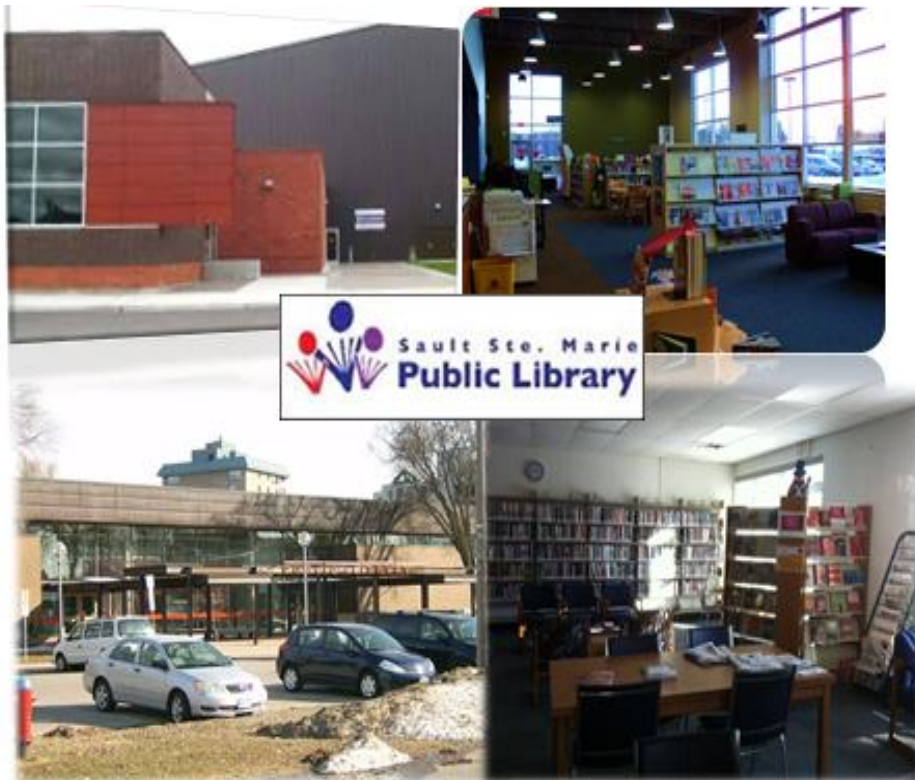
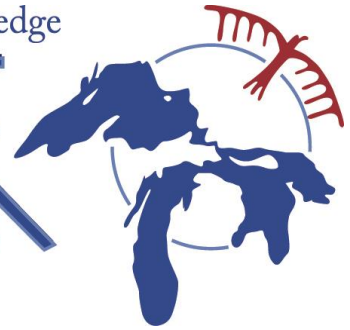


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Building Strong and Vibrant Communities: The Value of Sault Ste. Marie's Public Library

By Dr. Gayle Broad, Amanda Parr and Adela Turda
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Executive Summary

Libraries are acknowledged as a social good, but demonstrating their economic value is more challenging. Adopting a Social Return On Investment (SROI) is one method of assessing the impact that libraries have on the overall well-being of both individuals and communities. The Sault Ste. Marie Public Library and NORDIK Institute collaborated on this research to determine the SROI of the Public Library on the City of Sault Ste. Marie.

Earlier research has demonstrated that the value of a public library is multi-pronged: it promotes literacy; it promotes social cohesion and reduces social isolation, thereby contributing to improved mental health; and, due to the fact that it is a publicly provided service with no user fees, the library promotes knowledge growth and networking across all social strata.

This research study demonstrates that the Sault Ste. Marie Public Library's three branches respond to the neighbourhoods in which they are located with a variety of programs in addition to their circulation of a broad range of materials. They are highly valued by community members, businesses, and service organizations, as is evidenced by a large number of volunteers and both financial and in-kind donations. Patrons of the library demonstrate their personal valuing of its services through intergenerational family members and making a visit to the library part of their daily, weekly and monthly routines.

This research demonstrates substantial SROI for each dollar invested but it is not able to capture all of its many facets. Research questions remaining include: What is the value of improved mental health through a reduction in social isolation (and the savings to health care costs)? What is the value of children's programming that addresses deficiencies in early childhood development? How can the value of communication with loved ones facilitated through on-line access (and the teaching of social media skills) be measured?

Despite these limitations, this research demonstrates some key economic values for the Sault Ste. Marie Public Library. The value was calculated using previous research conducted by the Martin Prosperity Institute (2013) and based on formulae derived from similar research in Australia, the UK, and Canada. In brief, using industry standard economic formulae, this research shows that the Sault Ste. Marie Public Library creates almost 100 jobs, generates more than \$4.5 million in economic returns to the community through its programs and circulation, and is valued at \$603 for every open hour.

It is hoped that this research will provide decision-makers with additional information that will assist in supporting the Sault Ste. Marie Public Library. There is no doubt that it does provide value for the funds invested in it, and contributes to a better quality of life for all Sault Ste. Marie residents.

