off of their shelves in the past decade and have not replaced them. He argues that this has been a major contributing factor to declines in library patronage:

I believe that refocusing library service on access to print books, replacing the quantities of books they have removed, and committing to adding more books would rapidly, measurably, and visibly increase the usage of public libraries, and begin to reverse the negative trends of the last decade.

### ***See also:***

- *How digital resources at libraries can create a better experience for patrons*
- *The library of the future — right now*
- *Librarians are the key to bridging the digital divide*

## Librarians led the way in the pandemic

Coates is not incorrect, although it would be a mistake to conclude that books alone will allow public libraries to thrive well into the future. Emerging technologies and digital services will also have a large part to play.

We certainly saw how important technology can be to the survival of libraries when the

COVID-19 pandemic hit.

In a 2021 Chronicle of Higher Education article, Scott Carlson looked at how the pandemic affected the way libraries delivered their services to communities. He was speaking specifically of libraries at colleges and universities, but the lessons are applicable to public libraries as well.

Carlson writes that lockdowns were an unexpected development that led to libraries being deserted. Under duress, librarians were compelled to accelerate their delivery of remote services and other digital technologies to users.

Carlson noted that academic librarians had effectively led their institutions into the COVID-19 era of social distancing, “in part because libraries had already spent decades figuring out how to offer online services and get information to people who rarely came into the building.”

## Placing greater value on technology

As we noted in our blog post about how digital information technology can help academic libraries survive, Carlson wrote that the post-pandemic library of the future will likely place greater value on its digital information technology and related resources and services. This will also compel library staff to do more to engage users.

According to Carlson:

Libraries need far more-aggressive outreach programs to patrons and more careful curation of digital collections and e-resources, just to keep the library’s expertise and resources in front of students and researchers.

## Technology in the library



Here are a few of the technology trends shaping the future of your local library.

## **1. Digital resources**

Think about your morning routine. Do you like to kick the day off old-school, savoring your morning latte with the daily newspaper spread out in front of you — and perhaps a pristine vinyl copy of Simon & Garfunkel's *Greatest Hits* spinning on the turntable?

For those of us who are not so determinedly retro, digital devices tend to play an increasingly important role throughout the course of the entire day. We keep up with the

news by scrolling Twitter and catch up with friends on Facebook. We discover new music on Spotify, and wind down at night with a good read on our Kindles.

## The changing landscape of content

We at PressReader published our first report on the [future of libraries](#) in 2019. Back then, we noted a significant shift in the way people discover and access content — whether it's videos, music, news media or peer-reviewed academic journals.

COVID-19 accelerated this shift, but librarians have seen it coming for years. In 2012 an [OCLC \(Online Computer Library Center\) study](#) found that librarians at educational institutions predicted this shift. According to the study, most foresaw students and staff moving toward using the library to access information and educational resources online rather than borrowing print books.

Many public libraries offer digital platforms such as PressReader, which features thousands of newspapers and magazines from around the world. With remote access, patrons can use PressReader from anywhere, at any time, all on their own mobile devices.

(For a deeper look at how digital resources such as online databases and digital archives can create a better user experience for library patrons, see [this recent blog post](#).)

