

Valuing Northern Libraries

Sample Community Report Temiskaming Shores Public Library

Social Return on Investment

Compiled by

Rebecca Hunt

CEO of the Temiskaming Shores Public Library

February 6, 2018

Table of Contents

Executive Summary.....	1
1.0 Why We Value Northern Libraries	2
1.1 Community Profile – Temiskaming Shores	3
2.0 Valuing the Temiskaming Shores Public Library.....	5
2.1 Cultural Integrity and Regional Identity	5
2.2 Social Inclusion.....	7
2.3 Cognitive and Literacy Development	8
2.4 Health and Wellness.....	10
2.5 Engaged Citizens and Safer Communities.....	11
2.6 Entertainment and Enjoyment.....	12
2.7 Economic Development.....	13
3.0 The Social Return on Investment of the Temiskaming Shores Public Library	14
Appendix A: Methodology and Framework.....	17
Developing Evaluation Indicators.....	18
Defining Outcome Measures	19
Focus Groups: Temiskaming Shores Public Library	19
Appendix B: Detailed Indicator Charts.....	20
Glossary of Terms.....	21
References	22

Figures

Figure 1: Haileybury’s Waterfront	3
Figure 2: Service Area of Temiskaming Shores Public Library	4
Figure 3: Images of New Liskeard Public Library	5
Figure 4: Francophone Collection	6
Figure 5: Welcoming Space	7
Figure 6: Comfortable Spaces Encouraging Literacy	9
Figure 7: Measurement Framework	18

Tables

Table 1: Cultural Integrity & Regional Identity Benefit.....	6
Table 2: Economic Benefit of Social Inclusion	8
Table 3: Cognitive & Literacy Development Benefit.....	9
Table 4: Health & Wellness Benefit	10
Table 5: Engaged Citizens & Safer Communities Benefit	12
Table 6: Entertainment & Enjoyment Benefit	13
Table 7: Economic Development Benefit.....	14
Table 8: Total Benefits	15
Table 9: SROI for the Temiskaming Shores Public Library	15

Executive Summary

In 2016, Temiskaming Shores' municipal contribution to the library was \$392,262. Application of the Social Return on Investment (SROI) measurement tool to 2016 data demonstrated this investment resulted in \$400 of economic benefit per resident and \$858 per household. Collectively the branches are open 4,200 hours per year. Based on the library's programs and services for the year evaluated, these yielded a minimum benefit of \$436 for each open hour in 2016. Through the application of these calculations, it is apparent that the Temiskaming Shores Public Library yields a minimum \$4,680.190 in total economic benefit and an \$11.93 return for each dollar of its base municipal funding. Expressed as a percentage, this amounts to is 1193%. These calculations demonstrate the monetary value of the library's cultural, social, cognitive, health, and economic applications as well as its contributions to community cohesion and an improved overall quality of life.

Despite clear evidence of economic spinoff of library services, not all of the impact can be quantified in terms of its monetary value. Anecdotes that illustrate the intangible benefits that libraries provide to their communities also need to be included. By demonstrating the intangible effects on their communities as well as their considerable SROI, libraries can demonstrate how they drive community and economic development across the North.

Based on a review of relevant literature, focus groups, consultation with Steering Committee members and site visits, NORDIK designed a measurement tool to encompass the many diverse and unique roles that public libraries play in the North as community hubs. Seven key areas, or sectors, were identified as components of libraries' benefit to their communities, namely: **Cultural Integrity and Regional Identity, Social Inclusion, Cognitive and Literacy, Health and Wellness, Engaged Citizens and Safer Communities, Entertainment and Enjoyment, and Economic Development.** In collaboration with the pilot sites, three indicators were chosen within each sector that best reflect how libraries' operations and expenditures contribute to each respective area. The data for each is typically already collected by most libraries or is otherwise accessible through other library data collections methods.

1.0 Why We Value Northern Libraries

Public libraries serve their communities as centres of information, art, technology, history, and community life. Libraries compete for scarce public funding along with other community institutions.

Small and rural Northern libraries are increasingly challenged to explain their value in the community amid mounting municipal and band council priorities. In addition, funding organizations request that grant applications identify outcomes that will be achieved through grants. As this becomes more prevalent, small, rural, and remote libraries are under pressure to define and use outcome based analytics. Small northern libraries need the capacity to define, assess, and report on outcomes or return on investment.

For the first time, we are studying the Social Return on Investment (SROI) in Northern Ontario's public libraries. That is to say, how much do our communities benefit through its local support of a public library. In addition to economic benefit, this study also examined library-based benefits in the areas of literacy, cognitive development, citizen engagement, and health and well-being.

There are no studies specific to small and rural Northern Ontario public libraries that provide the tools necessary to demonstrate the return on the investment from a public library. The Valuing Northern Libraries project created a measurement toolkit with corresponding online training.

