



## AGENDA

REGULAR MEETING OF THE COUNCIL OF THE TOWN OF TABER, TO BE HELD IN THE COUNCIL CHAMBERS, ADMINISTRATION BUILDING, ON MONDAY, MAY 14, 2018 AT 3:30 PM.

	<u>MOTION</u>
ITEM No. 1. CALL TO ORDER	
ITEM No. 2. ADOPTION OF THE AGENDA	X
ITEM No. 3. ADOPTION OF THE MINUTES	
ITEM No. 3.A. MINUTES OF REGULAR MEETING OF COUNCIL: APRIL 23, 2018	X
ITEM No. 3.B. MINUTES OF SPECIAL MEETING OF COUNCIL: APRIL 26, 2018	X
ITEM No. 4. BUSINESS ARISING FROM THE MINUTES	
ITEM No. 4.A. SUFFICIENCY OF FIRE HALL PETITION	X
ITEM No. 5. BYLAWS	
ITEM No. 5.A. BYLAW 8-2018 BORROWING BYLAW - LAND PURCHASE	X
ITEM No. 5.B. BYLAW 5-2018 LENDING BYLAW - TABER EXHIBITION ASSOCIATION	X
ITEM No. 5.C. BYLAW 14-2018 BUSINESS LICENSE BYLAW FIRST READING	X
ITEM No. 5.D. BYLAW 13-2018 CANNABIS LAND USE BYLAW AMENDMENTS FIRST READING	X
ITEM No. 6. ACTION ITEMS	
ITEM No. 6.A. PROPOSED ALBERTA URBAN MUNICIPALITY ASSOCIATION (AUMA) RESOLUTION: ALBERTA UTILITIES COMMISSION	X
ITEM No. 6.B. PERFORMING ARTS CENTRE COMMITTEE DIRECTION	X
ITEM No. 6.C. DONATIONS FOR KEN MCDONALD SPORTS FIELD SIGNAGE	X
ITEM No. 6.D. PARTNERS FOR THE SASKATCHEWAN RIVER BASIN (PFSRB)	X
ITEM No. 6.E. PALLISER AIRSHED SOCIETY	X
ITEM No. 6.F. DISPOSAL OF MUNICIPAL DOCUMENTS	X
ITEM No. 6.G. INFORMATION FOR COUNCIL	X
ITEM No. 6.H. STANDING ITEM - COUNCIL REQUESTS	X
ITEM No. 7. DELEGATIONS	
ITEM No. 8. MEDIA INQUIRIES	



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| <b>ITEM No. 9.</b>   | <b>CLOSED SESSION</b>   | <b>X</b> |
| <b>ITEM No. 9.A.</b> | <b>PROPOSAL</b><br>THAT COUNCIL TAKES THE MEETING IN CLOSED SESSION TO PREVENT DISCLOSURE OF INFORMATION RELATED TO ADVICE, PROPOSALS, RECOMMENDATIONS DEVELOPED BY A PUBLIC BODY IN ACCORDANCE WITH SECTION 24(1)(A) OF THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT.        |          |
| <b>ITEM No. 9.B.</b> | <b>HUMAN RESOURCES</b><br>THAT COUNCIL TAKES THE MEETING IN CLOSED SESSION TO PREVENT DISCLOSURE OF INFORMATION RELATED TO ADVICE, PROPOSALS, RECOMMENDATIONS DEVELOPED BY A PUBLIC BODY IN ACCORDANCE WITH SECTION 24(1)(A) OF THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT. |          |
| <b>ITEM No. 9.C.</b> | <b>POTENTIAL SERVICE AGREEMENT</b><br>COUNCIL TAKES THE MEETING INTO CLOSED SESSION TO PREVENT DISCLOSURE OF ADVICE FROM OFFICIALS, IN ACCORDANCE WITH SECTION 24(1) OF THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT.   |          |
| <b>ITEM No. 9.D.</b> | <b>PROPOSALS</b><br>THAT COUNCIL TAKES THE MEETING IN CLOSED SESSION TO PREVENT DISCLOSURE OF INFORMATION RELATED TO ADVICE, PROPOSALS, RECOMMENDATIONS DEVELOPED BY A PUBLIC BODY IN ACCORDANCE WITH SECTION 24(1)(A) OF THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT.       |          |
| <b>ITEM No. 9.E.</b> | <b>RESIDENCY REQUIREMENTS</b><br>COUNCIL TAKES THE MEETING IN CLOSED SESSION TO PREVENT DISCLOSURE OF ADVICE FROM OFFICIALS, IN ACCORDANCE WITH SECTION 24(1) OF THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT.  |          |
| <b>ITEM No. 9.F.</b> | <b>PROPOSED CHIEF ADMINISTRATIVE OFFICER (CAO) REVIEW</b><br>COUNCIL TAKES THE MEETING IN CLOSED SESSION TO PREVENT DISCLOSURE OF ADVICE FROM OFFICIALS, IN ACCORDANCE WITH SECTION 24(1) OF THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT.                                    |          |
| <b>ITEM No. 10.</b>  | <b>OPEN SESSION</b>   | <b>X</b> |
| <b>ITEM No. 11.</b>  | <b>CLOSE OF MEETING</b>   | <b>X</b> |



<b>Council Request for Decision</b>	
<b>Meeting Date: May 14, 2018</b>	
<b>Subject:</b> Minutes of Regular Meeting of Council: April 23, 2018	
<b>Recommendation:</b>	Council adopts the minutes of the Regular Meeting of Council held on April 23, 2018, as presented.
<b>Background:</b>	N/A
<b>Legislation / Authority:</b>	MGA, Section 208(1)(a)(c).
<b>Strategic Plan Alignment:</b>	N/A
<b>Financial Implication:</b>	N/A
<b>Service Level / Staff Resource Implication:</b>	N/A
<b>Justification:</b>	Approval of minutes is in accordance with the <i>Municipal Government Act</i> , Section 208.
<b>Alternative(s):</b>	Council adopts the minutes of the Regular Meeting of Council held on April 23, 2018, as amended.



<b>Attachment(s):</b>	Minutes
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Raeanne Keer
<b>Chief Administrative Officer (CAO) or Designate:</b>	



MINUTES OF THE REGULAR MEETING OF THE COUNCIL OF THE TOWN OF TABER, IN THE PROVINCE OF ALBERTA, HELD IN THE COUNCIL CHAMBERS, ADMINISTRATION BUILDING, ON MONDAY, APRIL 23, 2018, AT 3:30 PM.

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**Deputy Mayor**

Brewin, Jack

**Councillors**

Bekkering, Garth

Firth, Carly

Garner, Mark

Strojwas, Joe

Tams, Louie

**Absent**

Prokop, Andrew

**Chief Administrative Officer**

Armfelt, Cory

**Staff**

Brennan, Meghan

Duske, Dave

Holmen, Aline

Keer, Raeanne

Malcolm, Andrew

Munshaw, Steve

Orwa, John

**CALL TO ORDER**

Deputy Mayor Brewin called the meeting to Order at 3:30 PM.

## **ADOPTION OF THE AGENDA**

Deputy Mayor Brewin inquired if there were any additions or deletions to the Agenda, and advised there were none.

RES. 200/2018      MOVED by Councillor Firth that Council adopts the Agenda, as presented.

CARRIED UNANIMOUSLY

## **ADOPTION OF THE MINUTES**

### **A) Minutes of the Subdivision Authority: April 9, 2018**

RES. 201/2018      MOVED by Councillor Strojwas that Council adopts the minutes of the Subdivision Authority Meeting held on April 9, 2018, as presented.

CARRIED UNANIMOUSLY

### **B) Minutes of Regular Meeting of Council: April 9, 2018**

RES. 202/2018      MOVED by Councillor Tams that Council adopts the minutes of the Regular Meeting of Council held on April 9, 2018, as presented.

CARRIED UNANIMOUSLY

## **BUSINESS ARISING FROM THE MINUTES**

### **A) West Trail Extension Project Request**

A. Holmen, Director of Recreation, and A. Malcolm, Director of Planning and Economic Development, presented the minutes of the West Trail Extension Project Committee, held on April 10, 2018, and stated that the Committee identified two main priorities for 2018. The priorities included the installation of the pipeline to connect the Trout Pond to Taber Irrigation District by May 30<sup>th</sup>, 2018, and the addition of a paved pathway from the Trout Pond that connects with the Town.

## **BUSINESS ARISING FROM THE MINUTES – CONT'D**

### **A) West Trail Extension Project Request – CONT'D**

A. Holmen stated Administration is requesting to proceed with the development of a paved pathway, and identified the steps that are required to be completed prior to the start of construction.

Council discussed the timeline of the projects, the cost of the paved pathway, and the estimated completion time.

RES. 203/2018      MOVED by Councillor Strojwas that Council approves the request from the West Trail Extension Project Committee to proceed with the development of the paved pathway from the Trout Pond area to Town utilizing funds in the 2018 Capital Budget.

CARRIED UNANIMOUSLY

### **B) Charitable Donation Receipts**

J. Orwa, Director of Finance, stated that at the March 26, 2018 Regular Meeting, Council requested Administration to investigate the Town's ability to give tax receipts on behalf of an organization that is not registered as a society. J. Orwa presented the Canada Revenue Agency Gifts of Services Policy CPC-017 to Council.

Council discussed alternative methods to assist the Baseball-Softball Enhancement Committee with their aspirations of a fourth baseball diamond at Ken MacDonald Memorial Sports Complex.

RES. 204/2018      MOVED by Councillor Tams that Council accepts the CRA Policy on official donation receipts for information.

CARRIED UNANIMOUSLY

## **BUSINESS ARISING FROM THE MINUTES – CONT'D**

### **C) Decision on Delegation: St. Patrick's School Modernization Project Request**

C. Armfelt stated that this item is being brought back to Council in follow up from Council's April 9, 2018 Regular Meeting, regarding Council's participation in the request received from St. Patrick's School in relation to their modernization project.

Council discussed the modernization project and joint user agreements with the school divisions regarding playgrounds.

RES. 205/2018      MOVED by Councillor Tams that Council tables the decision on the participation in the St. Patrick's School Modernization Project to a further meeting until the Town has held a meeting with the Municipal District of Taber.

CARRIED UNANIMOUSLY

## **BYLAWS**

### **A) Proposed Property Tax Bylaw 9-2018**

J. Orwa presented the proposed Property Tax Bylaw 9-2018 to Council, and reviewed the proposed 2018 property tax rates.

Council discussed the proposed 2018 property tax rates.

RES. 206/2018      MOVED by Councillor Strojwas that Council gives First Reading to Bylaw 9-2018, being the Property Tax Bylaw for the Town of Taber, at this meeting.

CARRIED UNANIMOUSLY

**BYLAWS – CONT'D**

**A) Proposed Property Tax Bylaw 9-2018 – CONT'D**

RES. 207/2018      MOVED by Councillor Tams that Council gives Second Reading to Bylaw 9-2018, being the Property Tax Bylaw of the Town of Taber, at this meeting.

CARRIED UNANIMOUSLY

RES. 208/2018      MOVED by Councillor Garner that Council unanimously agrees to proceed with Third and Final Reading to Bylaw 9-2018, being the Property Tax Bylaw of the Town of Taber, at this meeting.

CARRIED

C. Armfelt noted that as unanimous consent was not obtained, consideration of Third Reading will have to be brought forward to a future meeting.

**B) Proposed 2018 Supplementary Assessment Bylaw 11-2018**

J. Orwa presented the proposed 2018 Supplementary Assessment Bylaw 11-2018 to Council.

RES. 209/2018      MOVED by Councillor Garner that Council gives First Reading to Bylaw 11-2018, being the 2018 Supplementary Assessment Bylaw, at this meeting.

CARRIED UNANIMOUSLY

RES. 210/2018      MOVED by Councillor Strojwas that Council gives Second Reading to Bylaw 11-2018, being the 2018 Supplementary Assessment Bylaw, at this meeting.

CARRIED UNANIMOUSLY

J. Orwa noted that as Council did not provide Third Reading to the proposed Property Tax Bylaw 9-2018, consideration of Third Reading of the proposed 2018 Supplementary Assessment Bylaw 11-2018 will have to be brought to a future meeting.

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## **BYLAWS – CONT'D**

### **C) Proposed Bylaw 12-2018 Supplementary Property Tax Bylaw**

J. Orwa presented the proposed Supplementary Property Tax Rate Bylaw 12-2018 to Council.

RES. 211/2018      MOVED by Councillor Garner that Council gives First Reading to Bylaw 12-2018, being the Supplementary Property Tax Rate Bylaw for the Town of Taber, at this meeting.

CARRIED UNANIMOUSLY

RES. 212/2018      MOVED by Councillor Garner that Council gives Second Reading to Bylaw 12-2018, being the Supplementary Property Tax Rate Bylaw for the Town of Taber, at this meeting.

CARRIED UNANIMOUSLY

J. Orwa noted that as Council did not provide Third Reading to the proposed Property Tax Bylaw 9-2018, consideration of Third Reading of the proposed Supplementary Property Tax Bylaw 12-2018 will have to be brought to a future meeting.

## **ACTION ITEMS**

### **A) Purchase of Electronic Tablets for the Recreation Board**

A. Holmen stated that a motion has come forward from the Recreation Board requesting electronic tablets be purchased for the volunteers on the Recreation Board, for no more than \$2,600.00 from the Council Discretionary Fund.

Council discussed the requested funds, inquired about remaining Town boards, and inquired how much was left in the Council Discretionary Fund.

## **ACTION ITEMS – CONT'D**

### **A) Purchase of Electronic Tablets for the Recreation Board – CONT'D**

RES. 213/2018      MOVED by Councillor Tams that Council approves the request from the Recreation Board, to purchase electronic tablets for the Board members at large for a maximum amount of \$2,600.00 from the Council Discretionary Fund.

CARRIED UNANIMOUSLY

### **B) Town of Taber Spring Flood 2018 - Disaster Recovery**

C. Armfelt stated that the 2018 Spring Flood in the Town of Taber was located south of Town in close proximity to the Water Treatment Plant, Walmart/commercial area, and south side residences. He stated that the Town took preventative measures and mitigated any major impacts to the Town from overland flooding. C. Armfelt also stated that significant time and resources were allocated towards these preventative measures and there was damage to land and property as a result.

Council discussed the Disaster Recovery Application for the 2018 Spring Flood Incident.

RES. 214/2018      MOVED by Councillor Garner that Council directs Administration to complete the Disaster Recovery Application for the 2018 Flood Incident.

CARRIED UNANIMOUSLY

### **C) Next Steps in Development of Recently Purchased Land at 7000 50 Street**

A. Malcolm presented how the recently purchased land at 7000 50 Street coincided with the North West Area Structure Plan and the next steps to develop the area.

Council discussed the opportunities provided by A. Malcolm.

**ACTION ITEMS – CONT'D**

**C) Next Steps in Development of Recently Purchased Land at  
7000 50 Street – CONT'D**

RES. 215/2018      MOVED by Councillor Bekkering that Council authorizes Administration to utilize the land purchase and development debenture funds to engage through a Request for Proposal process, a planning/engineering consultant to complete a concept plan for the recently acquired lands within SE 7-10-16-W4 in accordance with the North West Area Structure Plan.

CARRIED UNANIMOUSLY

**D) 2017 Audited Financial Statements**

J. Orwa presented the 2017 Audited Financial Statements to Council.

Mr. Orwa stated that the Audit Committee reviewed the statements with the auditors prior to them coming to Council.

Council discussed the 2017 Audited Financial Statements and the members of the Audit Committee.

RES. 2016/2018      MOVED by Councillor Tams that Council approves the Consolidated Financial Statements and the Financial Information Return for the year ended December 31, 2017; and,

Makes available the approved Consolidated Financial Statements for the year ended December 31, 2017 in booklet format to any ratepayer free of charge.

CARRIED UNANIMOUSLY



## **ACTION ITEMS – CONT'D**

### **E) Strategic Plan**

C. Armfelt presented the 2018 Town of Taber Strategic Plan to Council, and requested to receive feedback from Administration, and from the public prior to Council adopting the Strategic Plan.

Council discussed different ways to receive feedback from the citizen of the Town.

RES. 217/2018      MOVED by Councillor Firth that Council requests the Chief Administrative Officer to engage Administration on the contents to garner support and feedback to the plan's contents, and to engage external stakeholders through the Cornhusk Chronicles and electronic formats, such as social media, to determine their participation in furthering the strategic planning process.

CARRIED UNANIMOUSLY

### **F) Department Reports**

Council reviewed the Department Reports.

RES. 218/2018      MOVED by Councillor Bekkering that Council accepts the Department Reports for information.

CARRIED UNANIMOUSLY

### **G) Mayor and Councillor Reports (Verbal)**

The Deputy Mayor and Councillors provided their verbal reports.

RES. 219/2018      MOVED by Councillor Tams that Council accepts the Mayor and Councillor Reports for information.

CARRIED UNANIMOUSLY

## **ACTION ITEMS – CONT'D**

### **H) Standing Item - Council Requests**

Council discussed the street sweeping that has begun within the Town.

Council made no motion at this time.

RES. 220/2018      MOVED by Councillor Bekkering that Council takes a 5 minute break and reconvenes at 5:02 PM.

CARRIED UNANIMOUSLY AT 4:57 PM

RES. 221/2018      MOVED by Councillor Garner that Council reconvenes the Regular Meeting of Council.

CARRIED UNANIMOUSLY AT 5:02 PM

## **DELEGATIONS**

### **A) Delegation: Chinook Arch Regional Library Systems**

R. Hepher, CEO of the Chinook Arch Regional Library System, and H. Martin-Detka, Library Manager of the Taber Public Library presented to Council regarding the Town's membership in the Chinook Arch Regional Library System, the role of the System, and its connection to the Taber Public Library.

RES. 222/2018      MOVED by Councillor Firth that Council accepts the Chinook Arch Regional Library System Delegation presentation for information purposes.

CARRIED UNANIMOUSLY

### **B) Delegation: Friends of Taber Central School Community Association**

C. Brown, representative of the Friends of Taber Central School Community Association, presented the Association's updated financial information, from a number of fundraising events held since the Association's previous attendance at the November 27, 2017 Regular Meeting of Council.

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## **DELEGATIONS – CONT'D**

### **B) Delegation: Friends of Taber Central School Community Association – CONT'D**

RES. 223/2018      MOVED by Councillor Tams that Council accepts the presentation regarding the Friends of Taber Central School Community Association Playground Enhancement Project, for information purposes; and,

Council tables a decision on the extent to which they are willing to support this project until the determination of a final figure is supplied by the Friends of Taber Central School Community Association, and after the Town meets with the Municipal District of Taber.

CARRIED UNANIMOUSLY

## **MEDIA INQUIRIES**

None.

## **CLOSED SESSION**

RES. 224/2018      MOVED by Councillor Bekkering that Council moves into Closed Session to prevent disclosure of third party business information, in accordance with Section 16(1), and to prevent disclosure of advice from officials, in accordance with Section 24(1), of the Freedom of Information and Protection of Privacy Act.

