A STRATEGY FOR OUR LIBRARIES, MUSEUM AND GALLERY – SUMMARY
2020–2023
ACKNOWLEDGEMENT OF COUNTRY

Coffs Harbour City Council acknowledges the traditional custodians of the land on which we meet, the Gumbaynggirr people, who have cared for this land since time immemorial. We pay our respects to their elders, past, present and emerging, and commit ourselves to a future with reconciliation and renewal at its heart.

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“Supporting a culture of creativity is essential for New South Wales to succeed in a global innovation economy, but for culture to truly flourish it needs a home – places where it can be created, shared and enjoyed. Cultural infrastructure – theatres, galleries, museums, libraries, archives, community halls, cinemas, public art and outdoor events spaces – brings culture into our communities and makes it accessible for all of us.”

Don Harwin, NSW Arts Minister, 2019, Cultural Infrastructure Plan 2025+
GIINAGAY!

The City of Coffs Harbour supports a library service comprising three branches; a regional art gallery, which has a national presence and reputation; and a regional museum.

Our Library, Museum and Gallery (LMG) cultural services are well used and well loved by the people who use, visit and care for them. The purpose of the Library Museum Gallery (LMG) Strategy is to position these services for the future, and to extend their offerings and value to all residents and visitors to the Coffs Harbour region.

People have told us that an ambitious, growing and diverse city like ours deserves first-rate cultural facilities and services.

The LMG Strategy ensures that our cultural services – libraries, regional gallery and regional museum – have a transition plan in place until the planned Cultural and Civic Space opens in 2022.

Our libraries, gallery and museum will continue to offer a range of services, exhibitions and programs over this time, as well as trialling new things.

This summary version of the LMG Strategy 2020 - 2023 provides an overview of:

- global, national and local trends and how they will influence decisions about our libraries, museum and gallery
- community research undertaken
- five focal areas around which the strategy is based.

More information is available in the full strategy document. We welcome your feedback.
People have told us that an ambitious, growing and diverse city like ours deserves first-rate cultural facilities and services.
OVERVIEW

LIBRARIES

Contemporary libraries are more than repositories for books. Globally and nationally, contemporary public libraries are at the heart of civic life. There is significant investment in the renewal of library buildings and functions by city and regional councils across Australia.

Today’s new and revamped libraries:
• provide meeting rooms for a limitless range of learning, business and cultural needs
• provide access to digital technologies, equipment and skills, especially for those who may struggle to gain access otherwise
• support lifelong learning and educational outcomes through targeted programs, collections and outreach services
• provide attractive, free, welcoming spaces in which people can meet, sit, read, learn, use wifi, play music, make things, exchange ideas, attend lectures and classes, study, and, in some cases, experience art making and performance
• and, of course, they still provide free access to valued and relevant books, newspapers, magazines, music and film in either physical or digital formats.

Multipurpose spaces are the secret to the success of contemporary libraries. New libraries from Helsinki to Christchurch, from Sydney’s Green Square to Shellharbour, are providing flexible spaces in which citizens and visitors can do almost anything they desire. There are exhibition and performance spaces; studio and maker spaces; interwoven history and heritage artefacts and digital resources; the latest in digital equipment and training, often combining science and art in the one experimental space; cafés and lounges; magazines and newspapers; and meditative, quiet nooks and study spaces in which people can rest, learn and concentrate.

Libraries promote community interaction and democratic cultural exchange. They support employment outcomes, provide spaces for creatives to create, support literacy and the literary arts, and collect and interpret unique local histories. The return on investment from a contemporary library service is estimated to be around $4.30 for every dollar spent.
ART GALLERIES AND MUSEUMS

The attractive buildings, spaces and precincts of contemporary Australian museums and galleries enable tailored educational activities and opportunities to engage with contemporary thinking and ideas. These buildings, spaces, precincts and programs have created new kinds of immersive and interactive visitor experiences.

New techniques, technologies and curatorial approaches have extended cultural possibilities for diverse communities. Advances in digitisation techniques have assisted gallery and museum professionals to reinterpret and present visual and heritage collections to new local and global audiences.

Importantly, galleries and museums help fine-tune visual literacy. In an era of signs, logos and image-based culture, visual processing is the primary medium in which the brain makes sense of information overload. Learning to see and interrogate what one sees is now a critical 21st century skill.

Art and heritage exhibitions, and related educational programs, help raise interest in and discussion about what kind of society and culture we’ve had, want and need. They help us express complex feelings and ideas in non-verbal ways. They also often help us, collectively, to experience something challenging in a safe environment from which we can walk away.

Libraries, museums and art galleries offer informal learning environments well suited to the social learning needs of people regardless of age and background.

“Culture adds colour and nourishment to the community.”

LMG Consultation Workshops (2018)
LMG STRATEGY OVERVIEW

LMG 2020-2023
The Library Museum Gallery Strategy 2020-2023, in tandem with progress on the Cultural and Civic Space, offers a strategic framework that:
- builds on the foundations already established
- emphasises the importance of partnerships, linkages and networks
- provides a bridge to 2022, when new spaces and possibilities will be realised as part of the Cultural and Civic Space project
- invests in the people, programs and platforms needed to boost creative and cultural potential across the Coffs Harbour region.

The LMG strategy outlines a comprehensive and practical plan of action.
It is grouped around five focal areas: invigorate, connect, learn, collect and remember.
Each action area contains a number of objectives and accompanying actions. They have been arranged across a four-year timeframe in order to build momentum for sustainable and affordable change. A full set of strategy objectives can be found in Appendix Three.

VISION:
Our libraries, museum, and gallery inspire learning, sharing, creativity and inclusion, and are a cornerstone for our community’s economic, social and cultural well-being.

MISSION:
We bring people together:
- by inspiring and supporting lifelong-learning, literacy, creativity and cultural expression;
- to find, share, and create knowledge;
- by recognising, preserving, and sharing our diverse histories and stories; and
- by providing welcoming public spaces accessible to all.

For more detail about the strategy please go to page 23.