The relative value of remote libraries and the financial challenges they face must be measured against the economic reality of the North. For example, successive Nutritious Food Basket studies have confirmed the cost of basic goods in Northwestern Ontario is double the cost of the same goods in Toronto. Based on the difference between the Nutritious Food Basket in Toronto and individual northern communities, a premium value was calculated and used in this measurement toolkit to acknowledge the access and benefits to services provided by public libraries in Northern First Nation, francophone, and rural communities and which may otherwise be unavailable.

This community report is a narrative report based upon the results of the SROI Indicator Template and the focus group discussions. The tables are also derived from the SROI. Thus, all Ontario public libraries are able to duplicate this report in their own communities.

1.1 Community Profile – Temiskaming Shores

The City of Temiskaming Shores was created after the amalgamation of the towns of New Liskeard, Haileybury, and the Township of Dymond. Prior to the amalgamation, the area was known as the Tri-Towns. Today the town of Temiskaming Shores has a population of 9,920, down 4.6 percent from 2011 (Statistics Canada, 2016). The dominant language spoken in Temiskaming Shores is English, with an estimated 7,610 reporting it as their language used most often at home, while a sizable contingent of 1,920 people report French as their dominant language. The closest First Nation to Temiskaming Shores is the Algonquin Timiskaming First Nation located across the Quebec border, north of Lake Temiskaming. The nearest reserve on the Ontario side of the border is the Ojibway and Cree community of Matachewan First Nation, over 100 KMs to the northwest. The area Métis population is united by the Temiskaming Métis Community Council, a charter member of the Métis Nation of Ontario (Temiskaming Métis Community Council).

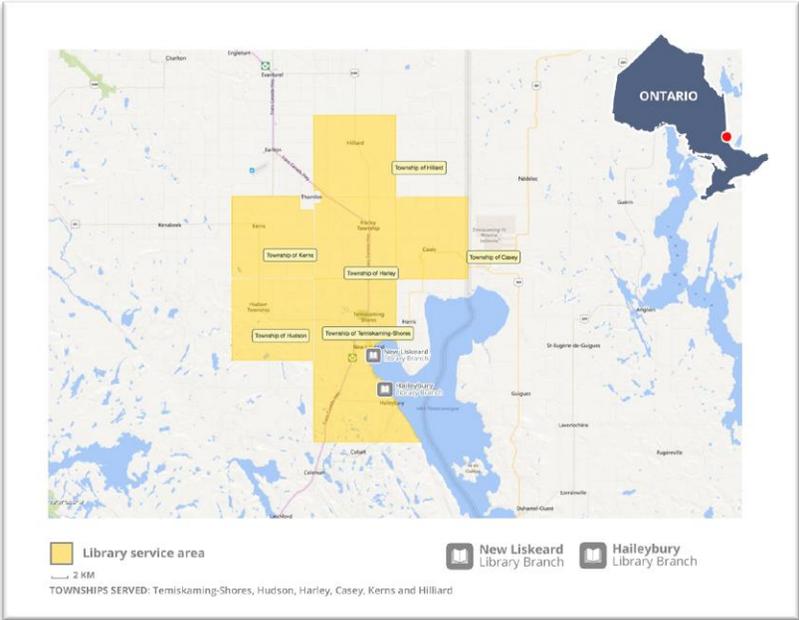
Temiskaming Shores is the most recently developed community of the pilot libraries, and is the second smallest city in Ontario. It is located on Lake Temiskaming, a large 110 km long fresh water lake on the provincial border between Ontario and Quebec. Due to the area's strong agricultural base, the community has been able to avoid the general economic boom and bust cycles experienced by most Northern locales, and has remained prosperous over time. Tourists are drawn to Temiskaming Shores for its wealth of outdoor adventure activities including biking, birding, hiking, fishing and boating, as well as its close proximity to the province of Quebec. The area boasts a diversity of cultural attractions, from museums, to theatre, comedy, and dance events. The Haileybury waterfront includes picnic areas and interpretive signs.

Figure 1: Haileybury's Waterfront



The largest employer in Temiskaming Shores is the mineral drilling operation of Boart Longyear. Recently the city’s economic diversification strategy has begun to focus on the community’s current strengths including its high proportion of creative jobs (including fields such as law and social work), with a commitment to further develop local farming, fishing, and forestry industries.

Figure 2: Service Area of Temiskaming Shores Public Library



Open Tuesday to Saturday, the Temiskaming Shores Public Library has two branches, one in Haileybury and the other in New Liskeard. Resources are divided between the two branches reflecting an understanding of the communities’ needs. Haileybury focuses on literature and more eclectic works while New Liskeard focuses on more popular works and youth materials. Staff is comprised of 11 positions including one head librarian, 6 library clerks and 4 library pages. Access to the library is free for all residents of Temiskaming Shores and five contracting townships. The library is governed by a board consisting of 8 members, with 3 subcommittees: the finance and property committee, personnel, planning, policy and publicity committee, and the buildings committee.