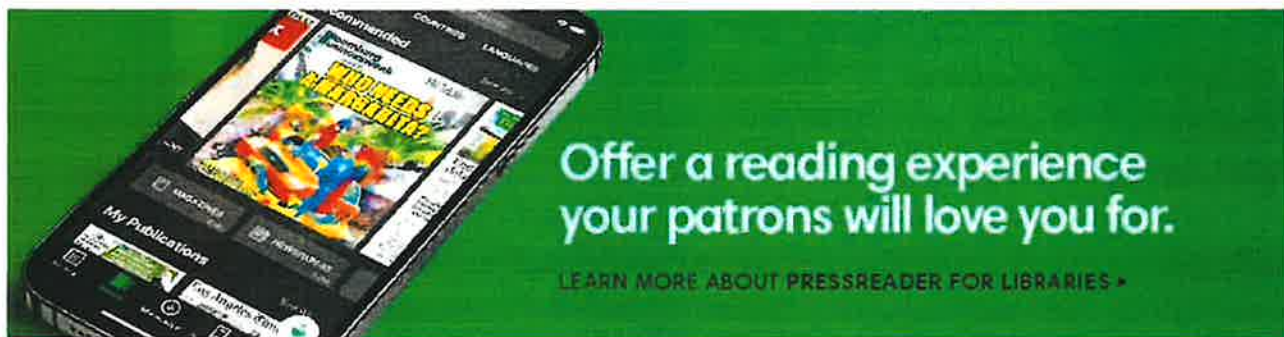
## 2. Artificial intelligence

As we observed in a previous blog article on how academic libraries use AI to improve their services, controversies surrounding the use of artificial intelligence in academic work are likely to continue as the technology becomes more sophisticated and its use gets harder to detect.

On the other hand, university libraries have found a number of practical applications for AI, along with related technologies such as machine learning and natural language processing. These tools have the potential to transform academic librarianship for the better.

The fact is, most academic librarians have been employing AI applications for years — whether they realize it or not. As the Association of College and Research Libraries (ACRL) observes in the introduction to its new publication, *The Rise of AI*:

Librarians are uniquely positioned to rise to the challenge that AI presents to their field. Libraries and their like have existed for millennia; they progress with society, altering and adapting their services to meet the information needs of their communities. Academic libraries today have greatly expanded their digital offerings, not just to include electronic books or journal articles but also to support software application discovery and use. Some academic librarians might say they lack a foundational knowledge of AI or that they are ill-equipped to speak on the subject, and yet they have likely been interacting with AI through the different types of software applications they support.



## AI in public library systems

Public libraries, too, can benefit from AI. Recently, the Urban Libraries Council issued a new leadership brief outlining five ways public libraries can integrate cutting-edge artificial intelligence in their work:

1. Move from informing to practicalizing such as leveraging AI tools for performance improvements at branches and in program design.
2. Leverage prompt engineering skills of library professionals who are already trained to find bodies of information using keywords or phrases.
3. Advance information literacy of staff and patrons through hands-on use of AI, such as workshops where participants learn how to generate short stories and poetry with AI.
4. Create an AI-focused digital inclusion network to ensure equitable access to the economic benefits of new AI powered technologies.
5. Advocate for the responsible use of AI to ensure these advancements benefit the community at large, and that foundational standards of education, innovation and



access to information are preserved.

**P** As generative AI tools become more accessible, effective and less expensive, there are new opportunities for libraries to lead,” said ULC President and CEO Brooks Rainwater. “While there are persistent concerns that must be addressed on AI being used for misinformation, the opportunities in front of us are manifold. This includes responsible applications that improve efficiency, speed up communication and serve as a useful tool for showcasing and validating library services and resources.”

### 3. Library automation

Public libraries can benefit from automation in various ways to streamline operations, enhance the user experience, and improve efficiency. Among other tasks and processes, the following can be automated at a public library:

- **Cataloging and inventory management:** Libraries can automate the process of adding books, digital resources and other materials to the library catalog. This includes importing metadata, generating call numbers and updating records. Staff can also use radio frequency identification (RFID) technology to conduct regular inventory checks and locate missing items more efficiently.
- **Circulation and check-out:** Self-checkout stations and RFID can help automate the borrowing and returning of library materials. Library users can check items in and out without the assistance of a librarian.
- **Hold and reservation management:** The process of placing and managing holds on books and other materials can be automated. Patrons can reserve items online, and the system will notify them when the items are available.
- **Fine and fee collection:** More and more libraries are moving away from charging late fees altogether, but those that still do can automate the assessment and collection of fines and fees for overdue materials. Notifications and payment processing can be handled electronically.
- **Interlibrary loan requests:** Libraries can use an automated system to request and receive materials from other libraries. This can streamline the process of borrowing items not available in the library's collection.
- **User account management:** Patrons can manage their own library accounts online, including updating contact information, changing passwords and renewing materials.
- **Book reshelving and sorting:** An automated sorting system can quickly and accurately sort returned materials back into their proper locations on the shelves.



