# Cairns Libraries
# Strategic Business Plan

## *2011–2016*

**21st Century Libraries, Learning, Lifestyle and Community: *towards a dynamic future together!***

## CAIRNS
# Libraries
www.cairnslibrary.com.au
*A Lifestyle Experience!*

*Our Mission:*

**To build and enrich our community through sustainable library services, supporting and promoting quality learning, lifestyle and diversity.**

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# Mayor's foreword

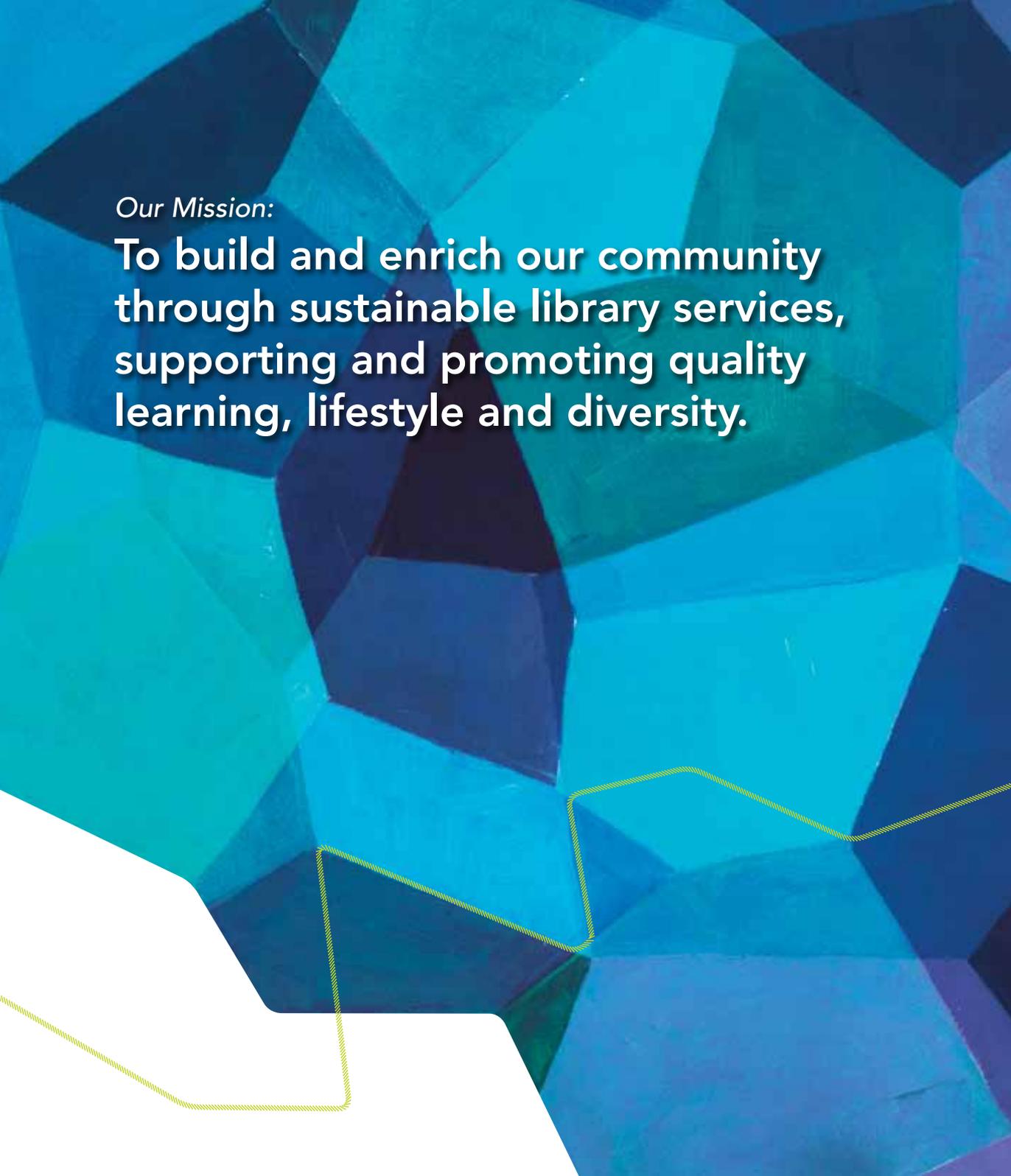I am very pleased to present the *Cairns Libraries Strategic Business Plan 2011–2016*. The development of the plan takes into account global library trends and how we can service the growing population across the Cairns region by 2031. Extensive community and stakeholder consultation has taken place to create a 20 year vision with a robust business strategy for the next 5 years.

The Vision, *21st Century Libraries, Learning, Lifestyle and Community: towards a dynamic future together*, highlights the planned improvements and changes in the way library services will be delivered in both the short and long-term. It's a journey that I welcome you to join, and continue to embrace the life long learning and lifestyle experience we enjoy so much across this region.

I look forward to the evolving changes that will unfold in Libraries towards 2016 and encourage you to make the most of the excellent services and facilities that Libraries provide to each and every member of the community.

**Councillor Val Schier**
*Mayor Cairns Regional Council*

# Message from the CEO

The *Cairns Libraries Strategic Business Plan 2011–2016* is Council's commitment to the continued delivery of best practice library services and facilities over the next five years. The strategic initiatives have been thoroughly researched and crafted to achieve the Cairns Libraries Mission which is to *build and enrich our community through sustainable library services, supporting and promoting quality learning, lifestyle and diversity.*

This plan is designed to meet realistic 21st Century challenges of developing early literacy, building community capacity and reaching those who do not have access to information and learning at their fingertips.

The themes of inclusiveness, engagement, lifelong learning and facilitating a Learning Community are priority Strategic directions and critical to the vibrancy and success of our community. I commend the Plan to you as the catalyst for the delivery of dynamic regional library services over the next five years.

**Lyn Russell PSM**
*Chief Executive Officer Cairns Regional Council*

# Executive Summary

## 1. Introduction

Cairns Libraries is currently the premier Public Library service in Tropical North Queensland with a network of nine libraries located at Babinda, Cairns City, Earlville, Edmonton, Gordonvale, Manunda, Mossman, Smithfield and Stratford, as well as a Library Kiosk in Port Douglas. The *Cairns Libraries Strategic Business Plan 2011–2016* is the culmination of review, research and analysis that included demographic analysis, benchmarking, trend analysis, community consultation (including users and non-users of the services), and key stakeholder consultation, including staff. This plan aims to provide strategic direction in relation to long-term infrastructure and service delivery needs.

New developments in technology will impact on how Cairns Libraries operates, delivers services and interacts with our community in the future and careful planning needs to be in place for us to take advantage of these technological developments for the benefit of residents and visitors to the region. Working together with our Council and community will be a key strategy that will enable us to deliver our goals and to continually improve the way we deliver our services in both the short and long-term.

**Kerrie Still**
*Manager Cairns Libraries*
*Project Manager Strategic Business Plan 2011-2016*

> **My guess is (it will be) about 300 years until computers are as good as, say, your local reference library in search.**
> *Craig Silverstein, director of technology, Google.com*

## 1.1. Demographic Impacts

Cairns LGA will continue to experience significant growth which will impact on the demand for the delivery of library services in various formats. By 2021, the region is projected to increase by 37,000 to 195,540 persons with a forecast of 70,000 people moving to the Cairns region by 2031. This growth will place increased demand on the existing library service delivery network and will drive the dynamics for new library infrastructure to deliver services in an expanding digital and mobile world.

