

Sunshine Coast Libraries Plan 2014-2024



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Contents

Foreword	4
Executive Summary	5
1. Plan Framework	6
1.1 Purpose.....	6
1.2 Methodology.....	7
1.3 Why Plan for Libraries	7
1.4 What's our Current Situation.....	8
1.5 What our Customers are Looking for	10
1.6 Current Trends and Impacts	11
2. Future Direction	13
2.1 The Future Library	13
2.2 Vision	15
2.3 Guiding Principles	15
3. Sunshine Coast Council Library Recommendations	16
3.1 Regional Operational Recommendations	16
3.2 Specific Library Recommendations	19
4. Desired Service Levels	32
4.1 Catchment and Provision Standards	32
4.2 Specific Library Recommendation Priorities	34
4.3 Acquiring Land	36
4.4 Making Decisions Regarding Libraries.....	36
4.5 Site and Design Considerations.....	38
4.6 Floor Area Guide	39
4.7 Embellishment of Libraries	41
5. Conclusion	42
6. References	43
Appendix One – Sunshine Coast Libraries Population Catchment Drive Times	44

Foreword

Message from the Mayor and the Community Programs Portfolio Councillor

When asked to think about libraries, many people conjure up images of old buildings, dimmed lights, dusty bookshelves and a librarian insisting that you be quiet.

By contrast, council's Libraries Plan is a leading-edge strategy that pushes these old concepts aside and embraces the modern library which shapes the way we learn, interact and enjoy reading in a contemporary digital age.

Council libraries are heading into the future, creating for their users a more dynamic, multi-purpose environment for learning and recreation. On any given day in a library you will find people of all ages and stages engaging in story time sessions, using the internet to research their latest assignment, catching up over the daily newspaper, or attending a wide array of educational workshops.

The modern-day library is an important community hub, a hive of activity that brings people together, and, importantly, 90% of library users surveyed indicated a high satisfaction with their library service. Our libraries offer access to information and resources in every possible form and format. You can visit our libraries in person, but you can also pay us a visit online.

From an economic perspective, libraries unlock opportunities for job prospects and progression. They enhance small business start-ups and delivery; they provide an important economic stimulus for the Sunshine Coast by offering opportunities for local people to promote and sell their products; and through mutual partnerships, the library builds the capacity of the community and enhances the diversity of its service delivery.

Socially, libraries help people from all walks of life to function in a fast-paced contemporary society. Libraries bring people together, reducing isolation by promoting social interaction and inclusion. With a significantly loyal volunteering base, the library service provides an opportunity for people to remain active and engaged in civic life.

To support and promote our cultural diversity, libraries showcase vibrant and stimulating collections, exhibitions and events that inspire appreciation of the region's past, present and future.

With the contemporary spaces, programming and opportunities that libraries offer, the future of the region's library network is one of excitement and innovation.

Council is committed to investing in library operations and infrastructure to ensure they remain relevant and responsive to new and existing audiences, and continue to have a positive, ongoing influence on our diverse communities.

Next time you pass by your local library you are encouraged to drop in. You will be welcomed by the magic of books, inspired by the innovation of technology, and impressed by the professional knowledge, skills and commitment demonstrated by our librarians.

We guarantee that your local library will stretch your mind and unlock opportunities.

Mayor Mark Jamieson



Councillor Jenny McKay



Executive Summary

The Sunshine Coast Library network is comprised of eight branch libraries and two mobile libraries, which are visited over 1.5 million times per year by a membership base of over 110,000 members. Additionally, many more non-members use the library as a study space, for online research, to browse collection materials and attend workshops. Sunshine Coast Libraries are visited by over 4,000 people per day, and host over 3,000 programs with over 50,000 attendees per year.

Sunshine Coast Libraries are one of council's most visible, and highly utilised and valued services to the community. They provide access to a diverse range of collections, services and activities that support intellectual, educational and creative development across the region. The development of a Libraries Plan for the Sunshine Coast area is specifically directed by council's *Corporate Plan 2014-2019*.

To ensure the continuation of a well-utilised and responsive library service within the Sunshine Coast Local Government Area, the Sunshine Coast Libraries Plan sets the strategic direction for library operational and infrastructure considerations over the next decade. The Plan has been developed with the primary purpose of directing and improving the condition and operation of the existing library network, whilst also identifying site and design considerations and a decision-making process for the timely implementation of proposed library developments. Technological advancements, community patterns and needs, and evolving staff roles, are a key focus of the Plan, shaping its direction and informing its recommendations

Future library centres will display quality in design, providing individual, unique and flexible environments designed to complement the distinct locality and communities they represent. Operationally, the library service must remain at the forefront of community needs and trends, taking a proactive and innovative approach in its delivery to remain relevant, appealing and viable.

When compared to Brisbane, Gold Coast, Moreton Bay and Logan local government library services during 2011/2012, the Sunshine Coast Council library service performs at a high standard.

- Annual visits per member to Sunshine Coast Libraries are the highest when compared to the other investigated libraries. This is complemented by higher than average loans per capita.
- Sunshine Coast Council's success in receiving funding and grants per capita is higher than the State average, and higher than all other comparative libraries.
- A large volunteer network supports the Sunshine Coast Library service providing approximately 388 hours of valuable support per week. This equates to 11 times the State average.

The Sunshine Coast Libraries vision aspires to stretch minds and unlock opportunities, aiming to nurture an environment where people may discover, connect, belong and grow. To achieve the vision, the following guiding principles were developed to help direct the library network's future intent. These principles outline our libraries as Pillars of Community; Catalysts of Place; Pioneers of Innovation; Champions of Reading; Supporters of Literacy; Incubators of Learning; and Nurturers of Expert Staff.

The future of the contemporary library service is exciting with vast opportunities. Continued investment in libraries is pivotal to their continued relevance and positive influence on our communities. With limited finances available from council, the identified recommendations in conjunction with ongoing data collection, analysis and industry research will help to prioritise future investment that aligns with community needs, patterns and interests.

This document is to be read in conjunction with the *Supporting Resources* to enable a full understanding of the research, statistics and consultation that have been used to inform the development of the following recommendations.

1. Plan Framework

The Sunshine Coast Library network:

- is comprised of eight branch libraries and two mobile libraries
- is visited over 1.5 million times per year or over 4,000 times per day
- hosts over 3,000 programs with over 50,000 attendees per year
- has a membership base of over 110,000 members.

Many more non-members also use the library as a study space, for online research, to browse collection materials and attend workshops, figures of which are not accounted for in membership data.

1.1 Purpose

To ensure the continuation of a relevant and well-utilised library service within the Sunshine Coast Local Government Area that appropriately responds to the local community's changing needs, the development of a Sunshine Coast Libraries Plan is necessary. The development of the Plan is specifically directed by council's *Corporate Plan 2014-2019*. The contents sets the strategic framework for the next ten years of library service delivery to ensure that the decisions and directions for the future of the network are well informed and supported.

The Libraries Plan documents:

- the role and value of libraries for a modern day community
- the needs and considerations for both the community and the library network moving forward, and
- the operational and infrastructure priorities and directions to achieve the regional library vision.

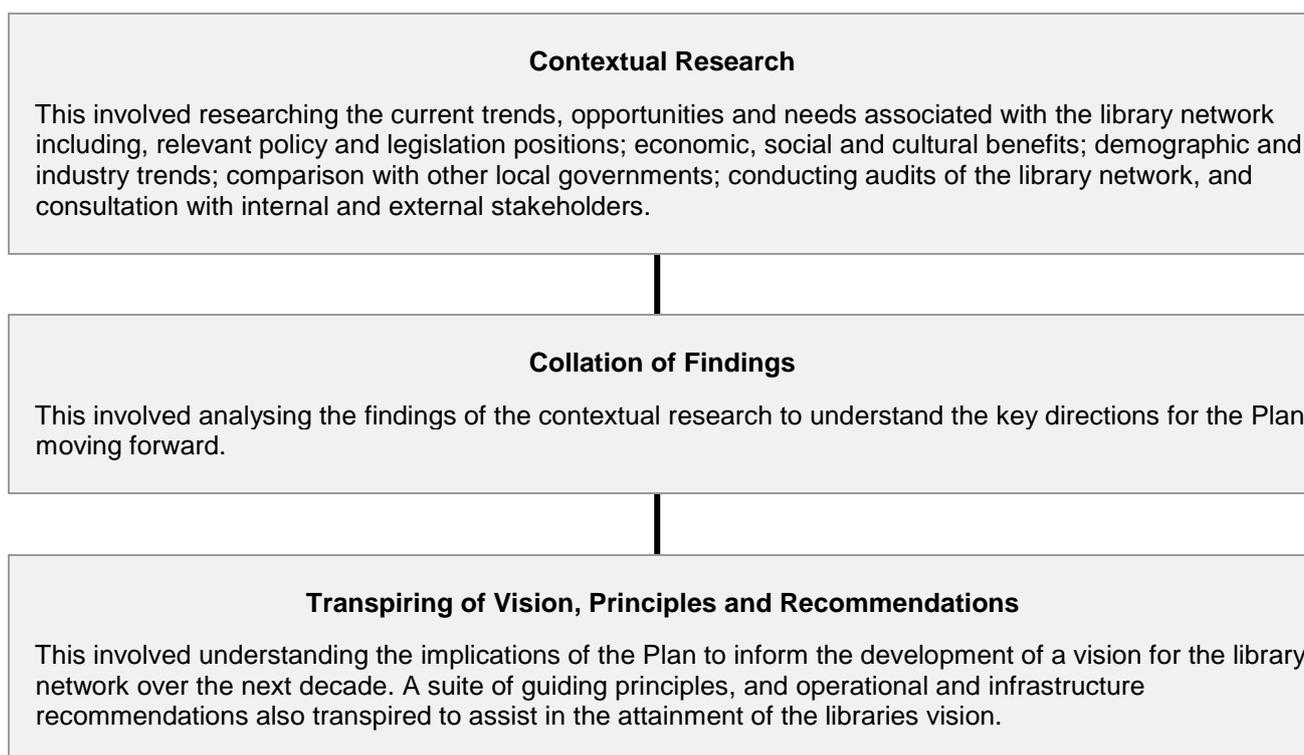
The Libraries Plan will allow council to take advantage of emerging trends and innovations to remain viable and flexible into the future, and provide the community with a service that continues to meet their changing needs. Continuing to strategically invest in libraries will be imperative to the provision of a sustainable, relevant and highly utilised library service over the next decade.

To understand the evidence behind the directions and recommendations, the Sunshine Coast Libraries Plan should be read in conjunction with the *Supporting Resources* document.