Cultural & Civic Space
“Funky, cosy, full of art.”
LMG Future Options Survey (2018)

Library
“The very best thing I get for my rates.”
LMG Future Options Survey (2018)
The LMG Strategy has five focal areas:

<table>
<thead>
<tr>
<th>Invigorate</th>
<th>How we will achieve this</th>
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| Welcoming spaces and places; engaging programs and exhibitions; a flourishing creative community and cultural economy. | • Design and build the Cultural & Civic Space.  
• Review and update branch libraries.  
• Design pop-up outreach library.  
• New cultural partners; new cultural tourism initiatives.  
• Invigorate vacant, forgotten spaces with cultural events.  
• Improve access to LMG services through better signage, way finding and marketing. |

<table>
<thead>
<tr>
<th>Connect</th>
<th>How we will achieve this</th>
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| Cultivating community resilience; mutually supportive partnerships; respecting Aboriginal knowledge, culture, and language; making a positive social and economic impact. | • Social impact focus for LMG services and events.  
• Joint initiatives with Aboriginal organisations, artists and agencies.  
• Strengthen volunteer cohort; support skills development.  
• Work with cultural and learning partners to offer more programs and events. |

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<thead>
<tr>
<th>Learn</th>
<th>How we will achieve this</th>
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| Championing 21st century literacies – reading, digital, information, visual; discovering the identity of our diverse community. | • Support 21st century literacies- reading, digital, information, visual.  
• Participate in state-wide reading, poetry, literacy and STEAM initiatives.  
• Support research, lifelong learning, self-directed learning.  
• Expand range of gallery and museum exhibitions, programs and workshops.  
• Strengthen customer service philosophy, practice and skills base. |

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<thead>
<tr>
<th>Collect</th>
<th>How we will achieve this</th>
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| Building relevant information resources; prioritising youth interests, community languages, and Aboriginal histories, language, and publications; providing a safe home for museum and art collections. | • Expand and deepen library collections.  
• Diversify community language and history collections.  
• Develop relocation plans for all museum and art collections.  
• Develop new cultural collections storage facilities. |

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<tr>
<th>Remember</th>
<th>How we will achieve this</th>
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| Preserving what is unique and irreplaceable; improving discovery platforms; supporting research. | • Implement digitisation project.  
• Plan for and design new family history and local studies spaces  
• Enable adequate curatorial research time and resources. |
SECTION ONE: CONTEXT
WORLD IN TRANSITION

Regional economies are buffeted by international and national dynamics, policies and tensions.

While the future is difficult to predict, responses to and debate around the following tensions can be expected:

• energy, water, environmental protection and biodiversity
• population growth, ageing, housing, migration, transport and infrastructure
• work, education, digital disruption
• social cohesion and cultural enrichment.

These are complex issues. Their evolution will have effects across Australia and its regional economies.

A number of trends stand out:

• digital disruption and work
• inter-generational possibilities
• smart cities and communities
• culture counts

DIGITAL DISRUPTION AND WORK

It is estimated that 5.1 million or 46 per cent of the Australian workforce is at risk over the next 10-15 years due to digital disruption. The increasing sophistication of artificial intelligence, machine learning, new forms of automation, and the offshore delivery of numerous support services, pose challenges to national and regional economies, and individual livelihoods. The economic and social consequences of digital disruption will be far-reaching.

Rapid change yields dilemmas, possibilities and contradictions.

Research into Australia’s entrepreneurship culture, for example, argues that around 40 per cent of university graduates, across all disciplines, are seeking to create sustainable employment through start-up enterprises. Universities Australia (2017) estimates a significant proportion of these start-ups are occurring in regional areas.

While digital disruption is displacing workers, industries and communities, it can also be an enabler; a medium through which new forms of enterprise, communication, play and learning can occur.

INTERGENERATIONAL OPPORTUNITIES


However, Australia’s ‘forever young’ cohort are living and working longer; pursuing active lifestyles and intellectual stimulation; and are a source of experience, wisdom and mentorship.

Alongside the ‘forever young’ trend is the prediction that Generation Z, born between 1995 and 2010, will outstrip the population bubble represented by post World War Two baby boomers. Digital natives, well educated, likely to have up to five career changes and 17 different jobs during their lifetimes, this generation is predisposed to lifelong learning. They will also need to be resilient self-starters. The world of work they will inhabit requires technological fluency and adaptable digital skills. Importantly, when it comes to ‘future-proofing’ skills, it is a range of people-oriented skills that are increasingly seen as essential. Critical thinking, creativity, communication, media literacy, leadership and presentation skills are touted as an essential enterprise skills set across the service and creative industries.
SMART COMMUNITIES AND CITIES

Technologically enabled cities are achieving new levels of service responsiveness. The Internet of Things, artificial intelligence, augmented reality, robotics, drones, and embedded sensing devices in a plethora of material objects from road surfaces to garbage bins, collect and connect relevant data aimed at improving decision making and service responsiveness.

Ideas linked to the ‘smart city’ have, however, often overemphasised the importance of hardware at the expense of people and ‘smart’ communities. The smart city or community is more than the NBN, technology platforms and digital infrastructure. Smart cities/communities enact what social economist Richard Florida describes as a vibrant combination of technology, tolerance and talent. Smart cities plan for and nurture connected communities.

These smart and connected communities need welcoming places, opportunities to socialise, lively neighbourhoods, and aesthetically enriched learning environments. Research indicates that these attributes are positively correlated with perceptions of liveability and ‘loveability’.

Why is this important? In times of uncertainty, social cohesion can become a critical marker of resilience and optimism. People gravitate towards cultural meaning, local stories and positive narratives about identity. In addition, local character and distinctiveness become attractors for new residents, tourists, visitors and business.

This is where regional libraries, galleries and museums play a significant and vital role. They invite new social and creative possibilities by offering welcoming, free, knowledge-rich environments in which people gather and learn alongside other people who are both like and unlike them.

Trust is a key ingredient in building connected communities; and trust-generating, publicly-owned places like libraries, museums and galleries represent critical cultural infrastructure.

CULTURE COUNTS

Australians are participating in all forms of cultural life in unprecedented numbers.

The CSIRO (2012) estimates that in the period 2003/4 to 2009/10, weekly expenditure by Australians on art, entertainment and culture increased by 25 per cent, compared to a CPI index of 19 per cent across the same period. This trend towards the ‘experience economy’, that is, the seeking out of services and experiences over products, shows no sign of diminishing.

The Australia Council for the Arts (2017) estimates that in 2016 around 14 million, or 72 per cent, of Australians over the age of 15 attended an arts or cultural event. Around 98 per cent engaged in the arts in one form or another; 76 per cent read books in print or digital formats; 35 per cent attended a First Nations art or cultural event; and more Australians than ever before believe that the arts – visual, literary, performance, design – are critical to social cohesion, identity, mutual understanding and connection.

This is not just a large city phenomenon either, but equally spread across regional cities and towns.