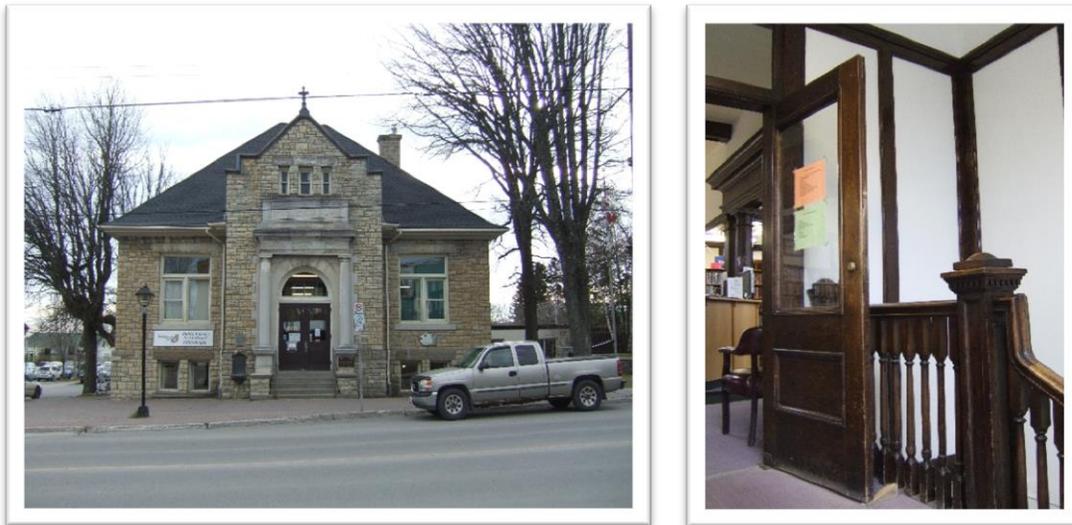
2.0 Valuing the Temiskaming Shores Public Library

Focus group research conducted by Temiskaming Shores Public Library demonstrates that the library actively contributes to all seven aspects of individual, organizational, and community capacity building: 1) Cultural Integrity and Regional Identity; 2) Social Inclusion; 3) Cognitive and Literacy Development; 4) Health and Well-being; 5) Engaged Citizens and Safer Communities; 6) Enjoyment and Entertainment; and 7) Economic Development.

2.1 Cultural Integrity and Regional Identity

The Temiskaming Shores Public Library supports the cultural integrity and identity of the region in several ways, from offering free access to books, internet, and programs for the diverse local community, as well as providing a warm and welcoming atmosphere to newcomers. The New Liskeard branch is housed in a Carnegie library¹ with historical architectural features.

Figure 3: Images of New Liskeard Public Library



The library is noted as a central hub by all community members and is connected to many community partners throughout the region. The library hosts literature in other languages, providing a fair-sized collection specifically for the francophone community.

¹ A Carnegie library is a library built with money donated by Scottish businessman and philanthropist Andrew Carnegie. They were constructed and opened from 1903 to 1922.

Figure 4: Francophone Collection



Many programs and workshops are run through the library, providing a wide variety of support and education to the area. The library encourages outdoor engagement by lending snowshoes and walking sticks, and by participating in broader community events such as the Festival of Lights. The library fosters a sense of real community by providing a welcoming space that helps people connect with one another.

The library serves as a repository for local historical archives. Folklore, both French and English, is shared through the Village Noel celebration programs hosted by the library in partnership with the *Centre Culturel ARTEM* and the local Business Improvement Association (BIA). Oral history lessons and related programming provide space for intergenerational learning, central to ensuring cultural retention within the community.

Table 1: Cultural Integrity & Regional Identity Benefit

1. Cultural Integrity & Regional Identity Indicators	Economic Benefit
Economic benefit of special collections and other materials related to culture and history of area (incl. snowshoes, fishing rods, GPS, and Indigenous, French, and Immigrant languages)	\$435,558
Economic benefit of the promotion of local cultural and historical events, programs, advertising space and information services about local area	\$3,780
Economic benefit of cultural events	\$3,510
<i>Total economic benefit of Cultural Integrity & Regional Identity indicators</i>	\$442,848

The economic benefit generated by the Temiskaming Shores Public Library in 2016 through its services and activities related to cultural integrity and regional identity totals \$442,848 based on the indicators in the SROI template.

2.2 Social Inclusion

Libraries are key community sites for fostering social inclusion, for providing services that can serve to equalize skill levels, and for fostering relationships of mutual support and trust (see Rao 2012; Rankin 2012; Rosenfeldt 2006). The two locations of the Temiskaming Shores Public Library have endeavoured to ensure that its services are accessible, welcoming, and inclusive of a diversity of people.

Events are shared through the community bulletin boards. The library welcomes newcomers and offers them a sense of permanency. The sense of inclusion is intentionally cultivated through a number of outreach activities, including learning workshops, after school programs, various holiday activities, as well as family-centered programs. The library plays a vital role in keeping the older population connected to each other and the broader community, delivering books to three seniors' homes for those unable to go to the library, and offering a seniors home book guild.