1.2 Methodology

The *Sunshine Coast Social Infrastructure Strategy 2011* is the strategic policy framework for the planning and delivery of social infrastructure across the Sunshine Coast to 2031. The Sunshine Coast Libraries Plan expands on the *Social Infrastructure Strategy* identifying the opportunities, trends and forecast future needs to inform the development of a vision, guiding principles and recommendations that will direct Sunshine Coast Libraries over the next decade. The below process illustrates how the future direction has been established.

Diagram 1: Methodology Process



1.3 Why Plan for Libraries

“Public libraries are a crucial part of a community’s social, cultural and economic capital. Few other services have the multiplicity of roles, user range and diversity, and potential to influence so many lives.”¹

Sunshine Coast Libraries are one of council’s most visible, highly utilised and valued services to the community. They provide access to a diverse range of collections, spaces, services and activities that support intellectual, educational and creative development across the region.

“Libraries build safer, stronger, sustainable communities; promote social inclusion; support early literacy; make citizens healthier; facilitate lifelong learning; assist people to find jobs; promote innovation; provide facilities and skills to expand the digital economy; and contribute to prosperity.”²

As outlined in the Australian Library and Information Association (ALIA) *National Vision and Framework 2010-2015*, the public library’s role and purpose is to:

¹ ALIA 2010, *National Vision and Framework 2010-2015, Document 1 of 3: Strategic Overview for the Library Sector*, Viewed 17 April 2013 <<http://www.alia.org.au/governance/committees/public.libraries/NationalVisionandFrameworkDocument1.pdf> >

² Australian Library and Information Association (ALIA) 2010, *National Vision and Framework 2010-2015, Document 1 of 3: Strategic Overview for the Library Sector*, Viewed 17 April 2013 <<http://www.alia.org.au/governance/committees/public.libraries/NationalVisionandFrameworkDocument1.pdf>>.

- offer universal free access to information, knowledge and ideas
- support formal and informal learning, especially literacy, through all stages of life
- provide a place for people to meet, share and be inspired
- ensure programs, events and collections are recreational and fun
- house, protect and promote community heritage
- provide access to technology to address the digital divide.

Sunshine Coast Libraries operate in an environment that is constantly evolving, whether in the design and provision of the spaces they provide; the rapid emergence and provision of access to new technologies; or the extent of active support and mentoring that the librarian's role assumes. In this contemporary age, the library is moving from providing information to the community, to empowering the community to access and develop information independently.

The library is an enabler of learning, of growth, and of connection. It provides an accessible, inclusive, welcoming environment for all agencies, age groups, interests and needs, containing a future filled with innovation, excitement and vast opportunities.

1.4 What's our Current Situation

1.4.1 Current Levels of Provision

To understand the accessibility of the region's library network, an analysis of the current drive times to access Sunshine Coast Council Library facilities was undertaken. As identified in Appendix One – Sunshine Coast Libraries Population Catchment Drive Times, the analysis shows 93.9% of residents living in a defined Urban Area are within 15 minutes drive to a library facility.

The Sunshine Coast also has three community libraries in Buderim, Woombye and Mapleton, which are run and managed by volunteer groups. These facilities help to extend the community's access to library resources and services, and provide a valuable space for local communities to come together and interact.

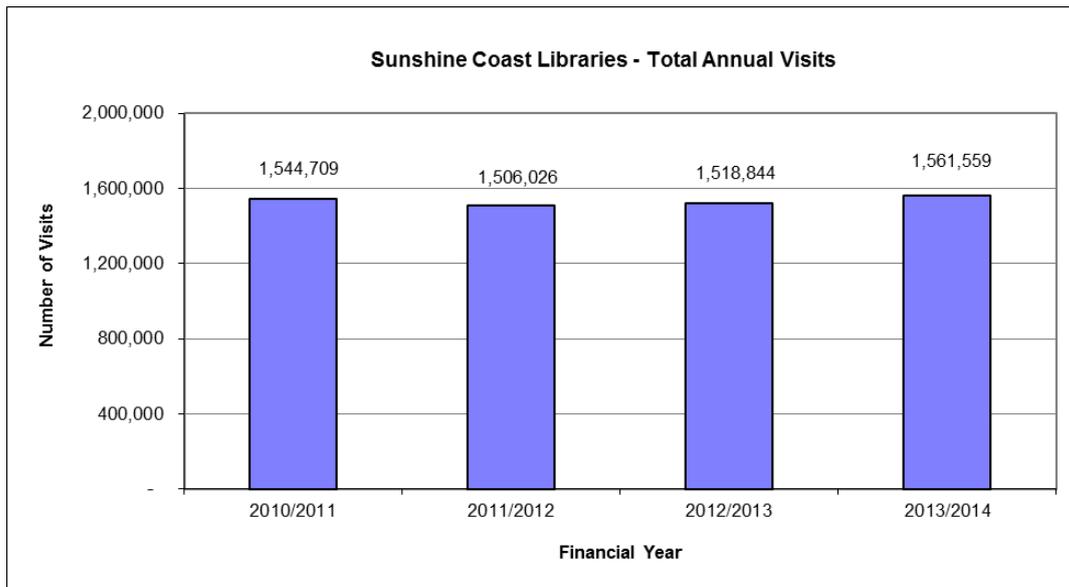
In conjunction with benchmarking comparisons, this analysis indicates that the Sunshine Coast population is well serviced by its existing library facilities, and even identifies overlaps in some of the core catchments of the library network.

1.4.2 Loans and Visitations

From analysis of current library usage data between 2010 and 2014, the Sunshine Coast Library network is operating well. While experiencing a slight decrease in annual loan rates of hard copy collections, overall visitations across the network have actually increased.

The decrease in loan rates is attributed to the fact that people are not just visiting their local library branch to borrow items, but are visiting the library for other services such as internet use, computer access, study use, event and program attendance, or just to socialise and catch up. Furthermore, access to online resources such as e-books, e-magazines, e-music etc. decreases the need to visit the library for borrowing purposes.

Graph 1: Number of Annual Visits from 2010 – 2014



1.4.3 Condition

The Sunshine Coast Library network is an ageing resource with buildings ranging from 14 years to 34 years old. This means that some of the library buildings are better equipped to adapt to the growth and needs of their distinct populations than others.

Overall, there are a number of common issues associated with the library network for consideration and prioritisation. These include:

- Expansion, redesign, or relocation
- Creating distinct divisions of internal areas and spaces
- Improved visibility and street frontage
- Better integration with surrounding facilities / services
- Car parking constraints.

1.5 What our Customers are Looking for

A number of consultation initiatives have been undertaken to inform the drafting and finalisation of the Sunshine Coast Libraries Plan. Each activity sought to gain feedback from both users and non-users of the library service. A full overview of the consultation and the key findings are provided in the *Supporting Resources*.

Table 1: Summary of consultation activities to inform Libraries Plan development

Consultation	Purpose	Dates	Method	Submissions / Stakeholders
Sunshine Coast Libraries Survey	Seek community input to inform drafting of Plan	June to July 2012	Active surveying in libraries; Online survey; Hard copy survey	2,200 submissions
Draft Sunshine Coast Libraries Plan – Have your Say	Seek community comment on draft Plan	January to February 2014	Active surveying at beach locations, shopping centres, street surveys etc.; Online survey; Hard copy survey	461 submissions
Exploring future partnerships forums	To understand potential opportunities for future partnerships To gain a greater understanding of on the ground implementation of the Libraries Plan	May 2014	Facilitated stakeholder forums conducted across three locations	Local Chambers of Commerce, community organisations, TAFE, creative alliances

1.5.1 Sunshine Coast Libraries Survey

Just under 90% of survey respondents expressed their high satisfaction with their current library experience. They recognised the value that libraries provide to their community, and the importance of continuing to provide library facilities and services that meet the community's changing needs.

1.5.2 Draft Sunshine Coast Libraries Plan – Have your Say

Overall, the draft was well-received with vastly positive comments. The elements of the Plan the community most commonly supported were:

- Development of libraries as a community hub and focal point within the community
- Retaining an extensive hard copy collection
- Expansion of technology and digital media
- Expansion and redesign of library facilities
- Libraries undertaking a proactive role in supporting literacy and learning.

The most important priority for libraries into the future were identified as:

- Providing a physical collection that is up to date and extensive
- Keeping up with the latest technologies and online services
- Creating libraries that are accessible and relevant for all in terms of infrastructure, resources and services.
- Playing a proactive role in literacy and learning
- Providing separate noisy and quiet areas.

1.5.3 Exploring Future Partnerships Forums

Common subjects raised throughout the stakeholder forums included consideration for:

- the provision of business incubator / co-working spaces within library facilities
- potential opportunities for establishing operational partnerships and linkages in terms of marketing and promotion, programming and events, product development etc.
- the establishment of training initiatives through libraries to mentor community organisations to deliver local programs within their communities / expand skills to enhance operations.

The Sunshine Coast Libraries Plan has drawn upon the key findings of this engagement to inform its development.

1.6 Current Trends and Impacts

Libraries operate in an environment that is constantly evolving, with changing and developing communities, increasing speeds of technological innovation, and shifting roles and models of service delivery and facility design.

1.6.1 Demographic Trends

The Sunshine Coast has a current Estimated Residential Population of 278,202 people, with population increases expected to grow by over 60,000 people by 2021. Despite this growth, the increases in population numbers will not be consistently spread across the Sunshine Coast. Population numbers are expected to grow significantly at the Southern end of the region, as major land developments attract greater growth in the Sippy Downs, Palmview, Kawana Waters and Caloundra South areas.

It is also evident that the Coast's growth is not uniform across all age groups. Demographic trends predict an overall rapid increase in the newly retired baby boomer generation, and a progressively ageing population. Lone person households are also expected to increase in line with an ageing population and growing urban consolidation.³

1.6.2 Shared Use and Co-Location of Facilities

Opportunities for shared use or co-location of facilities is considered of particular benefit to a community service such as libraries, since co-located facilities are usually positioned centrally and are therefore more accessible. Combined with the added advantages of "sharing capital costs, synergies between different uses, enhanced service coordination, reduction of car trips, attraction of compatible commercial uses, and the creation of vibrant spaces and social gatherings for users,"⁴ shared use and co-location can enhance the experience for users and lessen both operational and capital costs.

1.6.3 Building Design and Facility Provision

The traditional design of the library as a storehouse for books is being transformed based on the need for flexible multi-purpose spaces. From common spaces such as quiet reading areas, collection areas and computer spaces, libraries are now accommodating much more innovative and creative spaces, such as creative maker spaces, technology centres, workshop spaces, art galleries, exhibition spaces, cafes and so on.

³ Statistics based on Profile Id 2011, *Sunshine Coast Community Profile*, Viewed 17 April 2013 <<http://profile.id.com.au/sunshine-coast>>

⁴ Sunshine Coast Council 2011, *Sunshine Coast Social Infrastructure Strategy 2011*.

