

Libraries and Community Economic Development: a Survey of Best Practices

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Literature linking libraries with economic development has been around for more than twenty years, and plenty of it is still being written. Just as there is no one source of rural community and economic development information, there is no single script for how libraries can or should participate in the economic development process. In 1997, however, librarian Maxine Bleiweis published *Helping Business – The Library’s Role in Community Economic Development: A How-To-Do-It Manual*, which codified current information about ways libraries can and do provide services that promote economic growth. While her book is now ten years old, it is still an excellent resource. Our report builds on the foundation that Bleiweis constructed, identifying recent practices and placing them within her original chapter structure.

What is Economic Development & What Does it Have to Do with Libraries?

“Economic development is simply any activity that raises real incomes, thereby offering new hope and expanded opportunities for people, communities, and enterprises” (Miele & Welch 18). Traditionally the most common development practice has been to attract existing businesses from other cities and states as a way to create new jobs and expand the economy. In recent years, however, many local governments have been turning to more sustainable and progressive development strategies such as “economic gardening” (Barrios & Barrios; Gibbons; United States), the cultivation of local entrepreneurship by fostering the growth of existing businesses, by upgrading skills of local workers, and by “creating a nurturing and information-rich environment where new entrepreneurs can flourish” (Hamilton-Pennell 1).

Chuck Fluharty, director of the Rural Policy Research Institute, noted the flourishing of “a new rural entrepreneurial culture and climate,” and said that three things are true where this new culture is deeply rooted: “It is entrepreneur focused, it is strongly based in community, and it is regionally oriented” (Markley, Macke, & Luther iv). A recent study observed that rural communities are embracing the idea that entrepreneurship can build stronger economies and more vital communities (Macke & Markley 5).

According to the Small Business Administration, “the most important small business resource is no longer labor, capital, or land, but is knowledge. Learning opportunities are the venture capital of the future” (Kernicky 49). Clearly, successful development of entrepreneurship in a community depends on more than the right tax incentives. This affects libraries because “local entrepreneurs trying to start or grow their businesses need information to succeed,” and “information is your library’s specialty” (Miller & Fisher 6). In addition, public libraries have many other assets that make them logical partners in economic development initiatives: They are available to everyone, highly regarded, and have a proven return on investment. They also offer open access to digital, print, and technological resources, services to diverse constituencies, and trained, knowledgeable staff. Several recent studies have examined the economic impacts of public libraries on states and their residents, finding them significant, positive, and wide-ranging (McClure & Bertot; Barron et al.; Griffiths, King, & Aerni; Indiana Business Research Center). The role of public libraries has shifted “from passive, recreational reading and research institutions to active economic development agents” (Urban Libraries Council 2). And yet, as one library director put it, “Our team is nearly tapped out with business as usual. Why even think about economic development or community building?” The answer: “Because the library has two choices: Sit at the community’s several decision-making tables or keep waiting underneath for crumbs to fall off” (Miller & Fisher 5). When the library gets involved, it “becomes a vital participant in the economic well-being of the community rather than continuing as one of many ‘quality of life’ factors” (Abend & McClure 25).

Furthermore, it is not just communities and local business owners who profit when public libraries get into the act. Libraries themselves benefit from getting involved in economic development activities:

- libraries gain greater visibility and stature among the business community and local government
- libraries contribute to the viability and growth of their towns
- libraries foster their own financial support by encouraging the expansion of the local tax base
- public-private partnerships are formed or strengthened
- library collections, particularly business resources, are enhanced
- services are expanded to non-traditional users
- donations of money and equipment to the library increase
- library-to-library cooperation increases through resource sharing
- libraries help businesses and local organizations become better consumers of information
- community soldiers – people who make things happen – learn what libraries need and fight for them (Walzer & Gruidl 181; Public Agenda Foundation 12)

Becoming Aware of the Business Community's Needs

While the needs of all current and budding entrepreneurs are not the same, librarians and researchers have found some consistent patterns in the information these users seek, including:

- demographic data about the expected marketplace (e.g., age, sex, and income levels of potential customers)
- lists of possible suppliers or buyers
- legislative and regulatory information
- industry trends and statistics
- numbers and distribution of competing businesses
- avenues for marketing their product or service
- the patent and trademark process
- legal information
- information on starting and managing businesses
- economic indicators
- news and trade journal articles

In addition to the resources that provide this information, business users often want internet training and help with defining and formulating research questions. These needs are particularly true with newer and small businesses, which often do not have the resources for a separate research staff (Au 3; Hamilton-Pennell 4; Indiana Business Research Center 27; McCook Ch. 4; Medaris & Manley 42-5; Parker, Nitse, & Flowers par. 19; Polhamus 8-10; Ren & Au 168-9; Rosenberg 2,9). Quite a list! A good starting point perhaps, but the important thing is to tailor it to the needs of the local community.