Of most significance for library planning will be the projected increase in the Edmonton catchment, where most of the population growth will occur. Edmonton is projected to have an additional 18,080 residents by 2031, and Gordonvale is looking at an additional 15,420 persons by that time notwithstanding there will be population increases in all of the catchments for Cairns Libraries.

The make-up of the population is also changing with evidence of an ageing population, while those aged less than 15 years has remained static. The proportion of people born overseas has increased marginally between 1996 and 2006, as has the proportion of Indigenous Australian residents. In terms of languages spoken at home, Cairns LGA has a diverse population, providing for a range of cultural engagement and learning opportunities, for both persons born overseas and for Indigenous residents.

Of particular relevance to forward planning for library services and community engagement is the increasing number of lone person households, which now comprise 24.7% of the population. It is also significant that there are still one third of households without an internet connection, supporting the need for online access in libraries, as well as access to online resources for those with access.

Analysis of the demographics of individual library catchments provides an opportunity to tailor services and collections to meet local needs.

## Figure 1.1.2 Population and Population Change by Catchment
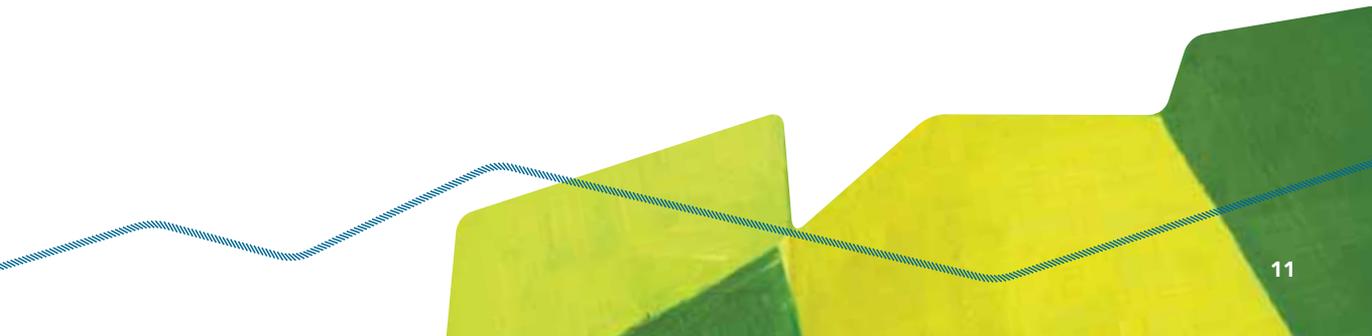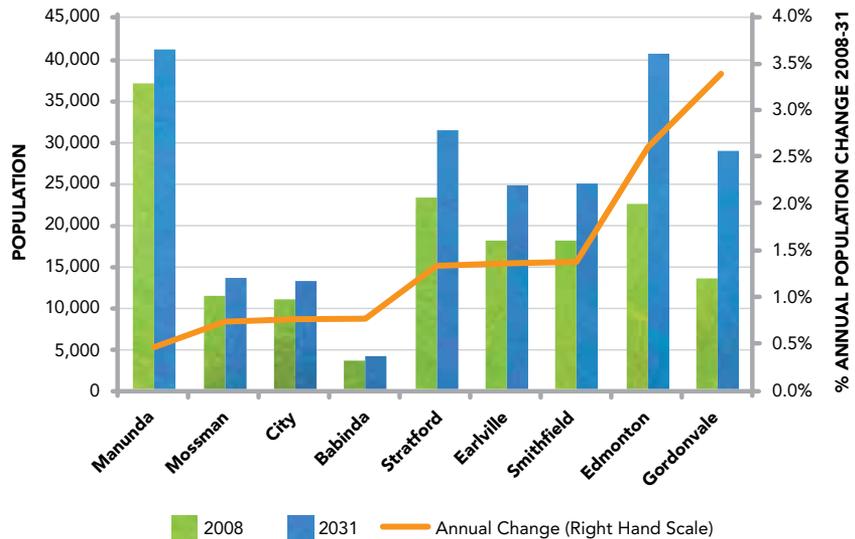
### 1.1.3 Planning Context

Relevant reports and literature were reviewed to assess how Cairns Libraries are tracking against State Government and Council planning documents. The Cairns Libraries' Vision: *21st Century Libraries, learning, lifestyle and community: towards a dynamic future together* is closely aligned with the State Library of Queensland strategic direction. Cairns Libraries has focused on outcomes that are clearly aligned with the Council's Community and Corporate Plans that maximise opportunities to lead in building vibrant communities.

The planning for the Edmonton Town Centre and the Mount Peter Master Planned Area are significant for Cairns Libraries. Positioning a new library in the planned Town Centre, pivotal to other community infrastructure will deliver on the planning outcomes desired for the area. It also provides an optimum site for a library, close to public transport, walking paths and is in a destination hub with major retail and mixed services within the precinct. Rather than duplicate services it is the intent to replace the existing library facility at Edmonton with one that has the capacity to serve the growing population. Gordonvale has been identified in the Structure Plan as developing as a District Centre, with the future Sub-regional Centre planned for Edmonton, further strengthening the need for a large library facility at Edmonton.

*Fast fact:*

**More than 18 million Queenslanders visit public libraries and 2 million are library members. Over 1.6 million will visit libraries across the Cairns region 2010/2011 and 82,000 Cairns residents are library members.**

### 1.1.4 Strategic Plan 2005–2010 in review

Cairns Libraries has made continuous progress in implementing Council's recommendations from the *Library Study 2002 Options Report* incorporated in the 2005–2010 Libraries Strategic Plan. This has included the re-structure of services; a new web presence, online services, children's services and marketing strategies; renovation of libraries and major changes in infrastructure providing significantly larger premises in high profile shopping centre locations; satellite libraries in aged care services; decommissioning of the Mobile Library and the development of the Port Douglas Kiosk; services to homebound customers; and the first major stocktake and purge of the member database.

The Library Management System was upgraded to a new version, upgraded self-service facilities in six libraries and electronic 24/7 returns were implemented. E-books were added to the library collection for the first time.

At the same time customer service standards were significantly improved and Business Excellence implemented across libraries. Cairns Libraries rated in the top two Council performers in successive years in Council's Community Feedback Survey and was a top performer in Council's "Phone Fox" customer service excellence program. Revenue raising strategies have also been implemented increasing sustainable revenue by almost 600%.

This initial Strategic Plan was developed to drive a period of significant change within Cairns Libraries. It oversaw the beginning of a move towards contemporary library practice in a developing digital environment as well as a significant building program to provide the 'spaces' from which library services could be delivered. All inclusive access was a high profile strategy with free "Recharge Stations" being installed in all libraries for community members using battery operated scooters or wheelchairs.

The significant and highly visible initiatives of the 2005–2010 Strategic Plan has provided a solid foundation for the continuing development of the delivery of library services to our community and is integral to the direction of the Strategic Business Plan 2011–2016.

*Fast fact:*

**Queensland public libraries offer 120,000m² of public space – the equivalent of 2,300 lounge rooms. Cairns Libraries provides 6,321m².**

### 1.1.5 Service Delivery Model & Future Infrastructure Needs 2011–2016

The existing service delivery model includes branch libraries, outreach and virtual services. Integrated Council Customer Service Offices (CSOs) are working well for the community and for council and are benchmarked as a best practice council model. It is considered that the decentralised place-based model of service delivery meets the needs of the Cairns Region now and into the future.