In line with CSIRO predictions, around 50 per cent of adults surveyed by the Australia Council for the Arts are not just consuming creative arts but participating in creative life. There is dramatic growth in all forms of participative creativity.

Cultural tourism in NSW has grown significantly over the last decade. International cultural tourism has grown by 50 per cent; cultural and heritage tourists (international and domestic) spent over $12.1 billion in 2016.

Visiting museums and galleries is the most popular form of arts and cultural tourism. Museums and galleries are a readily accessible form of arts engagement for tourists. Three in every ten international visitors to Australia in 2017 visited a museum or gallery while they were here.
There is strong and growing potential for the arts to help drive regional tourism. International arts tourists are more likely to visit regional Australia than international tourists overall. Arts tourists are more likely to travel outside capital cities (42%) than overall tourists (34%).

**Australians also love libraries.**

Australia's public libraries attracted over 114 million visits in 2016/7, or more than 9.5 million per month, and 13.2 million online visits. Library programs attracted over 6.1 million participants in the same period. The economic benefit of public libraries is estimated to be $4.30 for every dollar invested, not to mention the broad social and cultural benefits generated by libraries across Australia.

The digital revolution has not eclipsed but complemented people’s need for places to gather, learn, create, and seek opportunities to contribute to one’s community. As indicated previously, studies have linked such places, spaces and opportunities to positive indicators and drivers of community resilience, cohesion and aliveness.

**REGION IN TRANSITION**

There is understandable rivalry between regional cities as they compete for a strategic advantage in attracting new residents, industry, funding, health and education services, tourism and attention.

*The NSW Government’s North Coast Regional Plan 2036 (2017)* describes the North Coast as the third most popular tourist destination in Australia, and the most popular in NSW. The strategy outlines interconnected objectives relating to:

- climate change, environmental protection and renewable energy;
- cross-regional economic growth, regional city development, agriculture, tourism and transport
- housing development, supply and affordability
- vibrant and engaged communities, protecting the North Coast’s heritage, and supporting Aboriginal communities and cultures.

Population predictions estimate that 76,000 new residents will live in the North Coast Region by 2036; two thirds of this growth will be concentrated in the region’s four cities – Tweed Heads, Lismore, Coffs Harbour and Port Macquarie.

The City of Coffs Harbour’s current population of 76,879 (2019) is estimated to become 96,087 by 2036, an increase of around 30 per cent.

There are consistent predictions relating to age. People over 65 years of age currently comprise around 20 per cent of all North Coast residents. This is likely to rise to 31 per cent by 2036. Correspondingly, there is a predicted decline in residents aged between 19 and 64.

**Connected communities**

*The North Coast Regional Plan 2036* stresses the importance of maintaining vibrant and engaged communities, and the sense of well being and belonging such communities can nurture.

A focus on the knowledge and creative industries, culture and creativity, provide opportunities for collaboration across the Mid-North Coast.

The North Coast region has a diverse range of museums, galleries and libraries.

There are different arrangements in place in relation to regional library services. The Mid-North Coast Library Co-Operative is a joint arrangement between Port Macquarie-Hastings and Kempsey Councils. The Clarence Regional Library provides collection development, reference and catalogue services for libraries in the Bellingen and Clarence Valley local government areas. The Coffs Harbour City Council and Nambucca Shire have stand alone library services.

The City of Coffs Harbour is the second largest regional city in the Mid North Coast of NSW, the largest being Port Macquarie-Hastings. Yet, Coffs Harbour’s Central Library is 40 per cent of the size recommended by the State Library of NSW; all three libraries have few meeting rooms or quiet study spaces; and the per capita investment in libraries is the lowest in the region (SLNSW 2017).
There are highly regarded regional art galleries throughout the region. Volunteer-assisted regional museums, as well as private galleries and specialist museums, can also be found in most Mid/North Coast cities and towns. Examples include: Glasshouse Regional Gallery at Port Macquarie; Manning Regional Art Gallery; Kempsey Museum; Bangalow Heritage House Museum; Grafton Regional Gallery; Lismore Regional Gallery and Regional Museum; Tweed Regional Gallery and Margaret Olley Art Centre; and the Tweed Regional Museum.

The Coffs Harbour Regional Gallery and Museum, while well regarded and professionally staffed, are still some of the smallest in the region.

In summary, the Mid/North Coast of NSW is well placed to capitalise on a number of distinct trends:

- cultural tourism in the most popular tourist destination in NSW (Destination NSW 2017)
- the strong and growing appetite for cultural experiences and modes of expression—art, history, heritage, craft, live music, performing arts, First Nations’ art, music and cultural experiences
- the transformative potential of new technologies, NBN connectivity, the decentralisation of start-up enterprises, and the growth of creative industries
- population growth in the major centres, associated infrastructure and collaborative partnership possibilities.

“There is a renewed appreciation for the physicality of books and the concrete nature of the library as a repository. Libraries globally are redefining themselves and finding a purpose that goes way beyond housing books. They are doing what the rest of society should be doing but isn’t.”

Susan Orlean, Interview by Caroline Baum, Sydney Morning Herald, December 2018

REGIONAL CITY IN TRANSITION

The Coffs Harbour region is a dynamic area combining spectacular natural beauty with a growing education, light industrial, tourism, cultural, sporting, agricultural and services mixed economy. The region is ambitious, future-oriented and increasingly diverse. The Coffs Harbour Local Government Area spans the ancestral lands of the Gumbaynggirr Nation.

The Gumbaynggirr peoples draw on millennia old practices of cultivating and sharing the resources of what has always been a territory of extraordinary abundance and opportunity, prior to European settlement and since. The Gumbaynggirr peoples have been contemporary leaders in preserving, notating, teaching and distributing Gumbaynggirr dialects through dictionaries, classes, online interactive resources and dreaming stories.

Dynamic Gumbaynggirr arts and cultural experiences are highly valued by residents and tourists. The City of Coffs Harbour hosts the Saltwater Freshwater Arts Alliance, the Yarrawarra Arts and Cultural Centre, the National Aboriginal Design Agency, Bularri Muurlay Nyanggan Aboriginal Corporation, and the well regarded Muurrbay Aboriginal Language and Culture Co-operative is located close by at Nambucca Heads.

The region is rich in cultural diversity and creative production.

The region’s festivals, like CurryFest and Harmony Day, proudly display a cultural diversity that has enriched the region. A love of live music, theatre, film, and the visual arts, permeates coastal and hinterland towns and villages.

