



Ágnes Koreny, zastępca dyrektora Biblioteki Metropolitalnej im. Ervina Szabó w Budapeszcie, fot. archiwum prywatne

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## Funkcjonalna i komfortowa przestrzeń biblioteczna – czy w bibliotece powinno być jak w firmowym salonie meblowym?

**ÁGNES KORENY**

Metropolitan Ervin Szabó Library, Budapest

## From study room to the second living room of people. Public libraries for local communities

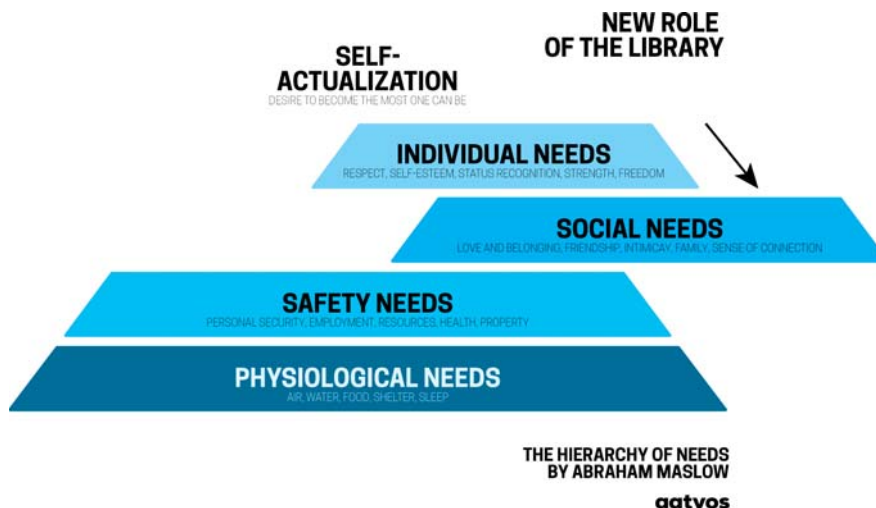
### **The library and the community**

In 2019, Aat Vos, the famous Dutch star architect who has built or renovated many libraries in Europe, asked 20 of his clients, Norwegian, Dutch and German libraries in a small mini-survey about how the use of their libraries has changed since the renovation, remodelling and reopening. The questionnaire was sent out with these two questions:

When you are looking at the current visitors to your library, do you see an increase in people that come just to be in your library?

Are the current visitors more or less involved with the library and the activities than before (re)opening?

Aat Vos wanted to find out what people were doing in a library nowadays. His main question was whether libraries play a stronger social role in modern society.



Picture 1. Maslow's hierarchy of reads by Aat Vos<sup>[1]</sup>

The libraries' answers spoke about a significant increase in the number of visitors. For instance, after opening, 73% of the respondent libraries saw more people coming to the library just to be there and hang out. This means that the venues attract new visitors – even representatives of the most difficult target groups – who were not visiting the library at all in its prior form. On the other hand, while the number of visitors grew, the total number of document lends stayed behind. This indicates that the new visitors don't necessarily come for the books. They are attracted by something else: a new and positive experience.

The role of libraries in the 21st century has shifted significantly towards community centres. If we take Maslow's pyramid of needs, we can say that the main role of libraries of our time is meeting not individual, but community needs. Building and developing communities and strengthening the individual's sense of belonging to the community, strengthening social relations and cohesion have become a fundamental public library task.

In the 21st century, successful public libraries should operate on a community-led basis, which means that the library's functions and tasks, its services, as well as its spaces are developed according to the needs and requirements of the community the library serves.

[1] Source: Maslow's hierarchy of reads / <https://includi.com/blog/maslows-hierarchy-of-reads/> [Cached: 8 November 2022].

## Public libraries facing new challenges

In the Danish project called Model Programme for Public Libraries<sup>[2]</sup>, librarians identified some challenges that significantly affect public library operations of our century. Here are some examples of these challenges:

There are more different user groups in libraries than ever before, to whom the traditional library operation and service models, the *one-size-fits-all approach*, can no longer be applied.

Citizens demand more and more that the library involves them in decisions on operational issues, in service developments and in the planning of new programs.