Creating indoor areas with distinct divisions between individual spaces and dedicated workshop spaces are considered of significance. The synergies between indoor areas and external areas are also becoming of greater importance, both in terms of physically accessing outdoor facilities, and creating design that brings the outside in. Within the design of the facility, the adaptability and moveability of the furnishings is a key component. Diversity, flexibility and ambience determine the library's degree of use, and how the community uses it.

1.6.4 Impact of Technology

The increased uptake of information technology and the rapid emergence of new technologies are changing the way that people access information, interact, learn and have fun. As time and technological developments are proving, the community is increasingly accessing its needs via the internet. The next game changer in technology is unknown however, libraries are uniquely positioned to assist the community in staying abreast of technology advancements and remaining literate in a growing digital world.

With the opportunities and challenges that technology advancements provide, the library can also take advantage of these prospects to enhance its own services. Amongst many things, the library can enhance its operational efficiencies, automation of tasks and mobile access, providing a much more seamless and efficient service to the community. By saving time on manual tasks, library staff can invest more time in a mentoring capacity helping people build their digital literacy skills, assisting with product and content development, and facilitating program delivery. The development of a Digital Strategy to provide a coordinated way forward to consider investment in, and application of new technologies is timely.

1.6.5 Staffing Roles

The role of library staff is to support a range of services and programs that meet the needs of the community. With the provision of an ever expanding breadth of service and skills required, specialist library staff who can offer expertise in specific functions of the library's service delivery are extremely important. Ongoing training and support to keep specialised skills current and relevant will help the library to lead trends within their local communities. The added bonus of passing skills on to non-specialised staff is an economical way of developing a multi-skilled, flexible and contemporary workforce. The creation of a Workforce Development Plan can assist the library with enhancing staff skills in a coordinated and sustainable manner.

2. Future Direction

Libraries are well equipped to adapt to evolving industry trends and the changing needs, patterns and interests of their local communities. Maintaining responsiveness into the future will be vital to the libraries long-term relevance and attraction.

2.1 The Future Library

The future of the contemporary library service is exciting with vast opportunities. The library's future role is moving from providing information to the community, to enabling the community to learn how to access and develop information independently. The table below identifies the shift in the shape of the library model and the opportunities that result.

Information Communities	Learning Communities
Providing content and products to the community	Assisting the community in their own product and content creation
Dominance of print and physical media	Dominance of digital media and multimedia
A space for storing collections	A space for community interaction and exploration
Stand-alone library branches	Co-located with other services and functions in the community hub
Physical spaces	Physical, virtual, mobile and partnership models that extend information beyond the library's walls
Librarians as providers of information	Library staff as mentors and teachers of skills
Services developed for customers	Services developed with customer input
Owning and circulating physical collections	Enabling access to digital content
Places for accessing information	Places for creating knowledge

Adapted from the Public Library of New Zealand *Strategic Framework 2012-2017*

Lending items and housing physical collections will continue to be a key component of the library service for the foreseeable future. But over time, the library will increasingly focus on:

- providing welcoming places for many forms of formal and informal community interaction
- digital media literacy and access to enable the entire community to function in contemporary society
- partnering with surrounding services, linking information beyond the physical library branch and into the community
- moving from a dominance of physical collections to digital media and online services which can be accessed anytime from anywhere.

The key challenges associated with accommodating this momentum of staged transformation across the entire library network include:

- operating within a tight financial framework
- keeping pace with technological advancements
- the frequent need for training and upskilling of staff and the community.

At its core, contemporary library service provision will need to be balanced against current and foreseeable community needs and the capacity for limited budgets to deliver services in line with community demand and trends.

2.2 Vision

The Sunshine Coast Library service nurtures an environment where people may discover, connect, belong and grow – striving to ‘stretch minds and unlock opportunities’.

Sunshine Coast Libraries aspire to be engaging, contemporary, innovative and flexible; pioneers that blur the traditional boundaries between place and connection. Our libraries extend physically, virtually and collaboratively into the communities they service, moving beyond four static walls and widening their reach into the places and spaces that the community occupy.

Our library centres display quality in design, and position themselves at the heart of their communities. They are individual, unique and flexible environments, designed to complement the locality and community they represent. Each branch caters to their distinct community; providing spaces, tools, resources, collections and activities that respond to local need.

More than just a place to find information, our libraries provide a setting that encourages learning, development, exploration, creation and connection. Renowned for their innovation, our libraries actively engage with and provide access to the latest technologies. They act as incubators for supporting and promoting the community’s entrepreneurial endeavours.

2.3 Guiding Principles

Pillars of Community

The library values its diverse communities and concentrates on equity, inclusiveness and access for all.

Catalysts of Place

The library is a vibrant and welcoming community space where people choose to be.

Pioneers of Innovation

The library is a physical and virtual playground for exploration, for trying and learning new things, and supporting entrepreneurial activity.

Champions of Reading

The library fosters the love and value of reading.

Supporters of Literacy

The library enhances literacy, and the foundation skills of reading and writing through all stages of life.

Incubators of Learning

The library stimulates curiosity and lifelong learning.

Nurturers of Expert Staff

The library attracts and develops a diverse and multi-skilled workforce.

The Sunshine Coast Libraries vision and principles provide library staff and council a benchmark or charter to aspire to, in the daily operations, design and objectives of the region’s libraries.

3. Sunshine Coast Council Library Recommendations

The following section sets the foundation for the future of Sunshine Coast Libraries over the next ten years. The recommendations will direct the development of library branch and operational plans, and inform council's capital works program.

3.1 Regional Operational Recommendations

The regional recommendations inform the future operational priorities for the Sunshine Coast Library network. These recommendations have been informed by key research findings, and community and stakeholder consultation, as contained throughout this document and the *Supporting Resources*.

The timeframes associated with the library operational recommendations are as follows:

Immediate	Within 1-2 years
Ongoing	Continual

Operational Recommendations	Timeframe	Responsibility	Costings
<p>Library Operational Planning</p> <p>To enable flexibility and distinction in adapting to changing community need and industry trends, develop a service-wide operational plan where each branch's individual needs and community needs are reflected, in consideration of the previously articulated vision and guiding principles, and the following priorities. Libraries will:</p> <ul style="list-style-type: none"> collaborate with the community to deliver places, programs and events that reflect unique community characteristics and needs create an ambience through design and service that encourages informal participation, interaction and recreation reach beyond the physical library by drawing on collaborative partnerships and delivering services directly into the community act as a key delivery arm for council's strategic priorities, supporting positive community behaviour remain an integral leader in keeping the region's past alive through the collection, preservation and interpretation of local heritage stories and materials respond to the region's diverse demographic and cultural mix, providing relevant resources, collections and programs lead and mentor product creation and content development, assisting the community to realise individual and collaborative ideas supply quality technological infrastructure, resources and programs to enable people to access and engage in a contemporary e-service economy streamline processes, improve operational models and focus on diversifying revenue streams to ensure a viable delivery of library services implement strategies to retain existing customers and attract new audiences. 	Immediate	Community Services	Core business
<p>Supporting Literacy and Learning for all</p> <p>Continue to provide and expand opportunities for supporting the development of literacy and learning in children, young people, families, adults and seniors through the provision of targeted collections, programming, resources, spaces, outreach and partnership opportunities.</p>	Ongoing	Community Services	Core business

<p>Investment in Libraries</p> <p>Continue to invest in library operational and infrastructure needs, as identified in this Plan, council's <i>Social Infrastructure Strategy</i>, and relevant state and federal guidelines, to provide a holistic service that responds to diverse community need, and is viable for council.</p>	Ongoing	Community Services	As identified
<p>Performance Indicators</p> <p>To remain adaptable and responsive, continue to collect data, undertake analysis and stay abreast of trends to understand changing community needs, patterns, interests and industry opportunities. Ongoing analysis assists with rationalising and reprioritising investment in line with community and industry trends, and in consideration of governing standards and guidelines.</p> <p>The State Library of Queensland provides a number of standards and guidelines that are designed to guide Queensland public libraries in the planning and development of their library services. These standards provide performance indicators, which libraries are to attain and measure their service delivery by. Each standard presents specific performance indicators in the following areas:</p> <ul style="list-style-type: none"> • Operational Services Standard • Staffing Standard • Shared Facilities Standard • Library Buildings Standard • Mobile Libraries Standard • Library Collections Standard • Inter Library Loans Standard • Local Studies Standard • Reference Services Standard • Specialist Service Standards – Literacy, Multicultural, Disability, Young People, Aboriginal People and Torres Strait Islanders • Technology Standard • Resource Description Standard. <p>Observing these standards is important to provide a well-rounded library service to the region's diverse community, and is necessary to attract ongoing funding support.</p>	Ongoing	Community Services	Core business
<p>Workforce Development Plan</p> <p>Develop and implement a Workforce Development Plan to employ and retain a contemporary, diverse and multi-skilled staff base that can respond to varying community need.</p>	Immediate	Community Services	Core business
<p>Marketing Strategy</p> <p>Develop a regional Marketing Strategy to promote library activities, programming, events, resources and services to retain existing customers and attract new audiences.</p>	Immediate	Community Services	Core business
<p>Digital Strategy</p> <p>Develop a Digital Strategy that focuses on:</p> <ul style="list-style-type: none"> • investment in digital collections, equipment, resources and programming • streamlining processes, improving efficiencies and saving costs through implementing operations, equipment and technologies to increase autonomy for staff and library members • providing a current and efficient online system that is accessible, secure and user-friendly. 	Immediate	Community Services	Core business

<p>Operating Hours Review library branch operational hours to make them equitable and reflective of contemporary community need.</p>	Immediate	Community Services	Core business
<p>Volunteering Continue to provide and expand volunteering opportunities inside and outside of the library building to assist all people to remain active and engaged in society.</p>	Ongoing	Community Services	Core business
<p>Collaborating with Community Libraries Investigate potential opportunities to collaborate with the region's community libraries to enhance service delivery and extend value to local communities.</p>	Immediate	Community Services	Core business
<p>Desired Service Levels Endorse <i>Section 4: Desired Service Levels</i> (Catchment and Provision Standards, Specific Library Recommendation Priorities, Acquiring Land, Making Decisions Regarding Libraries, Site and Design Considerations, Floor Area Guide and Embellishment of Libraries) as set out in this Plan, ensuring:</p> <ul style="list-style-type: none"> • performance standards are reflected within future planning documents • council prepares annual capital works programs in accordance with <i>Section 3.2 Specific Library Recommendations</i>. 	Immediate	Community Services	Core business

3.2 Specific Library Recommendations

The following specific library recommendations as provided in each individual library profile inform the future need of the Sunshine Coast Library network over the next decade. The recommendations have been informed by:

- individual auditing and analysis of each library facility
- community and stakeholder consultation
- data collection and industry research
- directions as recommended in council's *Social Infrastructure Strategy*, and other relevant precinct planning positions.

