



Building Living
Neighbourhoods
Library

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Consulting Report

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Executive Summary

This report provides an overview of the Building Living Neighborhoods (BLN) Library and its relation to the organization as a whole. It addresses user needs and the development of the collections and services offered to meet those needs. Included are the library's staffing and annual budget as well as the space plan and our group's recommendations to BLN's board regarding the establishment of the BLN Library in the Greater Toronto Area.

The BLN Library will be created to serve the needs of the BLN organization in its pursuit of designing and building sustainable and people-friendly structures and environments. The library will serve as a way for the organization to connect with, and be of service to, the community of like-minded researchers, architects, builders and members of the public. The library is designed to reflect the values of sustainability and openness at the centre of the organization.

Our purpose will be to serve the various user communities through programs such as developing and maintaining a catalogue of print, electronic, image, and other resources to aid our librarian in assisting users to find the answers to sustainable development questions. The library's outreach will focus on working collaboratively with other organizations with similar sustainable and architectural goals including educating the public about the benefits of sustainable development. A listing of core resources appears in an appendix to this report.

The report's staffing section lists the qualifications related to the traditional and outreach-based programs offered. It also provides a breakdown of the BLN Library's annual budget, \$105,000, and provides justification for the proportions assigned to collections, 44%, operations, 6%, and staffing, 50%.

A proposed space plan is included with information on the space allocations for the collections, 20%, staff, 10%, and user groups, 66%, and explains how these spaces are designed to reflect the sustainable and people friendly values of the BLN Library and organization as a whole while reducing wasted space to 4%. This report also details, where possible, the initial start-up costs for furniture and equipment for the library which are estimated at \$9,000.

The report concludes with the consultants' recommendations for the establishment of the BLN Library to serve the Greater Toronto Area

Organizational Setting

Building Living Neighbourhoods - The Centre for Environmental Structures

“The Centre has a necessary human purpose – that of creating a shared intellectual home, a place of shared work and daily discussion, where the concepts can be explored in greater depth, and where new ideas that change procedure and environment in different countries can emerge and be forged to become practical instruments...and have the opportunity for a growing collegiality devoted to these matters, in large part built around the work on these projects” (Mehaffy, 2004).

Building Living Neighbourhoods is an existing non-profit organization that aims to support people in the sustainable design, development and research of their built and natural environments: their homes, neighbourhoods and communities. Joining architects and other interdisciplinary professionals together with people and communities, the vision is to teach and support both research in the field and best practices in the design and sustainable building of living neighbourhoods with both a strong social as well as ecological perspective. BLN members envision for themselves, as consultants and researchers, “a studio atmosphere where people can work together, converse about their respective projects whatever the field, in an environment of open-minded inquiry and conviviality” (Mehaffy, 2004).

BLN Library Mission Statement

The mission of the Building Living Neighbourhoods Library is to support the information needs and objectives of a diverse customer base – the professional and research community, citizen associations, core organization principals and independent persons – in the areas of sustainable community development through accessible materials and services that provide the tools, knowledge and practical applications for the planning and building of healthy, adaptive neighbourhoods and the empowerment of its residents and advocates.

User Needs Assessment

Anticipated Users

The BLN library will be providing service to members within the organization, its immediate network of affiliates as well as the members of the community. Though, the users were identified in terms of general categories, one of the larger challenges was determining how large the library’s potential user group would be. Through the data collection process we were able to get a better idea of the user groups size, while also learning about their needs. Users have been divided into two main groups: Users Within Organization and Users Within Community.

Users Within Organization

The principal internal users of the library will be the board of eight trustees of the BLN. The board consists primarily of professional and academic architects, but also includes a social scientist, an engineer and a specialist in ecological design. The organizational structure of the BLN is not well defined as all of the trustees holding executive titles (there is a president, vice-president, and a chief financial officer) are also the consultants. Lines of authority are further blurred by the fact the organization uses a consensus model of decision making. The use of the libraries holdings and services will also extend to members of affiliate organizations, which include the Center for Environmental Structures in Berkley California and the Canadian Center for Architecture in Montreal. Due to the geographical distance, their use of the libraries resources will be limited.

Users Within Community

Users from the community, for the purpose of needs evaluation, can be divided into three main categories: Professionals, Academics and General Public.

Professionals

Greater Toronto Area architects, landscape architects, developers, civil engineers, city planners and city officials interested in environmental, sustainable or community based urban planning and design.

Academics

Professors, students, and academic researchers who would use materials for research and materials related to the working being done by the BLN.

General Public

Members of community organizations, landowners, and DIY (Do-it-Yourself) builders who are interested in applying sustainable design to their projects or who are advocating for sustainable development within their own communities.

Background

In terms of information seeking, there are some patterns in common amongst the library's anticipated users. Firstly, with the exception of researchers, most would prefer interpersonal information transactions over seeking information sources from print or electronic surrogates such as catalogs or electronic databases (Durrance, J. Souden, M., & Walker, D., 2006; Fidel, R. & Green, M., 2004; Hemmig, W., 2008). Secondly, this information is usually sought from someone known and trusted (Durrance, J.

Souden, M., & Walker, D., 2006; Fidel, R. & Green, M., 2004). For professionals this trusted person would be a colleague or associate (Fidel, R. & Green, M., 2004); for General Public, this would be someone in their social network (Durrance, J. Souden, M., & Walker, D., 2006). Professionals, such as architects do recognize a need for library resources, including electronic resources, to do their work (Hammond, C. & Mitchell, E., 1997). Lack of training is cited as one of the barriers to using library or electronic resources (Hammond, C. & Mitchell, E., 1997).

Accessibility is noted as a major factor in the trend of engineers seeking information internally from human sources (Fidel, R. & Green, M., 2004). Criteria for engineers selecting non-human sources include "the right format, the right level of detail, a lot of information in one place" (Fidel, R. & Green, M., 2004). Architects and designers are unique in that their fields cover both technology and art. Non-human sources of information for the purpose of inspiration are often sought through browsing as apposed to systematic searching (Hemmig, W., 2008).

For citizen acting on behalf of others in a problem solving capacity such as those involved in community organizations, "information needs and uses ... are dictated by the nature of the problems people are trying to solve and what they see as possible resolutions" (Durrance, J. Souden, M., & Walker, D., 2006). In terms of information seeking the focus is generally on the problem at hand and the solution and not on information needed (Durrance, J. Souden, M., & Walker, D., 2006). In addition, neighborhood level organizations often work in partnership and share information with other community stakeholders (Durrance, J. Souden, M., & Walker, D., 2006).

The implication for the library, in terms of resources and service, are as follows: 1) the library will only be an effective source of information if it actively engages with these community networks; 2) the library should focus energies as much as possible on services such as reference and literature searches; and 3) training should be offered if electronic resources are going to be one of the libraries resources.

Methods

Given the heterogeneous nature of the library's anticipated users, a combination of questionnaire and interview surveying were employed during the data collection phase of the information needs assessment. Factors such as accessibility, timeframe of the assessment, and level of association of target group with BLN determined the method used for each category of user. For the members of the BLN, a focus group survey was conducted. Their participation is of the highest priority as their depth of knowledge concerning information and service needs are considered extremely valuable. Associates and collaborating professionals and firms also provided valuable information; however, accessibility was an issue so email questionnaires were used to survey this group.