Cairns Libraries has been proactive in developing infrastructure for libraries and has undertaken a significant and successful program of infrastructure renewal since 2003 resulting in the creation of excellent inclusive public spaces for the delivery of library services.

A master plan will need to be developed to address the Cairns City Library space constraints and the need for new services as identified by users. A Smithfield Library Master Plan will be developed to provide public meeting facilities within the library, an undercover drive through returns facility and garaging for the library van. Similarly, planned upgrade of the Gordonvale Library, short term, including the integration and upgrade of the Council office and the re-organisation of the library will complement the planned new Edmonton Library and needs of the Gordonvale community.

Re-locating the Edmonton Library to an appropriate site within the new Edmonton town centre will be the most significant challenge into the future, as will the determination of the longer-term strategy for the Gordonvale Library, once the new Edmonton Library has been developed. A cost benefit analysis will be conducted to determine the most cost effective and practical means of servicing the long-term needs of both the Edmonton and Gordonvale catchments. Investigation into service delivery in the Redlynch Valley area will be conducted and recommendations made to council. The satellite libraries providing services to retirement and aged care villages will also be monitored on an ongoing basis and opportunities for alternative delivery and management models considered.

## 2. Critical alignment with Cairns Regional Council Draft Community Plan*: *Imagine Tomorrow 2011–2031*

Cairns Regional Council has prepared a Draft Community Plan to gain a clear appreciation of the needs and priorities of its residents; to provide a framework for future development and growth of the region; and to comply with its statutory obligations. The Community Plan creates a vision for the Cairns community which is critical considering population growth and the need to plan for strong, sustainable growth.

The Community Plan is Cairns Regional Council's key planning document. It sits above all other planning processes of Council, including strategic land use planning and corporate planning. It will inform priority infrastructure plans and planning scheme development, while helping to better manage the competing pressures of for example, economic development and environmental protection. It will also ensure that the lifestyle needs and aspirations of the community are met.

Cairns Libraries is a primary stakeholder in the plan and significantly contributes to all three important ingredients:

- **4.1.1** Character and Spirit
- **4.1.2** Resilient People
- **4.1.3** Functioning communities

By driving the goals and objectives of particularly No 5 *characteristics of cairns as a vibrant region:*

The library supports and drives Initiatives in the areas of:

- **5.1** Education
- **5.5** Culture and Lifestyle
- **5.6** A Generational region
- **5.7** The Economy

*\* The Cairns Regional Council will adopt the Draft Community Plan 1 December 2011 which may include some changes to the above terminology.*

## 3. Critical alignment with Corporate Plan goals 2009–2014 Key Trends and Drivers

Key trends and drivers:
- Population growth
- Globalisation
- Sustainability
- Technology
- Changing demands and expectations on Council



**I find that when I come out of the library I'm in what I call the library bliss of being totally taken away from the distractions of life.**

*Tracy Chevalier, Author of Girl with a Pearl Earring*

## 4. Libraries Key Trends and Drivers 2011–2016

Key trends and drivers:

- Population growth
- Globalisation
- Sustainability
- Technology
- Changing demands and expectations on Libraries
- Industry benchmarks
- Issues and trends
- Best and new practice
- Demographics
- Relevant Legislation and current key industry research/ documentation.

These drivers manifest the need to:

- Reach new audiences
- Address the needs of our changing population
- Respond to changing work patterns and family commitments which leave limited time for personal development and social and cultural activities
- Meet increased consumer expectations for immediacy and convenience of service delivery
- Recognise that a knowledge intensive economy has created greater career mobility requiring enhanced learning throughout life
- Respond to changes in educational approaches, including information rich learning opportunities
- Optimise the use of new information and communication channels
- Make effective use of the increasing volume of information, particularly in digital form.

# 5. State Library of Queensland

The State Library of Queensland (SLQ) provides annual funding (Book Vote) to Cairns Libraries for the purchase of library stock items and special projects. SLQ also underpins the philosophy of public Libraries in Queensland. It does this by taking a lead role in setting standards and guidelines linked to the Book Vote via a Service Level Agreement with local councils across Queensland. SLQ demonstrates leadership in contemporary public library practices as evidenced through its *Strategic Directions* and is supported by the *'Expanding Horizons'* document which focuses on four key themes.

## 5.1 The four themes of *Expanding Horizons*

The four themes of *Expanding Horizons* are:
1. Welcoming spaces
2. Connecting people
3. Learning and leisure
4. Embracing technology

Some best practice initiatives include:

- Develop partnerships with community groups to deliver public programs, events and initiatives

- Create partnerships to provide learning opportunities

- Support the love of reading and multiple literacy development

- Provide greater opportunities for technological literacy

- Provide library services that engage Aboriginal people and Torres Strait Islanders

- Provide opportunities for learning, social and cultural expression

- Co-locate with complementary community facilities and commercial outlets, fostering community engagement.

## 6. Great Cities Deserve Great Libraries

Investing in modern Library and Local History Services recognises the vital role that public institutions play in supporting and representing quality of life for the community and as noted in the research by the Seattle Public Library in the economic development of the area.

Extensive research demonstrates that public libraries make a vital contribution to social, cultural, economic and educational development of communities. In 2006, a landmark research study *Libraries Building Communities* summarised the ways in which public libraries contribute to building better communities as follows:

- Creating informed communities through the provision of access to local and global information sources;
- Providing universal access to information technology infrastructure, computer literacy and technology resources;
- Providing opportunities for lifelong learning through resources to support self directed learning and programmed information and reading literacy activities; and
- Building social capital by providing welcoming, neutral, community space that is open to all members of the community from all walks of life and by connecting individuals, groups and government.

The UNESCO Manifesto for the Public Library states:

> *"The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups. The public library is a living force for education, culture and information, and is an essential agent for the fostering of peace and spiritual welfare through the minds of men and women."*

## 6.1 Key Benefit: Economic Development

The recent research paper, *Enriching Communities: The value of public libraries in NSW* measured the economic activity through the contribution of public libraries to the economy in real terms and found that for each dollar expended on public libraries, $2.82 of real economic activity is generated. The Seattle Central Library has also conducted research to determine the social and indirect economic benefits that resulted from investment in the new library. This study was particularly notable in that it confirmed that the Central Library had become a compelling destination and had promoted economic activity in the city, enhanced the character and liveability of the city, and improved the city's image to patrons. A further study "Worth their Weight", provides 17 case studies of the return on investment in public library buildings.

For Cairns Libraries, the investment in the Heritage listed City Library is iconic to Cairns, operates at capacity and has certainly enhanced the character of the City Centre. It is an attraction for global travellers, researchers, City workers, and those residents living within the City area. There has also been a significant investment made in the shopping centre libraries at Earlville and Manunda which has had an overwhelming response from the community. Additionally, the investment at Stratford Library has had a major impact visually, economically to the surrounding small businesses and in providing services to the Barron/Freshwater/Stratford catchment as well as the Redlynch Valley. Overall, it can be seen that Council's significant investment in libraries over the past five years has had a sound return, not only in increased usage, but in the very positive perceptions of Cairns Libraries and Council's commitment to its libraries, as evidenced in the community consultation.

