



**Salt Lake City Public  
Library System**

**Library as Civic  
Infrastructure**

**Library  
Facilities  
Plan**

2022 - 2032

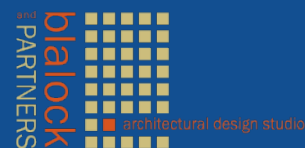




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The City Library

THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

# Acknowledgments

The City Library thanks the 500+ people who contributed to the Library Facilities Plan. These individuals ensure that *Library as Civic Infrastructure* is informed by community needs, opportunities, and aligned outcome goals. Over 300 community members participated in the online survey.

Additional thanks goes to the committed Salt Lake City Public Library staff members who engaged in workshop sessions to incorporate their deep knowledge of their communities, Salt Lake City's neighborhoods, and the rich array of daily programs they facilitate for their patrons.

This LFP acknowledges The City Library's Board of Trustees and Executive Leadership Team's enlightened advancement of The City Library's mission to serve the residents of Salt Lake City with creativity, innovation, and an imagine-the-possibilities spirit. With a continuous focus on the complex communities that enjoy The City Library's services, this Library Facilities Plan process was stewarded by the leadership group to ensure The City Library's network of places will evolve with a values-driven, community-centric focus for decades to come.

## Library Board of Directors:

Adam Weinacker, President

Deeda Seed, Vice President

Carol Osborn, Secretary

Dr. Dan Cairo

Lu Marzulli

Ron McClain

Cathy Stokes

David Wirthlin

## Library Executive Leadership Team:

Deborah Ehrman,  
Interim Executive Director

Gordon Bradberry,  
Assistant Director of Facilities

Liesl Jacobson,  
Interim Deputy Director

Quinn Smith,  
Assistant Director of Marketing and Communications

Daniel Neville-Rehbehn  
Assistant Director of Customer Experience

Allison Spehar,  
Administrative Manager of Equity and Organizational Development

Shelly Chapman,  
Manager of Human Resources

Jace Bunting, CPA  
Manager of Finance

Heidi Voss,  
Executive Assistant

And special thanks to:  
Peter Bromberg,  
Former Executive Director



# Letter from the Interim Executive Director

The Library Facilities Plan for The Salt Lake City Public Library is an aspirational document that illustrates an inspirational urban plan. This will guide The City Library's physical spaces as to what they can be to support our community's goals, talents, and passions.

The plan articulates how The City Library, as a trusted steward of the community's resources, will implement our mission, vision, and strategic goals (as outlined in our Strategic Roadmap) by activating and investing in our current spaces over the next ten years. This plan makes recommendations on where and how The City Library should grow to impact equitable development. It is essential that all residents of Salt Lake City have access to the amenities, resources, and experiences that make Salt Lake City a wonderful place to live, work, play, and prosper.

It is a commitment to the community to optimize our resources to their maximum impact for you, your friends, your family members, and your neighbors. It is a commitment to create safe places where we can gather, connect, share, create, play, grow, and learn. We will continuously work with our network of community leaders to amplify this impact through activation and strategic partnerships.

The City Library will continue to be a valuable contributor to a citywide, equity-driven, community development strategy. We will leverage the strengths, talents, and shared values of Salt Lake City's network of committed individuals who support thoughtful, responsible, sustainable, and equitable city growth.

Social infrastructure plays a critical role in health and wealth creation. As we understand this more clearly, it is the responsibility of The City Library to lead the way in enabling happy and healthy communities. Library spaces will help create the conditions necessary to develop meaningful connections for personal and professional growth. We invite Salt Lake City residents to help us co-create our future as we listen, learn, and build our community's public library experiences together.



*Deborah Ehrman  
Interim Executive Director*

The metaphor of the tree, found in this document, is a simple way for us all to be reminded that The City Library is a living, growing, transforming institution, rooted in over 120 years of experience. We are committed to continuously evolving our spaces to respond to community aspirations by designing unique and beautiful gathering spaces in our city's neighborhoods.

As The City Library implements this Library Facilities Plan, I am excited that we have the opportunity to lead with a bold vision of community transformation, and that we will build this vision with community members, community partners, and city leaders.

Sincerely,

Deborah Ehrman  
Interim Executive Director



# Introduction

In 2020, The Salt Lake City Public Library began to develop a long-term plan to analyze, develop, and redesign its spaces to support the evolving and diverse needs of Salt Lake City's complex communities. In support of this effort, The City Library engaged Blalock & Partners and Margaret Sullivan Studio to facilitate a Library facilities planning process to guide the Library's facilities development for the next ten years. Applying a methodology of inclusive design, the consultant team collaborated with the Library's Leadership Team and Board of Directors, Staff Engagement Workgroups, Community Economic Development Leaders, and Community Based Organizations to co-create an aspirational and sustainable growth strategy for the Library's place-based initiatives. This Library Facilities Plan (LFP) has been informed by the contributors' deep knowledge of the communities they serve. Continued community engagement will be vital throughout this process.

This document is a living roadmap representing a year-long Library facilities planning process, as part of a continuum of strategic work undertaken by The City Library over the past five years. The LFP articulates an ambitious vision to activate the Library's variety of places and spaces to generate a just, prosperous, and equitable Salt Lake City. Built on the strengths of The City Library's existing network of physical assets, this LFP outlines a flexible strategy to expand library services as an equity-driven development engine fueled by Salt Lake City's booming growth.

# **The City Library's Mission Statement**

**Your City Library: Building a foundation of equity, connection, and limitless possibilities.**

**We are active in our community and collaborate to address needs and realize aspirations. We connect people to information, resources, and experiences, and each other. Our work sustains a vibrant Salt Lake City.**



# An Inspired Vision

Since its establishment in 1898, the Salt Lake City Public Library has been a national leader in providing architecturally-significant buildings that support evolving services and create community pride. This plan continues in that spirit of innovation for facilities reinvestment and expansion while embracing the evolution of public libraries as an active support of all styles of learners. Continuing as a committed, integrated partner to accomplish Salt Lake City's community economic development goals, this plan will accomplish three outcomes:

**1****Realign**

The City Library's current locations will be optimized to implement the Strategic Roadmap's 21st century library service model.

**2****Reintegrate**

The City Library's services and spaces will expand as a values-driven economic development partner, aligned with Salt Lake City growth.

