

Calgary Public Library Community Benefits Study 2013/14

January 2016

For a city to be truly prosperous, it must embrace opportunity for all of its citizens: opportunity to learn, have new experiences, and challenge themselves. The public library provides those opportunities. For every citizen who uses the public library, we have one more person in this city equipped with the tools to thrive, and—in doing so—make our communities better for all. **It's a simple equation: investment in our public library is an investment in the economic and social prosperity of our city.**

Mayor Naheed Nenshi



Acknowledgements

The support of the Calgary Public Library Board, the Calgary Public Library Foundation Board, and the Calgary Public Library's Executive Leadership Team was essential to the development of this report.



"Helping Communities and Organizations Create Their Best Futures"

Founded in 1988, we are an interdisciplinary strategy and analysis firm providing integrated, creative and analytically rigorous approaches to complex policy and planning decisions. Our team of strategic planners, policy and financial analysts, economists, cartographers, information designers and facilitators work together to bring new ideas, clarity, and robust frameworks to the development of analytically-based and action-oriented plans.

2025 First Avenue, Suite 800
Seattle, Washington 98121
P (206) 324-8760
www.berkconsulting.com

Brian Murphy, Project Manager

Annie Saurwein, Lead Analyst

Executive Summary	1
The Library's Primary Contributions	3
1. <i>Championing Literacy, Education, and Lifelong Learning</i>	3
2. <i>Supporting a Thriving, Prosperous, and Cohesive Community</i>	5
3. <i>Strengthening Calgary's Vibrant Neighbourhoods</i>	7
4. <i>Enhancing Access to the Arts, Culture, Entertainment, and Leisure</i>	9
Quantification of Benefits	10
Return on Investment Calculation	10
Economic Impact Calculation	13
Comparing These Results to Other Studies.....	14
Limitations of the Market Rate Valuation Methodology	16
Considerations for the Future.....	17
Appendix A: Value of Individual Library Services	18
Appendix B: Sources Cited	27

EXECUTIVE SUMMARY

The Calgary Public Library is one of the most used library systems in North America. In fact, it is the sixth most used in North America and second most used in Canada. Opening the doors of its 18 community libraries to more than 5 million visitors each year, the Calgary Public Library serves more individuals than attend all Calgary professional sports and cultural events combined, including the one million people that attend the Calgary Stampede, Calgary's signature event, each year.

The Calgary Public Library is part of a small group of libraries quantifying their impact through estimates of Return on Investment and Economic Impact. This study finds that:

For every dollar invested in the Calgary Public Library during the 2013/14 study period, the community received a Return on Investment of between \$2.66 and \$5.73 in direct benefits, with a midpoint ROI of \$4.20.

Every dollar invested in the Calgary Public Library during the study period generated an Economic Impact between \$3.30 and \$6.38, with a midpoint value of \$4.84.

The table on the following page shows these findings in relationship to similar studies done for other library systems.

The Library's Return on Investment and Economic Impact are generated through the provision of core services. For example, in 2013 the Library:

- Circulated more than 15 million items, including books, magazines, music and video in various formats, as well as other media.

- Provided electronic databases that were used nearly 350,000 times.
- Answered more than 90,000 reference questions.
- Hosted more than 170,000 participants in a variety of programs.
- Provided more than 40,000 hours of public access computer usage and enabled more than 325,000 Wi-Fi sessions.
- Opened its meeting rooms to more than 1,600 hours of community use.

Through these and other services, the Library provides a myriad of community benefits that are focused on current and emerging community needs. Beyond its fundamental role of providing access to information, the Library supports literacy and learning for all ages and abilities; anchors and enhances neighbourhoods; strengthens democracy, welcomes newcomers, and increases the community cohesion of a populace that is becoming more and more diverse; and, strengthens the social and economic wellbeing of individuals and communities.

The Library's services and contributions to the Calgary community are constantly changing as the institution adapts to meet the changing needs of the diverse population it serves. This report provides a benchmark of the Library's role and the value of its service at a point in time. The study focuses on the 2013/14 time period, immediately prior to a change in leadership and significant efforts to reposition the Library and refresh its service strategy. As the study period predates this rethinking of the Library's role and its relationship to the community, these results should be seen as a baseline against which future changes can be assessed.

How the Calgary Public Library Stacks Up: A Comparison of Library Return on Investment and Economic Impact Studies

The table below summarizes different methodologies employed in studies valuing the benefits of library systems across North America. The value each study emphasizes most prominently is highlighted in orange. The top row displays the economic impact value for the Calgary Public Library per this study, using the midpoint figures for Return on Investment and Economic Impact as shown in **Exhibits 2** and **4** respectively, as well as the results that would have been generated by other methodologies

By not including a publically funded institution’s direct spending, BERK’s methodology is more conservative – and, we believe, more accurate – than methodologies employed by others in the field. See pages 13-14 for more information on our economic impact methodology.

Study	Library System(s)	ROI	Economic Impact	Enhanced Economic Impact
Calgary Public Library ROI Study	Calgary Public Library	4.20 CAD	4.84 CAD	5.84 CAD
Carnegie Library of Pittsburgh: Community Impact and Benefits Individual Library Carnegie Mellon University, 2006)	Carnegie Library in Pittsburgh	3.05 USD	N/A	N/A
Minnesota Public Libraries' Return on Investment (University of Minnesota Duluth, 2011)	Minnesota Public Libraries	N/A	4.62 USD	
Tax Payer Return on Investment in Pennsylvania Public Libraries (University of North Carolina, 2013)	Pennsylvania Public Libraries	3.14 USD	5.50 USD	
Providing for Knowledge, Growth, and Prosperity: A Benefit Study of the San Francisco Public Library (BERK, 2007)	San Francisco Public Library	3.34 USD	N/A	N/A
Santa Clara Return on Investment Study (BERK, 2013)	Santa Clara County Library District	5.17 USD	N/A	N/A
Placing an Economic Value on the Service of Public Libraries in Suffolk County, New York (Long Island Association, 2005)	Suffolk County New York Public Libraries	3.93 USD	N/A	N/A
Texas Public Libraries: Economic Benefits and Return on Investment (University of Texas at Austin, 2012)	Texas Public Libraries	3.03 USD*	4.42 USD	
So Much More: Toronto Public Library Economic Impact (Martin Prosperity Institute, 2013)	Toronto Public Library	3.83 CAD*	4.63 CAD	5.63 CAD
The Economic Contribution of Wisconsin Public Libraries to The Economy of Wisconsin (NorthStar Economics, 2008)	Wisconsin Public Libraries	N/A	4.06 USD	

Key:

Return on Investment	Market Value of Services Delivered divided by Total Expenses.
Economic Impact	Market Value of Services Delivered + Indirect and Induced Impacts of Spending only divided by Total Expenses.
Enhanced Economic Impact	Market Value of Services Delivered + Indirect and Induced Impacts of Spending + Direct Spending divided by Total Expenses.

\$X.XX

The topline result highlighted by each study.

THE LIBRARY'S PRIMARY CONTRIBUTIONS

To understand the Library's contributions to the Calgary community, the BERK study team analyzed two source documents that capture community member descriptions of the roles the Library plays in their lives:

- 2014 Citizens Survey Report
- The Calgary Public Library Patron Impact Statements

BERK concluded that the Calgary Public Library contributes to the community in four key areas:

- 1. Championing Literacy, Education, and Lifelong Learning**
- 2. Supporting a Thriving, Prosperous, and Cohesive Community**
- 3. Strengthening Calgary's Vibrant Neighbourhoods**
- 4. Enhancing Access to the Arts, Culture, Entertainment, and Leisure**

1. Championing Literacy, Education, and Lifelong Learning

Investments in education have been widely demonstrated to provide significant social and economic returns. The Library plays an essential role supporting education for Calgarians at all levels and at all ages, including promoting early literacy from birth to five; supporting elementary, secondary, and post-secondary institutions; and enabling lifelong learning for adults and seniors.

The Calgary Public Library provides a rich environment for early literacy and early learning, cultivating a love for learning and kick starting young Calgarians' academic careers.