Preserving this organic and locally grown culture, while encouraging greater visitation, will require a coordinated and strategic approach.
Population growth

In 2019, the population of the City of Coffs Harbour was estimated to be 76,879. By 2036, the population is forecast to grow by around 30 per cent, leading to a population of around 96,087. Over the last decade, Coffs Harbour has welcomed and settled refugees from Africa, the Middle East and South-East Asia, and had significant increases in residents born in India, New Zealand, the Netherlands and Germany. In fact, the period 2011-2016 has seen the highest number of overseas born arrivals to the Coffs Harbour region than at any other point in its history.

Ethnic diversity is expected to grow over the next two decades. However, the 2016 census results show that the majority of Coffs Harbour residents are of Anglo-Celtic and European descent.

Coffs Harbour has around 3,650 residents identifying as Aboriginal and Torres Strait Islander, with all age groups expanding since the 2011 census.

Visitor economy

In 2018, the Coffs Coast welcomed 94,500 international visitors, and 1.9 million domestic visitors. In terms of nights spent, this equates to 3.1 million domestic and over 840,000 international visitor nights.

The combined tourist spend was around $547 million.

The Coffs Coast Strategic Tourism Plan 2020 (2016) outlines a strategy to increase these numbers across the two participating local government areas of Coffs Harbour and Bellingen. Destination marketing strategies for the Coffs Coast will differentiate the region by “sharing and presenting the region’s creativity, cultural diversity, authenticity, community values and lifestyles,” (2016).

Council’s Economic Development Strategy (2017) has identified three areas of strategic importance in the period up to 2022:

- the digital economy
- food manufacturing and agribusiness
- the visitor economy

It stresses the importance of place and precinct activation, especially in relation to youth and talent retention. Investing in cultural infrastructure has been identified as an important enabler of change and growth, as previous research (Coffs Coast Tourism Plan 2020) identified negative visitor perceptions of Coffs Harbour’s ageing infrastructure.

A learning city

Coffs Harbour City Council has been named Australia’s Most Innovative Regional Council at the inaugural WAVE awards in August 2018. Council has displayed leadership in establishing the conditions in which innovative technologies, enterprises and knowledge sharing can flourish. Council’s 6 Degrees initiative has helped support a more vibrant entrepreneurial ecology.

A smart, innovative city also needs to be a creative, learning-oriented city.

The Council’s cultural and learning infrastructure has a critical role to play in fostering an economically and socially sustainable, participative and creative Coffs Harbour region. A place that supports prosperity and opportunity for everyone. This requires ongoing investment in the City’s cultural infrastructure, such as the Cultural and Civic Space, branch libraries, and talented cultural services staff. A combination of good forward planning, capital investment, skilled staff and imaginative programming will yield positive dividends for the City of Coffs Harbour.

“The STILL award also celebrates the objects that we surround ourselves with and the spaces that we create; the objects that hold meaning for us, and the symbolism that they carry. Artists can take that in many directions.”

Cath Fogarty, Cultural Development, Gallery and History Services Coordinator, Coffs Harbour City Council
By 2036, 31% of the region’s population will be over 60.

Increase in multi-unit dwellings (43,600 dwellings) by 2036.

Population in 2019: 76,879
Population in 2036: 92,087

40% of the population aged 65+

Co/uniFB00s Harbour Region

Coffs Harbour
Woolgoolga
Sawtell

A FUTURE FOR EVERYONE

The current Socio-Economic Indexes for Areas (SEIFA index) of socio-economic disadvantage places Coffs Harbour LGA around the middle of the scale, signifying pockets of disadvantage. The towns of Toormina, Lowanna/Ulong and Woolgoolga have been identified as areas where socio-economic disadvantage is further compounded by the cost of digital connectivity, lack of public transport options, and limited access to cultural and learning experiences.

As growth and population density increase, attention is needed to support the economic, social and cultural needs of coastal and hinterland towns and hamlets across the LGA.

THE VALUE OF CULTURE

Coffs Harbour City Council has well-researched strategies in place to support social inclusion and community development; economic growth; tourism; digital infrastructure and innovation; population density and housing hot spots; and environmental sustainability. Combined with broader state and regional initiatives, these strategic directions offer an optimistic future.

Council also has a critical role in stimulating and supporting cultural vitality across the Coffs Harbour region.

Creative Coffs: Cultural Strategic Plan 2017-2022 (2017) links cultural vitality with social and economic benefits. It argues that ongoing investment in arts, culture and the creative industries will seed new opportunities for creatives, communities, businesses and tourists.

The following section describes the cultural research undertaken to develop LMG Strategy 2020-2023.

Investment in NSW public libraries 2017-8

<table>
<thead>
<tr>
<th>LGA</th>
<th>POPULATION</th>
<th>OPERATING EXPENDITURE ($)</th>
<th>PER CAPITA ($)</th>
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</thead>
<tbody>
<tr>
<td>Clarence Valley</td>
<td>51,211</td>
<td>1,972,710</td>
<td>38.52</td>
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<tr>
<td><strong>Coffs Harbour</strong></td>
<td><strong>73,892</strong></td>
<td><strong>1,878,429</strong></td>
<td><strong>25.42</strong></td>
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<tr>
<td>Kempsey</td>
<td>29,892</td>
<td>902,222</td>
<td>30.23</td>
</tr>
<tr>
<td>Port Macquarie-Hastings</td>
<td>78,967</td>
<td>2,565,837</td>
<td>32.49</td>
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<tr>
<td>Richmond Valley</td>
<td>23,426</td>
<td>802,138</td>
<td>34.24</td>
</tr>
<tr>
<td>Tweed</td>
<td>94,011</td>
<td>3,085,267</td>
<td>32.82</td>
</tr>
</tbody>
</table>

Source: State Library of NSW
SECTION TWO: RESEARCH

LMG
SECTION TWO: RESEARCH

INTRODUCTION
In early 2016, Coffs Harbour City Council integrated its three cultural services into one entity, Libraries Museum Gallery (LMG).

By late 2017, it was evident that forward-looking strategic plans for the library service and regional gallery were required. The prospect of building a new Cultural and Civic Space in Gordon Street had also gathered momentum. The new facility would include a large, multifaceted central library and a regional art gallery commensurate with the size and ambition of the Coffs Harbour region.

New possibilities for the regional museum were also canvassed. The Regional Museum, located in Harbour Drive, is constrained by its size and distance from the CBD. Including the regional museum into planning for the Cultural and Civic Space made sense, which also meant revisiting the museum strategy.