It is no longer enough for a library to serve users in a user-friendly way; it is necessary to work together with the different user groups.

Taking the needs of the community as a basis, the library must fulfil multiple functions in the same or even narrowing space, and with less resources.

It is increasingly important that the library has a real relationship with its physical environment, so that the external and internal, as well as the physical and virtual spaces are more and more connected.

All libraries have usage patterns, also in relation to time in the form of a 24-hour rhythm, that have to be taken into consideration in relation to targeting offers and activities at the great variety of users.

With regard to services: there is an increasing need to move towards self-service library operation, and self-service library services.

All of these are necessarily accompanied by a change in the librarian's role. Nowadays, librarians act as guides, leaders, community developers, or even facilitators, and it is more important than ever for them to be proactive and visible in the space.

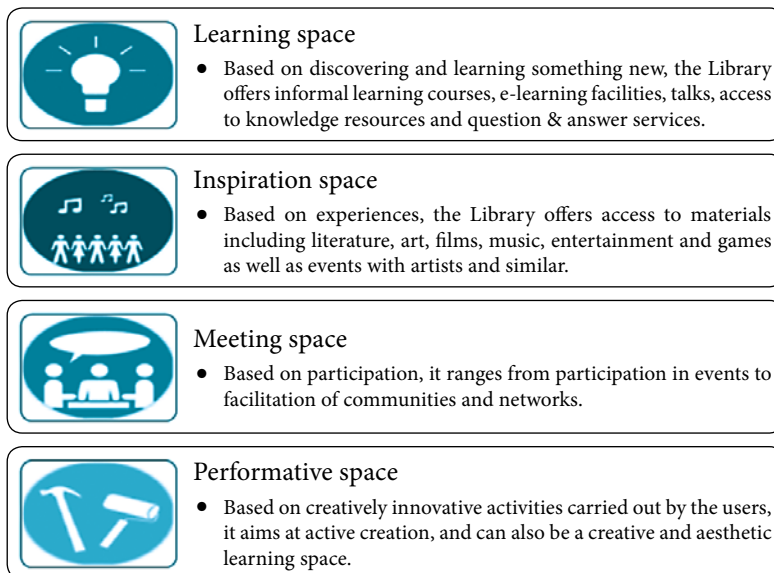
## Four-space-model

Based on the tests, workshops and best practices, the Danish colleagues created the so-called *Four-Space-Model*. The model approaches the functions and tasks of public libraries from the perspective of the library spaces necessary to satisfy the needs and requirements of the users.

In the Four-Space-Model the library appears as a *performative space*, an *inspiration space*, a *learning space*, and a *meeting space*. One physical room can certainly have more than one spatial intention.

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[2] Thorhauge, Jens: Model-program for future public libraries / <http://jensthorhauge.dk/model-program-libraries/> [Cached: 9 January, 2023].



Picture 2. The Four-Space-Model

### 1. The library as performative space

We often cite how libraries have undergone a developmental process “from collection to connection”, and we also refer to another transition, the transition “from collection to creation”. The library as a performative space reflects this latter transition.

As a performative place, the library encourages people’s creativity and innovation with special tools, programs, and activities, and at the same time, it is also a space for learning, where people can learn from each other, through co-creation processes.

The performative space can be anywhere in the library, in a corner or in a dedicated makerspace room – considering the possible noise, heat, smell or need for equipment associated with the given work. You can knit, use scissors and paper, or even create something with a 3D printer, depending on what we have the opportunity to do and what the community requires of us.

### 2. The library as inspiration space

The library, which functions as a place of inspiration, encourages further thinking and creativity with new tools, using the most diverse possibilities of storytelling and artistic expression, information, resources, tools, programs, design and informative elements, and the widest possible combination of these.

Inspirational libraries often take advantage of the possibility of surprise and the ability to make accidental discoveries, for example with spatial organization or design elements that encourage discovery and adventure.

A similar design element is the red ribbon of the Danish Hjørring Library, a red ribbon which guides the visitor through the entire library, from the reception desk to the individual thematic areas. There are places where it only plays a decorative role, and there are places where it has a function. But without a doubt, it has become the main element of the library's image.