Table of Contents

Executive Summary	4
1.0 Introduction	4
2.0 Methodology	4
2.1 Literature Review and Framework Development	5
2.2 Interviews	5
2.3 Calculating Social Return on Investment	6
3.0 Valuing Sault Ste. Marie’s Public Library	7
3.1 The Library Branches	7
3.2 Economic Value of Circulation	8
3.2.1 Value of Juvenile Circulation	9
3.2.2 Value of Adult Circulation	11
3.2.3 Aggregate Value of Circulation	13
3.3 Value of Programs	14
3.3.1 Value of Children’s Programs	14
3.3.2 Value of Programs for Teens and Adults	16
3.3.3 Aggregate Value of Programs	18
3.4 Job Creation and Employment	19
3.5 Value of an Open Hour	20
4.0 Conclusions	21
<i>Figure 1. Social Return on Investment</i>	6
<i>Figure 2 Juvenile Circulation Centennial Library</i>	10
<i>Figure 3 Juvenile Circulation Churchill Branch</i>	10
<i>Figure 4 Juvenile Circulation Korah Branch</i>	10
<i>Figure 5 Juvenile Circulation Aggregate</i>	10
<i>Figure 6 Adults & Teens Circulation Centennial Library</i>	11
<i>Figure 7 Adults & Teens Circulation Churchill Branch</i>	11
<i>Figure 8 Adults & Teens Circulation Korah Branch</i>	12
<i>Figure 9 Adults & Teens Circulation Aggregate</i>	12
<i>Figure 10 Aggregate of All Circulation</i>	13
<i>Figure 11 Value of Children’s Program by Type</i>	15
<i>Figure 12 Value of Early Literacy Programs</i>	16
<i>Figure 13 Aggregate Economic Value of All Children’s Program</i>	16
<i>Figure 14 Teens and Adult Programs Centennial Library</i>	17
<i>Figure 15 Teens and Adult Programs Churchill Library</i>	17
<i>Figure 16 Teens and Adult Programs Korah Library</i>	18
<i>Figure 17 Teens and Adult Programs Aggregated</i>	18
<i>Figure 18 Economic Value of all Programs</i>	18
<i>Figure 19 Employment Figures</i>	19
<i>Figure 20 Value of an Open Hour</i>	20

1.0 Introduction

“Public libraries play an important role in building strong, vibrant communities”

– Sault Star, 2015

Public libraries are often seen as community hubs where community members have the opportunity to meet people, share information, access resources, and learn, but they also provide many other benefits to communities including, for example, improving mental health (Brewster, 2014). In recent years, public libraries are at an increased threat of budget cuts due to a perceived lack of resources and lack of political commitment to funding of public services. There is growing recognition, however, that libraries also contribute to the economy of their communities as well as providing valuable public services.

The Sault Ste. Marie Public Library, located in a small urban setting in Northern Ontario, has three branches: its main location in the downtown area, the Centennial Library; a west end location, the Korah library, and the Churchill library located in the City’s east end. Each of these locations has unique features, including specialized programming and resources that respond to the nature of the neighbourhoods they serve.

The NORDIK Institute was contacted in January 2015 by the Sault Ste. Marie Public Library to conduct research on the economic value of public libraries in the community. The NORDIK Institute is a community-based research institute affiliated with the Community Economic and Social Development (CESD) program at Algoma University, and has completed numerous studies including socio-economic and social return on investment research since its incorporation in 2006.

This study determines the Social Return on Investment (SROI) of the Sault Ste. Marie public library’s three branches, individually and collectively. The SROI is quantified by looking at the financial value of the services offered at the libraries, as well as the overall usage of the libraries found in the 2014 Public Library Annual Report. The report illustrates the overall economic benefits of public libraries in Sault Ste. Marie.

2.0 Research Methodology

This project involved both qualitative and quantitative research methodologies. This research relied on a literature review and framework for economic value calculation developed by the Martin Prosperity Institute in 2013. The economic formulae devised within this much larger study informed the process and was used as a basis for calculating

the Social Return on Investment for the Sault Ste. Marie Public Libraries. Interviews and the 2013 and 2014 annual reports completed by library staff provided the information about the local library and its usage.

2.1 Literature Review and Framework

This research relied on a literature review and framework developed by Martin Prosperity Institute (2013) and was informed by research conducted in Australia, the UK, and Canada. In brief, the literature review indicated that public libraries deliver a strong return on investment through the delivery of library services that enhance a city's competitiveness.

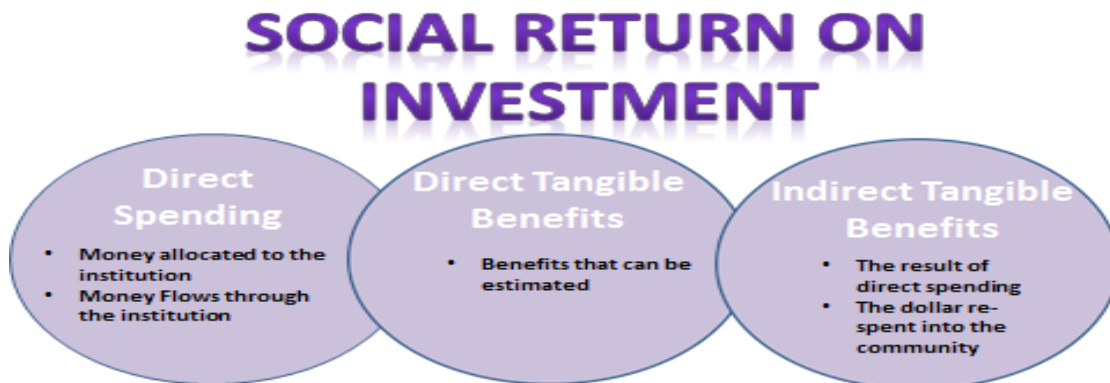
Libraries are a neighborhood-based system where programs and services are designed to meet the needs of local communities. Public libraries maximize the contribution of a community's population by providing a place that treats all patrons with dignity and respect, contributing to a healthy lifestyle and supporting a high quality of life. Because the services are provided free of charge, public libraries support access to any and all materials, programs, and technology. For low-income patrons, attending a public library is not stigmatizing, and gives people the opportunity to empower themselves through the library's access to learning and education.

