

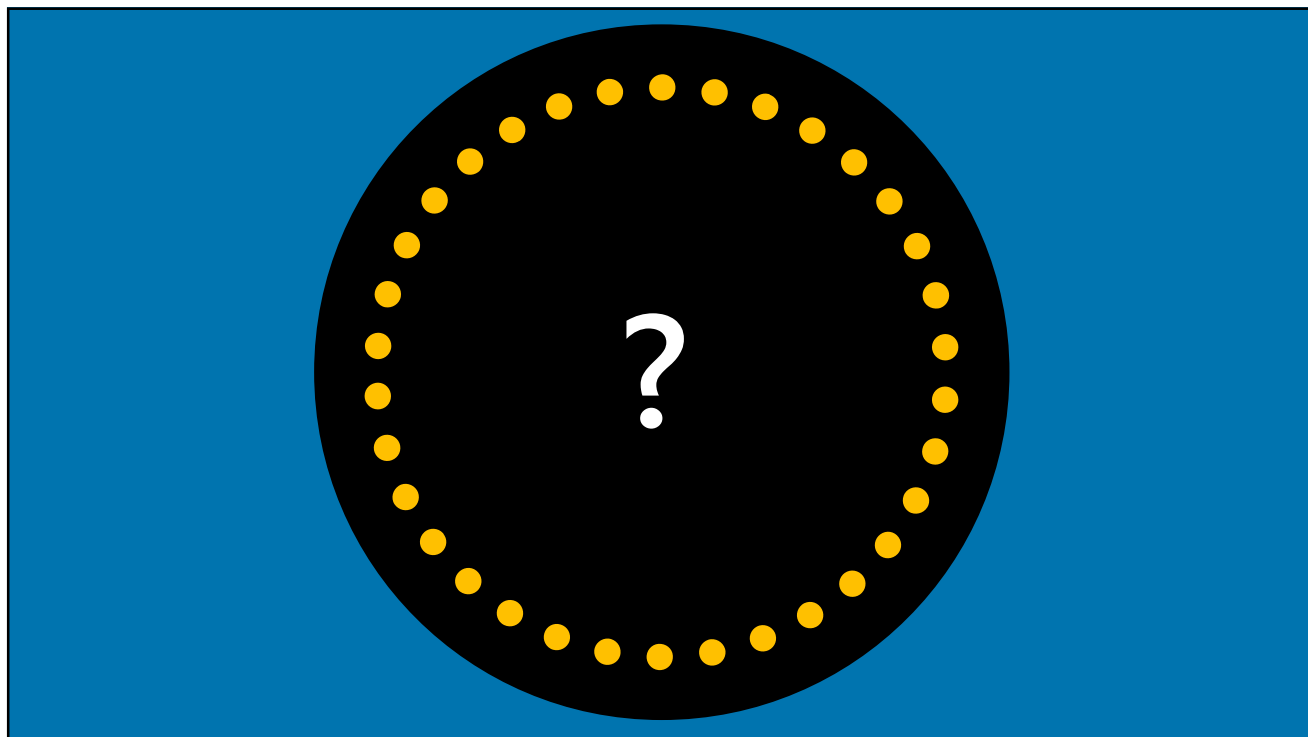


**USING ECONOMIC IMPACT
STUDIES FOR LIBRARY
ADVOCACY**

OLBA BOOT CAMP

February 2, 2019
11:30 a.m. – 12:30 p.m.

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AGENDA

1

Kim
The Background
The Toronto Public Library Example
What's Happened Since Then
Going Forward

2

Shaun
Economic Impact Study at MPL
The Challenges
Lessons Learned

3

Debbie
Using Economic Impact for Advocacy: the Markham Experience

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Case Study
Expanding Library Hours: Advocacy Tools

5

The Handout
Questions

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Kimberly Silk

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Economic Impact Studies

The Background
The Toronto Public Library Example
What's Happened Since Then
Going Forward

Background

Economic impact studies are commonly used across many sectors, including culture, parks, sports tourism, & public libraries.

1. Direct Benefits

- Libraries provide services and programs that benefit their communities. By measuring their monetary value against market cost of replacement for comparative services and programs, direct benefits can be captured and expressed.

2. Indirect Benefits - The Multiplier Effect

- The benefits created by the re-spending of dollars within the local economy. They are generated by direct spending.
- When libraries spend money on operations, capital projects, salaries, and library materials, that money enters the economy and is re-spent.
- We use an economic multiplier range of 1.4 to 2.0 based on multipliers specified by Statistics Canada for relevant industries.

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TPL: The Situation in 2013

- Toronto Mayor & City Council are almost entirely fiscally focused
- Council is divided in being supportive or against the Mayor



March 2013:

*“At its November, 29, 2012 meeting, the Library Board passed a motion to undertake a study of the economic impacts and benefits of Toronto Public Library and the role of public libraries in economic development. At the City Council meeting, January 15-17, 2013 Council passed a motion to request that the Chief Librarian prepare a **cost-benefit analysis of the Open Hours Policy and the economic impact of Library services** and provide a report to the City Manager for review and report prior to the 2014 budget process.”*

*“As a result of these motions, the Toronto Public Library (TPL) is seeking to **demonstrate in economic terms that the library offers programs and activities which enhance the conditions for business and investment, while creating a better quality of life for all residents.**”*