Similarly, the public space of the library affords patrons a place to cool off in the summer, warm up in the winter, and go to when other places are closed. The library is a space open to the entire community. It offers an engaging, visually attractive space and information hub for the community and visitors alike.

Figure 5: Welcoming Space



Many people in the Temiskaming Shores region either do not have reliable access to the internet in their homes or no internet access, and so the connections offered by library’s two locations are crucial for public access to web-based information or services. These services are available even to those without a membership card, making them more accessible for people residing outside of Temiskaming Shores. Likewise, membership cards are not required to attend programming or on-site use of the collections, ensuring that rural populations can access the public library as a shared commons.

Table 2: Economic benefit of Social Inclusion

2. Social Inclusion	Economic Benefit
Economic benefit of accessible collections, (i.e., Braille, large print books, Talking Books on CD, etc.)	\$99,873
Economic benefit of inter-library loans	\$3,358
Economic benefit of internet access	\$48,785
<i>Total economic benefit of Social Inclusion indicators</i>	\$152,016

The economic benefit generated by the Temiskaming Shores Public Library in 2016 through services and activities related to social inclusion totals \$152,016 based on the selected indicators. The library provides a safe place for people to socialize, making Temiskaming Shores a more inclusive and equitable place to live, work and play.

2.3 Cognitive and Literacy Development

Recent research shows that adults with low literacy levels have more health problems, earn less and live shorter lives than other adults (Canadian Council of Learning 2010). The Temiskaming Shores Public Library addresses literacy and cognitive development in a variety of ways, ranging from the provision of materials that cater to multiple forms of literacy to programming that creates positive associations with reading and literacy.

The Temiskaming Shores Public Library’s collection of literary resources (fiction and non-fiction) is available to all community members, and in the case of the seniors’ homes, is delivered right to the door. The library offers materials and adaptive technologies that facilitate literature and media access.

Figure 6: Comfortable Spaces Encouraging Literacy



The educational support role of the library is demonstrated through its after school programs, as well as workshops, providing students an intellectual environment outside of school. The library’s various workshops are designed to encourage patron-to-patron learning. On-demand technology workshops and support encourage computer literacy and promote the access of technology among community members of all ages.

Most of the programming for children and youth is provided free and many events are specifically geared toward children including children’s story times and fun furniture that contributes to developing kinesthetic skills, visual and spatial skills, and intelligence. In addition to these programs, the library instills a sense of community and assists in developing life skills for families and future generations.

The public library also proctors exams for educational institutions, allowing community members to remain in the community while completing an education.

Table 3: Cognitive & Literacy Development Benefit

3. Cognitive & Literacy Development	Economic Benefit
Economic benefit of children and youth circulation (incl. books, audio books, DVDs, databases and other materials directed at this age)	\$130,159
Economic benefit of children and youth programming	\$11,550
Economic benefit of class instruction at a library or a school	\$21,750
<i>Total economic benefit of Cognitive and Literacy Development indicators</i>	\$163,459

The economic benefit generated by the Temiskaming Shores Public Library in 2016 through its services and activities related to cognitive and literacy development totals \$163,459 based on the indicators selected.

2.4 Health and Wellness

Research (Brewster, 2014) reveals a strong connection between the services of public libraries and the health of their patrons, particularly for those who experience mental and physical health challenges. Many patrons know that they are more than just another face to the staff at the Temiskaming Shores Public Library. In Northern and rural communities, libraries also serve as a major source of health information (Wathen & Harris, 2007) and libraries make considerable contributions to well-being through environmental interventions (e.g., Antonelli, 2008).

The safe and welcoming environment is highly regarded by community members, as they do not have to travel outside the community for programming or services, which helps keep them safe as well as reducing the environmental damage of travel. Many discarded books and DVDs are recycled on a “pay as you please” basis, thereby diverting them from landfill sites. The Healthy Kids Community Challenge partnership with the library engages children in fun physical activities, promoting health and wellness as well as community engagement.

Table 4: Health & Wellness Benefit

4. Health & Wellness	Economic Benefit
Economic benefit of health-related programming delivered at the library	\$950
Economic benefit of Health and Wellness related collection (incl. books, e-books, DVD's)	\$53,671
Economic benefit of in-library information requests	\$186,250
<i>Total economic benefit of Health and Wellness indicators</i>	\$240,871

The economic benefit generated by the Temiskaming Shores Public Library in 2016 through its services and activities related to health and wellness total \$240,871 based on the indicators selected.

2.5 Engaged Citizens and Safer Communities

Previous research has identified the considerable impact that libraries have demonstrated in strengthening community relationships between individuals, families and other groups, by developing a shared sense of place and community while contributing to crime prevention through social development (Rankin, 2012). Promoting and improving community dialogue and understanding was one of the most consistent outcomes noted in the 2012 study in Yorkshire, England. Early interventions, provision of meeting spaces, and community partnerships all contribute to building community capacity and the ability of library patrons to engage in public life and access government services (Hanna, 2012; Ulvik, 2010; Rankin, 2012).