**3****Reimagine**

The City Library will operate holistically throughout Salt Lake City to provide the civic infrastructure—the places, policies, programs, and practices that enable people to connect to each other, define and address shared concerns, build community, and solve problems—necessary to foster equitable and inclusive communities.

# An Inspired Vision

**This Library Facilities Plan illustrates The City Library’s commitment to invest in the physical resources needed to support programs, services, and activities that honor community ambitions. With the successful implementation of the Strategic Roadmap, it also demonstrates a commitment to adapt in response to strategic opportunities and complex, evolving community conditions. This LFP is designed to optimize the impact of The City Library’s physical locations, leveraging the Library’s role as a convener and connector. Created in the context of Salt Lake City’s rapid growth and capitalizing on The City Library’s strategic partnerships, this LFP is designed as a values-driven place-based development strategy, positioning The City Library as a social infrastructure anchor throughout Salt Lake City.**

**This work delivers two flexible frameworks: The City Library’s Citywide Facilities Roadmap, a structured guide to citywide service growth and development, and The City Library’s Facilities Framework, a flexible set of placemaking components and culturally-responsive designs for each location’s neighborhood.**

# Background & Problem Statement

# Background & Problem Statement

## The Library's Current Facilities

The Salt Lake City Public Library oversees eight public library locations, distributed throughout Salt Lake City. Ranging in size from 8,900 square feet (Chapman) to 240,040 square feet (Main), the 340,000 total square feet of public space generously serves a population of 200,000 Salt Lake City residents.

The City Library has always been a national leader in investing in its facilities to bring pride to the community's residents, best exemplified with the 2003 opening of the Main Library. One of the most ambitious "library as community development catalyst projects" in recent history, Main continues to both serve the learning needs of local residents and be a destination for tourists. All enjoy its important civic presence connecting Library Square, The Leonardo, and City Hall, as well as the dynamic urban room entry and the public rooftop's sweeping views.

The branches have their own stories of community pride. The City Library has developed customized library designs, each with a unique character that reflects the community it serves. Beginning with the oldest library location, Chapman (1918), The City Library's only Carnegie-funded library, and through the years with Sprague (1928), Anderson-Foothill (1985), Corrine and Jack Sweet (1984), Day-Riverside (1996), Glendale (2015), and Marmalade (2016), each location fits in and enhances the neighborhood it serves.

## 2018 Facilities Conditions Assessment

Public facilities require continued public investment for basic maintenance and operations. Facilities that are as highly utilized as The City Library's need to continually renovate and replace those well-loved furniture pieces, well-worn carpet areas, refresh walls with paint, and upgrade lighting for sustainability. Demonstrating that the public is enjoying their libraries, maintenance needs are recorded in the tickets that the facilities crew receives daily. With a commitment to refresh the libraries, small-scale renovation projects are implemented annually.

More critically, however, every 20 to 30 years, public buildings require significant, and often costly, physical upgrades. Currently, **Main**, the largest and most complex building in The City Library's portfolio, is due for its first major renovation. In anticipation of this need for a major capital investment in Main, The City Library responsibly undertook a Facilities Conditions Assessment (FCA) completed in 2018 to identify the deferred maintenance items and foresee upcoming improvements needed for all of the libraries. That study resulted in a sobering realization that The City Library will need to make substantial investments through 202X to provide basic building safety and functionality simply to keep the buildings working in their current conditions.

## About the Facilities: Current Challenges

Compared to other similarly-sized cities, The City Library's available square footage is quite generous, and will accommodate Salt Lake City's population growth over the next ten years. The challenge, true of many library systems with a large central library downtown and embedded neighborhood branches, is that the community use or population growth of a neighborhood does not always align with a smaller-sized branch.





By contrast, Main's generous spaces are often underutilized, and its vibrancy can be undermined by Library Square's struggle to be an active cultural campus of civic life. After evaluating library-use statistics and incorporating Salt Lake City's complex socioeconomic and cultural conditions, the size of some branch libraries are grossly disproportionate to the needs of the surrounding community. As a result, this creates pressure on staffing models to offer quality customer experiences in support of community needs and library use.

### Salt Lake City Growth Challenges

As Salt Lake City experiences rapid growth and the challenges of displacement and gentrification, The City Library has a strategic opportunity to expand, realign, and invest in its current spaces; to add a library presence to developing neighborhoods; and to develop new pop-up or mobile spaces. However, because The City Library is committed to responsibly operating its facilities, expansion is not the driver of this work effort. The City Library launched this LFP with this charge to the consultant team: growth recommendations must be aligned with sustainable institutional operations and a deep investigation of complex community conditions, while also strengthening strategic partnerships and taking advantage of citywide development opportunities.

### Specific Facilities Challenges and Strengths

All eight of the current facilities have unique challenges that this LFP addresses.

**Main** requires a tremendous amount of annual maintenance dollars due to its size and architectural significance. Over the past ten years, Main has undergone minor renovations, but the facility has not been holistically reimagined to embrace The City Library's 21st century service model as articulated in

the Strategic Roadmap. With its size, location, and potential to actively demonstrate the strengths of being both a destination and a demonstration of what is possible for the entire library system, this plan embraced the reimagining of the Main Library with the same ambitious spirit of possibilities that resulted in the original award-winning building in 2003.

**Anderson-Foothill** and **Day-Riverside** require critical physical upgrades within the next two years, and they are inadequately sized to meet the community's current use and future needs. Anderson-Foothill's families are loyal City Library patrons and love the variety of literature, storytimes, book clubs, and cultural programs. Struggling to meet capacity now, it will be impossible for Anderson-Foothill to provide positive experiences to support the future growth potential of these loyal power users in its current state.

**Day-Riverside** is undersized for community needs and population growth. In addition, the interior layout creates challenges for the staff to create the ideal conditions for the innovative programs the community enjoys. With a large site, and a supportive community that will benefit from expanded programs, Day-Riverside has the potential to become a larger resource on the greater West Side of Salt Lake City. Day-Riverside can provide the critically needed social, educational, and workforce services needed in this neighborhood. These could include early literacy programs, digital literacy lessons, project-based learning labs, a culinary literacy kitchen, ESL classes, workforce development support, and environments for small business start-up success.