**Request for Proposal for a Study on the Economic Value of the Toronto Public Library to
Toronto, March 2013**



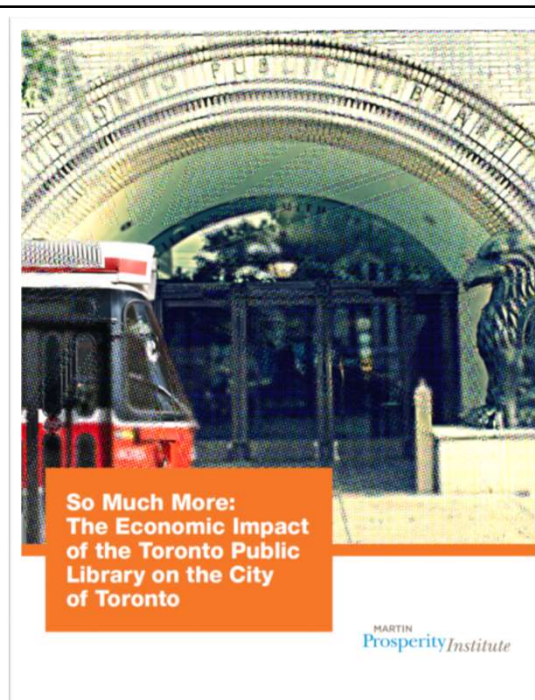
TPL Goals

- TPL must respond to Council’s request to conduct an economic impact study, specifically addressing economic impact and the open hours policy.
- TPL must demonstrate clearly the positive economic impact of TPL to the City of Toronto.
- Report must be delivered by December 2013, in time for 2014 budget discussions.
- TPL must influence the councilors to vote in favour of an increase in their annual operating budget.



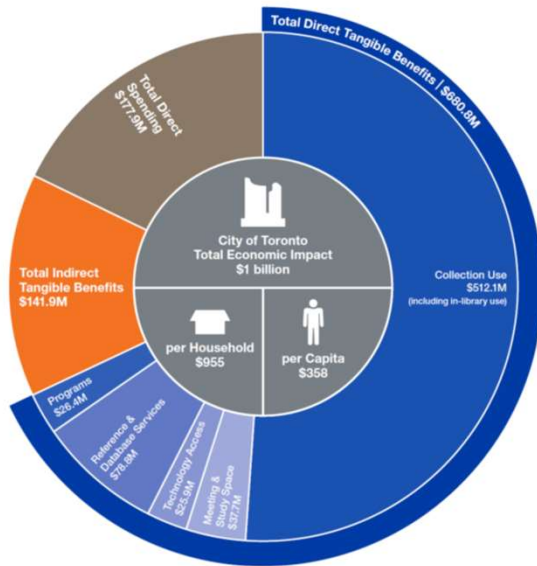
Outcomes

- In February 2014, Toronto Public Library adopted the approved operating budget of \$184.17 million; \$167.59 million of city funding, and \$16.58 million of other revenue.
- The net budget represents a 1.4% increase over the 2013 budget.



Toronto Public Library creates over \$1 billion in total economic impact

Exhibit 1



\$1 invested = \$5.63 of economic impact

"There's so much more to a book than just the reading." – Maurice Sendak

www.martinprc

Total direct benefit as much as \$500 per member

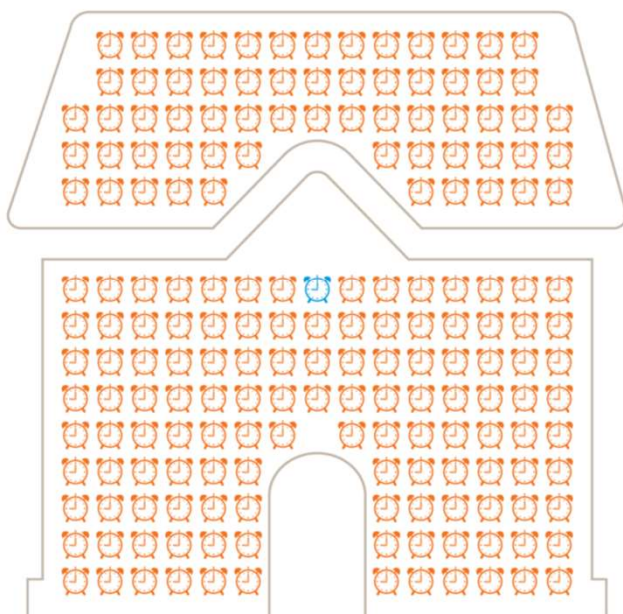
Exhibit 2

A graphic featuring a list of library activities: think, read, listen, enjoy, borrow, explore, watch, experience, learn, hear, see, discuss, contemplate. Below the list, it states "\$502 value of a library membership." and includes the Toronto Public Library logo. The graphic is set against a background that resembles a book spine.

Based on up to **\$1 billion** in total direct benefits and use of the library by **72%** of Torontonians.

The average open hour at a branch generates \$2,515 in direct benefits

Exhibit 3



\$627 million

total value of all library hours
in 2012.

\$2,515

average value of one open hour.

\$653

average cost of one open hour.

Impacts: What We're Learning

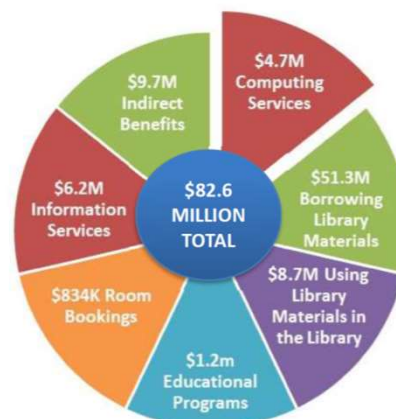
- The methodology used in the TPL report was designed to be transparent and easy to understand;
- Purposefully clear so that other public libraries in similar situations (fiscally threatened) could use the model.
- Several public library systems have used the model, with good success.

The Importance of Stakeholders

- Stakeholders have a stake in the success of your library
- Every organization has multiple stakeholders
 - Patrons (all ages), Board Members, Councillors, Local Businesses, Schools, Community Agencies, Staff, and so on.
- Each stakeholder has a unique set of priorities and concerns.
- Engage stakeholders by demonstrating the value that matters to them.



- Value of accessing computing services
- Value of borrowing library materials
- Value of using library materials in the library
- Value of attending educational programs
- Value of room bookings
- Value of using information services
- Value of Indirect Benefits (the multiplier effect)



More Perspectives on Economic Impact



**Economic
Benefit per
Resident**

\$251.33



**Economic
Benefit Per
Household**

\$805



**Return On
Investment
(ROI)**

597%

THE BOTTOM LINE: Every dollar invested in MPL generates \$5.97 of value.

