

Consultant Brief:

Developing colocated and joint-use library facilities

A study for Victorian Public Library Managers

Shared Leadership Project 2011

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Scope

“The public library is a profoundly important cultural, economic and social institution. Libraries collect and disseminate information; they provide comfortable and convenient places for people to read and learn; their physical spaces form meeting places for community groups; being free and open for all they help to create a fairer society. They are, as is borne out in the Libraries Building Communities study, highly valued by the communities they serve, and are uniquely placed to draw a diverse range of people and groups together.”

Libraries Building Communities Executive Summary, State Library of Victoria, 2005

The 2005 Libraries Building Communities study identified the value of Public Libraries in the Victorian community. Key elements of value that were identified included library buildings as places to be, levels of service offered, and the fair and equitable access to services and programs that are available. Since the study was completed, Victoria has seen the development of new library buildings across many local councils and corporations. A key consideration with new developments in recent years has been whether to develop a colocated or joint-use facility. While the design of the building can dominate the planning process, the key to the success of a joint-use or colocated facility is the ease and accessibility of services. Customer-need is the most important reason to enter into a colocation or joint-use partnership.

In developing this brief, we examined the many different interpretations and variations of the terms ‘colocated’ and ‘joint-use’. Indeed, the concept of today’s library is a flexible one, and the emphasis of service can change depending on the community it serves. For the purposes of our paper, we have defined colocated to be: The bringing together of more than one organization or facility with a Library. Colocated facilities have also been known as educational resource centers, lifelong learning centres, knowledge stores, community hubs, and school community libraries. Joint-use facilities refer more closely to the functionality of

the library – i.e. library services are being used by more than one agent, such as TAFE students and members of the public/community.

Project Aims

Our project aims to create a document that assists in the planning of colocated library facilities. There is much growth in services and infrastructure planned for Victoria in the near future, and many public library managers would like to see a document that assists in the development of guidelines for future colocated and joint-use library projects.

With this in mind, the aim of this document is to draw together examples of industry models, examine current trends in developments and highlight the complexities of planning and designing such a facility.

Issues to be considered include:

- Governance structures
- Potential users
- Facility location
- Design
- Budget and Finance
- Partnerships, agreements and understandings
- Staffing structures
- Operations, services and resources
- Current examples of industry models, both nationally and internationally.

Background

Nationally around 9 percent of Australia's 1600 public libraries are colocated or joint-use facilities, the majority of which are combined school and public libraries in rural areas of South Australia and Queensland. In recent times there has been a paradigm shift in thinking about the size, scope and location for colocated library facilities, moving the application from country isolation to urban growth centres, and from small libraries to large community hubs, embracing multiple possibilities for partnership.

Given the new focus on the development of colocated facilities for a range of government based facilities there is a need for guidelines to be specifically developed to enable Victorian Public Libraries to consider and plan successful future library-centered developments.

Examples of agencies libraries are combining with include museums, child care centres, learning centres, TAFEs and schools, and leisure facilities.

The needs of our community have changed. Financial costs are often weighed against time and convenience costs in a world where a range of services are delivered instantly into the

home via the internet. Colocated facilities enhance the value of the whole facility through ease of access to a range of services in one convenient location.

The opportunity for colocation should become a part of the initial thinking when developing a new library as opportunities for partnership are now high on the agenda for new developments.

Concept

The original concept for a colocated or joint-use facility may come from the library team, library manager, local government executives, or external stakeholders seeking partnership. It may be that the idea is seeded from a desire to strengthen the library profile in the community by aligning it with other key services. There are many needs that a colocated/joint-use facility may satisfy (economic, political, philosophical), but the initial concept must look at what draws these organizations together. The concept must explore the key advantages and potential from the development. It is possible to desire a colocated facility, but to be undecided about who will be the final line-up of partners. A vision for the development must be explored, and an investigation into potential partners made through an environmental scan and consultation process with interested stakeholders.