Identified infrastructure priorities should be considered in recognition of the Desired Service Levels.

3.2.1 Facility Development Plans

The majority of the following library recommendations prescribe the undertaking of facility development plans to enhance specific library functionality and service delivery. It is expected that these facility development plans will investigate and determine:

- the role and function of each library within its network context
- the Gross Floor Area (GFA) requirements, and identification of any additional land requirements based on current and anticipated future populations
- the strategic policy objectives, including co-location and shared services, precinct planning and place making opportunities.⁵

3.2.2 Population Catchments

Current and estimated projections of population catchment figures for each library profile are drawn from *Appendix One – Sunshine Coast Libraries Population Catchment Drive Times*. Current population catchments have been mapped to visually display the portion of Sunshine Coast Local Government Area populations within 15 minutes drive time to a library facility.

This mapping exercise clearly represents where overlaps in population catchments occur between individual libraries, and confirms that 93.9% of the Sunshine Coast community is currently serviced by a library facility.

3.2.3 Timeframes

The timeframes associated with the library infrastructure recommendations are as follows:

Immediate	Within 1 – 2 years
Short term	3 – 5 years
Medium term	5 – 7 years
Long term	Within 10 years

3.2.4 Library Profiles

The following individual library profiles assess the current condition and operation of each library facility, provide operational and infrastructure recommendations for each library's enhanced service delivery, and refer to any related planning documentation that requires consideration.

⁵ Where opportunities for creating synergies with other facilities are identified, it will need to be ensured that a complementary relationship is achieved, rather than a competitive one.

Maleny Library

Located on Coral Street, the Maleny Library is situated within the Maleny town centre and overlooks the Obi Obi Creek and Tesch Park. Established in 1998, the Maleny Library is one of the 2nd newest libraries in the network.

Assessment

Maleny Library has relatively good street frontage and is visible from the township's main street. The number of car parking spaces servicing the library is regularly insufficient due to their occupation by non-library users. The library is not directly co-located with other facilities; however, there are direct synergies between the library and the Maleny Neighbourhood Centre. Opportunity exists to explore and strengthen the relationship between the library and the many other community facilities located in Maleny.

All the elements of the library including collections space, public access computers, seating areas, one meeting room and staff areas are tightly positioned on the small footprint of the library. The library is also one of the busiest when considering the amount of visitors per square metre of floor space. As a result, the amount of noise generated in different areas of the library is identified as an issue, as well as the inability to expand collections spaces and staff areas.

Maleny is one of the few libraries in the region that has experienced significant growth in the number of annual visitations over the past few years. This trend is anticipated to continue into the future, placing an increased demand on the library and constraining the number and types of events and services offered to library patrons. The population catchment within 15 minutes drive time to the Maleny Library as at 2011 was 9,749 people. This is estimated to increase to 12,756 people by 2021.

With a total floor area of 384m², the Maleny Library is the 2nd smallest in the network. The Obi Obi Creek located to the east limits any potential expansion in this direction.

Operational Recommendations	Timeframe	Responsibility	Costings
Investigate opportunities to establish better synergies and relationships with surrounding uses, i.e. neighbourhood centre, community centre, commercial precinct, town centre.	Immediate	Community Services	Core business
Infrastructure Recommendations	Timeframe	Lead Responsibility	Costings
Complete a facility development plan to investigate opportunities to redesign the Maleny Library. Considerations should include: <ul style="list-style-type: none"> • Increasing library allocated car parking provisions • Expanding and maximising use of indoor spaces • Redesigning indoor areas to create distinct divisions between individual spaces • Maintaining connection and functionality of existing open space • Investigating opportunities to use alternate spaces in the local community to provide activities / events. 	Short term	Community Services	\$70,000* (for design and development of facility development plan and detailed concepts, completed by external consultant)
Specific Planning Considerations			
<ul style="list-style-type: none"> • <i>Maleny Community Precinct Master Plan</i> 			

*** Note:** The following library branch profiles are listed in order of priority for facility planning as identified in *Section 4.2.3 Priority Infrastructure Actions*. With Maleny Library listed as the first priority for planning consideration, the costings to undertake the facility development and concept plans are estimated at \$70,000 – for completion by an external consultant. The development of this first plan establishes a template for the creation of future facility development plans – to be developed internally, with only the detailed concept design to be outsourced to a consultant. This reduces costs and provides a consistent approach to the future planning and delivery of the region's library service.

Coolum Library

The Coolum Library is located within Jack Morgan Park, accessed via Park Street, Coolum. The library is located with other community facilities, including the Coolum Civic Centre, Coolum Community Centre and a childcare centre. Coolum Library was established in 1989, making it the 3rd oldest library in the network.

Assessment

The Coolum Library is ideally located within Coolum's activity centre, but has no active street frontage and poor visibility. The height of the Coolum Civic Centre further conceals the library from the street. Pedestrian pathways leading to the entrance of the precinct are outlined via markings on the road. The legibility and function of these pathways could be enhanced. Car parking for the Coolum Library is shared with neighbouring facilities, but is insufficient, particularly at peak periods.

Even though an extension to the library occurred in 1997, the small size of the Coolum Library means the different spaces (collections, reading areas, public access computers and so on) are all tightly located. Noise tends to be an issue within the Coolum Library as there are no clearly defined 'noisy' areas. There is opportunity for the library to undergo expansion in its current location. Given the adjoining park and surrounds, there is also opportunity to provide additional seating areas outside of the library.

With a total floor area of 400m², the library is the 3rd smallest in the network, but is one of the few libraries experiencing an increase in the number of visitors. The population catchment within 15 minutes drive time to the Coolum Library as at 2011 was 40,206 people. This is estimated to increase to 48,218 people by 2021.

The current size of the library limits the amount and types of activities that can occur. Enhanced synergies with surrounding uses could create opportunities for improved provision of activities and events.

Operational Recommendations	Timeframe	Responsibility	Costings
Investigate opportunities to establish better synergies and relationships with surrounding uses, i.e. Civic Centre, community centre, Jack Morgan Park, schools.	Immediate	Community Services	Core business

Infrastructure Recommendations	Timeframe	Lead Responsibility	Costings
<p>In conjunction with master planning for the Jack Morgan Park precinct, complete a facility development plan to investigate opportunities for expanding the Coolum Library. Considerations should include:</p> <ul style="list-style-type: none"> • Increasing street presence • Enhancing public access and pathway provisions • Increasing car parking provisions • Expanding and maximising use of indoor and outdoor areas • Redesigning indoor areas to create distinct divisions between individual spaces • Investigating opportunities to co-locate the Coolum Library with the Coolum Civic Centre and community centre • Enhancing linkages with Jack Morgan Park without compromising functionality of open space. 	Short term (as part of an integrated precinct planning process)	Community Services Regional Strategy and Planning	\$15,000 (for development of facility development plan completed internally, with detailed concepts undertaken by external consultant)

Specific Planning Considerations

- Cross departmental precinct planning as identified in council's *Social Infrastructure Strategy and Open Space Strategy*
- *Jack Morgan Park Landscape Master Plan*
- *Sunshine Coast Performance and Community Venues Service Plan 2014-2029*

Caloundra Library

The Caloundra Library is located centrally in the Caloundra CBD on Omrah Avenue, and is situated with adjacent land uses comprising the Caloundra Art Gallery, Events Centre, a visitor information centre, and council offices, including the Caloundra Administration Building. Established in 1986, the Caloundra Library is one of the 2nd oldest libraries in the Sunshine Coast Library network, along with Kenilworth and Nambour.

Assessment

Although ideally positioned in the Caloundra town centre with complementary surrounding uses, the entrance to the Caloundra Library fronts onto Felicity Park, resulting in a lack of active street frontage. The library has six patron allocated parking bays and the nearest bus stop is located approximately 250m away. Increased directional signage within the surrounding precinct would help direct people to the Caloundra Library.

The library infrastructure includes the public library and a separate library administration building. There is clear delineation between the various collection spaces and sections of the library. As the 2nd most visited library in the Sunshine Coast network, with a forecast increase in demand, opportunities exist to maximise space usage both within and outside of the library, along with the provision of a dedicated workshop space. Opportunities also exist to maximise the synergies with the surrounding services in the area.

The library has been expanded over the years, with parts of the accommodation being provided by a demountable building at the rear. Co-location with the adjacent council building presents opportunities for permanent expansion. With upcoming library developments in the South, the future form and function of the Caloundra Library requires consideration. Whilst needing to retain a distinct identity, planning around the Caloundra Library must also consider and align with Caloundra CBD planning and neighbouring growth centre planning and potential. The library has a total floor area of 1,120m², making it the 2nd largest in the network.

The population catchment within 15 minutes drive time to the Caloundra Library as at 2011 was 70,815 people. This is estimated to increase to 91,352 people by 2021.

Operational Recommendations	Timeframe	Responsibility	Costings
Investigate opportunities to position some back-of-house library staff in council's Caloundra Admin Building to create increased space within the library.	Immediate	Community Services	Core business
Investigate opportunities to establish better synergies and relationships with surrounding uses, i.e. council offices, art gallery, Events Centre, schools, Felicity Park, businesses.	Immediate	Community Services	Core business
Infrastructure Recommendations	Timeframe	Lead Responsibility	Costings
Complete a facility development plan to investigate opportunities for replacing or relocating the Caloundra Library. Considerations should include: <ul style="list-style-type: none"> • Enhancing street presence • Increasing directional signage • Investigating additional, unmetered library allocated car parking • Aligning facility alterations with CBD planning and neighbouring growth centre planning • Redesigning and maximising usage of indoor and outdoor areas, with dedicated workshop space • Deconstructing the rear demountable building and expanding the facility • Investigating opportunities to relocate the Caloundra Library to the ground floor of council's Caloundra Admin Building or to Nutley or Bulcock Street. 	Short term (as part of an integrated precinct planning process)	Community Services Regional Strategy and Planning	\$15,000 (for development of facility development plan completed internally, with detailed concepts undertaken by external consultant)

Specific Planning Considerations

- Cross departmental precinct planning as identified in council's *Social Infrastructure Strategy*
- *Caloundra Central Business District Economic Revitalisation Research Paper*
- *Sunshine Coast Performance and Community Venues Service Plan 2014-2029*

Nambour Library

Located on Currie Street, Nambour, the Nambour Library is centrally positioned within the business centre of Nambour, primarily surrounded by retail and commercial uses. Established in 1986, the Nambour Library is one of the 2nd oldest libraries in the network.

Assessment

Despite the Nambour Library being centrally positioned in Nambour's business centre, the incline of the street limits the library's visibility from the street frontage. The lack of parking servicing the library means that the library is not easily accessible.