The Bensenville (IL) Community Public Library, for example, hosted a breakfast for Chamber of Commerce members as a way of reaching out to the business community, acquainting individuals with what the library had to offer, and determining needs that weren't being met. The information gathered was extremely valuable to the library:

- Library hours were inconvenient for the business community because they had the same hours.
- Many business directories were too old by the time they hit the shelf.
- The library did not subscribe to some desired business journals and newsletters.

- Chamber members wanted information on small, private service companies, which generally wasn't available in the library.

Given the information they gathered, the library decided to purchase a web-accessible business database which included both directory information and articles, and was available anytime, both in and outside the library (Erbes).

Breakfast may not be necessary, but asking and listening are essential. Studies show that many people do not associate the library with starting or running a business or with participating in economic development. Hosting breakfasts or focus groups not only gathers information, it signifies the library's interest. Bleiweis describes in some detail the use of focus groups as an information-gathering technique, beginning with these basic pieces:

- Establish what information you are trying to obtain. Use limited and clear questions to keep discussions on target.
- Learn to digest the information you receive. Question the practicality of resources suggested by participants – just because they ask for it doesn't mean it makes sense for you to get it.
- See the focus group setting as a two-way information street. Promote services you already have so participants leave with something new, but don't promise what you can't deliver.

Bleiweis then elaborates, stressing that when assessing the community, the library should consider not just the needs of individuals, but also those of municipal government officers and civic organizations such as: the mayor or chief administrative officer, the chamber of commerce, the town planning and zoning commission, economic development groups or officers, and economic development and town/school/business collaboratives. Surveys and questionnaires can also elicit useful information, though Bleiweis cautions it is important to ask only those questions for which the answer is not already known. The manual compiled by dmA Planning includes a selection of surveys and highlights key questions to ask when profiling the community (80-116). Bleiweis also discusses assessing needs by using a business audit, a method successfully implemented by librarians at the Pekin (IL) Public Library to evaluate and weed library holdings, review the in-house resources of several local companies, ascertain knowledge of library resources at those companies, and discover unmet needs. By the time interviews concluded, patterns had emerged and the librarians had solid information on which to base discussions and make plans (31-32).

Assessing Resources

Not only is it important to determine what the business and planning communities need, it is crucial to assess the library's existing resources. Of particular importance are resources that are unique, of value, and marketable. Crowther & Trott suggest making a list of the library's tangible assets (e.g., meeting rooms, public computers, library hours) and intangible strengths (e.g., community trust, staff expertise, public service emphasis). Staff at the Williamsburg (VA) Regional Library created such a list. They grouped assets under the headings of facilities, equipment, and collections, whereas strength categories included services, programs, and staff (27-36). Bleiweis categorizes library assets as follows: staff talents and needs, communications and infrastructure, print collections and resources, electronic resources, facilities, equipment, and other agencies.

A different approach was proposed in a study done for the Kansas State Library on public libraries and economic development. It recommended a template or core of business resources that small libraries should have, with additional elements added for medium-sized and large libraries. The eleven core components include:

- internet access
- adequate number of sufficiently high quality computers
- local demographic and economic information

- local government regulations and reports
- materials on business start-ups
- staff training on the business resources, materials, and services available at the library
- a plan or schematic for where to send patrons who seek business-related materials when they are not available at the public library
- some training for staff on whom to contact or where to send patrons for business resources that are not available at the public library
- a kit for businesses that describes the resources available to them at the public library
- an ongoing method of informing businesses and potential businesses of the library's business resources and services
- regular contact with local businesses and economic development organizations (Glass, Clifford, & Harris vii)

Whatever the method for determining areas in which the library excels or lags, the resulting inventory has two distinct functions. It can identify gaps and limitations of current resources that need to be addressed (either in the short term or as planning points for future allocations of money, staff time, and space). Alternatively, it can help determine those projects which may simply be beyond what the library can offer. Glen Holt, Executive Director of the St. Louis Public Library, described two examples:

- Two large local companies planned to close their libraries, so asked if SLPL would take their materials and handle all their reference and research questions for a sizable monthly fee. A little study demonstrated that both firms needed much more specialized research skills than any of the public library staff could provide, so the offers were refused.
- An area newspaper offered publication and printing rights to any of their archived issues if the library would scan the newspapers into a searchable electronic database. In other words, the library would have the initial capital costs of creating electronic records, of continuing to add documents to their holdings, and of making all the data searchable. "This gift horse turned out to be far more expensive than we then could afford. Moreover, the new business alliance would have changed the character of SLPL business reference services in a fundamental way. We have never been sorry that we did not accept the deal" (par. 6).

He adds, "We need to be careful not to take on business services for which our staff are not prepared and which our budget will not stand" (par. 8). A similar cautionary note came from the library director of Cecil County (MD) Public Library, who noted, "You can't always do what the county would like you to do since you don't want to drift too far from your library mission and vision. The risk is losing your own identity and purpose" (Miller & Fisher 7).

Training Library Staff to Work with the Business Community

Public library staff members are enthusiastic, public-service oriented, intelligent people, but those characteristics do not necessarily mean they know how to answer the questions of the hopeful entrepreneur or to find the data needed by the city planner. Clearly this creates a barrier to providing service. "A key ingredient in providing good service" is a training program "aimed at teaching staff the 'foreign' language of business reference and overcoming the anxiety of working in the field" (Wilkins 38). Maxine Bleiweis says that staff who are being trained to work with business people need to understand:

- the importance of information to the success of business
- that business is an underserved category of the population
- the language of business
- the resources

- a business owner's concerns, such as cash flow, personnel, markets
- how business service fits into the library's mission
- the difference between service to the business person and other types of clients – the library is trying to help the business person earn a living (52)

Patricia Nelson adds that staff members need to know:

- basic business concepts
- local business regulatory agencies and associations and what they do
- the role of local economic development offices and agencies – what they do and what they don't do
- how to recognize and refer potential new business opportunities (20)

Craig Wilkins describes a systematic training program that, though created for a large library system in Orlando, nevertheless could be used in a library of any size. Although business reference presents new challenges daily, repetition is readily apparent, and so he has developed brief profiles of patron types common to their library. A profile includes: a typical question asked, why the patron might ask it, a few major sources to answer it, and some characteristics of such a user. These help to teach staff something of the "culture" in which they are working, as well as make the questions seem less intimidating. Wilkins notes one of their best learning tools is a log of the questions asked by patrons. The reference interview is key, and since subject expertise improves the interview, exercises designed to use both are important teaching tools. He uses guided sets of reference questions to help staff learn the sources and their common uses, followed by role playing, with peers acting as "typical" patrons, to let them practice the interview. In fact, Wilkins says "neglecting opportunities for staff to practice interviews on business subjects impedes their development" (41). He develops sets of five or six questions on a theme, designed to force the use of standard sources in different ways or the comparison of several sources. After a trainee completes a practice set, he or she discusses the results with a peer. Role playing often includes a discussion period as well. New trainees first "shadow" their experienced colleagues, then progress to beginning the interview process themselves while an experienced colleague observes and stands ready to offer assistance. Finally, in addition to learning and practice, measurement is important. Short tests can be given, and checklists serve as an excellent tool to both document the training process and assure consistent exposure to each subject or resource.

Here again, the questions of the likely users are important, since training should begin with a focus on the resources most likely to be needed. Economic developers and entrepreneurs not only will need standard business and industry sources, but also government and statistical websites and databases, many of which are not known for their user-friendliness. Articles stress that staff training needs to be ongoing in order to be effective, even if it is less formal after a certain point.

Getting Your Foot in the Door

McClure and Bertot state that: "intimate knowledge and evaluation of a particular public library's local environment is crucial...not only so that it can provide better service to its community but also so that it can communicate most effectively with the public and policymakers to whom it is accountable" (69). Crowther & Trott describe the same need when they discuss developing an "accurate community portrait" (59). Whatever the label, identifying the community leaders, opinion-makers, and decision-makers is vital. Opportunities abound, but the library must go to them, not expect them to come to the library.