## 6.2 Key Benefit: Building a Learning Community

One of the major benefits of investment in Libraries is the opportunity to further develop a learning community for the City. *A learning community is one that creates formal and non-formal lifelong learning opportunities for individuals and groups to acquire the knowledge, skills, attitudes and values that will enable sustainable economic development and build social inclusion and cohesion.* All sections of the community benefit from building a learning community. Individuals gain from enriched quality of life, new interests, and personal fulfilment as well as maintaining their employability as lifelong learners in a context of rapid change in jobs.

Employers also gain from building a learning culture in the workplace which feeds continuous improvement and adapting to changing conditions. Overall, it has been found that communities are regenerated, revitalised and become more cohesive and more interesting places in which to live.

There is a trend towards the development of learning centres and libraries are taking on hybrid roles as learning co-ordinators and facilitators. These can range from the provision of technology and Internet access, to sophisticated learning centres, brokering the delivery of learning on a wide range of subjects. These facilities support the independent learner, self-paced learning and group learning, formal and informal. Technology literacy is basic to digital literacy. There is generally a strong focus on information literacy training and there are several innovative examples of engaging community skills in developing competencies. The use of seniors computing clubs and volunteers within the community is also increasing. There is expected to be an increase in demand for formal and informal learning as the proportion of the aged population increases. Programs and facilities for learning will become increasingly important. Cairns Libraries has begun the community learning journey with the introduction of online computer literacy courses, and workshops for all ages with specialist authors and professionals, and will develop further in partnership with key organisations and skilled volunteers for the future.

## 6.3 Key Benefit: Building Connected and Resilient Communities

Community and capacity building is based on harnessing the strengths and assets within communities and building on these strengths to develop healthy, co-operative and sustainable communities. Sustainability, celebrating diversity and developing vibrant communities are a key focus of the Cairns Regional Council's Corporate Plan and Cairns Libraries will take a lead role in delivering on these goals. It also includes the development of competencies to strengthen communities and individual capabilities. The Libraries Building Communities (LBC) project in Victoria was the first comprehensive study of the contributions that public libraries make to their communities. Specifically, the study identifies and documents how public libraries in Victoria build their communities, what the potential barriers to this process might be, and how they can be overcome. The research is underpinned by an understanding that social capital is the glue that holds the community together. Social capital provides a mechanism for strengthening communities.

Libraries are neutral, safe and inclusive spaces, open to all. They act as community hubs providing opportunities for connection, inclusion, and community engagement: the building blocks of a strong and resilient society. Libraries can also provide a wide range of programs attracting people from all walks of life. Research by Eva Cox found that public libraries play an important role in promoting social inclusion and giving isolated people greater connection to their community. Certainly, libraries contribute to the well-being of their communities by facilitating connections and linking people from all backgrounds and ages with opportunities to engage in community and creative activity.

There has been an increased focus on the role of the public library in community development. Community development is very much about connecting, and libraries are increasingly providing the conduits for these connections.

## 6.4 Key Benefit: Developing Literacy Skills

Learning starts in infancy, long before formal education begins and continues throughout life. James Heckman, the Nobel Laureate in Economic Sciences provides a compelling argument for investing in early childhood development and literacy: He writes: *"The real question is how to use the available funds wisely. The best evidence supports the policy prescription: Invest in the Very Young"*. Heckman advocates early exposure to storytelling and the need for programs for the very young and argues for a re-allocation of budgets recognising that this investment can reduce other social costs throughout the human life cycle. *"The later in life we attempt to repair early deficits, the costlier the remediation becomes."*

According to Heckman, investment in social policies that intervene in the early years have very high rates of return while social policies that intervene at later stages in the life cycle have low economic returns.

By supporting early childhood development libraries contribute to the economic and social well being of communities. There needs to be a greater appreciation of what the investment at this level brings as a return longer-term.

Similarly, research by Comedia in the United Kingdom has identified the major, and potentially life-changing, contribution that library outreach work is making in supporting basic literacy, homework among older children and computer skills. These projects are observed to have a marked impact on participants' self-confidence and aspirations: *"The self-motivated learning which libraries promote is central to the creation of a lifelong learning culture in which people expect and want to learn throughout their lifetime."*

## 6.5 Key Benefit: Preserving and Sharing Community Memory

Cairns Libraries plays a key role in collecting and preserving the social and documentary heritage of the Cairns Region for current and future generations, and sharing the memory of their communities. The Library Service associates with members of the community and local historical societies, and family history groups, and there is an opportunity to work more closely and cooperatively with these groups for the future. Digitisation can make local treasures available globally and is a key strategy in enabling wider access to resources. Cairns Libraries currently partners State Library of Queensland in the Picture Queensland Project and recognises that the ability to locate, describe and preserve items is also fundamental. There is a major benefit to the broader community and beyond in investing in adequate space and facilities to collect and preserve community heritage and records.

To avoid risk of significant amounts of valuable content disappearing, Governments at all levels have a responsibility to local communities to ensure that the memory is preserved for future generations.

# 7. Moving forward to 2016: what does the future hold?

## 7.1 Adapting to changing Community needs

Libraries need to adapt to changing demographics and provide adequate space and appropriate facilities for all age groups to access quality services. It has been recognised that the population of Australia is ageing with people in the over 65 years age group strong users of libraries and active borrowers of books.

At the other end of the age scale, young people who are 'born digital' have distinct information and communication needs. These 'digital natives' access information, learn and communicate in ways that older generations do not. As opposed to reading books and magazines, digital natives prefer to draw on and create information via the Internet, communicating using blogs, social networking sites, SMS and web chat and participating in virtual worlds. To attract these young people libraries will need to be inviting, offer the latest in technology and new media and be accessible around the clock.

Cairns Libraries will capitalise on opportunities to engage young people to co-create cultural content in the digital world. A leading role for Librarians to play is one of digital navigators guiding and educating the community at all levels how to ethically use the digital medium and evolving technologies.

*Testimonial:*

**Having recently become a resident (of Cairns) it was such a pleasure to find your wonderful library and librarians.**

## 8. Current Trends in Libraries impacting on Forward Planning

The literature survey conducted as part of the *Living Learning Libraries* project revealed that many of the short and medium-term trends impacting public library service delivery are already apparent:

- Lending books and related physical objects will continue to be core business for the foreseeable future;
- Public library provision of community spaces will continue to be core business for the foreseeable future;
- Notwithstanding the first two points, the provision of technology, especially connection to the Internet, will continue to be core business;
- The vast majority of public libraries will offer 24/7 access to their catalogues and digitised holdings through their websites;
- There will be continued uptake of Web 2.0 and successor technology for customer interaction and content creation. Library patrons will expect access to resources managed by public libraries, with increasing emphasis on digital materials delivered to the desktop at a time that suits the consumer rather than the provider;
- Consortium purchasing arrangements for electronic resources – like Electronic Resources Australia – will expand choices for library customers;
- All tiers of government will continue making information and services available primarily through Web interfaces, and public libraries will be the nominated agencies for access provision for those who would not otherwise have it;
- Conversely, members of the community, already accustomed to using electronic commerce systems for banking, paying government fees and charges, and submitting information to government, will increasingly expect that government information be delivered electronically, be easy to find, easy to print, and be stable and consistent;

- Computer familiarity will become ubiquitous – a development hastened by the astonishingly rapid cost reductions of new hardware and fast take-up rates for new networking software and increasingly computer-like, online enabled mobile phones such as iPhones and Smartphones;

- Visits to library websites will steadily increase to the point where for many libraries the number of digital visits will rival the number of physical visits;

- Customers will increasingly place holds for material through the Internet, receive alerts on their mobile phones and travel to libraries to collect rather than to browse;

- As more and more digital information from commercial sources becomes available (at a cost), there will be increasing community demand for free public access to information and research produced by governments and other publicly funded organisations;

- For libraries, there will be increasing emphasis on digitising collections creating digital archives and repositories, and improving methods of search and delivery. There may well be community pressure for funding, particularly for digitising projects with a local studies flavour;

- Open access research publishing will mean more material accessible to Web search engines managed by companies like Google, Yahoo! and Microsoft; and

- Library staff will be dealing with an increasingly sophisticated (Google aware) clientele. Staff will therefore need to be increasingly skilled in helping patrons find what they want, better trained in treating patrons the way they wish to be treated, and in contemporary information and communications technology (ICT).