CARRIED UNANIMOUSLY AT 5:25 PM

## **CLOSED SESSION – CONT'D**

### **A) Proposed Lease Agreement Renewal**

**Closed Session to prevent disclosure of criteria developed for the purpose of contractual negotiations on behalf of a public body, and considerations that relate to those negotiations, in accordance with Section 24(1) of the *Freedom of Information and Protection and Privacy Act*.**

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in Closed Session for Agenda Item 9.A) Proposed Lease Agreement Renewal: C. Armfelt, Chief Administrative Officer.

### **B) Safety Codes Services Proposed Contract and Fee**

**Closed Session to prevent disclosure of third party business information, in accordance with Section 16(1) of the *Freedom of Information and Protection of Privacy Act*.**

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in Closed Session for Agenda Item 9.B) Safety Codes Services Proposed Contract and Fee: C. Armfelt, Chief Administrative Officer, and A. Malcolm, Director of Planning and Economic Development.

### **C) Lagoons Irrigated Lands Proposal**

**Closed Session to prevent disclosure of Advice from Officials, in accordance with Section 24(1) of the *Freedom of Information and Protection and Privacy Act*.**

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in Closed Session for Agenda Item 9.C) Lagoons Irrigated Lands Proposal: C. Armfelt, Chief Administrative Officer.

## OPEN SESSION

RES. 225/2018      MOVED by Councillor Garner that Council reconvenes into Open Session.

CARRIED UNANIMOUSLY AT 6:05 PM

RES. 226/2018      MOVED by Councillor Tams that Council authorizes the lease renewal of the property located in the main lobby of the Large Ice Arena located within the Community Centre, 4720 50 Street to Rick Zalesak and Ben Finlayson, for a 5 year term to expire Mar 31, 2023; and,

Directs the Mayor and Chief Administrative Officer to sign the lease renewal documents.

CARRIED UNANIMOUSLY

RES. 227/2018      MOVED by Councillor Bekkering that Council authorizes the Mayor and Chief Administrative Officer to sign the contract dated May 1, 2018 between the Town of Taber and Superior Safety Codes Inc. for the provision of safety codes services in the Town of Taber as presented.

CARRIED UNANIMOUSLY

RES. 228/2018      MOVED by Councillor Strojwas that Council directs Administration to enter into an addendum agreement with 570254 Alberta Ltd. O/A T.F.S. Expanse on the Crop Production and Harvesting Licence agreement to allow T.F.S Expanse to purchase for installation Clemons Pressure Filters and Field Net for monitoring and control of the pivots via iPhone;

And, further to address in the addendum that no additional maintenance hours will be extended on the pivots than what is currently occurring within compensation to the Town by T.F.S. Expanse.

CARRIED UNANIMOUSLY

**CLOSE OF MEETING**

RES. 229/2018      MOVED by Councillor Firth that this Regular Meeting of Council is here by Closed.

CARRIED UNANIMOUSLY AT 6:10 PM

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MAYOR

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CHIEF ADMINISTRATIVE OFFICER



<b>Council Request for Decision</b>	
<b>Meeting Date: May 14, 2018</b>	
<b>Subject:</b> Minutes of Special Meeting of Council: April 26, 2018	
<b>Recommendation:</b>	Council adopts the minutes of the Special Meeting of Council held on April 26, 2018, as presented.
<b>Background:</b>	N/A
<b>Legislation / Authority:</b>	MGA, Section 208(1)(a)(c).
<b>Strategic Plan Alignment:</b>	N/A
<b>Financial Implication:</b>	N/A
<b>Service Level / Staff Resource Implication:</b>	N/A
<b>Justification:</b>	Approval of minutes is in accordance with the <i>Municipal Government Act</i> , Section 208.
<b>Alternative(s):</b>	Council adopts the minutes of the Special Meeting of Council held on April 26, 2018, as amended.



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<b>Attachment(s):</b>	Minutes
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Raeanne Keer
<b>Chief Administrative Officer (CAO) or Designate:</b>	



MINUTES OF THE SPECIAL MEETING OF THE COUNCIL OF THE TOWN OF TABER, IN THE PROVINCE OF ALBERTA, HELD IN THE COUNCIL CHAMBERS, ADMINISTRATION BUILDING, ON THURSDAY, APRIL 26, 2018, AT 10:00 AM.

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**Mayor**

Prokop, Andrew

**Councillors**

Bekkering, Garth

Brewin, Jack

Firth, Carly

Garner, Mark

Strojwas, Joe

Tams, Louie

**Chief Administrative Officer**

Armfelt, Cory

**Staff**

Keer, Raeanne

Orwa, John

**CALL TO ORDER**

Mayor Prokop called the Special Meeting to Order at 10:01 AM.

**ADOPTION OF THE AGENDA**

Mayor Prokop noted as this was a Special Meeting of Council there could be no additions or deletions to the Agenda.

RES. 230/2018      MOVED by Councillor Brewin that Council adopts the Agenda, as presented.

CARRIED UNANIMOUSLY

## **ADOPTION OF THE MINUTES**

None.

## **BUSINESS ARISING FROM THE MINUTES**

None.

## **BYLAWS**

### **A) Proposed Property Tax Bylaw 9-2018**

J. Orwa, Director of Finance, presented the proposed Property Tax Bylaw 9-2018, and reviewed the proposed 2018 tax rates. He stated that Council gave First and Second Reading to Bylaw 9-2018 at the Regular Meeting of Council held on April 23, 2018.

Council discussed the 2018 proposed tax rate, and the supporting documents J. Orwa provided.

RES. 231/2018      MOVED by Councillor Brewin that Council gives Third and Final Reading to Bylaw 9-2018, being the Property Tax Bylaw for the Town of Taber, at this meeting.

CARRIED UNANIMOUSLY

### **B) Proposed 2018 Supplementary Assessment Bylaw 11-2018**

J. Orwa presented the 2018 Supplementary Assessment Bylaw 11-2018 to Council. He stated that Council gave First and Second Reading to Bylaw 11-2018 at the Regular Meeting of Council held on April 23, 2018.

RES. 232/2018      MOVED by Councillor Tams that Council gives Third and Final reading to Bylaw 11-2018 being the 2018 Supplementary Assessment Bylaw, at this meeting.

CARRIED UNANIMOUSLY

## **BYLAWS – CONT'D**

### **C) Proposed Supplementary Property Tax Bylaw 12-2018**

J. Orwa presented the proposed Supplementary Property Tax Rate Bylaw 12-2018 to Council. He stated that Council gave First and Second Reading to Bylaw 12-2018 at the Regular Meeting of Council held on April 23, 2018.

RES. 233/2018      MOVED by Councillor Garner that Council gives Third and Final Reading to Bylaw 12-2018 being the Supplementary Property Tax Rate Bylaw for the Town of Taber, at this meeting.

CARRIED UNANIMOUSLY

### **ACTION ITEMS**

None.

### **DELEGATIONS**

None.

### **MEDIA INQUIRIES**

None.

### **CLOSED SESSION**

None.

### **OPEN SESSION**

None.

**CLOSE OF MEETING**

RES.234/2018      MOVED by Councillor Bekkering that this Special Meeting of Council is hereby Closed.

CARRIED UNANIMOUSLY AT 10:21 AM

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MAYOR

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CHIEF ADMINISTRATIVE OFFICER



<b>Council Request for Decision</b>	
<b>Meeting Date: May 14, 2018</b>	
<b>Subject:</b> Sufficiency of Fire Hall Petition	
<b>Recommendation:</b>	<p>Council discussion is requested.</p> <p>While the Petition is not binding on Council, Council may decide to take some action regardless of the sufficiency of the Petition.</p>
<b>Background:</b>	<p>At Council's April 9, 2018 meeting, Mr. Forrest Lester presented to Council the petition information that he had acquired regarding the Fire Hall project.</p> <p>Mr. Lester's Petition Summary was as follows:</p> <p><i>"A new Fire Hall will increase taxes with no added benefit to the citizens of Taber. The existing Fire Hall is adequate to protect the citizens of Taber from the threat of house fires."</i></p> <p>Mr. Lester's Action Petitioned for was as follows:</p> <p><i>"We, the undersigned, are concerned citizens who urge our town leaders to hold a plebiscite on building a new fire hall."</i></p> <p>At the April 9, 2018 meeting, Council directed the CAO to determine the sufficiency of the petition in accordance with section 225 of the MGA.</p> <p>A portion of the legal opinion received from MLT Aikins is provided below for Council's consideration.</p> <p>"1. Is the Petition Sufficient?</p> <p>No. The Petition does not satisfy the criteria established in Sections 220 to 226 of the Municipal Government Act and, as such, is not sufficient (Section 221 of the Municipal Government Act). I confirm that the Town Council has not passed a bylaw pursuant to Section 226.1 of the Municipal Government Act which modifies any of the statutory criteria for petitions. The primary deficiencies with the Petition are as follows:</p> <ol style="list-style-type: none"> <li>1. The Petition does not include the petitioners' telephone numbers or e-mail addresses (Section 224(2)(c.1)),</li> <li>2. The signatures on the Petition are not witnessed (Section 224(3)),</li> <li>3. The Petition does not have a Witness Affidavit attached (Section 224(3.1)),</li> <li>4. The Petition does not have a signed statement of a Petition representative attached (Section 224(4)), and</li> <li>5. The qualification of the individuals to sign the Petition is not described (ie.</li> </ol>

	<p>elector of the Town) (Section 225(3)(f)).</p> <p>In accordance with Section 225 of the Municipal Government Act, any name on a Petition which does not satisfy the statutory criteria for a sufficient Petition must be excluded. As no names on the Petition satisfy the statutory criteria, there are no valid petitioners to count for the purpose of Section 223 of the Municipal Government Act to confirm if at least 10% of the Town's population signed the Petition.</p> <p>I also note that the Petition does not include the personal information disclosure statement which Section 226.2(3) of the Municipal Government Act requires to be on each page of a petition.</p> <p>While Town Council passed Resolution 311/2017 on July 17, 2017 providing that: "Council sets aside \$1.5 million dollars for a new fire hall building, and \$900,000 for the Trail/Trout Pond projects from the William Ferguson Estate, with the fire hall to be dedicated and named after William Ferguson", I understand that this resolution was not required to be advertised pursuant to the Municipal Government Act and, as such, Section 231 of the Municipal Government Act, which sets out time limitations for a petition to be filed for a vote of the electors to determine whether the proposed bylaw or resolution should be passed, doesn't apply.</p> <p>The stated purpose of the Petition is to "urge our town leaders to hold a plebiscite on building a new fire hall". Pursuant to Section 232 of the Municipal Government Act, a petition requesting a new bylaw under Part 8 (Financial Administration) or requesting an amendment or repeal of a bylaw or resolution under Part 8 has no effect. The language of the Petition is somewhat ambiguous because it doesn't specifically reference Resolution 311/2017 but the effect of the Petition would be to call for an elector vote on the same topic which is, arguably, a Resolution that Council passed under Part 8 of the Municipal Government Act as it addresses the allocation of capital budget monies.</p> <p>a) What are the required next steps?</p> <p>Pursuant to Section 226 of the Municipal Government Act, within 45 days after the date on which the Petition was filed, the CAO must make a declaration to Town Council on whether the Petition was sufficient or insufficient. As the Petition is insufficient, Council is not required to take any notice of it (Section 226(3)). As discussed, while the Petition is not binding on Council, Council may decide to take some action regardless of the sufficiency of the Petition."</p> <p>Council should also note that undertaking a Plebiscite is not binding on a future Council decision.</p>
<p><b>Legislation / Authority:</b></p>	<p>MGA, Sections 219-226.</p>



<b>Strategic Plan Alignment:</b>	Family/Community: Build a community that is affordable and attractive.
<b>Financial Implication:</b>	If Council chooses to provide for the submission of a question to be voted on by the electors, the estimated cost is similar to the cost of an election, which is \$25,000.00.
<b>Service Level / Staff Resource Implication:</b>	This is dependent on Council's decision.  If Council chooses to provide for the submission of a question to be voted on by the electors, there could be a significant impact on staff resources, as this will have to be conducted in accordance with the <i>Local Authorities Election Act</i> .
<b>Justification:</b>	In the spirit of public participation, information is being provided to Council by a portion of its electors.
<b>Alternative(s):</b>	Council could choose to consider further options at a future meeting. Council could choose to amend resolution 311/2017 from July 17, 2017. Council could choose to provide for the submission of a question to be voted on by the electors, which is not binding.

<b>Attachment(s):</b>	None.
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Kerry Van Ham
<b>Chief Administrative Officer (CAO) or Designate:</b>	



<b>Council Request for Decision</b>	
<b>Meeting Date:</b> May 14, 2018	
<b>Subject:</b> Bylaw 8-2018 Borrowing Bylaw - Land Purchase	
<b>Recommendation:</b>	<ol style="list-style-type: none"> <li>1. Taber Council gives second reading to Bylaw 8-2018 being the Borrowing-Long Term Land Purchase and Development Bylaw of the Town of Taber.</li> <li>2. That Council gives third and final reading to Bylaw 8-2018 being the Borrowing-Long Term Land Purchase and Development Bylaw of the Town of Taber</li> </ol>
<b>Background:</b>	<p>At the March 12, 2018 Council meeting the following motion was passed: RES. 166/2018 MOVED by Councillor Brewin that Council gives first reading to Bylaw 8-2018 being the Borrowing-Long Term Land Purchase and Development Bylaw of the Town of Taber, at this meeting.</p> <p>As a requirement under the MGA we have posted the advertisement in the newspaper for two weeks. We have not received a petition against the long term borrowing Bylaw, therefore we are eligible to bring the bylaw back for 2<sup>nd</sup> and 3<sup>rd</sup> readings.</p>
<b>Legislation / Authority:</b>	MGA Section 258
<b>Strategic Plan Alignment:</b>	Strengthen our core infrastructure and services in a fiscally responsible manner.
<b>Financial Implication:</b>	The estimated annual payments for this loan would be \$233,000
<b>Service Level / Staff Resource Implication:</b>	Prepared using existing staff resources
<b>Justification:</b>	1 <sup>st</sup> reading was approved by Council at the March 12, 2018 meeting.





<b>Alternative(s):</b>	That Council directs administration for further information before approval.
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<b>Attachment(s):</b>	Bylaw 8-2018
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Donna Weiss
<b>Chief Administrative Officer (CAO) or Designate:</b>	

**TOWN OF TABER**  
**BY-LAW NO. 8-2018**

**This by-law authorizes the Council of the Town of Taber to incur indebtedness by the issuance of debenture(s) in the amount of \$2,000,000 for the purpose of purchasing and development of 60 acres of land with a civic address of 7000 50<sup>th</sup> Street.**

**WHEREAS:**

The Council of the Town of Taber has decided to issue a by-law pursuant to Section 258 of the *Municipal Government Act* to authorize the financing, undertaking and completion of purchasing land.

Plans and specifications have been prepared and the total cost of the purchase and development is estimated to be \$2,000,000 and the Town of Taber estimates the full debenture will be applied to the purchase and development of said land.

In order to complete the purchase it will be necessary for the Town of Taber to borrow the sum of \$2,000,000 for a period not to exceed 10 years, from the Alberta Capital Finance Authority or another authorized financial institution, by the issuance of debentures and on the terms and conditions referred to in this by-law.

The estimated lifetime of the purchase financed under this by-law is equal to 10 years.

The principal amount of the outstanding debt of the Town of Taber at December 31, 2016 is \$7.02M and no part of the principal or interest is in arrears.

All required approvals have been obtained and the purchase is in compliance with all *Acts* and *Regulations* of the Province of Alberta.

**NOW, THEREFORE, THE COUNCIL OF THE TOWN OF TABER DULY ASSEMBLED,  
ENACTS AS FOLLOWS:**

1. That for the purpose of purchasing and developing land in the sum of 2,000,000 DOLLARS (\$2,000,000) be borrowed from the Alberta Capital Finance Authority or another authorized financial institution by way of debenture on the credit and security of the Municipality at large, of which the full sum of 2,000,000 DOLLARS (\$2,000,000) is to be paid by the Town of Taber at large.
2. The proper officers of the Town of Taber are hereby authorized to issue debenture(s) on behalf of the Town of Taber for the amount and purpose as authorized by this by-law, namely the Purchase and development of land.
3. The Town of Taber shall repay the indebtedness according to the repayment structure in effect, namely semi-annual or annual equal payments of combined principal and interest instalments not to exceed Ten (10) years calculated at a rate not exceeding the interest rate fixed by the Alberta Capital Finance Authority or another authorized financial institution on the date of the borrowing, and not to exceed EIGHT (8) percent.
4. The Town of Taber shall levy and raise in each year municipal taxes sufficient to pay the indebtedness.
5. The indebtedness shall be contracted on the credit and security of the Town of Taber
6. The net amount borrowed under the by-law shall be applied only to the purchase and development of Land specified by this by-law.
7. This by-law comes into force on the date it is passed

READ a first time this 12<sup>th</sup> day of March, 2018.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

READ a third time and finally passed this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

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MAYOR

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CHIEF ADMINISTRATIVE OFFICER



<b>Council Request for Decision</b>	
<b>Meeting Date: May 14, 2018</b>	
<b>Subject:</b> Bylaw 5-2018 Lending Bylaw - Taber Exhibition Association	
<b>Recommendation:</b>	<ol style="list-style-type: none"> <li>1. That Council gives second reading to Bylaw 5-2018 being the Lending Bylaw-Taber Exhibition Association, of the Town of Taber.</li> <li>2. That Council gives third and final reading to Bylaw 5-2018 being the Lending Bylaw-Taber Exhibition Association, of the Town of Taber.</li> </ol>
<b>Background:</b>	<p>At the March 12, 2018 Council meeting the following motion was passed: Res.115/2018 MOVED by Councillor Strojwas that Council gives First Reading to Bylaw 5-2018 for the purpose of lending funds to the Taber Exhibition Association, at this meeting.</p> <p>As a requirement under the MGA we have posted the advertisement in the newspaper for two weeks. We have not received a petition against lending the Taber Exhibition Association the money, therefore we are eligible to bring the bylaw back for 2<sup>nd</sup> and 3<sup>rd</sup> readings.</p>
<b>Legislation / Authority:</b>	MGA Section 265
<b>Strategic Plan Alignment:</b>	Strengthen our core infrastructure and services in a fiscally responsible manner.
<b>Financial Implication:</b>	The Town of Taber will receive the current ACFA rate which will allow us to make a little interest income.
<b>Service Level / Staff Resource Implication:</b>	Prepared using existing staff resources
<b>Justification:</b>	The lending was approved by Council at the February 26, 2018 meeting and 1 <sup>st</sup> reading was approved by Council at the March 12, 2018 meeting.
<b>Alternative(s):</b>	That Council directs administration for further information before approval.