Despite the inadequacies of these facilities to currently serve The City Library’s programmatic needs, both Anderson-Foothill and Day-Riverside are ideally located to anchor The City Library’s services for East Side and West Side residents, respectively.

**Chapman** and **Sweet** will need significant infrastructure upgrades in the next 5-10 years. Neither location can expand on their current sites. Both are in neighborhoods experiencing major transformation, with community characteristics and library-use patterns continuously evolving.

**Marmalade** and **Glendale** are the most recently constructed buildings. While they opened before the Strategic Roadmap’s implementation, these facilities were designed to incorporate several aspects of The City Library’s community-centered service model. Both buildings are loved by their patrons and are successful at providing a wide range of programs to respond to the community’s interests.

**Sprague**, with a 2021 state-of-the-art renovation, will be the first location updated to activate The City Library’s contemporary service model. At just under 13,000 square feet, the Library will expand its reach through exterior furnishings and programming. Yet even with this beautiful and popular reimagining, Sprague will continue to be too small to serve Sugar House’s growth.



Branch	Total SF: Library	Year Opened	Year Renovated	20 Year System Upgrades
MAIN	240,040	2003	-	2023
ANDERSON FOOTHILL	14,900	1985	2002	2022
DAY-RIVERSIDE	13,000	1996		2016
CHAPMAN	8,900	1918	2002	2022
GLENDALE	19,020	2015	-	2035
MARMALADE	18,060	2016	-	2036
CORRINE & JACK SWEET	12,000	1984		2004
SPRAGUE	13,058	1928	2021	2041

Figure O1. This diagram illustrates the current Salt Lake City Public Library buildings, their size, age, and recommended dates for major infrastructure upgrade investment.

# Opportunities

With a clear understanding of functional obligations and programmatic challenges, the following goals were established to guide the MFP's work effort:

- 1** Reimagine current facilities with the Strategic Roadmap's service model to provide place-based initiatives needed to foster community, social connections, and 21st century equitable learning.
- 2** Customize library spaces, designs, and community experiences to respond to local conditions, including community needs, aspirations, and culture.
- 3** Leverage the community's trust and love of the Library's current facilities and strong staff relationships, by expanding services to support community members' hobbies, passions, and learning needs.
- 4** Leverage The City Library's strengthened strategic programming partnerships.
- 5** Embrace the role as a valuable contributor to Salt Lake City's community economic development goals.
- 6** Create an equity-driven Library Facilities Plan guided by The City Library's inclusive, human-centered, community-driven values.
- 7** Expand services creatively, frugally, and with a flexible approach that prioritizes programs, partnerships, and patron's positive experiences over facilities expansion.
- 8** Leverage a variety of funding options, including the issuance of bonds, philanthropic fundraising, and innovative financial investment strategies.



# Methodology

# Methodology

Inclusive Design incorporates a number of placemaking and asset-based principles to ensure The City Library’s spaces are usable by as many people as reasonably possible without the need for specialized adaptations. It differs from design for disability by considering many different aspects of human diversity such as ability, language, culture, gender, and age. Applying a methodology of Inclusive Design, the consultant team conducted a series of participatory workshops with the Library’s Executive Leadership and Board of Directors, Staff Engagement Workgroups, Community Economic Development Leaders, and Community Based Organization partners to inform this MFP’s recommendations.

These workshops were designed for participants to make tangible contributions to the LFP based on their relationships to The City Library, their professional expertise, knowledge of the communities they serve, and an aligned commitment to an equitable, prosperous Salt Lake City. Participants engaged in thought-provoking dialogue, collaborative ideation, and future visioning sessions to co-create an inspired vision that will optimize the flexibility and usability of library spaces, supported by a sustainable growth strategy.

Workshops were structured with an agenda that began with:

1. Forecasting potential challenges, which may arise from growth, economic development, city zoning, or other factors in order to optimize the impact of The City Libraries varied spaces.
2. Celebrating the strengths of The City Library and its ability to meet community needs, cultivate community trust, and build community coalitions.
3. Communicating the Strategic Roadmap’s success in adapting to community needs and providing expanded programs and services for all styles of learners.
4. Providing opportunities for participants to share their knowledge of future growth forecasts, real estate development projects, findings from partner’s strategic plans, and community social service, educational, and workforce needs. Participants then learned about these concepts that serve as

**Catalysts for Transformation:**

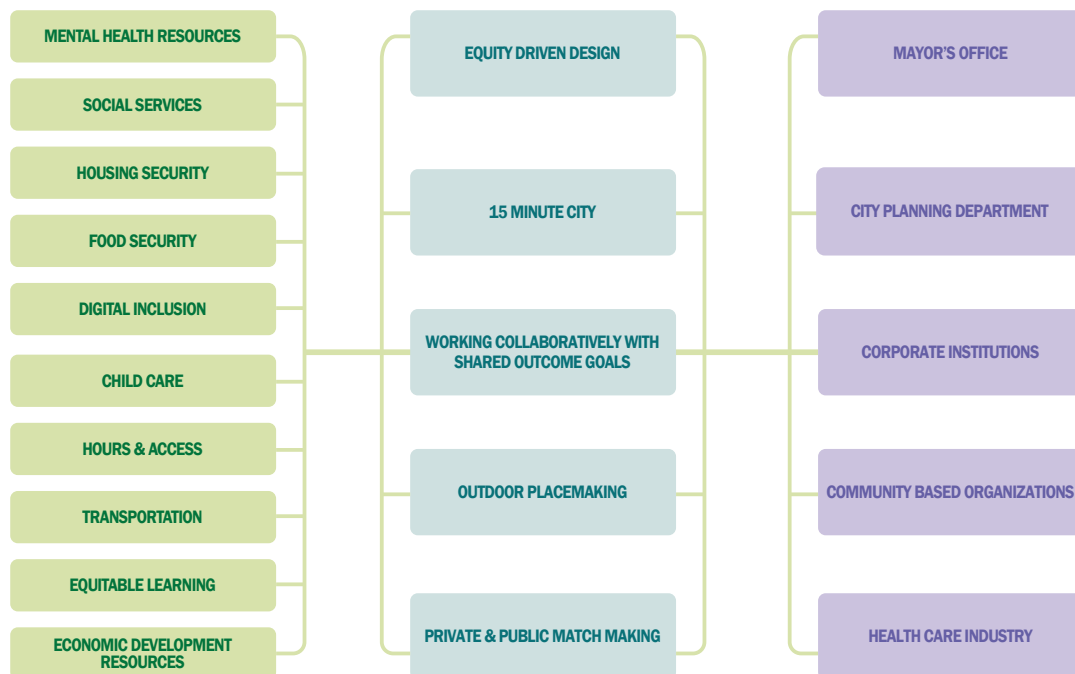


Figure 02. This diagram illustrates the synthesis of community needs, opportunities, and alignments generated from workshops with community leaders and City Library partners.