Shaun McDonough

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Economic Impact Study at MPL

The Challenges
Lessons Learned


Challenges

Research Design




- Inventory
- Data Collection
- Data Quality
- Analysis
- Reporting



Challenges:

Inventory

Collections	Programs	Technology	Reference
<ul style="list-style-type: none"> • Books • Audio/Visual • E-titles • Periodicals 	<ul style="list-style-type: none"> • By Age (Preschool, children, adult, senior) 	<ul style="list-style-type: none"> • Tech Services • PAC, Database 	<ul style="list-style-type: none"> • Standard • Electronic • Directional



- Collections
- Books
- E-titles
- Periodicals
- DvD/CD
- Special Collections
- Other

Challenges: Data Collection

- **Location**
- **Vendors**
- **Departments**



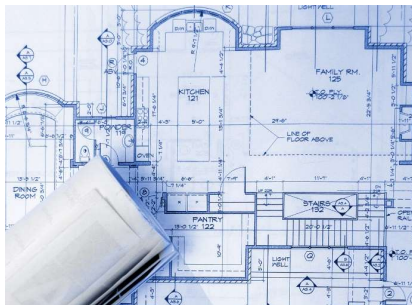


Analysis
Machine Resources
Human Resources
Time
Review

Lessons Learned



Start Small



Examples Abound



Precision

Deborah Walker

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Using Economic Impact for Advocacy

The Markham Experience



Working Together for Impact

Markham Council and the Library Board

General Committee October 23 2017



Markham Public Library's Impact

1. Economic Prosperity
2. Community Hubs
3. Taxpayers' Investment



1. ECONOMIC PROSPERITY



City Prosperity

What does it take to be competitive in a crowded field?

How does Markham realize its vision and its potential?

How does Markham respond to the digital era's opportunities and demands?



Workforce Readiness in the Digital Century

- Does Markham have a competitive workforce?
- Why would someone come to Markham?
- Providing amenities and events for creative talent.
- Advancing Markham as an attractive place to live, work and play.



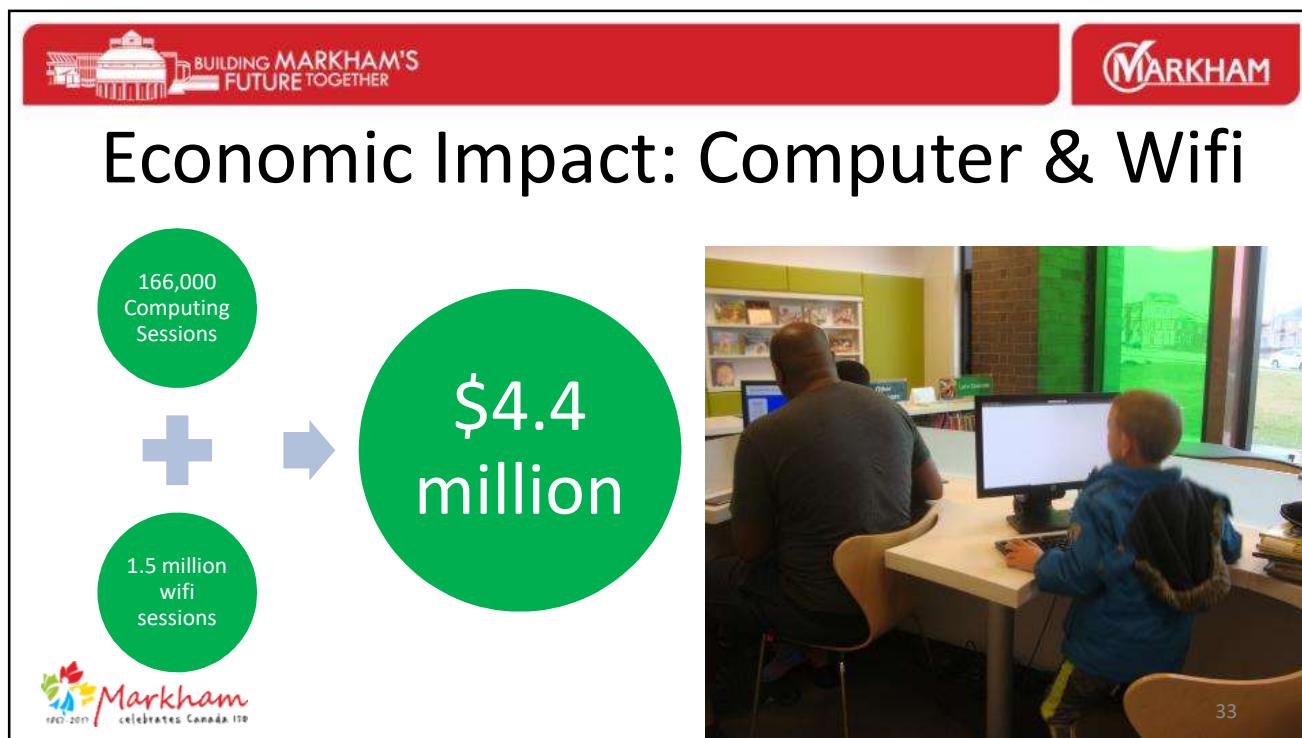
The Library's Role in Digital Literacy

Digital skills are fundamental to whether people thrive or fail in our digital world.

A place of digital literacy education.

A place to access technology equipment, free wifi and digital services.





Education and Prosperity

- We believe that the prosperity of individuals and families goes hand in hand with the prosperity of cities.
- For any community to thrive, the people who live there need to be economically secure.
- Educational attainment – from high-school graduation to graduate degrees to lifelong skill acquisition – is the path forward to prosperity.