The library is accessed via a courtyard area shared by council administration buildings, and spreads over two storeys. The majority of the library is located at ground level, and genealogical, local studies and staff areas are located on the upper storey. The library contains one meeting room and no defined workshop/event space. With no lift, the upper floor is difficult to access by customers. People with mobility issues can access the upper floor, with library approval, via the 'street' entrance, which leads into the library through the staff area.

Nambour Library has a total floor area of 980m², making it the 3rd largest library in the network. Co-location with other council buildings presents opportunities for expansion.

With average decreases in library visitations, development of the former Mill Site, which is in close proximity, may bring future opportunities and activation for the library.

The population catchment within 15 minutes drive time to the Nambour Library as at 2011 was 74,489 people. This is estimated to increase to 91,381 people by 2021.

Operational Recommendations	Timeframe	Responsibility	Costings
Investigate opportunities to establish synergies and relationships with Mill site development.	Immediate	Community Services	Core business
Infrastructure Recommendations	Timeframe	Lead Responsibility	Costings
<p>Complete a facility development plan to investigate opportunities for expanding or relocating the Nambour Library. Considerations should include:</p> <ul style="list-style-type: none"> • Increasing street presence • Providing library allocated parking spaces • Redesigning and maximising usage of indoor areas • Providing a defined workshop space • Providing a lift for accessibility to second floor • Investigating opportunities to expand the Nambour Library into the upper level of council's Library Mezzanine Building • Investigating opportunities to relocate the Nambour Library into the ground floor of council's Nambour Admin Building • Investigating alternative sites in consideration of broader Nambour township planning processes. 	Medium term (as part of an integrated precinct planning process and based on preliminary work undertaken to date)	Community Services Regional Strategy and Planning	\$15,000 (for development of facility development plan completed internally, with detailed concepts undertaken by external consultant)

Beerwah Library

The Beerwah Library is located on Peachester Road, Beerwah and is co-located with the Beerwah District and Community Hall, adjacent to Turner Park. Established in 2000, the Beerwah library is the newest library in the Sunshine Coast network.

Assessment

The Beerwah library is located in relatively close proximity to the heart of the Beerwah township, concealed behind an existing small shopping precinct. Despite being well located, the library is not easily seen from the street. The nearest bus stop is located 300m away at the railway station.

Beerwah Library is a facility with limited space and an open plan design. All library components (e.g. collections, computers, children's area, seating areas) are located in the same core area. This means there is no division of individual spaces, occasionally causing noise issues. Surrounding uses and developments limit possibilities for expansion to the west and the south.

Synergies with the neighbouring community hall could be maximised, with opportunities to integrate both facilities to provide extended meeting room and workshop/event spaces, and to operate the commercial kitchen on the shared deck as a café. Opportunities also exist to provide outdoor seating environments and to improve linkages between the library and Turner Park.

The Beerwah Library is experiencing steady membership increases whilst the locality faces forecast population growth. The population catchment within 15 minutes drive time to the Beerwah Library as at 2011 was 16,955 people. This is estimated to increase to 23,216 people by 2021. Beerwah Library has a floor area of 510m², making it the 3rd smallest in the network.

Operational Recommendations	Timeframe	Responsibility	Costings
Investigate opportunities to establish better synergies and relationships with surrounding uses, i.e. community hall, Turner Park, schools.	Immediate	Community Services	Core business
Infrastructure Recommendations	Timeframe	Lead Responsibility	Costings
<p>In consideration of master planning for the Beerwah Library precinct and Turner Park, complete a facility development plan to investigate opportunities to redesign the Beerwah Library. Considerations should include:</p> <ul style="list-style-type: none"> • Increasing street presence and directional signage • Expanding and maximising use of indoor and outdoor areas • Redesigning indoor areas to create distinct divisions between individual spaces • Integrating neighbouring community hall into design and operations • Establishment of café operation • Enhancing linkages with Turner Park. 	Medium term	Community Services	\$15,000 (for development of facility development plan completed internally, with detailed concepts undertaken by external consultant)

Specific Planning Considerations

- *PLACE+ Beerwah Public Domain Master Plan 2014*
- *Turner Park Master Plan*
- *Open Space Strategy*
- *Sunshine Coast Performance and Community Venues Service Plan 2014-2029*

Kenilworth Library

Located on Elizabeth Street, Kenilworth, the Kenilworth Library primarily services the rural townships located in this part of the Sunshine Coast region. The library is housed within a cottage-like building, which fits in well with the Kenilworth character. Opened in 1986, the Kenilworth library is one of the 2nd oldest libraries in the network.

Assessment

Ideally located in the main street and business precinct of the Kenilworth township, the Kenilworth Library has good visibility and street frontage. Meeting rooms, events and workshops are not available at the library. Other meeting space opportunities are available at the Kenilworth Community Hall and the CWA hall.

Even though having a smaller population base to support it, the Kenilworth Library still provides many of the services offered by other libraries, including access to the region-wide collection, internet and computer access. The smaller scale of the library does limit operating hours in comparison with other Sunshine Coast libraries. Opportunity exists to explore whether additional opening hours are needed to service the community.

The small size of the library also limits the range of activities it is possible to undertake. Given that Kenilworth is an activated and culturally motivated locality, opportunity exists to integrate Kenilworth Library services with proposed cultural precinct operations to provide activities and events.

There is minimal signage within the town to indicate the location of the library. With the highest increase in visitations over the past few years and forecast increased visitations, additional signage could help to better promote the library presence. The population catchment within 15 minutes drive time to the Kenilworth Library as at 2011 was 1,334 people. This is estimated to increase to 1,521 people by 2021. The Kenilworth Library is the smallest library in the network, with a floor area of 115m².

Operational Recommendations	Timeframe	Responsibility	Costings
Investigate opportunities to integrate library services with proposed cultural precinct activities.	Immediate	Community Services	Core business
Infrastructure Recommendations	Timeframe	Responsibility	Costings
Determine need for increasing way-finding signage to the library.	Short term	Community Services	Core business

Maroochydore Library

The Maroochydore Library is located on the corner of Sixth Avenue and Beach Parade, Cotton Tree. The library is located in close proximity to the Cotton Tree business precinct, which has a mixture of retail and services. Established in 1980, it is the oldest library in the network.

Assessment

The Maroochydore Library is surrounded by well-established, dense accommodation, consisting of both holiday accommodation and permanent residents. The Maroochy Beach Bowls Club is adjacent to the library, and allows the library to be visible from the Cotton Tree business precinct. Visitors to the library use the street network for car parking. Opportunities exist to provide short-term car parking, for quick drop off / pick up of loan materials.

The library extends over two storeys. The ground floor primarily accommodates the library's collection, exhibition space, informal seating areas, customer service desks and back of house staff areas. The upper storey accommodates the technology centre, as well as quiet study areas, and a sound-proof space able to be used for events. A Library Administration Building is also located on the same site as the library, which provides public access to two meeting rooms.

The library experiences the greatest number of visitations and loans within the network. With the availability of two storeys, the facility is relatively flexible to adapt to community demand, particularly on the second storey, but book stacks located in the library are not easily moved, limiting the flexibility of some floor space.

With a total floor area of 1,419m², Maroochydore Library is the largest in the network, and is forecast to experience increases in visitations over the coming years. The population catchment within 15 minutes drive time to the Maroochydore Library as at 2011 was 112,808 people. This is estimated to increase to 136,920 people by 2021.

The *Maroochydore Principal Activity Centre Structure Plan* and *Maroochydore City Centre Priority Development Area Development Scheme* identify land for a regional library within the Maroochydore CBD. Refer Upcoming Library Developments section.

Infrastructure Recommendations	Timeframe	Lead Responsibility	Costings
<p>To provide a sustainable single library service in consideration of the Maroochydore CBD library development and timing:</p> <ul style="list-style-type: none"> Investigate future community uses of the current Maroochydore Library building. 	Medium term	Community Services Regional Strategy and Planning	Outcomes of recommendations to be considered as part of the investigations for a new library within the Maroochydore CBD

Specific Planning Considerations

- Maroochydore City Centre Priority Development Area Development Scheme*
- Maroochydore Principal Activity Centre Structure Plan*

Kawana Library

Located on Nanyima Street, Buddina, the Kawana Library is located amongst many compatible land uses including the Kawana Community Hall, Kevin Asmus Park, Buddina Community Garden, Buddina State School, Kawana Shopping World and various other services. Established in 1998, the library is one of the 2nd newest libraries in the network, along with Maleny.

Assessment

Kawana Library is located within a hub of community uses and other services, but the location of the library is concealed behind the Kawana Shopping World. As a result, the poor street frontage means the library is sometimes difficult to find and hard to promote. Car parking is shared with the neighbouring Kawana Community Hall and has been found to be insufficient at peak periods, especially when there are activities occurring at the hall.

There are two meeting rooms available in the library, which are highly utilised, as well as additional meeting room space in the adjacent hall. There are opportunities to improve the synergies between Kawana Library, Kawana Community Hall, the community garden, neighbouring school and other local businesses in order to undertake shared activities and cross promotion.

The *Kawana Waters Community Development Strategy* proposes land for a library / learning centre and cultural centre, to be located in the Kawana Town Centre/Birtinya (North). In providing a sustainable single library service, there is a need to investigate options for upgrading the current Kawana Library, or relocating the library with other complementary uses in Kawana Town Centre/Birtinya North.

The Kawana Library has experienced a decrease in visitations in the past few years. However, in recent years, visitations have remained steady, and the supporting population is forecast to increase because of the Kawana Waters development. The population catchment within 15 minutes drive time to the Kawana Library as at 2011 was 145,002 people. This is estimated to increase to 180,937 people by 2021. The Kawana Library has a total floor area of 722m², making it the 4th largest library in the network.

The *Kawana Waters Community Development Strategy* proposes land for a library / learning centre and cultural centre, to be located in the Kawana Town Centre/Birtinya (North). Refer Upcoming Library Developments section.

Operational Recommendations	Timeframe	Responsibility	Costings
Investigate opportunities to establish better synergies and relationships with surrounding uses, i.e. community hall, community garden, schools, commercial precincts.	Immediate	Community Services	Core business
Infrastructure Recommendations	Timeframe	Lead Responsibility	Costings
<p>To provide a sustainable single library service in consideration of the Kawana Town Centre/Birtinya North library development and timing, investigate:</p> <ul style="list-style-type: none"> • Opportunities to redesign the existing Kawana library in the interim with the provision of improved entrance signage • The potential and opportunities for alternate future community uses of the current Kawana Library building. 	Medium term	Community Services Regional Strategy and Planning	Outcomes of recommendations to be considered as part of the investigations for a proposed new library within Kawana Town Centre/Birtinya North
Specific Planning Considerations			
<ul style="list-style-type: none"> • <i>Kawana Waters Development Agreement</i> • <i>Kawana Waters Community Development Strategy</i> • <i>Sunshine Coast Performance and Community Venues Service Plan 2014-2029</i> 			

Upcoming Library Developments

Maroochydore – Principal Regional Activity Centre

The *Maroochydore Principal Activity Centre Structure Plan* and *Maroochydore City Centre Priority Development Area Development Scheme* identify land for a regional library, local community centre, meeting spaces, administration space, and the proposed Sunshine Coast Entertainment, Convention and Exhibition Centre within the Maroochydore CBD. Given that these documents propose the development of a relocated regional library, the future use of the existing Maroochydore Library building will require investigation. The timing of establishing and operating the CBD library will need to coincide with the timing of altering the use of the existing library facility.