In the library, which functions as a place of inspiration, we use unusual, even surprising signals – just think of the contours of a dead body on the floor of the crime section.

There must definitely be a stage that attracts people to some kind of performance; or we equip the space with modern digital tools, with which we encourage readers to creative writing as a new service.

Mess does not necessarily mean lazy librarian anymore. An organized, prearranged mess can also be inspiring, as you can see in the top pictures.

It is important that different seats are available for different uses, from traditional chairs to armchairs.

In Oodi, the new Finnish library, instead of a *sitting and waiting librarian* – a librarian who is sitting at the desk waiting to be addressed, a *walking and talking librarian* was introduced, who is walking in the library space among readers, with an iPad and proactively addresses them.

### 3. The library as learning space

In relation to the library as a place of learning, we can see the appearance of a traditional library function and services in a new way, with new solutions and new tools.

Related characteristics of such library spaces are that they are designed according to the needs of different user groups and new learning methods.

These are open, inviting and flexible spaces with transparent yet separated parts; with variable furniture; and a great variety of devices (computers, interactive whiteboards, etc.).

### 4. The library as meeting space

Both researchers and practicing librarians are increasingly referring to the public library as a meeting place and as an institution capable of building and shaping a community.

According to this concept, the library functions as a potential meeting place for different social groups. The key word here is *participation*, and the goal is to build and strengthen relationships in the communities, as well as strengthen social cohesion.

The spaces are so-called transformative spaces: they don't have a predetermined function, but are furnished according to the special function and program for which we need to use them.

In recent years, the Four-Space-Model has become widely used among both professional librarians, as well as architects and designers who involved with libraries,

library developments and refurbishments. The model applies to the construction of new libraries, the modification of existing libraries and the interior design of individual library spaces. The model is also used to illustrate and explain current library developments and future library plans to the general population and politicians.

### **Libraries after the pandemic**

In some ways, Covid has amplified these trends. The most important keywords of the last two years were *flexibility*, *adaptability* and *creativity*.

Several times, and often almost overnight, we had to implement minor or major changes in the operation and services of our libraries, and all this in such a way as to lose our readers as little as possible.

2020 and 2021 taught us that the library never really closes, because it simply cannot close. Our buildings may have to be closed for a while, but we must still make the services available to users as much and in whatever form it is possible. We must ensure that readers can contact the library and us, the librarians, in as many ways as possible. Because we are needed, libraries and librarians are needed.

The keywords for designing library spaces after the pandemic are *accessibility*, *flexibility*, and *adaptability*.

Protecting personal space and allowing the distance between people remains an important aspect. We have to think of open, single-space libraries that are suitable for various functions, and, however, can be quickly and easily transformed, and re-arranged. It is increasingly important to use multiple online, self-service, contactless services and solutions, like automatic lending systems or lockers.

And, we have to move outside to the external, open-air library areas and use them for providing services and programs.

It is important to preserve and further develop the creative ideas, solutions and new services of the past years (from online programs and personalized services to pre-prepared book packages or meeting-free borrowing). It is of utmost importance to keep regular, continuous, organized and effective communication with the users.

At the same time, it is also essential to rethink ourselves, to rethink the role of libraries in this new environment, and to find new, modern methods and tools with the help of which, on unchanged bases, but along changed frameworks, resources and emphases, in partnership with the community, we can contribute to improving the quality of life and community well-being.

As IFLA stated in 2019: it is more important than ever for libraries to show what they can offer. They must prove that they are not a “*nice to have*”, but a “*must have*” type of institution, whose support is an investment in the future of communities: „Libraries have to be able to show that they are not a nice-to-have, but a need-to-have institutions, an investment in the future of the communities they serve, be they

towns or villages, universities, institutions, or countries as a whole.” (Maria Angelica Fuentes, President of the Association of Chilean Librarians)<sup>[3]</sup>