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A PLACE OF EDUCATION



Economic Impact: Education Classes

Early
Literacy
Education

52,525 students

Computer
& STEM
Education

6,066 students

School-Age
& Teen
Education

28,130 students

**\$1.22
million**



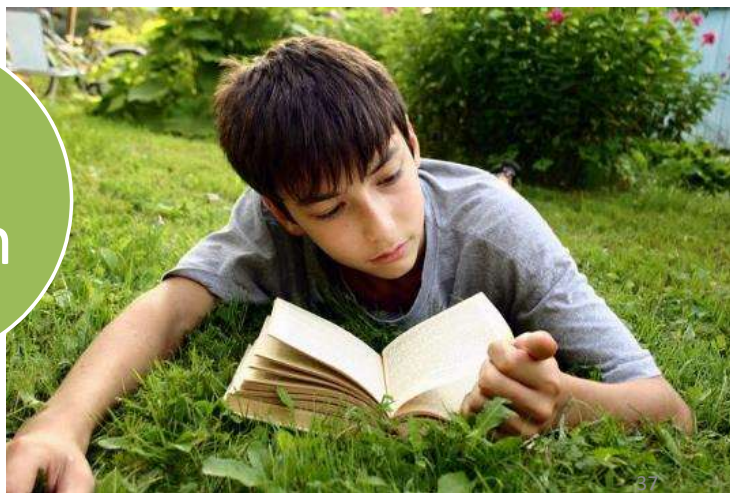
Economic impact of library collections

4.64 million items borrowed



310,200 e-books borrowed

\$51.3 million

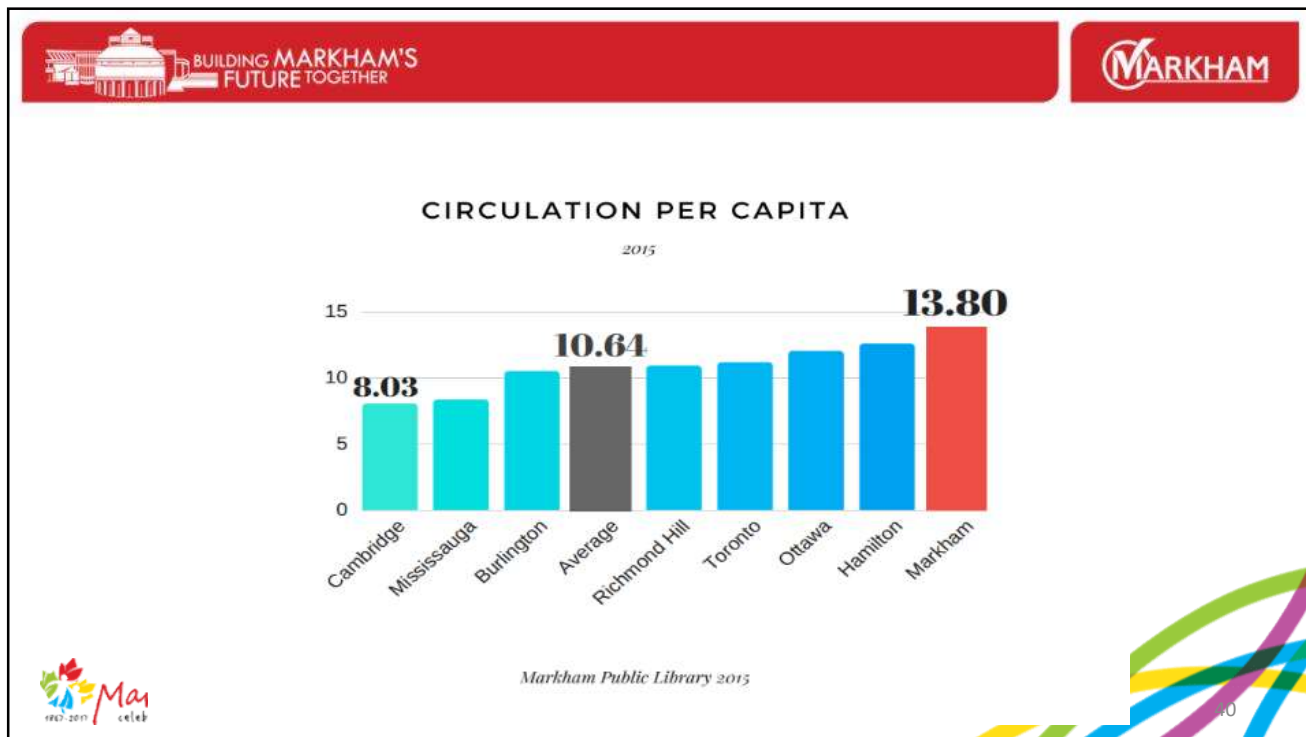
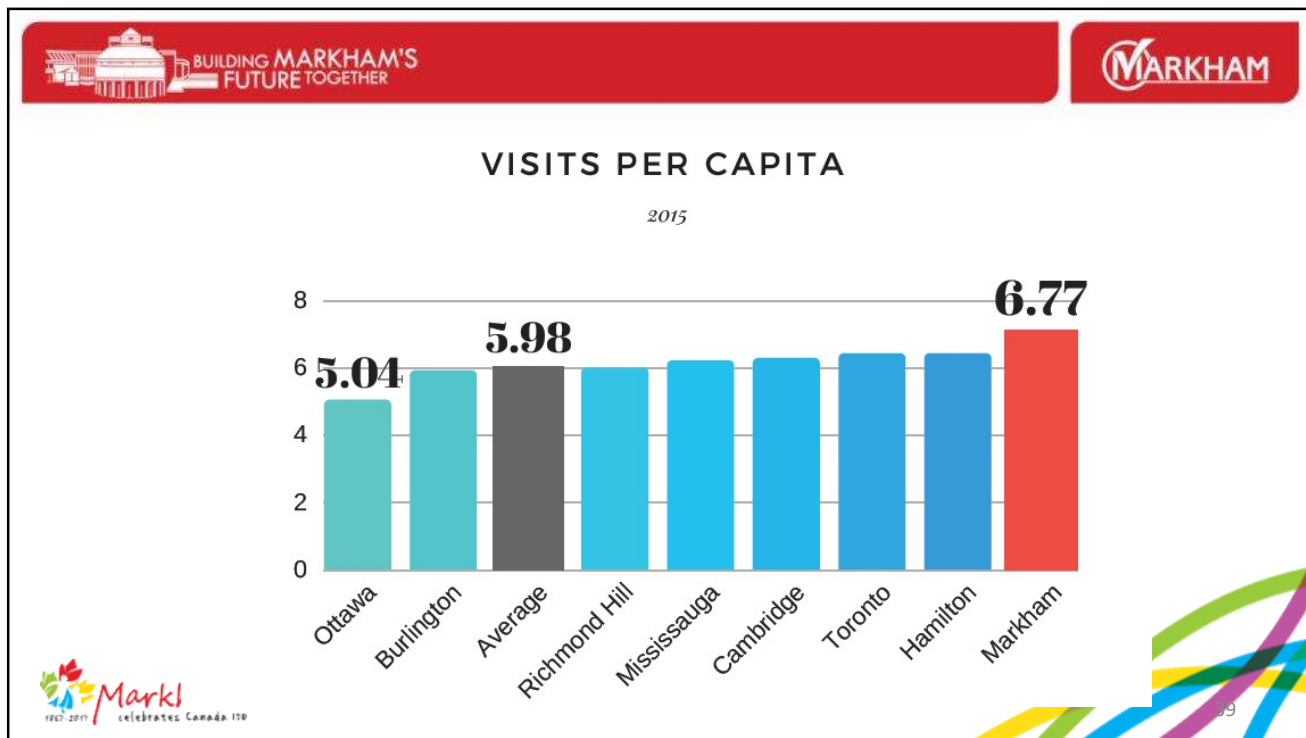