Acting as a regional library, there are opportunities to establish the Maroochydore CBD library as the primary heritage services and collections branch, acquiring the heritage library spaces currently contained within the Nambour and Kawana library branches.

Aspirational Vision

The future regional library, contained within the Maroochydore city centre aspires to be the iconic statement of the network. Key features of the facility may include:

- Interactive technological hub
- Digital learning environment
- Business incubation and creative maker space
- Informal recreation and social lounge settings
- Regional heritage collection
- Community meeting rooms
- Indoor and outdoor exhibition and event setting
- Quiet reading and study pods
- Sustainable design reflecting a coastal, contemporary feel.

To provide a sustainable single library service, investigate the requirements for co-locating the Maroochydore library with the services provided within the Maroochydore CBD. Considerations should include:

- Establishing the proposed CBD library as the dedicated regional heritage service and collection space for the network
- Clearly identifying the role of a regional facility and its relationships with lower order library services
- Clarifying the size and mix of activities to be accommodated within the facility and its relationship with other proposed uses within the Principal Regional Activity Centre (based on the identified role).

Kawana Town Centre/Birtinya (North) – Major Regional Activity Centre

The *Kawana Waters Community Development Strategy* proposes land for a library / learning centre and cultural centre, to be located in the Kawana Town Centre/Birtinya (North). Given that the existing Kawana Library is already competing with a number of other libraries within the same catchment, it is considered that the locality of Kawana requires the provision of only one library facility.

In providing a sustainable single library service, there is a need to investigate the most suitable development options. Options for investigation include upgrading the current Kawana Library or relocating the library with other complementary uses in Kawana Town Centre/Birtinya North. Costings associated with the design and development of the facility development plan and detailed concepts are to be funded through the Kawana Waters Community Facilities account

Aspirational Vision

The future Kawana Library aspires to be a learning and cultural centre, acting as a hub with virtual connections to other facilities such as community centres and educational entities, and as a civic space and node that complements, integrates and links with the Town Centre.

Key features of the facility may include:

- Co-location with other services
- Technology driven learning environment
- Exhibition and arts development space
- Informal recreation and social lounge settings
- Community meeting rooms
- Quiet reading and study pods
- Contemporary design.

To provide a sustainable single library service in the Kawana area, investigate the requirements for:

- Development of a library / learning centre and cultural centre at Kawana Town Centre/Birtinya North (refer *Kawana Waters Community Development Strategy*)
- Reviewing the timing triggers for the development of a new library at Kawana Town Centre/Birtinya North.

Caloundra South – Major Regional Activity Centre

The *Caloundra South Urban Development Area (Priority Development Area) Development Scheme* proposes land for local government regional, district and local community facilities inclusive of the following: library, aquatic centre, art gallery and museum, community meeting spaces, and environment and cultural centre. Based on service standards as identified within this documentation, the provision of only one library is anticipated.

Short term planning processes will be required to ensure that adequate community land is secured centrally within the Caloundra South Major Regional Activity Centre, enabling the longer term development potential of a future library facility. The development of a library within this area will be delivered after the population catchment warrants, as per the Desired Service Levels, and a needs and feasibility assessment confirms delivery / timing. It is anticipated that delivery of this facility is beyond the current timelines of this Plan.

Aspirational Vision

The future Caloundra South Library will relate to its new community, in particular its family demographic. The facility will endeavour to be flexible in order to address the needs of the community over time. Key features of the facility may include:

- Multipurpose, flexible use areas
- Co-location with other services
- Quiet reading and study pods
- Informal recreation and social lounge settings
- Open, sophisticated design that brings the outdoors in.

Sippy Downs and Palmview Development Area – Major Regional Activity Centre

The *Social Infrastructure Strategy* identifies land for local government district and local community facilities including a branch library, community and neighbourhood centres and meeting spaces.

The development of a library within this area will be delivered after the population catchment warrants, as per the Desired Service Levels, and a needs and feasibility assessment confirms delivery / timing. It is anticipated that delivery of any of these facilities are beyond the current timelines of this Plan.

The *Social Infrastructure Strategy* further identifies that a facility at Buderim be investigated in the long term. It is recommended that due to the proposed community facilities identified at Palmview/Sippy Downs that the provision of a library facility at Buderim be reassessed as part of the needs assessment of Palmview.

Aspirational Vision

The future Sippy Downs/Palmview Library will leverage off its proximity to the university, emphasising its focus as a quality learning hub. The facility will endeavour to be flexible in order to address the needs of the community over time. Key features of the facility may include:

- Technological learning and innovation hub
- Quiet reading and study pods
- Meeting spaces and informal lounge areas
- Modern design.

Recommendations	Timeframe	Lead Responsibility	Costings
Apply <i>Section 4: Desired Service Levels</i> (Catchment and Provision Standards, Specific Library Recommendation Priorities, Acquiring Land, Making Decisions Regarding Libraries, Site and Design Considerations, Floor Area Guide and Embellishment of Libraries) to ensure decision-making and development of upcoming library infrastructure is robustly considered, well informed and viable.	As required	Community Services Regional Strategy and Planning	Core business
Undertake needs assessments to investigate the provisioning requirements for the development of new libraries, including timing and need.	As required	Community Services Regional Strategy and Planning	Up to \$70,000 each (for design and development of facility development plan and detailed concepts)

Mobile Library Service

The Sunshine Coast mobile library service operates within the Sunshine Coast Local Government Area, utilising two mobile library vehicles.

Assessment

The current mobile library service is provided through the use of two semi-trailers, designed specifically with shelving, collections and computer terminals, making them “library branches on wheels”.

In 2015, one of the semi-trailers will be taken off the road and replaced with a specifically designed mobile library rigid truck. This vehicle will allow for increased flexibility of service, especially to narrow roads in rural areas. The mobile library timetable will be revised upon operation of the new vehicle, as greater flexibility in meeting community demand will increase with the operation of the smaller rigid truck complementing the larger semi-trailer.

As mobile libraries are considered to have a life of approximately ten years, the continuing mobile semi-trailer is also nearing a review date.

Currently the Sunshine Coast mobile library service visits 33 stops across the Sunshine Coast Local Government Area. The service has experienced the largest decrease in both visitations and loans across the entire library network over the past few years, currently making up 4.3% of loans and 3.7% of visits. Whilst the mobile library service is highly utilised in the hinterland areas, visitation and loan rates are decreasing in the urban areas. The usage figures of the mobile libraries are understandable, given the specialist nature of the stops, especially in rural areas. The smaller nature and accessibility of the rigid vehicle, in conjunction with revised timetables may assist in enhancing visitation and loan figures for the service into the future.

With an increased library network and ongoing maintenance costs of ageing resources to consider, ongoing reviews of the operation of the mobile library service are required. There are opportunities to continually review the service in terms of usage patterns, stops, staff resourcing and alternative service solutions to provide a more flexible, targeted service to the community, and a more viable long-term service for council.

Recommendations	Timeframe	Lead Responsibility	Costings
<p>Conduct ongoing reviews of the mobile library service to rationalise and/or modify services and assets where required. Considerations should include:</p> <ul style="list-style-type: none"> • Patterns of use at each mobile library stop, e.g. average levels of visitations, loans, busiest time periods etc. • Demographic trends and needs of distinct communities • Location, number, frequency of stops • Operating hours at stops • Distance of stops from library branch or other mobile stops • Number of operating mobile library trailers • Number of staff resources / training costs • Investigating opportunities to supply alternative service solutions such as outreach services, collaborating with community libraries, automated collections stations in key community gathering points etc. 	Ongoing	Community Services	Core business

4. Desired Service Levels

As found through analysis, the Sunshine Coast Library network is well servicing the population and demography of the region in its current state, with 93.9% of the Sunshine Coast community having access to a library facility within a 15 minute drive. There is even the probability of service duplication where various overlaps occur across the network's catchments. With limited budgets and funding sources, it is vital that a robust process be implemented to inform decision-making around the consideration of:

- the development of new library facilities
- refurbishment of existing library facilities, and
- the criteria to be applied for site considerations and design of new and existing library facilities.

4.1 Catchment and Provision Standards

The Sunshine Coast library network is comprised of eight branch libraries and two mobile libraries. The desired rate of provision for library facilities are guided by the following principles:

- A library presence is included in all Principal and Major Regional Activity Centres.⁶
- No resident of a defined Urban Area is more than 15 minutes drive time from a library service, and
- Investigation into the need of a library is activated when it can be demonstrated that a population will reach 36,000 unserved people, or 15,000 rateable properties within a five year timeframe.

4.1.1 Principal and Major Regional Activity Centres

Table 2 below describes the function, as well as the current rate of provision and proposed additions for Principal and Major Regional Activity Centre libraries. The function is the aspirational benchmark for existing libraries, and the framework/form to guide new library developments.

Table 2: Provision Standards for Principal and Major Regional Activity Centres

Level of Hierarchy	Current Rate of Provision	Proposed Additions / Alterations	Function
Principal Regional Activity Centre (PRAC)	Maroochydore (Cotton Tree) Library	Maroochydore CBD library to potentially replace Cotton Tree Library	This type of facility caters to the regional community and has a stronger commercial / business component compared to major facilities. Consequently, it caters to a higher number of users. The facility has the capacity to house and store large-scale collections, provides arts development, retail and meeting spaces, and hosts larger-scale programming and events. The facility offers state of the art equipment and specialist staff assistance, and is the primary regional heritage service and collection space.

⁶ Principal and Major Regional Activity Centres are defined as per *South East Queensland Regional Plan*

Major Regional Activity Centre	The region's four Major Regional Activity Centres are currently serviced by a library facility in each location, being Beerwah, Caloundra, Kawana and Nambour	Kawana Town Centre/Birtinya North library to potentially replace Kawana Library The emerging Major Regional Activity Centres of Sippy Downs and Caloundra South will provide a library facility in each location.	This type of facility caters to the diverse needs of a wide-ranging audience, responding to broad community and business demand. Providing for a higher number of users than district centres, the facility offers a comprehensive range of collections, activities, programming and equipment. Like principal centres, the facility aims to incorporate a range of meeting, workshop, retail, creative and event functions.
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4.1.2 District and Local Activity Centres

Table 3 below describes the function, as well as the current rate of provision and proposed additions for District and Local Activity Centre libraries.