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<b>Attachment(s):</b>	Bylaw 5-2018 - Lending Bylaw Taber Exhibition Association
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Donna Weiss
<b>Chief Administrative Officer (CAO) or Designate:</b>	

TOWN OF TABER  
BYLAW NO. 5-2018

**BEING A BYLAW OF THE TOWN OF TABER, IN THE PROVINCE OF ALBERTA, FOR THE PURPOSE OF AUTHORIZING THE MUNICIPAL COUNCIL OF THE TOWN OF TABER TO LEND BY THE ISSUANCE OF RESERVE FUNDING FOR FINANCING THE TABER EXHIBITION ASSOCIATION AGIRPLEX BUILDING PROJECT UPGRADES.**

WHEREAS the Council of the Town of Taber deems it expedient to issue a Bylaw pursuant to Section 265 of the Municipal Government Act to authorize the lending of the Taber Exhibition Association AgriPlex Building Project Upgrades.

AND WHEREAS the plans, specifications and estimates for the project confirm the total cost of the said project is \$479,900.00;

AND WHEREAS in order to construct and complete the said project, it will be necessary for the Town of Taber to lend the sum of \$350,000.00 on the terms and conditions referred to in this By-Law;

AND WHEREAS the Town of Taber will collect the indebtedness over a period of twenty (20) years in semiannual installments, with interest not exceeding eight percent (8%), or the interest rate fixed from time to time by the Alberta Capital Finance Authority, payable semiannually;

AND WHEREAS the estimated lifetime of the project is twenty (20) years;

AND WHEREAS all required approvals for the project have been obtained and the project is in compliance with all acts and regulations of the Province of Alberta;

NOW THEREFORE, THE COUNCIL OF THE TOWN OF TABER DULY ASSEMBLED ENACTS AS FOLLOWS:

1. That for the purpose of the Taber Exhibition Association AgriPlex Building Project Upgrades the sum of Three Hundred and Fifty Thousand Dollars (\$350,000.00) be lent to the Taber Exhibition Association, of which the sum of \$350,000.00 is to be collected by semiannual payments charged against the Taber Exhibition Association.
2. The loan to be issued under this Bylaw shall not exceed the sum of Three Hundred and Fifty Thousand Dollars (\$350,000.00), and may be in any denomination not exceeding the amount authorized by this Bylaw and shall be dated having regard to the date of the borrowing.
3. The loan shall bear interest during the currency of the debenture, at a rate not exceeding eight percent (8%), or the interest rate fixed from time to time by the Alberta Capital Finance Authority, per annum, payable semiannually.
4. The loan shall be issued in such manner that the principle and interest will be combined and be made payable in, as nearly as possible, equal semiannual installments over a period of twenty (20) years.

TOWN OF TABER  
BYLAW NO. 5-2018

5. The loan shall be payable in lawful money of Canada at the Canadian Imperial Bank of Commerce in the Town of Taber or at such other bank or financial institution as the Council may authorize as its banking agency during the currency of the loan.
6. The President and the Treasurer of the Taber Exhibition Association shall authorize and make payments to the Town of Taber on such date and in such amounts as specified in the repayment schedule forming part of the loan.
7. The loan shall be signed by the President and the Treasurer of the Taber Exhibition Association.
8. In the event the Taber Exhibition Association is unable to meet the payment, there shall be levied and raised in each year of the currency of the loan rate or rates on the assessed value of all lands and improvements shown on the assessment roll, sufficient to provide an annual tax adequate to pay the principal and interest falling due in such year on the debentures issued by the Town for such indebtedness. The said rates and taxes are collectible at the same time and in the same manner as other rates and taxes.
9. The said indebtedness is contracted on the credit and security of the Town of Taber at large.
10. The net amount realized by the issue of the loan under this Bylaw shall be applied only for the purpose for which the indebtedness was created.
11. If any section of this Bylaw is found to be invalid by a court of law, it will be severed from the Bylaw and the remainder of the Bylaw shall remain in effect.
12. This Bylaw shall take effect on the day of the final passing and the signatures of the chief elected official and duly authorized designated officer thereof.

TOWN OF TABER  
BYLAW NO. 5-2018

READ a first time this 12<sup>th</sup> day of March, 2018.

READ a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

READ a third time and finally passed this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

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MAYOR

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CHIEF ADMINISTRATIVE OFFICER





## Council Request for Decision

**Meeting Date:** May 14, 2018

**Subject:** Bylaw 14-2018 Business License Bylaw First Reading

**Recommendation:**

That Council gives 1st Reading of Bylaw 14-2018, at this meeting.

**Background:**

In April 2017, Council directed administration and the Taber Police Service to review current bylaws, polices, and procedures, as well as review the funding for required resources for the passing of marijuana legislation in 2018.

In relation to the Business License Bylaw the following has occurred:

- On January 22, 2018, Town Council provided further direction that their desired direction was to increase local regulations on the business license process by including a unique/separate business license for cannabis related businesses, require police checks, and any other necessary regulations administration believed were warranted. Additionally, direction was given to moderately increase business license fees associated with cannabis businesses.
- On March 12, 2018, Town Council directed administration to limit the hours of operation for cannabis retail sales to 10am-10pm and that the preferred fees were to be: \$500/yr for cannabis retail sales, \$1000/yr for cannabis lounges, and \$2500/yr for cannabis production and distribution.

In preparing the cannabis related changes to the Business License Bylaw administration took the opportunity to review the bylaw in its entirety and after compiling a list of insufficiencies further changes were made.

The Cannabis specific changes follow the direction provided by council to date and include:

- Cannabis Related Use Definitions (Part 1);
- Specific regulations around Cannabis Related Uses (Part 6);
- Separate Application for Cannabis Related Uses (Schedule B);
- Revised Fee Schedule (Schedule C).

The other changes made to this bylaw include:

	<ul style="list-style-type: none"> <li>• Additional definitions for uses such as garage sales, general contractor, and photographer (Part 1).</li> <li>• Clearly identifying the role(s) of license inspector and bylaw enforcement officer (Part 2);</li> <li>• Better linking land use regulations with business license regulations (Part 4); and</li> <li>• Overall formatting.</li> </ul> <p>All cannabis related changes are in alignment with best practices established by the Federation of Canadian Municipalities (FCM) and the Alberta Urban Municipalities Association (AUMA).</p> <p>The Taber Police Service does have concerns regarding the overall financial impacts of cannabis legalization on the police force and proposes that higher fees that suggested by Council would help recoup some of those costs – see attached letter.</p> <p>Although a public hearing is not required (although possible) for a Business License Bylaw, it is strongly suggested that 2<sup>nd</sup>/3<sup>rd</sup> reading are held until after the public hearing of the Cannabis Related Land Use Bylaw Amendment's as some of the concerns potentially raised at the public hearing by Council or Public may be better addressed through the Business License Bylaw rather than the Land Use Bylaw.</p>
<b>Legislation / Authority:</b>	MGA Part 1 – Purposes, Powers, and Capacity of Municipalities MGA Part 2 - Bylaws
<b>Strategic Plan Alignment:</b>	Economic Goal: Create conditions for business success and economic development. Family/Community Goal: Maintain a safe community that is healthy, innovative, and environmentally aware.
<b>Financial Implication:</b>	The legalization of cannabis will likely have significant financial implications on the municipality. However, it is unlikely that the financial implications can be reasonably recouped through business license fees.
<b>Service Level / Staff Resource Implication:</b>	The staff resource implication is the time required by staff to write proposed bylaw and prepare the documents for Council.
<b>Justification:</b>	The legalization of cannabis will impact municipalities. The changes to the business license bylaw will put in place the necessary regulations to best protect the interests of the community.



<b>Alternative(s):</b>	<p>Alternative 1: That Council gives 1st Reading of Bylaw 14-2018, at this meeting AND That Council holds a Public Hearing on May 28, 2018.</p> <p>Alternative 2: That Council does not give 1st reading of Bylaw 14-2018 with reasons.</p> <p>Alternative 3: That Council gives 1<sup>st</sup> Reading of Bylaw 14-2018, at this meeting.</p> <p>That Council gives 2nd Reading of Bylaw 14-2018, at this meeting.</p> <p>That Council unanimously agrees to proceed to 3<sup>rd</sup> and Final Reading to Bylaw 14-2018, at this meeting.</p> <p>That Council gives 3rd and Final Reading to Bylaw 14-2018, at this meeting.</p>
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<b>Attachment(s):</b>	Town of Taber Business License Bylaw Letter from Chief of Police
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Andrew Malcolm
<b>Chief Administrative Officer (CAO) or Designate:</b>	

## TOWN OF TABER

### BYLAW 14-2018

#### BEING A BYLAW OF THE TOWN OF TABER IN THE PROVINCE OF ALBERTA TO ESTABLISH THE LICENSING AND REGULATING OF BUSINESS AND INDUSTRY.

**WHEREAS** Section 7 of the *Municipal Government Act*, R.S.A. 2000 Chapter M-26, as amended, authorizes a council to pass bylaws for municipal purposes respecting businesses, business activities and persons engaged in business;

**AND WHEREAS** Section 8 of the *Municipal Government Act*, R.S.A. 2000 Chapter M-26, as amended, permits a council to provide for a system of licenses, permits or approvals;

**NOW THEREFORE**, The Town of Taber Council, duly assembled, hereby enacts as follows:

#### Part 1: DEFINITIONS

1.01 This Bylaw may be referred to as the “Business License Bylaw”.

1.02 In this Bylaw unless the context otherwise requires:

- a. “**Act**” means the Municipal Government Act, being Chapter M-26, RSA 2000, and amendments thereto;
- b. “**Adult Person**” means any living person over the age of eighteen (18) years of age.
- c. “**Applicant**” means a person who applies for a licence or renewal of a licence required by this Bylaw and shall also mean a person who is appealing the refusal, revocation, or suspension of a licence.
- d. “**Business**” means:
  - i. a commercial, merchandising or industrial activity or undertaking;
  - ii. a profession, trade, occupation, calling or employment, or
  - iii. an activity providing goods and/or services,
- e. “**Bylaw**” means the Town of Taber Business Licence Bylaw, as may be amended from time to time.
- f. “**Bylaw Enforcement Officer**” means any individual employed by the Town as a Police Officer or Bylaw Enforcement Officer empowered to enforce this Bylaw.
- g. “**Cannabis**” means a cannabis plant and anything referred to in subsection a. but does not include anything in subsection b.;
  - a. Cannabis includes:
    - i. Any part of a cannabis plant, including the photocannabinoids produced by, or found in, such a plant, regardless of whether that part has been processed or not, other than a part of the plant referred to in subsection b.
    - ii. Any substance or mixture of substances that contains or has on it any part of such a plant;

- iii. Any substance that is identical to any phytocannabinoid produced by or found in, such a plant, regardless of how the substance was obtained.
  - b. Notwithstanding subsection a., cannabis does not include:
    - i. a non-viable seed of a cannabis plant;
    - ii. a mature stalk, without any leaf, flower, seed or branch, of such plant;
    - iii. fibre derived from a stalk referred in subsection b.ii. and;
    - iv. the root or any part of the root of such a plant.
- h. **“Cannabis Lounges”** means development where the primary purpose of the facility is the sale of cannabis to the public for consumption within the premises that is authorized by provincial or federal legislation.
- i. **“Cannabis Production and Distribution”** Means development used principally for one or more of the following activities as it relates to cannabis;
  - a. the production, cultivation, and growth of cannabis,
  - b. the processing of raw materials;
  - c. the making, testing, manufacturing, assembling or in any way altering the chemical or physical properties of semi-finished or finished goods or products;
  - d. the storage or transshipping of materials, goods, and products; or
  - e. the distribution and sale of materials, goods, and products to cannabis retail sales stores or to individual customers.
- j. **“Cannabis Retail Sales”** means development used for the retail of cannabis that is authorized by provincial or federal legislation. Thus use does not include cannabis production and distribution.
- k. **“CAO”** means the Chief Administrative Officer of the Town of Taber and anyone acting or authorized by the CAO to act on his behalf.
- l. **“Carnival”** or **“Circus”** means a traveling company of performers that may include acrobats, clowns, trained animals, hula hoopers and other novelty acts and describes the performance that these performers give. A circus may include circus rides, menageries, hippodrome, waxworks, exhibitions, freak shows, sideshows, midways, and other duly authorized persons working in association with a circus operation.
- m. **“Charitable Organization”** means any religious, charitable, scientific, literary or educational organization which is a registered Canadian charitable organization pursuant to the Income Tax Act of Canada.
- n. **“Chief of Police”** means the Chief of Police of the Taber Police Service, and includes any person designated by the Chief of Police to perform his duties or exercise his powers pursuant to this Bylaw.
- o. **“Council”** means the Municipal Council of the Town of Taber, in the Province of Alberta.
- p. **“Electronic Means”** means a computer with the capability to electronically transmit the information recorded pursuant to Section VIII via the internet.

- q. **“Estate Sale”** means a sale of goods belonging to the estate of a deceased person conducted by a person legally authorized to dispose of the goods.
- r. **“Fireworks”** means those items permitted under the Alberta Fire Code for sale and disposal in the Province of Alberta.
- s. **“Fireworks Merchant”** means any person or corporation who sells or offers for sale to the public any items defined as fireworks.
- t. **“Food Truck”** means a cart, trailer, or vehicle-mounted food service establishment, which is designed to set up on a temporary basis and be readily moveable, from which prepared food and/or beverages are offered for sale to the public. This shall not include catering services delivering food, huckster, hawker, pedlar, mobile vendor, or temporary fruit/vegetable stands.
- u. **“Garage Sale”** means displaying and offering for sale of five (5) or more items of goods, wares or merchandise (other than boats, motor vehicles or recreational vehicles of any kind) on private property.
- v. **“General Contractor”** means any person who, for compensation undertakes to do, provide or carry on any of the trades or occupations (acoustical installation, asphalt installation, bricklaying, building movers, carpentry, ceramic tile installation, chimney repairs, concrete, crane/ hoist lifting, damp-proofing, decorating, demolition, door/window installation, drywalling, eavestroughing, excavation, flooring installation, foundation coating, framing, glass working, insulation installation, lathing installation, masonry, painting, paving, precast concrete installation, reinforcing steel installation, roofing, sandblasting, scaffold installation, siding installation, sewer/water installation, stuccoing and/or plastering, structural steel installation) but does not include the employees of any licensed contractor.
- w. **“Hawker or Pedlar”** means any person who, whether as principal or agent:
  - i. goes from house to house selling or offering for sale any merchandise or service, or both, to any person; and who is not a wholesaler or retailer in such merchandise or service, and not having a permanent place of business in the municipality; or
  - ii. offers or exposes for sale to any person by means of proof samples, paper cuts or blueprints, merchandise or service or both to be afterwards delivered in and shipped into the Municipality;
  - iii. sells merchandise or services, or both, on the street or roads or elsewhere than at the building that is his permanent place of business (but does not include any person selling meat, fruit or other farm produce that has been produced, raised or grown by himself, or fish of his own catching).
- x. **“Home Occupation – Class 1”** means a use:
  - i. That comprises business that is incidental and subordinate to the principal residential use of the dwelling unit in which it is located;
  - ii. That due to its scale and intensity, no impacts of the business are observed or felt outside of the dwelling unit;
  - iii. That has a maximum of one (1) visit per day;

- iv. That does not require any person other than the resident of the dwelling unit, to work at the residence where the use is located; and
  - v. That does not require a private garage or other accessory buildings of the dwelling unit to be used in the operation of the use;
  - vi. That does not exceed a maximum of two per dwelling unit; and
  - vii. That does not cause electronic interference, dust, noise, odour, smoke, or anything of offensive or objectionable nature, which is detectable to normal sensory perception, outside of the building containing the use.
  - viii. This use does not include cannabis retail sales or cannabis production and distribution.
- y. **“Home Occupation – Class 2”** means a use:
- i. That comprises business that is incidental and subordinate to the principal residential use of the dwelling unit in which it is located;
  - ii. That due to its scale and intensity, no impacts of the business are observed or felt outside of the dwelling unit;
  - iii. That does not require any person other than the resident of the dwelling unit, to work at the residence where the use is located;
  - iv. A use that may have one person, other than the resident of the Dwelling Unit, working at the residence where the use is located; and
  - v. A use that may require a private garage or other accessory building of the dwelling unit to be used in the operation of the Home Occupation;
  - vi. That does not exceed a maximum of one per dwelling unit; and
  - vii. That does not create electronic interference, dust, noise, odour, smoke or anything of an offensive or objectionable nature, which is detectable to normal sensory perception, outside the building containing the use.
  - viii. This use does not include cannabis retail sales or cannabis production and distribution.
- z. **“Huckster”** means any person who sells or offers for sale:
- i. meats, fruit, or other farm produce that has been produced or grown by himself; or
  - ii. fish of his own catching.
- aa. **“Licence Inspector”** means the municipal official(s) appointed by the Town’s CAO to administer and enforce the requirements of this Bylaw.
- bb. **“Licence”** means a license issued by the Licence Inspector pursuant to this Bylaw.
- cc. **“Licensee”** means a person or corporation holding a valid licence issued pursuant to this Bylaw.
- dd. **“Licence Year”** means a calendar year period commencing on January 1<sup>st</sup> and ending on December 31<sup>st</sup>.
- ee. **“Municipal Tag”** means a ticket alleging an offence issued pursuant to the authority of a bylaw of the Town;
- ff. **“Non-Resident Business”** means a business that is not permanently located in the Town of Taber, as determined by the Licence Inspector, during that licence year.

- gg. **“Pawnbroker”** means any person who lawfully carries on the business of receiving or taking by way of pawn or pledge, any personal property or goods for the repayment of money loaned thereon.
- hh. **“Person”** means a corporation, firm, partnership and an adult person, their heirs, executors and administrators or other respective legal representatives of a person.
- ii. **“Photographer”** means a person who carries on the business of taking photographs or videotapes or developing or finishing photographic films of any kind, and includes a person who sells goods, wares or merchandise incidental to the business of a photographer.
- jj. **“Premises”** means the store, office, warehouse, factory, building enclosure, yard or other place occupied or capable of being occupied for any purpose.
- kk. **“Record Book”** means a record in a form prescribed by the Licence Inspector.
- ll. **“Resident Business”** means that the business maintains a permanent place of business in the Town of Taber, as determined by the Licence Inspector.
- mm. **“Second-hand Dealer”** means any person who carries on a business which includes purchasing, selling, exchanging, advertising for sale, or in any way dealing in goods of any kind or nature, which have been used, re-conditioned, or remade, including antiques, or purchased by a person to be used, all commonly known as second-hand goods, but does not include:
  - i. a person who deals exclusively in second-hand books or cards;
  - ii. an auctioneer when disposing of goods by public auction; or
  - iii. used motor vehicle dealers.
- nn. **“Security Firm”** means a for-profit enterprise that provides security services and expertise to private and public clients. A security firm is primarily engaged in providing watchman, guard and patrol services, such as parking security and security guard services. Examples of services provided by these companies include the prevention of unauthorized activity or entry, access control, and fire and theft prevention and detection. These services can be broadly described as the protection of personnel and/or assets. It does not include the “Chief of Police” as herein defined.
- oo. **“Special Event”** means events sponsored by the Taber and District Chamber of Commerce, including CornFest, Trade Fairs, Victoria Day celebrations, Midnight Madness, and Canada Day celebrations. Other similar special occasions may be included in this category at the discretion of the CAO including those not sponsored by the Taber and District Chamber of Commerce.
- pp. **“Sub-contractor”** means any person who undertakes to sub-contract from a general contractor or owner & pays their own benefits.
- qq. **“Taxi”** means any motor vehicle which is employed in the conveyance of passengers excepting ambulances, hearses, drive-yourself vehicles, and motor vehicles having a legal seating capacity for seven or more adult persons including the driver and which are rented solely by the hour or chartered solely by the trip.
- rr. **“Tobacco Dealer”** means every person who, as a retailer, keeps for sale, sells, exposes or offers for sale cigars, cigarettes or cigarette tobacco, smoking or chewing tobacco, snuff or any tobacco products, including an operator of a vending machine.