Customers and Users

When planning a colocated or joint-use facility, the potential customer is one of the first considerations.

- Who are they?
- How will they use the facility?
- What are their needs and expectations?
- How do the users' needs differ/find similarity with one another?

Depending on the organizations involved in the partnership, users will have varying requirements. For example, a partnership with a school and public library will have quite different users than a museum and public library. School children will require closed classrooms and study areas, whilst museum use would require humidity control and appropriate conservation archival storage.

Consequently, it is important to know who the customers will be. Early in the planning phase of the any new development, Customer Profiles will need to be created for all possible users of the facility. Behaviors of user groups will have a bearing on the facilities needed –eg: higher education students will need study pods as well as group discussion areas, young children will need an area where they can enjoy noise and creativity, along with places for snuggling up with a parent to read quietly. A growing number of users require wireless internet facilities, and this expectation has planning implications. Swimming pools, community houses and art galleries are all possible joint collaborators and their users will all have varying needs and expectations of the facility. Analysis of the Customer Profiles, space

requirements, usage and shared areas will be important in establishing the design parameters for the project. The challenge for the planners and designers is to create a venue that meets as many of these current needs as possible whilst also anticipating the requirements for the entire lifetime of the facility.

Governance

A formal agreement (such as an Memorandum of Understanding or 'MOU') endorsed by all cooperating authorities is essential. A governing board or committee could participate in the establishment of the service, develop ongoing broad policy for its operation and determine goals and budget priorities. This broad strategic document would need to be reviewed regularly – particularly in the first few years after the facility is operational.

Dr Alan Bundy (2002) stated in his article *Joint-use- The ultimate form of cooperation* that “In many instances, as for the school community libraries in South Australia, the governing board may consist of representatives of teachers, students, the school principal, the local authority or municipality, the community, and the library director, with a community member as a chairperson.” Once established this agreement should be reviewed regularly by all participants, to ensure that it continues to serve its purpose. The formal agreement should specify the site specific operational plan, a facilities development agreement (MOU) and any lease agreements. The formal agreement should also provide information for the dissolution of the partnership.

Research of past examples of colocated and joint-use facilities has shown that successful governance structures usually have one manager appointed to oversee the building, rather than a manager for each of the departments. This person would need to be skilled in acting in a multidisciplinary environment, and be able to make appropriate management decisions relating to policy, programs, operations, property, statutory processes and the ability to instruct consultants/contractors if required.

Access

Key considerations related to facility access include:

- **Accessibility:** Disability Discrimination Act Design reference. Also additional specific requirements may exist related to new customer groups.
- **Location:** Imperative that the needs of the combined community are catered for. i.e. A public library located within a school property may not be felt as being as accessible to the general public.
- **Entrances and Exits:** Ensure that access pathways are amenable to the whole community. i.e. avoid public customers having to traverse a school playground to get access to the Library.
- **Amenity:** Structure the feel and presentation of the facility to speak to the community of users. i.e. Not just look like a school building, but ensure it relates to all users.

- Parking : This is a standard for any Library or facility, but the needs of a combined facility may mean that more parking is required
- Public Transport : This is standard for any Library or facility but needs to be considered in relation to all stakeholder groups
- Collection Access: Bringing together more than one organization may mean that there are differences in the way that collections are accessed. A seamless service should be aimed for.
- User-specific access issues: Scope requirements and consider overlaps, or opposing requirements for specific customers. Eg. Customers with prams needing space to park prams once inside the building.
- Virtual Access: Consider implications of database licence agreements, filtering of content for customers with differing needs, academic/advanced vs. public/easy methods of information access. Interface design for accessibility.
- Out of Hours Access: Design and Policy to support customer groups to make bookings for rooms and open access resources during non-core library hours. Security of equipment and resources needs to be considered.

Design

During the design phase, customer requirements should be the primary focus, but there is also opportunity for buildings to be architecturally significant, environmentally sustainable, and complement the surrounding spaces within the local community.