- **Visitor analytics and recommendations:** Library automation can collect and analyze patron data to better understand usage patterns and preferences, which can inform collection development and program planning. Automated recommendation systems can also suggest relevant books and materials to patrons based on their preferences and borrowing history.
- **Acquisition and ordering:** The process of ordering new materials can be streamlined through the automation of purchase requests, vendor communications, and order tracking.
- **Security and access control:** Libraries can implement automated access control systems, including card access and surveillance, to enhance security and protect library resources.
- **Staff and volunteer scheduling:** Automating the scheduling of shifts for staff and volunteers can ensure adequate coverage during library hours.

## 4. Open source software

While many libraries run their systems with proprietary software, more and more are turning to open source software instead. What's the difference?

The term "proprietary software" refers to software that is copyrighted and to which its publisher, vendor or developer has imposed limitations to its use, distribution and modification. Proprietary software is sometimes called "closed software" to distinguish it from "open software".

The code for open source software, on the other hand, is written with a license that allows it to be modified and enhanced by the end user. Library professionals like open source systems because they are endlessly customizable — and also because they are often free, which frees up a bit of the library budget.

## Balance is the key



By embracing technology, libraries can significantly improve the efficiency of their operations — by automating certain processes, for example, which enables library staff to focus on more complex tasks.

However, it's essential to balance automation with personalized human interactions to maintain the essential aspects of library services, such as enhancing the patron experience.

Digital formats may never replace books entirely, which means that the librarian's traditional role remains relevant in the 21st century, even as it continues to evolve and expand, adopting new innovations and responding to the needs of the community.

 **Find out how PressReader helps libraries and institutions to better serve the needs of their communities.**

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November 14, 2022

# POLICY

EXPLANATION  
IMPLEMENTATION  
INTERPRETATION



MICHAEL McGUIRE  
DIRECTOR

941-2311

## CONCERNING CONTROVERSIAL MATERIALS IN THE LIBRARY

When the world was flat, the ideas of Christopher Columbus would have been available in the Library. When man was not meant to fly, the Wright Brothers' dream would have had its place on the shelves. When the Crown imposed taxes on the Colonies, Patrick Henry's tomes would have been listed in the card catalog.

The Library is a repository of and a resource for providing ready access to the diversity of humanity's recorded knowledge, opinion, and experience. As such, it attempts to provide materials representing all points of view on topics of interest to all members of the community regardless of age, race, religion, national origin, social views, educational level, political view, or cultural background.

By the Library's nature, role, and design, the collection will contain materials which are controversial in nature, even offensive to some. But, the Library has a responsibility to protect, perhaps even to seek out, works that are disagreeable and controversial because these works are a reflection of our free and pluralistic society, a microcosm of social conscience past, present and future.

As expressed in the Freedom to Read statement, the Library supports the belief "that ideas can be dangerous; but, that the suppression of ideas is fatal to a democratic society. Freedom itself is a dangerous way of life, but it is ours."

The Library can neither force you to read nor force you not to read anything. We merely provide the alternatives. You make the choices.

February 1980



SUSTAINABLE  
COMMUNITIES

# Leadership Brief: Libraries Leading Civic Engagement

## ABOUT THIS LEADERSHIP BRIEF

This Leadership Brief highlights the essential roles public libraries play in advancing civic engagement in the communities they serve. It identifies five leadership roles to help libraries broaden their impact as go-to resources for building a culture of informed, engaged and empowered residents and provides examples of how libraries are strengthening civic connections.