Substantial research has validated the importance of investments in early literacy, with positive returns for individual children and society as a whole. In today's information-based economy, fluency in reading, numeracy, problem solving, and technology are fundamental to individual and collective success. Attainment of these skills expands individual choices, opportunities, and prospects for economic well-being. At a civic level, building a literate citizenry is vital to sustaining the social and economic prosperity of Calgary.

Related 2013 results from the *Programme for the International Assessment of Adult Competencies* were both heartening and alarming. While Alberta ranked the highest in Canada, with scores at or above average in problem solving in technology-rich environments, literacy, and numeracy, a significant portion of the population lack these basic skills. About 45% of adults

scored below Level 3, meaning they lack the skills to be competitive in an information-based economy (*Centre for Family Literacy and OECD Survey of Adult Skills*).

The Library plays a critical role supporting literacy and early learning for all Calgarians, including those who cannot afford access to fee-based resources or services. In 2013, the Library held over 500,000 children's books, making them accessible to all library card holders across Calgary, free of charge. An assortment of games and digital resources complements the traditional library collection and helps prepare children for school using a variety of technologies.

Enhancing these collections is a robust array of educational programming to promote pre- and early-literacy skills for early learners. These programs are important tools for helping Calgary's children be ready for school, setting them up for academic and life success. **Family Storytimes** provide a social forum to read, play, and sing for families and their young children, and **1-2-3: Count with Me!** is a fun and engaging introduction to numeracy for toddlers using rhyme, songs, and active play. **Baby Bookworms** strengthens the bond between parent and child while initiating an early love of reading.

The Calgary Public Library provides educational supports and resources for Calgary's school-age children.

As a young Calgarian transitions from early learning programs into the education system she has access to a wealth of supports and information at her local community library. She can also access **Homework Help**, a weekly program designed to help students in grades 3 to 6 finish their homework and form good study habits. She can participate in **TD Summer Reading Club** for children, which has more than 13,000 participants each year, or in the **It's a Crime Not To Read** children's literacy program which partners with Calgary Police

Service to reach more than 1,400 students from 21 elementary schools.

Youth volunteers gain valuable skills, mentoring experience, and confidence engaged in such programs as **Computer Buddies**.

In addition to directly supporting children's educational development through its collections and programming, the Library offers another critical component of healthy childhood development. Community branches provide safe, wholesome places where young adults can gather and spend their free time.

The Calgary Public Library supports adult literacy and reinforces learning for Calgarians of all ages and abilities.

In addition to strong literacy programming for youth, the Calgary Public Library helps many adult Calgarians strengthen their literacy and numeracy. In facilitating these essential skills, the Library improves participants' immediate circumstances and helps them become economically and socially independent. The **Learning Advantage** program offers one-on-one support from volunteers to help adult learners improve reading, writing, and numeracy skills. **The Learning Lab** provides a dedicated space where patrons can develop their research, computer, and job search skills, while the **Digital Literacy in the Community** program takes computer training out of the library and into the community via partner agency locations and a mobile computer lab. The **Money Matters** program helps adults improve their financial literacy by teaching budgeting, banking, and managing credit.

As young Calgarians move into adult life, they continue to need outlets for creativity and opportunities for lifelong learning. The Library offers many ways for learning to take place at a self-determined pace and many opportunities for creativity, insight, and inspiration. The Library's collections,

extensive reference material, and programming support a wide range of interests, all enhanced by the expertise of Calgary Public Library's staff.

The Library's digital collections offer easy, 24/7 access to e-books and online databases. Many of these resources, including academic journals and studies, market research information, genealogy databases, and online courses would be cost-prohibitive for individual purchase. The Library's **Online Info Chat** function gives users an immediate online helper in finding answers to questions and tracking down the information they need among the Library's many options.

Through free programs such as **Author Readings** and the **Writer-in-Residence program**, the Library brings world class authors and poets into Calgary's community libraries, providing free access to all Calgarians. From arts and culture to sciences, the Library's continuing education programs offer an outlet and a resource for any Calgarian searching for knowledge at any age.

2. Supporting a Thriving, Prosperous, and Cohesive Community

The Calgary Public Library significantly strengthens the economic prosperity and cohesion of the community.

With more than one in four Calgarians born in other countries and over 100 languages spoken in the city, community cohesion is an important civic priority. The Calgary Public Library is a first line support for welcoming and integrating newcomers into the community.

The Library provides access to quality information—a cornerstone of democracy—and supports the civic involvement of individuals and groups.

The Calgary Public Library is also a resource for job seekers, entrepreneurs, and businesses throughout the city, strengthening the economic prospects of individuals, enterprises, and the region as a whole.

By supporting newcomers, the Calgary Public Library encourages an inclusive, engaged, and empowered community.

Calgary is a global city, home to 240 different ethnic groups. Newcomers arrive in Calgary daily with hopes to succeed and thrive in their new home. It is predicted that nearly 16,500 new Canadians will arrive in Calgary each year for the next ten years, with immigration soon expected to account for much of Canada's net labour market growth (*Economic Outlook 2011-2021*).

These newcomers face many challenges in their new home. The Calgary Public Library intentionally focuses on welcoming newcomers to Canada and helps hundreds of new Calgarians each year to overcome obstacles that stand in their way. Through programming like the **Welcome to Canada** initiative supported by the RBC Foundation, the Library creates a safe and inviting space

for immigrants to access the resources they need to build their lives in Calgary. Library **Settlement services** supported by Citizenship and Immigration Canada offer assistance with such topics as immigration, securing housing, finding employment, and health services.

The Library offers newcomers **English as a Second Language (ESL) programming** to help non-native English speakers gain spoken and written language skills. This enables newcomers to communicate with others and engage more fully in their new home. **ESL Conversation Club** is a six-week targeted program to improve English skills, while **ESL Coffee and Conversation** offers a less structured, more social opportunity to improve skills.

Through the Library's **skills advancement programs and resources**, newcomers are able to develop new marketable abilities and begin to map out a plan for economic independence and success. The Library's **Career Resource Lists**, such as "Canadian Work Culture" and "Workplace English" allow newcomers to prepare for working in Calgary.

These services are supported by the Library's experienced staff throughout the network of 18 community libraries across the city. Community Library branches serve as gathering places where immigrants can interact with members of their new community.

The Calgary Public Library supports an informed public, a robust democracy, and a diverse and cohesive community.

Access to unbiased, unfiltered, and quality information is a critical component of democracy.

Through a range of objective resources, speaker series, and neighbourhood programming, the Library supports debate, engagement, and discovery in Calgary's neighbourhoods. The Library ensures that Calgarians have convenient, free access to a

wide variety of information resources that reflect all viewpoints, including those that are sometimes unpopular or controversial. The Library also encourages its patrons to engage, think critically, and explore unfamiliar viewpoints.

The Calgary Public Library provides a variety of vocational and educational resources for career development.

For Calgarians looking for work, the Calgary Public Library not only offers resources, skill building, and information, but also a sense of community and camaraderie. Calgarians seeking employment or career development can come to the Library to receive résumé help, career coaching, career planning, and interviewing tips.

The **Accelerate Your Career** series explores topics from personality types to how to stand out in your current workplace. The **Learning Lab** series helps Calgarians build technology skills, ranging from a basic introduction to the internet to skill building on social media. As more and more businesses are advertising their open positions online, the Library has created classes on how to search for jobs on the internet and how to stand out when it is so easy to get lost in the crowd.

The Calgary Public Library supports local business and industry, serving as a resource for development and supporting diversity in the City's economy.

Small businesses, defined as those that have fewer than 100 employees, create jobs for nearly 70% of the total private labour force in Canada and contribute about 30% of the nation's Gross Domestic Product (*SME Research and Statistics*). Recognizing this critical role, as well as the many challenges that small business owners face, the Calgary Public Library has prioritized support for entrepreneurs and small businesses.

Knowledgeable Library staff are available for **business research help** and provide one-on-one assistance to help entrepreneurs and business owners find answers to pressing questions and locate resources to support their efforts. From answering questions on Alberta employment standards to finding the best resources for market research and historical business data, the Calgary Public Library librarians can point entrepreneurs in the right direction. Library staff also provide professional research services to individuals, organizations, and large and small businesses on a fee-for-services basis for less than the current market rate.