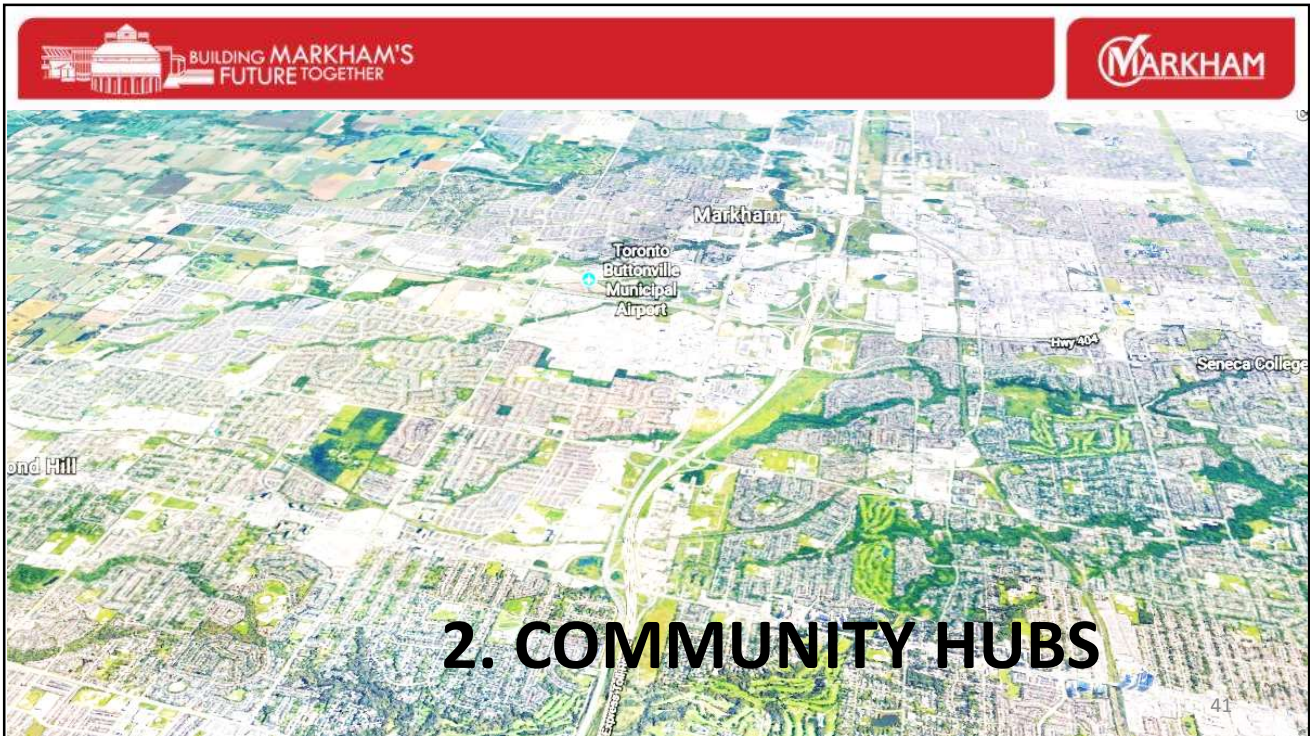
4.95 MILLION ITEMS BORROWED

158,155 ATTENDED LIBRARY EDUCATIONAL CLASSES

1.7 MILLION CHILDREN'S ITEMS BORROWED







Community Impact

- As community hubs, libraries are public gathering spaces for the community to come together and be engaged in shared experiences and community-building.

The illustration depicts a colorful, active neighborhood. It features houses, a school bus, a park with a fountain, and people walking and biking. The scene is bright and cheerful, representing a strong community.

Hubs for Study and Work



Hubs for Community Gathering





BUILDING MARKHAM'S FUTURE TOGETHER

MARKHAM

2.4 MILLION
BRANCH VISITS

13,000
HOURS OF COMMUNITY SERVICE BY DEDICATED VOLUNTEERS

11,951
NEW LIBRARY MEMBERS

Computer Training & Learning




BUILDING MARKHAM'S FUTURE TOGETHER


MARKHAM

3. TAXPAYERS' INVESTMENT

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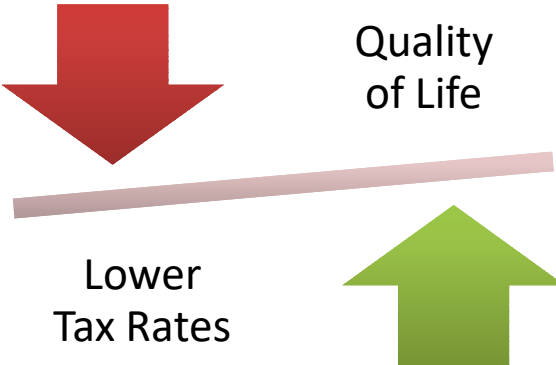


BUILDING MARKHAM'S
FUTURE TOGETHER





The Balancing Act


- The lowest tax rate increase in the GTA since 2009.
- Impact of taxes on household budgets and the affordability of education.
- People want lower taxes while at the same time expecting high-quality services.




