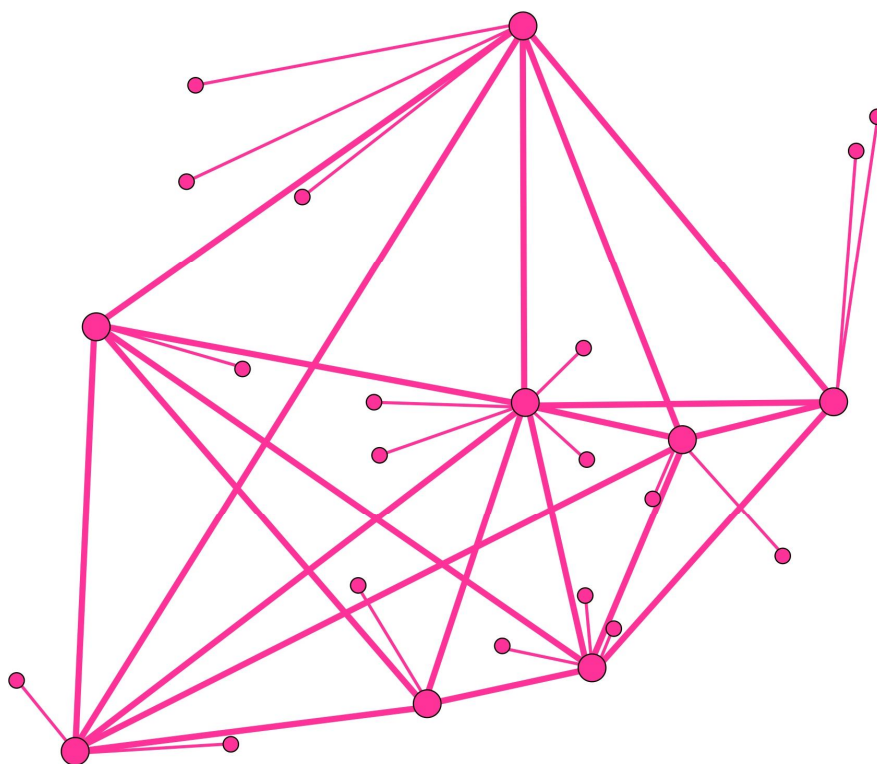




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STRATEGIC PROGRAM LIBRARY XXI

PROPOSAL FOR THE REQUALIFICATION
OF THE
LISBON MUNICIPAL LIBRARIES NETWORK
(ENGLISH SHORT VERSION)



APRIL 2012



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STRATEGIC PROGRAM LIBRARY XXI

PROPOSAL FOR THE REQUALIFICATION OF THE LISBON MUNICIPAL LIBRARIES NETWORK

1. SUMMARY

Public Libraries in the XXIst Century

In recent decades there has been a significant change in the mission of public libraries, result of profound social and economic changes that have imposed to libraries a role even more active in the communities they serve.

Indeed, the crucial role of information and knowledge, as well as the increasing demands in the areas of competitiveness and skills, within the global society we live in, determined changes in the mission of public libraries, emphasizing their value in today's economic, cultural and communicational transformation of the world.

The concept of public library, fundamentally dedicated to local consultation of books, periodicals and audiovisual, alongside with materials check-out and access to technological resources, has evolved into proximity cultural equipments which interact with citizens and respond actively to the needs and challenges of today.

The library of the future must engage fully in the community it serves, allowing a total enjoyment of their services, new and traditional. So the new Municipal Libraries' functional programs have been and will be designed with a great participation of the communities in which they operate (through prior work with focus groups and characterization of each community) and incorporate an active role in communities, in its day to day work, program and spatial redevelopment, thus





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moving towards the concept of "3rd generation libraries" adopted by the Strategic Program Library XXI.

This environment contributes to strengthen the community social networking and allows social isolation to decrease, making libraries a **key community resource**, a **meeting place** where people can come together and **share interests** and a **center of community development**.