- ss. “**Town**” means the Town of Taber, in the Province of Alberta or the area contained within the corporate boundaries of the Town as the context requires.
- tt. “**Violation Ticket**” means a violation ticket as defined in the Provincial Offences Procedures Act, RSA 2000 C 34 as amended and any Regulations thereto.

## **PART 2: APPOINTMENT AUTHORITY AND DUTIES**

2.01 The Chief Administrative Officer (CAO) may appoint Licence Inspector(s) and/or Bylaw Enforcement Officer(s) to carry out the provisions of this Bylaw.

2.02 The responsibilities of the Licence Inspector are:

- a. To receive and process all applications for a business licence.
- b. To consider and approve or refuse an application for a licence.
- c. To record such necessary information and details with respect to licences as may be required by the CAO or as contained on the application form attached as Schedules A and B of this Bylaw.
- d. To periodically visit and inspect all premises licensed by the Town of Taber for the purpose of ascertaining whether the persons governing such licence or premises comply with the provisions of this or any other applicable bylaw.
- e. To refuse to grant, revoke, or suspend any licence required under this Bylaw if in the opinion of the Licence Inspector there are just and reasonable grounds for the refusal of the application or the revocation or suspension of such licence, subject to the right of the applicant to appeal the refusal, revocation or suspension to Council.
- f. To issue a licence, with or without conditions, upon compliance with the terms of this Bylaw and all other applicable bylaws, Provincial Statutes and Federal Acts, and payment of the appropriate fee.
- g. To endorse on the licence issued the particulars of any conditions that the Licence Inspector determines are necessary.

2.03 The responsibilities of the Bylaw Enforcement Officer are:

- a. To periodically visit and inspect all premises licensed by the Town of Taber for the purpose of ascertaining whether the persons governing such licence or premises comply with the provisions of this or any other applicable bylaw.
- b. To refuse to grant, revoke, or suspend any licence required under this Bylaw if in the opinion of the Bylaw Enforcement Officer there are just and reasonable grounds for the refusal of the application or the revocation or suspension of such licence, subject to the right of the applicant to appeal the refusal, revocation or suspension to Council.
- c. To diligently prosecute violators and infractions of this Bylaw.

2.04 The Licence Inspector, Bylaw Enforcement Officer, or other duly authorized persons may enter all buildings and premises at all reasonable times for the purpose of administering or enforcing this Bylaw.

### **PART 3: REQUIRMENTS FOR BUSINESS LICENSE**

- 3.01 No person shall carry on or operate a business which is either wholly within or partly within and partly outside the Town unless a valid and subsisting license is held pursuant to this Bylaw.
- 3.02 No person shall engage in or operate a business at more than one location in the Town of Taber unless the person holds a separate business licence that authorizes the person to engage in that business for each location.
- 3.03 Any charitable or non-profit organization shall be exempted from the requirement to obtain a business licence provided that:
- i. written request is given to the Licensing Inspector providing a description of the business, the time and place of the business, and the charitable or non-profit organization responsible;
  - ii. that such written request is provided not less than three (3) days prior to the start of the business;
  - iii. that the proposed business complies with all bylaws of the Town of Taber, and any other statutes or regulations;
  - iv. that written approval has been provided by the Licence Inspector; and
  - v. that the business is not a carnival or a circus.
- 3.04 Others exempt from the requirement to obtain a business licence include the following:
- i. Public educational and institutional uses;
  - ii. A business that is to be in operation for less than four months and which is owned and operated by full-time students. Proof of full-time attendance at a secondary or post-secondary institution may be required;
  - iii. A garage sale in alignment with Section 6.05;
  - iv. A newspaper and flyer delivery person who delivers the product to homes and businesses;
  - v. Anything classified by the License Inspector as a Special Event; and
  - vi. Refer to Exemptions RSA 2000 Chapter H - 7 101 & Chapter P - 26 40.
- 3.05 Exempt businesses still seeking to obtain a business licence may be issued a licence at the discretion of the Licence Inspector.

### **PART 4: APPLICATION & ISSUANCE OF LICENSES**

- 4.01 Every application for a license shall be made by an adult person.
- 4.02 Every applicant for a license shall conform to the provisions of this bylaw and any other bylaw, Provincial Statute or Federal Act, applicable to that business.

- 4.03 Every license is separate and distinct and is tied to a specific location with specific conditions. License's cannot be assigned, delegated, sold, inherited, or otherwise transferred between persons or transferred to another license or delegated the privilege of its own license.
- 4.04 Before the processing of a License, the following shall be submitted:
- i. Necessary Development Permit and Building Permit approvals as required by the Planning and Economic Development Department;
  - ii. Completed application form in accordance with Schedules A and B;
  - iii. License fee in accordance with Schedule C;
  - iv. The License Inspector may require any company or individual applying for or renewing a business licence, to submit an employee list with valid Police information checks to be obtained from where the employee resides and are current, within three months of the application or renewal date, for each employee engaged in or likely to be engaged in door to door sales or installation of goods or provision of services within a residence inside Town limits. Failure to comply with the Licence Inspector's request to furnish such information is grounds for refusal of the licence or licence renewal. The Licence Inspector may consult with the Taber Police Service prior to issuance or renewal of a business licence for these firms. Each individual on contract would have to provide picture identification, a police information check and a business licence application.
  - v. Proof, satisfactory of the License Inspector, of compliance at the proposed place of business with the applicable land use, health, and safety regulations that may apply to the proposed place of business;
  - vi. Any additional information required by this bylaw or by the License Inspector.
- 4.05 If in the opinion of the License Inspector an applicant for a license has complied with the terms of this Bylaw and all other applicable bylaws, Provincial Statutes and Federal Act, the applicant shall be issued the license applied for upon payment of the applicable fee.
- 4.06 An application for a licence for any business which is not carried on by a corporation shall be made by a person who will be actively engaged in the management and control of the business. If in the course of any year, additional persons are added to those sharing the control of the licensed operation, then their names shall be forthwith given to the Licence Inspector. Failure to disclose to the Town any of the information required herein shall be grounds for immediate revocation of the licence and the forfeiture of any fee paid for the licence.
- 4.07 Every license issued under this bylaw shall be posted in a conspicuous place in the business premises of the applicant licensee.
- 4.08 The onus of proving that a person has a valid and subsisting license for a business is on the person alleging to have obtained the license.

- 4.09 The onus of proving that a person is exempt from the provisions of this Bylaw requiring a license by virtue of Provincial or Federal legislation is on the person alleging the exemption.
- 4.10 Every annual license issued under the provisions of this bylaw shall terminate at midnight on the 31<sup>st</sup> day of December of the year in which said license was issued or such earlier date if the license has been revoked or suspended.
- 4.11 The License Inspector may refer any application for a license or renewal of a license to such persons or departments as deemed advisable in the circumstances and shall deal with the application when such comments have been received.
- 4.12 All licenses issued are subject to the applicable land use regulations in force in the Town and the issuance of a license shall not be deemed as approval to carry on a business in or on any premises in contravention of such regulations. In any case where a license is granted to a person to carry on a business in or on premises where such activity is not permitted by the land use regulations of the Town, the License Inspector and/or Bylaw Enforcement Officer shall forthwith cancel the license and refund the license fee to the applicant.
- 4.13 All businesses required to hold a license pursuant to Section 3 of this bylaw shall pay an annual license fee per business site in accordance with schedules approved by Town Council.
- 4.14 Should a Resident or Home Occupation business licence be issued after June 30<sup>th</sup>, in any year, the licence fee shall be one-half of the annual licence fee determined on Schedule C.
- 4.15 Where a license is revoked or surrendered, the licensee is not entitled to any refund.

## **PART 5: REVOCATIONS, SUSPENSIONS AND APPEALS**

- 5.01 Where the Licence Inspector is notified by verifiable means that the applicant for a licence has been convicted in the previous calendar year of an offence against the provisions of this Bylaw or if he has information unfavourable to the issue of such licence or licence renewal, a licence may be refused.
- 5.02 Where an application for a licence is refused, revoked or suspended, the Licence Inspector shall notify the applicant in writing of such refusal, revocation or suspension and the reasons for same.
- 5.03 In cases where:
- a. an application for a licence has been refused;
  - b. a licence has been issued, subject to conditions;

- c. a licence has been revoked, or
  - d. a licence has been suspended,
- the applicant may appeal to Town Council.
- 5.04 Notwithstanding subsection 3, a person shall not have grounds to appeal a refusal to issue or renew a licence if the reason for the refusal is the failure to pay any fee or provide any required information.
- 5.05 An appeal pursuant to subsection 3 shall be made in writing addressed to the Chief Administrative Officer and shall be made within thirty (30) days after the date of the refusal, revocation, suspension or date upon which the licence was issued subject to conditions.
- 5.06 Town Council after hearing an appeal pursuant to subsection 3 may:
- a. direct a licence be issued without conditions;
  - b. direct a licence be issued with conditions;
  - c. uphold the decision of the Licence Inspector on grounds which appear just and reasonable to Council and advise the appellant in writing of those grounds.

## **PART 6: REGULATIONS RESPECTING CERTAIN SPECIFIC BUSINESSES**

- 6.01 In addition to the general provisions of this bylaw, including the requirement of a business license, the businesses dealt with in this part are also subject to the following regulations.
- 6.02 **Cannabis Related Uses**
- i. For the purposes of this section Cannabis Related Uses shall include cannabis lounges, cannabis retail sales, and cannabis production and distribution.
  - ii. Cannabis Related Uses shall use the business license application form included in Schedule B. Prior to accepting of the business license application for Cannabis Related Uses the following shall be provided:
    - i. Proof that the relevant Federal and/or Provincial approvals/licenses have been obtained. For Lounges and Retail Sales this means proof Alberta Gaming and Liquor Commission has deemed the applicant eligible for a cannabis retail license and for Production and Distribution this means proof the federal government has approved the producer/distributor to be licensed;
    - ii. A conditional development permit from the Town for the location of the proposed premises;
    - iii. A security plan and proof of a security alarm contract;

- iv. Police Information Check(s) for the company or individual applying for or renewing a business licence for a cannabis related use and all employees. Police Information Checks must:
      - a. Be provided from the Town, City or Municipality in which they reside.
      - b. Be completed within three months of the application or renewal date; and
      - c. Be kept up to date throughout the year by providing to the License Inspector within 1 month of any new hire.
    - v. Any additional requirements deemed necessary at the discretion of the License Inspector. Failure to comply is grounds for license or license renewal to be refused, revoked, or suspended. The Licence Inspector may consult with the Taber Police Service prior to issuance or renewal of a business licence for these firms. A licence may be refused by the Licence Inspector based on non-compliance of Section 6.02 (b) or any other verifiable means if it is determined that such refusal is in the interests of Town residents and businesses.
- iii. Existing Business Licenses for a non-Cannabis Related Use cannot be renewed or amended for a Cannabis Related Use.
- iv. Relevant Federal or/and Provincial approvals/licenses shall be posted in a conspicuous place license in the business premises of the applicant licensee alongside the business.
- v. Minors under the age of 18 are prohibited from the premises of all Cannabis Related Uses.
- vi. All advertising and signage other than the company name and logo, visible from the outside of the premises is prohibited.
- vii. Consumption is prohibited on the premises of all Cannabis Retail Sales and Cannabis Production and Distribution facilities.
- viii. Cannabis Retail Sales are prohibited from conducting online sales and home delivery.
- ix. All Cannabis Retail Sales buildings require transparent storefronts.
- x. All Cannabis Retail Sales in the Town of Taber must carry out business between the hours of 10:00 am and 10:00 pm.

**6.03 Carnival/Circus**

- i. No licence shall be issued for a carnival or circus unless the applicant provides proof of liability insurance in the amount of not less than two million dollars (\$2,000,000.00), covering public liability for all personal injury, and property damage which may occur by reason of the operation of the carnival or circus; and
- ii. The licence fees for a carnival or circus shall be in accordance with schedules approved by Town Council for Special Events.
- iii. The licence fee for a carnival sponsored and operated by a charitable organization may be waived at the discretion of the Licence Inspector. Any decision on a refusal to waive fees for a carnival sponsored and operated by a charitable organization may be appealed to Town Council in accordance with Part 5 of this bylaw.
- iv. All Carnival and Circus facilities, and equipment, shall be subject to the relevant permits and inspections by the Safety Codes Officer as assigned by the Licence Inspector or designee. If equipment or facilities are found to be non-compliant with the Safety Codes Act, a Business Licence may be refused, revoked, or limited to apply only to those areas found to be compliant with the Safety Codes Act.

**6.04 Food Trucks**

- i. The license inspector shall require all home-based Food Truck business to have a home occupation development permit prior to receiving a business licence. All other Food Truck businesses will be required to obtain a development permit from the Planning & Economic Development Department.
- ii. Licensee must follow the Land Use Bylaw 14-2016 Food Truck guidelines.
- iii. Prior to a licence being issued by the Licence Inspector a Food Truck shall at the discretion of the Licence Inspector:
  - a. Receive authorization from the local Health Unit;
  - b. It shall be a condition of each licence issued to a Food Truck that they are required to limit their time to any one location to a maximum of 5 hours within a 48 hour time period (any one location is considered within 100m),
- iv. All Food Trucks must provide proof of Fire Inspection by resident city within 6 weeks prior to application date.

**6.05 Garage Sales**

- i. A maximum of three garage sales in each calendar year may be conducted on each private residential property in the Town.
- ii. A garage sale shall not be conducted for a period of more than three consecutive days.

**6.06 General Contractors, Project Managers, and Sub-contractors**

- i. An applicant for a license to carry on business as a general contractor or project manager in respect of a specific construction or renovation project on projects must provide to the license inspector a complete and accurate list of all persons or firms that the applicant anticipates using as sub-contractors or materials suppliers on the project or projects, including the addresses and telephone numbers of such persons or firms.
- ii. The license inspector may at any time request a holder of a subsisting general contractor license to provide a complete and accurate list of all persons or firms that the licensee is then using as subcontractors or materials suppliers on any construction or renovation project supervised or managed by the licensee, including addresses and telephone numbers of such persons or firms, and refusal to supply such a list within a reasonable time after the request is made, shall be grounds for the license inspector to revoke the licensee's license to carry on the business of the General Contractor or Project Manager.

#### 6.07 **Fireworks Merchants**

- i. Any person who sells or offers for sale, any fireworks shall first be required to obtain a permit as per the requirements of the Alberta Fire Code. Such permit may be obtained from the Town of Taber Fire Department.
- ii. Upon receipt of a permit in sub-section (i), such person must then apply for a Business Licence specific to the sale of fireworks. A Business Licence shall not be issued for fireworks sales without the issuance of a permit as per the requirements of the Alberta Fire Code.

#### 6.08 **Hawkers and Pedlars**

- i. The Licence Inspector shall require any Hawker or Pedlar to obtain a Police Information Check from the Town, City or Municipality in which they reside. A licence may be refused by the Licence Inspector for any Hawker and Pedlar based on the Police Information Check or other verifiable means if it is determined that such refusal is in the interests of Town residents and businesses.
- ii. A separate licence is required for each Hawker or Pedlar regardless of whether that Hawker or Pedlar is an employee of some other person.
- iii. This section does not apply to charitable organizations, or to the representative of a wholesale vendor distributing articles of merchandise on a wholesale basis to retail merchants for resale.
- iv. All Hawkiers and Pedlars in the Town of Taber must carry out business between the hours of 9:00 am and 8:00 pm on Mondays to Saturday, but not at any other time nor on Sundays or Statutory Holidays.



- v. The Licence Inspector may require any Hawker or Pedlar to receive authorization from the local Health Unit prior to issuance of a business licence. Without this authorization, the Licence Inspector may refuse to issue a business licence.
- vi. The applicant shall satisfy the requirements of Alberta Consumer and Corporate Affairs and their successors prior to receiving a Town business licence.

**6.09 Home Occupations**

- i. No licence for a home occupation shall be granted until the applicant has first obtained the necessary development approval (development permit) under the applicable land use regulations of the Town.
- ii. The dwelling unit, accessory buildings, and the property within which the home occupation is located shall not be used as a work place for non-resident employees of the business and shall have no retail sales unless specific approval is granted as part of the development permit.
- iii. There shall be no outdoor business activity or storage of goods, materials or equipment allowed on site unless specific approval is granted as part of the development permit.
- iv. A change in the name of the home occupation shall require a new business licence certificate at no additional cost.
- v. A change in the operation or location of the home occupation shall require a new business licence as per the fee schedule.

**6.10 Pawn Shop/Pawnbroker**

- i. Every pawnbroker shall have a sign with their name and the word "Pawnbroker" in large legible characters placed over the door outside the shop or other place used by them for carrying on their business.
- ii. Every pawnbroker shall at all times keep posted in a conspicuous position on the pawnbrokers premises so as to be easily seen and read by the persons pledging goods a card or sign having printed or painted thereon the rate of profit allowed by the relevant federal/provincial legislation at the time, to be taken by pawnbrokers.
- iii. In addition to any other requirements, before the issue or renewal of a Licence for a Pawn Shop, a person must submit the name, date of birth and job title of every person working in the Pawn Shop to the License Inspector.

- iv. Whenever a Pawnbroker receives goods that are to be held as security for the repayment of money he shall immediately record or cause to be recorded the following information by Electronic Means satisfactory to the Licence Inspector and Chief of Police:
  - a. the date and time the goods were received;
  - b. the full name, gender, date of birth, residential address and telephone number of the person from whom the goods were received;
  - c. details from at least two pieces of identification provided by the person from whom the goods were received, at least one of which must have a photograph of the person;
  - d. a complete description of each good including where available, the make, color, model and serial number of the good, the manufacturer's name and any distinguishing marks;
  - e. no good shall be accepted that have had any make, model, serial number, manufacturer or any other distinguishing mark altered or obliterated;
  - f. the amount of money advanced in respect of each good; and
  - g. the full name of the person working in the pawnshop that conducted the transaction.
- v. The Pawnbroker shall provide the information kept pursuant to Subsection (iv) upon being required to do so by any License Inspector and/or Bylaw Enforcement Officer.
- vi. Prior to receiving the information required by Subsection (iv), a Pawnbroker shall obtain from the person from whom the goods were received, written consent in a form satisfactory to the Town of Taber allowing the use of the information in a manner consistent with the purposes of this Bylaw.
- vii. No Pawnbroker shall employ a person under the age of sixteen (16) years to take a pawned good from a customer as security for the repayment of money lent thereon.
- viii. A fee may be collected by the Pawnbroker, from the customer, client, the person or persons pawning items, or any other person who conducts business with the Pawnbroker, which will be used to compensate the Pawnbroker for the fees incurred to use the electronic means as required within this bylaw.