- Attend meetings of economic development groups, the chamber of commerce, visioning focus group meetings, town meetings, and the like. Choose them strategically. "Librarians who attend community events with an open mind and heart will be overwhelmed with opportunities to connect individuals as

well as associations in urgent need of information to resources that can be found at the library” (McCook 99).

- Start with the role of providing information, because all businesses are dependent on it.
- Visit with community leaders, including the mayor, city council members, chamber of commerce director, local development organization members. Find out what economic development projects are underway and what information is needed.
- Join economic development, civic, and other appropriate organizations.
- Be prepared to spend at least ten percent of your working time in activities outside the library building. Implement supportive personnel policies and work plans that clearly spell out the expectations of director and staff time for community involvement.
- Director and board must be ready to commit their personal time to developing relationships with leaders of economic development organizations and civic leaders. Involvement with these organizations may evolve into assuming leadership positions. “Success begets success. The more that library directors, managers and trustees are out in the field, the more they see possibilities for new linkages” (Miller & Fisher 7).
- Look within the library staff and the board to see who belongs to or is already involved in some way with community-based groups. Use everyone to gather information about community trends, changes, opportunities.
- Explore ways of working with your economic development group and chamber of commerce on projects.
- Get yourself appointed to a board or commission as a citizen and then use your librarian skills.
- Make sure your efforts are not perceived as a threat, but as a way to support the community.
- Invite groups and committees to hold their meetings in the library.
- Partner with the Small Business Development Center (SBDC) or Service Corps of Retired Executives (SCORE) chapter in offering a business workshop.
- Develop a network of business reference librarians who can be tapped for help.
- Remember that it won’t happen overnight. Relationships take time to grow. Assessing and exploring the community is an ongoing process, not something you do once at the beginning of developing a partnership and then set aside (Bleiweis 65; Bourke 71-72; Crowther & Trott 58-59; Fisher 32-33; Indiana Business Research Center 57; McCook 98, 101; Miller & Fisher 6-7; Walzer & Gruidl 180-181).

What Specific Services Can My Library Provide?

Libraries have undertaken a broad range of business-oriented programs and services in their efforts to foster local economic development. Some efforts common to many libraries include:

- host training programs for businesses, e.g., small business planning and development, business management and finance, using business resources
- provide spaces for community meetings
- build and maintain an up-to-date business collection of print and electronic sources
- offer public internet access
- offer basic computer instruction sessions
- house career information resources
- offer workplace literacy programs
- create and host networking opportunities such as breakfast business meetings and brown bag lunches
- explore collaboration opportunities with chambers of commerce, small business development centers, workforce centers, and others
- hire a business librarian or provide extra business training for current staff

- publish brochures and guides on specific topics, and set up a kiosk or other space to display these and other lists of resources
- maintain guides and links to free business, agricultural, or government websites
- share database expenses with the local economic development organization
- partner with SCORE, the SBDC, or other organizations to offer workshops and provide research assistance
- establish an electronic bulletin board service for contract opportunities, job openings, tax regulation, consumer information, etc.
- act as a clearinghouse to showcase material from local agencies and organizations (Hamilton-Pennell 6-7; Kernicky 46-47, 50-52; McClure & Bertot 11-18; Skrzyszewski & Cubberley 324-326; Urban Libraries Council 14-20; Walzer, Stott, & Sutton 10-12, 20)

A short list of successful projects accomplished by public libraries provides some idea of the scope of possibilities:

- Hoopston (IL) Public Library was showcased in a recent edition of *Hoopston Horizons*, newsletter of the Hoopston Economic Development Committee, to highlight the organization's role in economic development ("How Can").
- St. Louis Public Library has digitized the ordinances passed by the Board of Aldermen since 1990, along with all license application forms and a list of requirements to obtain such licenses. The *Electronic City Hall* has broadened access to local government information (Holt par. 5).
- Brooklyn Public Library holds a *Power Up* competition, which, thanks to a corporate sponsor, provides access to start-up capital for entrepreneurs and new local businesses. Competitors receive instruction on writing a business plan, financing, marketing, and building a business (Urban Libraries Council 19).
- Librarians from the Weld Library District (Greeley, CO) volunteered to work with the city's *Economic Gardening* program at the request of the Economic Development Manager. A small learning group met regularly to discuss business research tools and techniques, and to consult with the businesses they were assisting to hear what the owners needed. The librarians completed three large research projects in the first six months (Hamilton-Pennell 4).
- The Lancaster (PA) Library System created a web-based resource guide on how to start a business in the community, including links to local, state, and national business organizations and data (Hamilton-Pennell 7).
- Richmond Hill (ON) Public Library, in partnership with the Chamber of Commerce, publishes a directory, both online and print, with the most current information on all businesses in the area. Similar projects elsewhere include additional community information (Skrzyszewski & Cubberley 325).
- Skrzyszewski & Cubberley also describe the *Library's Networking Ventures Program*, a community-based initiative designed to identify business opportunities, create new ventures, and increase local employment. Two sub-programs are:
 - The *Opportunities Catalogue* – A continually updated electronic document, published in hard copy at least annually, which identifies local business opportunities and local resources available to act on them. The focus is on ideas, talents, ventures, projects, and services that are innovative, unusual, and suggest alternative approaches.
 - The "*How To*" *Exchange* – A network that matches local expertise with local needs for expertise. People register the talents, abilities, experience, and interests they are willing to share, sell, or exchange (326-327).
- Chicago and Nashville deliberately built new libraries and branches in areas where they could be community anchors, energizing and revitalizing neighborhoods by increasing traffic and spurring additional development (Albanese 40-41).

Marketing

Survey after survey shows that the library is often underused and overlooked by the business community because it doesn't know what the library has to offer. Librarians, when asked why they are not involved in local economic development projects, commonly respond that they haven't been asked to do so. Clearly when libraries are ready to step up, they need to say so, and speak loudly. How have libraries highlighted their services to business and made themselves heard?

- air public service announcements on local radio or television stations
- participate in local "business-to-business" exhibitions
- write columns for the local newspaper or local business paper
- send press releases to local media, business associations, and the newsletters of organizations such as the chamber of commerce or Rotary Club
- sponsor joint programs with the chamber of commerce, economic development organization, and trade groups such as the local realtors' association
- post announcements on the library website
- provide a space on the library website for testimonials
- publicize unusual business activities
- seek speaking engagements at business and civic organization meetings
- rent a booth at local expos
- put up posters in local venues
- target new businesses by sending them postcards describing the library's resources and services
- host informal gatherings to provide business owners with networking opportunities or information about what the library can provide them
- participate in community festivals
- be the face of the library when attending meetings and visiting local businesses
- make the most of any personal contact opportunities (Bleiweis; Hamilton-Pennell 7; Innes 3; Josephine 199; Polhamus 10-13; Walzer & Stott 7-8; Welch 283)

Results

"Every service provided by a library has an outcome that makes an impact on the users of that service," but "measuring the value of a library service is difficult because library service outcomes are not easy to quantify" (Ellis 52). Funding bodies want to know that the money they have spent is justified, so they demand evidence. Given that many impacts of libraries are intangible, librarians have always looked for ways to measure the worth of their services.

While not easily quantifiable, anecdotes and testimonials should be collected and publicized, since they provide concrete examples of the library's services and resources. Confidentiality must be maintained, but success stories need to be shared.

- The staff of the Priestley-Forsyth Memorial Library in Northumberland (PA) reported that "patrons have used our business section to start their own small businesses. Ones that we know include: a restaurant, two herb businesses, one flower and plant business, one candle business (they first borrowed our candlemaking books, then the business books!) a daycare, and several word processing and computer businesses" (McClure & Bertot 44).
- The Millington (TN) Public Library serves an economically-challenged community of just over 10,000 people. Brian Miller (the library director) actively participates in local business and service organizations, such as the chamber of commerce and Rotary Club, as well as with local workforce

initiatives. As a result of his efforts, business and community sponsorships of the library have increased by 30 percent, and he has achieved “better communication within the business community” (Hamilton-Pennell 7).