During **Small Business Tuesdays**, the Library brings together a community of entrepreneurs to explore topics such as business licenses, crowd-funding, and understanding financial statements.

At the new Central Library, slated to open in 2018, the Library has plans for a **business incubator centre**, which will have a formalized workplace setting to provide business support services, entrepreneur in residence services for mentorship, and education on small business issues.

3. Strengthening Calgary's Vibrant Neighbourhoods

Calgary is a city of vibrant and distinctive neighbourhoods. From Country Hills Library north of the City centre to Shawnessy Library in the south, the Calgary Public Library is a central part of these communities.

Neighbourhood connections are an important strategic focus for the city: Imagine Calgary aims to have 80% of citizens "experience a high sense of community in their neighbourhoods and affinity-related communities, as reflected by residents' reports of neighbourhood participation and volunteering, sense of belonging, neighbourliness and reciprocity, sense of efficacy, attachment, safety, and voter turnout" (ImagineCALGARY). The Calgary Public Library supports this goal every day, with its community libraries serving as vital neighbourhood centres and gathering places throughout the city. These libraries open their doors each year to more than 5 million visitors.

The Calgary Public Library is a free and accessible community space for all Calgarians.

The Calgary Public Library's network of 18 community libraries serve as civic spaces and third places for Calgarians. Ray Oldenburg defines third places as, "...informal public gathering places. The phrase 'third places' derives from considering our homes to be the 'first' places in our lives, and our work places the 'second (Oldenburg).'" Third places are critical to democracy, community vitality, and quality of life. Unlike other third places such as, coffee shops, bars, and stores, libraries require no purchase, and offer comfortable and safe opportunities to meet others or be "alone" in a public space.

The value of this space is particularly important to vulnerable populations.

Elderly, people with special needs, and individuals who are homeless need a space for engagement; the Calgary Public Library gives them that, as well as a wealth of resources in one place. As an active partner in the **Safe Communities Opportunity and Resource (SCORE) Centre**, the Library works with 13 other agencies to help coordinate services, provide onsite services, and process referrals for Calgary's vulnerable and marginalized individuals. Library programming complements this effort by covering critical topics such as stress management or living with cancer.

Libraries build community and encourage social inclusion.

The Calgary Public Library is as diverse and unique as Calgary itself and the many communities it serves. Distinctive community libraries serve as gathering places and focal points for neighbourhoods throughout the city. Within the context of the Calgary urban environment which is home to more than 1 million residents, community libraries help define neighbourhoods and encourage a sense of familiarity.

Each of the Calgary Public Library's community libraries is designed to reflect and serve the unique community that surrounds it. The **County Hills Library** was the first building in Alberta to achieve LEED Gold certification, and continues to be a successful model of collaboration and partnership between the Library and the City. **Forest Lawn Library** is a community hub, drawing patrons who use computers, socialize with friends, and enjoy the community garden. **Memorial Park Library** is a well-known cultural centre and designated provincial historical site as Alberta's first public library, while **Nose Hill Library** in north Calgary allows patrons to enjoy the community mural painted in the lobby and serves as the start and end of Jane's Walk.

These community spaces are enlivened by programming that brings neighbours together around shared interests and social interaction. Each branch library provides meeting rooms that may be used by neighbourhood and community groups for their own programs and meetings. Other than the Central Library's John Dutton Theatre, these spaces are free, providing accessible locations for these groups to meet, grow, and thrive.

4. Enhancing Access to the Arts, Culture, Entertainment, and Leisure

The Library has committed to aligning its activities with the focus areas set forth in Living a Creative Life, a civic strategy to encourage and enrich the arts in Calgary established by Calgary Arts Development. The Library makes arts and cultural experiences accessible to all Calgarians by offering its own programming, facilitating free access to events and programs provided by others, and accommodating community-based programming.

As well as arts and culture, the 2013 Public Engagement Survey reveals that Calgarians associate such words as “fun” and “entertainment” with their library system. With its collections of bestselling books, blockbuster movies, and popular MP3s for download, the Calgary Public Library offers patrons a chance to unwind and enjoy life.

The Calgary Public Library offers access to a wide variety of entertainment, cultural, and artistic experiences.

A distinctive feature of the Library's programs is that they are free to library patrons. By maintaining free high quality programs, the Library makes arts, leisure, and cultural resources available to some Calgarians that otherwise might not be able to benefit from these experiences.

The Library often hosts renowned authors and poets and helps local Calgarians develop in their own writing and artistic aspirations through free writing workshops,

creative writing clubs, and a variety of book clubs, including the **Author in Residence** and city-wide **reading challenge** events.

The Library presents a wide range of **arts and culture programming**, including features on Canadian history and society, film nights, language clubs, needlecraft, and participatory singing.

Through the **Sun Life Arts and Culture Pass**, the Library helps remove barriers for low income Calgarians and helped arts organizations reach new audiences. By coordinating the donation of event tickets and admission passes, the Library distributed over 1,400 event tickets in the first three months of the program.

As a collaborator with over 800 community agencies and organizations, the Library helps leverage strengths and bring resources together.

In a busy and pressured world, the Calgary Public Library offers fun and relaxation.

The Library is good for more than educational resources and life enrichment for Calgarians – it also serves as an entertainment centre for the city's residents. The Calgary Public Library offers a variety of leisure options, from reading for pleasure, to checking out the current blockbuster movies, listening to music, or learning a new hobby. Through its collections of books, magazines, CDs, DVDs, and Blu-ray, Calgarians can access the most current music, literature, and movies without having to purchase expensive technology or newly released items.

In a busy and pressured world, Calgary's libraries help patrons unwind and recharge.

QUANTIFICATION OF BENEFITS

The preceding sections describe four roles the Library plays and its extensive and meaningful contributions to the Calgary community. In this section, we demonstrate how the community’s use of Library services can be measured and valued; and provide results for that valuation. **For this analysis, we quantified two types of benefits:**

- **Direct Benefits**, including quantifiable benefits of Library services used by patrons. These values are based on equivalent market costs for obtaining a comparable good or service via the private market.
- **Indirect and Induced Economic Impacts**, including secondary economic impacts generated by Library spending. Library expenditures for staff, materials, and other items create indirect and induced economic impacts as those dollars are respent and recirculated through the Calgary economy.

These benefits can be compared to the costs of maintaining the Library during the same time period to calculate two measures of the Library’s worth:

- **Return on Investment (ROI):** The value of direct community benefits provided by the Library compared to its operating costs.
- **Economic Impact:** The value of direct community benefits plus the indirect and induced value of Library spending compared to the cost of Library operations.

Return on Investment Calculation

The direct services that support the Library’s contributions in the four areas described in the preceding section can be measured and valued based on the cost of obtaining an equivalent good or service. To quantify the value of a library service, there must be a measurable unit of use (for instance, circulation, hours of use, or attendance) and an estimable market value, or reasonable proxy, for the good or service. Based on these criteria, quantifiable benefits provided by the Library to the Calgary community include:

- Circulation of materials
- Reference services
- Public access computers and Wi-Fi Use
- Programs
- SunLife Arts and Culture Pass
- Space usage
- Civic involvement of the Calgary Public Library staff in the community

Valuation Methodology. To determine a range of values for these direct services, the number of uses of each was multiplied by a low and a high market rate (the going rate for the service on the open market). Market rates were established by obtaining quotes for comparable goods and services available to residents of the Greater Calgary area. A discount rate was applied when services were not market-based and no market value for the exact service was available, resulting in the need to use a reasonable proxy for the value of the service.

For instance, a proxy was used to calculate the value of circulation of materials because there are no market-based options for

“renting” a book. Since there are no market based options for “renting” a general book, the proxy of purchasing a book at the lowest cost (often, a used item) was used. This value was then discounted based on the assumed difference between borrowing and owning an item. For example, if you own a book, you can refer back to the material without taking summary notes, you can freely lend it to others without the liability of the cost of the book if it is lost, and you can write in its margins.