**OVERVIEW:** Civic engagement is a cornerstone of democratic society representing promise, opportunity and responsibility. During these increasingly fractious times, strengthening the foundations of civic engagement — volunteering, voting, participating in civic and social organizations and engaging in activities that strengthen community and seek common ground — is particularly important. Promoting and supporting successful civic engagement requires deliberate, consistent and purposeful outreach to:

- ▶ Encourage people to contribute to their communities in meaningful, productive and sustained ways
- ▶ Create an environment in which people of all ages and from all ethnic and socio-economic backgrounds feel they have a voice, a role and a valued place in their communities
- ▶ Build capacity to tackle challenging or controversial issues, heal community wounds when needed and embrace community change
- ▶ Strengthen democracy and build strong communities

Research and experience show that engaged residents generate optimism about the future, contribute to good decisions on tough community challenges and enhance local economic vitality, public safety and community stability.

Public libraries, with their stature as trusted, inclusive, venerable and enduring community resources — “welcoming places where everybody is somebody” — are ideal resources to forge strategies that strengthen civic life and respond to emerging challenges.

*“There is not such a cradle of democracy upon the Earth as the Free Public Library, this republic of letters, where neither rank, office, nor wealth receives the slightest consideration.”*

— Andrew Carnegie



URBAN  
LIBRARIES  
COUNCIL

## LIBRARIES AND CIVIC ENGAGEMENT

Public libraries bring substantial assets to support civic engagement and community action including:

- ▶ Access to the entire community
- ▶ Physical space in neighborhoods to reach people where they are
- ▶ Technology resources to broaden access and create connections
- ▶ Knowledgeable and skilled staff
- ▶ A reputation as a source of factual, unbiased information
- ▶ The ability to attract diverse partners and create alliances
- ▶ A history of successful and valued performance in the community

Perhaps most important, libraries are already at the heart of the community, and civic engagement is at the heart of the 21st century public library. “People view their public library as this democratic place where opinions are heard, resources are universally available, everyone is welcome and programs are offered about things that matter in the community,” said Matthew K. Poland, director and CEO of the Russell Library in Middletown, Connecticut.

The following sections highlight five leadership roles for public libraries to broaden and deepen their contribution to civic and community engagement.

### CIVIC EDUCATOR

To be active participants in civic life, people need a combination of knowledge, skills and motivation. Libraries serve as civic educators by:

- ▶ Increasing awareness of civics, civic engagement and civic responsibility
- ▶ Maximizing access to information about opportunities and resources for civic engagement
- ▶ Creating, collecting and distributing reliable information about the community and its residents, emerging issues and challenges, political decisions and whatever is on the minds of residents

- ▶ Conducting forums and workshops to support both voter and candidate education
- ▶ Bringing civic education and resources into the community to reach audiences not connected to or able to get to a neighborhood library

### CONVERSATION STARTER

Democracy happens when interested people engage in informed discussion about issues affecting their lives and their community. More than hosts for events, libraries can be conversation starters by bringing emerging and controversial issues forward in a safe, unbiased environment where all opinions are valued and heard. Libraries initiate, shape and sustain community conversations by:

- ▶ Embracing a leadership role as a community convener
- ▶ Creating systems and processes for identifying issues that affect the community’s long-term health
- ▶ Knowing all of the community stakeholders and their interests, issues and concerns and creating partnerships that foster productive dialogue
- ▶ Facilitating community conversations through in-house expertise or strategic partnerships
- ▶ Being active and visible in the community where issues surface and channeling informal conversations, community buzz and incidents into productive discussion, problem solving and collective action

### COMMUNITY BRIDGE

Libraries regularly serve as a bridge for civic and community connections by offering a range of easily accessible services and opportunities for diverse populations. From programs for the homeless, youth-at-risk, the unemployed, senior citizens and immigrants to strategic partnerships that connect residents with state and local elected leaders and vital community services, libraries demonstrate that everyone is part of the community. In today’s fractious environment, libraries can expand their community bridge role by:

- ▶ Being intentional about finding people who feel isolated and disconnected from the community

- ▶ Engaging people who don't have a voice in the community
- ▶ Connecting individuals and groups who have little in common to build new relationships
- ▶ Serving as a safe refuge for residents in need
- ▶ Creating and maintaining a visible environment of tolerance

## VISIONARY

When diverse people are enlisted in the work of shaping a community vision, they become optimistic about the future and more committed to supporting community action. Visioning processes engage people in defining their future, contribute to civic health and build stronger communities.