The general public and other professional groups were the hardest to access due to a lack of a comprehensive means to identify who in the community may require resources related to the activities of BLN. Taking cues from research done by Durrance et al. (2006), the team managed to gain access through the network of community organizations concerned with sustainable development and ecological building practices. Cooperation from organizations such as Sustainable Toronto (<http://www.utoronto.ca/envstudy/sustainabletoronto/>) granted the library access not only community organizations engaged in sustainability in the GTA but also the academic researchers from the

Environmental Studies program at the University of Toronto and the York Centre for Applied Sustainability. The GTA chapter of the Ontario Centre for Green Building Design and Development (www.greenbuildingontario.ca/) was another organization that had been identified as an important target for our assessment. This method of sampling made advanced planning more difficult, thus, decisions on appropriate survey methods were made on a case-by-case basis. In all cases, the team was able to conduct an interview survey with the executives of these organizations. We were also able to distribute questionnaire surveys to their members during meetings and, in the case of Sustainable Toronto, through an online survey.

Data Collection Procedure

1. The assessment team set a two-month window to complete the data collection phase of the assessment.
2. During the first week, the assessment team conducted an environmental scan to determine the approximate size of the total anticipated user group that will be sampled from. From this, we gained a clearer idea of the scope of the project. Included in this scan were BLN's network of associates and collaborators, network of community organizations in the GTA, "green" directories such as Green Enterprises Toronto, and government agencies such as the City of Toronto, Policy and Research, City Planning Division.
3. Returning to BLN with this preliminary data, we were about to secure a budget of \$1000 on top of salaries. The budget covered transportation, the booking of meeting rooms, equipment rentals, printing, materials, and transcription.
4. The assessment team spent a week designing and pre-tested a questionnaire and an interview survey. The interview and questionnaire surveys consisted of roughly ten questions and, following the information audit strategy of Susan Henzcel (2001), covered:
 - a. data relating to information required to perform tasks and activities
 - b. data relating to the 'level of criticality' of information resources, tasks and activities
 - c. data relating to information transfer
5. There were three versions of the questionnaire, one for each of the categories of Users Within Community (Professionals, Academics, and General Public).
6. During this time, the assessment team also organized interview survey schedules with the primary contacts of each of the participating community groups. We were able to get a list of email addresses for members of Sustainable Toronto. The other organizations were reluctant to give our members' contact information, thus we organized the distribution of print questionnaires at meetings.
7. Interview surveys were conducted over a three-week period as per the schedule. Two members of the team were present during the interviews. Interviews ran between 30 to 45 minutes. 12 interviews were completed in total.

8. The focus group interview was conducted at the end of the scheduled survey period. Video and audio equipment were used to record the meetings. The recordings were later transcribed by members of the assessment team and some contract staff.

9. We allowed a month for questionnaire responses to return via mail and email before we started processing the collected data.

Results

The results of the survey provided similar finding to those expressed in the reviewed literature. Among the different user groups identified, there was a strong preference for interpersonal information exchange. For most of the respondents, a trusted person would be the first place they would go for information. The Internet also rated high among the general public for a source of information; however, this source was considered less reliable than a trusted person.

In terms of the kinds of information that would be considered valuable in the context of the BLN Library, the responses varied widely among the groups. For the general public, how-to guides and instructional resources were considered the most valuable. For professionals and academics, there was a greater emphasis on up-to-date sources of standards from governmental and non-governmental regulating bodies as well as research in the field of sustainable development, green design and alternative energy sources.

Among all of these groups, there was a recognition that the value of the library as a place would depend on the amount and the quality of the resources and services available. Our own concerns regarding the depth of the library collection's coverage were confirmed by one respondent's statement: "They have books on [sustainable development] at the public library, too."

Collections and Services

While the BLN library is intended for the use of a wide range of users – individuals and communities, developers and planners, architects, designers and builders; public officials and business owners who have commercial interests, the mission of the organization favours the empowering of ordinary citizens, those who have become increasingly attuned to sustainability but still require the tools, knowledge and understanding of how it would translate into a building plan, and their lives (Gardner, 2008). The services and materials collection – print, journal, electronic, alternative formats (images, maps), and any government documentation – will represent and be responsive to the needs of these individuals and support the research, study and practical strategies and actions for the planning, renovating or repairing of houses and neighbourhoods. Its scope should include current materials for both professionals and non-professionals, providing comprehensive and specialized materials in a range of reading level from high school to research.

There is no information in terms of holding profiles or collection development trends for this particular type of library collection in any of the literature, however our team was able to extrapolate general characteristics from sources such as core lists and subject bibliographies (Ulrich's Periodicals Directory;

Guide to Reference Materials, 1992) and community organization resource lists (Ontario Centre for Green Building Design Resource Library).

As a non-profit organization, but also in any organization dealing with limited budgets and increased costs, careful selection and evaluation is essential, “meeting the greatest need across a diverse customer base” (Goehner, 1984 in Cunningham, 2003). Since sustainable development is an emerging field, the library will need to provide up-to-date information on technologies such as alternative energy sources and ecological building materials in order to be viable as well the foundational materials relating to community development and green architecture. These constraints coupled with the cost of periodical subscriptions suggest the main portion of the collection will be made up of monographs.

The needs assessment results of the surveys and questionnaires of the wider professional and research community and community organization members, and the focus groups of the core BLN principals will determine the content of the collection and its development and demonstrate the need of a special collection of material with a focus on sustainable community development in the greater Toronto area and beyond. Accordingly, it will reflect the usefulness of certain materials and services to the core users in this new locale and assist in determining what will and will not be of critical importance, especially in regard to Canadian and Ontario land use, laws and building codes as well as available sources for building materials. Clearly comprehensive journal literature is important to any research organization (Cunningham, 2003) and evaluating the new location, the Toronto, Ontario context, and the unique needs of clients there, as well as the existing services, collections and information from other local organizations and sources, will also determine the collection focus for the BLN.

The Collection

The types of material that is best suited to serve the clientele of the BLN Library is the balance of lay and professional, and while restricted by budgetary concerns, still has a high ratio of current journals when compared to a larger traditional architecture library like The Canadian Centre of Architecture, which has 215,000 volumes, 5000 serial titles and 716 current subscriptions (www.cca.qc.ca). The weight of collection budget will reflect both the diversity of user and also the various alternative formats necessary for the provision of maps, technical guides and reports, schematic drawings and blueprints, modeling and energy efficiency calculation software, photographs and materials catalogues.