### **The new Strategic Plan of the Metropolitan Library of Budapest**

The “Ervin Szabó” Metropolitan Library (abbreviation in Hungarian: FSZEK) is Hungary’s largest library with 119 years of tradition, fame and recognition, a defining and popular cultural institution in Budapest. The Central Library and the network of 47 branch libraries, situated in every district of the capital city, serve not only the 1.7 million residents of Budapest, but also many users from the agglomeration, and it is also popular among rural higher education students studying in Budapest. The location, visibility, familiarity, and popularity of some branches are outstanding. During the pandemic, FSZEK maintained its functionality, significantly expanded its range of services thanks to its creative staff, and during the energy crisis, it took on a significant burden to continuously ensure the uninterrupted operation of its services. In 2023, Budapest celebrates its 150th anniversary; on this occasion a series of large-scale programs will be organised. Since 2022, as part of the Budapest150 program of the Municipality of Budapest, FSZEK has coordinated the events of the Budapest Capital of Books 2023 initiative.

In 2022, FSZEK’s main indicators approached or exceeded the pre-pandemic numbers. The institution registered around 280 000 active users, received 1.3 million personal visitors, the number of borrowed and renewed documents was 3.2 million, and remote use exceeded 10 million. The Library organized more than 3,000 events, including story times, user trainings, exhibitions etc., attended by over 100,000 people. The events provided opportunities for recreation and knowledge acquisition for special target groups such as families, children, the elderly, people with disabilities and nationalities, too.

In the past two years, the Metropolitan Library of Budapest had a priority task of planning, and preparing for the future. As part of the strategic planning process, we read the strategic plans of many of the world’s leading public libraries. These documents clearly showed that for any library that wants to survive and be successful, the starting point for future planning can be none other than the local community, its needs, requirements, expectations, development, and well-being.

The areas of development highlighted in these strategic plans were the following:

- supporting education, training, and lifelong learning;
- the role of libraries in community-building and development;
- sustainability and supporting the creation and development of smart and liveable cities;

[3] IFLA Trend Report 2019. p.6. / [https://trends.ifla.org/files/trends/assets/documents/ifla\\_trend\\_report\\_2019.pdf](https://trends.ifla.org/files/trends/assets/documents/ifla_trend_report_2019.pdf) [Cached: 8 November 2022].



the application of intelligent devices and solutions; as well as how the library can contribute with its operations and services to the development of the city, as well as the wealth and well-being of its residents.

The new slogan of our library is: *Our city. Our library. Our common story.* FSZEK. *The Library of Budapest.*

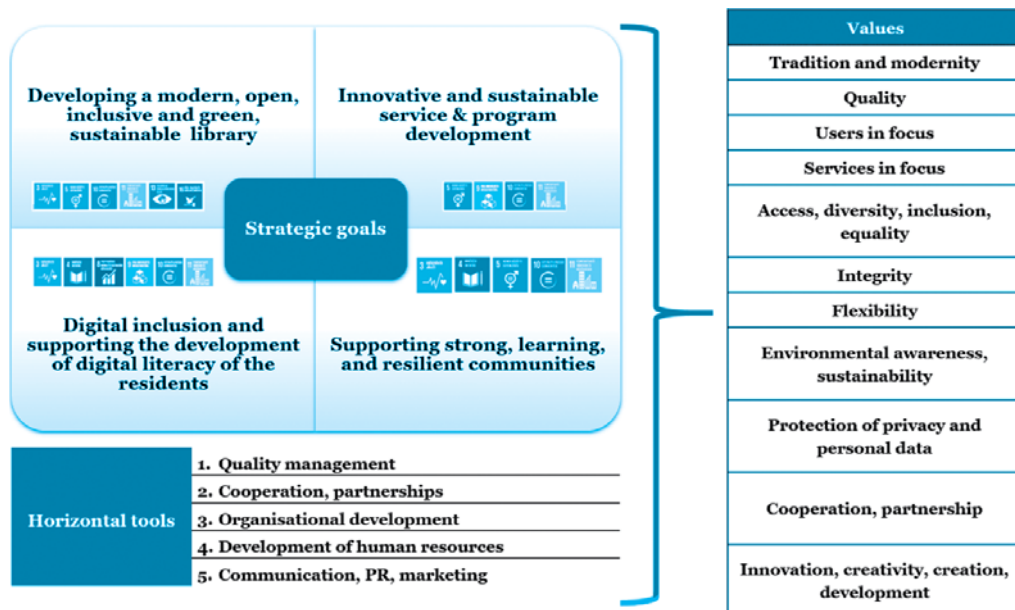


**A mi városunk.  
A mi könyvtárunk.  
A közös történetünk.**

**FSZEK. Budapest könyvtára**

The new motto conveys the image of a modern library that thinks and works together with the community. It expresses that FSZEK aspires to be the library of all the citizens of Budapest. With its operation and activities, it supports the implementation of the strategic goals of the Municipality of Budapest, and cooperates in creating an open, green, welcoming city that creates opportunities for all.