While there are assumed benefits to owning versus borrowing a book, there may also be benefits to borrowing, rather than owning, a book. For instance, if you borrow a book, you can return it when you are finished, without being responsible for its storage. It doesn’t add to your clutter or create a moving day hassle.

Adjustments for flooding. Because of severe flooding in June 2013, the total services delivered in 2013 were considerably less than the services that the Library would have provided in a regular year. As this study is intended to provide the return on investment and economic benefits of the Library in a representative year, we chose to correct for this. The assumed benefits that the Library would have provided in 2013 had flooding not occurred, were added to the direct benefits actually provided by the Library, to provide a total benefits value.

Valuing Direct Library Benefits

To establish a baseline monetary value for the direct, quantifiable services the Library

provides, a number of sources were consulted. Preliminary usage data for each quantifiable benefit was collected from the Library. These uses were then assigned a market value, based on the going rate to acquire a comparable good on the open market. Where no market-rate was available, a proxy was used to develop a contingent valuation. Finally, the product of these values, sometimes modified by a discount rate, was assigned, representing the total annual benefits provided by the Library for that service.

Based on this methodology, **the total quantifiable value of services the Calgary Public Library provided in 2013 was between \$144.5 and \$311.9 million**, as shown in Exhibit 1.

Return on Investment Calculation

To determine the return on investment in the Library, the total quantifiable value of the Library’s direct services the Library’s operating expenditures in that year: \$54.4 million. **For every dollar invested in the Calgary Public Library during the 2013/14 study period, the community received a Return on Investment of between \$2.66 and \$5.73 in direct benefits, with a midpoint ROI of \$4.20.** These values are shown in Exhibit 2 and compared to findings for other libraries in Exhibit 5.

**Exhibit 1 – Summary of Estimated Annual Value of Quantifiable Benefits
 Provided by the Calgary Public Library, 2013**

Item Type	Total Value (Low)	Total Value (High)
Circulation		
Books	\$ 36,287,000	\$ 69,782,000
Teen Books	\$ 2,763,000	\$ 5,738,000
Children's Books	\$ 25,349,000	\$ 50,620,000
Media	\$ 18,055,000	\$ 48,147,000
Teen Media	\$ 51,000	\$ 136,000
Children's Media	\$ 6,322,000	\$ 15,687,000
Magazines	\$ 1,705,000	\$ 3,183,000
Teen Magazines	\$ 41,000	\$ 76,000
Children's Magazines	\$ 66,000	\$ 123,000
eBooks and eAudiobooks	\$ 5,319,000	\$ 8,865,000
eMagazines	\$ 66,000	\$ 147,000
Ephemera	\$ 16,000	\$ 41,000
eResources		\$ -
eBooks, eAudiobooks, and eMagazines	\$ 8,000	\$ 11,000
Databases	\$ 7,769,000	\$ 15,058,000
Programs		\$ -
All Programs	\$ 5,530,000	\$ 9,066,000
Reference		\$ -
In-Library Use of Materials	\$ 2,649,000	\$ 5,297,000
Reference Assistance	\$ 938,000	\$ 2,344,000
Computer and Wifi		\$ -
Computer Use	\$ 2,150,000	\$ 4,299,000
Wifi Sessions	\$ 1,636,000	\$ 3,272,000
Meeting Space		\$ -
Meeting Rooms	\$ 274,000	\$ 548,000
Use of Library Space	\$ 17,172,000	\$ 45,792,000
Civic Involvement		\$ -
Staff Civic Involvement	\$ 37,000	\$ 74,000
Arts & Culture		\$ -
Museum and Cultural Exhibit Pass	\$ 130,000	\$ 130,000
Special Programs		\$ -
Career Coaching	\$ 11,000	\$ 1,125,000
Strategic Networking	\$ 1,000	\$ 50,000
Writer in Residence One-on-One Session	\$ 12,000	\$ 24,000
Senior's Van Day	\$ 16,000	\$ 31,000
Homebound Reader Service	\$ 38,000	\$ 96,000
LIR: Residential Visits	\$ 23,000	\$ 45,000
LIR: Deposits Delivered	\$ 408,000	\$ 1,020,000
ResearchPlus	\$ 1,000	\$ 1,000
Learning Advantage	\$ 92,000	\$ 154,000
Direct Benefits	\$ 134,935,000	\$ 290,982,000
Flood Impacts Adjustment	\$ 9,559,000	\$ 20,868,000
Total Benefits	\$ 144,494,000	\$ 311,850,000

Source: The Calgary Public Library, 2014; BERK, 2014.

Exhibit 2 – Return on Investment Calculation, 2013

	Low	Midpoint	High
Total Benefits	\$ 144,494,000	\$ 228,173,000	\$ 311,850,000
Total Expenses	\$ 54,384,000	\$ 54,384,000	\$ 54,384,000
Return on Investment (ROI)	2.66	4.20	5.73

Source: The Calgary Public Library, 2014; BERK, 2014.

Economic Impact Calculation

Economic impacts are the results of a change in the economy in a specified geographic area that cause changes in business revenue, profits, personal wages, and/or jobs. To estimate the economic impact of the Library, we add the *indirect* and *induced* economic activity that is stimulated by library spending to the direct benefits patrons receive from using library services as described and calculated in the section above. Indirect and induced impacts are ripple effects that occur through the Calgary economy before the dollars leak out into the broader economy.

We do not include the Library’s direct expenditures in our estimate of the economic impact of the Library. The Library’s direct spending in staff salaries, collections, materials, facilities, and other areas do not by themselves constitute a benefit to the community. Our focus is on the measurable benefits users gain from these investments (direct benefits) and the indirect and induced economic impacts of this spending.

We valued direct benefits in the Return on Investment section immediately preceding this discussion; however, we still need to value the indirect and induced benefits of spending. We do this using an Input-Output Model (I/O model), which measures the interdependence of industries and reflects

the flow of goods and services through the economy in a designated economy.

In determining what I/O model and economic multiplier to use, we consider the specificity of the multiplier to the jurisdiction for which economic impact is being measured and the year that the multiplier was developed relative to the year in which spending will be evaluated.

Based on these factors, we selected I/O Table 5: *Alberta Total Multipliers for Industries, Closed Model* from the Alberta I/O Model developed by the Treasury Board and Finance for the Province of Alberta (*Economic Multipliers Archive*). As multipliers are not developed for libraries specifically, we use the multiplier for “other municipal government services”, valued at 1.643. We subtract 1.0 from this amount to eliminate the Library’s direct spending, and see that the **indirect and induced spending generated by the Library’s expenditures total approximately \$35.0 million** as shown in Exhibit 3.

We then add this value to the direct benefits and divide by the Library’s operating expenditures to calculate the Library’s economic impact. This calculation shows that **every dollar invested in the Calgary Public Library during the study period generated an Economic Impact between \$3.30 and \$6.38, with a midpoint value of \$4.84**. These values are shown in Exhibit 4 and compared to findings for other libraries in Exhibit 5.

Exhibit 3 – Indirect and Induced Impacts of the Calgary Public Library’s Direct Spending, 2013

Economic Impact Multiplier*	Direct Spending	Indirect and Induced Impacts of Spending
0.643	\$ 54,384,000	\$ 34,969,000

* Alberta Total Multipliers for Industries, Closed Model, Province of Alberta Treasury Board + Finance. (0.643 = 1.643 minus 1.0 to eliminate the Calgary Public Library’s direct spending).
 Source: The Calgary Public Library, 2014; BERK, 2014.

Exhibit 4 – Economic Impact of the Calgary Public Library, 2013

	Low	Midpoint	High
Total Direct Benefits	\$ 144,494,000	\$ 228,173,000	\$ 311,850,000
Indirect and Induced Impacts of Spending	\$ 34,969,000	\$ 34,969,000	\$ 34,969,000
Total Expenses	\$ 54,384,000	\$ 54,384,000	\$ 54,384,000
Economic Impact	3.30	4.84	6.38

Source: The Calgary Public Library, 2014; BERK, 2014.