Libraries can lead the way by:

- ▶ Promoting the importance of community vision as a vital component of successful civic engagement
- ▶ Leveraging community conversations as a foundation for shaping a longer-term community vision
- ▶ Refining the library's vision to support community building and civic engagement
- ▶ Offering to support, lead and facilitate broad community visioning efforts
- ▶ Creating opportunities to get people involved in broader conversations about community issues and challenges

## CENTER FOR DEMOCRACY IN ACTION

Becoming a center for democracy in action requires moving from hosting events that support civic engagement to leading a coordinated strategy to achieve active and purposeful engagement that promotes civic health. Being successful as a center for democracy in action requires:

- ▶ Ensuring that the library's role as a civic engagement leader is widely communicated, understood, accepted and valued
- ▶ Committing to civic engagement and community building as a core library priority

- ▶ Modeling civic engagement including encouraging staff to be actively involved in community work both in their library jobs and their personal lives

## CIVIC ENGAGEMENT IN ACTION

The following examples highlight the exciting work of public libraries carrying out their civic engagement leadership roles.

### *Civic Educator*

**Wichita Public Library's City 101** is a series of classes held in library branches to introduce community residents to how local government works and how they can get involved in neighborhood and community action. Sessions taught by neighborhood leaders are designed to increase knowledge of city government and create stronger government-community relations. Candidates for the Wichita City Council and Wichita School Board were among the first to attend the training series.

**Kansas City Public Library** offers free classes to residents who are on a path to citizenship. The 12-week program is designed to teach the tenets of democracy and information needed to pass citizenship tests while also building bonds of fellowship among people from different backgrounds.

### *Conversation Starter*

**Fort Vancouver Regional Library District** hosts quarterly community conversations on topics of local importance to provide an opportunity for residents to share differing viewpoints in a spirit of respect and discovery. *Forum @ the Library* uses a citizen planning committee to identify issues and a partnership with a local university to train library staff and students as facilitators. To broaden its impact and reputation as a hub for open conversation, the library shows social justice documentaries monthly at one of its branches followed a week later by a discussion about the issues raised in the documentary using a structured format. Topics have included racial inequality, the political divide, the environment and troubled youth.

**Palo Alto Library's Being Different Together** series is designed to engage the community in thought-provoking conversations as a path toward building and nurturing a community that models respect for differences. The library



is working with the city's Office of Human Relations and the Human Relations Commission to carry out the community conversations.

### *Community Bridge*

**Nashville Public Library** launched its *New Faces* program to tell the story of the city's increasing diversity and create relationships with people who might not be comfortable sharing with a government "authority." The library collected 67 oral histories from immigrants, refugees and first-generation city residents to increase understanding of diverse cultures in the community, break down barriers and create new connections.

**Montgomery County Public Libraries** became a vital community bridge after an explosion destroyed an apartment building leaving many low-income, immigrant residents homeless and disconnected from services, family and friends. The library branch nearest the apartment building became a space to meet, obtain the latest news and get essential services. The library's response to the crisis led to sustained connections with a previously disconnected group.

**Skokie Public Library's *Neutral Zone*** offers a weekly talking circle for teens from different backgrounds and social groups to openly share feelings, learn how others cope with teen challenges and celebrate their successes. Through *Neutral Zone*, teens explore tough issues, improve listening and communication skills and build bridges among teens who wouldn't otherwise get to know each other.

### *Visionary*

**The County of Los Angeles Public Library** hosted a series of community visioning sessions to encourage open conversations among customers, community stakeholders and library staff about their vision for the library and how it can fulfill community aspirations and needs. More than 1,000 people participated in the discussions. The process produced new ideas about the library's role in the community and established new trusting relationships.