Developing relationships as discussed in other sections of this report is also important with respect to developing engaged citizenship and building safer communities. Through various programming, workshops, and accidental interaction, patrons have an opportunity to create and develop relationships with a broader cross-section of the population at the library than they might ordinarily meet in their daily lives. The library's meeting space supports the work of local citizens in strengthening the social economy and the city's overall resiliency.

Children's programming also creates opportunities for parents to meet one another, engage in much-needed adult social interaction, and develop long-term friendships. After school programs offer a safe place for students. The Temiskaming Shores Public Library is one of the main places where newcomers can access help and support.

The library has both assisted and benefitted from community partnerships, especially from working closely with the Business Improvement Association. For example, activities range from scavenger hunts, Art in the Park, Stories in the Park, Dog Days of Summer movie nights, showcasing local authors and artists throughout the year, and holiday events like the Easter Hop and the Festival of Lights. The Temiskaming Shores Public Library's two locations engage in community building that contributes to a mutually beneficial promotion of partners' works and strengthens the social fabric within the Temiskaming Shores area.

Numerous leadership development opportunities also exist within the library. The library board, for instance, consists of eight members and is responsible for contributing to the budgeting and policy manual, conducting employee evaluations, and strategic planning which are valuable skills in the job market. Social and creative programming increases the interpersonal and public speaking skills of patrons.

The library invests heavily in youth through the student Page Program, providing training that significantly builds student capacity for employment in the library or other workplace settings. Skills and a sound work ethic gained through the program are transferrable to future endeavours.

Temiskaming Shores Public Library is one of six public libraries in Northern Ontario participating in a three-year pilot project offered by the Near North Mobile Media Lab which is funded through an Ontario Trillium Fund Grow Grant. This project, the Digital Creator North Space, supports the New Liskeard branch in establishing an engaging space for youth and other members of the community to exercise their creative minds and join the maker experience. The space aims to encourage the entrepreneurial spirit of the creative, shared economy.

Table 5: Engaged Citizens & Safer Communities Benefit

5. Engaged Citizens & Safer Communities	Economic Benefit
Economic benefit of a library membership	\$1,498,749
Economic benefit of volunteer hours (incl. adults, board members, community hours and student coops)	\$9,407
Economic benefit of community development workshops (incl. community development workshops; newcomer programs; technology, social media and computer literacy workshops)	\$4,625
<i>Total economic benefit of Engaged Citizens and Safer Communities indicators</i>	\$1,512,781

The economic benefit generated by the Temiskaming Shores Public Library in 2016 through its services and activities related to promoting engaged citizenship and safer communities totals \$1,512,781 based on the indicators selected.

2.6 Entertainment and Enjoyment

In 2014, the Canadian Library Association reported that libraries provide enjoyment and entertainment to their patrons in two important ways: 1) through their ever-changing collections of books, CDs, DVDs, eBooks, audio books, and a wide range of other materials, and 2) as a place to hang out. For populations living in Northern, rural, and First Nation communities, both of these functions may be of even greater importance than in larger urban centres.

At the Temiskaming Shores Public Library, collections and programming have adapted to provide access to a wider variety of programs and services including Lego, computers, and musical instruments such as ukuleles, offering interactive options for all ages.

The library hosts artist and author visits, displays and readings from both the local community and from outside visitors. The library participates in the local arts scene and creates new opportunities for recreation and creative expression.

The Temiskaming Shores Public library also provides a number of entertaining programming geared toward families, including scavenger hunts, kite making, and holiday activities providing families with affordable entertainment, social interaction and opportunities to learn new practices in a casual setting.

Table 6: Entertainment & Enjoyment Benefit

6. Entertainment & Enjoyment	Economic Value
Economic benefit of Adult Circulation (All materials)	\$1,140,868
Economic benefit of Adult & Seniors programming and services (incl. cooking, knitting, yoga etc.)	\$18,080
Economic benefit of library visits	\$259,805
<i>Total economic benefit of Enjoyment and Entertainment indicators</i>	\$1,418,753

The economic benefit generated by the Temiskaming Shores Public Library in 2016 through its services and activities related to entertainment and personal enjoyment totals \$1,418,753 based on the indicators selected.

2.7 Economic Development

Public libraries boost the economy of their local communities, not only through the provision of direct jobs and spin-off jobs (MPI, 2013) but also by the role libraries play in facilitating entry into the labour market (Rao, 2012). Other advantages include access to wi-fi services, providing office space and equipment for home-based businesses and local entrepreneurs, as well as supporting the local economy by purchasing goods and services in the community.

The Temiskaming Shores Public Library is no exception, providing direct employment to 11 staff including one head librarian, 6 library clerks and 4 library pages, making a \$594,433 average annual contribution to the local economy. Volunteers are also highly valued, whether they are high school students or adults from the community. At the library, these volunteers develop workplace and interpersonal skills which help them become better employees outside the library.