1. In *Palaces for the People*, Eric Klinenberg describes the evolving role of the public library as a vehicle of social infrastructure, consisting of the physical elements of community that act as a conduit to bring people together and build social capital.

2. The evidence-based results of investing in the public realm as described in case study initiatives, including *Reimagining the Civic Commons*, and the *Brookings Institute's Transformative Placemaking* initiative.

3. How local governments, public institutions, and business leaders can work together to advance equity and expand opportunity through place-based and people-based initiatives; how together we can strengthen education, the workforce, and financial outcomes for all, as demonstrated in the book, *Building Equitable Cities: How to Drive Economic Mobility and Regional Growth*.

4. How previous practices of red-lining and zoning in Salt Lake City contributed to wealth disparity and community investment gaps in different parts of the city, most notably between the East Side and West Side communities. This also identified socioeconomic conditions and illustrated locations (and gaps) of community assets, including schools, higher education

facilities, religious institutions, public parks, cultural facilities, bike trails, cafes, and full service grocery stores — contributing assets to a healthy quality of life.

5. The 15-Minute City, a relatively new and evolving residential urban design concept advocating that truly equitable cities are ones where residents can access all quality-of-life amenities within a short walk or bicycle ride from their homes. These amenities include schools, work, healthy food choices, cultural programs, public parks, libraries, healthcare access, and social gathering places.

This LFP derived 15-Minute City neighborhoods from existing Salt Lake City Council Districts, added “new” 15-Minute City neighborhoods to fill geographic gaps, and then overlaid the current library service areas to identify library gaps in services.

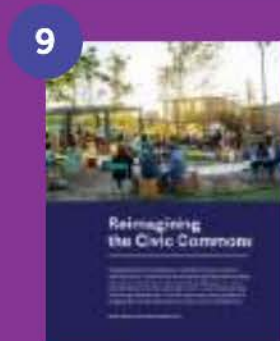
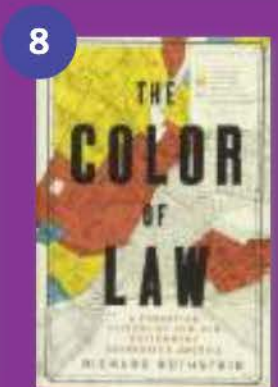
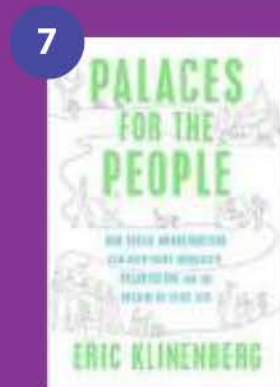
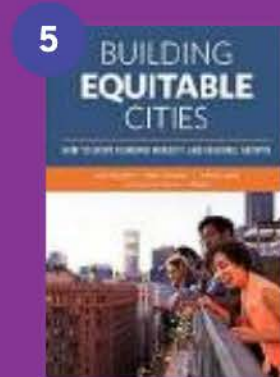
A living planning study, Salt Lake City’s 15-Minute City concept will continue to evolve, as learnings from cities that are adopting this model – including Paris, Barcelona, Seattle, and Portland – inform best practices.



Figure 03. This diagram illustrates the Inclusive Design methodology applied to this process.

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# Findings

# Findings

This work resulted in the following findings:

## 1. The City Library’s facilities are essential social infrastructure.

The City Library’s service model of library professionals, services, resources, partners, and spaces create an adaptable framework that is aligned with the transformative community goals of city leaders and partners. Thus, the facilities are a critical social infrastructure investment and return a quality-of-life benefit tied to “Social Determinants of Health” and “The Opportunity Index” metrics.

The City Library will increase impact, reach, and value through intentional redesign and realignment of Library buildings with the Library’s strategic outcome goals.

## 2. The City Library can efficiently and impactfully embed quality-of-life services in every Salt Lake City neighborhood.

The City Library contributes critical place-based and program-based initiatives that generate community vitality. This vibrancy is distributed to neighborhoods in the form of branches, outreach programs, and library professionals—an adaptable, embedded neighborhood distribution system of “people, places, and platforms.” With a service model unmatched by any other local public institution, The City Library can leverage, scale, and amplify community resources in a flexible collective impact construct. This benefits Salt Lake City residents and instills partners with a collective community-centered civic responsibility.

Studying Salt Lake City’s zoning policies revealed gaps in service areas where, based on city growth, both library services and community amenities will be needed. This study revealed that the city, developers, and community partners need library facilities embedded in every neighborhood to ensure equitable access to essential quality-of-life amenities. As **Ball Park, Liberty Wells, East Sugar House, Fairpark, Rose Park, and Westpointe** further develop, the coalition of community leaders formed during this process must continue to collaborate to equitably serve Salt Lake City residents.

## 3. Studying red-lining practices revealed both challenges and strengths for the future of The City Library.

A strength, as identified by the participants, was that the libraries are currently located in systemically marginalized communities. A challenge (regarded an opportunity in this LFP) is that the need to rapidly reverse the years of discriminatory land use development is too large for any singular institution to take on. Participants expressed an urgency for inclusive West Side development to be planned collaboratively with the community. The current library locations of **Day-Riverside, Glendale, and Chapman**, and potential future locations in **Westpointe, Fairpark, or Rose Park** will positively impact development, acting in concert with the city’s own vision as identified in the 2015 West Side Library Plan document.



Figure 04. These diagrams illustrate a comparison of The Social Determinants of Health elements with The City Library’s Strategic Areas of Focus, demonstrating aligned objectives.