- The *Libraries Mean Business Program* is a series of initiatives for the business and economic development community in Indiana. An early success story involves a roofing contractor who attended one of the public programs: “After learning about *ReferenceUSA*, he used it to create a list of addresses of houses affected by a recent hailstorm. The business owner returned to the library three months later to report that his marketing campaign using that list had generated \$1million worth of business” (Hamilton-Pennell 5).
- From a Charleston (SC) library user: “The library enabled me to write a business plan for loan applications by providing the economic data and ‘how to’ books to guide me in writing this plan” (Barron et al. 33).
- From a Greenville (SC) library user: “Using *ReferenceUSA* in the resources section has helped me obtain contact [and] economic as well as other information about local businesses. I used this information in preparing proper proposals to the targeted businesses and as a result have done some sound business in the community, thus improving my own financial situation” (Barron et al. 39).
- When Cynthia Fuerst became director of the Kankakee (IL) Public Library in 1995, it was cramped, crowded, and lacking public computers. Fuerst applied for numerous grants and built partnerships throughout the community. The mayor and a developer saw the library’s potential as a catalyst for downtown redevelopment, and proposed remodeling an empty downtown building into a combined library and office building, Fuerst took advantage of the incredible opportunity, and the new library opened in 2004. In the first year, library attendance was up 113 percent, reference questions increased by 566 percent, and program attendance rose 311 percent (“Open Mind” 17).
- Cecil County (MD) Public Library’s website lists the success stories of seven businesses it has helped. Other selected output accomplishments include: the small business librarian met with 131 clients in individual consultations; 566 accessed two business databases; 2,290 accessed the SBIC website, with 1,205 of them in lengthy visitor sessions; twenty-three referrals were made to business partners (Fisher 22).

Traditional output measures remain useful. Statistics are important, especially when they are used to show trends over time: number and types of questions answered, volume of use, number and types of programs, program attendance, number of training sessions and participation, volume of circulation, and number of new patrons. Libraries should also record new business start-ups, expansions, growth, and any other successes in which they played a part. Library-use valuation calculators freely available on the web can help librarians conduct cost-benefit analyses of services (see <<http://www.stats.indiana.edu/topic/libraries.asp>>). Finally, librarians should look for other evidence of efficiency, effectiveness, service quality, and usefulness (Bleiweis; Hamilton-Pennell 6; Indiana Business Research Center 59, 88-89; Innes 2, 7; Fisher 34).

A third type of data to collect is outcomes, that is: what difference did it make? Here are some examples of outcomes and ways in which libraries have measured them:

- Expected outcomes often are established as part of grant applications, as was the case for the Cecil County (MD) Public Library. In the grant report, CCPL presented evidence that the following outcomes were accomplished: (1) Prospective and established small business owners will increase their awareness of library and community resources and services, which will prepare them to start, manage and expand businesses; (2) Prospective and established small business owners will demonstrate skill in locating business information; (3) Prospective and established small business owners will increase their knowledge of business techniques and training opportunities (Fisher 22).

- Fisher also notes that establishing expected outcomes needn't be tied to grants. Instead it can be a valuable part of a regular planning and goal-setting exercise. She asserts that one should determine in advance what evidence would be necessary to show that the desired outcome had been achieved (35).
- The dmA Planning resource manual describes numerous examples of potential library contributions and benefits, in each case suggesting kinds of information that would provide evidence (37-72).
- Survey data can provide outcome information. A study done in Pennsylvania surveyed public library users who use the library to meet their work or job-related information needs, asking them to rate the importance of library information to meet those needs. Several favorable outcomes were reported: 90 percent of users said the information improved their work, 79 percent said it increased their productivity, and 73 percent said it speeded up their work. In addition, 48 percent said the information saved them money (Griffiths, King, & Aerni 43).
- A survey of business information users at the High Point (NC) Public Library was designed to collect data that would measure the economic impact of using business information obtained at the library. The questionnaires focused on the impact of such information on reducing uncertainty and on improving decision-making (Ellis 54).

Conclusion

“Libraries have been around for so long, they’re taken for granted. It’s important to make sure that a resource that’s been around for so long isn’t so completely taken for granted that it’s not considered a part of the conversation on economic development...or whatever the community topic is. The library should be part of every discussion that has to do with community collaboration ” (Public Agenda Foundation 37).

We couldn't have said it better. While the world of economic development may be a new and scary one for many librarians, the imperative to become involved seems clear: “If public libraries are to retain not only credibility in their communities but also increase their ongoing funding, they need to expand the concept of what core service entails” (Bourke 75). The benefits of such involvement have been shown to accrue not only to the community and local businesses, but most certainly to the library as well. We offer this short review of current practice in order to assist librarians in planning and implementing their own small business and entrepreneurship support services.

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