Government resources will be included in the collection to provide users with information regarding statistics, regulations, and initiatives relevant to green building practices. On a federal government level, this would include documentation covering the various national building codes set out by the National Research Council’s Canadian Code Centre (http://irc.nrc-cnrc.gc.ca/codes/home_E.shtml). It will also include statistical information such as that in the National Resources Canada, National Energy Use Database (www.oee.nrcan.gc.ca/corporate/statistics/neud/dpa/home.cfm?attr=0). On a provincial level, resources would include provincial building codes such as set out in the Ministry of Municipal Affairs and Housing’s Ontario Building Code Compendium 2006 (<http://www.obc.mah.gov.on.ca/site4.aspx>). On a municipal level, resources would include documents regarding “green initiatives” such as the Toronto Green Development Standard 2007 (www.toronto.ca/planning/pdf/gds_standardjan07_03.pdf). The library collection will include print based documents, when available, and links to corresponding government websites in order that people have easy access to current information.

Electronic resources are especially important in an organization whose focus is in the fast changing and intentionally renewing arena of sustainability in community development; the user groups are familiar with their use and means of retrieval to varying degrees; the wide scope of users are from local to international locations; and there is a need to retrieve physically inaccessible and specific materials. Its capabilities can create community and collaboration, assist in the sharing of research and provide cost-effective and fast retrieval for consulting projects – all value added for the needs of this group. Online discussion communities for professionals have become very popular and some sites have focused entirely on ‘listservs’ eliminating the building up of time consuming directories and resource lists, like Cyburbia - The Urban planning portal. It focuses now entirely as a discussion group that is described as self-generating, vibrant, continually updating.

The library will serve users primarily online and the physical space will reflect the organization’s value of collaboration and interpersonal contact in its services. Its collection must be a balance between the two types, providing a relatively small but select and comprehensive core collection and a large, well maintained and researched electronic collection.

Items in Collection

Reference Sources

Dictionaries and Encyclopedias

Curl, J.A. (2006). *A Dictionary of Architecture and Landscape*. 2nd Ed. Oxford: New York; Oxford University Press. Hardback 912 pp. \$49.95

Considered an essential work of reference, this is the most comprehensive and up-to-date dictionary of architecture available, fully revised and expanded from an earlier edition containing over 6000 entries, photographs, clear concise copy for all audiences.

Yudelson, J. (2007). *Green building a to z: Understanding the language of green building*. Gabriola, BC: New Society Publishers. Paperback. \$18.95 CAN.

This book provides a comprehensive and technically accurate overview of the green building movement. The author is an experienced green building consultant and an authority in the field. The information provided is current and clearly presented making it relevant and accessible to both the professionals and laypeople in the library’s user community. The book was published in Canada.

Handbooks and Guides

Green Building Products: The GreenSpec® Guide to Residential Building Materials. 2d Ed. New Society. 2006. 338p. Ed. by Alex Wilson & Mark Piepkorn. Illus. index. Paperback. \$34.95.

This directory covers all aspects of residential construction from site work and flooring to interior coatings and renewable energy sources. Useful not only for contractors—there is much here for laypersons. Includes Canadian suppliers.

Stitt, F. (ed.). (1999). *Ecological design handbook: sustainable strategies for architecture, landscape architecture, interior design, and planning*. New York: McGraw Hill. Hardcover. \$84 CAN.

This item is a comprehensive guide to green design covering both a historical/theoretical framework as well as practical instruction in aspects ranging from installation of alternative energy sources to zoning and financing of green building projects. This title is a suitable resource for both professionals and laypeople in the libraries user community and is a selection from both the Berkley Environmental Design Library core list (<http://lib.berkeley.edu/ENVI/GreenAll.html>) and the Ontario Centre for Green Building Design and Development library (<http://www.greenbuildingontario.ca/tools-resources/resource-library>).

Spiegel, R. & Meadows, D. (2006). *Green building materials: A guide to product selection and specification* (2nd ed.). Hoboken: J. Wiley & Sons. Hardcover. \$98.99 CAN.

This guide will help those who want to use environmentally sustainable materials for building projects. The authors, both experienced in the field, draw on their experience building to Leadership in Energy and Environmental Design (LEED) certification standards to provide detail information about building methods, building materials and waste management. This will be a useful resource for evaluating both the materials and the processes of a variety of projects.

Electronic Sources

Canada Green Building Council - Greater Toronto Charter - Library resources
<http://www.greenbuildingontario.ca/tools-resources/resource-library>

This electronic resource is layperson-friendly, practical with toolkits, resources, and incentive programs.

Indexes and Abstracts

Avery Index to Architectural Periodicals [online]. New York: Columbia University.

The Avery Index offers a comprehensive and international listing of over 700 journal articles on architecture and design, landscape architecture, city planning, historic preservation. Online access. Subscription.

Directories

Oikos Green Building Source [online]. Iris Communications Inc. <http://oikos.com/>

This website was created to support professionals working in sustainable design and construction. It provides a directory of green products from over 10,000 companies within North America 90 of which are within Ontario. The directory is free and was a recommended resource of the Ontario Centre for Green Building Design and Development. The directory will be a useful tool in finding products for green projects.

Bibliographies

Peter, D. (2003). *Canadian art and architecture: an annotated bibliography of theses and dissertations*. Lanham, MD: Scarecrow Press.

This was included in the Guide to reference materials for Canadian Libraries and is an important resource for gaining insight into the hard to access grey literature of theses and dissertation research. Professionals and researchers would especially benefit from having access to this annotated bibliography.

Journals

Alternatives Journal at <http://www.alternativesjournal.ca/content/view/156/138/> [Institution \$110.00]

The official journal of the Environmental Studies Association of Canada published at the University of Waterloo, ON, is peer reviewed and aims to “disseminate reliable, accurate, well-researched information with the intention of inspiring and empowering positive action”. Alternatives shares the vision to create bonds between scholars, activists and professionals.

Architectural Record at <http://archrecord.construction.com/> [print and online] Subscription.

Along with *Green Solution* that is its associated ‘green’ magazine at <http://greensource.construction.com/>, the *Record* is award winning for editorial content and design, and for best start-up magazine. It is created in a collaborative process that is similar to a well-designed sustainable building. Accessible for all, geared toward the community, urban planner and architect.

Architecture Week at www.architectureweek.com

Wide subscription and online circulation, and seeking to provide free access worldwide with subscriptions, makes this an accessible and cost effective for all audiences. \$25.00

GreenSource: The magazine of sustainable design. New York: McGraw Hill.

This is a trade magazine that specializes on sustainable design and architecture. United States Green Building Council, the regulatory body for LEED certification, endorses this publication. It is also affiliated with the Architectural Record, another well respects trade publication. The magazine provides case studies in green building, information on technology and innovations, and developments in environmental design throughout North America.

SAB mag: Sustainable architecture and building magazine. Quebec: Janam Publications, Inc.

This is one of the few architectural trade magazines published in Canada and provides a lot of information about the Canadian industry including conference and summit reports, sustainability news and a product directory. The design principles represented in the magazine are not narrowly focused on the environmental but instead stress a holistic approach to sustainability. This would be a useful resource both to keep abreast on the national industry and to find information of local relevance.

Databases

Archinform - Online architecture database at <http://eng.archinform.net/>

This is the largest online-database about worldwide architects and buildings from past to present although 20th century architecture.

Toronto - ARCHINDONT (Architectural Index for Ontario) at <http://archindont.torontopubliclibrary.ca/ArchindontWeb/main.do>

"Archindont is a free, accessible and staple database from the Toronto Research Library of architectural information and citations to periodical articles and books about buildings in Toronto."