Table 7: Economic Development Benefit

7. Economic Development	Economic Benefit
Economic benefit of funds leveraged from outside the community (incl. library-specific funding, e.g., capacity building, pay equity, provincial operating grants).	\$39,663
Economic benefit of self-generated revenues (incl. contracts, donations, employment funding, fees, grants, room rental) Project funding available only through application	\$35,381
Economic benefit of Employment, Training and Development	\$597,923
<i>Total economic benefit of Economic Development indicators</i>	<i>\$672,967</i>

The economic benefit generated by the Temiskaming Shores Public Library in 2016 through its services and activities related to economic development totals \$672,967 based on the indicators selected.

3.0 The Social Return on Investment of the Temiskaming Shores Public Library

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 (Lingane, 2004).

The social return on investment assesses three main areas: direct spending, direct tangible benefits, and indirect tangible benefits.

The SROI of the Temiskaming Shores Public Library cannot be fully captured by economic indicators. In fact, perhaps the most significant value of the library is serving as a community hub, which contributes to the community's overall health and well-being, cohesiveness and engagement. This is necessarily under-rated when reported in primarily quantifiable terms. Nevertheless, the SROI calculation is a valuable exercise in that it reveals some aspects of library service that would otherwise remain hidden from the general public, policy-makers and funders. Table 8 indicates the total of each of the seven benefit areas of the framework.

Table 8: Total Benefits

Totaling Indicators	Economic Benefit
1. Cultural Integrity & Regional Identity	\$442,848
2. Social Inclusion	\$152,016
3. Cognitive & Literacy	\$163,459
4. Health & Wellness	\$240,871
5. Engaged Citizens & Safer Communities	\$1,512,781
6. Entertainment & Enjoyment	\$1,418,753
7. Economic Development	\$672,967
Subtotal	\$4,603,695
Premium Value for underserved area²	1.02%
Total Economic Benefit of the 7 indicator areas	\$4,680,190

Once the totals of the seven indicators are tabulated, the SROI may be calculated as shown in Table 9.

Table 9: SROI for the Temiskaming Shores Public Library

Social Return on Investment Data		Economic Benefit
Economic Benefit	Economic Benefit of the 7 indicator areas (Table 8)	\$4,603,695
Total Economic Benefit	Economic Benefit x Premium Value for locale	\$4,680,190
Benefit per Resident	Total Economic Benefit divided by number of residents in catchment area	\$400
Impact per household	Total Economic Impact divided by the number of households in catchment area	\$858
Impact of an Open Hour	Total economic benefit of the circulation of all materials for all ages, plus the total economic benefit of all programs and services, plus the economic benefit of internet access, divided by the total number of open library hours of all branches, not including statutory holidays.	\$436
Total Social Return on Investment	Total Economic Benefit divided by the municipality's operating grant	\$11.93
Total Social Return on Investment as a Percentage	Total Social Return on Investment expressed as a percentage	1193%

² The Premium Value calculation for the underserved area is based on the percentage difference between the cost of a Nutritious Food Basket in Toronto and the locale. Figures are obtained through regional public health units.

In 2017 the monthly cost of the Nutritious Food Basket for the Temiskaming Health Unit area, which encompasses Temiskaming Shores is \$873.08, whereas Toronto's monthly cost is \$858.81. The difference represents a premium value of 1.02% as an underserved area. This premium value is used in this measurement toolkit to acknowledge the access and benefits to services provided by public libraries in Northern First Nation, francophone, and rural communities and which may otherwise be unavailable. Temiskaming Shores Public Library's catchment area serves a population of 11,700 residents, comprised of 5,452 households. Collectively the branches are open 4,200 hours per year yielding a minimum impact of \$436 for each open hour. In 2016, Temiskaming Shores' municipal contribution to the library was \$392,262.

Through the application of these calculations, it is apparent that the Temiskaming Shores Public Library yields at minimum \$4,680,190 in total economic benefit and a \$11.93 return on its base municipal funding. Expressed as a percentage, every dollar invested by the municipality in the public library yields 1,193% in economic benefit. These calculations demonstrate the monetary value of the library's cultural, social, cognitive, health, and economic benefits as well as its contributions to community cohesion and an improved overall quality of life.

Despite very evident economic spinoff of library services across each of the sectors measured in the pilot sites, not all of the benefits to community life that libraries offer can be quantified in terms of monetary value. Consequently, future applications of these measurement tools should supplement quantifying indicators with anecdotes that illustrate the direct benefits that libraries provide to their communities, as has been exemplified in the preceding pages and past research (MPI, 2013; Sawyer, 1996) on quantifying the value of libraries.

In terms of its SROI, the Temiskaming Shores Public Library is integral to its community's life and future development. It has demonstrated its capacity as a driver of community development and ability to maximize the local benefit of its funding.