So in order to meet new challenges, it is necessary that municipal libraries incorporate **new features and a wide range of support services to the community**, aimed at all ages and at all social and cultural levels, which **implies a new architecture of spaces and a corresponding functional organization, with increasing repercussions in the construction areas, according to internationally recommended standards**.

Networking

The operative concept of Network is one of the main principles underpinning the Strategic Program Library XXI.

The coordination and cooperation among all members of the Libraries' Network, the complementarities and differentiation amongst libraries, the sharing of resources and services, and the centralized and coordinated management embodies networking, optimizes means and enhances the quality of services.

The designed Network is based on proximity, covering the entire city through a structure of Anchor Libraries, larger and with more features, complemented by Neighborhood Libraries aimed to respond to the most immediate needs of local community.

A **wide Network**, which reflects the commitment to **balanced coverage and distribution, in the city's territory**.

A **planned Network**, inverting a casuistic logic, according to national and international parameters.

An **articulated Network**, in accordance with the guidelines set out in the Municipality Master Plan.





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A **proximity Network**, adjusted to the characteristics, specifications, needs and interests of local communities and that challenges those communities to fully use and enjoy the spaces, resources, projects and services of each municipal library.

A **flexible Network**, with development and implementation subordinated to an overall view, to the available resources and to the evolution of the city population.





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Structuring Municipal Libraries Network on the Framework of the City Strategic Plan

The Strategic Program Library XXI assumes the Operative Units of Planning and Management (OUPM) as its territorial matrix, integrating and linking up with the new Municipal Master Plan.

The proposal contained in the Strategic Program Library XXI has three temporal goals:

- a **short-term** goal, which seeks to address the immediate needs with the available resources, which is embodied in the physical and functional rehabilitation of existing libraries and rehabilitation / construction of new libraries, with funding provided under the PIPARU (Priority Investment Program for Urban Rehabilitation Actions);
- a **medium-term** goal, which seeks to identify priority needs on locals already reserved for this use, and in relation to compensations obtained by negotiation, or due to major needs detected in demographically relevant areas of the city;
- a **long-term** goal, completing, in the Municipality of Lisbon, a modern Network of Public Libraries thought and planned on a global scale to the territory, by 2024, in line with the timeframe of the Strategic Chart.

It's an "open" program which will adapt the Network to new areas that may be identified and can enrich it, in a logic of proximity and community involvement, which will welcome partnerships and conjugation of strategies with other entities, in a constant quest for fitted programs and spaces which should go changing "as the community of the XXIst century is changing."

It's also important to stress that the implementation of the Municipal Library Network, referred in the Strategic Program Library XXI, will subordinate to a set of constraints and variables of multiple order, including financial and fiscal, space availability and adequation to the evolution of the community and the city.





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“We should stop seeing libraries as places of function – storing this, lending that, checking the other, and more as places of free and shared exploration and learning via all media, a democratic space wherein to free your mind”.

John Dolan, Head of Birmingham Library Services.

2. FRAMEWORK

Public Library in the XXIst Century

The UNESCO Manifesto on Public Libraries (1994) establishes the guiding principles, as well as the mission, of those cultural equipments, defining public library as "The public library is the local centre of information, making all kinds of knowledge and information readily available to its users."

Profound social and economic changes have been imposing public libraries an even more active role in the communities they serve.

Indeed, the crucial role of information and knowledge as well as the increasing demands in the areas of competitiveness and skills, within the global society we live in, determine changes in the mission of public libraries, emphasizing their value in today's economic, cultural and communicational transformation of the world.

The reconfiguration of public libraries as decisive agents in implementing active policies to promote Lifelong Learning, to combat digital illiteracy and social exclusion is on the agenda of many international fora, notably promoted by the European Union.