Arcat (Canada) accessed at <http://www.arcat.com/>.

This is a database of building materials and manufacturers specifications for the architectural communities. While for the professional communities, free access to a general audience provides current news articles on green materials, videos, and resources.

Additional Materials

Monographs

Facets and sub-facets of our collection will focus on such subject headings as: local community development, urban renewal, urban ecology, co-housing, sustainable design, civil engineering.

Many of the reference and information sources have their origin in 30 years of work published in a series of books by founder Charles Alexander.

Alexander, Christopher. *A timeless way of building*. New York: Oxford University Press, 1977.

This is the first volume of a three-volume set. Alexander, founder of BLNL, presents a different perceptual framework for the conceiving of and creating architecture. In the second volume of the series, *A pattern language* with S. Ishikawa, M. Silverstein, M. Jacobson, I. Fiksdahl-King, S. Angel, he discusses his own exploration of architecture within this perceptual framework and the two hundred fifty-three patterns that he has intuited. In *The Oregon experiment*, he explains how this “ ‘language’ of two hundred fifty-three patterns was used in practice to design a building complex at the University of Oregon”.

Portal and Task Environments

Advanced buildings: Technologies and practices at <http://www.advancedbuildings.org/>

This site provides an online guide to environmental technologies and practices for architects, engineers, and building managers. It provided information relevant to the Ontario region and is supported by a consortium of government and private organizations in Canada (The New Waldorf, 2005).

Visual Resources

Maps and Plans: Topographical and street maps of the Greater Toronto Area (GTA), architectural and landscape plans.

Images, prints and technical drawings: Visual resource databases will be used for research but cataloguing, classification and archiving of related project images will be included in the holdings.

Development of Collection

When consideration is taken of the budget restrictions of a new non-profit organization and the small

genesis of our existing collection, it is reasonable to assume that the library's holdings of printed material will be initially small on opening day and reflect the very specific needs of our locale – Toronto, Ontario, Canada. As noted in the user assessment, the size of our collection cannot be calculated upon the potential user base, which we are unable to accurately determine at this point, and the benchmark of other libraries is not fully useful for our unique requirements. As well as accuracy, currency and relevancy in the field of sustainable community development and architecture are more essential than a broad scope covering historical or international research materials, although they will be selectively included too. Our core user of the physical library will be the organization staff and the surrounding lay and professional community – homeowners, community officials, planners and builders.

The number of books is estimated at 900 book titles and 10 journals for the core collection on opening day. Assessing the percentage of relevant books on community or sustainable development in Ontario and Canada from nearby university and public library catalogues, (www.torontopubliclibrary.ca) and the University of Waterloo's Musagetes Architecture Library (www.lib.uwaterloo.ca/musagetes), we find that their holdings are small relative to their holdings of other subjects, possessing roughly 350 relevant book titles related to the BLN subject areas. This clearly demonstrates our need, both for professional and public interest, to provide a comprehensive collection larger than the public library but more selective and balanced for our diverse users than the purely academic setting.

Maintenance of Collection

To stay current, the library should add roughly 350 books per year and, with economic constraints continuing to come into play, we will need to keep only a maximum of 20 journals in any given year, weeding and adding as appropriate. For monographs, journals and various alternative materials, realistic development of the collection over time will have to be carefully assessed. Aspects of the subject categories in the collection that grow quickly, as noted, will require a larger portion of the development budget. Essential government documentation, product and materials catalogues, maps and zoning information will also require updating (and weeding) regularly. Electronic databases and resources will require evaluation for use, relevancy and currency. With the increasing availability of open access databases in this field, the patronage of substantial architecture and urban planning organizations, as well as government support and community partnerships, many of the resources and services can be shared and specific funds allocated to recommended "wish lists".

In order to provide a comprehensive complement of holdings unique to our users we must initially follow the usage of our resources to determine real user needs, to avoid unnecessary duplication and, going forward, be prepared to create partnerships with other community and government initiatives.

Services

Two of the key traditional services for this library – reference/enquiry and training services – will reflect the results found in the literature: a tendency to rely on colleagues to meet information needs more than library tools and services (Hammond and Mitchell, 1997). This suggests that there is a need to trust the quality and authoritative of the sources they use. There is a decided preference of professionals for "interpersonal communication over text-based sources" (DuPreez, 2007). Reference and inquiry services (a humane customer service priority) will be a key focus in order to more effectively meet the need for the

collegiality and exchange that are organizational core values and provide a basis for further training in response to its member's preferences for more search skills and electronic tools training in order to be able to research for themselves. The lay community often relies more readily and confidently on local contacts with whom they have developed either formal or informal rapport and in whom they trust (Lu, 2007). Therefore, our services should selectively provide both traditional and expanded services in response.

The following lists are services that the BLN library will develop and maintain:

Traditional Services

- Develop and maintain catalogue/classification of holdings
- Acquisitions – print, electronic, image and other
- Manage physical centralized library space
- Reference - inquiry service, electronic and manual literature research
- Training – bibliographic instruction, online information retrieval

Expanded Library Services

Our user assessment of architects, planners and engineers, some of whom are accustomed to relying on special corporate libraries, will contribute to an expanded service plan in terms of the gaps in traditional service. As well, our unique role within the sustainability community will encourage services that extend into outreach and consulting areas, partnering with other organizations and will become more and more staff intensive, something that will be balanced with the efficient and cost effective use of electronic databases, online communities for networking and collaborating, and access to free and assessable online sources.

- Outreach/ Instruction – collaborative work with other similar organizations that may include fundraising or sharing of services.
- Internal and external consulting – sitting on current projects and teams, with other professional groups, contributing at conferences, etc.
- Management of content: creating a database will require assessment and research, outsourcing and budget allocation. A future development to be assessed

- Upgrade, development and maintenance of website – redesign and develop current site which should include online community capabilities
- Advocacy – information for and consultation with activists working within the municipal arena
- Primary research for core users; document delivery considered for future service

Based on the mission of BLN, our highest priority service for our user community outside of the organization is personal connection – the reference and client inquiry – with the general public, local professionals in the field and research associates. While further budget allocation will be necessary for potential development of a specialized database, collection development will focus on printed materials, on the updating and weeding of old and acquiring of new electronic sources. By maximizing their use, along with the encouraging sign that many databases are increasingly open source, innovations and changes can be duly incorporated into collection and service plans as they come.

The single most important and sustaining use of funds will be services, potentially contributing to all levels of government initiatives, community advocacy needs and the retrieval and analysis of current and quality information. Anticipating the needs of users based on consultation with clients and associates and the assessment of services and collections will be an ongoing task of library personnel.

Staffing and Salary

Staffing Needs and Considerations

Based on the Building Living Neighbourhoods (BLN) library Collection and Services Report, the skill set required to deliver the proposed library services is extensive. Desired skills and experience range from web design and database programming to outreach and training. In order to obtain these skills while staying within the operating budget, the following staffing models were considered:

1. One full-time library technician to handle general library services and an outside contractor to handle the web portal maintenance.
2. One part-time librarian to manage the library and MLIS or computing science student coop interns to assist periodically through the year.
3. One full-time librarian with a broad range of skills, including web skills, to manage everything. Volunteers to assist temporarily part-time throughout the year.