Library programs enable self-directed learning and skills development to support community members through all life stages and journeys (Martin Prosperity Institute, 2013). There is also strong evidence that public libraries contribute to improved mental health, providing a safe and relaxing atmosphere (Brewster, 2014). With welcoming front line staff, people with mental health problems find comfort and friendly and positive interaction. The public libraries offer an environment that can be used to escape the stressors of the outside world. This research evidence demonstrates that there is an intrinsic social value to the provision of public library services.

2.2 Calculating Social Return on Investment (SROI)

Social Return on Investment (SROI) is a term "originating from return on investment (ROI), as used by traditional investors. It describes the social impact of a business or non-profit's operations in dollar terms, relative to the investment required to create that impact and exclusive of its financial return to investors" (Lingane 2004). The social return on investment assesses three main areas: direct spending, direct tangible benefits, and indirect tangible benefits.

Figure 1. Social Return on Investment



To calculate the SROI of the public libraries, the study examined five main areas of service: collection use, programs, reference and database services, technology, and job creation. The research findings for this study drew on usage and financial information collected from the Public Library’s three branches and compiled in the 2014 Annual Report. The 2013 Annual Report is also accessible on the Public Library website and was used to compare the progress in programs. These findings were then analyzed using industry standard formulae created in previous research (Martin Prosperity Institute, 2013).

The economic impact is calculated by an analysis of direct spending, direct tangible benefits and indirect tangible benefits. The Martin Prosperity Institute (2013) describes direct spending as “money that is allocated to the institution and then spent for operations, capital, material, wages, and other expenses”. Direct tangible benefits are benefits that accrue to an organization and this value can be estimated based on economic formulae. Indirect tangible benefits are classified as “the benefits that the dollar creates across the community” (Martin Prosperity Institute, 2013) or spillover benefits. For example, a dollar paid to a contractor for a branch renovation is re-spent by the contractor into the community through wages and materials. These three aspects are used to determine the impact of the Sault Ste. Marie public libraries on the economy.

2.3 Interviews

To explore the differences between branches, interviews were conducted by NORDIK researchers with staff at all three public libraries in Sault Ste. Marie. At the Centennial or Main Branch location in the downtown area, five staff members gave their feedback and input in regards to the library programs. One of these interviews was approximately 1.5

hours while the others were of a shorter duration. At the urging of staff, one interview with a patron was scheduled to discuss his feelings towards the public libraries in Sault Ste. Marie.

At the Korah branch an interview was conducted with the manager and a tour of the facility was provided. Researchers viewed all the library materials and facilities including new collections, technology, and space. At the Churchill branch one interview was conducted with the manager of the location, and took place before the library was opened to patrons.

In total seven staff members and one patron were interviewed.

Limitations: The research conducted was based on the 2014 Annual Report of the Sault Ste. Marie Public Library, and therefore is based solely on accuracy of the data collected by its branches. It was not feasible to assess the value of the physical space itself, for example, the space provided for numerous community groups to meet, to display works by local authors (thereby increasing their visibility within the local community), and various other displays and events organized by the community itself.

3.0 Valuing Sault Ste. Marie's Public Libraries

"Twenty years ago I brought my daughters to the public library, and now I am bringing my grandson. Let the tradition continue...." – Patron

The research findings demonstrated that the three branches of the Sault Ste. Marie Public Library provide neighbourhood-responsive services, catering to the needs and particularities of the differing parts of the City within which they are housed. The findings also demonstrate that there is a substantial economic value, or a highly positive return on investment, to the public libraries. There is also evidence that the City's public libraries are strongly supported by City residents, from young to old, by private sector and service clubs, and that support is demonstrated through fundraising, cash donations and even through the creation of a social enterprise, a used bookstore.

3.1 Different Branches provide Different Services in Response to Neighbourhood Need/Interest

"I start my morning off at Algoma University roughly around 6am, then go to the main [Centennial] branch right when they open. I read the newspapers, and use the computers to check my email and the news online. I come to the library every single morning and

think it's a comfortable environment which is very friendly and I have been attending the library for 15 years." – Patron

The Centennial library is located in downtown Sault Ste. Marie and is utilized by community members of different ages. This branch has a number of programs catering to children and youth which receive very positive feedback, including, in 2014, a provincial award for the Polar Bear Express. Many community events also take place at this site including displays, public speakers and education provided by a wide variety of community agencies and organizations, as well as individuals. Storytime, a children's reading program, is usually filled to capacity with young children every Saturday and very popular with parents and grandparents, as well as the children.