The strong rootedness of public libraries in local communities, its vocation to make available information, resources and environments conducive to knowledge acquireance by all citizens, the informality and accessibility that defines them, as well as the tradition of partnership with schools and other local institutions, gives them efficient conditions to play a key role in the growth of lifelong learning.





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They are therefore privileged cultural equipments fit to respond to the objectives that imperatively arise today:

“



- National and European objectives oriented towards a knowledge-based society;
 - Governmental programs for more inclusive services;
 - Need for new and knowledge-based skills in the workplace;
-
- Requirements of Electronic Government (eGovernment) to citizens who master the new technologies;
 - Mobility of people, driving the need for better language skills;
 - Integration of people with diverse backgrounds, which creates the need for a solid foundation in the name of community cohesion;
 - Globalization, which intensifies the need to preserve cultural identities;
 - Technological developments, enabling access to education through an expanding range of interactive and portable devices”.

(UNESCO, 2009)

The library of the future must engage fully in the community it serves, allowing a total enjoyment of their services, new and traditional.





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So it becomes necessary for municipal public libraries, in order to meet the new announced challenges, to incorporate **new features and a wide range of support services to the community**, aimed at all ages and all social and cultural levels, **which implies a new architecture of the spaces and the corresponding functional organization, with increasing repercussions in construction areas, according to internationally recommended standards.**

With the coming of the digital age many predicted the end or total dematerialization of libraries. This did not happen and it was precisely in the countries with the longest history in the development of library networks and public reading, the Anglo-Saxon countries, that some of the main models and reference projects for public libraries of the XXIst Century have raised.

The study *Third Generation Public Libraries - Visionary Thinking and Service Development in Public Libraries (to 2020)* (Newman, 2008) proposes several strategies for the deployment of libraries in the lives of local communities and gives as an example the Seattle Library project to illustrate the transformations and the positive impact of libraries in the development of local communities.

This library had a marked effect for the city, not only for the innovative architecture of the building, designed by architect Rem Koolhaas, but also for the economic impact generated in the city (Berk & Associates, 2005), since it became a pole of attraction to population of nearby cities and thereby helped revitalizing local commerce.





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The English report *21st Century Libraries: Changing Forms, Changing Futures (Building Futures, 2003)* shows the 10 main socio-economic trends to take into account for a change of perspective on public libraries.

This study was based on the reality of the UK. However, these trends generally cut across European societies, or with similar development patterns. They are, among others:

- The increased number of people with higher education points to the strong likelihood of using the library as a support in their learning projects (formal or informal) throughout life;
- The increased number of households consisting of one person indicates a likelihood of use of the library as a meeting place;
- Largest urban and global mobility (migrant and immigrant population), therefore a high probability of use of the library as a meeting place, e-mail post to communicate with family and friends and source of news from its own country;
- Technological advances point to a likely increase in the use of the library as a center for testing new technologies or gadgets or as a technological resource center for those who do not have them;
- Social interaction / mediation: strong tendency for people to make use of the library as a place for personal guidance, where the role of librarians, like other social mediators, will be to provide support to a growing number of users in the multiple ways to access information;
- Environmental sustainability: the library may have a key role in addressing environmental issues to and from the community as a result of a positive image as an entity that reuses (loan instead of possession) as well as in raising awareness for important environmental issues;
- New forms of democracy: access and support in the use of e-government tools and in general social participation.





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At another level, the Finnish strategy for change, described in *Library Development Program 2006-2010* (The Municipality of Aarhus, 2006) shows, as current challenges, the **promotion of needed literacies** for a network society and the adaptation libraries spaces to the different needs of its users, including the creation of **meeting rooms, and rooms for group and collective work**.



In 2009 the International Federation of Library Associations produced the guidance document *10 ways to make the public library work: update your libraries* (IFLA, 2009) where, among other things, recommends libraries to be structured as cultural facilities of the community and not just as storage spaces for knowledge.

It also recommends that libraries get involved in the **formation of people of the community**, leading the librarian to act as a **personal knowledge advisor**.