Drawing on Coffs Harbour City Council’s suite of planning documents, insights from previous community research, and discussions associated with the Cultural and Civic Space project, the LMG strategy and planning process began.

The intention was to create, for the first time, a strategic umbrella for all three cultural services – libraries, museum and gallery.

COMMUNITY RESEARCH
Research methodology for LMG 2020-2023 involved a combination of social and cultural research methods. As the Creative Coffs Cultural Strategic Plan (2017) outlines, cultural experiences and perceptions of cultural benefit are often subjective. It is when these cultural experiences are aggregated across whole communities that concrete outcomes can be observed. Outcomes frequently mentioned when it comes to the benefits of cultural services include stimulating creative expression; enhancing aesthetic appreciation; generating new ideas and knowledge; celebrating cultural diversity and difference; and connecting people to a shared heritage.

Cultural research invites feelings, metaphors, associations, narrative comments, and speculative thinking in relation to people’s cultural experiences and hopes for the future. Combined with an analysis of quantifiable data and trends, cultural research methods assist in mapping the needs and aspirations of communities.

RESEARCH PATTERNS
Research conducted as part of Creative Coffs Cultural Strategic Plan (2017), consultation around the Cultural and Civic Space (2018), and the Library Museum Gallery (LMG) strategy (2019) show a consistent pattern of results across all research modes.

Residents and stakeholders have:
• optimism about the future of the Coffs Harbour Region
• consistent views that social cohesion and inclusion will benefit from more places, spaces and opportunities for people to interact
• a desire to contribute to the community and its natural environment
• a perception that LMG services, while valued, are struggling to meet community expectations and are at risk of falling behind the cultural offerings in other regional cities.
Between December 2017 and August 2018, cultural research methods have included meetings, workshops, surveys, and observations of what people do in and say about LMG services. The consultation process has involved:

- Library, museum and art gallery (LMG) staff
- Councillors, General Manager and Executive Team
- Specialist Council staff - community planning, economic development, tourism, human resources, information technology, finance
- Library, gallery and museum volunteers
- Library, gallery and museum users
- Friends of Coffs Harbour Regional Gallery
- Mururrbay Aboriginal Language & Culture Cooperative
- Saltwater Freshwater Arts Alliance
- Southern Cross University
- Arts Mid North Coast
- State Library of NSW
- Regional Conservatorium of Music
- Jetty Memorial Theatre
- North Coast TAFE
- REC Ya Shorts Youth Film Festival
- Screenwave
- Coffs Harbour Writers’ Group
- Woolgoolga Art Gallery
- Sawtell Cinema
- Coffs Coast Creative Industries Network
- Local artists, performers, creatives

In addition, two online surveys, made available between February 2018 and April 2018, attracted 500 responses in relation to the City’s library service, and 179 in relation to the regional gallery. Consultation regarding the regional museum had already been completed (2017).

Survey respondents had a lot to say about what they value and need from their library service and regional gallery.

Library service:

Respondents value four things when it comes to the library service: books, magazines, general collections (76%); library locations (81%); self service facilities (80%); and library catalogue and website (72%).

In addition, a majority of respondents agree that their libraries are welcoming places (90%); library staff members are welcoming and have useful skills and knowledge (88%); and being in a library has helped 202 respondents create something – writing, craft, artwork, design.

Satisfaction in Coffs Harbour libraries is lower in relation to the following four things: the availability of quiet, study spaces (22%); meeting rooms (19%); look, feel and size of libraries (25%); and current opening hours (20%).

Regional Gallery

There is a majority view that Coffs Harbour Regional Gallery is too small. This was the most frequent comment in the narrative sections of the survey. The gallery’s size and absence of studio and workshop spaces have a restricting effect on exhibition scale and diversity, as well as opportunities to provide programs to more people.

Nevertheless, respondents were very positive about the quality of exhibitions presented and believe gallery staff and volunteers are doing a great job within these constraints.

Recent exhibitions have held interest and attention for 82 per cent of respondents; they are thought provoking for 79 per cent of respondents; the gallery is a pleasing space in which to spend time (74%); being in the gallery helps people feel more creative and alive (72%); and 81 per cent find gallery staff and volunteers to be welcoming and knowledgeable. Apart from the size of the gallery, there are two aspects that attracted less support. Respondents want more of the community’s diversity included in exhibition curation and display (58%); they would also like to see more programs for more age groups (57%).
Workshops

Workshops and interviews were conducted with a range of stakeholders: library, museum and gallery volunteers; library, gallery and museum users/visitors (all ages); cultural leaders and representatives from cultural groups and organisations. Interactive workshops provided an opportunity to discuss and debate future pathways for LMG services.

A total of 35 workshops were conducted with LMG staff, volunteers, cultural stakeholders, LMG users and visitors, and internal Council stakeholders. Similar design methods were used in each of the 35 workshops. This enabled comparative information to be compiled and provided an opportunity to discuss and debate future options for LMG services.

Around 200 people attended these workshops over a period of six months.

While there was some variation in specific details, there was a remarkable consensus in what people perceived LMG should stop, start and keep doing in order to fulfil its role in supporting a vibrant cultural life and economy across the Coffs Harbour Region. Analysis of these various outputs can be grouped into three categories:

- what people think should be kept, developed, and improved on
- where people think the LMG service can expand, experiment, or start doing new things
- how LMG can use the transition to the new Cultural and Civic Space to consolidate existing platforms, programs and capabilities.

Cultural & Civic Space

“Wow, let’s go iconic!”

LMG Future Options Survey (2018)

Cultural and Civic Space Project

The planned Cultural and Civic Space project in Coffs Harbour has a confirmed scope and, at the time of writing, moved to the detailed design phase.

There was strong support – in surveys and workshops – for the Cultural and Civic Space.

The proposed design will include library, museum and gallery spaces interwoven throughout the multi-level building. There will be meeting rooms, studio spaces, audio visual and digital labs, art making spaces, a cafe, council staff offices, and customer services.

Survey questions (in library and gallery surveys) relating the the Cultural and Civic Space attracted 485 specific comments. Out of 485 responses, some of which provided detailed ideas and suggestions, only 19 were negative. That is, only 19 respondents opposed the idea of the Cultural and Civic Space.

The quality, range and imagination evident in people’s responses to the Cultural and Civic Space in surveys and workshops was inspiring.

People want something beautiful and inclusive, without being overwhelming or too generic.

They want it to be a welcoming community facility that has something for everyone.

They want good architecture, something that can capture the future aspirations of the Coffs Harbour region; something light, airy, comfortable.