The Korah branch relocated in 2013 to a newly renovated open concept space with modern furniture, lots of lighting and new technology. The facility shares space with an indoor soccer field and Staff at the Korah branch observed that when there are soccer games, there is an increased traffic flow to the library, with parents and children spending more time there. The branch also hosts a 'party room' which is extremely popular with the community, with bookings by community members most weekends throughout the year. Brochures outlining the programs and services provided by the library were placed in highly visible public areas for community members to access.

The Churchill branch is a 'hidden gem' in a plaza located in the East end of Sault Ste Marie. This branch, although the smallest of the three, is very popular amongst the senior population, possibly due to its proximity to older residential neighbourhoods and a nursing care facility. There is also a unique weekly book club designed especially for seniors, although the children's toy library and programs are also very popular. A letter from a Grade 3 student submitted to staff stated that he thoroughly enjoyed his tour of the branch and 'can't wait' to start reading the books he borrowed.

3.2 Economic Value of Circulation

Library staff provided data collected from 2014 on the usage of materials at the different branches for Fiction, Audio Books, DVDs and Music/CDs. The values of these items were calculated using the average cost of 10 items in each category (as provided on the Indigo Books website at <http://www.chapters.indigo.ca/en-ca/>) to obtain an estimated value. This value was assigned as the "high value" on the charts below. A "low value" was obtained by discounting the value by 80%, given that these items are used numerous times by differing library patrons. A "midpoint value" for each item was then ascertained by adding the high

value and low value and dividing by two. The midpoint value has then been used to ascertain the SROI (Martin Prosperity, 2013)¹.

The figures below illustrate the values of the fiction books, audio books, DVDs and Music/CDs available at all locations for ‘juveniles’ (i.e., children and youth) and adults. In the case of each age group, the first three Figures illustrate the economic value of the circulation collection for each of the respective branches, while the fourth Figure aggregates the numbers to provide the economic benefit for the entire Sault Ste. Marie Public Library.

3.2.1 Value of ‘ Juvenile’ (Children & Youth) Circulation

“Thank you so very much for the tour and story time and I couldn’t forget all the other stuff you gave me. I learned that your library card can work at each branch. I liked the books you read us. You must have very good taste in books and children books. Also how do you know what we like? You are awesome. I hope to visit again” – Grade 3 student, Churchill Library

Public libraries provide children with greater equity of access because they are offered at no cost, thereby contributing to the greater health and well-being of the community as a whole. An appreciation for the value of supporting early childhood development was demonstrated by both local businesses and service clubs. In 2014, Northern Credit Union and Sault North Rotary both made financial donations specifically to support the children's collection.

Figure 2 Juvenile Circulation Centennial Library

Juvenile	Circulation	Value	Total Value with 80% Discount (Low)	Midpoint	Total Value Without Discount (High)
Fiction	4,288	\$15	\$12,864	\$38,592	\$64,320
Audio Book	1,462	\$30	\$8,772	\$26,316	\$43,860
DVDs	8,088	\$21	\$33,969	\$101,908	\$169,848
Music/CD	1,135	\$20	\$4,540	\$13,620	\$22,700

¹ Formula:

[Circulation Volume] x [retail value x 80% discount] = Economic Benefit (low)

[Circulation Volume] x [retail value] = Economic Benefit (high)

Figure 3 Juvenile Circulation Churchill Branch

Juvenile	Circulation	Value	Total Value With 80% Discount (Low)	Midpoint	Total Value Without Discount (High)
Fiction	698	\$15	\$2,094	\$6,282	\$10,470
Audio Book	119	\$30	\$714	\$2,142	\$3,570
DVDs	1,295	\$21	\$5,439	\$16,317	\$27,195
Music/CD	259	\$20	\$1,036	\$3,108	\$5,180

Figure 4 Juvenile Circulation Korah Branch

Juvenile	Circulation	Value	Total Value With 80% Discount (Low)	Midpoint	Total Value Without Discount (High)
Fiction	515	\$15	\$1,545	\$4,635	\$7,725
Audio Book	95	\$30	\$570	\$1,710	\$2,850
DVDs	2,034	\$21	\$8,542	\$25,628	\$42,714
Music/CD	11	\$20	\$44	\$132	\$220

Figure 5 Juvenile Circulation - Aggregate of All Branches

Juvenile	Circulation	Value	Total Value With 80% Discount (Low)	Midpoint	Total Value Without Discount (High)
Fiction	5,501	\$15	\$16,503	\$49,509	\$82,515
Audio Book	1,676	\$30	\$10,056	\$30,168	\$50,280
DVDs	11,417	\$21	\$47,951	\$143,854	\$239,757
Music/CD	1,405	\$20	\$5,620	\$16,860	\$28,100
Totals	19,999			\$240,391	

In 2014, materials were circulated 20,000 times to children and youth in Sault Ste. Marie for a net value of \$240,391 to the community. The numbers indicate that DVDs are the most popular type of circulation materials, generating almost three times the value of fiction. Although part of this difference is due to the higher costs of these materials, the actual numbers in circulation still exceed twice that of fiction. Music materials experience

the lowest demand, while audio books are also less in demand (though still surprisingly strong, demonstrating an interest in read-aloud activities).