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The study *Third Generation Public Libraries* (Newman, 2008) lists some of the future role of the library as an **economic catalyst in local communities** through, among others:

- Support for lifelong learning;
- Booster for cultural development of the community;
- Facilitator in the development of the XXIst century literacies;
- Active partner in the development of services for minority cultures or groups with special needs;
- Pillar in a knowledge-based economy;

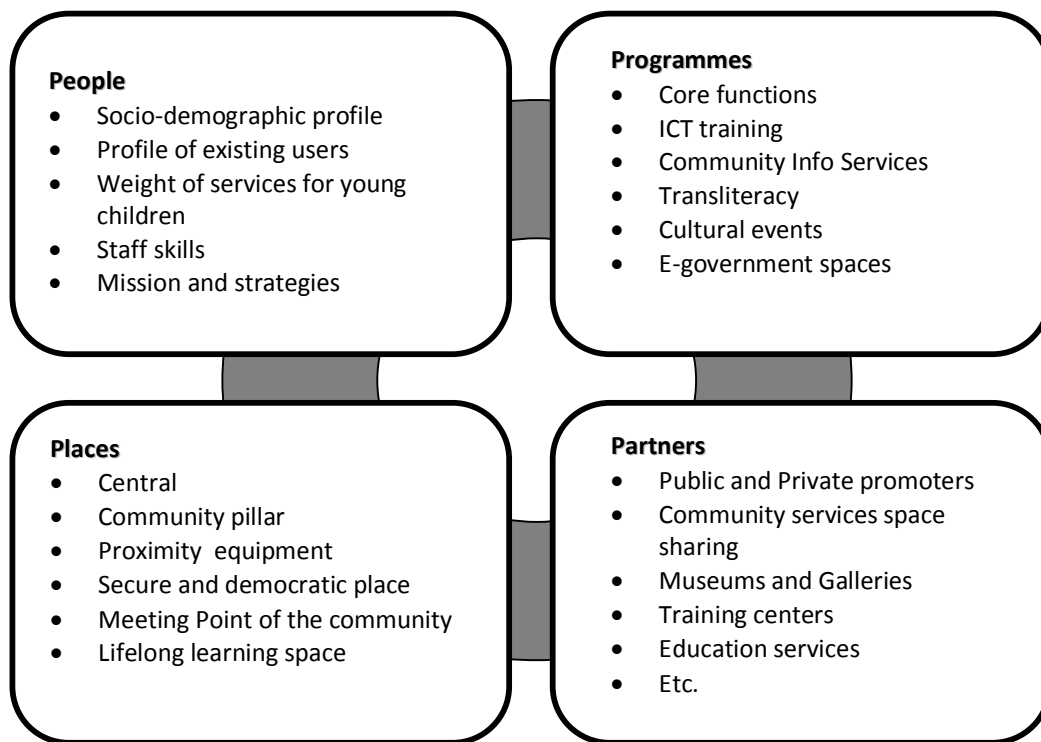
The consulted and referred studies, demonstrate that the library of the future must engage fully in the community in which it is inserted, allowing a total enjoyment of their services, new and traditional. The library has therefore a key role in strengthening social cohesion.

This environment contributes to strengthen the social networking of the community and allows reducing social isolation. As stated in *Idea Store Strategy 2009* (Tower Hamlets, 2009) people see libraries as a **key community resources**, a **meeting place** where they can gather and **share interests** and the **center of community development**.





This proposal and its possible implementation follows the concept of **virtuous circle for the implementation** of libraries designed for the twenty-first century, presented in the study *21st Century Libraries: Changing Forms, Changing Futures* (Building Futures, 2003):





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“The third generation public library building is a multiuse public space. It is an anchor in community development and an icon of the community. It is the product of dialogue and users are active in its design. It may not fit a mold and it may not even “look like” a library. (...) partnerships and services delivered in the real and virtual environments. The third generation public library collaborates with its community. Its programs and spaces change as the 21st century community changes.”