They want flexible spaces or zones that allow for quiet study and contemplation, as well as a hubbub of activity and options.

They want the Aboriginal culture, multi-cultural diversity, and art of the region to be showcased and celebrated.

They have numerous suggestions about which libraries, galleries or museums Coffs Harbour should be emulating.

Most of all, they want something to be proud of.
People value exhibition quality & diversity; it’s a pleasing space; makes people feel more creative
People value gallery staff & volunteers, they are welcoming & knowledgeable
Majority view that the gallery is too small. People would like more programs and even greater exhibition diversity

179 respondents
95% have been to gallery
5% have never been
Go to every exhibition: 28%
Go monthly: 32%
Few times pa: 45%
91% come by car

IMPROVE, EXPERIMENT, CONSOLIDATE: TOP PRIORITIES FOR CULTURAL STAKEHOLDERS

Keep & Improve
• Engaging exhibitions & programs
• Library, galley and museum spaces
• Supporting reading, digital skills, information and visual literacies.
• Digitisation project.
• Sense of shared ownership.
• Education/learning programs- all services.
• Welcoming, friendly library.
• Kind & caring staff and volunteers.
• Meeting regional industry benchmarks for libraries, museums and galleries.

Expand & Experiment
• Sense of forward movement/ vision for Coffs Harbour Region.
• Cultural & Civic Space Project
• Flexible, creative, multi-purpose cultural and learning spaces.
• Study and learning spaces.
• Collecting & exhibiting Aboriginal art.
• Diverse library collections and resources.
• Outreach through art making, classes, programs - disability, aged care, Aboriginal communities, refugee communities.
• More exhibition-related programs.
• New curatorial research opportunities with museum and gallery collections.
• Art cart for kids/school programs.
• Stream events, workshops and content using new platforms.
• Local history collection drive across multiple formats- oral, visual, documentary, objects.
• Pop-up outreach library.
• Marketing, partnerships, cross promotion.
• A conviction that culture makes a difference to people’s lives.

Consolidate
• Volunteer support.
• Library membership.
• Customer service skills training- staff & volunteers.
• Digital skills.
• Best practice museum and art gallery procedures and processes.
• Partnerships and networks: Friends of Coffs Harbour Regional Gallery, Local History, Southern Cross University, TAFE, Writers’ Groups, Aboriginal and Torres Strait Islander groups and organisations, festivals, performing arts groups.
Counterpoint

A small number of survey respondents perceived libraries to be redundant and irrelevant in the digital age, a ‘thing of the past’. A small number of survey respondents also perceive the art gallery to be irrelevant and serving a narrow audience.

However, cross tabulation of these comments against actual library or gallery visitation reveals that few of these respondents had been to a Coffs Harbour branch library or the Regional Art Gallery. Regular library users and art gallery visitors/supporters have numerous suggestions about how the services can improve, grow and better serve their communities. Likewise, with the regional museum. Workshop participants have consistent views about what the museum could and should be doing differently, and ideas about maintaining its profile into the future. But suggestions, ideas and minor irritations do not equate with perceptions of irrelevance.

In fact, the more people use, visit, depend on, support and engage with the City’s libraries, gallery and museum, the more appreciative they become. Cultural services are not perceived as a ‘luxury’. Coffs Harbour’s residents, visitors and cultural stakeholders see them as essential services; as important as any other service Council provides.

The strategic challenge for LMG is to extend the breadth of library, gallery and museum offerings to more and more people. Ultimately, every City of Coffs Harbour resident and visitor, across all age groups, should have a reason to use and enjoy the City’s libraries, gallery and museum.

Strategic drivers

The LMG Strategy 2020-2023 charts a course between a period of intense change within the LMG portfolio and the planned Cultural and Civic Space, with a co-located library, gallery and museum spaces, being available from 2022. The Cultural and Civic Space will radically expand possibilities for all three LMG services, and thereby for all residents, visitors and creative industries.

This strategy has three primary drivers:

1. **Improving** aspects of LMG service design and delivery to accommodate changing community expectations and regional growth prospects;
2. **Experimenting** with new service platforms and programs during the transition to the new Cultural and Civic Space; and
3. **Consolidating** gains made through the blended service model adopted in 2016; building a cohesive and skilled, staff, volunteer and contractor cohort; and advancing initiatives underway to enhance access to museum, library and art collections.

“Our libraries provide a necessary service for the community: a social glue that is vastly under-utilised and appreciated.”

“I would like to see the gallery and museum engage with technology more – fusions of science and art; technology and art; local history and digital art.”

LMG Future Options Survey (2018)
VISION:
Our libraries, museum, and gallery inspire learning, sharing, creativity and inclusion, and are a cornerstone for our community’s economic, social and cultural well-being.

MISSION:
We bring people together:
• by inspiring and supporting lifelong-learning, literacy, creativity and cultural expression;
• to find, share, and create knowledge;
• by recognising, preserving, and sharing our diverse histories and stories; and
• by providing welcoming public spaces accessible to all.

CULTURE
“Culture’ is defined as the production, distribution and participation in creativity by the New South Wales community and visitors, and the reflection and expression of its customs, traditions, heritage and social character. It includes the visual arts, crafts, media arts, performing arts (music, dance, theatre, physical theatre), heritage, museums, archives, libraries, publishing, sound recording, film, audio visual, television, radio and digital arts. It also includes creativity in the public realm, such as the design of the built environment and public spaces.”

Cultural Infrastructure Plan 2025+ (2019)

The LMG Strategy is supported by five focal areas:

invigorate
Welcoming spaces and places; engaging programs and exhibitions; a flourishing creative community and cultural economy.

connect
Cultivating community resilience; mutually supportive partnerships; respecting Aboriginal knowledge, culture, and language; making a positive social and economic impact.

learn
Championing 21st century literacies – reading, digital, information, visual; discovering the identity of our diverse community.

collect
Building relevant information resources; prioritising youth interests, community languages, and Aboriginal histories, language, and publications; providing a safe home for museum and art collections.

remember
Preserving what is unique and irreplaceable; improving discovery platforms; supporting research.
1: VIBRANT PLACES

Libraries Museum Gallery staff will contribute ideas and expertise to the Civic and Cultural Space throughout the design and build process.

Spatial reviews of the existing central library, gallery and museum aim to improve flexibility while new facilities are being built.

A new pop-up outreach library service will be scoped and costed.

Research will begin into:

- the opportunities for new or re-designed library/cultural spaces in population hot spots
- library best practice in providing digital creative and recording studios and versatile maker spaces
- the suitability of arcades, laneways, vacant shopfronts and community halls to host temporary exhibitions, workshops and pop-up outreach library services.