Quality
of Life

Lower
Tax Rates





BUILDING MARKHAM'S
FUTURE TOGETHER



Investing in Community Success

- What we get in return for the taxes we pay.
- Exceptional value for money.
- Investments in collective actions to meet our biggest social and economic challenges.

Impact of Direct spending

\$13.8 million Library Budget

\$13.8 million flows into the community

Multiplier effect: Money is re-spent when it enters the economy



Spending for Efficiency

Investing in the technology that minimizes material handling and supports our ranking as the most efficient library system in the GTA



More efficient checkouts

Harnessing the power of the customer through self-service technology



83.5%

Of Checkouts
Through Self-Service

9.15/10

Willingness to re-
use services

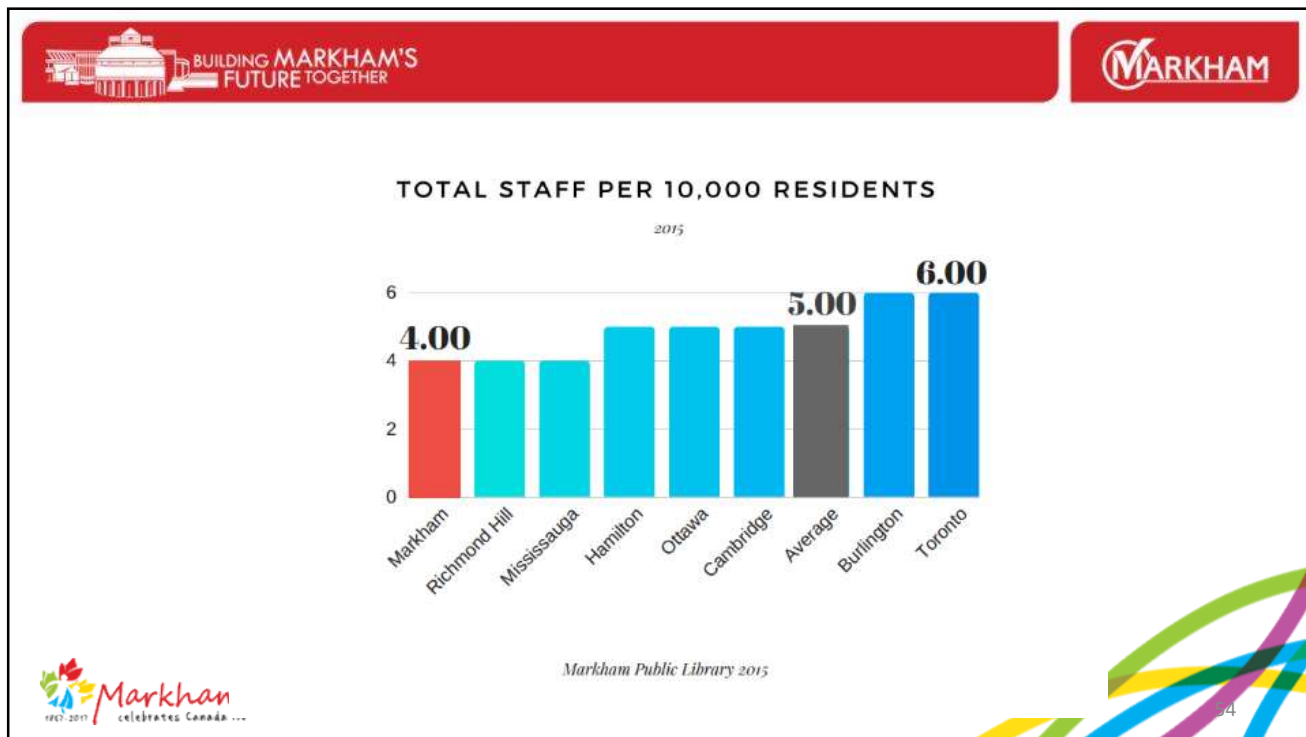
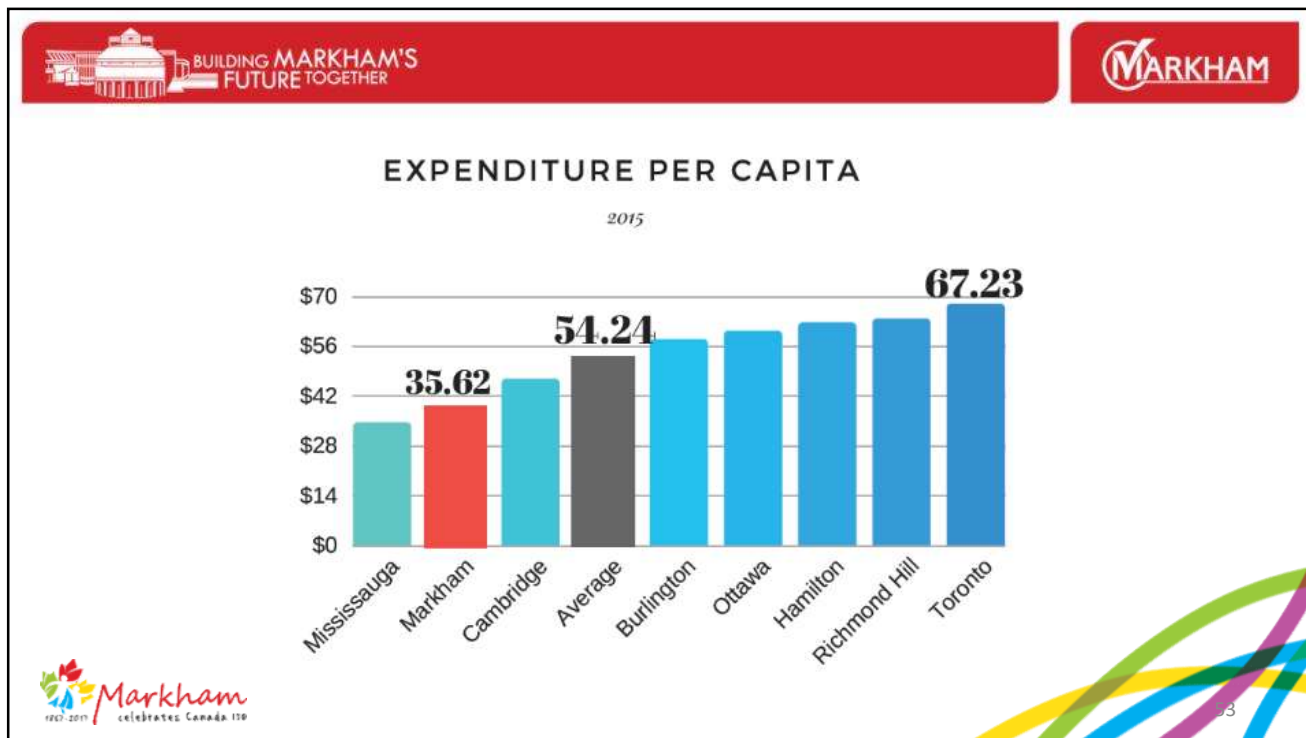
8.96/10