Appendix A: Methodology and Framework

Methodology

Ontario Library Service – North (OLS – North) received two years of funding through the Ontario Libraries Capacity Fund (OLCF) – Research and Innovation grant to develop a tool to measure the value of small libraries in Northern Ontario to their communities.

OLS – North contracted NORDIK Institute, a community-based research institute at Algoma University to measure the benefits that 121 libraries across Northern Ontario provide to their communities. Six pilot sites, chosen for their diverse geography and demographics, volunteered to participate in the design and testing of a tool for measuring the SROI of northern libraries. Dryden, Kenora, and Rainy River were the three public libraries from Northwestern Ontario. In Northeastern Ontario, the pilot communities are Powassan, Temiskaming Shores, and Wikwemikong Unceded Indian Reserve. Rainy River serves the smallest population (2,175) while Kenora has the largest population of the pilot sites (15,348). These communities are predominantly English speaking with small groups of French, Ojibway, Oji-Cree, and Cree speaking people. Librarians from these pilot communities served on the Steering Committee to guide this process.

NORDIK Institute submitted a written literature review to the Steering Committee prior to site visits. This draft revealed seven distinct areas for assessment, identifying that public libraries act as community hubs providing services and programs that reach far beyond the now-outdated concept of libraries as mere storehouses of books. Focus groups within the pilot sites confirmed that the valuing of public libraries in Northern and rural settings required that the measurement tool reach well beyond circulation materials to encompass the many diverse and unique roles of public libraries. Based on a review of the literature, site visits, and input from the Steering Committee, seven areas, or sectors, were identified as key components of libraries' benefit to their communities: Cultural Integrity and Regional Identity, Social Inclusion, Cognitive and Literacy, Health and Wellness, Engaged Citizens and Safer Communities, Entertainment and Enjoyment, and Economic Development.

NORDIK designed a measurement tool in collaboration with the pilot sites to measure Social Return on Investment. Three indicators were chosen within each sector that best reflect how libraries' operations and expenditures contribute to each respective area. The measurement tool was tested in the pilot communities.

The *Valuing Northern Libraries Toolkit* contains background information to the study, and data collection methodology including indicator formulae, enabling each library to conduct its own Social Return on Investment. The Social Return on Investment is used to describe the social impact of a business or non-profit's operations in dollar terms,

relative to the investment required to create that benefit and exclusive of its financial return to investors (Lingane, 2004).

A measurement framework outlined in Figure 7 below was designed, based on the research conducted for the study.

Figure 7: Measurement Framework



Developing Evaluation Indicators

An Indicator is a quantifiable measure used to monitor progress or benefit in a given area or sector. The same number of indicators is measured in each of the seven sectors for the purpose of demonstrating the equivalent value of each sector in the overall calculation of its Social Return on Investment.

Many public library services and activities could arguably demonstrate benefits in multiple sectors. For example, a program funded by the Ministry of Health might be placed in the Health and Wellness sector, even though it may have implications for cognitive and literacy development, or another sector. This study has relied on the

preferences of the pilot sites to identify the placement of indicators within each of the seven sectors.

The indicators have been selected based on data that is collected by most libraries through its automation system or is otherwise available through other library data collections methods.

Defining Outcome Measures

1. Small libraries have a reliable and user friendly tool to measure their benefit to the community.
2. Small libraries will gain an understanding of Return on Investment and value measurement.
3. Small libraries will have a social and economic measure of their community benefit that will support discussions with key stakeholders and funders about the value their library brings to the community.

Focus Groups: Temiskaming Shores Public Library

Each library has built a unique mix of resources—collections, programming, services, etc. in response to community needs, enabling community members to improve their quality of life and to participate in the life of the community in meaningful ways. In many instances, libraries have demonstrated leadership by promoting services that are otherwise non-existent, under developed or under serviced. Staff of Temiskaming Shores Public Library organized two focus groups to obtain insight into ways the library responds to community needs. One focus group was held in Haileybury on June 7, 2017 and the other in New Liskeard on June 8. Haileybury's session had ten participants and New Liskeard had eight participants. Each focus group included library staff, representatives from the library board, patrons and the public. Participants used post-it notes to identify the various ways that they felt the library contributes to the community that were then shared and discussed with others. Library staff later combined data from the two focus groups, organizing the post-it notes into the seven assessment areas, creating a narrative to illustrate the value of the library as described in this report.

Appendix B: Detailed Indicator Charts

Please see the Sample SROI Indicator Template for Temiskaming Shores on the OLS – North website <http://home.olsn.ca/resources/valuing-northern-libraries-toolkit>.

Glossary of Terms

Children: 0 - 12 years of age

Community Development: Libraries may provide a variety of programming that addresses community capacity building, community empowerment or organizing, municipal planning or municipal cultural planning, forums for public input and participatory planning, community-based planning and group work, or that brings together representatives from a number of sectors for development and planning purposes.