#### 6.11 **Second-Hand Dealers**

- i. Whenever goods are acquired by a Second-Hand Dealer for re-sale, the Second-Hand dealer shall immediately record or cause to be recorded the following information by Electronic Means satisfactory to the Inspector:
  - a. the date and time the goods are acquired or received;

- b. the full name, date of birth, residential address and telephone number of the person from whom the goods were acquired;
  - c. details from at least two pieces of identification provided by the person from whom the goods were acquired, at least one of which must have a photograph of the person;
  - d. a complete description of each good including where available, the make, color, model and serial number of the good, the manufacturer's name and any distinguishing marks;
  - e. the amount of money paid by the Second-hand Dealer in respect of each good; and
  - f. the full name of the person working in the Second-hand store that conducted the transaction.
- ii. No previously owned goods shall be acquired or received by a Second-Hand Store for re-sale if the make, model, serial number, manufacturer's name or any other distinguishing mark has been altered or in any way obliterated.
- iii. Prior to receiving the information required by Subsection (i), a Second-Hand Dealer shall obtain from the person from whom the goods were acquired, written consent in a form satisfactory to the Town of Taber allowing the use of the information in a manner consistent with the purposes of this Bylaw.
- iv. A Second-Hand Dealer shall not acquire goods from an Estate Sale unless the person from whom the goods are to be acquired provides written proof of his authority to dispose of the Estate Sale goods to the Second-hand Dealer.
- v. The Chief of Police may grant written exemptions from any of the requirements in Subsections (ii), (iii), and (iv) to Second-Hand Dealers for specific types of goods, if in the opinion of the Chief of Police, complying with the requirements would not serve to protect the public from acquiring stolen property through purchases from Second-hand Dealers.
- vi. If an exemption is granted pursuant to Subsection v. from the requirements in Subsection (i), the Second-hand Dealer shall keep the information referred to in Subsection (i) that they are still required to record, in a Record Book or electronic record, for at least one year after the goods are acquired.
- vii. The Second-Hand Dealer shall provide the information kept pursuant to Subsection (vi) upon being required to do so by any License Inspector and/or Bylaw Enforcement Officer.
- viii. A Licensee shall not accept goods from:
  - a. a person who is or appears to be under the influence of alcohol or drugs;
  - b. a person who is under the age of sixteen (16) years;

- c. a person who fails to properly identify himself or otherwise refuses to comply with the requirements in this Bylaw;
  - d. a person who a Licensee knows or has reasonable grounds to believe stole or otherwise illegally acquired the goods; or
  - e. a person who fails or refuses to supply written consent as required by this Bylaw.
- ix. A Licensee shall not accept any goods which have had the manufacturer's name or serial number removed, defaced, tampered with or altered in any way unless the Licensee has first obtained prior written approval from any License Inspector and/or Bylaw Enforcement Officer.
- x. No Licensee shall alter, repair, dispose of or in any way part with possession of goods acquired in the course of his business until fourteen (14) days have passed from the date of acquisition.
- xi. Subsection (x) shall not be deemed to authorize a sale or forfeiture if:
  - a. the parties have agreed upon a longer period for the holding of the goods; or if;
  - b. the sale or forfeiture would in any other way be contrary to the law.
- xii. A fee may be collected by the Second-Hand Dealer, from the customer, client, the person or persons pawning items, or any other person who conducts business with the Pawnbroker, which will be used to compensate the Second-Hand Dealer for the fees incurred to use the electronic means as required within this bylaw.

#### 6.12 **Security Firms/Security System and Alarm Installers**

- i. The Licence Inspector shall require any company or individual applying for or renewing a business licence for a security firm as well as those installing security systems/alarms within the Town of Taber to obtain a Police Information Check from the Town, City or Municipality in which they reside. The Police Information Check must have been completed within three months of the application or renewal date. A licence may be refused by the Licence Inspector for any cannabis related use based on the Police Information Check or other verifiable means if it is determined that such refusal is in the interests of Town residents and businesses.
- ii. The License Inspector shall require any company or individual applying for or renewing a business licence for a security firm as well as those installing security systems/alarms within the Town of Taber to provide a complete employee list with Police Information Checks for each employee from the Town, City or Municipality in which they reside. Throughout the year, the License Inspector shall be provided with Police Information Checks for any new employees. This is to be provided to the License Inspector within 1 month of hiring. Failure to comply with the Licence Inspector's request to furnish such information is grounds for license

or license renewal to be refused, revoked, or suspended. The Licence Inspector may consult with the Taber Police Service prior to issuance or renewal of a business licence for these firms.

#### **6.13 Taxi**

- i. Every person operating a taxi or shuttle service which is employed in the conveyance of passengers in, around and outside the Town of Taber shall obtain a business licence.
- ii. Requirements to Operate a Taxi/Shuttle Service:
  - a. Maintain a valid driver's licence for each driver (either a Class 1, 2 or 4).
  - b. Have valid vehicle registration with a Class 1 Commercial Licence Plate for each operating vehicle.
  - c. Carry valid taxi insurance with a minimum \$1 Million Passenger Hazard Insurance Policy for each operating vehicle.
  - d. Have a yearly vehicle inspection completed at the level as prescribed by the Town of Taber, form attached.
  - e. Have a Police Information check from the Town, City or Municipality in which they reside, with a vulnerable sector check for each driver completed within 3 months of the application.
  - f. Have a recent driver's abstract for each driver.
  - g. All of the above conditions must be met and resubmitted to the satisfaction of the Licence Inspector, prior to December 31<sup>st</sup> yearly, in order to renew the taxi/shuttle service business licence.

### **PART 7: FINES AND PENALTIES**

- 7.01 Every person who violates any of the provisions of this Bylaw, or who suffers or permits any act or thing to be done in contravention or in violation of anything required to be done by any of the provisions of this Bylaw or who does any act which violates any provisions of this Bylaw, shall be deemed to be guilty of an offence against this Bylaw and liable to the penalties herein imposed.
- 7.02 For the purposes of this Bylaw, an act or omission by an employee or agent of a person is deemed to be an act or omission of the person if that act or omission occurred in the course of the employee's employment with the person, or in the course of the agent exercising the powers or performing the duties on behalf of the person under their agency relationship.
- 7.03 A person who is guilty of an offence is liable to a fine in an amount not less than that established in this section, and not exceeding \$10,000.00, and to imprisonment for not more than one year for non-payment of a fine.

- 7.04 A person carrying on or engaged in any business in respect of which a licence is required under this Bylaw who fails to furnish all information requested by the Licence Inspector within ten (10) days from the date on which the request is made, is guilty of an offence and liable on summary conviction to a fine not exceeding fifty dollars (\$50.00) for every day during which the default continues.
- 7.05 Without restricting the generality of subsections 7.03 and 7.04, the following fine amounts are established for use on Municipal Tags and Violation Tickets if a voluntary payment option is offered:
- a. \$100.00 for any offence for which a fine is not otherwise established in this section;
  - b. \$100.00 for each "Resident Business" engaged in or operated without a Licence inside Town limits (plus the required Licence Fee);
  - c. \$500.00 for each "Non-Resident Business" engaged in or operated without a licence inside Town limits (plus the required Licence Fee);
  - d. \$200.00 or two times the required licence fee, whichever is greater, for each business that fails to apply for a business licence within ten (10) days from the date on which the business is issued written notice that a business licence is required (for January, renewals excepted). Such written notice may include, but is not limited to, a Municipal Tag or Violation Ticket.
  - e. \$200.00 or two times the required Licence Fee, whichever is greater, for each business that fails to furnish all information requested by the Licence Inspector within ten (10) days from the date on which the request is made. For the purposes of this sub-section, the Licence Inspector shall not request more information than that required on the application form attached as Schedule A of this Bylaw.
  - f. \$1,000.00 for each business engaged in or operated without a licence inside Town limits after a business licence application is refused or a business licence is revoked;
  - g. \$1,000.00 for an offence under Part 6 and 7.
- 7.06 If a person is guilty of a subsequent offence, the fine amounts established in this Section are doubled.
- 7.07 In addition to any fine imposed for an offence, a court may impose a penalty in the amount of the licence fee for each business being engaged in or operated without a licence.
- 7.08 If a Municipal Tag is issued in respect of an offence the Municipal Tag must specify the fine amount established by this By-law for the offence.
- 7.09 A person who commits an offence may, if a Municipal Tag is issued in respect of the offence, pay the fine amount established by this Bylaw for the offence and if the amount

is paid on or before the required date, the person will not be prosecuted any further for the offence.

- 7.10 In accordance with the fines and penalties established in this Bylaw, if a Violation Ticket is issued in respect of an offence, the Violation Ticket may:
- i. specify the fine amount established by this Bylaw for the offence; or
  - ii. require a person to appear in court without the alternative of making a voluntary payment.
- 7.11 A person who commits an offence may:
- i. if a Violation Ticket is issued in respect of the offence; and
  - ii. if the Violation Ticket specifies the fine amount established by this Bylaw for the offence;
- make a voluntary payment equal to the specified fine.
- 7.12 Where, in any prosecution or proceeding under this Bylaw providing for the licensing of any business or industry, or of persons carrying on the same or engaged therein, it is alleged that the person proceeded against, carried on, or engaged in such business or industry without having first obtained a licence to do so, part of one transaction in such business or industry is sufficient to establish that the person proceeded against, carried on, or engaged in such business or industry.
- 7.13 Where any Bylaw Enforcement Officer believes on reasonable and probable grounds that a person has contravened any provision of this Bylaw they may commence proceedings by issuing a summons by means of a violation ticket in accordance with Part 2 of the *Provincial Offences Procedure Act* R.S.A. 2000 c. P-34.

## **PART 8: SEVERABILITY**

- 8.01 If any section or parts of this Bylaw are found in court of law to be illegal or beyond the power of Council to enact, such Section or parts shall be deemed to be severable and all other Sections or parts of this Bylaw shall be deemed to be separate and independent there from and to be enacted as such.

## **PART 9: REPEAL**

- 9.01 Bylaw 8-2008, being the former Business License Bylaw, is hereby repealed in its entirety.

## **PART 10: EFFECTIVE DATE**

- 10.01 This Bylaw shall take effect on the day of the final passing and the signatures of the chief elected official and duly authorized designated officer thereof.

RES. Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_

RES. Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_

RES. Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_





**General Application for Business License**

**BYLAW 14-2018  
SCHEDULE - A**

A-4900 50<sup>th</sup> St.  
Taber, Alberta T1G 1T1  
Phone:403-223-6009  
Fax: 403-223-5530

Office Use Only				
HO #:	HO Fee:	Land Use District:	Permit Effective:	
BL #:	BL Fee:	Roll No:	Type of License:	Required License Date:
DP #:	DP Fee:	Date Received:	Date Advertised:	Total fees:

<b>Annual – Jan.1<sup>st</sup> – Dec. 31<sup>st</sup></b> <input type="checkbox"/> Town Resident - \$100.00 <input type="checkbox"/> Home Occupation - \$150.00 <input type="checkbox"/> M.D Resident - \$300.00 <input type="checkbox"/> Non-Resident - \$500.00	<b>Kiosk, Hawker, Peddler, Huckster</b> <input type="checkbox"/> Town Resident - \$100.00 <input type="checkbox"/> Non-Resident - \$250.00	<b>Non- Annual</b> <input type="checkbox"/> Non-Resident Day - \$50.00 <input type="checkbox"/> Non-Resident Week - \$100.00 <input type="checkbox"/> Non-Resident month - \$150.00 <input type="checkbox"/> General Contractor - \$1000.00 / Proj.
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**Renewal Fees are due by January 31<sup>st</sup>. Late fees of \$25.00 / week will apply after February 1<sup>st</sup>.**

**Check if applicable:**  New Application     Change of Ownership     Change of Use     Change of Location

<b>Proposed Municipal Address:</b>				
<b>Legal Description of Property:</b>	Lot (Parcel):	Block:	Plan:	
<b>If moving, list previous address:</b>				
<b>Applicant:</b>	Name:		Email:	
	Address:			
	Town:		Postal Code:	
	Phone Res:		Phone Cell:	
<b>Registered Land Owner: (if different from applicant)</b>	Name:		Email:	
	Address:			
	Town:		Postal Code:	
	Phone Res:		Phone Cell:	
	Contact person's Name:		Contact persons Phone:	
<b>Business:</b>	Name:		Existing Business License#:	
	Previous Business Name:		Operating As:	
	On-Site <input type="checkbox"/>	Off-Site/Mobile <input type="checkbox"/>	Would you your business on the online business directory?	<input type="checkbox"/> Yes <input type="checkbox"/> No
	Mailing Address:		Town:	Postal Code:
	Website:			
	Expected start date:		No. of Employees:	Hours of Operation:

**Describe in detail what the business entails:**

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*The personal information requested on this form is being collected for a home occupation permit and is protected by the Freedom of Information and Protection of Privacy (FOIP) Act. If you have questions about the collection, contact our FOIP Coordinator at (403) 223-5500.*

Do you require a Provincial License? If unsure, please check below for the applicable list. If so, please submit a copy with your application.

<input type="checkbox"/> <b>Housing &amp; Consumer Affairs – Contact Alberta Government Services (<a href="http://www.servicealberta.gov.ab.ca">www.servicealberta.gov.ab.ca</a>)</b> Auctions, collection agencies, cooperative, debt repayment agency, direct seller, employment agency, home inspection, public utility marketing, monument business, payday loan business, retail home sales, travel club	
<input type="checkbox"/> <b>Alberta Health Services – Environmental Public Health (<a href="http://www.albertahealthservices.ca/eph.asp">www.albertahealthservices.ca/eph.asp</a>)</b> Restaurants, catering personal service, day cares, rental housing	<input type="checkbox"/> <b>Real Estate Council of Alberta (<a href="http://www.reca.ca">www.reca.ca</a>)</b> Real Estate Agent, Real Estate Broker, Mortgage Broker, Property Manager
<input type="checkbox"/> <b>Alberta Insurance Council (<a href="http://www.abccouncil.ab.ca">www.abccouncil.ab.ca</a>)</b> Insurance Agents, Brokers, Adjusters	<input type="checkbox"/> <b>Alberta Gaming and Liquor Commission (<a href="http://www.aglc.ca">www.aglc.ca</a>)</b> Liquor sales, gambling, raffles, bingos, pull tickets, cannabis sales
<input type="checkbox"/> <b>Alberta Motor Vehicle Industry Council (<a href="http://www.amvic.org">www.amvic.org</a>)</b> Vehicle sales, vehicle repairs, vehicle leasing, vehicle consignment	<input type="checkbox"/> <b>Alberta Funeral Services Regulatory Board (<a href="http://www.afsrb.ab.ca">www.afsrb.ab.ca</a>)</b> Funeral Business

I hereby apply for a Business License as per the Town of Taber's License Bylaw 14-2018, as amended. I swear that the information included on this application is correct, to the best of my knowledge. I understand that a change to any existing information renders this registration void. I agree to provide the Town of Taber with written notice of any changes to this information.

This license does not authorize or permit the registrant to carry on a business contrary to the provisions to any other Town of Taber Bylaw, this Business License inspector may temporarily suspend the license until such time as the contravention is rectified

Should a license be issued after June 30th, in any year, the license fee shall be one-half of the annual license fee determined on Schedule C of Bylaw 14-2018. This provision shall not apply to non-resident businesses, transient businesses, canvassers, hawkers, pedlars, hucksters, or itinerant shows, all of whom are required to pay the full annual license fee regardless of the date the license is issued and shall not be permitted to transfer their license. The information provided in this application will be available to the public to assist in marketing your business, through printed directories, and web directories.

Businesses engaged in door to door sales or contractors involved in residential installations may be required to submit an employee list with valid, current and verifiable copies of criminal record checks. Failure to provide this information when requested by the Town is grounds for refusal of a license application or revocation of a license subject to the appeal process outlined in Bylaw 14-2018.

<input type="checkbox"/> Approved  <input type="checkbox"/> Refused	<b>Conditions / Reasons:</b>
---	------------------------------

**Signed:** \_\_\_\_\_  
 Applicant

**Date:** \_\_\_\_\_

**Signed:** \_\_\_\_\_  
 Registered Owner (If different than applicant)

**Date:** \_\_\_\_\_

**Signed:** \_\_\_\_\_  
 Development Officer

**Date:** \_\_\_\_\_

**Signed:** \_\_\_\_\_  
 License Inspector

**Date:** \_\_\_\_\_

The personal information requested on this form is being collected for a home occupation permit and is protected by the Freedom of Information and Protection of Privacy (FOIP) Act. If you have questions about the collection, contact our FOIP Coordinator at (403) 223-5500.



Planning and Economic Development

A-4900 50<sup>th</sup> St.  
Taber, Alberta T1G 1T1  
Phone:403-223-6009  
Fax: 403-223-5530

Office Use Only				
HO #:	HO Fee:	Land Use District:	Permit Effective:	
BL #:	BL Fee:	Roll No:	Type of License:	Required License Date:
DP #:	DP Fee:	Date Received:	Date Advertised:	Total fees:

- **New ownership, change of use, and/or change of location requires a new application.**
- **It is recommended you review the Cannabis Related Use sections of the *Land Use Bylaw* and *Business License Bylaw* prior to submitting an application.**
- **Please attach the following:**
  - Site plan and floor plan incl. signage
  - Conditional Development Permit
  - Federal/Provincial Approval
  - Any additional requirements deemed necessary by License Inspector
  - Police Information Check(s)
  - Security plan and security alarm contract
  - If premises is leased – attach lease

<b>Municipal Address:</b>			
<b>Legal Description:</b>	Lot (Parcel):	Block:	Plan:
<b>Applicant:</b>	Name:		Email:
	Address:		
	Town:		Postal Code:
	Phone Res:		Phone Cell:
<b>Registered Land Owner:</b> (if different from applicant)	Name:		Email:
	Address:		
	Town:		Postal Code:
	Phone Res:		Phone Cell:

**Nature of Business: (Check one)**

<input type="checkbox"/> <b>Cannabis Retail Sales</b>  Development used for the retail of cannabis that is authorized by provincial or federal legislation.  <b>Annual Business License Fee: \$500.00/ year</b>	<input type="checkbox"/> <b>Cannabis Lounges</b>  Development where the primary purpose of the facility is the sale of cannabis to the public for consumption within the premises that is authorized by provincial or federal legislation.  <b>Annual Business License Fee: \$1,000.00 / year</b>	<input type="checkbox"/> <b>Cannabis Production &amp; Distribution</b>  Development used principally for the production, cultivation, and growth of cannabis; processing of raw materials; storage or transshipping of material, goods and products, and distribution and sale of materials, goods, and products to cannabis retail stores or individual customers.  <b>Annual Business License Fee: \$2,500.00 / year</b>
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<b>Business:</b>	Proposed Name:		Business License#:	
	Will there be clients?	Yes <input type="checkbox"/> No <input type="checkbox"/>	If yes, how many?	How often?
	Will there be customer ID cards?	Yes <input type="checkbox"/> No <input type="checkbox"/>	If yes, please provide more information:	
	Will you employ anyone else?	Yes <input type="checkbox"/> No <input type="checkbox"/>	If yes, how many employees?	
	Are any signs proposed for the business?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Specify number, type, and size (please indicate on site plan):	
	Will there be plants on the premises?	Yes <input type="checkbox"/> No <input type="checkbox"/>	If yes, how many and where will they be stored? (please indicate on site plan)	
	Have you made your neighbors aware of your proposed business?	Yes <input type="checkbox"/> No <input type="checkbox"/>	How much parking is provided?	
<b>Describe in detail what products will be sold:</b> (cannabis, shatter, oil, edables, bongos, pipes, etc.)	<hr/> <hr/> <hr/> <hr/> <hr/>			
<b>What work will be done on the premises and where?</b> (highlight in building layout)	<hr/> <hr/> <hr/>			
<b>Will there be any flammable and/or hazardous materials on the premises for the business?</b> (propane, special cleaners, butane, etc.)  Yes <input type="checkbox"/> No <input type="checkbox"/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <p>If yes, what material, how much is being kept on the premises, and where is it stored?</p>			
<b>Describe in detail how you will mitigate neighborhood impacts such as noise, smell traffic, public consumption related to the business, lights, crowding, etc.</b>	<hr/> <hr/> <hr/> <hr/> <hr/>			

The personal information requested on this form is being collected for a home occupation permit and is protected by the Freedom of Information and Protection of Privacy (FOIP) Act. If you have questions about the collection, contact our FOIP Coordinator at (403) 223-5500.