## 8.1. The *Better Public Libraries* report identified the following trends in public library service delivery:

- High level of community engagement and programme delivery onsite;
- Future libraries will be developed in partnership with other services;
- Adaptability of internal design, circulation, access and hours of services will be a key factor in building layout and design;
- Reading development and literacy are likely to become even more central to what libraries offer communities;
- Libraries will become key communications centres;
- Long stay use of libraries for study purposes requires friendly and efficient support services such as toilets, catering and recreational quiet zones;
- Electronic links between homes and libraries will increase;
- Children's and youth services will grow in importance as the library becomes a secure, electronic safe haven in the city;
- Virtual library services will be provided 24 hours a day; and
- Librarians will change their role from custodians of culture to knowledge navigators.

Moving towards 2016, we have many opportunities to position Cairns Libraries at the forefront of contemporary library practice in terms of building a learning community through community partnerships as well as an integrated online learning platform.

Community engagement is core business for libraries and provides the basis, as well as exciting opportunities for the development of innovative delivery of library services. By creating process efficiencies, we are able to use our current resources in conjunction with learning partnerships and technology, to grow our services to the community within a sustainable framework.

A learning community is an empowered community and strategically, libraries are well placed to facilitate learning opportunities. It is recognised library core business and one of the benchmarks of a best practice contemporary public library service.



*Fast fact:*

**Currently there are more than 40 million loans each year from Queensland public libraries – that's more than three and a half times the Courier Mail circulation for a year Monday to Friday. Cairns Libraries provides 1.5 million loans annually to the community.**

## 9. Technology Growth: Changes integral to our lifestyle

### 9.1 Online

Globally Public Libraries are being transformed as they accept that *established means of accessing knowledge are changing rapidly and dynamically with a significant digital dimension.*

Libraries need to integrate the online, virtual and digital characteristics of the business in a way that complements the physical library and supports community connection and engagement. Online interaction needs to be user friendly and meaningful to the community. Online innovations need to be made easily accessible to users in the library, at work and at home. Cairns Libraries is embracing online technologies and will work hand-in-hand with the community to progress innovative connecting customer services. It is the aim of Cairns Libraries to be outward focused and forward thinking.

### 9.2 Mobile

Mobile communications are commonplace and are here to stay. This offers up opportunities for libraries to utilise this technology to connect the community to the library. A recent survey conducted by the Library of Birmingham (LoB) found that 40% of mobile phone users would rather lose their wallet than their mobile device. *Mobile services are an integral part of our daily lives and embedded in our culture.*

There is a real opportunity for Libraries to capitalise on new functionalities with the "Swiss army phone" concept and a *growing range of applications addressed via software.*

*Communities are already connecting using mobile devices over the internet to share interests and information.* This has a profound meaning for Libraries and one that needs further research and development with the view of the library being able to connect with people anywhere. *The human-phone interface is evolving with growing demand for touch-based interaction.*

## 9.3 Web 2.0

There is a real opportunity for libraries to reach the hard to reach and disengaged via social networking. Cairns Libraries has already embraced this technology by participating in Facebook at: http://www.facebook.com/pages/Cairns-Libraries/198329513540498

These technologies have been approached with caution by government bodies at all levels however are emerging as another valuable medium if managed and maintained in a well informed and professional way. The flexibility of Web 2.0 should be maximised for the benefit of the library and the community.

Clearly tomorrow's library will be different driven by social, economical and technical forces. Cairns Libraries will meet the challenge and take a dynamic approach to the changing landscape of knowledge, information access and technology.

# 10. The Strategic Business Plan 2011–2016

## 10.1 The Planning Process

This Strategic Business Plan 2011–2016 (SBP) sets out the direction for Cairns Libraries for the next five years 2011–2016, and is closely aligned with the Council's Community and Corporate Plans. This Strategic Business Plan is the foundation of an aligned planning framework for the organisation that will ensure the stated outcomes and strategies are delivered by 2016.

Both ongoing and comprehensive consultation facilitated independently has taken place to ensure that the community, council, stakeholders and staff have ownership of the plan. Through face-to-face staff and community workshops, focus groups and online surveys the SBP has been developed to ensure the sustainability and progress of Cairns Libraries and the Cairns regional community as we move further into 21st Century Libraries.

## 11. Our Vision: *21st Century Libraries, learning, lifestyle and community: towards a dynamic future together!*

Council's Corporate Plan emphasises building vibrant communities through creativity and innovation in an environment where self-reliance and participation in community life is enabled and encouraged. In line with this focus, Cairns Libraries aims to improve library services and facilities to build social capital, increase community capacity and literacy, encourage lifelong learning and support cultural diversity.

Our Vision focuses on facilitating and supporting a learning community, where formal, informal and lifestyle learning is fostered in partnership with our community. We are seeking to become the key provider of Community Information throughout our diverse community using the national and international library networks and digital and professional resources uniquely available to libraries.

*Fast fact:*

**There are 330 public library sites in Queensland – more than double the number of McDonalds outlets in the State. Cairns Regional Council has invested in nine public libraries and one library kiosk.**

## Figure 11.1: Visioning Word Picture

To ensure that our strategic direction encompassed the future visually we have developed a Word Picture for Cairns Libraries in the year 2016.



Flexible learning and lifestyle spaces

Relevant for kids

Early literacy drivers

Visionary Strategic Leadership

Learning facilitator

Knowing our business through data analysis

Integrated planning

Policy maker

User friendly

Integrated partnerships delivering services

Self-serve environment

Customer focused

Our staff value add

Global information access

Interactive public spaces

Values driven

Innovative

Leaders in information technology

Digital apps

Professional client services

Regional hub for innovation

**Cairns Libraries 2016**

Sustainable

Welcoming

Capacity builders

Vibrant

State-of-the-art online services

Shared services and regional collaborations

Noisy

Swish virtual presence

Integrated with community

Innovative

Web 2.0

World-class service

Heritage and history

Digitisation

Partnered projects with national/state partners

Well placed in planning of new communities

Revenue generating

High performance systems

Reaching out to the community

Dynamic service delivery outcomes

Building evidence-based reporting and business cases

Tactical thinking

All inclusive

Global access to local content

## 12. Our Mission

*"Building and enriching our community through sustainable library services, supporting and promoting quality learning, lifestyle and diversity".*

Our Mission is about our community. Cairns Libraries has a clear mandate to work with our diverse community to ensure we provide opportunities for capacity building while enriching the lives of those we serve.