Wendy Newman, Third Generation Public Libraries, 2008.

3. GUIDING PRINCIPLES AND OBJECTIVES

The Strategic Program Library XXI lays the operative concept of Network as a vital mean for the development of better quality services, thought at a global scale of the city. This operative concept is based on cooperation between libraries, complementarities, differentiation, rationalization through sharing of resources and services and coordinated and centralized management.



The existence of a single public catalogue, a coordinated collection management, coordinated services, an integrated management of human, technical and financial resources, a shared annual planning, a common image policy and communication, embody the basics of networking a set of libraries under a common administrative supervision.

In line with the guidelines of the *Support Program for Public Libraries* (Ministry of Culture, 2009) and *IFLA / UNESCO Manifesto*, the Program offers different types of equipment, which means a difference of spaces and areas, valences and features, collections and services.





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Also in tune with the latest programs that in Europe, U.S.A. and Canada have been giving great importance to the essential and strategic role of libraries, in the cultural, social and economic environment, the Strategic Program Library XXI, in line with the Strategic Chart, points to the conversion, until 2024, of the Lisbon Municipal Library Network in a **network of 3rd generation libraries designed for the XXIst century**, in order to prepare them to assume a **catalytic and leadership role in local communities**, helping them to become knowledge-based communities.

They are also expected to play a significant role in the capture and **settlement of families**, through integrated community services that contribute to the **cultural and social development** of individuals and communities. At the same time, Lisbon libraries will be important partners in **promoting citizenship, multiculturalism and inclusion of minority cultures, citizens with special needs and the elderly**.





Therefore, and as it has been explained above, the library of the future should "engage fully in the community in which it is inserted allowing a total enjoyment of their services, new and traditional."

Hence the functional programs for new Municipal Libraries have been and will be designed with very much **participation of the communities** in which they will operate (through prior work with focus groups and characterization of each community) and foresee an active ownership of their communities in its daily operation, designed programs and spatial redevelopment, thus moving towards the concept of "3rd generation libraries " adopted by the Strategic Program Library XXI.



In order to achieve that, it's also pointed out as fundamental the following implantation criteria:

- Define influence areas bigger than those "assumed" by traditional libraries;
- Define focal points and complementarities in the libraries network, among themselves and with other community equipments, particularly in the educational, training, social and cultural areas;
- Clearly opt for urban centrality and places of great accessibility to all kinds of public and, wherever possible, link libraries to the development of new centralities and / or strengthening of existing ones.



The reference documents cited above also indicate the following guiding principles:

As regarding the **location**

- Distance on foot - 15 to 20 minutes
- Distance between equipment - 2.5 km
- Proximity and accessibility - at central points to the population, marking a close relationship with communities

With regard to the **type** of equipment

- BM 1 - up to 20,000 inhabitants, with a gross floor area of 1,053 m²
- BM 2 - between 20,000 and 50,000 inhabitants, with a gross floor area of 1,883 m²
- BM 3 - above 50,000 inhabitants, with a gross floor area of 2,660 m²

In addition to these principles, which relate directly to the physical dimension of each equipment, should still be taken into account other parameters essential to the full operation of a Library Network (human resources and its functional adequacy, equipment, technological resources, collections, etc.). For an example refer to the size of the actual collection of books, far below the ratio of 1 document per 20,000 while the ratios recommended should fall into:

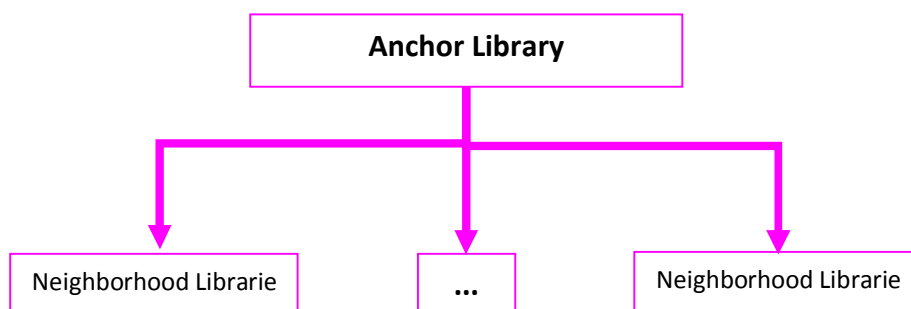


- 2 documents / capita to 20,000 inhabitants
- 1.5 document / capita above 20,000 inhabitants.



So the creation of the new Municipal Library Network is one of the structural measures for the requalification of the city, where each library must also be understood as a center of initiatives, inserted into urban life and open to the local community, providing encouragement for the development of already existing dynamics. All spaces must be attractive, welcoming and stimulating for all, preferably built from scratch or adapted to specific standards and tailored to the diversity of their functions.

In line with these principles and with the necessity of their coexistence throughout the city, it's proposed an hierarchical structure consisting by:



All but OUPM 3 and 4, should benefit of an anchor-library. OUPM 3 and 4 should share the same anchor-library - Galveias Library - given its central geographical location. All OUPM should benefit of neighborhood-libraries as well and yet, according to opportunities that may be identified in the future, other points of interaction with the network that can complement their proximity influence.

Anchor Library

Typology corresponding to BM3, with gross area close to 2,600 m², for areas with populations greater than 50,000. In case of existing buildings, subject to requalification, the areas may be somewhat lower.





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The buildings should preferably be independent, up to four floors, with at most one below ground for auditorium and its complementary services. Any remaining basement floors should only be used as parking and / or storage.

Anchor-libraries should include spaces suited to new functions:

- Reading, Information and Knowledge
- Education and Training
- Development and Citizenship
- Arts and Culture
- Meetings and Debate

Should include multipurpose spaces, particularly for training, an auditorium or equivalent space and a cafeteria.

They may also include other spaces to share, in partnerships, with institutions of strategic importance and complementary to the library.

Neighborhood Libraries

Typologies corresponding to BM1 and BM2, with gross areas ranging ideally between 1,000 and 1,800 m², and for a population up to 20,000 inhabitants or between 20,000 and 50,000 inhabitants, respectively. The buildings should have no more than two floors, all above ground and frank communication with each other. In the case of existing buildings, subject to requalification, the areas may be somewhat lower.

The neighborhood libraries are above all:

- Closer services to communities
- The first access to information and knowledge services

The creation of neighborhood libraries should materialize having in mind local development and growth, accessibilities and proximity to other social and educational equipment, favoring the connection to schools.



Other Areas and Partnerships

An important principle for the growth and consolidation of the new Network, is to assume this as an "open" process, which will adapt the Network to new spaces that may be identified and can enrich it by following the logic of proximity and community involvement.

In these complementary means are included the mobile libraries that should continue their work, constituting a limited but not insignificant response for the access of readers and users. Other useful opportunities may arise from shared-use libraries, housed in schools or other institutions, which implies a functional and sharing adequacy that is not always easy, but should be taken into consideration, case by case, with the needed flexibility and accuracy.

Refer to the possibility of linking the Municipal Library Network with the SOS Europe Movement and the Parish of Santo Condestável (a neighbourhood of Lisbon), under the proposed integration of Public Library services in the future Europe Cultural Center, a project inserted in the Participated Budget of Lisbon City Hall.

The Strategic Program Library XXI should thus propose and accept partnerships and strategy blending with other public and private entities, in a constant quest for fitted programs and spaces that should go changing "as the community of the century XXI is changing."