The selected land or building site for the facility will significantly impact on the design of the facility. The building footprint needs to be of an appropriate size to allow for sufficient shared public spaces where different groups can foster a sense of equality. The right space can support many services and allow for expansion or development of the space in the future.

Input and consultation- all stakeholders (including targeted user groups) should be included in the process of consultation in the initial stages of facility design. It is important to allow for consultation sessions at a time in the design phase that gives true opportunity for input (not when the design is complete and signed off).

Creating balance in design and providing effective and creative spaces for all agencies in the building is a key challenge for architects and project managers.

Financial considerations

Joint-use and colocated Libraries can create cost efficiencies around staffing; building development, facility maintenance, collections and resources and operational costs.

Key considerations related to initial project/development costs and ongoing operational budgets include:

- **Funding Sources:** Where will development money come from? Do all partners have capacity to contribute to development costs? If grant money is available, which participating agency is eligible/most appropriate to apply?
- **Shares/percentages:** If community groups are project partners, their capacity to contribute to funding may be limited, therefore consideration to appropriate levels of contribution must be made, and the entitlements associated with this
- **Existing budgetary constraints:** Are there constraints on available funding (eg. Dates by which funds must be expended or project completed) and how will this impact on the project?
- **Budget Cycles:** Do contributing partners have different budget cycles? How will this impact on available funds for development, and ongoing operational costs?
- **Ongoing budgets (Operational):** Will one partner cover all ongoing costs? If not, how will the operational budget be divided? Consideration must be given to staffing, service delivery, cleaning, utilities, maintenance and landscaping costs. Maintaining a shared facility may create issues of responsibility, particularly with upkeep of the physical space.
- **Resource Sharing:** Which resources are contributed by each of the partners? Can they be shared? E.g. IT, Collections, Meeting spaces

Operational issues

Operational issues include:

- **Policies and procedures:** there may be procedures developed that guide the entire facility, and also guidelines for individual stakeholders that inform their particular services.
- **Staff:** employees need to be committed to the concept and need to be open-minded to change, professional-development and willing to share ideas. Project managers should consider a change-management process for staff engaged to work in the new facility. Issues such as: different managers, varying salary structures, a range of working hours and conditions all need to be taken into consideration.
- **Promotion & Branding:** Bringing together several agencies may present issues around existing branding and promotion. A new branding concept for the facility may be desirable, incorporating all the agencies in the building

Services and Resources

Joint-use and colocated libraries can create cost efficiencies around service delivery; resource sharing and facility maintenance.

Key considerations related to initial project/development costs and ongoing resources budgets include:

- Catalogues and Collections: Integration, arrangement, cataloguing of Collections. Merging of or migration to a single Library Management System. Policies around limited access to certain specialist collections. Also collection and catalogue maintenance agreements including weeding schedules and profiles and analysis of collections.
- Hierarchy of Stakeholders: Development of and agreement to an operational hierarchy of access to resources by certain user groups and how is this managed. ie. A Computer lab at a shared school/public library, can it be booked by the Library? And if so, in emergencies can the school override the booking?
- Security and OHS: Consider the risk management & security perspectives held by stakeholders. Duty of care - how is this treated for a library that may have a lot of students after hours etc.
- Procurement Requirements: Are tenders required and which set of financial procurement rules will the stakeholders adopt. Are there conflicting rules from each organization or stakeholder?
- Maintenance and Operational: Process for the replacement of assets, either rolling replacement or due to damage. Consideration of cleaning schedules and increased loads due to alternate usage patterns. Recommendation for a general site maintenance agreement
- Information Sharing: Reporting requirements of stakeholders, data collection agreements and systems to support this.
- Continuous Improvement: Implementation of change, structures to support forward planning.