## 13. Our Values

Our values align with the corporate culture of excellence in customer service, cohesive teamwork and a team spirit equal to none:

- *Working Together Effectively…* to achieve success
- *Respect…* treat other as you would like to be treated
- *Pride in our work…* do it once, do it right
- *Accountability…* we avoid passing the buck
- *Sustainability…* we think long-term

### Table 14. Overarching Business Outcomes

| Our Community | Our Staff | Our Systems/Technology | Our Governance |
|---|---|---|---|
| Support and connect vibrant, prosperous, creative communities working together | Knowledge navigators: A professional and dynamic customer-focused team | User friendly, innovative and sustainable policies and technology connecting a self-serve environment | Accountable, strategic business leadership, partnerships and management |

*Testimonial:*

**We appreciate being able to sit and read in comfortable surroundings.**

## 14.1 Strategic Directions 2011–2016

A balanced scorecard approach has been applied to the future strategic direction for Cairns Libraries. Our outcomes will be achieved through specific Business Strategies focusing on:

### a) Table 14.1.1: Key Goals and Objectives – Our People

A professional and dynamic customer-focused team working together with vibrant, prosperous, creative communities

| Goal | Objective |
| --- | --- |
| Know our community and who we reach | Survey our community every two years |
| Capacity building through a partnered approach to community learning | Broker learning opportunities within the community to bring people and learning together |
| Organisational structure to deliver excellence in our business and drive our strategic plans | Review Cairns Libraries organisational structure every two years |
| Training plan integrated with built in accountability and on-training opportunities | Develop and implement training plans for staff, including competency testing |
| Strengthen our team and relationship building and communication | Implement team building and communication exercises as part of a sustainable and regular professional development program |
| Ensure continued customer focus for our staff | Implement quality service programs and continue to improve and train for excellence in customer service |

*Testimonial:*

**You offer a wonderful service and it's always a great experience, the library is an amazing resource!**

## b) Table 14.1.2: Key Goals and Objectives – Our Places

Infrastructure development that is based on the Cairns Libraries Strategic Asset Management Plan, community focused service delivery as well as contemporary library practice and principles contained within the *Local Government Act 2010*

| Goal | Objective |
|---|---|
| Highly visible, well used, flexible library spaces and places | Review use of library space annually and adjust as required |
| Plan, deliver and maintain library infrastructure | Use Cairns Libraries Strategic and Tactical Asset Management Plans for all infrastructure activity |
| Providing an environment that is safe, friendly and welcoming for all people of the community, that values our Aboriginal and Torres Strait Islander Communities as well as cultural diversity | Regular review of corporate and community requirements |
| | Identify opportunities to maximise culturally inclusive use of Cairns Libraries spaces |

### c) Table 14.1.3: Key Goals and Objectives – Our Processes

Accountable strategic business management working together with all stakeholders to provide user friendly, innovative and sustainable policies and technology connecting a self-serve environment

| Goal | Objective |
|---|---|
| Increased access to services and resources in a dynamic, interactive online environment | Regular review and maintenance of web pages and online catalogue |
| | Include benchmarked technology products within an online environment |
| Preserving our past for the generations to come | Develop interactive touchscreen products that can be networked to all libraries |
| Optimise our Library Management Systems capabilities | Implement and utilise full LIBERO capabilities |
| Innovative, user friendly and relevant technology delivering our business | Develop an integrated technology plan |
| Integrated self-service environment is in place | Purchase, install and promote self service technology |
| Ensure a policy/ procedure framework supports the delivery of our business | Develop policies that are sustainable, user friendly, promote inclusiveness, innovative and review annually |
| Integrated strategic business planning and review framework | Review Strategic Business Plan annually |
| Accountable and effective financial management | Develop branch and program budgets |
| Dynamic and vibrant collection matching community needs | Develop a community focused Collection Development Policy that reflects community requirements |
| Effectively resourcing and managing our team | Adopt dynamic, contemporary public library collection management practices |
| | Implement sustainable work practices |
| Comply with all existing State and council legislation | Add this responsibility to a position description |
| Effective, evidence based reporting and recommendations to all relevant bodies | Annually review statistical data requirements for reporting bodies |
| | Purge the membership database annually |

### d) Table 14.1.4: Key Goals and Objectives – Our Sustainability

Accountable and sustainable strategic business and financial management with regard to program delivery, operational practices as well as climate change and the environment

| Goal | Objective |
|------|-----------|
| Deliver dynamic, relevant services in a sustainable environment | Annually review relevance of library services and implement identified changes as indicated by community feedback |
| | Implement benchmarked contemporary service delivery models |
| | Identify funding opportunities that will assist in the delivery of sustainable programs/services |
| Minimise our carbon footprint through utilisation of sustainable work practices | Identify and implement sustainable work practices |
| Maximise volunteer contribution to our services to the community | Develop a volunteer management program |

## 15. The *Cairns Libraries Strategic Business Plan 2011–2016* will position the service effectively over the next five years

Some of the key strategies that will be implemented include:

- Develop a strategy to facilitate a Learning Community in the Cairns region

- Complete a Client Services and Access Plan

- Complete a Children's Services 5 year Plan

- Implement a workforce plan to identify staff numbers, positions and competencies that will be required into the future;

- Develop a Marketing and Partnerships Plan, with particular focus on non-users, access, multi-cultural and Indigenous groups;

- Complete an integrated Technology Plan;

- Expedite the outsourcing of collections including cataloguing, where a cost/benefit can be ascertained;

- Develop a cost-benefit analysis for the full implementation of RFID technology over a four year period;

- Complete a cost/benefit analysis on the introduction of reservation fees and fees for uncollected reservations across the service and imposing a charge for inter-library loans; and

- Further investigate funding, sponsorship and partnership opportunities to maximise sustainable revenue.

### Short-term (1-5 years)
*Infrastructure:*

1. Identify and secure funding for the re-organisation of the Gordonvale Library, including the relocation and streamlining of the Council office to another part of the library, and the re-organisation of the library;

2. Develop a Master Plan to address the City Library space constraints and the need for new services in accordance with community needs identified;

3. Implement the Smithfield Library Master Plan to provide public meeting facilities within the library, an undercover drive through returns facility and garaging for the library van; and

4. Continue to investigate and develop alternative models of delivery for outreach to different communities and segments of communities, such as the unstaffed kiosks and partnered delivery of library services within small communities.

*Operations:*

1. Position the Library Service as a key facilitator of the development a Learning Community in Cairns Region:

    a) Seek funding through State Library of Queensland to support the strategy;

    b) Complete a Learning Audit (internal and external);

    c) Identify and implement the appropriate governance model (Leadership Group for example);

    d) Develop Cairns Learning City Strategy in partnership with key stakeholders; and

    e) Integrate relevant strategies within the Cairns Libraries Operational planning.