3.2.2 Adult Circulation

Perhaps the best-known and historically main purpose of libraries was to meet the needs of adult readers, so it is not surprising that this remains at the core of the Sault Ste. Marie Public Library's 'business'. Like the juvenile circulation, however, the variety of demands for lending materials has expanded to include electronic formats, and DVDs compete with books to create the most economic value.

Figure 6 Adult Circulation Centennial Library

Adult	Circulation	Value	Total Value with 80% Discount (LOW)	Midpoint	Total Value Without Discount (High)
Fiction	69,236	\$25	\$346,180	\$1,038,540	\$1,730,900
Audio Books	9,263	\$41	\$75,957	\$227,870	\$379,783
DVDs	65,587	\$30	\$393,522	\$1,180,566	\$1,967,610
Music/CD	321	\$20	\$1,284	\$3,852	\$6,420

Similar to the juvenile circulation, the Adult Circulation reflects the neighbourhoods of the branches, with the largest demand (and the largest collection of materials) being located at the Centennial (Main) branch.

Figure 7 Adult Circulation Churchill Branch

Adult	Circulation	Value	Total Value with 80% Discount (LOW)	Midpoint	Total Value Without Discount (High)
Fiction	26,917	\$25	\$134,585	\$403,755	\$672,925
Audio Books	1,361	\$41	\$11,160	\$33,481	\$55,801
DVDs	2,659	\$30	\$15,954	\$47,862	\$79,770
Music/CD	187	\$20	\$748	\$2,244	\$3,740

Figure 8 Adult Circulation Korah Branch

Adult	Circulation	Value	Total Value with 80% Discount (LOW)	Midpoint	Total Value Without Discount (High)
Fiction	11,040	\$25	\$55,200	\$165,600	\$276,000
Audio Books	954	\$41	\$7,823	\$23,468	\$39,114
DVDs	3,173	\$30	\$19,038	\$57,114	\$95,190
Music/CD	172	\$20	\$688	\$2,064	\$3,440

eTitles (designed for electronic readers) were located in the annual 2014 report, though only in an aggregate form and were not identified by age category. To ensure this circulation was included in the overall aggregate value, the economic benefits have been identified here, and added to the Adult Circulation aggregate figures in Figure 9. The value of eTitles was calculated by looking at the direct spending on eTitles of \$17995.31 for 558 eTitles, resulting in a value of \$32.00 per eTitle. Again, the standard economic formula was used to generate a midpoint, a high and a low economic value.

Figure 9 Adult Circulation Aggregates of all Library Branches including eBooks

Adult	Circulation	Value	Total Value with 80% Discount (LOW)	Midpoint	Total Value Without Discount (High)
Fiction	107,193	\$25	\$535,965	\$1,607,895	\$2,679,825
Audio Books	11,578	\$41	\$94,940	\$284,819	\$474,698
DVDs	71,419	\$30	\$428,541	\$1,285,555	\$2,142,570
Music/CD	680	\$20	\$2,720	\$8,160	\$13,600
eBooks	41,112	\$32	\$263,117	\$789,350	\$1,315,584
TOTALS	167,682			\$3,975,779	

The adult circulation figures show an increasing trending towards the use of electronic media, both in the numbers of DVDs as well as eBooks, yet traditional hard copy books are still the highest volume of materials borrowed by library patrons. Another interesting trend is in the use of audio books, possibly reflecting interests in listening while driving, though also, perhaps making books more accessible to those with sight impairments. Clearly, there continues to be a strong demand for the traditional library services, of making reading

materials available to the general public, and making them accessible by providing the service at no cost.

3.2.3 Aggregated Value of All Circulation

As noted above, circulation of materials – the lending of books and other materials – is at the core of every public library’s mandate. In 2014, the Sault Ste. Marie’s aggregated economic value of all circulation was over \$4 million.

Figure 10 Aggregate of All Circulation

2014	Circulation	Retail Value	Total Value with 80%		Total Value without
			Discount	Midpoint	Discount
Books					
Adult	107,193	\$25	\$535,965	\$1,607,895	\$2,679,825
Children	4288	\$15	\$16,503	\$49,509	\$82,515
Total	111,481	\$40	\$552,468	\$1,657,404	\$2,762,340
Audio Books					
Adult	11,578	\$41	\$94,940	\$284,819	\$474,698
Children	1462	\$30	\$10,056	\$30,168	\$50,280
Total	13,040	\$71	\$104,996	\$314,987	\$524,978
DVDs					
Adult	71,419	\$30	\$428,541	\$1,285,555	\$2,142,570
Children	8088	\$21	\$47,951	\$143,854	\$239,757
Total	79,507	\$51	\$476,492	\$1,429,409	\$2,382,327
CDs					
Adult	680	\$20	\$2,720	\$8,160	\$13,600
Children	1135	\$20	\$5,620	\$16,860	\$28,100
Total	1815	\$40	\$8,340	\$25,020	\$41,700
E-titles					
Total	41,112	\$32	\$263,117	\$789,350	\$1,315,584
Total					
Circulation	246,955		\$1,405,413	\$4,216,170	\$7,026,929

But circulation is not the only service provided by the library in Sault Ste. Marie. The programs which it provides increase literacy, contribute to early childhood development,

and create an important space to build and/or enhance social networks, as well as provide a stronger sense of community pride and well-being.