One of the major focuses of the library and the organization as a whole is community engagement. Creating a place for BLN library in the professional architecture and urban planning communities as well

as the sustainable development advocacy community would require rapport building. Staff, in turn, should be 1) willing and encouraged to commit long-term to the position and 2) comfortable in both a research and a community organization setting. After careful consideration, the third staffing model option was decided to be the most appropriate based on the fact that the first two options would result in high turnover and potentially unreliable or inadequate skills.

In terms of a salary for the BLN librarian position, our calculation was based on information from the SLA 2007 salary survey. It was decided that though the position will require a diverse set of skills, it would not necessarily require skills that come with many years of experience, such as those associated with high-level management. Thus, statistics representing a suitable entry-level salary, those in the 10th percentile range, were considered most relevant. According to the survey, salaries in the 10th percentile in metro Toronto were \$49,403; in East Ontario, \$49,140; for work in non-profit organizations in Canada, \$43,770; and for workers with less than 2 years experience in Canada, \$40,000. Based on these figures, it was decided that \$45,000 would be the starting salary for the BLN librarian. This figure will be attractive to a new librarian and will allow the BLN library to allocate some of the budget to personal development and training and cover a range for increase. This allocation will serve the dual purpose of ensuring acquisition of required skills for the organization as well as providing incentive for staff.

Two issues with having a lone librarian are vacation times and loss of organizational knowledge if the lone librarian decides to leave. To deal with the first issue, the budget includes funds for temporary staff during vacation time. To deal with the second issue, the organization will require that the librarian develop formal procedural and policy documents for the activities the librarian will be engaged in. These will include a collection development policy, a strategic plan and procedural and policy manuals for the library services. In the case where there is a staff change over, this documentation should ease the transition.

The librarian's engagement in advocacy within the community provides a good opportunity to recruit volunteers for the BLN library. The assistance they provide would be determined case by case and would depend on the volunteer's skill set. Volunteer help will not be depended on for the basic operations of the library, but will be used to expand the outreach and advocacy efforts of the library and the organization.

Staffing Model

The following is a description of the librarian position, as it would appear in an employment advertisement:

Librarian and Research Officer

The Building Living Neighbourhoods Library is seeking a creative, energetic and strong service oriented individual with the ability to provide effective management and leadership in the development and operations of a special library devoted to sustainable community development and advocacy.

Skills

This individual will be providing the delivery of responsive, quality information services that support the needs of an interdisciplinary community of professional architects and urban planners as well as the community at large, working collaboratively with organization associates to build strong relationships within these communities. The library's collection supports the research and public service interests of its users in the areas of community planning, sustainable urban design and related disciplines. The successful candidate will demonstrate both a commitment and knowledge of these areas. Reporting to and taking direction from the directors of the association, a reasonable degree of autonomy will be given, requiring a capacity to work independently, as well as collegially, within both the research and community setting. The successful candidate requires a familiarity with information retrieval and a willingness to learn and adapt to new technological resources; has experience with database searching and programming; has the ability to communicate skillfully with a culturally diverse community and to organize projects; to instruct in information retrieval and to evaluate and review resources in relation to a unique criteria. Participating in a variety of outreach opportunities is also expected, some of which will include evening and weekends. BLN offers flexible work hours and financial support for conferences and continuing education and will support the librarian's active involvement in professional association activities.

Responsibilities

Responsibilities will include the sole management and operation of the library facility and the training and supervision of occasional volunteers, interns or temporary contract support. Developing a strategic plan, developing classification and collection policies for the library are also required duties, as are the maintaining of a web portal, cataloguing system and the provision of multidisciplinary reference and inquiry services. Management of the library budget and the acquisition of its special collection of materials are required: technical and reference books, catalogues, periodicals, audio-visual and image resources – both in print and electronic format. Bibliographic instruction and training in database search strategies and the development of online tutorials are important aspects of the work, as is the maintaining and updating of the organization's website. While reference services are foremost, literature search and primary research for our core users are other aspects of the expanded services of the library, including current awareness, keeping up to date on news and issues relating to community and urban development.

Minimal Required Qualifications

The required qualifications for the position are a MLIS (or the equivalent) from an ALA accredited graduate program by the date of appointment, two to three years minimum in either related library work or experience in the field of one or more of: environmental studies, urban and community planning, architecture or related fields as well as demonstrated experience of public service in either an academic, research or organizational setting. BLN is a non-profit organization, an Equal Opportunity and Affirmative Action Employer and encourages applications from traditionally underrepresented groups.

Salary – \$45,000.00-47,000.00. Continuing education and conference expenses are part of additional benefits.

Space and Facilities

Spacing Issues

Based on both the Building Living Neighbourhoods (BLN) Needs Assessment, and the Collections and Services Report, the facility space plan must consider the proposed collections, its services, and its unique user base when designing this special library within the offices of the BLN organization.

The library and organization's focus on community engagement will be a priority in the preliminary planning of the library space. Creating a place for the organization and its library within the professional architecture and urban planning communities as well as the sustainable development advocacy community, will require a uniquely positioned space that meets the safety, health, work, and research needs of staff and core users. The library will be a reflection of the organization's central values and has the potential for being an anchor for the organization and the community at large, both in terms of their perception and their engagement with the facility.

Structural Features

The BLN library will be situated within the organization's offices on the first floor of a renovated factory warehouse in a newly revitalized area of Toronto, an urban space recently taken over by design, engineering, urban planning and architectural firms. The entry-level location encourages accessibility and supports the weight of library equipment, furnishings and materials. Its close proximity to a large community of users provides some assurance of usability and the mutual benefit of shared resources and services; in particular the library gaining the advantage of the larger consortium's building infrastructure.

Existing elements and dimensions for the library space are as follows:

- 30' x 40' square feet with above the required 10' standard ceiling height with sprinkler system.
- Single 12' x 6' multi-paned window -- consistent with entire building, newly installed for energy conservation but in keeping with 'warehouse' facade. A dedicated multi-purpose and movable worktable receives the benefit of placement by the large south facing window for its multi-uses.
- Two existing supporting columns will be utilized for hidden wiring and accommodated for in the placement of two dedicated computer workstations on either side for users.
- The existing 20' entranceway to the library will be partially blocked with a 2' x 14' x 8' double sided glass display cabinet. It will offer an additional light source, an inviting glimpse of the library's presence and an opportunity for display of new products, acquisitions and art/models.
- Existing lighting that will be augmented for specific locations: warm ambient light fixtures for reading, directive for shelf browsing and display area.

Collection Space - 242 sq ft. (20%)

The library's collection of books and journals will be housed in six 3' x 2' double-sided 7-shelf units. Based on the estimate of 250 to 300 books per unit, our shelving should hold 1500 to 1800 books in total. This will sufficiently accommodate our opening day collection of 900 books and 20 subscriptions of bound journals, while leaving space for new journal issues and the projected yearly acquisition of 350 new book titles. According to current acquisition projection, we will have 2 to 3 years until we will have to consider installing more shelving. Finding space to expand the collection should not be a problem as the collections currently only take up 20% of the total library space. When the time comes, we will most likely install the new shelving where the photocopier currently sits. This will mean some rearranging in order to make space for the photocopier.