Table 3: Provision Standards for District and Local Activity Centres

Level of Hierarchy	Current Rate of Provision	Proposed Additions / Alterations	Function
District Activity Centre	<p>Currently, two district library facilities service the District Activity Centres of Coolum and Maleny.</p> <p>A community library also operates within the Buderim locality.*</p> <p>All other District Activity Centres are currently serviced by other centre library facilities.</p>	<p>One additional library, at Buderim has been identified for development in the <i>Social Infrastructure Strategy (SIS)</i>, post the timeline of this Plan. It is suggested that this recommendation be reviewed based on the proposed library development at the emerging Major Regional Activity Centre of Sippy Downs.</p> <p>No further District Activity Centre library developments have been identified in the SIS or this Plan.</p>	<p>This type of facility caters to the specific needs of its surrounding community, servicing a smaller user group. The facility provides a diverse range of collections and equipment. Like principal and major library facilities, the district facility provides meeting spaces, and can host smaller-scale programs and events.</p>
Local Activity Centre	<p>Currently, one local library facility services the Local Activity Centre of Kenilworth.</p> <p>A community library also operates in each of the Woombye and Mapleton localities.*</p> <p>All other Local Activity Centres are currently serviced by other centre library facilities.</p>	<p>No additional Local Activity Centre library developments have been identified in the SIS or this Plan</p>	<p>Like the district centre, this type of facility caters to the unique needs of its community. Providing for a much smaller user group, the facility operates with limited collections, space, hours and services in comparison to other centres. The local centre library creates linkages with surrounding facilities and initiatives to enhance service delivery, e.g. meeting rooms, community events etc.</p>

* Potential opportunities exist for council to collaborate with the region's community libraries as per 3.1 *Regional Operational Recommendations*.

4.2 Specific Library Recommendation Priorities

There are a number of factors to consider when determining prioritisation of redesigning, upgrading or relocating library infrastructure into the future. These factors include:

- Current and projected population catchments
- Trends in branch visitations and visitors per square metre
- Space availability in council buildings or private development opportunities
- Specific library infrastructure recommendations and needs.

4.2.1 Population Catchments

Based on analysis of current and projected population catchments within 15 minutes drive time to a library branch, the following figures have been devised.

Table 4: Estimated Population Catchment Increases

Library	Estimated Population Increase from 2011 to 2021	% of Estimated Population Increase
Kawana	35,935	11.75%
Maroochydore	24,112	7.88%
Caloundra	20,537	6.71%
Nambour	16,892	5.52%
Coolum	8,012	2.62%
Beerwah	6,261	2.05%
Maleny	3,007	0.98%
Kenilworth	187	0.06%

Refer to *Appendix One – Sunshine Coast Libraries Population Catchment Drive Times* for detailed population figures and mapped catchment areas.

4.2.2 Visitation Trends

The change in Sunshine Coast Library branch visits has been compared and analysed over the past four-year period, and visitations have increased across the network overall. Kenilworth, Maleny, Caloundra and Nambour all experienced increases in visitations throughout the past four-year period, with Beerwah experiencing the largest decrease across the static branches. The mobile library service experienced the largest decrease overall.

When evaluating visitors by square metre of floor area for each library branch, Maleny and Coolum boast the highest volumes of visitation throughout the network by far.

Table 5: Visitors per Square Metre of Floor Area (2013-2014)

Rank	Library	Visitors per floor area (m ²)
1	Maleny	531
2	Coolum	472
3	Caloundra	270
4	Beerwah	238
5	Maroochydore	228
6	Kawana	225
7	Kenilworth	195
8	Nambour	182

Given that the Maleny and Coolum libraries have some of the smallest floor areas within the network, combined with their high visitation rates, the volumes of traffic are understandably significantly higher than other library facilities.

4.2.3 Priority Infrastructure Actions

The table below details the order of priority for undertaking specific library branch planning. **Note:** Rankings of priority should be considered at a point in time. Over the life of the Plan, factors may arise that alter the order of priority listed in the table below.

Table 6: Rank of Undertaking Specific Library Infrastructure Recommendations

Rank	Library	Rationale
1	Maleny	<ul style="list-style-type: none"> • Significant increase in visitations • Interim action to improve functionality in the short term • Highest rate of visitors per floor area
2	Coolum	<ul style="list-style-type: none"> • Commenced master planning process • Second highest rate of visitors per floor area
3	Kawana	<ul style="list-style-type: none"> • Significant estimated population increases • Interim action to improve functionality in the short term • Address timing and development needs of new library, and future uses of existing library • Private re-development synergy opportunities
4	Caloundra	<ul style="list-style-type: none"> • Significant estimated population increases • Council floor space consideration for relocation opportunities • Precinct planning alignment • Increased visitations and high rate of visitors per floor area
5	Maroochydore	<ul style="list-style-type: none"> • Commence investigation of planning considerations • Address timing, function and development needs of new library, and future uses of existing library
6	Nambour	<ul style="list-style-type: none"> • Council floor space consideration for relocation opportunities • Precinct planning alignment
7	Beerwah	<ul style="list-style-type: none"> • Newest library in network • Highest decrease in branch visitations • Interim action to improve functionality in the short term
8	Kenilworth	<ul style="list-style-type: none"> • No infrastructure actions to require capital costs

4.3 Acquiring Land

Acquiring land for any type of social infrastructure, including libraries, is strategically important for council to ensure land parcels of the desired standard are secured for the delivery of services in the long term. This is particularly important as circumstances relating to population growth, demography and the economy continue to evolve.

The *Sunshine Coast Social Infrastructure Strategy* sets out Desired Standards of Service for learning and information centres in relation to the provision rate, land parcel size and approximate gross floor area of libraries.

This Plan supports the acquisition of land for community purposes to ensure the Sunshine Coast region is able to be well serviced in the long term beyond the life of this Plan.

4.4 Making Decisions Regarding Libraries

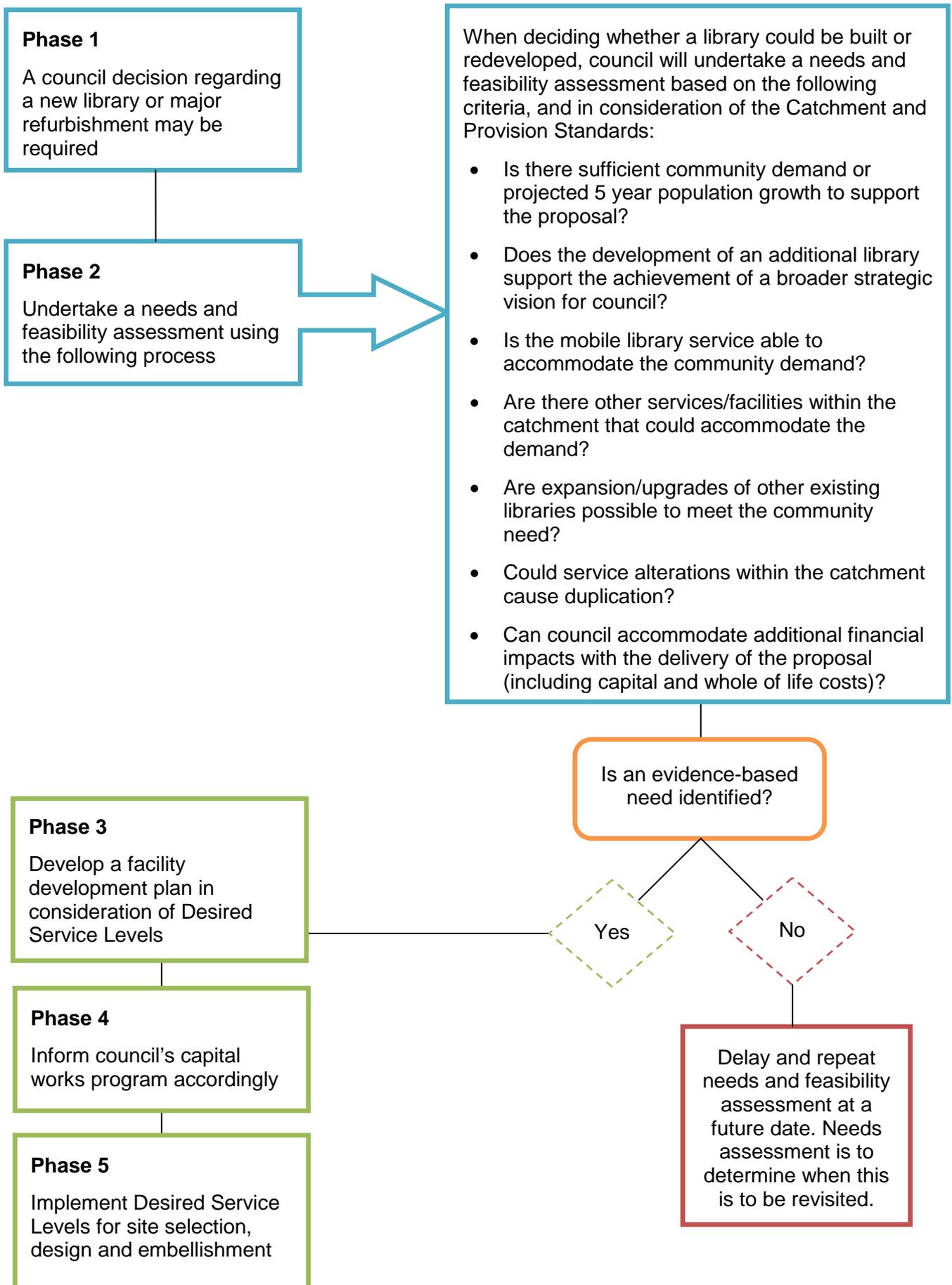
This Plan seeks to ensure that existing and future generations continue to have equitable access to library facilities that meet their changing needs. To inform and guide the planning, development and design of council's library infrastructure, the Desired Service Levels have been developed.

These standards are intended to assist in the decision process for:

- determining when and how to develop a new library presence, and
- guiding any required embellishments of existing library facilities.

The decision-making framework as detailed in Diagram 2, considers the undertaking of a needs and feasibility assessment to help guide and determine any resolutions in regard to library development and major embellishment, prior to entering into council's capital works program.

Diagram 2: Decision-making framework for new and existing libraries



4.5 Site and Design Considerations

Site and design considerations are provided to encourage well-placed and well-designed future library facilities, and should be considered in conjunction with council's *Social Infrastructure Strategy* strategic directions. The criteria are provided as a guide for site development and facility design once an identified need for a new or upgraded library is determined based on the decision-making framework.