<p>I hereby apply for a Business License as per the Town of Taber's License Bylaw 14-2018, as amended. I swear that the information included on this application is correct, to the best of my knowledge. I understand that a change to any existing information renders this registration void. I agree to provide the Town of Taber with written notice of any changes to this information.</p> <p>This license does not authorize or permit the registrant to carry on a business contrary to the provisions to any other Town of Taber Bylaw, this Business License inspector may temporarily suspend the license until such time as the contravention is rectified</p>	
<p>Should a license be issued after June 30th, in any year, the license fee shall be one-half of the annual license fee determined on Schedule C of Bylaw 14-2018. This provision shall not apply to non-resident businesses, transient businesses, canvassers, hawkers, pedlars, hucksters, or itinerant shows, all of whom are required to pay the full annual license fee regardless of the date the license is issued and shall not be permitted to transfer their license. The information provided in this application will be available to the public to assist in marketing your business, through printed directories, and web directories.</p> <p>Businesses engaged in door to door sales or contractors involved in residential installations may be required to submit an employee list with valid, current and verifiable copies of criminal record checks. Failure to provide this information when requested by the Town is grounds for refusal of a license application or revocation of a license subject to the appeal process outlined in Bylaw 14-2018.</p>	
<input type="checkbox"/> Approved  <input type="checkbox"/> Refused	<b>Conditions / Reasons:</b>

<b>Signed:</b> _____ Applicant	<b>Date:</b> _____
<b>Signed:</b> _____ Registered Owner (If different than applicant)	<b>Date:</b> _____
<b>Signed:</b> _____ Development Officer	<b>Date:</b> _____
<b>Signed:</b> _____ License Inspector	<b>Date:</b> _____
<b>Signed:</b> _____ Chief of Police	<b>Date:</b> _____

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**FEES**

General Contractor (including subcontractors):	\$1,000.00/project
Resident (located inside Town boundaries) Business:	\$100.00/year
Home Occupation:	\$150.00/year
Non-resident (located outside Town boundaries) Business:	\$50.00/day \$100.00/week \$150.00/month
MD of Taber Businesses:	\$300.00/year
Non-Resident Business (outside Town/MD boundaries):	\$500.00/year
Non-Resident Huckster/Mobile Vendors & Food Trucks:	\$250.00 a unit/year
Cannabis Lounges	\$1000.00/year
Cannabis Retail Sales	\$500.00/year
Cannabis Production and Distribution	\$2500.00/year

For day, week or month, the Non-Resident fees apply.

Any renewal not paid by February 28<sup>th</sup> will be subject to all applicable fines outlined in the Fines and Penalties Section of the Bylaw.

See Section 3.03 and 3.04 for list of exemptions.





# Taber Police Service

*"Committed to building partnerships to prevent crime and address community concerns"*

2018 April 12

Andrew Malcolm  
Director of Planning  
Town of Taber

Re: Business License Bylaw – Cannabis

Please accept this letter for the purposes of providing some information in reference to the potential cannabis business license changes that may be occurring in the near future.

As the Chief of Police, I am certain that there will be costs associated to the Taber Police in the enforcement of cannabis-related activities in the community. There are few ways in which the municipality can recoup the costs associated with cannabis activities, except through the licensing requirements for the businesses that benefit from cannabis sales.

In jurisdictions where cannabis is currently legally sold, the increased regulations required to administer cannabis have placed greater strains on the police and the provincial and federal governments have not said how the revenue collected from taxation will trickle down to the municipality. As we do not know this information, I can provide you with the following list of expected expenses that the Taber Police will incur:

- **Training:**  
For impaired by drug investigations, our officers will need to be trained in drug recognition expert training. We have been advised by the Province that the estimated costs associated for the training is \$7,000 per officer. This does not take into account the wages associated with the training, or expenses. We will need to train 4 officers to ensure we have enough officers on patrol at any given time to conduct these investigations. The \$28,000 we need to spend on this will exceed our yearly training dollars allocated in our budget and mean that no other training could take place this year if we decide to do this.
- **Drug Testing:**  
We have been advised that we can expect to pay \$40 for each test that is used to detect cannabis in a person that is suspected of impaired driving by cannabis. We will incur costs associated with these devices that we have no increased budget to pay. This will also incur training for each officer.



- **Enforcement:**

At this time we cannot provide a good estimate of the costs associated with the investigation of calls for service for impaired by drug investigations or for cannabis-related activities in the community, i.e., public use, illegal sales, packaging offenses, grow offences, illegal possessions, minor possessions, etc. We do know that it will increase enforcement which could lead us to have to increase our capacity to deal with it. Hard to put a number on these costs, but there will be increases.

- **Prosecution:**

As some of the prosecutions of cannabis-related activities will involve bylaw offences, the costs associated to prosecute these matter, in the event of a not guilty plea, are solely borne by the police service. For example, our cost to prosecute a bylaw offense is approx. \$400.00.

There are few, if any, alternatives in the MGA to recoup these costs. We know from other municipalities in Alberta, and elsewhere, that the fee schedules for cannabis-related business pay fees and licensing that are commensurate with the administrative and enforcement requirement of the municipality. There is no reason Taber can't do the same. As a result of the above, we would urge Council to adopt a business licensing application fee, and a yearly licensing fee for cannabis-related business endeavours, commensurate to cover some of the costs associated with the enforcement of this industry.

Respectfully submitted,



Dr. Graham Abela  
Chief of Police

cc: Cory Armfelt, CAO





<b>Council Request for Decision</b>	
<b>Meeting Date: May 14, 2018</b>	
<b>Subject: Bylaw 13-2018 Cannabis Land Use Bylaw Amendments First Reading</b>	
<b>Recommendation:</b>	That Council gives First Reading for Bylaw 13-2018 for the purposes of amending Land Use Bylaw 14-2016 in alignment with Option B to regulate cannabis related uses as discretionary uses within standard land use districts and sets May 28 <sup>th</sup> , 2018 as the public hearing date.
<b>Background:</b>	<p>In April 2017, Council directed administration and the Taber Police Service to review current bylaws, policies, and procedures, as well as review the funding for required resources for the passing of marijuana legislation in 2018.</p> <p>In relation to the Land Use Bylaw the following has occurred:</p> <ul style="list-style-type: none"> <li>• On October 10, 2017, the first cannabis related change came forward as Town Council gave 2<sup>nd</sup>/3<sup>rd</sup> reading to a land use bylaw amendment to make textual amendments. These amendments included definitions for cannabis and cannabis related uses as well as revising existing definitions such as bars, retail stores, industrial uses, and home based businesses to clearly exclude cannabis.</li> <li>• On January 22, 2018, Town Council provided further direction that their desired direction was to only permit cannabis related uses within a Direct Control District. This direction was informational only and no amendment was made.</li> <li>• On March 12, 2018, Town Council directed administration to also include separation distances of 100m from any school and hospital uses. This direction was informational only and no amendment was made.</li> </ul> <p>Administration has provided two options for Council to move forward with to amend the Land Use Bylaw. Both options are in alignment with best practices established by the Federation of Canadian Municipalities (FCM) and the Alberta Urban Municipalities Association (AUMA).</p> <p><b>Option A</b> – This option means that for each proposed cannabis related use a direct control district would have to be established with its own specific regulations. Managing through direct control districts means a land use redesignation is required with a public hearing and approval by Town Council (non-appealable decision) followed by a development permit application which</p>

	<p>would require a circulation to neighbours within 100m, public hearing, and an approval with or without conditions by Town Council (non-appealable decision).</p> <p>This approach means:</p> <ul style="list-style-type: none"> <li>- high level of Council control;</li> <li>- high level of administrative time and effort with each application;</li> <li>- process with lots of red tape that provides little direction to people looking to start a business; and</li> <li>- no ability for appeal.</li> </ul> <p><b>Option B-</b> This option means that cannabis related uses are discretionary uses in certain districts. A discretionary use means that a development permit will be granted or refused at the discretion of the Municipal Planning Commission on case by case basis based on contemplating potential land use impacts such as parking and traffic, appropriateness of location, compatibility and impact on adjacent development, merits of proposed development and sound planning principles. Notification is required to landowners within 100m. Any decision of the Municipal Planning Commission may be appealed.</p> <p>This approach means:</p> <ul style="list-style-type: none"> <li>- lower level of Council control as decision making authority placed with MPC and potentially SDAB (if appealed); and</li> <li>- more streamlined process that provides direction to people looking to start a business; and</li> <li>- process for appeal.</li> </ul> <p>Municipal Planning Commission requested an update on what was being prepared in terms of the land use bylaw and cannabis legalization. Option A was presented to the commission and there was overall agreement that it was a good approach for the Town.</p> <p>Further discussion was had on the Town pre-zoning lands in the industrial area of Town as Direct Control for the purpose of Cannabis Related Uses and that those lands should then be the only ones considered in order to directly control their location. The Director of Planning and Economic Development provided his professional planning advice that “clustering” retail uses may create a specific area that experiences cumulative environmental, social and aesthetic impacts and further, that placing them in the industrial part of Town would limit the amount of natural pedestrian surveillance better afforded by main commercial areas. Many municipalities including Calgary, Edmonton, Red Deer, St Albert, and Banff to name a few, are implementing separation distances to prevent clustering.</p> <p>Ultimately, the Municipal Planning Commission preferred the idea of “clustering” and passed the following motion unanimously:</p> <p>RES. 20/2018 Moved by Councillor Strojwas that the Municipal Planning</p>
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	Commission recommends Council considers re-zoning land as a Direct Control District to incorporate cannabis retail sales within 150m2 radius from the intersection of 69 <sup>th</sup> Avenue and 62 <sup>nd</sup> Street.
<b>Legislation / Authority:</b>	MGA Part 1 – Purposes, Powers, and Capacity of Municipalities MGA Part 2 - Bylaws
<b>Strategic Plan Alignment:</b>	Family/Community Goal #1: Build a community that is affordable and attractive. Family/Community Goal #2: Maintain a safe community that is healthy, innovative, and environmentally aware.
<b>Financial Implication:</b>	The legalization of cannabis will likely have significant financial implications on the municipality.
<b>Service Level / Staff Resource Implication:</b>	Service level and staff resources will be impacted by either option but implementing Option A will require far more time and effort than Option B.
<b>Justification:</b>	The legalization of cannabis will impact municipalities regardless of how restrictive local regulations are. There is the potential that by over regulating that Council and Administration may become over burdened with red tape. While at the same time creating an environment that discourages legal businesses from opening in Town which provides increased taxes and jobs for residents.
<b>Alternative(s):</b>	That Council gives First Reading for Bylaw 13-2018 for the purposes of amending Land Use Bylaw 14-2016 in alignment with Option A to regulate cannabis related uses with direct control districts and sets May 28 <sup>th</sup> , 2018 as the public hearing date.

<b>Attachment(s):</b>	Option A Option B
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## APPROVALS:



<b>Originated By:</b>	Andrew Malcolm
<b>Chief Administrative Officer (CAO) or Designate:</b>	

**TOWN OF TABER**  
**BYLAW NO. 13-2018**  
**(Option A – Direct Control)**

A BYLAW FOR THE PURPOSE OF AMENDING THE TOWN OF TABER LAND USE BYLAW IN ACCORDANCE WITH THE MUNICIPAL GOVERNMENT ACT, CHAPTER M-26, REVISED STATUTES OF ALBERTA 2000, AS AMENDED

**WHEREAS** the Town of Taber adopted Land Use Bylaw No. 14-2016;

**AND WHEREAS** Council wishes to amend Land Use Bylaw No. 14-2016 to make amendments to address upcoming changes to cannabis legislation.

**NOW THEREFORE**, the Council of the Town of Taber in the Province of Alberta, duly assembled in Council, hereby amends No. Bylaw 14-2016 as follows:

1. Within Part 5.0 replace the use definition for Cannabis Lounge with the following:

**Cannabis Lounge:** means development where the primary purpose of the facility is the sale of cannabis to the public, for the consumption within the premises that is authorized by the federal and provincial legislation.

2. Add the following to Part 3.0 in accordance with the alphabetical order of the section:

**3.2 Cannabis Uses**

1. For the purposes of this section, 'Cannabis Uses' shall include Cannabis Lounges, Cannabis Retail Sales and Cannabis Production and Distribution Facility.
2. Cannabis Uses shall only be permitted in Direct Control Districts as discretionary uses. The Direct Control Bylaw shall be prepared in alignment with Section 3.2 and 4.15 of this bylaw.
3. Cannabis Uses shall be stand-alone uses and cannot be combined with another use. However, a Cannabis Retail Sales can occur in a multi-tenant building or as part of a mixed-use development assuming there is no common entry or way of passing from one unit to another.
4. Cannabis Uses shall be separated by 100m from the following uses: Hospital, Post-Secondary School, Private School, Elementary School, and Secondary School. For the purposes of this subsection:
  - a. Separation distance shall be measured from the closest point of the subject site boundary to the closest point of another site boundary, and shall not be measured from edge of structures.

- b. The Development Authority shall not grant variances to the established separation distances.
- 5. The Development Authority may, at its discretion, require any additional specific design requirements or measures that ensure that development provides a safe environment that is compatible with adjacent or nearby uses, including but not limited to façade design, lighting, signage, screening measures, building orientation and access, and measures to prevent nuisances such as odor.
- 6. Unless specifically addressed in this bylaw, Cannabis Related Uses shall comply with all Federal and Provincial Legislation and Alberta Gaming and Liquor (AGLC) regulations.
- 7. The remainder of Bylaw 14-2016 is not amended by this Bylaw 13-2018 and remains in full force and effect.
- 8. It is the intention of the Town Council that each separate provision of this Bylaw shall be deemed independent of all other provisions herein and it is further the intention of the Town Council that if any provision of the Bylaw be declared invalid, all other provisions thereof shall remain valid and enforceable.

RES.           **READ** a first time this XX<sup>th</sup> day of XXXXXX, 2018.  
RES.           **READ** a second time this XX<sup>th</sup> day of XXXXXXXX, 2018.  
RES.           **READ** a third time this XX<sup>th</sup> day of XXXXX, 2018.

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Mayor

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Chief Administrative Officer

**TOWN OF TABER**  
**BYLAW NO. 13-2018**  
**(Option B – Standard Land Use Districts)**

A BYLAW FOR THE PURPOSE OF AMENDING THE TOWN OF TABER LAND USE BYLAW IN ACCORDANCE WITH THE MUNICIPAL GOVERNMENT ACT, CHAPTER M-26, REVISED STATUTES OF ALBERTA 2000, AS AMENDED

**WHEREAS** the Town of Taber adopted Land Use Bylaw No. 14-2016;

**AND WHEREAS** Council wishes to amend Land Use Bylaw No. 14-2016 to make amendments to address upcoming changes to cannabis legislation.

**NOW THEREFORE**, the Council of the Town of Taber in the Province of Alberta, duly assembled in Council, hereby amends No. Bylaw 14-2016 as follows:

1. Within Part 5.0 replace the use definition for Cannabis Lounge with the following:

**Cannabis Lounge:** means development where the primary purpose of the facility is the sale of cannabis to the public, for the consumption within the premises that is authorized by the federal and provincial legislation.

2. Add the following to Part 3.0 in accordance with the alphabetical order of the section:

**3.2 Cannabis Uses**

1. For the purposes of this section, 'Cannabis Uses' shall include Cannabis Lounges, Cannabis Retail Sales and Cannabis Production and Distribution Facility.
2. The Development Authority for all discretionary Cannabis Uses shall be the Municipal Planning Commission.
3. Cannabis Uses shall be stand-alone uses and cannot be combined with another use. However, a Cannabis Retail Sales can occur in a multi-tenant building or as part of a mixed-use development assuming there is no common entry or way of passing from one unit to another.
4. Cannabis Uses shall be separated by 100m from the following uses: Hospital, Post-Secondary School, Private School, Elementary School, and Secondary School. For the purposes of this subsection:
  - a. Separation distance shall be measured from the closest point of the subject site boundary to the closest point of another site boundary, and shall not be measured from edge of structures.
  - b. The Development Authority shall not grant variances to the established separation distances.

5. In all instances where a Cannabis Use is a discretionary use, the Development Authority may, at its discretion, require any additional specific design requirements or measures that ensure that development provides a safe environment that is compatible with adjacent or nearby uses, including but not limited to façade design, lighting, signage, screening measures, building orientation and access, and measures to prevent nuisances such as odor.
6. Unless specifically addressed in this bylaw, Cannabis Related Uses shall comply with all Federal and Provincial Legislation and Alberta Gaming and Liquor (AGLC) regulations.
7. Amend the land use districts within Part 4.0 as outlined in the table below:

Land Use District	Discretionary Uses
Downtown Commercial District (DT)	ADD <ul style="list-style-type: none"> <li>• Cannabis Lounge</li> <li>• Cannabis Retail Sales</li> </ul>
Comprehensive Commercial District (CC)	ADD <ul style="list-style-type: none"> <li>• Cannabis Lounge</li> <li>• Cannabis Retail Sales</li> </ul>
Medium Industrial District (M-2)	ADD <ul style="list-style-type: none"> <li>• Cannabis Production and Distribution</li> </ul>

8. The remainder of Bylaw 14-2016 is not amended by this Bylaw 13-2018 and remains in full force and effect.
9. It is the intention of the Town Council that each separate provision of this Bylaw shall be deemed independent of all other provisions herein and it is further the intention of the Town Council that if any provision of the Bylaw be declared invalid, all other provisions thereof shall remain valid and enforceable.

RES.           **READ** a first time this XX<sup>th</sup> day of XXXXXX, 2018.  
 RES.           **READ** a second time this XX<sup>th</sup> day of XXXXXX, 2018.  
 RES.           **READ** a third time this XX<sup>th</sup> day of XXXXX, 2018.