3.3 Value of Library Programs



– Sootoday.com, Monday, November 4, 2013

“Together they built an event that incorporated literature, theatre, art, and physical activity which was in high demand. It also helped establish a sense of pride in the community.” – Ministry of Tourism, Culture and Sport

The Sault Ste. Marie Public Library’s circulation of reading and other materials provides significant economic value to the community, yet for many years, the community has also benefitted from a wide array of programs. These programs, as indicated by the literature review, contribute to the overall health and well-being of the community through the opportunities to increase social networking, learn new skills and knowledge, access the internet, or simply be entertained. Programs for children, teens and adults encourage healthier lifestyles and decrease social isolation; and are accessible to people of all socio-economic strata.

3.3.1 Children’s Programs

Children’s programming is popular at all locations and is highly valued by staff and patrons for the benefits it brings to the community, from literacy skills to social interactions. Children’s programming is of particular interest, as the figures below demonstrate, and in 2014, the Public Library of Sault Ste. Marie was recognized and awarded the 2014 Ministry of Tourism, Culture and Sport’s Minister’s Award for Innovation² for the Searchmont Polar

² http://www.mtc.gov.on.ca/en/libraries/oplsa_winners.shtml

Express, an event which has been sold out for each of its two years of production. The public library partnered with the Coalition for Algoma Passenger Trains (CAPT), Searchmont Resort and a host of local businesses, theatre groups and others in recreating the story popularized by the Polar Express, a book by Chris Van Allsburg.

The value of Children’s programs is also appreciated by a number of local businesses and other groups who support the programming through both financial and in-kind donations such as volunteering at such events. Cambrian Nissan sponsored the “preschool story time,” while the Kiwanis Club of Sault Ste. Marie sponsored “Baby time,” and the Zonta Club sponsored “Toddler time.” French-language materials for children and youth with learning disabilities also benefit from specific businesses.

To determine the economic benefits of these programs, the retail costs of enrolling a child in a similar private sector program was multiplied by the number of children in attendance. The retail value was determined by researching similar programs provided locally, and non-locally, by the private sector, obtaining three price points and then determining an average sum. The average was then multiplied by the number of children attending each program³. Figure 10 shows the calculation and economic benefit for all of the children’s programs.

Figure 11 Value of children’s programs by type

Children’s Program	#of Sessions	Children	Retail Value	Economic Benefit
Storytimes	339	2102	\$40	\$84,080
Registered Early Literacy Programs	148	1110	\$40	\$44,400
Summer Reading Club Program	27	274	\$40	\$10,960
Passive Programs	8	398	\$40	\$15,920
Other Programs	42	626	\$40	\$25,040
Outreach Activities/Programs	65	1630	\$40	\$65,200
Partner Programs	6	63	\$40	\$2,520

Storytimes is a program that launched in April 2014, offering a talented, enthusiastic reader dressed in character to read to children. A total of 2101 children and 1376 adults attended

³ Formula
 [No. of children] x [Retail value] = Economic Benefit

339 story times (2014 Annual Report Sault Ste Marie Public Libraries), making this program one of the most popular children’s programs in the community. Given the particular value of literacy for early childhood development, Figure 12 further breaks down the economic benefit specifically of the Early Literacy Programs.

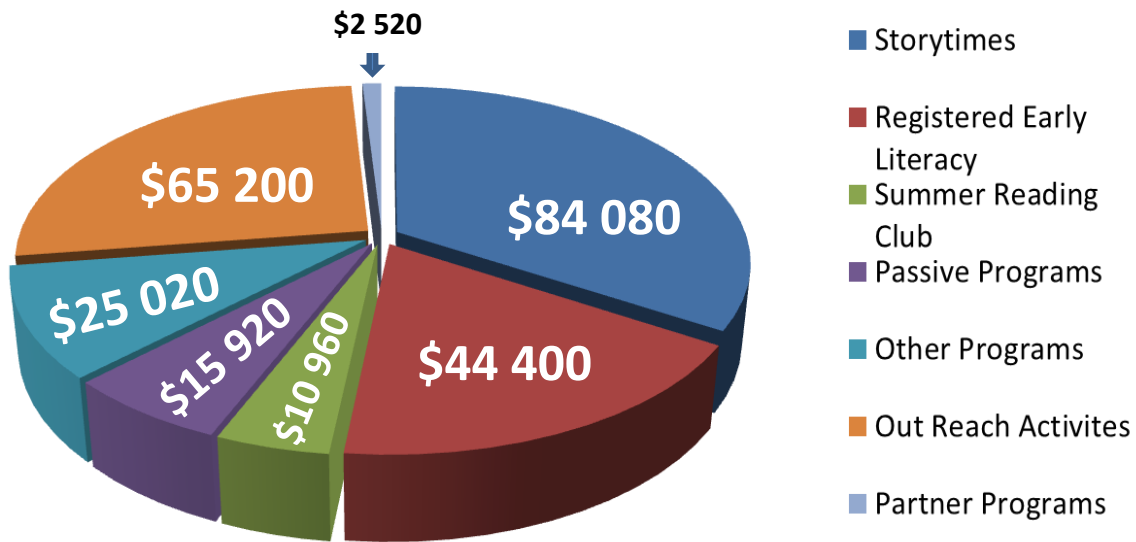
Figure 12 Value of Early Literacy Programs