The expression „common story” expresses an offer for a partnership for everyone: together we can shape and develop not only the library, but also the city, our city. It naturally reflects on the library collections, the books, too, and the stories that appear in them.



Picture 3. Strategic Plan of the Metropolitan Library of Budapest

The main aspects of the Library's strategic planning were the following:

- provision of quality public services, in which digital resources and tools play a prominent role;
- the keywords of service development are *flexible response*; *proactivity*; the trial expectation of *modernity/efficiency/user-centeredness and accessibility*, but in addition, the aspect of *digital inclusion* must also be emphasized in the developments;
- coordination of the three functions of FSZEK, ie. the *public library* function, the *national special library* function in sociology, and the *academic library* function which is significant in the daily operation of the Central Library, as well as the high level performance of individual tasks, ensuring the operation based on a systematic, unified service structure;
- reconsideration, rationalization and further development of the library network, taking into account the developments in the capital city, the formation of new residential areas, the transformation of the population's composition, lifestyle, demands and needs;
- creation of multifunctional spaces – creation of the opportunity system of *easy work, easy meet, easy network* to support smart living;
- application of new methods in service development and the redesign/design of spaces;
- application of the “smart city” methodology:
  - two-way involvement of library users and partners (especially library staff), i.e. getting to know their needs, requirements and expectations; information and continuous communication;
  - continuous examination of sustainability, along the social, economic and environmental pillars;
  - effective organizational and operational renewal, decision-making;
  - the use of modern ICT tools and solutions.

The institution's strategic goals for the next period are the followings:

***Strategic goal – 1: Developing a modern, open, inclusive, green and sustainable library***

The public library of the 21st century is still a library in the traditional sense, where people borrow documents, and whose most important task is to provide access to information, education (knowledge) and other cultural activities – be they in traditional or digital forms. However, their task does not stop there: as a digital knowledge centre, they provide access to digital knowledge and resources; and on the other hand, cultural institutions that host public programs, discussions, and debates. Public libraries also function as places of creation, inspiration, learning and meetings. As open, accessible and inclusive, sensitive and democratic public

spaces for everyone, they satisfy basic needs; respond to the needs of their users; they support relaxation, rest, entertainment, and social life.

In recent years, several international examples prove that public libraries can also play a major role in urban development. A new or renovated library can significantly contribute to the development and revitalization of a settlement or part of a settlement, and to the strengthening of local communities. A library can be a defining symbol of a settlement and can positively shape its brand.

Library buildings and interior spaces are the physical manifestations and means of expression of the library's mission, function and tasks. Library users can effectively use the information resources and services offered by the library if they can also use the library effectively as a physical space.

Nowadays, however, libraries have to extend their services beyond the physical framework of library buildings. This means not only the strengthening and further development of virtual services and the online presence of the library, but also the creation of service points where residents can use the library's services as part of their daily activities and administration. Contactless rental points (biblioboxes, lockers) placed in busy junctions or plazas can represent one possible direction of these developments.

Our library's aim is to operate a network of public services in the capital, in which libraries appear as attractive places, unmissable targets and destinations, with qualified staff, who can provide guidance and help in a wide variety of areas, including reading and literacy, lifelong learning, business life and employment, sustainability and green thinking, as well as healthy lifestyles.

Main development areas:

- a) Development of the library network; building improvements, renovations; renewable library spaces,
- b) Social engagement; creation of opportunities; inclusion,
- c) Sustainable, green library.