Staffing

Staffing is one of the most important aspects involved in the creation of a colocated/joint-use library partnership. Examples of criteria used for the selection of library staff in joint use libraries are:

- Developed and matured team work skills and cooperative work practices
- Highly developed negotiation skills
- Excellent interpersonal and communication skills
- Commitment to the concept of joint use libraries

Recruitment of staff should be undertaken cooperatively with the participation of all involved shareholders. Appointed staff will need to have a clear understanding that they will be required to provide service to a wide range of users, perhaps wider than those users of more traditional-model libraries.

To address possible conflict related to working conditions, a single Award/Enterprise agreement incorporating all facility staff could be implemented. However, this may create further complications across contributing organizations that are part of a wider network. E.g.

Library staff will be part of a wider organization that will be governed by existing awards and workplace agreements. It may not be possible to change the agreements for staff of the colocated facility. This is an issue that will require consideration and planning before staff are engaged for the facility. To ensure the success on any joint use operation library, it is vital that a cohesive staffing structure be established to provide flexibility required to meet the complex and evolving needs of all customers and shareholders.

All staff need to have access to appropriate training and professional development to ensure full competency in provided services. Allowances could be made for staff to undergo formal studies, as well as further develop professional skills through on ground experience.

In the early stages of a colocated/joint-use library, it would be necessary to develop a common understanding of the work that each service provides. This could be done through a buddy/shadowing program, which would be vital to developing a shared vision and potentially demolishing any perceptual barriers and differences. Organizational structure, reporting lines, position descriptions, roles and responsibilities should all be established and well-planned.

Advantages to the development of Colocated and Joint-use facilities

Joint-use Services or Colocated facilities are ideally suited to the current political climate and can act as drivers for change within society. While being a potentially more efficient means of providing services; joint-use locations can be a strong platform to promote lifelong learning, especially within communities where education has not been valued.

Colocated or Joint-use facilities can:

- Contain a more comprehensive or better quality of collections, resources, online services and updated facilities
- Enable extended opening hours
- Create a convenient site where all services are readily available
- Provide a single site for archival and local history collections
- Allow flexibility in innovation through ability to provide and support change
- Provide alternate avenues for professional development of staff
- Promote greater community interaction by providing a focal point and mixing of demographics
- Provide greater access to community services information
- Increase exposure to education services to members of the community otherwise not aware
- Promote life-long-learning through the educational role of the library – not just early years learning cycle
- Provide more avenues for the promotion of individual services
- Bring different community groups together as a part of a governing board
- May provide a social justice outcome in communities which could not financially support individual facilities

Conclusion

This document highlights key issues specific to colocated and joint-use facilities, and provides key considerations for the development of such spaces.

The document provides a look outside the 'traditional' library model, and facilitates broader thinking around the development of creative library spaces.

It is anticipated that the issues outlined are a launching-point for further research, and the development of a comprehensive guide to colocated and joint-use facilities.

The supporting documentation, listed in attached appendices, will provide further insight into global examples of colocated and joint-use facilities, and existing research in this field.

Developing facilities in this way requires a creative approach to change, shared values and a willingness to make the most of development opportunities. They are a way to tap into the core values of today's modern customer who can be complex, with high-expectations and can be time poor. Today, much focus is placed on building 'connected communities', and the development of shared facilities brings us closer to achieving this.

Appendix 1

Some best-practice models and examples of colocated and joint-use facilities

1.1 Upper Riccarton Library: Christchurch, New Zealand



The Upper Riccarton Library is a joint-use library facility and involves a partnership between Christchurch City Council (CCC) and Riccarton High School. First of its kind in New Zealand, it opened the 23rd January 2006.

The building is integrated into the north west corner of the High school grounds and contains multiple learning centres, community meeting room, café and outside reading deck. The learning centres (one of which is a designated computer lab) act as teaching spaces for school groups and are open for community use in the evenings.