Four feet of aisle space is provided between the two shelving units and between the south shelving unit and the wall in order that patrons can comfortably browse the collection. For security reasons and for the convenience of the patrons, the oversized and reference books, which will most likely be the more expensive items of the collection, will be kept on the shelving units facing the librarian's desk. Our collection is non-circulating and will be used primarily by the principals and their collaborators; however, the library is accessible to the general public. Based on the principles of the organization, it is felt that a security system would send the wrong message to the patrons of the library but in order to prevent losses to the collection, soft security measures, such as strategic material arrangement will be utilized.

Maps, patterns, plans, technical drawings, and large format prints will be kept in the 4' x 3' multi-drawer map cabinet on the west wall near the entrance. The top of the cabinet can be used for displays or for layout of materials. The cabinet's arrangement provides room for patrons to stand in front of and beside it as they use the materials.

Patron Space - 789 sq ft. (66%)

The estimated average number of patrons at a given time is 3 to 5 people. The plan also anticipates the occasional use of the library space for meetings by the 8 principals of the organization. Thus, the library has provided table space for up to 8 patrons and seating space for another two, not including electronic resource facilities.

Furnishing for patrons includes four 3' x 4' movable, multi-purpose work tables with 8 accompanying lightweight Ply-bent chairs. The table(s) can be used as one for large projects, consultations, workshops or meetings for both the organization's principals and the wider community of users. Disassembled into two, three or four segments, the table can transform into smaller (3' x 4') worktables for independent work or study for 2- 4 individuals and positioned evenly within the open space available. In their current arrangement, the tables at the south end of the library provide a total of 230 sq. ft. of patron space meeting the standard of 36" of table area and 40 sq ft. of space per patron. The single table near the display cabinet provides a total of 144 sq ft. far exceeding the standard with 72 sq ft. of space per patron.

The additional seating space, consisting of two upholstered chairs with a generously sized side table placed between them, provides 91 sq ft. of space and natural light for comfortable reading.

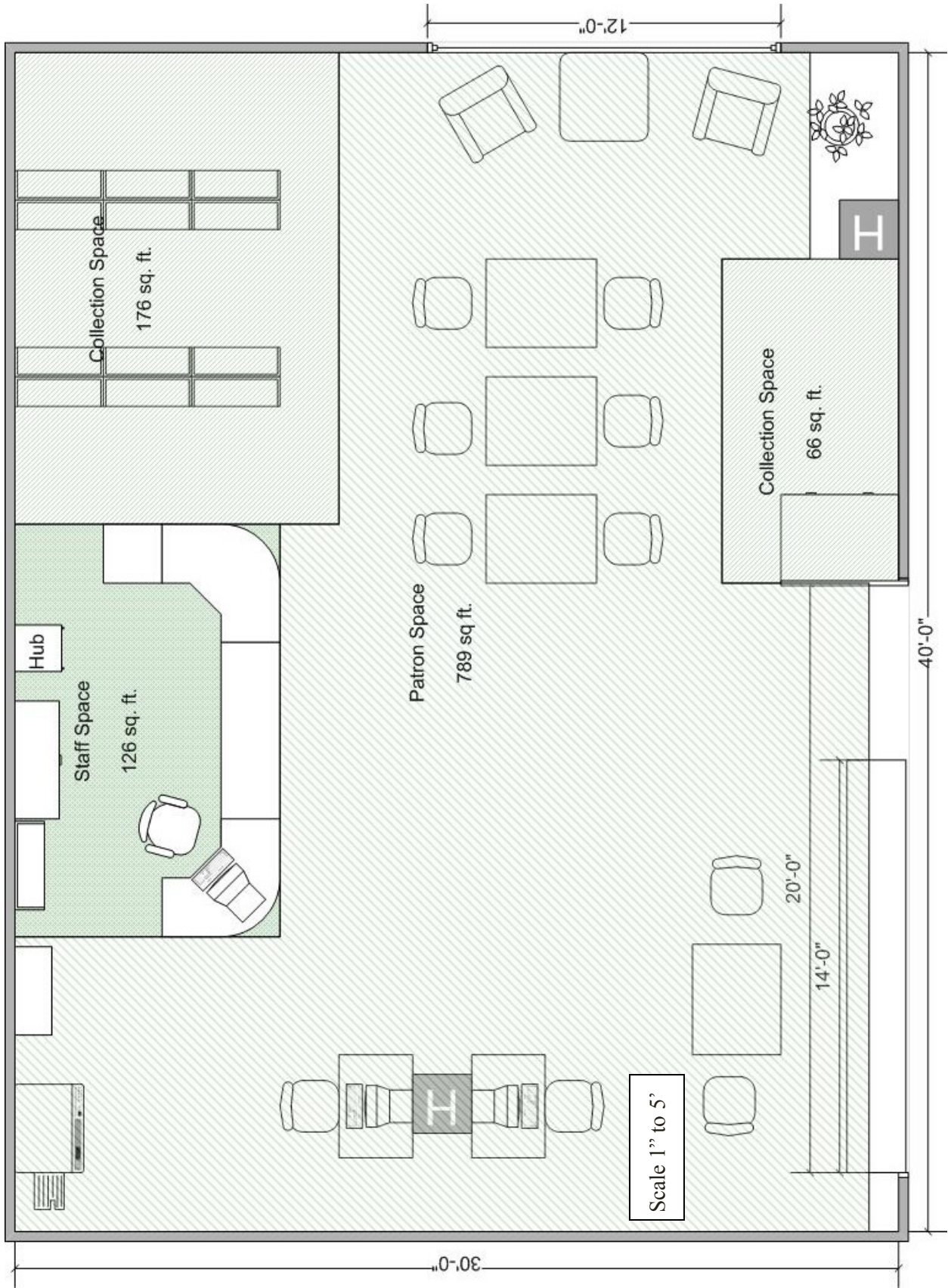
Access to the libraries electronic resources and services will be provided by the two computer workstations flanking the support beam on the north side of the library. This arrangement was considered optimal as the beam could be used to hold the network wiring. It also maximizes space (with 46 sq ft. per patron) and privacy.

The centre of the library and the entrance are left open in order to provide free movement. To ease access to the librarian, there is 88 sq ft. of open space in front of her desk with the closest bookshelf being 4' away and the closest table being 7'.

Staff Space - 126 sq ft. (10%)

The librarian will be situated behind a 14' x 4' wrap around desk on the east wall facing the entrance to the library. This arrangement makes the librarian accessible to patrons and provides a vantage point from which there is a clear view of most of the library. The librarian will have use of a workstation connected to the server that contains a BLN Library partition. A central server will decrease overall costs and ease of upkeep. Behind the desk there will be a 4' x 1-½' lateral file cabinet to store office records, technical manuals, software CDs, business documents and personal effects. Office supplies will be kept in the desk drawers. Behind the desk, there will also be a bookshelf to hold unprocessed materials and items of the collection such as software and expensive books that will be held on reserve. There is 5 ½' between the lateral file and the desk leaving room for the librarian to comfortably maneuver around and access all the files and drawers. With 126 sq ft., the staff space is large enough that it meets the minimum standard of 50 sq ft. per staff if it were to be shared with another person in the event the library takes on a volunteer.