### ***Strategic goal – 2: Innovative and sustainable service and programme development***

The creation of the *servicing city* is one of the important keywords of more and more urban development strategies. It means high-quality, efficiently functioning, stable and predictable city operation that provides public services available to everyone under the same conditions. Public services also include providing access to information. FSZEK believes that libraries are one of the most important players in this task, and with their infrastructure, services and prepared, qualified professionals, they can help achieve and fulfil the objectives related to the creation of a servicing city.

At the same time, the public library of the 21st century can only provide relevant services to city residents if it is shaped and developed based on the needs and wants

of the community, in cooperation with community members, and involving them. Another important keyword in service development is *innovation*, which does not only mean the acquisition of state-of-the-art tools and solutions as possible, their inclusion in a service system, and the expansion of the range of e-services, but also the learning and application of new methods. The third important keyword related to services is *sustainability*. On the one hand, this means a continuous and conscious research along the social, economic-financial and environmental pillars, and on the other hand, the support of the implementation of the United Nations sustainable development goals (SDGs) with library tools.

The Metropolitan Library of Budapest must plan its services and spaces in such a way that they can appeal to every single person; respond to the differences of individuals, to different perspectives; to enable a variety of access and use routes and methods; and to offer a variety of alternatives, diversity in terms of tools and technology as well.

We are convinced that we can only provide relevant services for the citizens if we shape and develop them innovatively and sustainably based on the needs and requirements of the community, in cooperation with its members, and involving them.

Main development areas:

- a) Community-led service development,
- b) Development of e-services,
- c) Adaptation of new methods.

### ***Strategic goal – 3: Digital inclusion and supporting the development of digital literacy of the residents***

The rapid development of information and mobile technology presents constant challenges to libraries as well. In the case of the Budapest library, the financial source of IT developments can almost exclusively be the budget provided by the maintainer. At the same time, the appearance of new information carriers, platforms and mobile devices, data security tasks, the spread of online lifestyles, online entertainment and culture, and the growing demand for online services require continuous IT development from FSZEK.

The forced closure of the library due to the pandemic especially increased the demand for online content and the use of online library services, the remote use of the library – marking one of the most important development paths for FSZEK towards the creation of a complex digital library.

In order to create the vision outlined in the Smart Budapest plan<sup>[4]</sup>, it is essential to build a good (digital) infrastructure and a system of electronic services based

[4] Available: [https://budapest.hu/Documents/V%C3%A1ros%C3%A9p%C3%ADt%C3%A-gsi%20F%C5%91oszt%C3%A1ly/Smart\\_Budapest\\_summary\\_ENG.pdf](https://budapest.hu/Documents/V%C3%A1ros%C3%A9p%C3%ADt%C3%A-gsi%20F%C5%91oszt%C3%A1ly/Smart_Budapest_summary_ENG.pdf) [Cached: 9 January 2023].

on it, but it is also essential that the population be able to use digital devices and regularly use digital applications, solutions and services. In connection with the creation of a smart society, the most important buzzwords are:

- access to information,
- the production of knowledge, the creation of new content,
- smart individuals and smart communities, and relatedly,
- smart library communities – including users and librarians, too.

FSZEK can and wants to play a key role in the development of digital skills and competences. With its services, informal and non-formal educational opportunities, and the rich range of programs, it supports the development of digital literacy and digital inclusion, for everyone, based on the principle of equal opportunities.

Makerspaces to be created in branch libraries can support community learning, cooperation, and thinking together. They make every tool and technology available where possible and give people all the support they need to develop and be creative.

We want to give priority to the area of *digital inclusion and digital literacy*, and to be able to support all areas of *lifelong learning*, from early development through special further training for the unemployed or disadvantaged to the development of the digital skills of the elderly. We believe that common and creative learning and being connected to the library help the participants to cooperate, thereby strengthening local communities.

Main development areas:

- a) Modern IT infrastructure,
- b) Development of a complex digital library service system,
- c) Digital inclusion,
- d) Creation of makerspaces in libraries.

#### ***Strategic goal – 4: Supporting strong, learning and resilient communities***

The library is traditionally a place of learning, but this function is realized in the 21st century with new content, solutions, services and tools. The spaces of the library, which functions as a place of learning – flexible, reorganizable, open, inviting – are designed according to the needs of different user groups and new learning methods (e.g. joint learning, group work); they are characterized by a multitude of variable furniture and devices; and the varied multitude of learning and training programs, among which all age groups and groups with the most diverse interests will find something to their liking.