### *Center for Democracy in Action*

**Baltimore County Public Library** established "be an instrument of democracy" as an objective in its strategic plan and provides a range of programs to carry out that objective including two successful community justice

forums following racial violence in the city in 2015 and a *Voices of Government* series leading up to and following the 2016 presidential election. The library is launching a new series, *Voices of Our Community*, to build a better understanding of common ground among different religions and cultures.

### *Libraries Standing Tall*

In an environment of decaying trust in public institutions, libraries remain a trusted and respected public resource, which makes them ideal civic engagement leaders. Libraries have embraced that role by providing leadership, information, tools and a safe place for informed conversations on tough issues. With many aspects of democracy under attack today, libraries can play a powerful role in providing reliable information and confronting new community challenges such as inclusion and tolerance, race and social equity and preserving the foundations of strong democracy.

Urban Libraries Council, founded in 1971, is the voice for public libraries and the force that inspires them to evolve. ULC creates the tools, techniques and ideas to make ongoing improvements and upgrades in services and technology. ULC speaks loudly and clearly about the value public libraries bring to communities, and secures funding for research that results in the development of new programs and services. By serving as a forum for library leadership, ULC produces innovative ideas and best practices that ensure community impact. For more information, visit [UrbanLibraries.org](http://UrbanLibraries.org).

<sup>1</sup> Reported in multiple research sources including America's Civic Health Index 2009, National Center on Citizenship Making Local Democracy Work: Municipal Views About Public Engagement, National League of Cities, 2010; A Tale of Two Cities 2010: Civic Health in Miami and Minneapolis-St. Paul, National Conference on Citizenship, and Connected Communities: Local Governments as a Partner in Civic Engagement and Community Building, Alliance for Innovation, 2010.

<sup>2</sup> Gerry Meek, Promoting Civic Literacy and Community Building: Civic Engagement Matters at the Calgary Public Library," in Public Libraries and Civic Engagement, National Civic Review Special Issue (Denver, Colorado: Winter 2012, page 41).

<sup>3</sup> For more examples of libraries carrying out their civic engagement leadership roles, visit the ULC website at [www.urbanlibraries.org](http://www.urbanlibraries.org) and click on Innovations and Libraries Stand Tall under Initiatives.

## PURPOSEFUL PLACEMAKING



○ **PEOPLE.** The public library is a hub of civic engagement, fostering new relationships and strengthening the human capital of the community. Librarians are actively engaged in the community. They connect individuals to a vast array of local and national resources and serve as neutral conveners to foster civic health. They facilitate learning and creation for children and adults alike.



○ **PLACE.** The public library is a welcoming space for a wide range of purposes—reading, communicating, learning, playing, meeting and getting business done. Its design recognizes that people are not merely consumers of content but creators and citizens as well. Its physical presence provides an anchor for economic development and neighborhood revitalization, and helps to strengthen social bonds and community identity. The library is also a virtual space where individuals can gain access to information, resources and all the rich experiences the library offers. In the creative design of its physical and virtual spaces the public library defines what makes a great public space.