Comparing These Results to Other Studies

There are three main methodologies for developing an economic value of a library system:

1. Value of direct benefits divided by expenses: “ROI.”
2. Value of direct benefits plus indirect and induced economic impacts of direct spending divided by expenses: “Economic Impact.”
3. Value of direct benefits plus direct spending plus indirect and induced economic impacts of direct spending, all divided by expenses: “Exaggerated Economic Impact.”

directly communicate. By not including a publically funded institution’s direct spending in its economic impact methodology, BERK’s approach is more conservative – and, we believe, more accurate – than methodologies employed by others in the field which exaggerate an institution’s economic impact.

As shown below, the values calculated for the Calgary Public Library in this study are higher than comparable figures for many other library systems.

Exhibit 5 summarizes the methodologies employed in comparable studies valuing the benefits of several library systems across North America and the value they most

Exhibit 5 – Comparison of Various Return on Investment and Economic Impact Studies

Study	Library System(s)	ROI	Economic Impact	Enhanced Economic Impact
Calgary Public Library ROI Study	Calgary Public Library	4.20 CAD	4.84 CAD	5.84 CAD
Carnegie Library of Pittsburgh: Community Impact and Benefits Individual Library Carnegie Mellon University, 2006)	Carnegie Library in Pittsburgh	3.05 USD	N/A	N/A
Minnesota Public Libraries' Return on Investment (University of Minnesota Duluth, 2011)	Minnesota Public Libraries	N/A	4.62 USD	
Tax Payer Return on Investment in Pennsylvania Public Libraries (University of North Carolina, 2013)	Pennsylvania Public Libraries	3.14 USD	5.50 USD	
Providing for Knowledge, Growth, and Prosperity: A Benefit Study of the San Francisco Public Library (BERK, 2007)	San Francisco Public Library	3.34 USD	N/A	N/A
Santa Clara Return on Investment Study (BERK, 2013)	Santa Clara County Library District	5.17 USD	N/A	N/A
Placing an Economic Value on the Service of Public Libraries in Suffolk County, New York (Long Island Association, 2005)	Suffolk County New York Public Libraries	3.93 USD	N/A	N/A
Texas Public Libraries: Economic Benefits and Return on Investment (University of Texas at Austin, 2012)	Texas Public Libraries	3.03 USD*	4.42 USD	
So Much More: Toronto Public Library Economic Impact (Martin Prosperity Institute, 2013)	Toronto Public Library	3.83 CAD*	4.63 CAD	5.63 CAD
The Economic Contribution of Wisconsin Public Libraries to The Economy of Wisconsin (NorthStar Economics, 2008)	Wisconsin Public Libraries	N/A	4.06 USD	

Key:
Return on Investment
Economic Impact

 Market Value of Services Delivered divided by Total Expenses.
 Market Value of Services Delivered + Indirect and Induced Impacts of Spending only divided by Total Expenses.

Enhanced Economic Impact

Market Value of Services Delivered + Indirect and Induced Impacts of Spending + Direct Spending divided by Total Expenses.

\$X.XX

The topline result highlighted by each study.

Source: BERK, 2014.

Limitations of the Market Rate Valuation Methodology

The market-based valuation methodology employed in this study likely underestimates the full value of the Calgary Public Library's services. This conservative and defensible approach accounts for the market cost of securing equivalent books, media, programming, and other goods or services. It does not, however, extrapolate the full value the user, or, by extension, society at large may receive from the use of materials, as may be estimated in a Social Return on Investment analysis.

These examples illustrate the types of very real benefits that extend beyond the parameters of this study:

- The individual, familial, and social value of early and adult literacy.
- The individual and social value of employment, education, fiscal literacy, and legal help obtained at least in part through library resources.
- The positive community development impacts that the Calgary Public Library's 18 community libraries have on their surrounding neighbourhoods.
- The pleasure of reading a book during leisure time or enjoying a video along with friends or with one's family.

CONSIDERATIONS FOR THE FUTURE

This study describes and values the contributions the Calgary Public Library made to the communities it served during the 2013/14 timeframe. As the study period predates new leadership and current efforts to significantly rethink the Library's role and relationship to the community, these results should be seen as a baseline against which these changes can be assessed. The following considerations may guide efforts by the Library to compare its future roles and community value to those established in this study.

The Library's new Chief Executive Officer Bill Ptacek, new visual identity, and new Strategic Plan signal significant changes in how the Library operates. Such changes are particularly visible manifestations of the ongoing evolution that is typical of the library field and of the Calgary Public Library. As the ways in which people access and share information continue to change, and as societal needs and desires for information continue to flux, the Library's changes in its first 100 years may be eclipsed by the adaptations it pursues in the future. These changes may create challenges with comparing the Library's role and value in the future with the findings in this study. The four major roles current played by the Library as described in the section titled *The Library's Primary Contributions* may evolve. The value of specific direct services measured in the *Quantification of Benefits* section may no longer exist. Indeed, given the speed at which the needs and desires of the Calgary community are changing, it may be

troubling if the Library's roles and services in the future are the same as those summarized here. For these reasons, when the Library chooses to update this study at some point in the future, it will be important to reexamine the role of the institution with fresh eyes, pausing before simply updating usage statistics and "running the numbers."

Market-based prices used to value library services are a key input into this analysis. These figures will have to be refreshed for future studies, reflecting the current cost of acquiring a comparable good on the open market. In some cases, these figures may be higher, contributing to a higher value, and in other cases, the cost of obtaining the information or service may be less, driving a lower valuation.

Finally, it is important to caution against narrowly focusing on the quantifiable measures in evaluating the benefits the Library generates for the Calgary community. Taken with a qualitative understanding of the Library's role and contributions, these figures are helpful measures. As with any measure, however, they tell only part of the full story and create opportunities for distortion. Return on Investment and Economic Impact calculations may be maximized in ways that actually undercut the full value of the institution. Balancing measurable and immeasurable benefits will be key to the Calgary Public Library's continued service of its community.

APPENDIX A: VALUE OF INDIVIDUAL LIBRARY SERVICES

The following tables present the detailed building blocks for the calculations described in the previous section, showing total usage and market values for each

service summarized in **Exhibit 1**. Brief text describes the specific assumptions used when valuing each service.

Value of Circulation. The circulation of materials, including books, music, DVDs, and magazines, constitutes the greatest share of the community benefits generated by the Calgary Public Library. The use of these materials is valued by multiplying a market rate for each unit of use (in this case, each circulation) by the number of uses.

As there is not market good comparable to book lending, we used conservative values for purchasing these goods, as that would be a patron's alternative if he or she didn't use the Library. We applied both a low and a high market rate for each type of material, to create a range for the annual value of this service. We also employed a discount rate of 25% on the low market values to account for the difference between owning and borrowing an item. This difference includes

factors such as length of possession of the item, and the ability to write in the margins of an item that is owned. We did not employ a discount rate on the high market value, recognizing that there are some benefits to not owning an item such as avoiding the need to store, maintain, or move it.

We multiplied these market values by the number of circulations in 2013, giving us the total annual value for the circulation of each resource type. These values were summed to provide both a low and high annual value for the circulation of all resources.

These calculations are summarized in **Exhibit 6**.