FSZEK is able and committed to support all areas of lifelong learning, from early development through special further training for the unemployed or disadvantaged to the development of the digital skills of the elderly. Experiential, creative, social learning and being connected to the library helps the participants to cooperate, thereby also strengthening the local communities.

The Budapest Special Collection as well as the library branches situated all around the city preserve many memories and objects of the history, past and development of the capital and its communities. Branch libraries function as a potential meeting place for different social groups, thereby strengthen participation, relationships, community building and shaping, and social cohesion.

Main development areas:

- a) The library as a place of learning; supporting lifelong learning
- b) Cultural and community involvement
- c) The library as a community and meeting place

### New challenges – new methods and tools

These new challenges make it necessary for libraries to learn about and use new tools and methods that can help them develop and provide quality services.

The *community-led library operation and development*, *placemaking* and *design thinking* are all about ongoing, continuous cooperation, dialogue, consultation and communication between the library and the community, the real and potential library users.

The creation of the community-led library model is related to a Canadian project, called Working Together, and launched by the Vancouver Public Library in 2004. The project included Halifax Public Libraries, Toronto Public Library and Regina Public Library, too. The main objective of this project was to use a community development approach in order to build relationships and partnerships with the local community, individuals and groups, so that the library could better understand what they wanted and needed from the institution. It begins with community



Picture 4. New tools and methods in libraries

engagement where the library consults with the community, listens to the community and develops programs and services in response to the needs identified. This approach ensures that socially excluded community members, as well as socially mainstream community members, are represented in library planning, services, and policy development. The Community-Led Service Planning Model builds inclusive libraries that are proactively welcoming to all community members.

Placemaking inspires people to collectively reimagine and reinvent public spaces, like public libraries, as the heart of every community. Placemaking is both a process and a philosophy. Observation, listening, and questioning people are the main tools in order to understand the expectations of individuals and the community in relation to the given space and the use of the space. On the basis of this knowledge, in cooperation with community members, the library can develop its new, common vision for the given space, which we can then implement in partnership.

Design thinking is a process for creative problem solving with a human-centred core. It is a creative approach, a series of steps that can help design meaningful solutions for libraries, too. Design thinking brings together what is desirable from a human point of view with what is technologically feasible and economically viable. The Public Libraries in Aarhus (Denmark) and Chicago (USA), with funding from the Gates Foundation, created the Design Thinking for Libraries Toolkit, which is already available in several languages, Polish included. (The Hungarian translation will also be available soon.)

What is common in these methods, is the ongoing, continuous cooperation, contact, dialogue, consultation and communication between the library and the community, the real and potential library users.

By getting to know and applying these methods and tools, libraries can develop their innovations, operations, services or program developments in an empathetic, user-centred way, together with the users – based on their needs and requirements.

These challenges also require empathetic librarians, too, with good social and communication skills, true superheroes who are able to think and work together with the community, for the community.

*„No longer a place where people are shushed, this library is being billed as the “city’s living room. The fact that you don’t have to be quiet, that you can drink a latte, that you can use the Wi-Fi, or that you can just sit and watch the sailboats in the harbour on a nice evening – that’s not what people think of libraries. [But] we have to change their thinking. [Because] modern libraries are different.” – said Bruce Gorman, director of the Halifax Central Library and Regional Services at the opening of the library’s new building<sup>[5]</sup>.*

[5] Source: <https://www.smartcitiesdive.com/ex/sustainablecitiescollective/halifax-turns-its-library-citys-living-room/1007046/> [Cached: 8 November 2022].

## Conclusions

Modern libraries are inviting and comfortable social places, where people of all ages can have a good time.

Where parents can bring their children for a storytime; where the elderly can go to play cards and socialize; where we can make new acquaintances and friends while doing DIY together; where you can find digital devices, recording studios and laser cutters, or even drones and robots, and where you can still study, research, browse paper-based documents, or just sit in a comfortable armchair and read your favourite magazines. Like at home, in the living room...