2. Formalise the existing collection management process by developing, implementing and monitoring branch profiles to improve the alignment of collections and budgets with local catchments and inform future collection development and selection profiling;

3. Continue to implement the outsourcing of collections where there is a demonstrated cost/benefit;

4. Continue to identify effective marketing and engagement strategies to non-users of the library in the community and in particular to make multicultural and Indigenous communities more aware of library services and facilities;

5. Develop, implement and monitor an integrated Technology Plan for Cairns Libraries, including strategies for wireless, development of Web 2.0 capacity, staff Intranet, an online e-library service, the digitisation of the Regional Resource Collection, and the continued migration to self-service check-out for loans;

6. Monitor industry trends and ensure workforce planning and training takes account of emerging demands for new competencies, particularly in the online environment and within the context of a culturally diverse community;

7. Develop and implement a workforce plan to identify staff numbers, positions and competencies that will be required into the future;

8. Review library structure to ensure the structure supports strategic direction;

9. Complete a cost/benefit analysis on the introduction of reservation fees and fees for uncollected reservations across the service and imposing a charge for inter-library loans; and

10. Further investigate funding and partnership opportunities identified.

### Long-term

1. Plan for a large library in the proposed Edmonton town centre that will service the future Mount Peter and Edmonton catchment;

2. Develop a cost benefit analysis to determine the most cost effective means of servicing the long-term needs of both the Edmonton and Gordonvale catchments;

3. Investigate options for alternative service delivery through a kiosk or similar in partnership with another service provider in the Redlynch Valley area; and

4. Monitor the satellite branches providing services into retirement and aged care villages and identify opportunities for alternative delivery models as required.

## Table 15.1: Business Strategies and Outcomes – Our People

| OUR PEOPLE | Business Outcome | Success Indicators | |
|---|---|---|---|
| **– Community**<br>**– Staff**<br>**– Systems**<br>**– Governance**<br><br>**Corporate Goal/ Objective**<br>**2.2, 2.5, 2.6, 3.2, 3.3, 6.5, 6.6** | Significant contribution from Cairns Libraries in building vibrant and prosperous communities; aware of the diverse range of community services and facilities actively participating in opportunities for community learning | Target of 10% increase in:<br>• Participation rates<br>• Partnered programs | |
| | Well informed understanding of our community | Target of 10% increase in:<br>• Membership | |
| **– Staff**<br>**– Community**<br>**– Systems**<br><br>**Corporate Goal/ Objective**<br>**2.5, 6** | The Cairns Libraries team will continue to provide professional library services to our community with exceptional focus on delighting our customers within an organisational culture of continuous improvement | Community satisfaction survey | |
| **– Staff**<br><br>**Corporate Goal/ Objective**<br>**2.5, 2.6, 6** | Professional, highly skilled staff delivering quality library services by supporting the learning community | Development and implementation of integrated training plans | |
| | High level of team morale, innovation, engagement and retention of skilled staff | Staff satisfaction, team morale and new ideas | |
| **– Staff**<br>**– Governance**<br><br>**Corporate Goal/ Objective**<br>**2.5, 6** | Flexible and responsive structure that ensures maximum quality delivery of library services to the community | Organisational structure reviewed and adjusted as planned | |

| Strategy | Actions | By When |
|---|---|---|
| Capacity building through a partnered approach to community learning | Identify and create partnerships that could promote the development of a learning community | 2016 |
| | Develop Memorandums of Understanding/Service level agreements with all identified partners prior to proceeding with partnerships | 2016 |
| | Develop specified programming and seek funding to facilitate and support identified partnerships | 2016 |
| | Identify and implement the appropriate Governance model in line with strategic direction | 2014 |
| | Review and seek new partnerships aligning with community needs | Annually |
| Know our community and who we reach | Survey our community every two years | 2014 |
| | Undertake data analysis and marketing research of the membership database | 2013 |
| | Analyse demographic profile of membership database – current and projected | 2014 |
| Ensure and reward continued customer focus by staff | Implement continuous quality service and reward programs | 2016 |
| | Review Customer Charter annually | Annually |
| | Develop and implement a Client Services and Access Plan and a Children's Services Plan | 2011 |
| Learning and Development Plan | Progressively develop integrated learning plans for staff, including competency testing | 2012 |
| | Implement and review training plans for staff | Annually |
| Strengthen our team, relationship building and communication | Implement team building and communication training for all library staff as part of a sustainable and regular professional development program | 2016 |
| Organisational structure to deliver excellence in our business and drive our strategic plan | Implement a Workforce Plan to identify staff numbers, positions and competencies that will be required into the future | 2011 |
| | Review Cairns Libraries organisational structure periodically | 2011 2013 2015 |

## Table 15.2: Business Strategies and Outcomes – Our Places

| OUR PLACES | Outcome | Success Indicators |
|---|---|---|
| **– Staff**<br>**– Community**<br><br>**Corporate Goal/Objective 2.5, 6** | Provide library infrastructure needed to service regional communities specifically identified in the library review and strategic directions | Establishment of a larger library at Edmonton and relocation of existing services |
| | | Reorganisation of the Gordonvale library |
| | | A master plan implemented for the Cairns City library |
| | | Implementation of the Smithfield Library Master Plan |
| | | Optional delivery models identified for outreach services to community segments |
| **– Staff**<br>**– Community**<br>**– Governance**<br><br>**Corporate Goal/Objective 2.5, 5, 6** | Libraries are a central point of community engagement and community learning | Increased use of library spaces for learning, meeting and engagement and increased revenue |
| **– Staff**<br>**– Systems**<br>**– Governance**<br><br>**Corporate Goal/Objective 1, 2, 3, 4, 5, 6** | Cairns Libraries Strategic and Tactical Asset Management Plans ensure cost effectiveness as well as flexible maintenance/renewal programs | Adherence to approved and reviewed Strategic Asset Management Plans (SAMPs) and Tactical Asset Management Plans (TAMPs) |

| Strategy | Actions | By When |
| --- | --- | --- |
| Plan for a new Edmonton library in line with council's planning | All actions to be identified in annual Operational Planning 2011–2016 | 2015 |
| Maximise Gordonvale library services to the community | Identify and secure funding for the realignment of the Gordonvale library | 2012 |
| The Cairns City library is developed into a long term central library including café | Develop a master plan to address the space constraints in the city library and include a garden café | 2013 |
| Smithfield library to be a sustainable customer service facility for the Northern Beaches and Support Services workplace | Develop a Smithfield Library Master Plan to include meeting facility, undercover drive-through returns and garaging for the library van | 2013 |
| Infrastructure will include unstaffed Kiosks and partnered services | Investigate library infrastructure needs for smaller communities and develop a plan of optional delivery methods | 2016 |
| Maximise use of the library internally and externally | Develop guidelines for use of library spaces in relation to people, resources and cost recovery | 2012 |
| Plan, deliver and maintain library infrastructure | Use Cairns Libraries Strategic and Tactical Asset Management Plans for all infrastructure activity | Annually |