\_\_\_\_\_  
 Mayor

\_\_\_\_\_  
 Chief Administrative Officer



## Council Request for Decision

**Meeting Date:** May 14, 2018

**Subject:** Proposed Alberta Urban Municipality Association (AUMA) Resolution:  
Alberta Utilities Commission

<b>Recommendation:</b>	<p>Council authorizes the resolution which states AUMA lobby the Alberta Utilities Commission (AUC) and any electrical service provider to change the rent cost per pole in consideration of facilitating the cost effective establishment of public Wi-Fi.</p> <p>And,</p> <p>Requests that Administration forward the resolution to the Alberta Urban Municipality Association (AUMA) Chief Executive Officer of the AUMA Board for consideration by the Municipal Governance Committee for furthering to the annual convention.</p>
<b>Background:</b>	<p>Fortis has a rate of \$90/month to hang anything on their light standards. The Wi-Fi batons the Town requested to hang on the light standards use 4 cents of electricity per month.</p> <p>When discussing this with FORTIS, they indicated that the pricing was approved through the Alberta Utilities Commission (AUC). FORTIS suggested that the Town lobby the AUC to request the price be changed.</p> <p>If Council is in favour of this request from Administration, Administration will work with AUMA to craft the appropriate documentation to bring back to a future Council meeting for endorsement prior to submission to AUMA.</p>
<b>Legislation / Authority:</b>	<p>MGA, Section 3 AUMA Resolution Policy</p>
<b>Strategic Plan Alignment:</b>	<p>Family/Community: Maintain a safe community that is healthy, innovative and environmentally aware.</p>
<b>Financial Implication:</b>	<p>None at this time.</p>
<b>Service Level / Staff Resource Implication:</b>	<p>There is a service implication to correspond with the submission of potential resolutions by June 30, 2018.</p>



<b>Justification:</b>	Utilization of the lobbying ability of the AUMA could have an impact to communities across the province.
<b>Alternative(s):</b>	Council could choose to amend the resolution. Council could choose to not submit a resolution.

<b>Attachment(s):</b>	None.
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Kerry Van Ham
<b>Chief Administrative Officer (CAO) or Designate:</b>	



## Council Request for Decision

**Meeting Date:** May 14, 2018

**Subject:** Performing Arts Centre Committee Direction

**Recommendation:**

Council direction is requested.

**Background:**

In 2014, Council created the Performing Arts Centre Committee (PACC) to “explore options and alternatives associated with the development of an arts facility in Taber.” The Committee was comprised of seven (7) voting members who represented a broad community perspective, including one Town Councillor and one MD of Taber Councillor.

Since the election in 2017, Council has not had a sitting member on the PACC as Administration was waiting for the results of the feasibility study in order to gauge Council’s interest in pursuing this project further. The members of the PACC have no set term limits and have been working on this initiative since 2014.

To date, the Performing Arts Centre Committee has looked into two possible facilities: converting the old Police Station/Library/Courthouse Building and building an entirely new facility. The former was deemed unsuitable and is no longer an option as the buildings have been sold.

In their Phase II Terms of Reference (attached), the PACC were tasked with assessing the feasibility of building a brand-new facility in Taber and identifying the characteristics of such a facility. Then, if a facility was deemed feasible, the PACC were to develop an implementation plan to construct the facility within the next five years. The PACC is now following its Phase III Terms of Reference (attached).

In December 2017, the final feasibility study for a Performing Arts Centre in Taber was completed by MNP and subsequently presented to Council and the PACC separately. The study found the following key considerations specifically for Taber:

- “\$7 million is not enough to cover the capital costs of the building and equipment required to make it optimally operational” (this figure was the initial cost estimated to build a facility back in 2014 when the PACC first investigated. The cost of equipment not originally in the estimate and the cost of inflation has increased the cost of the facility since then).
- “280-300 seats will make it difficult to attract revenue-generating performances” (This seating number was initially determined by the

	<p>PACC as they went through preliminary investigations into possible layouts and uses for a facility).</p> <ul style="list-style-type: none"> <li>• “Theatre operation is an inherently risky business” (MNP also states that any facility in Taber would be in direct competition with Lethbridge and Medicine Hat, as well as Calgary).</li> </ul> <p>\$10,000 was allocated by Council in 2016 to be used towards a Business Plan that was included with the Town’s application for the Canada Cultural Heritage Fund. That application was unsuccessful. Council also allocated \$40,000 towards the final Feasibility and Viability Study (as attached).</p> <p>Ultimately, as an ad-hoc Committee formed by Council, the Committee acts as Council directs. Therefore, the PACC requires clarification on Council’s level of desire to move forward with this initiative. In order to streamline the process for the Committee, Administration is asking Council to provide clarification on their level of interest for the Committee to move forward, and if so, in what capacity.</p>
<b>Legislation / Authority:</b>	MGA Section 3.
<b>Strategic Plan Alignment:</b>	Council’s current Strategic Plan outlines that Administration and Council will “revisit the Centre Court for the Arts proposal in order to determine a more holistic approach to the project.” As Council looks towards a different strategic plan, this initiative may have changed.
<b>Financial Implication:</b>	<p>There are no financial implications at this time.</p> <p>Council has not allocated any funds towards a performing arts centre within any of its Capital budgets.</p> <p>Should Council choose to move forward with a performing arts facility in Taber, those costs would need to be investigated further and brought forth to Council at another time.</p>
<b>Service Level / Staff Resource Implication:</b>	Over the course of the PACC’s tenure, four Administrative staff members have aided the Committee. At this time, one Administrative staff member currently works with the Committee in preparing documents, setting meetings, recording minutes, etc.
<b>Justification:</b>	<p>Council in 2014 indicated their desire for the PACC to investigate potential facilities within Taber. In four years, two potential facilities have been outlined, and the refurbishing option was deemed not feasible, while the feasibility of a brand-new facility was called into question with a study. The decision remains open on building a brand-new facility.</p> <p>However, this Council may feel their priorities lie elsewhere or that budget considerations do not align with the proposed cost estimates of a new facility. With the uncertainty in Council’s desired direction, the Committee does not have a clear idea of their next steps or Council’s level of interest in pursuing the matter any further.</p>



<b>Alternative(s):</b>	<p>Council may choose to not move forward with any further performing arts facility investigations and dissolve the Performing Arts Centre Committee.</p> <p>Council may set up a meeting with the Performing Arts Centre Committee to discuss their willingness to move forward with this initiative.</p> <p>Council may appoint a member to sit on the Performing Arts Centre Committee.</p>
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<b>Attachment(s):</b>	<p>Feasibility and Viability Study Phase II Terms of Reference Phase III Terms of Reference</p>
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Meghan Brennan
<b>Chief Administrative Officer (CAO) or Designate:</b>	



# Town of Taber

## Performing Arts Centre Feasibility & Viability Study

**Prepared By:** MNP LLP

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**Date:** November 30, 2017

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## OVERVIEW

Following work in the Fall of 2016 to prepare a Business Plan for the proposed development of a performing arts centre (PAC) in Taber, the Town has further engaged MNP to conduct a more in-depth assessment of the feasibility and viability of the proposed project.



Figure 1: Artist Rendering of the Proposed PAC in Taber, Alberta (provided by RKH Architecture Ltd.)

As early as 2013, the Performing Arts Centre Committee conducted extensive surveys and interviews with stakeholders from Taber and the surrounding area. This information was provided to RKH Architecture as a basis on which to develop a realistic physical theatre design that would meet the needs of the Taber community. The Town and RKH arrived at a relatively conventional theatre design with approximately 300 seats and high-quality acoustics and stage characteristics. Due to the proximity to the downtown core and the compatibility of shared use space, a physical location conjoined to the existing Taber Community Centre was identified as the best potential site for the PAC.

The proposed building will have a shared public corridor with the existing multi-use facility. It will have multiple entrances which could serve as a reception area for events. This space is designed to have opportunities for gallery and museum displays as well as to host events.

The components included in the design will allow for full theatrical performances to be held. Performances may vary from drama, music, dance and film with durations of single night, weekend or long run events. The PAC design is compact with some multi-use options to accommodate the variety of different stakeholder events. Figure 2 is a conceptual plan of the main level of the proposed PAC and provided a visualization of various rooms that will be available for use.



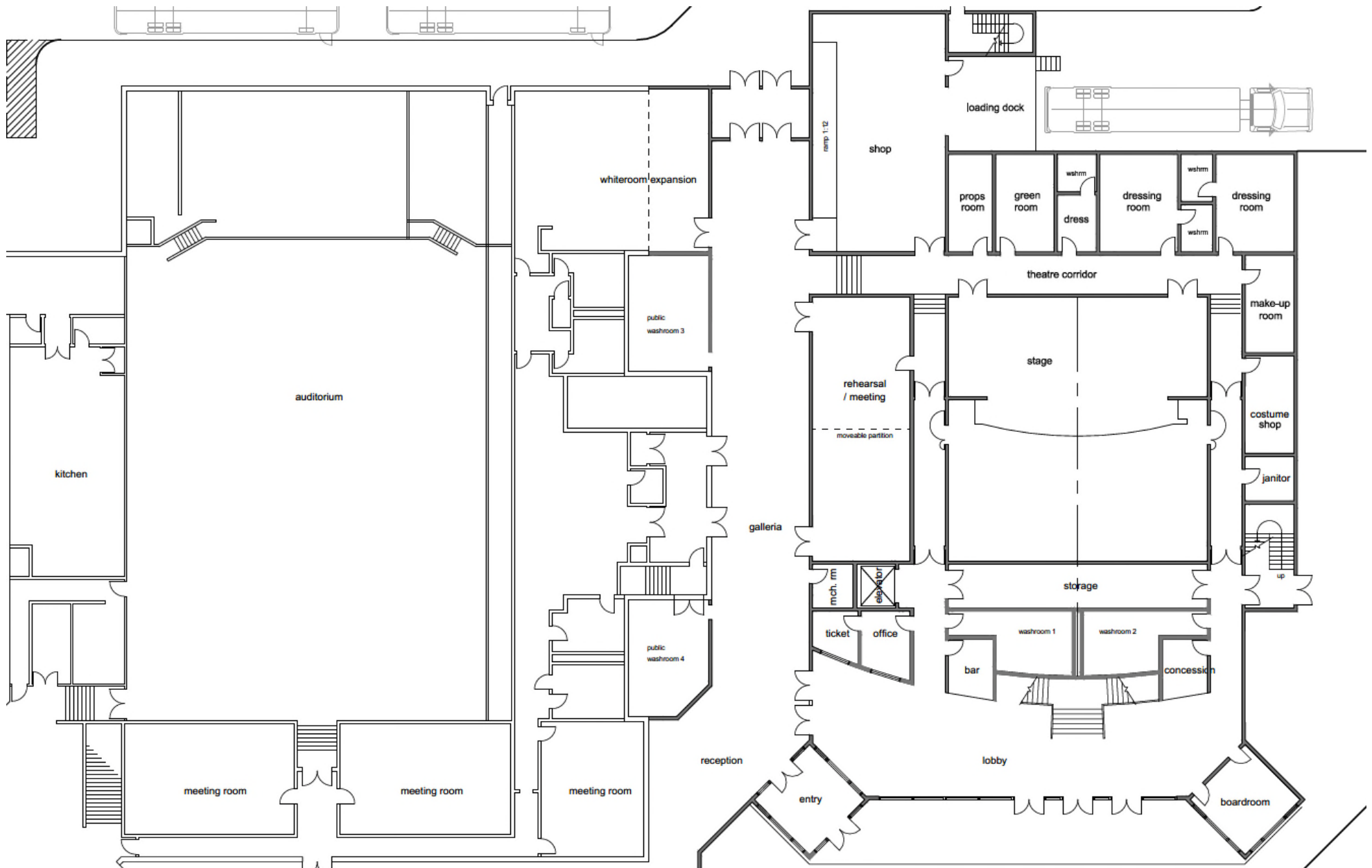


Figure 2: Conceptual Plan of the Main Level of the Proposed PAC (provided by RKH Architecture Ltd.)

An initial budget cost for the theatre portion of the project was estimated to be \$4.5M and an estimated cost of \$2.5M to construct shared common spaces, to upgrade the facility's infrastructure, parking areas and to cover core equipment costs. As such, as of June 2015, the total project cost was estimated at \$7M (\$6,777,400)<sup>1</sup> without equipment.

Given the need to validate many of the assumptions relating to this project, including some that have been in place since the PAC Committee started its work in 2013, the need for the following report was identified by the Town. To meet that need and to provide the appropriate framework for assessing the validity of project-related assumptions, there are two distinct yet closely related components that comprise this report:

1. **Feasibility Study** – a full scale feasibility study, covering much of the same material as the 2016 business plan for the CCSF grant application, but with more in-depth financial, governance, and operating models including scenario analysis for facility operations.
2. **Viability Study** – a validation of assumptions pertaining to the market, the industry, competition, rental rates and ticket thresholds, as well as staffing and efficiencies, to ensure there is a viable market for the completed PAC.

Rather than try to disentangle these two components, this report is organized instead into three main sections, each containing information relating to the feasibility and/or the viability of the proposed PAC, as follows:

1. **Research** – a high-level overview of the research MNP conducted as part of the feasibility and viability study; a more detailed overview of the same is available in the “What We Heard Summary” presented to the Town earlier in the fall of 2017 [see **Appendix C**].
2. **Analysis** – a scenario-based modeling of three different multi-year outlooks for the PAC based on plausible parameters developed as a result of the research conducted by MNP and the Taber PAC Committee.
3. **Implications** – a series of insights around the most critical elements of the study, providing the best information available for the Town to make a fully informed decision whether to build the facility or pursue an alternate approach.

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<sup>1</sup> RKH Architecture Ltd. (June 22, 2015) *Taber Performing Arts Centre, Planning and Design Program*. Pp. 1

## RESEARCH

Our research was informed by the important work to date by the PAC Committee and the plans already in place for the construction phase of the PAC.

New feasibility and viability research was primarily conducted through three vehicles:

1. Interviews and surveys with key stakeholders;
2. Site tours and shared information with comparable theatres in Alberta (i.e. leading practices, jurisdictional research, etc.), and;
3. Other learnings through interview and/or web research.

Our learnings in the research phase of the project were broad, improving our insight into the construction of the facility (i.e. the capital project), the characteristics of the market and industry, and the operational / organizational outlook of the PAC.

A detailed document summarizing our research was provided to the Town in late October 2017 titled the “*What We Heard Summary Report*” which has been provided in full in **Appendix C**. The main considerations / findings of that research are restated here, in the main body of the report, as a means of providing adequate context for the subsequent analysis and recommendations contained in this report.

## General Considerations

### Theatre operation is an inherently risky business

It is difficult to project facility usage which is a critical success factor for the facility both financially and socially/culturally. If the PAC gets involved in programming—which is a key source of revenue generation for most theatres—it will be challenging to predict the genres and performers most likely to encourage large audiences and significant ticket revenues.

The theatre will also be in direct competition with performance venues in Lethbridge and Medicine Hat, more remotely Calgary, and a wide array of facilities in smaller urban centres in southeast Alberta. Furthermore, theatres often compete for audiences with other local venues in the arts, sport and recreation, education, hospitality, and other community programming. It can be difficult for the staff of new performing arts venues to anticipate the challenges associated with running their facility *like a business* within a competitive business environment.

### Striking the right balance is key to a sustainable model

**Staffing / Support Provided:** At one end of the spectrum some municipally operated facilities have chosen to run as lean as possible, wherever possible leveraging existing resources by adding tasks to their job descriptions rather than hiring new staff. Other facilities have taken a more “professional” approach by having a broader range of available staff to provide services to users and audiences. The presumption is that the facility can generate higher revenues to offset the costs of offering the higher level of service. This model generally allows the facility to attract more professional artists and larger audiences (as allowed by the size of the facility) which can have an impact on the perceived value to the community.

**Programmed vs. Rental:** Programming performances invariably results in increased effort and cost on the part of the theatre operator. However, it is a means of generating increased revenue and of providing content that can drive up the perceived value to the community. Rentals by local artists, businesses, not-for-profits, etc. are another key piece of revenue generation but are generally less lucrative (but also requiring less effort on the part of the operator). Each facility needs to find the balance between programming and rentals that makes sense for itself and the community it serves. The scenario-based modelling and analysis in this report tests various combinations of programming and rental revenue generation.

**Profitability:** As a municipally-operated facility, a balance needs to be struck between the profitability (or loss tolerance) of the facility and its perceived value to the community. Taxpayers will be more inclined to financially support a facility that they see as an integral thread in the community's cultural and social fabric [see note below on community and political support]. This consideration is important in modeling the operations of the business; an annual profitability target needs to be set and justified as a contributing measure of the business's overall success.

### Community and political support is essential

A performing arts facility justifies its value to the community and its elected officials:

- when it is well used; and
- when it is not a financial burden to taxpayers.

Given what we heard and with no extant facility in Taber, there may be reason to feel sensibly optimistic about the former, however, anticipating the facility's ability to generate enough revenue to meet the second stipulation above is a more significant challenge.

Furthermore, in a town with the population of Taber, the proposed facility will represent a significant change to the public landscape. In addition to adding a new fixture to the arts scene, it will also bring change to the existing multi-use community complex. For some, these changes will be met with a sense of optimism and excitement while for other citizens, aspects such as the disruption of the construction process or a loss of parking space may be a source of frustration. For these reasons, ongoing and open communication to the public around this project is critical.

## Taber-Specific Considerations

### \$7M is not enough to cover the capital costs of the building and equipment required to make it optimally operational

Holding to the \$7M budget may require compromises in the building and/or the amount or quality of equipment. On cost inflation alone, the \$7M construction estimate from RKH Architecture Ltd's June 2015 report could be anywhere from 5%-10% higher per year since that original budget was suggested. Therefore, if construction were to begin in 2018 the building (as designed) will cost anywhere from \$8.1 - \$9.3M.

According to RKH Architecture, who developed the preliminary design in 2015, the original budget did not include all the necessary equipment to optimally operate the facility (e.g., lighting, sound system, grand piano, etc.). At this time, it is difficult to estimate how extensive these expenses for additional equipment might be but based on what we heard from industry experts, it is likely no less (and potentially significantly more) than \$500K.

## 280-300 seats will make it difficult to attract revenue-generating performances

Those we engaged with experience in the industry often questioned the number of seats available in the proposed design of the PAC. A maximum audience of 300 people will not be enough to draw a significant number of more established artists to the facility and being that small may also limit the amount of revenue generation attainable through ticket sales and other event-related services such as bar service and advertising. It was suggested that a 400-450 seat venue would better suit the size of the Taber population and account for future growth.

At the same time, some individuals expressed concern that many events targeting smaller audience sizes will fail to fill up the facility to a level where it feels intimate and well-utilized. It is possible that the current plans for seating capacity are either too many or too few to strike an effective level to encourage success of the business.