Exhibit 6 – Summary of Estimated Annual Value of Quantifiable Benefits from the Calgary Public Library Circulation, 2013

Item Type	Circulation	Market Value (Low)	Discount Rate	Total Value (Low)	Market Value (High)	Discount Rate	Total Value (High)	
Adult Books								
Catalogued: fiction, non-fiction, graphic	2,983,557	\$ 14	25%	\$ 31,327,349	\$ 20	0%	\$ 59,671,140	
Paperbacks (uncatalogued)	377,305	\$ 4	25%	\$ 1,131,915	\$ 6	0%	\$ 2,263,830	
Large Print: fiction, non-fiction	80,051	\$ 12	25%	\$ 720,459	\$ 20	0%	\$ 1,601,020	
New & Notable: books	246,595	\$ 10	25%	\$ 1,849,463	\$ 15	0%	\$ 3,698,925	
World	201,578	\$ 8	25%	\$ 1,209,468	\$ 12	0%	\$ 2,418,936	
Book Club in a Bag	505	\$ 100	25%	\$ 37,875	\$ 200	0%	\$ 101,000	
Libraries in Residence	1,363	\$ 10	25%	\$ 10,223	\$ 20	0%	\$ 27,260	
Teen Books								
Catalogued: fiction, non-fiction, graphic	407,298	\$ 8	25%	\$ 2,443,788	\$ 12	0%	\$ 4,887,576	
Paperbacks (uncatalogued)	84,583	\$ 5	25%	\$ 317,186	\$ 10	0%	\$ 845,830	
Large Print	276	\$ 8	25%	\$ 1,656	\$ 15	0%	\$ 4,140	
Children's Books								
Catalogued: fiction, non-fiction, graphic	4,004,671	\$ 8	25%	\$ 24,028,026	\$ 12	0%	\$ 48,056,052	
Paperbacks (uncatalogued)	359,935	\$ 4	25%	\$ 1,079,805	\$ 6	0%	\$ 2,159,610	
Large Print	559	\$ 8	25%	\$ 3,354	\$ 15	0%	\$ 8,385	
World	39,642	\$ 8	25%	\$ 237,852	\$ 10	0%	\$ 396,420	
Adult Media								
Book CDs	210,133	\$ 10	25%	\$ 1,575,998	\$ 20	0%	\$ 4,202,660	
MP3 Audiobooks			25%	\$ -	\$ -	0%	\$ -	
Talking Books (discs - MP3 or Daisy)	4,824	\$ 14	25%	\$ 50,652	\$ 28	0%	\$ 135,072	
Talking Books (cassette tapes)	2,116	\$ 6	25%	\$ 9,522	\$ 12	0%	\$ 25,392	
DVD	2,690,140	\$ 5	25%	\$ 10,088,025	\$ 10	0%	\$ 26,901,400	
BLU-RAY		\$ 10	25%	\$ -	\$ 20	0%	\$ -	
New & Notable DVD	136,302	\$ 8	25%	\$ 817,812	\$ 16	0%	\$ 2,180,832	
New & Notable BLU-RAY	37,269	\$ 15	25%	\$ 419,276	\$ 30	0%	\$ 1,118,070	
Music CDs	679,181	\$ 10	25%	\$ 5,093,858	\$ 20	0%	\$ 13,583,620	
Teen Media								
Book CDs	6,816	\$ 10	25%	\$ 51,120	\$ 20	0%	\$ 136,320	
Children's Media								
Book CDs	41,067	\$ 6	25%	\$ 184,802	\$ 5	0%	\$ 205,335	
Read Alongs (disc and paperback)	92,304	\$ 6	25%	\$ 415,368	\$ 5	0%	\$ 461,520	
DVD	1,298,362	\$ 5	25%	\$ 4,868,858	\$ 10	0%	\$ 12,983,620	
BLU-RAY	82,037	\$ 10	25%	\$ 615,278	\$ 20	0%	\$ 1,640,740	
Music CDs	79,153	\$ 4	25%	\$ 237,459	\$ 5	0%	\$ 395,765	
Adult								
Magazines	454,675	\$ 5	25%	\$ 1,705,031	\$ 7	0%	\$ 3,182,725	
Teen								
Magazines	10,802	\$ 5	25%	\$ 40,508	\$ 7	0%	\$ 75,614	
Children's								
Magazines	17,557	\$ 5	25%	\$ 65,839	\$ 7	0%	\$ 122,899	
eResources								
eBooks and Audiobooks	886,499	\$ 8	25%	\$ 5,318,994	\$ 10	0%	\$ 8,864,990	
eMagazines	29,498	\$ 3	25%	\$ 66,371	\$ 5	0%	\$ 147,490	
Ephemera								
ACPASS	3,711	\$ 5	25%	\$ 13,916	\$ 10	0%	\$ 37,110	
GPS	139	\$ 10	25%	\$ 1,043	\$ 20	0%	\$ 2,780	
Talking Book Players	73	\$ 10	25%	\$ 548	\$ 20	0%	\$ 1,460	
Total (Before Rounding)				\$ 96,038,692				\$ 202,545,538
Total (Rounded to Thousands)				\$ 96,039,000				\$ 202,546,000

Source: The Calgary Public Library, 2014; BERK, 2014.

Value of Reference Services. The staff of the Calgary Public Library answer more than 90,000 reference questions a year. The market good most comparable to this is the hourly rate paid to consult with a professional such as a lawyer, analyst, or consultant, depending on the nature of the topic at hand.

We assumed that answering each question takes approximately 10 minutes, at an hourly rate of between \$60 and \$150 an hour. By multiplying each question by a low market rate of \$10 (10 minutes at \$60 an hour) and a high market rate of \$25 (10 minutes at \$150 an hour), we estimated a

range for the annual value of the Calgary Public Library’s reference services.

We also provided a value for the in-library use of materials, much the same way we valued circulation. Library materials that are used in-house are used for targeted purposes; often patrons are interested in content from only one or two of their pages. This means that if the patron were to purchase the material instead, he or she could turn around and sell them quickly, losing only \$10 or \$20 in depreciation. We have accounted for this by using very low market values, close to this depreciation, in valuing reference materials.

These calculations are shown in **Exhibit 7**.

Exhibit 7 – Summary of Estimated Annual Value of Quantifiable Benefits from the Calgary Public Library Reference Services, 2013

	Total Weekly Use	Total Annual Use (Extrapolated)	Market Value (Low)	Total Value (Low)	Market Value (High)	Total Value (High)
Reference Support		93,769	\$ 10	\$ 937,690	\$ 25	\$ 2,344,225
In-Library Use of Materials	50,901	264,852	\$ 10	\$ 2,648,520	\$ 20	\$ 5,297,040
Total (Before Rounding)				\$ 3,586,210		\$ 7,641,265
Total (Rounded to Thousands)				\$ 3,586,000		\$ 7,641,000

Source: The Calgary Public Library, 2014; BERK, 2014.

Value of Reference Databases. The Calgary Public Library owns several subscription licenses to a variety of databases, including academic resources, genealogy references, and online courses. The market rates for these databases range significantly, and valuing them is a challenge because they provide material that might otherwise be obtained via the Internet or other source.

As shown in **Exhibit 8**, we used conservative market rates, based on a variety of sources, including the prices of individual subscriptions and other comparable information sources to provide low and high market rates for each use of these databases.

Exhibit 8 – Summary of Estimated Annual Value of Quantifiable Benefits from the Calgary Public Library Databases, 2013

Types of Databases	Uses	Market Value (Low)	Total Value (Low)	Market Value (High)	Total Value (High)
Academic Resources	21,195	\$ 25	\$ 529,875	\$ 40	\$ 847,800
Career Development	4,985	\$ 25	\$ 124,625	\$ 40	\$ 199,400
Company/Business Information	17,186	\$ 250	\$ 4,296,500	\$ 500	\$ 8,593,000
Accessible eResources	760	\$ 10	\$ 7,600	\$ 15	\$ 11,400
Facts and Statistics	4,034	\$ 25	\$ 100,850	\$ 40	\$ 161,360
Foreign Language	9,088	\$ 10	\$ 90,880	\$ 30	\$ 272,640
Genealogy	3,865	\$ 25	\$ 96,625	\$ 40	\$ 154,600
Health Information	5,009	\$ 25	\$ 125,225	\$ 50	\$ 250,450
Indexes/Directories	76	\$ 5	\$ 380	\$ 10	\$ 760
K-12 Academic Resources	20,775	\$ 25	\$ 519,375	\$ 40	\$ 831,000
Manuals/Repair Information	2,166	\$ 25	\$ 54,150	\$ 40	\$ 86,640
Newspaper Archives	233,577	\$ 5	\$ 1,167,885	\$ 10	\$ 2,335,770
Online Courses	10,982	\$ 50	\$ 549,100	\$ 100	\$ 1,098,200
Other	11,315	\$ 10	\$ 113,150	\$ 20	\$ 226,300
Total (Before Rounding)			\$ 7,776,220		\$ 15,069,320
Total (Rounded to Thousands)			\$ 7,776,000		\$ 15,069,000

Source: The Calgary Public Library, 2014; BERK, 2014.