# In the future Community members would like The City Library to provide

**Community Gathering** • Concerts • Political Literacy • Adult Education • **Opportunities** • Movie Night • Volunteering • Art Installations • Openness • **Tool Library** • Tickets to Sporting Events • Camp • **Affordable Housing Resources** • Children's Programs • Arts & Crafts • **Language Learning** • Workshops • Childcare • Fitness • Social Services • **Wellness** • Partnerships

# Recommendations

# Recommendations

This Library Facilities Plan delivers an inspirational Strategic Framework: an organic system of **realignment, reintegration,** and **reimagining** based on the metaphor of a tree. A living document, this adaptable structure provides a variety of place-based service expansion investment tools, including City Library owned facilities, leases, embedded pop-up stations, and mobile outreach units to continuously respond to the community’s needs, and expand services based on development opportunities and financial realities.

This work delivers two flexible frameworks: **The City Library’s Citywide Facilities Roadmap**, an overall structure to guide citywide service growth and development, and **The City Library’s Facilities Framework**, a flexible set of placemaking components to create customized experiences, adaptable facilities programs, and culturally responsive designs for each library location.

This LFP also makes recommendations for current and future growth over the next ten years. These are defined as the following:

**Renovate:** Facilities will be renovated to realign interiors to support 21st century programs and services.

**Rebuild:** Facilities that cannot be renovated to meet the needs of the community and need to be replaced.

**Realign:** Existing facilities to be renovated to create the ideal environmental conditions for successful services with a culturally relevant aesthetic.

**Analyze:** These locations will require robust community engagement to understand the value of the current facilities and their locations, and inform a co-created future vision.

**Prototype:** These neighborhoods should prototype with outreach, and small scale real estate investments (Leased: “Sprouts” and Pop-Ups: “Seeds”) before The City Library commits to new facilities.

**Activate:** Recently renovated locations that will develop a community activation outreach plan to expand services incorporating neighborhood partnership programs, outdoor placemaking, Leased: “Sprouts” and Pop-Ups: “Seeds.”

RENOVATE	BRANCH	DAY-RIVERSIDE
REBUILD	BRANCH	ANDERSON-FOOTHILL
REALIGN	MAIN	MAIN
PROTOTYPE	SPROUT/SEED	BALLPARK
ANALYZE	BRANCH	CHAPMAN
ANALYZE	BRANCH	SWEET
REALIGN	BRANCH	GLENDALE
REALIGN	BRANCH	MARMALADE
ACTIVATE	BRANCH	SPRAGUE
PROTOTYPE	SPROUT/SEED	LIBERTY WELLS
PROTOTYPE	SPROUT/SEED	EAST SUGAR HOUSE
PROTOTYPE	SPROUT/SEED	FAIRPARK
PROTOTYPE	SPROUT/SEED	WESTPOINTE

### The City Library's Citywide Facilities Roadmap

As a tree-like living document, this LFP delivers an adaptable and flexible development strategy. Main will be the central hub, activating all of the elements of the structural system. Branches, Sprouts, and Seeds offer models for outreach, partnerships, and The City Library's services through a network of mobile units, pop-ups, short-term and long-term leased spaces, and City Library-owned facilities. With a network of physical and programmatic opportunities for activating experiences throughout Salt Lake City, The City Library will be able to apply capital resources responsibly, growing at a rate aligned with staffing and operational resources.

The City Library's Citywide Facilities Roadmap elements are defined as the following:

**Main:** Main serves as a destination and a demonstration of the comprehensive services and partnerships The City Library provides by embodying its Strategic Areas of Focus.

**Branches:** Neighborhood libraries that provide a customized recipe of services based on community needs. Celebrating the strengths and character of each community, Branches provide dependable anchors, networks, and support systems for residents.

**Leased [Sprouts]:** Spaces that are leased by The City Library for a limited amount of time. Serving as methods to build capacities, engagement, and partnerships, Sprouts allow the Library to become embedded in a neighborhood where it may prototype new services and increase service reach without the significant financial commitment that a permanent new building requires.

**Pop-Ups [Seeds]:** Small scale, movable outreach, and pop-up programs that provide one or two programs to the community. They can be stationed in any neighborhood for a short period of time or can be regularly moved throughout Salt Lake City. Seeds enable The City Library to meet community members where they are, and will be branded as a mobile extension of the facilities.

### The City Library's Facilities Framework

Future facilities—new buildings and renovations—will be designed intentionally to foster experiences and outcomes with a customized recipe of placemaking components. This will bring the customer experience to life through environments that are intentionally designed for positive experiences and learning outcomes. The City Library's Facilities Framework is further defined in the Appendix.



# TREE DIAGRAM



Trunk



Branches



Sprouts



Seeds



Main Library



Neighborhood Libraries



Leased :  
A Flexible Space



Pop-Ups :  
A Movable Space



## Location Recommendations

The workshops for staff and community held during the Library Facilities Plan process revealed that it will be critical to include community members in the design and development of the future facilities vision. The City Library will implement a community co-creation engagement strategy to inform the next steps.

**Main**, as the central hub, will be reimagined as a vibrant center of community, activated by partnerships and serving as both a destination and demonstration of The City Library's Strategic Areas of Focus. Each floor will be redesigned for strategic impact, with experiences of inclusion and belonging embedded throughout. Community-based partners and city leaders will be involved in the next phase of development, co-designing with a research-to-practice curriculum, and a collective impact mindset that will reinvigorate this landmark library with an inspired 21st century purpose. Main will continue to be a national example.

Additionally, this work also encourages the reinvigoration of Library Square through strategic partnerships and funding models. Increased use and public enjoyment of Library Square will generate community vitality for the benefit of all neighboring institutions.

**Anderson-Foothill** and **Day-Riverside** locations will be renovated or rebuilt on their existing sites. These two locations will be hub locations for the East Side and West Side of Salt Lake City respectively. Both will provide unique and distinctive programs to reflect community aspirations and needs.

The **Chapman** and **Sweet** locations serve neighborhoods that are experiencing significant community transformation.

**Glendale** and **Marmalade** will need only minor renovations to improve community services.

With **Sprague's** renovation recently completed, this building will be the first to activate the Strategic Roadmap. At just under 13,000 square feet, Sprague will always be too small to meet community demand. Sprague will develop community activation strategies employing Seeds, and Sprouts to expand services.