Economic Multiplier: Multipliers are used by economists to estimate the impact of investment or job creation on the economy of a community or region. They are developed from complex mathematical models which identify the interrelationship between spending/job creation in one sector (e.g., an industrial employer) on another (e.g., household) (The Importance of Economic Multipliers, Fact Sheet-04-59, University of Nevada, Reno, 2004).

Indicators: An Indicator is a quantifiable measure used to monitor progress or impact in a given area or sector.

Premium Value: The total value - economic and quality of life – that rural, Northern, Indigenous and francophone libraries provide may be difficult to fully ascertain, however, should be recognized as a significant factor in attracting and retaining citizens and investment. A premium value has been assigned in this toolkit to acknowledge such access and benefit. Such premium value is calculated by applying the percentage difference of the cost of the Nutritious Good Food Box³ in local communities versus such cost in the City of Toronto. Community Nutritious Food Basket costs can be located through regional public health units⁴.

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.

³ Health Canada, Nutritious Food Basket (<http://www.hc-sc.gc.ca/fn-an/surveill/basket-panier/index-eng.php>)

⁴ Ministry of Health and Long Term Care, Public Health Units (<http://www.health.gov.on.ca/en/common/system/services/phu/locations.aspx>)

References

- Antonelli, M. (2008). The green library movement: An overview and beyond. *Electronic Green Journal*, 1(27), 1-11.
- Baker, A. (2015). A perspective on the economic impact of London Public Library on the City of London. London, ON: London Public Library.
- Brewster, L. (2014). The public library as therapeutic landscape: A qualitative case study. *Health & Place*, 26, 94-99.
- Broad, G., Parr, A. & Turda, A. (2015). *Building strong and vibrant communities: The value of the Sault Ste. Marie Public Library*. Sault Ste. Marie, ON: NORDIK Institute.
- Canadian Council on Learning (2010). *State of learning in Canada: A year in review 2009-2010*. Ottawa, ON: Author.
- Canadian Library Association (2014). *The status and future of Canada's libraries and archives: The Canadian Library Association's response to the consultation of the Royal Society of Canada's expert panel*. Toronto: Author.
- Diamanti, J. (2014). Economic impact of Halton Hills Public Library. Halton Hills, ON: Halton Hills Public Library.
- Guelph Public Library. (2014). The public library as an economic generator. Guelph, ON: Author.
- Hanna, L. (2012). Homeschooling education: Longitudinal study of methods, materials, and curricula. *Education and Urban Society*, 44(5), 609-631.
- Jeannotte, M.S. (2008). Share spaces: Social and economic returns on investment in cultural infrastructure. In N. Duxbury (Ed.), *Under construction: The state of cultural infrastructure in Canada* (Appendix E). Vancouver, BC: Centre of Expertise on Culture and Communities, Simon Fraser University.
- Lingane, A. & Olsen, S. (2004). Guidelines for social return on investment. *California Management Review*, 46(3), 116-135.
- Milton Public Library (2014). *The economic impact of the Milton Public Library on the Town of Milton*. Milton, ON: Author.
- Martin Prosperity Institute [MPI] (2013). So much more: The economic impact of the Toronto Public Library on the City of Toronto. Toronto: Author
- Martin Prosperity Institute [MPI] (n.d.). Insight: Focus on the Northeast. <http://martinprosperity.org/tag/temiskaming-shores>.
- Rankin, C. (2012). The potential of generic social outcomes in promoting the positive impact of the public library: Evidence from the National Year of Reading in Yorkshire. *Evidence Based Library and Information Practice*, 7(1), 7-21.
- Rao, G.C. (2012). *The Great Equalizer: The case for investing in the Toronto Public Library*. Toronto: Canadian Centre for Policy Alternatives.
- Riggs, W.W., Harris, T.R., Curtis, K.R., Borden, B. (2004). Importance of economic multipliers. *Cooperative extension: Bringing the university to you*. Reno, NV: University Center for Economic Development, University of Nevada Reno. Retrieved from <https://www.unce.unr.edu/publications/files/cd/2004/fs0459.pdf>.
- Rosenfeldt, D. (2006). Libraries building communities: The vital contribution of Victoria's public libraries. *Performance Management and Metrics*, 7(3), 185-192.
- Sawyer, R. (1996). The economic and job creation benefits of Ontario public libraries. *The Bottom Line: Managing Library Finances*, 9(4), 14-26.

- Statistics Canada. 2012. *Temiskaming Shores, Ontario (Code 3554020) and Canada (Code 01)* (table). *Census Profile*. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012. <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E> (accessed February 17, 2017).
- Temiskaming Métis Community Council. (n.d.). Who We Are. Retrieved from <http://www.temiskamingmetis.ca/WhoWeAre.html>.
- Ulvik, S. (2010). 'Why should the library collect immigrants' memories?' A study of a multicultural memory group at a public library in Oslo. *New Library World*, 111(3/4), 154-160.
- Wathen, C.N., Harris, R. M. (2007). "I try to take care of it myself" How rural women search for health information. *Qualitative Health Research*, 17(5), 639-651.