Registered Early Literacy Programs	#of Sessions	Children	Retail Value	Economic Benefit
Babytime	36	263	\$35	\$9,205
Baby Picasso⁴	12	125	\$35	\$4,375
Toddler Time	30	241	\$35	\$8,435
Pre-School	40	348	\$35	\$12,180
Family Math	24	75	\$35	\$2,625
Getting Set for School	6	58	\$35	\$2,030

As Figure 13 (below) illustrates, the overall economic value of all of the children’s programming, offered at all branches, is close to a quarter of a million dollars. In a city which has been identified in previous research as having very low-income families in the downtown area (Meades et al, 2014), this programming may be particularly significant in terms of offering much-needed services to a high-risk population. There is no doubt that these no-cost programs are extremely valuable in addressing children’s early development.

⁴ Baby Picasso started at the Centennial Library and was so popular that now all locations are offering it. Designed for children 4-11 months old, it is a four-session program that integrates sensory, music, literacy, and action.

Figure 13 Aggregate Economic Value of All Children’s Programs - \$248,100



3.3.2 Programs for Teens and Adults

“[what] I have noticed ...[at] each Gadget Corner session that I have done is the social aspect of the program... the people that come to Gadget Corner tend to be elderly or middle aged and they enjoy being out in the community socializing and interacting with everyone, which can be problematic for me (but in a good way). Gadget Corner sessions are only 1 hour long and are meant to be a drop in/drop out style program.” – Public Library Staff Member

Programs for Teens and Adults, like the children’s programming, respond to neighbourhood needs. One of the highly popular adult programs is the ‘Gadget Corner’ which assists adults in learning how to use electronic equipment such as iPads or eReaders, or simply the basics of computer software or new applications. The social value of this program is outlined above, providing a space which decreases social isolation and encourages interaction across social strata.

To determine the economic benefits of the teen and adult programs, the number of participants was multiplied by the retail value. Similar to the children’s programming, the retail value was determined by identifying retail costs of programs similar to those offered at the library branches.

Figure 14 Teens and Adult Programs Centennial Library

Programs	# of programs	# of participants	Retail Value	Economic Benefit
Teens	2	35	\$35	\$1,225
Adult	217	1,037	\$35	\$36,295
Senior	54	430	\$30	\$12,900

Figure 15 Teens and Adult Programs Churchill Branch

Programs	# of programs	# of participants	Retail Value	Economic Benefit
Teens	0	0	\$35	0
Adult and Seniors	17	147	\$32.5	\$4,777.50

Figures 14 and 15 demonstrate the variation in programming in response to neighbourhood need at the branches of the library. The Centennial and Churchill branches experience a higher demand for adult and senior programs, whereas the Korah branch (Figure 15) shows a high demand from the teen population.

Figure 16 Teens and Adult Programs Korah Branch

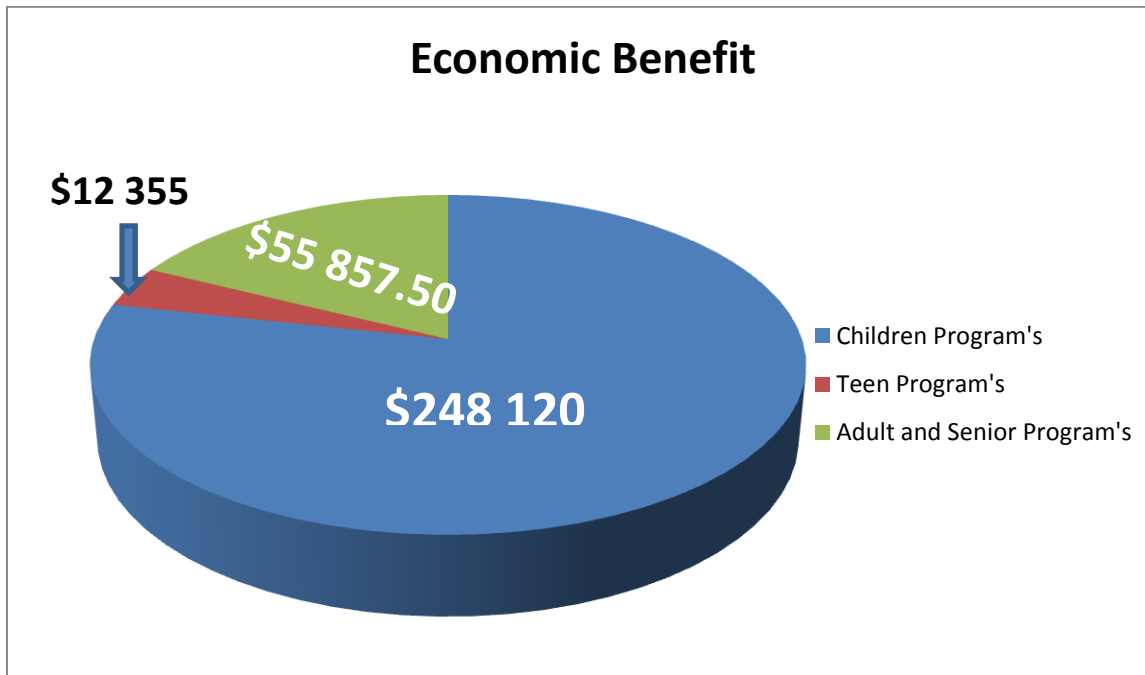
Programs	# of programs	# of participants	Retail Value	Economic Benefit
Teens	51	318	\$35	\$11,130
Adult and Seniors	46	58	\$32.5	\$1,885