The City Library will need to expand services in areas not currently being served. Yet, to be responsible with resources, the addition of new Library buildings is only recommended when operational capacities and community utilization warrants adding real estate ownership to its current portfolio. Seeds and Sprouts will provide library services for **Liberty Wells**, **Ballpark**, **East Sugar House**, and the North West areas, including **Westpointe**, **Fairpark** and **Rose Park**, in alignment with citywide developments, community needs, and opportunities.





# Guiding Principles

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## “SLCPL facilities will...”

- 1 Be reimagined to center the community experience.
- 2 Be designed to reverse systemic racism and development practices that undermine equitable and inclusive community development.
- 3 Provide learning and growth experiences and environments to meet all of the community’s learning needs.
- 4 Be reimagined to carry out its strategic goals to serve community members daily and to grow, reach, and impact.
- 5 Be intentionally designed to incorporate best practices of urban planning for community economic development.
- 6 Be intentionally designed with best practices to create the environments that enable happiness, learning, and problem solving.
- 7 Provide the spaces and places that our community partners need to amplify their impact.
- 8 Be culturally relevant and meaningful to reinforce the community’s pride and cultural identities.
- 9 Be designed to enable staff to be creative, collaborative, innovative and adaptable to community’s demands.
- 1 Activate our public assets to work 100% of the time for public good with intention and investment.

# Expected Outcomes

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- 1** The City Library will catalyze Salt Lake City’s equity-driven development through place-based and people-based initiatives that generate inclusivity, graciousness, and community well-being.
- 2** The City Library will embed quality-of-life services, programs, activities, and experiences in all of Salt Lake City’s neighborhoods, using a network of community co-created public amenities, to create an essential social infrastructure
- 3** The City Library will activate people-based and place-based initiatives to generate outcome goals of all of Salt Lake City’s quality-of-life strategic partners to fulfill “social determinants of health,” and support The Opportunity Index.
- 4** The City Library’s facilities will grow the economic sustainability of The City Library, leveraging a diversity of financial investments.

# Budget & Phasing

# Budget & Phasing

The recommendations outlined in this Library Facilities Plan correspond with a 10-year implementation plan, completed by 2032.

**PHASE I.** To be completed by 2023, the immediate next steps for The City Library include:

1. Engage community in assessment conversations and community co-creation;
2. Further identify and engage community partners to strengthen coalitions and partnership activation opportunities;
3. Identify funding and development strategies;

Funding for this initial phase would come from the current Library budget.

**PHASE II.** Four projects, addressing the Library’s most immediate, critical needs, are the focus of the next phase. The strategic realignment of **Main** would be a significant multi-phase initiative occupying a four- to six-year implementation timeline. **Anderson-Foothill** and **Day-Riverside** locations would undertake completely new programming, design and construction objectives, commencing immediately following the first phase.

The fourth project – a Leased: “Sprouts” or Pop-Ups: “Seeds” prototype – would be best suited in the Ballpark neighborhood. Work around a sprout option for this community could be prioritized and moved to Phase 1.

**PHASE III.** After a robust public engagement and partnership alignment, the **Chapman** and **Sweet** branches would undergo renovation efforts to align programs and services with a changing and diverse community. Similarly, this phase initiates an additional sprout or seed project, likely in the area not incorporated in Phase II. The timeline for implementing Phase III begins in the third year after Phase I completion and is anticipated as a three-year to four-year duration.

**PHASE IV.** **Glendale**, **Marmalade** and **Sprague** branches, as the Library System’s newest, occupy the second half of the 10-year implementation plan. Glendale and Marmalade will see

their 10-year milestones with an effort on realigning existing space with community needs.

The final part of Phase IV is in implementing two new Sprout / Seed locations. Using the lessons learned from the previous two, these new locations might replace the two previous or aid the city in its endeavor to achieve its own “15-Minute city” objectives.

**RECOMMENDED COSTS: \$101,315,000**

DAY-RIVERSIDE	\$18.915M
ANDERSON-FOOTHILL	\$19.775M
MAIN	\$36M
CHAPMAN	\$4.05M
SWEET	\$4.625M
GLENDALE	\$1.75M
MARMALADE	\$1.75M
SPRAGUE	\$750,000
2 POP-UPS	\$3.8M
3 LEASES	\$9.9M