## SUMMARY

ÁGNES KORENY

## From study room to the second living room of people. Public libraries for local communities

The role of libraries in the 21st century has shifted significantly towards community centres. Building and developing communities, strengthening the individual's belonging to the community, strengthening social relations and cohesion has become a fundamental public library task. In the 21st century, a library can only be successful if it operates on a community-led basis. It means that the library's functions and tasks, its services, as well as its spaces are developed according to the needs and requirements of the community the library serves. The new challenges make it necessary for libraries to learn about and use new tools and methods that can help them develop and provide quality services. The community-led library operation and development, placemaking and design thinking are all about ongoing, continuous cooperation, dialogue, consultation and communication between the library and the community, the real and potential library users. By getting to know and applying these methods and tools, libraries can develop their innovations, operations, services or program developments in an empathetic, user-centred way, together with the users – based on their needs and requirements.

## KEYWORDS

public libraries, four-space-model, community-led libraries, placemaking, design thinking



## STRESZCZENIE

ÁGNES KORENY

**Już nie pokój do nauki, ale drugi salon. Biblioteki publiczne dla lokalnej społeczności**

W XXI wieku rola bibliotek zmieniała się znacząco, przekształcając je w dużym stopniu w centra kultury. Budowa i rozwój społeczności, wzmacnianie przynależności jednostek do społeczności, wspieranie relacji społecznych i spójności społecznej stały się podstawowym zadaniem bibliotek. W obecnych czasach biblioteka może odnieść sukces tylko i wyłącznie wtedy, gdy jest kierowana przez lokalną społeczność. Oznacza to, że funkcje, zadania i usługi biblioteki, jak również jej przestrzeń, projektowane są według potrzeb i wymagań społeczności, której dana biblioteka służy. Nowe wyzwania sprawiają, że bibliotekarze muszą uczyć się nowych narzędzi i metod oraz korzystać z nich, by móc rozwijać i oferować dobrej jakości usługi. Projektowanie i działanie biblioteki kierowanej przez lokalną społeczność, placemaking i myślenie projektowe skupiają się na stałej współpracy, dialogu, konsultacjach i komunikacji między biblioteką a społecznością tworzoną przez jej faktycznych i potencjalnych użytkowników. Ucząc się tych metod i narzędzi oraz wykorzystując je, bibliotekarze mogą opracowywać i wdrażać innowacje, działania, usługi i programy w sposób empatyczny i skupiony na użytkownikach, a współpracując z nimi, mogą brać pod uwagę ich potrzeby i wymagania.

## SŁOWA KLUCZOWE

biblioteki publiczne, model czterech przestrzeni, biblioteki kierowane przez lokalną społeczność, placemaking, myślenie projektowe

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## BIOGRAPHY

Ágnes Koreny gained her double major, MA in LIS and Hungarian at Eötvös Loránd University (ELTE), Budapest, she started her career in the Library of the Hungarian Academy of Sciences. 1996–2004, she worked for the Delegation of the European Commission to Hungary, then she was employed by the Parliament of Hungary for the next 10 years: for some years in the Library, later as the appointed Head of PR Department of the Office of Parliament. Since May 2014, she has been the Deputy Director-General of the Metropolitan Ervin Szabó Library, Budapest. She gained her final (pre-degree) PhD certificate in 2019. Blog: <http://librariandbd.blogspot.hu/>.

## BIOGRAM

Ágnes Koreny, po uzyskaniu podwójnego tytułu magistra w dziedzinie bibliotekoznawstwa i informacji naukowej oraz hungarystyki na Uniwersytecie Loránda Eötvösa (ELTE) w Budapeszcie, rozpoczęła pracę w Bibliotece Węgierskiej Akademii Nauk. W latach 1996–2004 pracowała dla Przedstawicielstwa Komisji Europejskiej na Węgrzech, a przez kolejne 10 lat w węgierskim parlamencie: najpierw w bibliotece, a potem na czele Działu PR Biura Parlamentu. Od maja 2014 roku zajmuje stanowisko zastępczyni dyrektora generalnego Stołecznej Biblioteki im. Ervina Szabó w Budapeszcie. W 2019 roku ukończyła studia doktoranckie. Blog: <http://librariandbd.blogspot.hu/>.