Table 7: Library Site and Design Considerations

Principle	Criteria
Site Considerations	
Co-location	<ul style="list-style-type: none"> There are potential opportunities for the co-location of the library with other compatible facilities and services, allowing the efficient and maximised use of resources, and the community to undertake multiple activities within a single trip.
Compatible uses	<ul style="list-style-type: none"> The site integrates with and complements surrounding uses, providing a balance of community uses, retail, commercial, open space, services, education and technology uses. <ul style="list-style-type: none"> These uses may include, but are not limited to community meeting spaces, learning centres, exhibition spaces, business incubator/co-working spaces, performance spaces, creative arts and maker spaces, office spaces, community service organisations, technology centres, cafes, bookshops, outdoor areas etc. The location of the library supports and encourages the advancement of the community hub where the facility is located.
High visibility	<ul style="list-style-type: none"> The site and facility has prominent street frontage to attract high volumes of visitors.
Accessibility	<ul style="list-style-type: none"> The site is easily accessible by pedestrians, cyclists, public transport and vehicles. The site allows equitable access by people of all ability levels. The site can cater to potential car parking requirements. The site has potential for future expansion.
Duplication	<ul style="list-style-type: none"> Implementation of the library does not duplicate a library service contained within the same catchment, once applying the provision standards.
Avoid unsuitable land	<p>The site is not:</p> <ul style="list-style-type: none"> Erosion prone Lying below the 100 year Annual Return Interval Principally used for drainage purposes or detention basin A contaminated site or contains hazards that pose a safety risk (such as transformers or high voltage power lines) Required for storm water treatment or is an easement over sewage / water lines or other underground utilities or services.
Design Considerations	
Flexible, multi-purpose libraries	<ul style="list-style-type: none"> Where feasible, combine multiple services within a single multi-purpose facility or precinct that can adapt to changing community need. Where appropriate, the incorporation of commercial functions and business spaces should be considered within the library facility.
Building design considerations	<ul style="list-style-type: none"> The building design complements and enhances the surrounding area, and features high quality design outcomes. The design creates an ambience that encourages informal participation, interaction and

	<p>recreation. Where required, the design is considerate of creating divisions between individual spaces.</p> <ul style="list-style-type: none"> • The design incorporates sustainable building elements, considering orientation and materials that assist in reducing the cost of operation. • The design of the facility incorporates best practice principles in crime prevention through environmental design (CPTED).
Furnishings	<ul style="list-style-type: none"> • The furnishings and arrangements are adaptable, movable, contemporary and appropriate for different client groups.

4.6 Floor Area Guide

There are a number of factors to consider when determining building size and floor areas for the development of public libraries. The State Library of Queensland's *Queensland Public Library Standards and Guidelines: Library Buildings Standard* provides detailed floor space requirements, which must be observed to attract capital subsidies for public libraries.

Council's *Social Infrastructure Strategy* also assists in guiding current and future social infrastructure provision for the Sunshine Coast. It is recommended that the *Social Infrastructure Strategy* be reviewed to reflect the State Library Guidelines, which apply to this Plan, as specified in the adapted excerpt below.

It is important to note that overall, the calculation of library building size and floor area should be considered as part of a wider assessment of local need and viability.

State Library of Queensland – Library Buildings Standard: Standard for minimum floor area (base floor area)

Long term building programs (10 years or more) must rely on floor area standards at the time of planning but should provide for anticipated trends in library services [and community need] which may [alter] space requirements during the life of the program.

The following table lists recommended minimum gross floor areas (GFA) for [new] library 'base' floor areas. [This consists of] collections, staff, public seating areas, utilities, foyer and toilets. For populations falling between the listed population points, floor area will be calculated on a pro rata basis. These floor areas should be increased [where necessary] to allow for additional functions as listed overleaf.

Facility development plans will confirm the GFA requirements, and identify any additional land requirements for existing district and major regional activity centre libraries.

Note: The following figures are provided as a trigger for understanding the planning potential of spaces. They do not definitively depict the final outcome / product without the undertaking of a needs and feasibility assessment to confirm need, delivery and timing of library developments.

Table 8: Aspirational Minimum Floor Area Guide for New Library Base Floor Areas

Population Catchment	Minimum Floor Area (m ²)*
35,000	1,502 (Major Regional Activity Centre aspiration)
40,000	1,716
45,000	1,832
50,000	2,035
60,000	2,376
70,000	2,772
80,000	3,168
90,000	3,465
100,000	3,850 (Principal Regional Activity Centre aspiration)

* Increase floor area as applicable according to the following section.

Consideration of additional functional areas

Additional space must be planned for functional areas not included in the base minima. These may include:

- Local/family history service
- Meeting/training rooms
- Auditorium/theatre
- Youth space
- Café
- Outdoor areas/courtyard
- Toy library
- Mobile library support, etc.

The floor areas needed for most of these functions will be determined by local priorities [and guided by the undertaking of a facility development plan. To enable sustainable delivery, adaptability and responsiveness to local community need, prescriptive floor area figures have not been specified for these spaces. As an example to support this approach,] it may be possible to combine two or more of these functional areas by designing multi-functional, flexible spaces.

Shared and co-located premises

In the case of shared and co-located premises where the library shares a building [or land] with other service providers or functions, its floor area should consist of spaces fully devoted to library functions (with floor area determined using the minimum floor areas described above) [with consideration of allowing for additional functional areas where required].

4.7 Embellishment of Libraries

The following table provides a guide for the differing degrees of embellishment considerations for the region's library network.

Table 9: Library Embellishment Considerations

Embellishment Considerations	Principal Regional Activity Centre	Major Regional Activity Centre	District Activity Centre	Local Activity Centre
Meeting space	✓	✓	✓	
Arts development workshop space	✓	✓		
Exhibition space	✓	✓		
Retail space	✓	✓		
Business incubation / co-worker space	✓	✓		
Events / workshop area	✓	✓	✓	
Distinct spaces: kids, young adult, quiet reading, study, program areas etc.	✓	✓	✓	
Collections area	✓	✓	✓	✓
Public lounge area	✓	✓	✓	
Storage area	✓			
Computer / technology centre	✓	✓	✓	✓
Soundproof music room	✓			
Café	✓			
Outdoor area	✓	✓	✓	
Staff administration area	✓	✓	✓	✓
Heritage area and collections	✓	✓		
Amenities	✓	✓	✓	✓
Kitchen facilities	✓	✓	✓	✓
Universal access	✓	✓	✓	✓
Street presence / visibility	✓	✓	✓	✓
Onsite / dedicated car parking	✓	✓	✓	
CPTED principles	✓	✓	✓	✓
Connected to public transport	✓	✓	✓	✓
Linkages with surrounding services	✓	✓	✓	✓

5. Conclusion

The future of Sunshine Coast Libraries is exciting, one of innovation, flexibility and change. The library is a contemporary pioneer, pushing the boundaries for its own network, the whole of council and the community. In the long term, the aim is to enhance current services to create a sustainable, responsive and appealing Sunshine Coast Library service for all.

By investing in libraries, we are investing in the future, the future of strong, resilient and cohesive communities; the future of the region's wellbeing, socially, economically and creatively.

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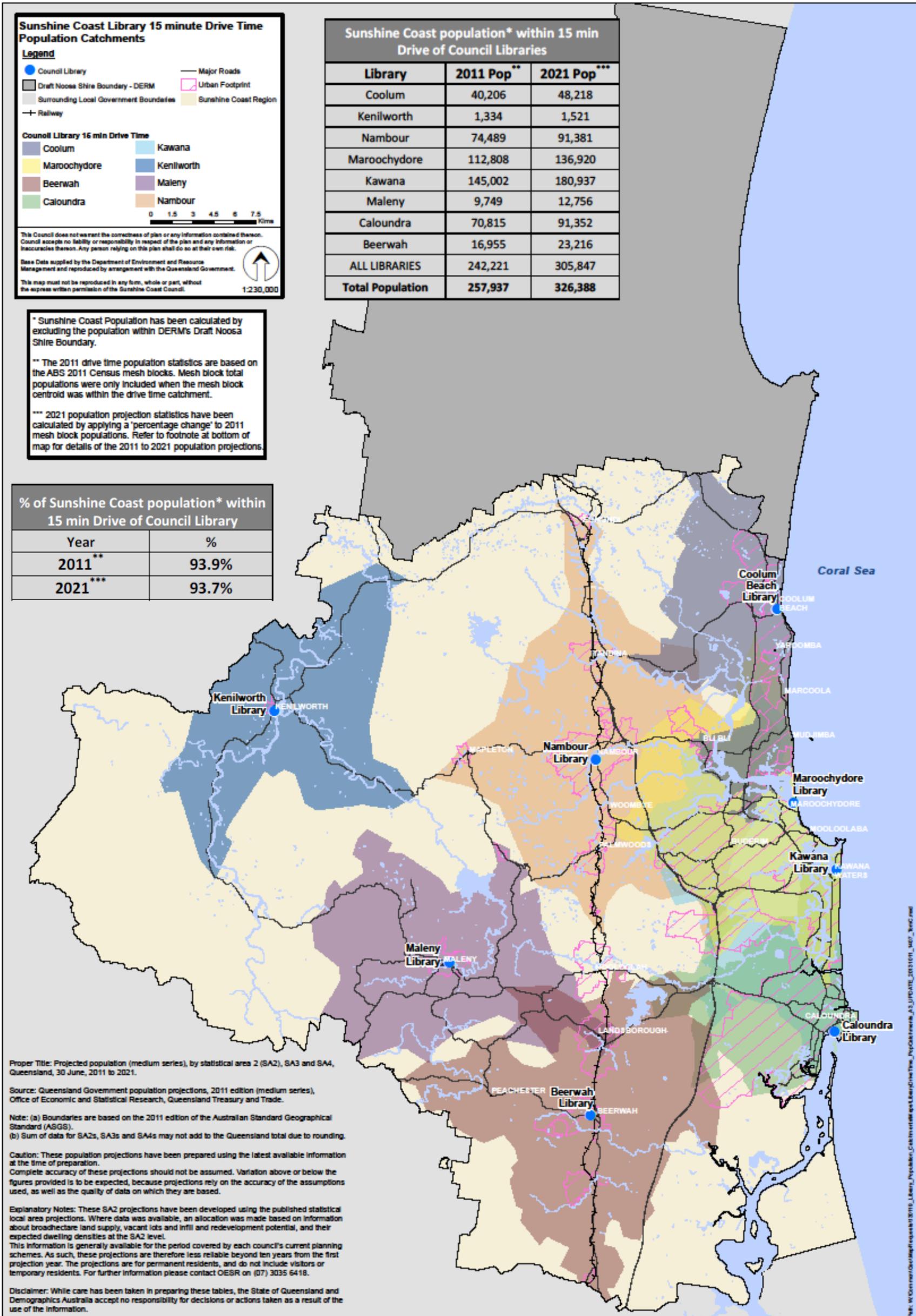
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Appendix One – Sunshine Coast Libraries Population Catchment Drive Times





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