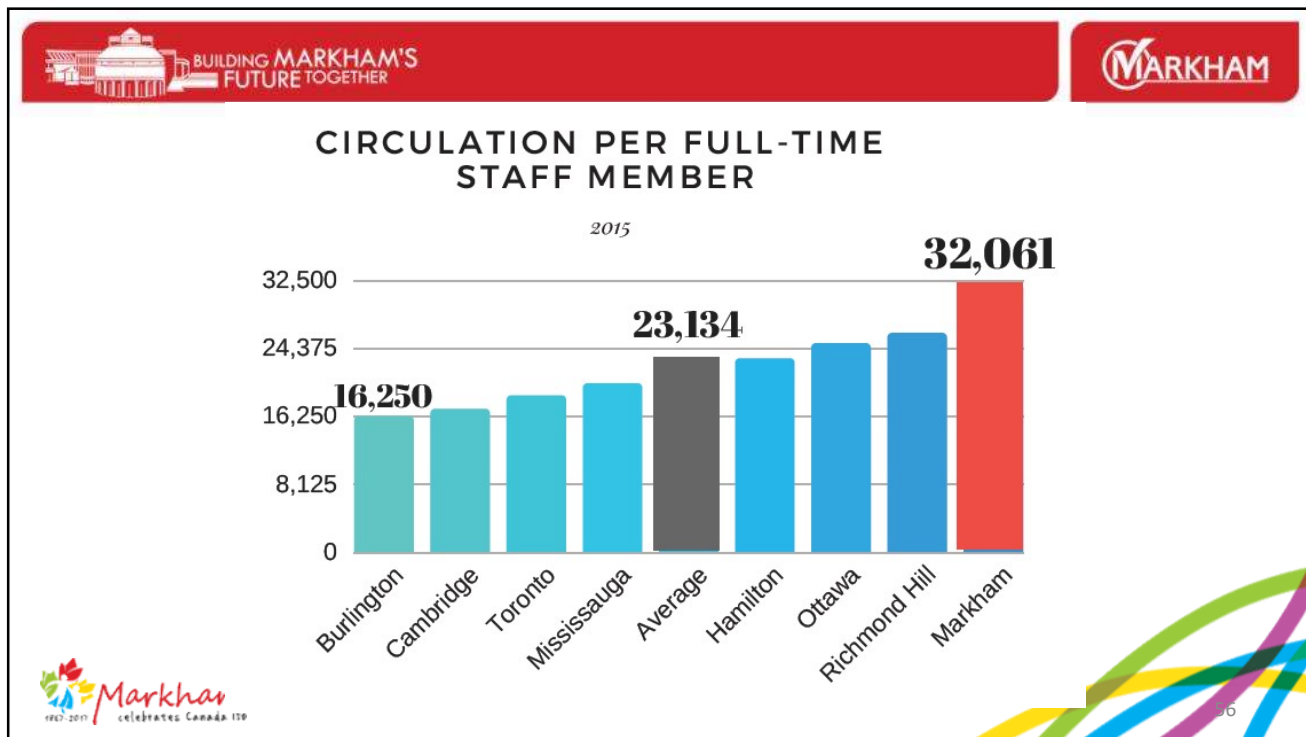
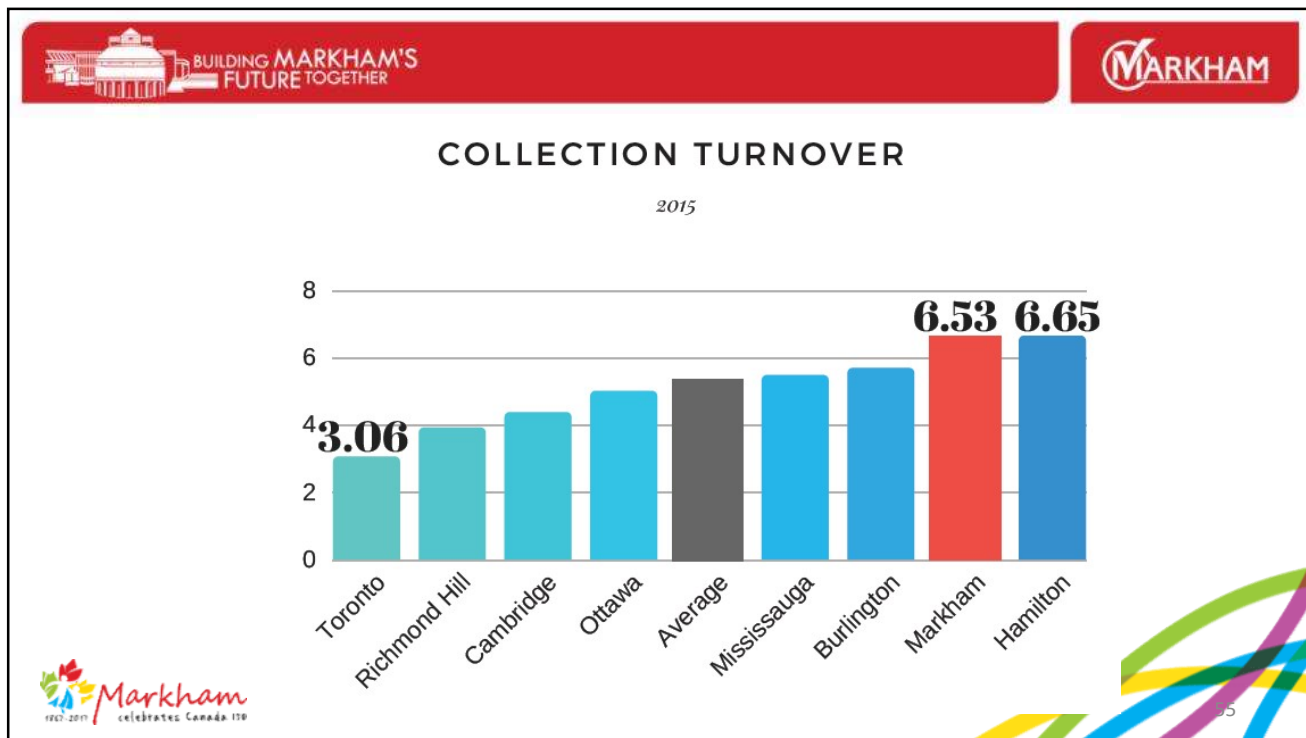
Overall quality of
services provided
by staff