DAY-RIVERSIDE



ANDERSON-FOOTHILL



MAIN



CHAPMAN



SWEET



GLENDALE

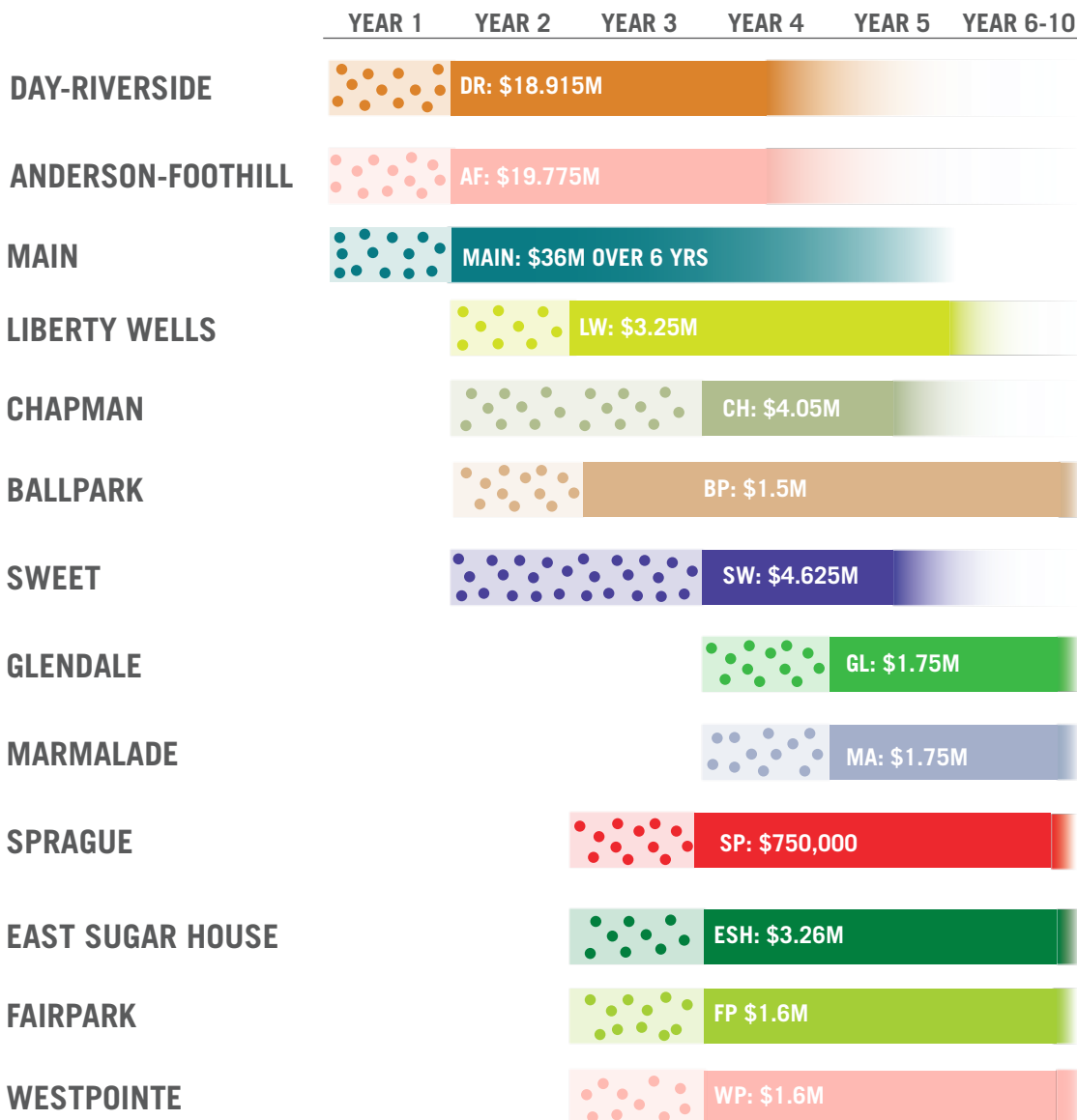


MARMALADE



SPRAGUE

## SCHEDULE TIMELINE



### KEY

-  COMMUNITY ENGAGEMENT
-  FACILITIES PROJECT

# Conclusion

The critical need for the public library is, and has always been, a humanitarian one. The public library is an embodiment of a collective vision of the American dream, providing places and programs where people can engage in the pursuit of happiness together. The library both taps into and builds on its community's civic infrastructure. It is foundational for generating community trust and cooperation, which are crucial ingredients of inclusive and effective community economic development, elementary to a strengthened civic fabric. In this way, a world class library system can elevate and transform communities.

The City Library's capital funding model leverages, scales, and amplifies community contributions. By pooling resources through local taxes, philanthropic contributions, and strategic partnering, The Salt Lake City Public Library enacts a collective impact construct. This enables residents to benefit from a return on investment greater than the sum of its parts. As an active component of its communities, The City Library is integral to inclusivity and equity for its residents. When optimally activated for public good, its places will strengthen community and generate powerful positive social impact.

This is the principle of Library as Civic Infrastructure. With the implementation of this model, The City Library will be the first library system in the country to confidently assert that it is an essential contributor to the social and economic wellbeing of the city itself.

# Glossary

## Anchor Institution

Entities having large stakes in a city, usually through a combination of internal missions and land ownership. These valuable institutions provide services for the communities they serve.

## Asset-Based Community Design

A methodology to identify individual, organizational, and institutional community assets and demonstrate how to engage these community assets to create vital and sustainable communities. It highlights communities' strengths and potentials.

## Civic Infrastructure

The combination of places, policies, programs, and practices that enable people to participate in civic life.

## Coalition Building

The process in which the diverse interest groups join their human and material resources to produce a specific change that they cannot deliver as independent individuals. When members share responsibility, goals, decisions, and leadership and energetically and enthusiastically work toward a common goal, the coalition has the potential for great success.

## Collective Impact

The commitment of a group of community agents from different sectors to a common agenda for solving a complex social problems, using a structured form of collaboration.

## Community Aspirations

Community Aspirations reflect the shared hopes that many individuals have for the future of their community. It is a statement of the future we are striving for that is based on common values and narratives.

## Community Co-Creation

Community engagement to build resilient neighborhoods, achieved through sustained, coordinated, active, and scaled community participation.

## Community Developer

1. A person or group who assists people achieve their fullest potential in a holistic way.

2. People who create spaces, services, or events that help people feel that they belong in this world. Where you find real joy and connection. And when things go wrong in their lives, as it does for everyone, they know their community will have their back. Community developers know how to create that.

## Community Economic Development

Economic Development is the creation of wealth from which community benefits are realized. It's an investment in growing your economy and enhancing the prosperity and quality of life for all residents.

## Community Needs

Community needs are gaps between what services currently exist in a community and what should exist. It may be helpful to categorize gaps based on these four types of community needs—perceived needs, expressed needs, absolute needs, and relative needs.

## Community Vitality

The ability of a community to sustain itself into the future as well as provide opportunities for its residents to pursue their own life goals and the ability of residents to experience positive life outcomes.

## Community Wealth Building

Community wealth building is a system-changing approach to community economic development that works to produce broadly shared economic prosperity, racial equity, and ecological sustainability through the reconfiguration of institutions and local economies on the basis of greater democratic ownership, participation, and control. It is a bottom-up approach that centers democratic ownership of the economy and community self-determination.

## Economic Mobility

Economic mobility is the ability of an individual, family or some other group to improve their economic status—usually measured in income.

## Human Capital

The knowledge, skills, competencies and other attributes embodied in individuals or groups of individuals acquired during their life and used to produce goods, services or ideas.

## Human-Centered Experiences

A creative approach to problem-solving that starts with people and ends with innovative solutions that are tailor-made to suit their needs.

## Human Development

Human development focuses on improving the lives people lead through freedom and self expression. Human Development develops people's abilities and provides the opportunities to use them. Three foundations for human development are to live a long, healthy and creative life, to be knowledgeable, and to have access to resources needed for a sustainable standard of living.