Figure 17 Aggregate of Teens and Adult Programs for Library and Branches

Programs	# of programs	# of participants	Retail Value	Economic Benefit
Teens	53	353	\$35	\$12,355
Adults and Seniors	334	1,672	\$32.5	\$55,857.50

3.3.3 Aggregate Value of Children, Teens and Adult Programs

Figure 18 Economic Value of all Programs



Programming at the public libraries in Sault Ste. Marie clearly add significant economic value to its activities and to the community's overall well-being, particularly in connection with its valuable contribution to addressing early childhood development and literacy. This is of particular importance in the downtown area where the Centennial branch is located, as it may be having an impact on a high-risk neighbourhood and reducing the inequities experienced by lower-income children.

The data collected reflects a relatively low up-take of programs for teens and this is an area that the Public Library has identified for further development. The declining population of this age group within the City may of course, be a partial explanation of this trend, however, identifying and developing programs which can better attract teens, while challenging, is also an important priority.

Although the economic value of programming at the library is relatively small overall compared to circulation figures, the exponential value of these programs cannot be fully captured here. For example, measuring such things as a correlation between children's early literacy programs and reduced literacy rates in adults is well beyond the scope of this study, but there may indeed be such a link. What is the value of attracting lifelong involvement with libraries? What is the value of improved mental health through a

reduction is social isolation (and the savings to health care costs)? What is the value of the social networks these programs create? These questions and others remain outstanding despite efforts to quantify the value of programs offered.

3.4 Job Creation and Employment

The Sault Ste. Marie Public Library and its branches employ individuals in diverse capacities from librarians and clerks to pages and students. In total, it employs 67 staff composed of 29 full time and 38 part time. All staff employed by the Public Library and its branches are from Sault Ste. Marie area and thus, their salaries are reinvested in the local economy. Indirect tangible benefits are the result of monies being re-spent into the local economy (Martin Prosperity Institute, 2013).

Figure 19 Employment Figures

Location	No. of Staff	Full/Part Time	Salary Totals
Centennial	25	Full time	1,221,063.72
	22	Part time	214,125.48
		Students	58,194.43
Korah	2	Full time	93,597.38
	6	Part time	80,439.51
	n/a	Students	-
Churchill	2	Full Time	81,911.15
	5	Part Time	86584.78
	n/a	Students	-
Totals	67		2,039,781.00

Multiplier Effect (1.4): 98 FTE positions created

For the purposes of calculating employment creation, the library employees are considered to be part of the education sector which has a 1.4 multiplier effect, i.e., for every 1 FTE position in the sector, 1.4 additional jobs in the community are created. To calculate the number of FTEs, the total number of part-time staff, 38 was divided by 3, or 12 (rounded off). This number was added to the full-time complement for a total of 41. Thus, with the multiplier effect of 1.4, the Public libraries create 98 full-time equivalent (FTE) positions in the community.

3.5 Value of an Open Hour

The value of an open hour was calculated by adding the aggregates of the circulation of all materials, for all ages, at all branches, together with the aggregates of all programs for all ages at all branches.

Then the number of open library hours was calculated by looking at the library's hours of operation, which vary throughout the year with shorter hours occurring during the summer period of June 29th until Labour Day. There were also 15 statutory holidays during which all branches of the library were closed, and the open hours of each branch also varied. The aggregated value of circulation and programs was then divided by the number of open library hours.

Figure 20 Value of an Open Hour

ITEM	VALUE
Total Circulation	\$4,216,170
Total Programs	316,332
Internet Workstation	76,188
TOTAL VALUE	\$4,608,690
Open Hours	7,642
VALUE OF AN OPEN HOUR	\$603

4.0 Conclusions:

The Sault Ste. Marie Public Library generates a substantial socio-economic return on investment (SROI). In 2014 it generated over \$4.6 million or a value of \$603 for every open hour; created almost 100 FTE of employment for local residents; supported the overall health and well-being of the community through early childhood development; increased literacy; and decreased social isolation for all strata of society.

The community values its library highly. Almost 40 volunteers regularly operate the Friends of the Library used bookstore, thereby contributing to recycling used library materials, as well as to the operating revenues. Numerous businesses, service clubs and individuals contribute financially and in-kind to programs and materials. The library's partnerships with many other organizations build a cohesive and strengthened community.

This study demonstrates some, though not all, of the economic benefits generated by the Sault Ste. Marie Public Library and its branches. Unfortunately, it cannot fully reflect the highly positive impact of the three branches on the individual lives of City residents.

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