Key points of interest:

- The Christchurch City Council covers the maintenance of the building & surroundings; cost of equipment & resources - including CCC staff.
- The school makes an annual contribution for books and serials, and for building management costs.
- There are combined staff, policy and collections.
- The library staff and school library manager work together in the one facility. The library staff sit in on the school librarian Information Literacy classes. In return the school librarian benefits from access to training that is provided for Christchurch City Libraries staff.
- The school librarian often accesses stock from other of CCC network libraries for school projects. While on site the stock remains issued to the school on what is essentially closed reserve which might be for four or five weeks at a time. This can create stock availability issues for the other CCC
- Very rarely are there complaints from "Community" customers about noise created in the library by the school students. Community customers indicate that they enjoy the vibrancy of having youth in the building.
Chris Baxter Library manager at Upper Riccarton Library quotes "The differences between what a community library expects to provide for its customers and what a school library expects to provide for its customers need to be discussed fully and openly right from the outset - so that each party properly understands each other's roles and responsibilities"

1.2 Clayton Community Centre: Victoria



The Clayton Community Centre is in the City of Monash, an eastern suburb of Melbourne. The facility, which opened in 2007 includes a public library, aquatics and health club, 132 seat theatrette, kindergarten, occasional care and Maternal Child Health Centre, Youth and family services, cafe and MonashLink- a community health service.

The centre came about as a number of factors aligned that resulted in an opportunity that was embraced by the local council, including a number of various services and buildings that were in need of work and a council owned parcel of land that would be suitable for the new centre.

Key points of interest:

- Council took a leadership role in driving the discussions and consultation required to bring a project of this complexity to fruition.
- There was much discussion and community consultation, along with local campaigning to retain an existing swimming pool that was originally not part of the design.
- Just as the centre design was being completed, the State Government agreed to provide funding for the inclusion of MonashLink, a Community Health Centre which necessitated further design work and the eventual incorporation into the centre. When this opened, only medical and general practice services were available, but this has now increased to include dental, podiatry, speech therapy, and physiotherapy services.
- The Co-ordination of the centre has prospered with the appointment of a centre co-ordinator, which was not an initial part of the staff profile. This has resulted in a well co-ordinated centre, where issues affecting the wider centre are addressed quickly and efficiently.
- Funding for the development came from both local council and State government sources.
- Staff retained functional autonomy, meaning they were able to simply transfer to their new workplace

The success of the facility is evident in the great satisfaction expressed by the community along with the high standard of services and facilities that this centre provides to a socio economically disadvantaged community. Visits to the new library have increased substantially over time – the centre is seen as the new heart of the community which is testament to its success.

1.3 Rockingham Regional Campus Community Library: Western Australia



Rockingham Regional Campus Community Library is a tripartite library whose partners are:

- Challenger Institute of Technology (TAFE)
- Murdoch University (University)
- City of Rockingham (Public)

This shared library facility opened its doors in 1998, and has gone from strength to strength.

Key points of interest:

- The facility came about when Murdoch University decided to open a campus at Rockingham and suggested creating a joint library and developing a new purpose built building. The project would not have happened without three far sighted leaders from each organisation being open to such a partnership.
- Murdoch University is the leading partner and manages the library, but each partner initially supplied a third of the finance. Funding percentages have changed slightly over time, but the principle of shared funding has stayed the same for operational funding
- Staff are multi-skilled, working with systems and procedures for all partners and are employed under one award with a single employer- Murdoch University. Many long standing staff indicate the success of this arrangement, with most having been with the organisation since the inception of the joint facility. Prior to the new library opening, staff were employed by three separate employers with differing hours, awards and pay rates.
- Initially there was concern that the library was too far from residential areas and would not be embraced by the public –this has not been the case and visits exceed expectations
- The high level of sophistication of services, facilities and materials has jointly raised the level of what all three partners could have offered singly, and many synergies have evolved allowing resources to be utilised across the network. Many courses have now developed between the two educational institutions that students can move between as they progress their education. The result is a seamless service that has been embraced by the community

1.4 West Footscray Library: Victoria



West Footscray Community Learning Centre, established in 2006, is a Council-owned facility which houses the community-run West Footscray Neighbourhood House and Maribyrnong Council library branch. The West Footscray Neighbourhood House incorporates a range of classes, events, a toy library and Occasional Child Care. The building contains three meeting rooms that are used for programs and events, and are also hired out to members of the public and businesses.