**Getting my library card was like citizenship…**
*Oprah Winfrey*

## Table 15.3: Business Strategies and Outcomes – Our Processes

| OUR PROCESSES | Outcome | Success Indicators | |
|---|---|---|---|
| **– Staff**<br>**– Systems/Technology**<br>**– Community**<br>**– Governance**<br><br>**Corporate Goal/Objective 2, 3, 5, 6** | Fully integrated professional Libraries delivering a blended platform of systems, processes and services through innovative and leading edge technology | Target of 5% increase in:<br>• Formal planned web page reviews | |
| | | Implementation of identified technology within identified timeframes and budget | |
| | | Touchscreen technology in all libraries | |
| | | Target 5% increase in:<br>• Contributions to Picture QLD | |
| | | Target 5% increase in:<br>• Loans<br>• Customer visits<br>• Memberships<br>• WebOpac searches<br>• Inter Library loans | |
| | | Technology Plan completed | |
| | | Integrated self-service environment is in place by 2015 | |
| | Fully automated self serve, identification and security system installed in all libraries | Full implementation of RFID (radio frequency identification) technology in all libraries | |
| | Our customer service is based on our customer service charter and user friendly policies with continuous improvement in all that we do | Identified policies and procedures have been developed and/or reviewed annually | |

| Strategy | Actions | By When |
|----------|---------|---------|
| Provide increased access to services and resources in a dynamic, interactive online environment | Regular review and updating of web pages and WebOpac (Online Public Access Catalogue) | 2016 |
| | Provide identified benchmarked technology within an online environment and within an established budget | 2016 |
| Preserving our past for future generations | Develop interactive touchscreen technology promoting local history that can be networked to all libraries | 2016 |
| Preserving our present and our past for future generations | Continue to be part of the Picture QLD program, providing a regional perspective | 2016 |
| Optimise our Library Management Systems capabilities to drive innovation and provide relevant data | Implement and utilise full Libero capabilities on a developmental basis | 2016 |
| Innovative, user-friendly and relevant technology delivering our business | Develop an integrated technology plan to include the Library Management System strategy, Online, Mobile and Web 2.0 technologies | 2011 |
| Innovative, user-friendly and relevant technology delivering our business | Purchase, install and promote self service technology, including self service holds collection | 2016 |
| Upgraded, unified stock management and self-serve system integrated with the LMS | Develop a cost benefit analysis for full implementation of RFID over a four year period | 2015 |
| Ensure a policy/procedure framework supports the delivery of our business | Develop policies and procedures that are sustainable, user friendly, promote inclusiveness and innovative such as a Membership Policy and review policies annually | 2016 |

**Table 15.3: Business Strategies and Outcomes – Our Processes**
*continued…*

| OUR PROCESSES | Outcome | Success Indicators | |
|---|---|---|---|
| **– Staff**<br>**– Systems/Technology**<br>**– Community**<br>**– Governance**<br><br>**Corporate Goal/Objective 2, 3, 5, 6** | A sustainable, appropriately funded library service with integrated strategic, operational and asset management planning in place | Strategic Business Plan reviewed annually and updated where necessary | |
| | | Branch and program budgets developed | |
| | Our customer service is based on our customer service charter and user friendly policies with continuous improvement in all that we do | Contemporary library practice Collection Development Policy developed | |
| | | Completion of:<br>• Collection profiles<br>• Collection performance analysis<br>• Resource efficiencies created<br>• Outsourcing in place | |
| | Evidence based data and reporting will guide our services improvement in all that we do | Reviewed and documented work practices | |
| | | Membership database purged annually | |
| | | Statistical data reviewed and submitted annually | |

**The library (in the migrant community) I grew up in was my only link to the outside world.**

*Playwright and filmmaker Luis Valdez*

| Strategy | Actions | By When |
|---|---|---|
| Integrated strategic planning and review framework | Review Strategic Business Plan annually | 2016 |
| Accountable and effective financial management | Develop branch and program budgets and cost benefit analysis to support business case strategies | 2016 |
| Dynamic and vibrant collection matching community needs | Develop a community focused Collection Development Policy that reflects community requirements in all formats as well as contemporary library practice | 2012 |
| Adopt dynamic, contemporary public library collection management practices | Undertake collection performance analysis to ensure evidence based purchase of library stock:<br>• Develop collection profiles<br>• Outsource selection, cataloguing and end processing<br>• Create resource efficiencies to allow for development of quality collection management and development of a quality online and community learning environment | 2016 |
| Effectively resourcing and managing our team | Review and implement sustainable work practices as required | 2016 |
| Maintain a clean and current database | Purge the membership database annually | 2016 |
| Compliance with State and Council requirements | Annually review statistical data requirements for reporting bodies | 2016 |

**Knowledge is the wing wherewith we fly to heaven.**

*William Shakespeare*

## Table 15.4: Business Strategies and Outcomes – Our Sustainability

| OUR SUSTAINABILITY | Outcome | Success Indicators | |
|---|---|---|---|
| **– Staff**<br><br>**Corporate Goal/Objectives 2, 5, 6** | Library services, programs and facilities are well known and well utilised across the region | Use of services and facilities are maximised by the community | |
| | Libraries, resources, funding, services and facilities are sustainable | Customer satisfaction survey. Services delivered within budget constraints | |
| | A carbon reduction strategy will guide our work practices | Target of 5% increase in:<br>• Carbon reduction strategies | |
| | Volunteer management strategy in place for all service delivery areas where volunteers may be utilised in conjunction with staff to enhance service delivery | Volunteer management program applied to all current and future volunteers | |

**Libraries store the energy that fuels the imagination. They open up windows to the world and inspire us to explore and achieve, and contribute to improving our quality of life. Libraries change lives for the better.**

*Author Sidney Sheldon*

| Strategy | Actions | By When |
|---|---|---|
| Maximise opportunities to market and promote library services to wider communities not yet connected to libraries and learning programs | Develop a Marketing Plan with particular focus on non-users, multicultural and Indigenous Groups | 2011 |
| Deliver dynamic, relevant services in a sustainable environment | Annually review relevance of library services and implement identified changes wherever possible as indicated by community feedback | Annually |
| | Seek and source funding opportunities that will assist in the delivery of identified programs/services/staff/resources | Annually |
| Minimise our carbon footprint through utilisation of sustainable work practices | Identify and implement sustainable work practices such as using recycled paper and installing water smart taps | Annually |
| Maximise volunteer contribution to assist staff deliver sustainable services to the community | Develop a volunteer management program to sustainably deliver services such as the homebound and satellite library services aligned to Cairns Regional Council's Volunteer Policy | 2011 |

*Testimonial:*

**I have lived in many cities in Australia and find the library service in Cairns amazing. Other libraries could learn a lot from what is offered here.**

## Library Locations

1. Babinda Library
2. Cairns City Library
3. Earlville Library
4. Edmonton Library
5. Gordonvale Library
6. Manunda Library
7. Mossman Library
8. Smithfield Library
9. Stratford Library
10. Port Douglas Library Kiosk

Mossman

Port Douglas

Oak Beach

Mount Molloy

Ellis Beach

Trinity Beach

Kuranda

Smithfield

Redlynch

Brinsmead

CAIRNS

Bayview Heights

Mareeba

Edmonton

Gordonvale

Goldsborough

Fishery Falls

Babinda

# Library Branches

### Babinda Library

24 Munro Street, Babinda

(07) 4067 1112

### Manunda Library

Raintrees Shopping Centre, Cnr Alfred and Koch Streets, Manunda

(07) 4044 3779

### Cairns City Library

151 Abbott Street, Cairns

(07) 4044 3720

### Mossman Library

14 Mill Street, Mossman

(07) 4099 9496

### Earlville Library

Shop 128 Stockland Shopping Centre, Earlville

(07) 4044 3766

### Port Douglas Library Kiosk

13-29 Mowbray Street, Port Douglas

(07) 4099 9497

### Edmonton Library

175 Bruce Highway, Edmonton

(07) 4055 4121

### Smithfield Library

Cheviot Street, Smithfield

(07) 4044 3711

### Gordonvale Library

88 Norman Street, Gordonvale

(07) 4056 1365

### Stratford Library

11 Kamerunga Road, Stratford

(07) 4044 3733

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If you want your children to be brilliant read them fairytales. If you want them to be geniuses read them more fairytales.

*Albert Einstein*