Value of Public Access Computers and Wi-Fi Access. The Calgary Public Library provides publically accessible computers and free Wi-Fi in its community libraries. The market rate for an hour of public computer use was based on several accepted reference points for the value of public access computing. The number of hours of usage was imputed based on the total minutes of use, which was recorded by the Library.

The estimated market value for Wi-Fi use was based on the market rate for obtaining Wi-Fi access in an internet café or via another retailer offering Wi-Fi with a minimum purchase. Access is often provided with the purchase of a coffee, so we used the price of a latte, about \$5.

Exhibit 9 summarizes the value of public access computers and Wi-Fi.

Exhibit 9 – Summary of Estimated Annual Value of Quantifiable benefits from the Calgary Public Library Public Computer and Wi-Fi Access, 2013

	Average Minutes	Total Minutes	Total Hours (Sessions for Wifi)	Market Value (Low)	Total Value (Low)	Market Value (High)	Total Value (High)
Computer Sessions	42	25,794,586	429910	\$ 5	\$ 2,149,549	\$ 10	\$ 4,299,098
Wifi Sessions	N/A	N/A	327,162	\$ 5	\$ 1,635,810	\$ 10	\$ 3,271,620
Total (Before Rounding)					\$ 3,785,359		\$ 7,570,718
Total (Rounded to Thousands)					\$ 3,785,000		\$ 7,571,000

Source: The Calgary Public Library, 2014; BERK, 2014.

Value of Programming. The Library is an important provider of programming for children and adults in Calgary. Many of these programs, offered for free by the Library, would be costly if provided through a fee-based source. We reviewed the prices for similar programs offered through preschools, community colleges, before- and after-school programs, nonprofits, City

departments, and others, to find conservative values for equivalent programming. Prices are based on content and audience, as both of those features impact the offering price for the program when offered through a fee-based source.

Exhibit 10 summarizes the community value generated by the Library's programming.

Exhibit 10 – Summary of Estimated Annual Value of Quantifiable Benefits from the Calgary Public Library Programming, 2013

Program Type	Attendance	Market Value (Low)	Total Value (Low)	Market Value (High)	Total Value (High)
General Programming					
Arts/Crafts/Writing	3,782	\$ 40	\$ 151,280	\$ 60	\$ 226,920
Book Club	2,080	\$ 5	\$ 10,400	\$ 10	\$ 20,800
Business/Financial/Civic/Legal Education	3,417	\$ 40	\$ 136,680	\$ 75	\$ 256,275
Career	6,283	\$ 40	\$ 251,320	\$ 75	\$ 471,225
Computer	7,963	\$ 40	\$ 318,520	\$ 50	\$ 398,150
Conversation/Support Group	8,464	\$ 40	\$ 338,560	\$ 75	\$ 634,800
Early Literacy and Learning	64,899	\$ 30	\$ 1,946,970	\$ 50	\$ 3,244,950
Entertainment	6,548	\$ 30	\$ 196,440	\$ 40	\$ 261,920
ESL	10,124	\$ 30	\$ 303,720	\$ 50	\$ 506,200
Film Screening	476	\$ 15	\$ 7,140	\$ 20	\$ 9,520
Gallery/Showcase/Symposium	1,037	\$ 30	\$ 31,110	\$ 75	\$ 77,775
Health and Wellness	4,763	\$ 40	\$ 190,520	\$ 50	\$ 238,150
K-12 Education	15,066	\$ 30	\$ 451,980	\$ 50	\$ 753,300
Lifelong Learning	11,350	\$ 30	\$ 340,500	\$ 50	\$ 567,500
Other	3,131	\$ 25	\$ 78,275	\$ 40	\$ 125,240
Presentation/Speaker/Discussion	8,412	\$ 50	\$ 420,600	\$ 75	\$ 630,900
Special Event/Celebration	6,399	\$ 25	\$ 159,975	\$ 50	\$ 319,950
Tasting	532	\$ 40	\$ 21,280	\$ 60	\$ 31,920
Teen Event	5,813	\$ 30	\$ 174,390	\$ 50	\$ 290,650
Special and Adaptive Programming					
Learning Advantage	3073	\$ 30.00	\$ 92,190.00	\$ 50.00	\$153,650.00
Career Coaching	225	\$ 50.00	\$ 11,250.00	\$ 100.00	\$ 1,125,000
Strategic Networking	40	\$ 25.00	\$ 1,000.00	\$ 50.00	\$ 50,000
Writer in Residence One-on-One Sessions	48	\$ 250.00	\$ 12,000.00	\$ 500.00	\$ 24,000.00
Research Plus	13.75*	\$ 50	\$ 688	\$ 100	\$ 1,375
Senior's Van Day	627	\$ 25	\$ 15,675	\$ 50	\$ 31,350
Home Bound Reader Service	191	\$ 200	\$ 38,200	\$ 500	\$ 95,500
Libraries in Residence: Residential Visits	45	\$ 500	\$ 22,500	\$ 1,000	\$ 45,000
Libraries in Residence: Deposits Delivered	204	\$ 2,000	\$ 408,000	\$ 5,000	\$ 1,020,000
Total (Before Rounding)			\$ 6,131,163	\$11,612,020	
Total (Rounded to Thousands)			\$ 6,131,000	\$11,612,000	

Source: The Calgary Public Library, 2014; BERK, 2014.

Note (*): Research Plus' value was measured through hours of research completed, rather than attendance, as attendance was not known.

Value of SunLife Arts and Culture Pass.
The Library’s SunLife Arts and Culture Pass, allows qualified, financially barriered patrons to “check-out” free passes to local cultural institutions including museums,

theatres, and festivals. The Library tracks the value of these passes and the redemption of each, so we were able to provide a highly accurate accounting for the value of this service as shown in **Exhibit 11**.

Exhibit 11 – Summary of Estimated Annual Value of Quantifiable Benefits from the Calgary Public Library SunLife Arts and Culture Passes, 2013

Partners	Donation Value	Donated	Redeemed	Percent Redeemed	Redeemed Value
Alberta Ballet	\$ 17,064	216	163	75%	\$ 12,798
Alberta Theatre Projects	\$ 13,640	304	280	92%	\$ 12,549
Calgary Folk Festival	\$ 1,980	20	20	100%	\$ 1,980
Calgary Highland Games	\$ 360	36	34	94%	\$ 338
Calgary International Film Festival	\$ 1,872	72	48	67%	\$ 1,254
Calgary Opera	\$ 5,940	108	108	100%	\$ 5,940
Calgary Philharmonic Orchestra	\$ 6,516	216	131	61%	\$ 3,975
Calgary Transit Passes, from Calgary Drop-in & Rehab and Calgary Highland Games	\$ 1,500	500	500	100%	\$ 1,500
Downstage	\$ 720	36	36	100%	\$ 720
EPCOR Centre for the Performing Arts	\$ 19,152	432	330	76%	\$ 14,556
Front Row Centre Players	\$ 8,100	324	306	94%	\$ 7,614
Glenbow Museum	\$ 4,608	864	852	99%	\$ 4,562
GlobalFest	\$ 7,200	480	460	96%	\$ 6,912
Instrumental Society of Calgary	\$ 12,600	252	168	67%	\$ 8,442
Kids Up Front Calgary	\$ 8,431	236	173	73%	\$ 6,155
Lunchbox Theatre	\$ 4,752	216	186	86%	\$ 4,087
Mount Royal Conservatory	\$ 14,220	468	294	63%	\$ 8,959
One Yellow Rabbit	\$ 900	36	32	89%	\$ 801
Rosebud Theatre	\$ 5,760	144	94	65%	\$ 3,744
Storybook Theatre	\$ 3,240	108	100	93%	\$ 3,013
Tania & Vish Entertainment, One World Concert	\$ 5,280	88	78	89%	\$ 4,699
Theatre Calgary	\$ 11,664	144	132	92%	\$ 10,731
Vertigo Theatre	\$ 2,910	208	170	82%	\$ 2,386
Vocal Latitudes	\$ 540	36	26	72%	\$ 389
WordFest	\$ 4,660	442	108	24%	\$ 1,118
Youth Singers	\$ 1,800	72	50	69%	\$ 1,242
Total (Before Rounding)					\$ 130,463
Total (Rounded to Thousands)					\$ 130,000

Source: The Calgary Public Library, 2014; BERK, 2014.