The building design was developed in consultation with the West Footscray Library/Community Hub Working Group, who were eager for the new facility to reflect the physical characteristics, as well as the heritage of West Footscray. The building materials and design incorporate aspects of the nearby rail-yard, and the exterior of the building features recycled wooden rail sleepers.

Key points of interest:

- The staffing structures are separate, budgets are separate.
- Council supports all neighbourhood houses in the Maribyrnong area with annual grants – West Footscray is supported in the main by the fact that they do not have to pay any utility fees for the centre.
- A lease and MOU in place to support the governance structure.
- There is a community-run Committee of Management who manages the running of the neighbourhood house, and a part-time coordinator employed by that committee to oversee the daily operations of the House.
- A branch librarian manages the library services at the Community Learning Centre and also has the overall responsibility of managing the building.
- The Occasional Child care area is on the first floor and the associated roof-top deck forms the outdoor play area. Given this, permanent wind-proof shade cloths have been installed to make the space sun-smart and useable for the children in care.
- Environmentally responsible design has been addressed through passive solar design, the use of solar efficient glass, and the use of recycled natural materials to key areas

1.5 Saddlebrook: Omaha, United States of America



The Saddlebrook Joint-Use Facility is collaboration between the Omaha Public Schools, Omaha Public Library and City of Omaha Parks and Recreation Department to create a community-based, public-use facility that embodies the philosophy of life-long learning and fitness.

Key points of interest:

- Much time was spent gathering input from community members with surveys and public meetings before the design process began. The resulting project meshes with surrounding neighbourhood and park.
- This one-stop facility allows for greater efficiency in time and travel; it is convenient for a parent to visit the community centre after dropping a child off at school or for a family to visit the library before an afternoon at the community centre.
- The Public Library shares a common space with the School Library, providing a tremendous collection of resources for kids, teens and adults. However, many of the kids shelves are not accessible for browsing during the school day. During those times, staff retrieve materials on request.
- The facility is focused on reaching goals, teaching lessons and shows life long learning / fitness in action.
- The 111, 056 square foot facility is organized around a central “Commons” hub, which services as the circulatory and symbolic center of the building. Views from all three administration or information desks provide excellent visibility of the Commons activities and approaches.

1.6 Wangaratta Library: Victoria



Wangaratta library is one of largest joint-use libraries in Australia, and one of 12 that involve partnerships between a Public Library and a TAFE organisation. Opened Feb 2007 and involves a partnership between Wangaratta Rural City Council, Goulburn Ovens TAFE and High Country Library Corporation. Goulburn Ovens TAFE contributed the site and original building (which was extended and redeveloped), Council contributed funds to the development, and High Country Library Corporation now staffs and has ongoing operational responsibility for the building (despite it being part of the larger TAFE site).

Key points of interest:

- The vision of this library is 'to be the focal point of community life, opportunities and learning' : this vision is consistent with both the Public Library concept of being 'the third place', and the learning Commons student-centred approach of tertiary institutions
- Initially, plans were to mesh the existing TAFE and public library staff. However, through the development process and initial phases of opening, most TAFE staff elected to be relocated to other branches within their organisation. TAFE staff spent time training public library employees in the required skills to meet the specific needs of the tertiary students. Now the TAFE services have essentially been 'outsourced' to High Country Library Corporation and the public library staff deliver all the services within the building.
- Quarterly fees are paid to High Country Library Corporation by Goulburn Ovens TAFE
- Afterhours access to IT facilities needed to be managed to allow students to work late, and this was a consideration in the planning of the building
- The original building is heritage listed, so most of the development was done as an addition to the original structure, and the footprint was increased significantly
- Staff focus on providing a 'seamless' service for all customers, and this includes working hard behind the scenes with an interfiled collection but two catalogue systems

1.7 Caroline Springs Library: Victoria



Caroline Springs library is a joint-use library facility in partnership between Melton Shire Council and the Victorian Education Department, through the Caroline Springs College Lakeview Campus for Years 10-12.