8.68/10

Overall Customer
Satisfaction





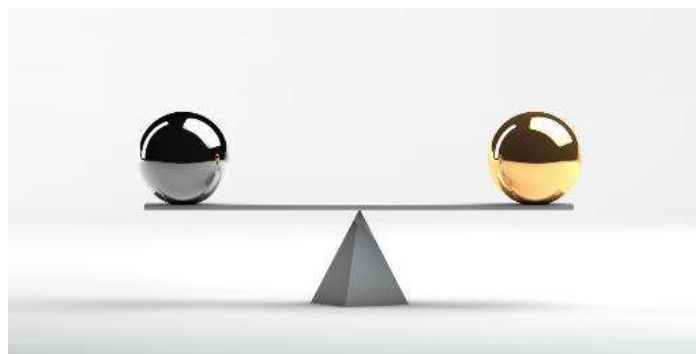




Customer Satisfaction Scores

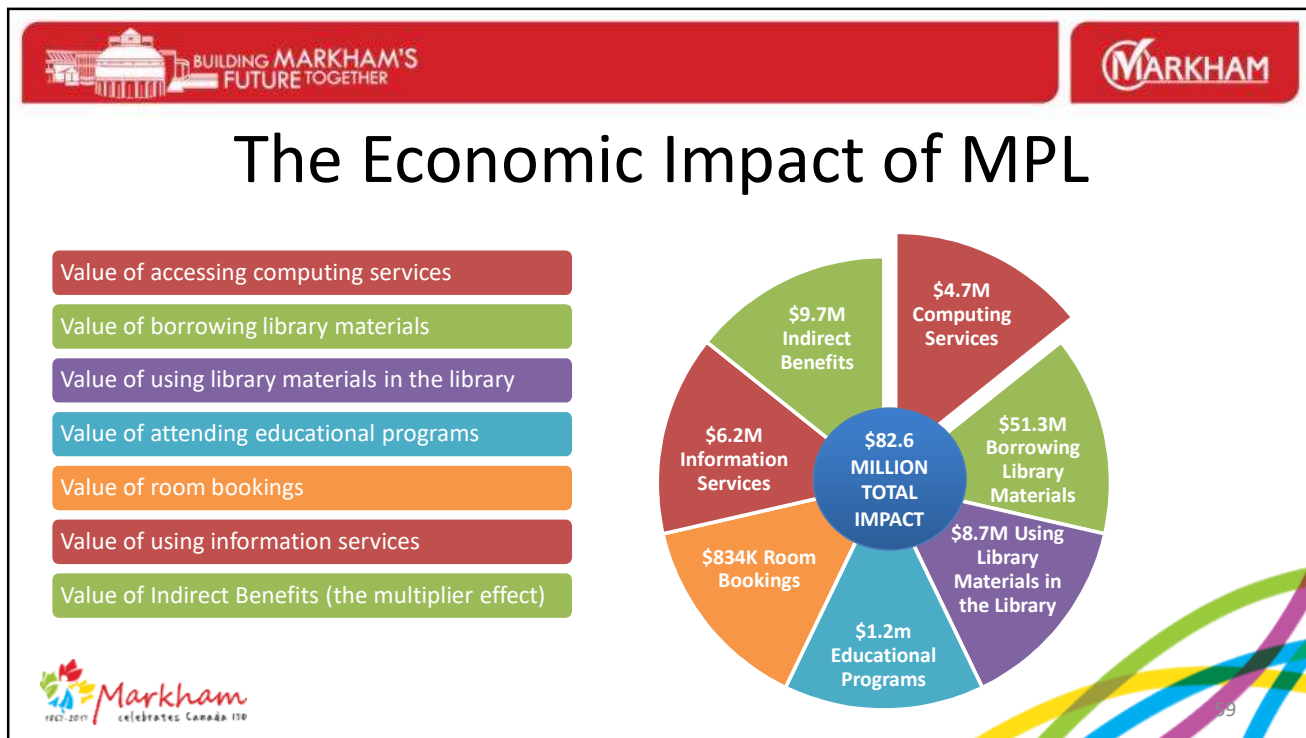
#1 in
Borrowing per
FTE

Lowest Staffing
Levels per
Resident



Overall
satisfaction
8.68/10







ROI

**If...2 branches open Sunday mornings
10 to 1p.m...what would the annual
economic impact be?**

Conservative
economic value of
\$3,038 per hour of
operation

312 additional
Sunday hours
annually
* \$3,038

\$947,856

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Questions?
THANK YOU

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