## Inclusive Design

Inclusive design ensures that places and experiences are open to all people, regardless of age, disability and background. It benefits everyone.

## Land Use Development

Land Use Development refers to the process by which land is allocated between competing uses in order to secure the rational and orderly development of land in an environmentally sound manner to ensure the creation of sustainable human settlements.

## People-Based

Community economic development strategies that focus on implementing systems to strengthen education, workforce, and financial outcomes in order for individuals to realize their economic potential.

## People, Places, and Platforms

The Public Library's human-centered business model that capitalizes on the strengths of the public library's mission to build human capital, activate place-based initiatives (facilities, outreach and virtual) and be an adaptable, active platform for customized, participatory experiences in support of the unique learning needs of all community members.

## Place-Based

Community economic development strategies that focus on addressing place-based inequities that constraint residents opportunities because of the zip code in which they live. Place-based strategies result in safe neighborhoods and public assets (schools, libraries, recreation centers) that ensure equitable access to the place-based institutions that build economic mobility.

## Placemaking

A multi-faceted approach to the planning, design, and management of public spaces. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and wellbeing.

## Placekeeping

The active care and maintenance of a place and its social fabric by the people who live and work there.

## Prototype

The prototype is an experimental process where designers implement ideas into tangible forms. It allows people to refine and validate ideas.

## Service Design

Service design is the activity of planning and organizing a business's resources (people, props, and processes) in order to (1) directly improve the employee's experience, and (2) indirectly, the customer's experience.

## Social Capital

Acting on and valuing interdependence and a person's sense of belonging. It is measured by how much people trust each other and how much they cooperate to make a place better.

## Social Determinants of Health

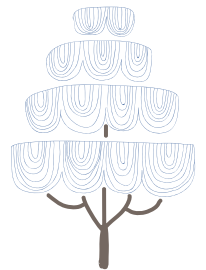
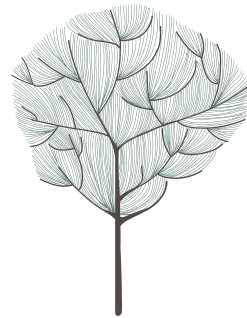
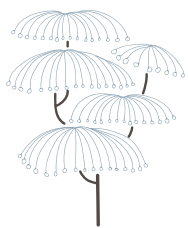
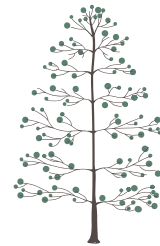
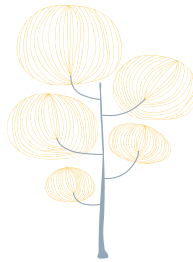
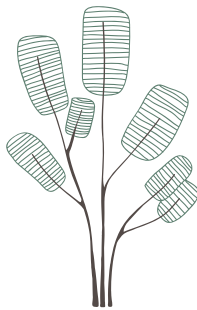
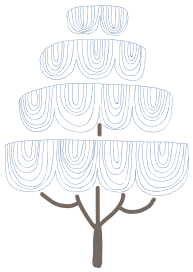
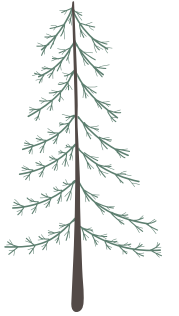
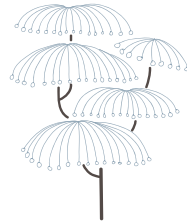
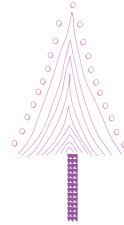
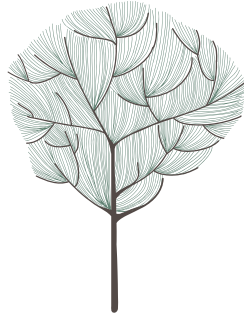
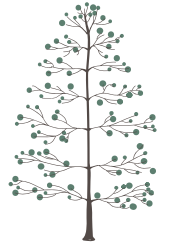
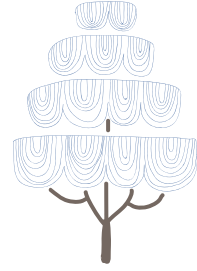
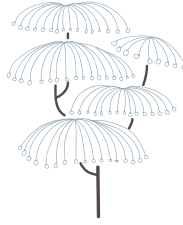
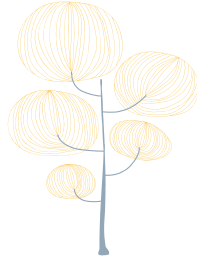
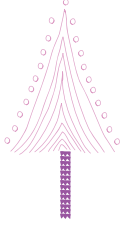
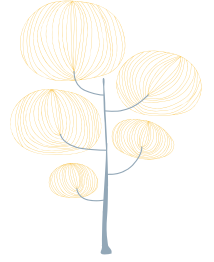
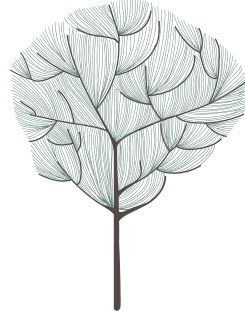
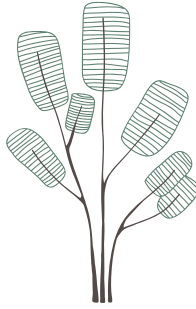
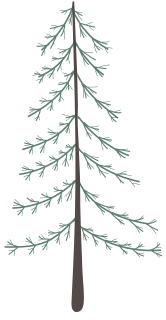
The economic and social conditions that influence individual and group differences in health status. They are the health promoting factors found in one's living and working conditions (such as the distribution of income, wealth, influence, and power), rather than individual risk factors that influence the risk for a disease, or vulnerability to disease or injury.

## Social Impact

The effect on people and communities that happens as a result of an action or inaction, an activity, project, program or policy.

## The Opportunity Index

An annual report developed by Opportunity Nation, a campaign of the Forum for Youth Investment, and Child Trends. The Index provides data that show what opportunity looks like in the United States. Since 2011, the Index has provided a snapshot of conditions that can be used to identify and improve access to opportunity—in comprehensive terms—for residents and their communities.





Salt Lake City Public Library  
210 East 400 South  
Salt Lake City, UT 84111