Opened in March, 2008, this is an iconic, 2500m² award winning building. State of the art at the time of development, the building incorporated new construction methods and design features which include:

- RFID technology and self-service library check-ins/check-outs
- Council Customer Service counter and welcome desk
- Staff Work area which is shared with Library and council staff
- College Director's Office suite on site
- Mayor and Councillor offices on site
- Art Gallery

Key points of interest:

- One of the ICT Class rooms acts as a teaching space for School Monday to Friday 8 am to 4 pm. It becomes available for community use from 4 pm to 8 pm for use by evening classes etc.
- Council operates café within library
- Meeting rooms are accessed after library hours through the library without presence of library staff – an exercise in trust in the community
- Staff are all employed by Council, including Customer Service staff on a different element of the same award.
- Quarterly user group meetings with the school and other stakeholders take place
- It has been important for informal communication to be maintained and developed through regular contact with school staff and library staff in addition to formal review meetings
- The management and funding agreement in place provides for the College to make an annual contribution for library materials, for staffing contribution costs and for building management costs. The contributions are inflation adjusted. Council covers maintenance of the building & surroundings, and cost of equipment & resources - including library staff salaries etc.

1.8 Albury Library Museum: NSW



The architects drove around the city to photograph and collect spatial features and forms associated with Albury, Victoria, and its history, and sought to integrate them into the new cultural precinct.

The architectural vision for the building was to bring together reminiscences and almost familiar elements from the Albury region; the giant webbing of the railway bridge over the Murray, the banks and trees of the surrounding landscape, the river course itself, the streetscape of the Civic precinct, the coved cornices of a railway carriage, even the types of materials that one sees on the buildings in Albury.

The civic centre is and was intended to be a local icon. The Library Museum opened its doors for business in 2007. It functions as a public library, research and technology centre, social history museum and community meeting place.

The building has a roughly L-shaped form, with the library and museum forming two wings which join at a double height foyer, a spacious hub which makes the museum and library appear like coves, or railway cabins. The total combined floor size exceeds 3000sq meters.

Key points of interest:

- The conjoined programs of the library and museum means that one body can oversee the collection of Albury's cultural assets
- Children reading in the glazed 'nooks' of the junior library, designed to child-friendly heights, are free to wander into exhibitions at the museum
- The permanent exhibition in the museum, Crossing Place, features artefacts and information which is a curious gallery of local found objects and tells the story from the first contact with the Wiradjuri, traditional owners of the land, to the City of today.
- The Library Museum also has a changing exhibition program, which features touring exhibitions, works from the Albury City Collection and community exhibitions. These diverse exhibitions range from social history to contemporary multimedia.
- The facility serves population of 50,000 residents and operates on \$3million annual budget.
- Library and Museum combined opening hours over six days reaches over 60 hours.
- Over 247 000 visitors used the combined/integrated facility in its first year

1.9 Mawson Lakes Library: South Australia



The Mawson Lakes Library is located in a multi purpose building colocated with the University of South Australia (Uni SA) lecture theatre, tutorial rooms, computer barn, and administration areas for the University and Mawson Lakes Primary in the Mawson Centre. The library is a joint-use public library branch of City Of Salisbury and school library for Mawson Lakes Primary School.