2: REGIONAL CITY; NATIONAL PROFILE

Regional cities can and do achieve nationally and internationally successful profiles. Coffs Harbour’s regional gallery hosts the annual STILL: National Still Life Award, which attracts entries from across Australia. Innovative exhibition curation and public programs have built new audiences and partnerships. New Year, New Work (2019) invited businesses to sponsor and support local art-making. Education programs and workshops enable residents of all ages to participate in visual culture and local history events. The Cultural and Civic Space will catapult these initiatives to a new level.

Over the next four years, LMG will:

- continue to expand exhibition range and profile, including a landmark exhibition to coincide with the launch of the Cultural and Civic Space in 2022
- undertake audience development and research
- expand partnerships with Aboriginal, multicultural, rural, senior, youth, disability access and LGBTQI audiences
- improve and expand the promotion of exhibitions, festivals, workshops and events.

3: FLOURISHING CREATIVE ECONOMY

A vibrant creative economy will foster productive relationships and networks. It will encourage and support the creative practitioners of today and tomorrow. The region’s creative, service and tourism industries can benefit from the targeted support provided by the City’s LMG services.

Free, affordable and accessible meeting spaces can generate new networks, business opportunities and creative possibilities. LMG resources, collections and learning programs complement broader educational offerings and opportunities.

The Council’s investment in library, museum and gallery infrastructure and services is a critical component. LMG will:

- use the four-year transition period to research the benefits of creative studio and flexible learning spaces; the information needs of local micro-businesses; and partnerships with suitable retail services in existing or new LMG spaces
- support the creative arts and design curricula of secondary, vocational and tertiary education providers.
4: SUPPORTING CULTURAL TOURISM

Arts and cultural tourism is growing, particularly in regional Australia. Visiting museums and galleries is the most popular form of arts tourism. International and domestic cultural tourists seek local, including Aboriginal and Torres Strait Islander art and experiences; stay longer; spend more on ancillary services like dining and retail; and use social media to broadcast their travels to wide networks.

The unique history and contemporary cultures of the Coffs Harbour region are valued by locals and visitors.

LMG will support cultural tourism by:

• curating and exhibiting new perspectives on the history, culture and creative life of the Coffs Harbour region
• cultivating important partnerships in the delivery of shared cultural tourism experiences: internal and external tourism agencies and providers; Arts Mid North Coast; and neighbouring councils
• using the pop-up outreach library as a platform to promote cultural tourism across the region.

Cultural Infrastructure

“Cultural infrastructure includes small community halls, amphitheatres, live music venues and public art and heritage buildings: the places where we come together to create, share, learn, store, practice, purchase, sell or experience culture; places where culture can be grand and formal as well as intimate, spontaneous and unassuming, part of everyday lives”.

Cultural Infrastructure Plan 2025+ (2019)
1: RESILIENT PEOPLE AND COMMUNITIES

Library, gallery and museum will, in their different ways, help foster innovative, inclusive and sharing communities. Where possible, collaboration across the three services will be pursued.

They will:
• jointly develop social impact and community development initiatives based on an annual priority areas such as social isolation, creative and healthy ageing, mental health and digital inclusion
• use the transition period to be more outgoing; promoting library, gallery and museum services at local festivals, events, community gathering places, and to local businesses.

2: ABORIGINAL CULTURAL KNOWLEDGE AND LANGUAGE

Through art, music, dance, language and custodianship of country, the world’s oldest continuous First Nations culture is a source of knowledge, strength and pride to Aboriginal and many non-Aboriginal peoples across Australia. LMG supports the creative and cultural expression of local Gumbaynggirr communities and organisations.

LMG will:
• continue to build cultural partnerships with Aboriginal and Torres Strait Islander artists, organisations and communities.
• collect and preserve Aboriginal and Torres Strait Islander stories, historical documents and publications in consultation with Gumbaynggirr organisations and community groups (see collect action area).

3: MUTUALLY SUPPORTIVE PARTNERSHIPS AND COLLABORATIONS

Beneficial partnerships will shape our cultural identity and future. Our volunteers, for example, are critical to providing and extending LMG services. Coffs Harbour’s Gallery and Museum could not function without dedicated volunteers. New forms of partnership will help communities stay connected through the delivery of social, educational and cultural programs, events and workshops.

Over the next four years, LMG will:
• further develop and promote volunteer partnership options, and continue to recruit skilled and dedicated volunteers
• continue to support existing partnerships with the Friends of Coffs Harbour Regional Gallery and the Coffs Harbour District Family History Society
• identify new forms of partnership with businesses, cultural groups, education providers and internal Council stakeholders
• pursue a range of new revenue and sponsorship opportunities.
1: THRIVING IN A CONTEMPORARY WORLD

An innovative city also needs to be a creative, learning-oriented city. LMG will stimulate reading, learning, curiosity, ideas, creativity, enterprise and innovation through its services, collections, exhibitions and programs.

Community members and groups currently underserved by library, gallery and museum services will find new reasons to use, visit and learn something in Council’s libraries, gallery and museum. Twenty-first century literacies will be nurtured.

The top four:

- **reading**: supporting state and nation wide reading, poetry and literacy programs. Providing the library resources expected of a 21st century library in physical and digital formats. Supporting literacy and early reading programs; freelance writers, researchers, writers’ groups and festivals.

- **digital**: increasing access to digital literacy classes, workshops, equipment and e-collections. Staying current and offering access to and workshops in emerging digital platforms, especially in the digital arts. Supporting cross-disciplinary STEAM programs

- **information**: providing reference services and training in research and information navigation skills; supporting self-directed learning; helping residents access online resources

- **visual**: providing a diverse range of gallery and museum exhibitions and programs; supporting local artists; continuing to build visual resources and platforms needed to position the region as a centre of research excellence, especially in the visual and digital arts.

2: CUSTOMER CENTRIC SERVICE PHILOSOPHY

The three-year transition to the Cultural and Civic Space provides opportunities to experiment, trial new services and programs, and work with communities to shape a responsive LMG service philosophy. There will be a lot of behind-the-scenes activity as LMG staff plan for the move while still offering library, gallery and museum services across multiple sites. The last year of the strategy - 2022 - enables the LMG team to consolidate service provision and prepare for a new era.