In terms of other staff related equipment and supplies, the photocopier will be kept in the northeast corner of the library in order that its noise does not disturb the patrons reading. It will be coin operated so patrons will have access. Paper and toner will be stored in the bottom compartment of the photocopier. The book truck will be kept beside it.



Furniture and Materials List

It is our library's aims to earn a platinum level Leadership in Energy and Environment (LEED) certification rating. In order to achieve this goal, the library may incur extra cost due to the current prices of environmentally friendly and sustainable furniture, building materials and energy sources. Because we will not have the initial budget to absorb these extra costs, we intend to approach the platinum level certification incrementally over a period of four years. The benefits of this approach are threefold. Firstly, the library will become a case study for the type of design project we are advocating. It will provide evidence for the viability of sustainable design both from a construction and an economic perspective. Secondly, the end result should provide a healthy and comfortable environment for both the staff and the patrons of the library. Thirdly, meeting LEED energy efficiency standards will save the organization utility expenses over the long term, eventually recouping the initial investment.

In order to get the LEED certification, the library will 1) ensure that 25% of its purchased/leased furniture is produced within 500 miles of Toronto; 2) use Cradle-to-Cradle (C2C) certified, recycled or Ply-bent furniture; 3) use recycled wood, plastic, or resin materials for any renovations or refurbishing; and 4) refrain from using paints and finishes that contain volatile organic compounds (VOC).

Staff Furniture

1 sectional desk unit 14' x 4'	\$550
2 adjustable ergonomic chairs	\$140 ea
1 lateral file and cabinet 4' x 1-1/2' x 4'	\$250
1 bookcase 3' x 1' x 6'	\$125
1 computer terminal	\$600
1 book truck	\$250
1 photocopier	\$250/ month
1 wall-mount coat rack	\$30

Collection Furniture

6 double-sided 7-shelf bookcases 3' x 2' x 7'	\$500 ea
1 multi-drawer map cabinet 4' x 3' x 4'	\$250
1 double sided glass display cabinet 14' x 2' x 8'	\$750

Patron Furniture

10 Ply-bent chairs	\$50 ea
2 computer tables 3-1/2' x 2-1/2'	\$60 ea
4 worktables 3' x 4'	\$15 ea
2 computer terminals	\$600
1 low side table 3' x 3'	\$40
2 sitting chairs	\$150

Annual Operating Budget

Budget Needs and Considerations

A lump sum of \$105,000 has been allocated to create a line item budget for the library's yearly operations. 50% of the budget, \$52,850, will be allocated to staffing and related expenses. As detailed in the previous section, \$47,000 of this will cover salary. \$1000 will cover SLA and CASLIS memberships as well as expenses for professional conferences, such as the Toronto Regional Green Buildings Festival and library related conferences. The calculation of the \$2800 funds allocated for vacation time contract staff is based on 2 weeks full time work at a \$35/hour rate. The final portion of \$2050 will be used for professional training. It has been decided that this fund will also provide salary flexibility in the event that we hire someone with more experience than we originally anticipated or in the event that our lump sum does not increase with salary raises. The logic being that the more job experience someone has, the less training they will require. However, we would like to keep this fund available for professional development purposes.

The library's collection maintenance will comprise 44% of the budget with \$46,650. The amount allocated to each category of materials is based on the average cost per item and the projected yearly acquisitions. Average per item cost for books and journals were estimated based on the costs of items in our opening day collections and, in the case of journal subscriptions, from projected subscription costs for 2008 (EBSCO, 2007). In terms of long-term budgetary considerations, journal and database subscriptions present a challenge as their cost accumulates with new acquisitions. To prevent subscriptions from eventually engulfing the entire collection budget, a total cap of 20 journal subscriptions and 5 database subscriptions will be established. Once that limit has been reached, a new subscription can only be added with the cancellation of an existing one.

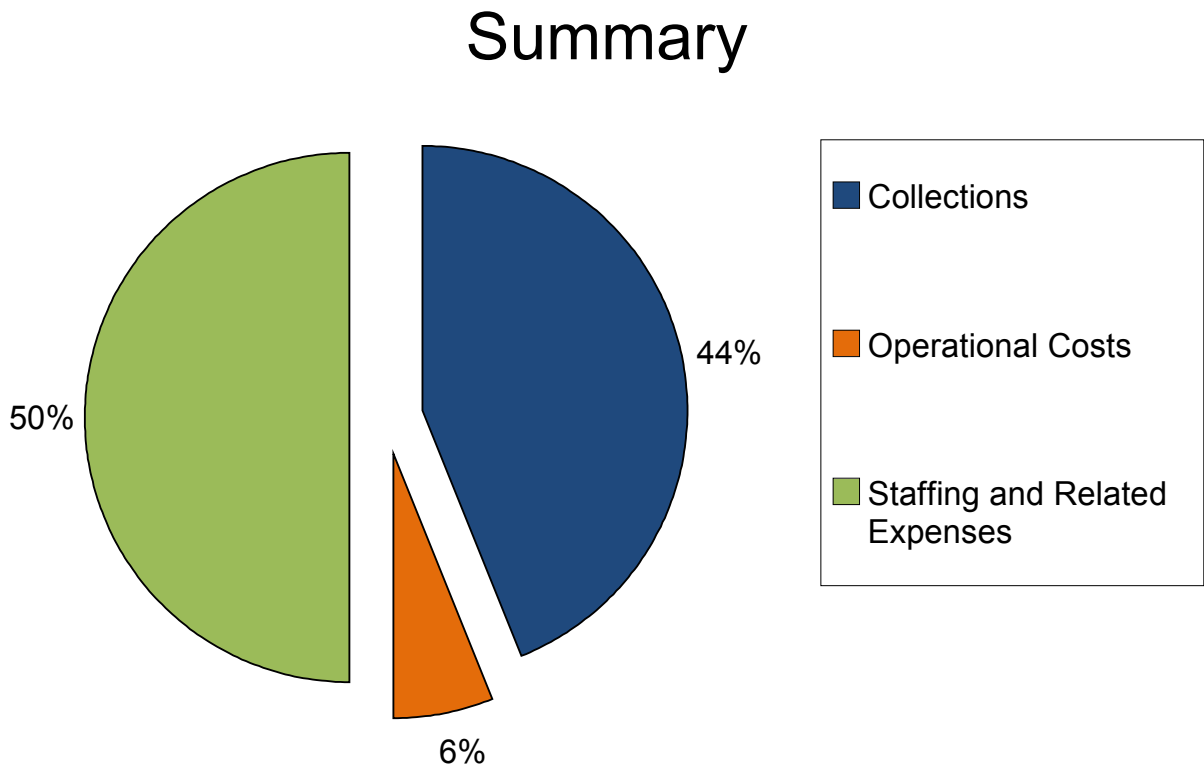
Other issues regarding acquisitions budgeting include the fluctuation of exchange rates and the increase in subscription costs. Since June of this year, the Canadian dollar dropped 18% against that of the US, significantly limiting our buying power of American publications (www.bankofcanada.ca). This coupled with an average increase in subscription prices projected at 6-8% for 2008 (EBSCO, 2007) will put serious constraints on collection development. If unexpected changes occur, acquisitions will have to be modified accordingly.