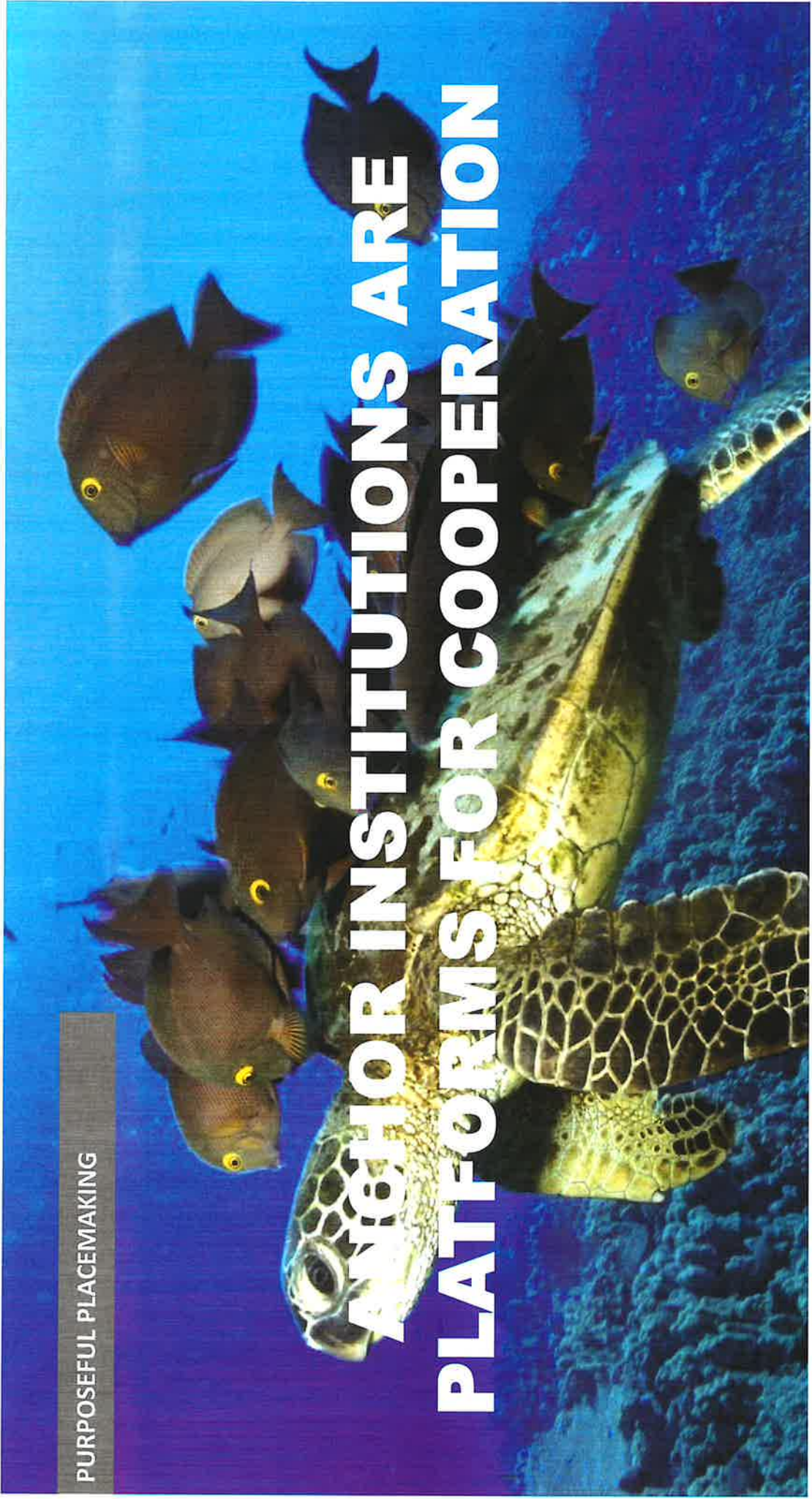


○ **PLATFORM.** The public library is user-centered. It provides opportunities for individuals and the community to gain access to a variety of tools and resources with which to discover and create new knowledge. The platform enables the curation and sharing of the community's knowledge and innovation. A great library platform is a "third place"—an interactive entity that can facilitate many people operating individually and in groups—and supports the learning and civic needs of the community.



**"The emerging value proposition of the public library is built around three key assets—people, place and platform."**

SOURCE: *Reframing the Public Library* by the Aspen Institute. <https://csreports.aspeninstitute.org/documents/AspenLibraryReport.pdf>



PURPOSEFUL PLACEMAKING

# ANCHOR INSTITUTIONS ARE PLATFORMS FOR COOPERATION

IT TAKES A VILLAGE: Anchor Institutions and Public Health | October 19, 2022

*(MLA Conference)*



PURPOSEFUL PLACEMAKING

# AN OPPORTUNITY INCUBATOR DISGUISED AS A LIBRARY

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