These actions will be prioritised:

- reviewing opening hours
- improving accessibility, physical and online, to library resources and services
- implementing an online rostering system across LMG
- using surveys, workshops, pop-up outreach library, and LMG events to monitor community needs and expectations as services evolve and change.
3: A DYNAMIC TEAM

Coffs Harbour City Council has already transformed the way it delivers cultural services to its various communities. The blended LMG model is ambitious and unconventional. Greater collaboration and new ways of working have ensued. More transformation is required to respond to the challenges and possibilities posed by regional, national and local change. The transition to 2022 offers a unique window in which to refine the LMG model, review and develop essential skills sets, and implement a transformative transition plan.

Priority will be given to:

- developing a transition plan that includes workforce planning, technology planning, marketing, organisation structure and resourcing needs
- training and skills development, including digital skills
- building a skilled, dedicated volunteer cohort
- scoping and implementing an Aboriginal cadetship program aimed at professional development qualifications in one of the LMG career streams (library, gallery or museum studies)
- the right mix of marketing and promotions expertise; research and reference skills; and education and public programs specialists.
1: COLLECTING FOR EVERYONE

Australian library, gallery and museum associations, state and national organisations have excellent benchmarks available to support local governments in how best to collect, conserve and promote collections relative to their population size. Where resources allow, LMG will meet or exceed these various benchmarks by:

- building more diverse collections with and for children and youth, culturally and linguistically diverse collections and resources, and Aboriginal history, stories, languages and publications
- a special collecting focus on historical and contemporary art, design and visual knowledge will benefit researchers, students, artists, architects and designers
- develop and expand library collections to align with industry standards in order to meet the needs of a growing community.

2: A SAFE HOME

Work will begin on relocation and storage plans for art and museum collections in preparation for the move to the central Cultural and Civic Space. Library collections will also need relocation plans in place.
1: LEGACY FOR THE FUTURE

The opportunity to further digitise local history and art and heritage objects, archives and newspapers will deliver substantial benefits to researchers, businesses, family history enthusiasts, artists, curators, architects and students.

Improving the discoverability of these resources through better platforms and digital applications will be implemented.

2: UNIQUE AND IRREPLACEABLE

LMG will focus on interpreting local histories and knowledge through original exhibition design and associated educational programs.

Building diverse memory collections by working with local communities and organisations to source artefacts, stories, photographs and art works will continue.

The three-year transition will enable LMG to trial local study spaces in branch libraries in preparation for a new dedicated space in the Central Library.
OUR TARGETS FOR 2023

New Cultural & Civic Space opens in 2022:
- new galleries, exhibitions, contemporary library spaces and collections, classes, maker space, digital creative and recording studio, family and local history space...
- and more

Museum:
- 100% increase in exhibitions across two galleries

Participation in learning & cultural programs increase: from 12,570 to 47,500

Library membership:
- 50% increase by end of 2023

Art Gallery Exhibitions:
- 100% increase in exhibitions across three galleries
- 1 permanent exhibition, 5 shows per year

Library circulation, including e-resources more than doubled (345,000 to 800,000)
Per capita investment in library collections at least doubled:
$2.04 (2018) to $4.53 (2023)

Expanded collections, artworks, museum objects

Pop-up digital library: bringing hi-speed wifi, library resources, cultural events, and specialist expertise to a place near you.

LMG supporting local artists, creatives and creative industries:
working, meeting and research spaces; specialist collections; exhibitions; workshops; digital platforms and specialist digital skills; complementing education providers; and more...

LMG visitation increases more than 50% from 274,631 to 435,000

Per capita investment in library collections at least doubled:
$2.04 (2018) to $4.53 (2023)
OBJECTIVES AND ACTIONS

The City of Coffs Harbour Library, Museum and Gallery Strategy presents a forward-looking set of objectives and actions that will position the LMG service for the future.

These objectives and actions are mutually reinforcing, in the sense that making progress in one area makes it easier to achieve actions in another.

Council’s Integrated Planning and Reporting (IPR) system will provide six-monthly updates on how the strategy is progressing. A full evaluation will take place in 2023.

The LMG strategy will be successful if more people throughout the Coffs Harbour region find reasons to use and enjoy the spaces, resources, opportunities and programs our libraries, museum and gallery provide.

“The arts and creativity provide immense public value. They make our individual lives better and build stronger, more cohesive communities. They contribute to our health and wellbeing, as well as our education, advancement and innovation. They help us express and understand who we are. They shape how we are seen and understood by others, and our international reputation.”

Australia Council for the Arts (2017)
**Collection development**
Library collection development is the process of meeting the information needs of the people (a service population) in a timely and economical manner using information resources locally held, as well as from other organisations.

**Creative Industries**
The creative industries are innovation led, knowledge intensive and potentially exportable businesses that cover a range of creative practices across all art forms.

**Digital literacy**
The ability to use information and communication technologies to find, evaluate, create, and communicate information, requiring both cognitive and technical skills.

**Digitisation**
The conversion of text, pictures, or sound into a digital form that can be accessed by an electronic device, computer, tablet etc.

**DIAP**
Disability Inclusion Action Plans.

**Lifelong learning**
Providing formal and informal learning opportunities throughout people’s lives in order to foster the knowledge and skills needed for work, pleasure and community participation.

**LMG**
The integrated service model for Libraries, Museum, Gallery.

**Mid-North Coast region**
The Local Government Areas of Coffs Harbour, Bellingen, Nambucca, Kempsey, Port Macquarie-Hastings and MidCoast.

**North Coast region**
The Local Government Areas of Tweed, Byron, Ballina, Lismore, Kyogle, Richmond Valley, Clarence Valley, Coffs Harbour, Bellingen, Nambucca, Kempsey and Port Macquarie-Hastings.

**Partner**
An individual, group, organisation or business with whom Coffs Harbour City Council can work to deliver a cultural event or program that brings benefit to both parties.

**Pop-up library outreach**
New generation mobile or ephemeral libraries, which can include refurbished shipping containers, modified caravans, architect-designed pods, motorcycles and bicycles, or the temporary occupation of vacant shopfronts.

**STEAM**
Science, Technology, Engineering, Arts, Mathematics.

**STEM**
Science, Technology, Engineering, Mathematics.

**Volunteer**
Volunteers support our gallery, museum and library services and programs in numerous ways from exhibition support, customer service, library-related tasks, and assistance with education programs.

**SPYDUS**
Coffs Harbour City Council’s library management system.
Coffs Harbour City Council
Corner of Coff and Castle Streets
Coffs Harbour NSW 2450
Phone: 02 6648 4000
Email: coffs.council@chcc.nsw.gov.au