Value of Meeting Space Use. Publicly accessible meeting spaces are a limited commodity in most metropolitan areas, including Calgary. Access to free room rentals is valuable to residents who would otherwise have to pay the hourly market rate to rent a facility for their event. The

Calgary Public Library’s meeting spaces are comparable to those rented for a fee by other City institutions including Parks and Recreation, and several non-profits. We used these fee amounts to value community use of library meeting rooms, as shown in **Exhibit 12**.

Exhibit 12 – Summary of Estimated Annual Value of Quantifiable Benefits from the Calgary Public Library Meeting Space Use, 2013

Library	Room	Hours of External Use	Market Value (Low)	Total Value (Low)	Market Value (High)	Total Value (High)	
Central Library	John Dutton Theatre	412	\$ 500	\$ 205,875	\$ 1,000	\$ 411,750	
Central Library	Meeting Room 1	83	\$ 100	\$ 8,300	\$ 200	\$ 16,600	
Central Library	Meeting Room 2	2	\$ 50	\$ 100	\$ 100	\$ 200	
Crowfoot Library	Meeting Room 1	55	\$ 50	\$ 2,750	\$ 100	\$ 5,500	
Fish Creek Library	Meeting Room 1	9	\$ 50	\$ 425	\$ 100	\$ 850	
Memorial Park Library	Meeting Room 1	44	\$ 50	\$ 2,175	\$ 100	\$ 4,350	
Memorial Park Library	Meeting Room 2	38	\$ 50	\$ 1,900	\$ 100	\$ 3,800	
Nose Hill Library	Meeting Room 1	1048	\$ 50	\$ 52,375	\$ 100	\$ 104,750	
Total (Before Rounding)				\$	273,900	\$	547,800
Total (Rounded to Thousands)				\$	274,000	\$	548,000

Source: The Calgary Public Library, 2014; BERK, 2014.

Value of General Space Use. More than 5.7 million visitors walked through the doors of the Calgary Public Library facilities in 2013. The Library has survey data that indicates how many visitors used the Library as a place to read, study, or meet family and friends.

using comparable space—likely a coffee shop or café, where one might have to purchase a coffee or other refreshment to use the space. We discounted the low value to account for the fact that some patrons would likely use their own private space for if the Library didn’t provide it for free.

The value for the Library’s role as a “gathering space” was based on the cost of

Calculations showing the value of this role are shown in **Exhibit 13**.

Exhibit 13 – Summary of Estimated Annual Value of Quantifiable Benefits from the Calgary Public Library General Space Use, 2013

In-Person Visits	Annual Visits	% of Visits	Market Value (Low)	Discount Rate (Low)	Total Value (Low)	Market Value (High)	Discount Rate (High)	Total Value (High)	
To Read	5,724,008	40%	\$ 5.00	25%	\$ 8,586,012	\$ 10.00	0%	\$ 22,896,032	
To Study	5,724,008	22%	\$ 5.00	25%	\$ 4,722,307	\$ 10.00	0%	\$ 12,592,818	
To Meet Family and Friends	5,724,008	18%	\$ 5.00	25%	\$ 3,863,705	\$ 10.00	0%	\$ 10,303,214	
Total (Before Rounding)					\$	17,172,024		\$	45,792,064
Total (Rounded to Thousands)					\$	17,172,000		\$	45,792,000

Source: The Calgary Public Library, 2014; BERK, 2014.

Value of Library Staff Civic Involvement.

One important benefit that the Library provides to the Calgary community is the ability for staff members to participate on civic and community boards or committees during their work hours. The Library’s professional staff are often uniquely qualified to participate on these bodies, contributing a depth of professional

knowledge that might not be available without their employer’s support.

We have valued this donated time and expertise based on conservative estimates for access to comparable consulting expertise might cost. The resulting value is shown in **Exhibit 14**.

Exhibit 14 – Summary of Estimated Annual Value of Quantifiable Benefits from the Calgary Public Library Staff Civic Involvement, 2013

Committee	Rank	Hours	Market Value	Total Value
Aboriginal Awareness Week Family Day planning Committee	LA6	40	\$ 50	\$ 2,000
Alberta Justice & Solicitor General – Joint Action Forum: A Citizen-Centered Lens for Civil and Family Justice	Librarian	10	\$ 75	\$ 750
Alberta Legal Information Society	Librarian	120	\$ 75	\$ 9,000
Bowness Resource network	Librarian	20	\$ 75	\$ 1,500
Calgary Heritage Authority	Librarian	6	\$ 75	\$ 450
Calgary Local Immigration Partnership – Newcomers	Manager	30	\$ 100	\$ 3,000
Century Homes heritage committee	Librarian	71	\$ 75	\$ 5,325
Chinook Country Historical Society	Librarian	20	\$ 75	\$ 1,500
City Heritage Committee	Manager	60	\$ 100	\$ 6,000
City of Calgary – Calgary Poverty Reduction Initiative – Justice Constellation	Librarian	60	\$ 75	\$ 4,500
Early Childhood Development Service Providers Network for Bowness, Montgomery and Greenwood Village	Librarian	6	\$ 75	\$ 450
Ecmapping (Early Childhood Mapping Project)	Librarian	25	\$ 75	\$ 1,875
Grand Parents planning committee with Carol and Nichole Plante	LA6	25	\$ 50	\$ 1,250
Hate Crimes Committee	Manager	3	\$ 100	\$ 300
Heritage Roundtable	Librarian	6	\$ 75	\$ 450
Heritage Triangle	Librarian	13	\$ 75	\$ 975
Institute for Canadian Citizenship	Manager	14	\$ 100	\$ 1,400
Interagency Community Committee	Librarian	100	\$ 75	\$ 7,500
International Women’s Day	Manager	30	\$ 100	\$ 3,000
Making Treaty – Advisory Committee – Aboriginal People	Manager	38	\$ 100	\$ 3,800
Meetings with City about the Library initiatives and high level partnerships	CEO	31	\$ 250	\$ 7,750
National Seniors Day with Immigrant Services Calgary	LA6	5	\$ 50	\$ 250
Native Information Exchange	Manager	16	\$ 100	\$ 1,600
New Central Library Selection Committee (led by City)	CEO	8	\$ 250	\$ 2,000
New Central Library Steering Committee	CEO	3	\$ 250	\$ 750
One Stop Access Group – PWD	Manager	12	\$ 100	\$ 1,200
Seniors Secret Service: Secret Santa	LA6	20	\$ 50	\$ 1,000
Upstart Council of Champions	CEO	11	\$ 250	\$ 2,750
World Refugee Day Planning Committee	LA6	40	\$ 50	\$ 2,000
Total (Before Rounding)			\$	74,325
Total (Rounded to Thousands)			\$	74,000

Source: The Calgary Public Library, 2014; BERK, 2014.

APPENDIX B: SOURCES CITED

Centre for Family Literacy. <http://www.famlit.ca/resources/stats.shtml>.

Economic Multipliers Archive. Alberta Treasury Board and Finance.
<http://www.finance.alberta.ca/aboutalberta/archive-economic-multipliers.html>.

Economic Outlook 2011-2021. Calgary & Region, Volume 2. The City of Calgary:
<http://www.calgary.ca/CA/fs/Documents/Corporate-Economics/Calgary-and-Region-Socio-Economic-Outlook/Calgary-and-Region-Socio-Economic-Outlook-V2-Economic-Outlook-2011-2021.pdf?noredirect=1>.

imagineCALGARY. <http://www.imaginecalgary.ca/what-imaginecalgary/plan/target-113>.

Living a Creative Life. <http://livingcreative.ca/>.

OECD Survey of Adult Skills. <http://www.oecd.org/site/piaac/>.

Oldenburg, R. (1989). *The Great Good Place*. Da Capo Press.

SME Research and Statistics. Industry Canada.
http://www.ic.gc.ca/eic/site/061.nsf/eng/h_02800.html.