Key points of interest:

- Opened in April 2005
- 3 stakeholders have ownership in proportion to their initial funding input; each service area is currently responsible for operating the budget for their area.
- Many of the Uni SA students live in student accommodation or units in Mawson Lakes therefore having a greater use of the library.
- The library operates as part of the Salisbury Library Service
- The 24/7 computer barn (swipe card for Uni SA students) is accessible to public during library opening hours.
- The Learning Coordinator for the City of Salisbury is also located in The Mawson Centre and her role is to link learning across the city and ensure all centres in the city work together.
- There is a Memorandum of Understanding which the Mawson Centre Board oversees
- Parking- especially during University term time
- A change in personnel/staff has impacted on the commitment of all parties to the Agreements.
- The students using the City of Salisbury internet access and using all the pc's in the computer barn. This has resulted in 'PC Reservation' being installed on all computers (including those in the Barn) to restrict usage to an hour a day.
- The staff from the Uni SA and City of Salisbury who started the journey 8 years ago are very committed to the concept and the Centre, and this may be a factor in its ongoing success

2.0 Inverloch Community Hub: Victoria



Inverloch Community Hub is a joint-use building which includes Council's Customer Service Centre, Inverloch Library, Visitor Information Centre, Inverloch Community House, Maternal & Child Health services and YMCA Recreation activities. The Library is funded by the Living Libraries grant and also council contribution for the whole building. Natural synergies have occurred because of the interested stakeholders and the centre working towards a living-learning concept.

Key points of interest:

- A council officer coordinates the building, which incorporates the library
- Meetings are held regularly with all stakeholders and interested community members, such as the 'Friends of the Library' group
- The Inverloch Community House (one of the stakeholders in the Hub) is now positioned in the central part of town rather than outskirts of town
- The Visitor Information Centre brings tourists into the building (Inverloch has a large growth of tourist population during summer and school holidays) and the library has wireless internet available for these tourists
- The casual traffic has increased in the library, and issues and loans have noticeably increased
- Spaces for people have increased, and the library has an entrance from the library into the community hall (which creates a broader capacity for library events)
- 500 people attended a recent talk held in the centre, demonstrating the centre's popularity with the local community
- All stakeholders are able to think bigger because of the resources of the building
- The outside of the building blends well with the environment, especially the beach aspect of Inverloch, and the building has become a central destination in the township

2.1 Sendai Mediatheque, Japan



Sendai Mediatheque is a multi-purpose cultural centre made with steel tubular lattice structures. The building glows artificially from within and contains a library, art gallery, audio-visual library, film studio, and cafe. The floors are supported by a system of occupiable hollow tubes and sophisticated information and media networks - the building creates an environment in which people can engage in cultural activities both internally, within the structure, and externally, through digital connections to the world at large. The centre also expresses its designer's obsession, Toyo Ito, obsession with lightness. The building was completed in 2001.

Key points of interest:

- Along the main facade there are six 15.75-inch-thin floor slabs that seem to be floating within the space connected only by the 13 vertical tube steel lattice columns that rise up from ground floor to roof, similar to the trunks of trees of a forest.
- The tubes are both structure and vector for light and all of the utilities, networks and systems that allow for technological communication and vertical mobility, including elevators and stairs. Each vertical shaft varies in diameter and is independent of the facade, allowing for a free form plan which varies from floor to floor.
- The main entrance leads to a double height hall that consists of an information counter, an open square that supports film screenings and other events, a café and retail shop. Through the transparency of the facade and the continuation of the curtain wall to the ground this space reads as a continuation of the surrounding city.
- The interior of each level of the Mediatheque is designed by a different designer. On the ground floor the administrative offices are placed behind a translucent screen. The second and third levels house the Shimin Library and include a browsing lounge with internet access. The fourth and fifth levels contain gallery space; one level an exhibition space with moveable walls and the other an exhibition space. The sixth level houses the multimedia library and a 180 seat cinema.

The interior of the centre/library has been heavily damaged during current Japan earthquake and tsunami however, thanks of superbly designed construction the main structure has survived.

Appendix 2: Directory of joint-use libraries in Australia, taken from National Library of Australia website

www.nla.gov.au/apps/libraries

At the above link is located a list of over 100 sites that identify themselves as joint-use libraries in Australia.

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