The final 6% of the budget will consist of the expenses related to the operations and maintenance of the library itself. Capital expenditures are divided into two categories: 1) Computer and associated hardware/software and 2) Office furniture and equipment. The \$1000 allocated for the first category will be used to replace damaged machines or to upgrade computer hardware and software. The \$200 allocated to the second category will be used to replace or repair any damages or worn furniture or equipment. This part of the budget is intended to accumulate over several years, as most furniture and computer equipment will not need replacing on a yearly basis. The library will have a network of 3 computers as well as a photocopier, all of which will require regular maintenance and repair. The library will use the service fund of \$1000 to contract these services to outside agencies.

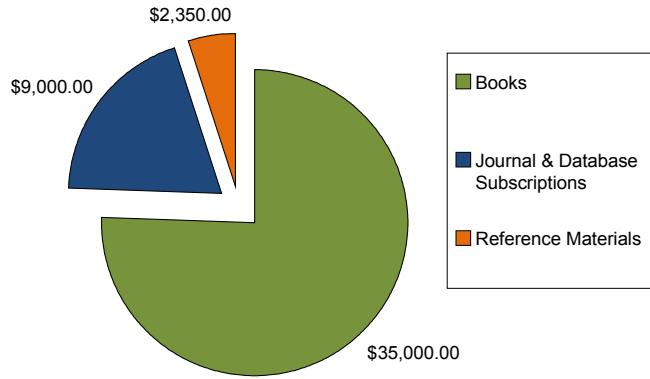
To support the librarian in her outreach and advocacy efforts, the budget also includes a publicity and public relations fund. This will be especially important when the library first opens and is trying to

establishes itself as an information resource in the Greater Toronto Area community. The travel fund will also be available for any travel expenses incurred by public relations as well as other collaborative community activities. \$800 was allotted to postage to support document delivery service the library will extend to clients and collaborators of BLN. With such a small budget, this service will be limited to situations where clients have no other means of accessing the library resources. In addition, this service will not include copied materials, as the library has not budgeted for securing copyright permissions. The final subcategories include Communication, which will cover the cost of the Internet and phone service, and Office supplies, which will be used for purchasing paper, pens, staples, folders, and things of that nature.

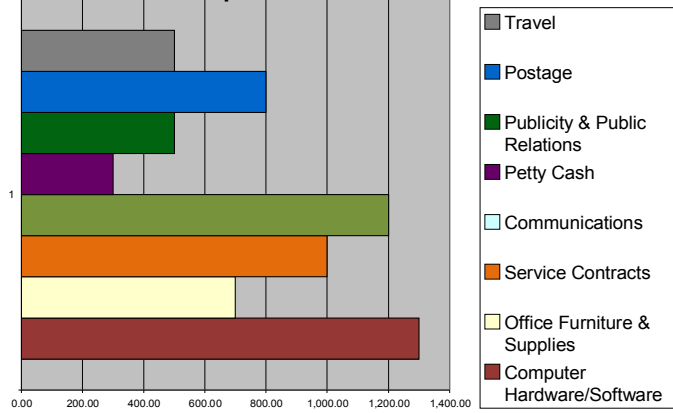
Budget Breakdown



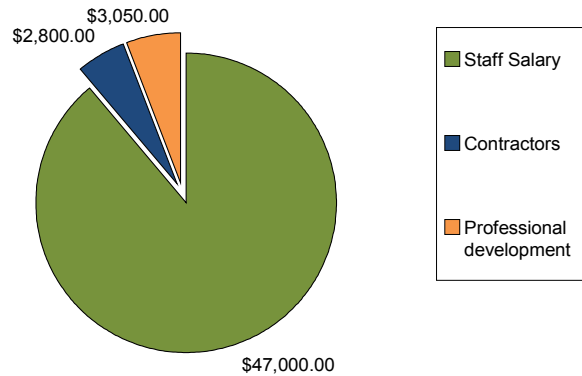
Collections



Operational Costs



Staffing



Budget Item	Cost
Collections	44%
Books	35,000.00
Journal Subscriptions	8,000.00
Database Subscriptions	1,000.00
Reference Materials	1,000.00
Government Documents	200.00
Maps	350.00
Models and Plans	800.00
Sub Total	46,350.00
Operational Costs	6%
Computer Hardware/Software	1,300.00
Office Furniture & Supplies	700.00
Service Contracts	1,000.00
Communications	1,200.00
Petty Cash	300.00
Publicity & Public Relations	500.00
Postage	800.00
Travel	500.00
Sub Total	6,300.00
Staffing and Related Expenses	50%
Staff Salary	47,000.00
Contractors	2,800.00
Professional development	3,050.00
Sub Total	52,850.00
Total Expenditures	105,500.00
Budget	105,000.00
Over expenditure	500.00
Collections	
Books	35,000.00
Journal & Database Subscriptions	9,000.00
Reference Materials	2,350.00
	46,350.00

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Recommendations

The following recommendations are based on the findings outlined in this report:

1. The library should encourage continued involvement of all members of the organization in the final planning in light of the organization's values and expertise. This includes furnishings, displays.
2. Given document delivery receives favorable feedback in future services reviews, the library should secure copyright permissions in order to expand services to include postage delivery of copied material and electronic delivery of scanned material.
3. The library should strive for Leader in Energy and Environmental Design (LEED) Gold certification within the first 4 years of operation.
4. Because of the inability to fully anticipate user volume, early and regular assessment of collections and services usage will be critical.
5. In order to establish the library as an important component of the sustainability movement, outreach should play a pivotal role in the library's engagement with the community.
6. The potential for an enlargement of outreach opportunities may require an increase in budget projections.
7. A committee made up of a member of an organization principal, an outside professional, organization leader and the sole librarian for outreach planning and other matters would be advantageous.
8. To meet the information needs of the user community, the collection should provide deep coverage in core areas of sustainability, green development and alternative energy sources.
9. The system employed to organize the library's collection should support both systematic searching as well as browsing.
10. To serve the wider community who may not have immediate access to the physical library, the library will have to invest energies to maintain an online presence.
11. In the event that the budget no longer supports the expense of library services and maintenance, the library should consider the option of a pay-for or trade-for access to resources and research services to the professional users of the library.

12. Regular assessment of use will also provide significant justification of the library's value to the organization and reveal potential for growth.

13. A solo librarian will benefit from the collegial engagement with staff and other community organizations, as well as professional development and networking opportunities and support and the means to do so will be advantageous to all.

14. Attention paid to the requirement for coverage during the solo librarian's vacation time, and other events and circumstances, would benefit the consistent and continuing work of the library.