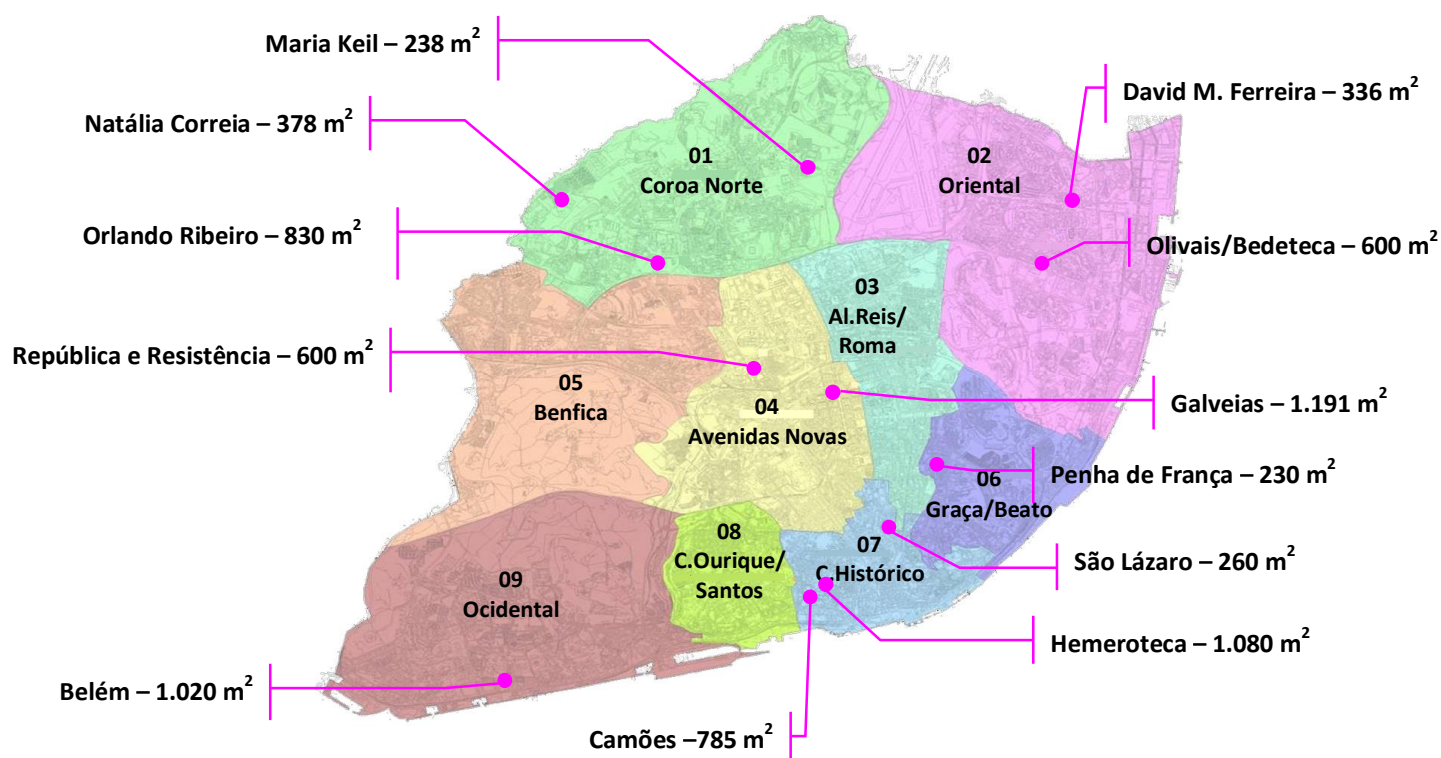




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4. PRESENT AND FUTURE

LISBON MUNICIPAL LIBRARIES NETWORK - 2012

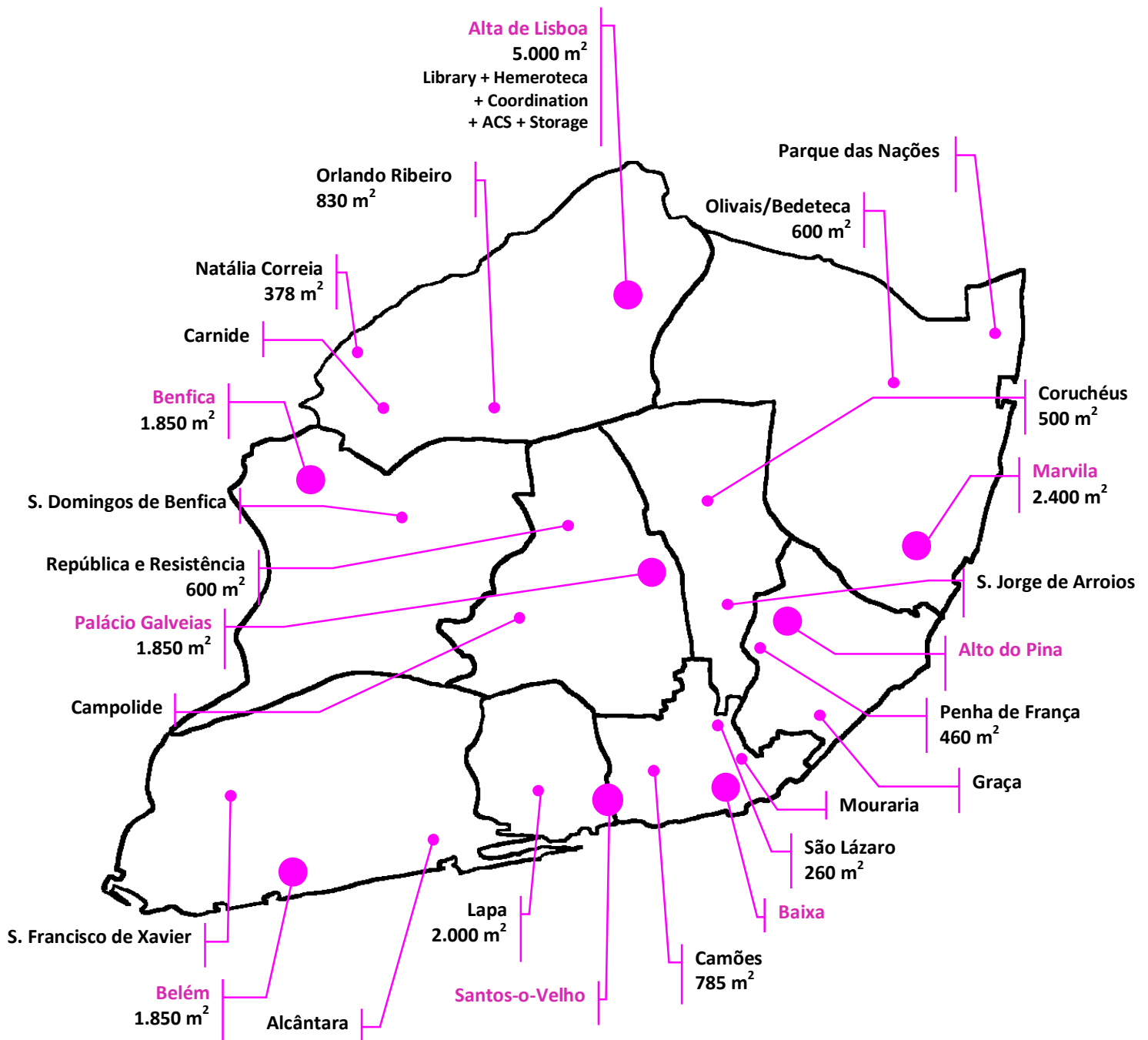




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NEW LISBON MUNICIPAL LIBRARIES NETWORK – 2024

- ANCHOR LIBRARIES – 8
- NEIGHBORHOOD LIBRARIES – 18





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