## If managed effectively, the multi-functionality of the facility will strengthen the viability and feasibility of the theatre

The multi-functionality of the proposed facility would provide several advantages, chief among them:

- Potential shared costs for facility management, HVAC costs, security, bookings, maintenance, custodial services, etc.;
- Advertising and marketing opportunities and efficiencies (users of the other parts of the facility will be exposed to the theatre facility and marketing materials present throughout the building); and,
- Multi-use overlapping (e.g. AGM that takes advantage of the auditorium for a banquet, the meeting rooms for planning sessions, and the theatre for presentations).

These are the main considerations generated through our research. Certain more specific results of MNP's research form the basis for many of the assumptions and scenario inputs described in the following section of the report. Wherever possible, those elements are explicitly noted, providing support for the assumptions and inputs that drive the models.

## ANALYSIS

Given the high amount of variation in the industry as evidenced by our research of comparable organizations, the decision was made to develop three scenarios for detailed financial modeling. In practice, any of these three scenarios would have a similar governance model, so that operational aspect is not discussed in this report. Similarly, all would exist within the same market, however, the key consideration in assessing the viability and feasibility of the PAC is in determining the ability of the facility to meet the needs of the community (on a socio-cultural basis) and, in turn, generate support from the community (both politically and financially). For this reason, the key variables differentiating the three scenarios are:

- **Facility Utilization** – which is divided into the projected utilization of each space within the facility (i.e., theatre, meeting rooms, reception/galleria, etc.) and subsequently multiplied by a rental rate schedule based on current industry figures; and,
- **Staffing Levels** – which is both about meeting need (i.e., providing service) through skilled and trained personnel and generating interest in the facility's products and services (i.e., promotion and marketing).

The unique inputs of the three scenarios are largely determined or driven by these two key variables, such that the resulting financial analysis remains ground-truthed and produces realistic financial projections of the varied costs and revenues contributing to the bottom line of each scenario.

The three proposed scenarios are:

1. Lean Staffing - Low Utilization
2. Lean Staffing – Medium Utilization
3. Full Staffing – Medium to High Utilization (Evolving)

## Assumptions

Given that theatre operation is such a complex business, the subsequent scenario analysis is shaped by a high number of assumptions. These assumptions may apply to the variables described above (i.e., utilization and staffing) or to the other elements of the model that allow for the comprehensive and realistic projections associated with each scenario.

## Utilization

The annual calendar for a performing arts centre typically exhibits variance between months. The programmed calendar often runs from fall through spring with community organizations often having higher-use season-end requirements in December, May and June. Major maintenance often takes place in the summer months when the programmed calendar is vacant or has minimal usage. As such, the model estimates usage according to low-use months, medium-use months, and high-use months as follows:

<b>Low-use Months</b>	Jul, Aug
<b>Medium-use Months</b>	Jan, Feb, Mar, Apr, Sep, Oct, Nov
<b>High-use Months</b>	Dec, May, Jun

*Table 1: Low, Medium and High-use Months*

To further determine the utilization estimates for the proposed addition, the assumptions associated with the physical spaces available to users are identified as follows:

<b>Theatre (performance)</b>	Industry rentals for performance are typically for a minimum 4-hour time slot. Theatre capacity has been estimated at 280 seats, with an average audience size of 225 for Commercial user audiences and 150 for Local/Discount user audiences [see Table 3 on the next page for user definitions].
<b>Theatre (other)</b>	Other rentals of the theatre space may be for fewer hours, for example, a 4-hour rental for a performance may only require 2-3 hours rehearsal time.
<b>Reception / Galleria</b>	These two proposed spaces are treated as one space since it is unlikely that both would be used for a function at the same time. Either or both space may be used for private functions like weddings, awards celebrations, art showings, etc.
<b>Meeting Spaces</b>	The facility has 2-3 meeting spaces depending on setup of rooms. These spaces would be available to rent on an hourly basis.
<b>Bar</b>	It is assumed the bar will be open (i.e. rented) for 50% of the hours the theatre (performance) and reception / galleria is rented. Revenue generating services (i.e., liquor sales) are only applicable to scenarios with Medium and High Utilization by Commercial and Local users.
<b>Box Office</b>	The utilization of the box office would only be required by Commercial users during Medium and High Utilization scenarios where the Programming Director can schedule/organize programmed events <sup>2</sup> .
<b>Shop</b>	The shop is available for rent above and beyond theatre (performance) rental when it is automatically included.

*Table 2: Physical Spaces in the Proposed PAC*

<sup>2</sup> As was the case for the Peter and Jeanne Loughheed Centre in Camrose, AB, the PAC could eventually provide box office/ticketing services for all Town of Taber event venues from this location.

Potential users (i.e., renters) of these physical spaces are further divided into three groups, each with a different estimate of facility usage to accompany the different rental rates associated with that user group. Virtually all comparable facilities make a similar distinction between users<sup>3</sup>. They are as follows:

<b>Commercial Users</b>	Commercial users include non-local performers as well as for-profit/commercial entities. Based on the size of the facility and local demographics, it is expected this will be a smaller user group, though slightly more in number than discount users.
<b>Local Users</b>	Local users include most local arts/performance organizations and individuals, as well as some not for profit entities. Local users are expected to be the primary user group of a relatively small facility, in a relatively small municipality.
<b>Discount Users</b>	PAC administration will want to carefully limit how many users are identified as discount users. It is assumed this will be the smallest user group and may consist of not for profit entities, schools, etc.

*Table 3: Potential User Groups and Definitions of the Proposed PAC*

As a starting point, estimates for Medium (or base) Utilization were made according to the assumptions above and based on a reasonable assessment of the ability of the facility to attract users in the regional marketplace. For each scenario, the first-year utilization was reduced by **20%**, to allow for an operational “learning curve” where individuals take on new roles/responsibilities and to allow for public awareness of the facility to grow. From the base/Medium Utilization estimates, two other utilization estimates were defined as follows:

<b>Low Utilization</b>	75% of medium utilization estimates.
<b>Medium Utilization</b>	Estimates made based on “industry standard” of 3-4 days per week of use.
<b>High Utilization</b>	125% of medium utilization estimates.

*Table 4: Low, Medium and High Utilization Scenarios*

Utilization percentages are calculated against an estimate of total hours available per year as follows:

$$\text{Total hours available per year} = 7 \text{ days / week (365 days)} - 11 \text{ stat holidays} \times 12 \text{ hrs. / day} =$$

$$\mathbf{4248 \text{ hrs. / year}}$$

The decision was made not to multiply this baseline by the number of spaces within the facility. With that in mind, the utilization percentage estimates shown in Table 5 are calculated against the figure above, giving a sense of how often at least some part of the facility is projected to be in use and will require the services of staff, heating/cooling the building, etc. The only caveat to this is that the bar is assumed to only be used *during* events in the theatre or reception / galleria space and the shop may be in use *during* rehearsal and/or performance rental in addition to the total hours estimate.

<sup>3</sup> If the proposed facility is built, greater attention will need to be dedicated in defining the criteria relating to each user group.



Table 5 below provides the total breakdown of usage/rented hours based on the utilization level (Low, Medium and High) and the user group (Commercial, Local and Discount) per year. The hours are broken down further into Low-, Medium- and High-Use months (see above) and the number of hours usage/rented per space.

For example, the theatre (for performances) is estimated to be rented by Commercial Users for 6 hours per month for every Medium-use month. 6 hrs multiplied by 7 (# of months identified as medium-use per year) = **42** hrs total during Medium Utilization. 42 added to the total number of hours in Low-use Months (4 hrs x 2 Low-use months per year = **8** hrs) and High-use Months (8hrs x 3 High-use months per year = **24** hrs).

$$42 + 8 + 24 = 74 \text{ hrs}$$

$$\text{or } 1.7\% \text{ Utilization } ((74 \text{ hrs} / 4248 \text{ hrs}) \times 100\% = 1.7\%)$$

Medium Utilization				
Low Use Months	Medium Use Months	High Use Months	Sum	% Utilization

Commercial					
Theatre (performance)	4	6	8	<b>74</b>	1.7%
Theatre (other)	3	4	6	<b>52</b>	1.2%
Reception / Galleria	8	10	12	<b>122</b>	2.9%
Meeting Spaces	6	8	12	<b>104</b>	2.4%
Bar	6	8	10	<b>98</b>	2.3%
Shop	6	7	8	<b>85</b>	2.0%
<b>Sum</b>	<b>33</b>	<b>43</b>	<b>56</b>	<b>535</b>	12.6%
% Utilization	1.6%	7.1%	4.0%		12.6%

Based on industry evidence, 3-4 days of at least some meaningful usage of the facility is a reasonable utilization target. Too much more than that may be out of reach. As such, Medium Utilization equates to 44.5% total PAC utilization based on 4248 total hours available per year. High Utilization equates to 55.6% total usage and the Low Utilization equates to 33.4% total usage. [See last row of Table12]

**Utilization Schedule**

	Low Utilization					Medium Utilization					High Utilization				
	Low Use Months	Medium Use Months	High Use Months	Sum	% Utilization	Low Use Months	Medium Use Months	High Use Months	Sum	% Utilization	Low Use Months	Medium Use Months	High Use Months	Sum	% Utilization
<b>Commercial</b>															
Theatre (performance)	3	4.5	6	55.5	1.3%	4	6	8	74	1.7%	5	7.5	10	92.5	2.2%
Theatre (other)	2.25	3	4.5	39	0.9%	3	4	6	52	1.2%	3.75	5	7.5	65	1.5%
Reception / Galleria	6	7.5	9	91.5	2.2%	8	10	12	122	2.9%	10	12.5	15	152.5	3.6%
Meeting Spaces	4.5	6	9	78	1.8%	6	8	12	104	2.4%	7.5	10	15	130	3.1%
Bar	4.5	6	7.5	73.5	1.7%	6	8	10	98	2.3%	7.5	10	12.5	122.5	2.9%
Shop	4.5	5.25	6	63.75	1.5%	6	7	8	85	2.0%	7.5	8.75	10	106.25	2.5%
<b>Sum</b>	<b>24.75</b>	<b>32.25</b>	<b>42</b>	<b>401.25</b>	<b>9.4%</b>	<b>33</b>	<b>43</b>	<b>56</b>	<b>535</b>	<b>12.6%</b>	<b>41.25</b>	<b>53.75</b>	<b>70</b>	<b>668.75</b>	<b>15.7%</b>
% Utilization	1.2%	5.3%	3.0%	9.4%		1.6%	7.1%	4.0%	12.6%		1.9%	8.9%	4.9%	15.7%	
<b>Local</b>															
Theatre (performance)	9	12	15	147	3.5%	12	16	20	196	4.6%	15	20	25	245	5.8%
Theatre (other)	7.5	10.5	12	124.5	2.9%	10	14	16	166	3.9%	12.5	17.5	20	207.5	4.9%
Reception / Galleria	6	9	12	111	2.6%	8	12	16	148	3.5%	10	15	20	185	4.4%
Meeting Spaces	6	9	12	111	2.6%	8	12	16	148	3.5%	10	15	20	185	4.4%
Bar	7.5	10.5	13.5	129	3.0%	10	14	18	172	4.0%	12.5	17.5	22.5	215	5.1%
Shop	4.5	5.25	6	63.75	1.5%	6	7	8	85	2.0%	7.5	8.75	10	106.25	2.5%
<b>Sum</b>	<b>40.5</b>	<b>56.25</b>	<b>70.5</b>	<b>686.25</b>	<b>16.2%</b>	<b>54</b>	<b>75</b>	<b>94</b>	<b>915</b>	<b>21.5%</b>	<b>67.5</b>	<b>93.75</b>	<b>117.5</b>	<b>1143.75</b>	<b>26.9%</b>
% Utilization	1.9%	9.3%	5.0%	16.2%		2.5%	12.4%	6.6%	21.5%		3.2%	15.4%	8.3%	26.9%	
<b>Discount</b>															
Theatre (performance)	3	4.5	6	55.5	1.3%	4	6	8	74	1.7%	5	7.5	10	92.5	2.2%
Theatre (other)	2.25	3	4.5	39	0.9%	3	4	6	52	1.2%	3.75	5	7.5	65	1.5%
Reception / Galleria	3	6	9	75	1.8%	4	8	12	100	2.4%	5	10	15	125	2.9%
Meeting Spaces	1.5	2.25	4.5	32.25	0.8%	2	3	6	43	1.0%	2.5	3.75	7.5	53.75	1.3%
Bar	3	5.25	7.5	65.25	1.5%	4	7	10	87	2.0%	5	8.75	12.5	108.75	2.6%
Shop	4.5	5.25	6	63.75	1.5%	6	7	8	85	2.0%	7.5	8.75	10	106.25	2.5%
<b>Sum</b>	<b>17.25</b>	<b>26.25</b>	<b>37.5</b>	<b>330.75</b>	<b>7.8%</b>	<b>23</b>	<b>35</b>	<b>50</b>	<b>441</b>	<b>10.4%</b>	<b>28.75</b>	<b>43.75</b>	<b>62.5</b>	<b>551.25</b>	<b>13.0%</b>
% Utilization	0.8%	4.3%	2.6%	7.8%		1.1%	5.8%	3.5%	10.4%		1.4%	7.2%	4.4%	13.0%	
<b>Total Utilization</b>															
Theatre (performance)	15	21	27	258	6.1%	20	28	36	344	8.1%	25	35	45	430	10.1%
Theatre (other)	12	16.5	21	202.5	4.8%	16	22	28	270	6.4%	20	27.5	35	337.5	7.9%
Reception / Galleria	15	22.5	30	277.5	6.5%	20	30	40	370	8.7%	25	37.5	50	462.5	10.9%
Meeting Spaces	12	17.25	25.5	221.25	5.2%	16	23	34	295	6.9%	20	28.75	42.5	368.75	8.7%
Bar	15	21.75	28.5	267.75	6.3%	20	29	38	357	8.4%	25	36.25	47.5	446.25	10.5%
Shop	13.5	15.75	18	191.25	4.5%	18	21	24	255	6.0%	22.5	26.25	30	318.75	7.5%
<b>Sum</b>	<b>82.5</b>	<b>114.75</b>	<b>150</b>	<b>1418.25</b>	<b>33.4%</b>	<b>110</b>	<b>153</b>	<b>200</b>	<b>1891</b>	<b>44.5%</b>	<b>137.5</b>	<b>191.25</b>	<b>250</b>	<b>2363.75</b>	<b>55.6%</b>
% Utilization	3.9%	18.9%	10.6%	33.4%		5.2%	25.2%	14.1%	44.5%		6.5%	31.5%	17.7%	55.6%	

Table 5: Proposed Hours of Use for Low, Medium and High Utilization Scenarios for the Proposed PAC

## Staffing

The following Table 6 provides estimated base salaries for roles required to operate the proposed PAC expansion. Salaries<sup>4</sup> were based remuneration research of similar industries. Likewise, the employer's portion of payroll deductions and other overhead costs has been estimated as an additional 22% of base salaries. Furthermore, the number of volunteer hours utilized could have a substantial impact on the PAC's bottom line. For the purposes of financial modelling, volunteer positions have been excluded since projecting the amount of volunteer support from the community is highly speculative.

In Lean Staffing, the following roles and full-time equivalents or FTEs (where 1 FTE = 40-hours per week) were determined after discussions with comparable facilities, as were the number and types of roles required for Full Staffing. Other non-salaried positions (additional theatre technicians and bartenders) would be considered variable in cost, as their associated expenses would only be paid where required (on an hourly contract basis).

### Taber PAC Personnel Costs

		Lean	Full
Fixed Position Title	Base Salary (per FTE)	FTEs	FTEs
Facility / General Manager	\$85,000	1	1
Technical Director	\$55,000	0	1
Rentals / booking	\$50,000	0.25	0.5
Maintenance	\$35,000	0.25	0.25
Custodial	\$30,500	0.25	0.25
Administrative Assistant	\$35,000	0	0.5
Program Director (promotions)	\$60,000	0	1
<b>Total - Fixed FTE</b>		<b>1.75</b>	<b>4.5</b>

		Lean	Full
Variable Position Title	Base Wage (per hour)	Hours/year	Hours/year
Theatre Technician	\$23	per utilization	per utilization
Bartender	\$15	per utilization	per utilization

Table 6: Estimated salaries of Positions Required for Lean and Full Staffing Scenarios

"Part-time" positions such as Rentals/Bookings, Maintenance and Custodial will be assumed by current employees of the existing community facility, however a portion of wages and expenses of these roles associated with the new facility have still been included in the operating expenses of the PAC. Although it is plausible to think that certain roles could be combined to provide greater efficiency, we have kept them separate for the purposes of financial modelling.

It is industry leading practice that at least one theatre technician be present during all use of the theatre (performance and other). The Technical Director would assume this responsibility during Lean Staffing while during Full Staffing an additional full-time theatre technician would share the duties.

<sup>4</sup> It should be noted that careers in performing arts tend to garner lower than average wages since many applicants choose to work in the industry for its non-monetary benefits.

## Rental Rates

Rental rates are differentiated in the model based on the type of customer/user of the facility (i.e., Commercial, Local and Discount users) which is a common practice within the industry as discovered during comparable facilities research. Rental rates were calculated based on competitive averages from those comparable facilities in Wainwright, Camrose, Morinville, Olds, and Lethbridge (see **Appendix A** for Rental Rate Comparisons) and adjusted to accommodate for the price sensitivity of the Taber market. Meeting room rates are based on rental rates of the existing community plex.

Rate schedules are held constant over the multi-year projections and between scenarios. It is important to note that the Town of Taber could adjust rates in order to increase revenues and offset cost inflation once the PAC is operating and market demands/user price sensitivity can be determined with greater certainty.

<b>Commercial Users</b>	Commercial users will pay the highest rate for use of the spaces in the facility.
<b>Local Users</b>	Local users will pay the “base rate” for use of the spaces in the facility.
<b>Discount Users</b>	Discount users will pay the lowest rate for use of the spaces in the facility. Which users qualify for discount rates will be at the discretion of facility administration.

*Table 7: Description of Rental Rates per User Group*

The rates used for all three scenarios are provided in the table below.

	Discount	Local	Commercial
<b>Theatre (performance)</b>	\$100	\$175	\$200
<b>Theatre (other)</b>	\$67	\$117	\$134
<b>Reception / Galleria</b>	\$50	\$85	\$150
<b>Meeting Rooms</b>	\$20	\$34	\$34
<b>Bar Rental Fee</b>	\$15	\$20	\$25
<b>Shop</b>	\$5	\$8	\$12

*Table 8: Rate Schedule for Discount, Local and Commercial Users*

Rental rates are all inclusive (include labor and any additional fees required to use the space). In some of the rate schedules obtained from comparable facilities, an “additional hour” rental rate applied for “after-hours” rentals to accommodate for staff overtime, however this is not included in the Taber PAC scenario analysis for sake of simplicity and because the impact of such a charge on the projected bottom line would be negligible. The Town of Taber could also obtain additional revenue by renting equipment to users, however this has also been excluded from financial modelling for similar reasoning.

The table below outlines some of the key assumptions around rental of facility spaces.

Theatre (performance)	Industry rentals for performance are typically for a minimum 4-hour slot. Staffing costs and utilities costs are highest during theatre performance time as reflected in other assumptions.
Theatre (other)	Because costs are slightly lower for rehearsal, the rental rate is also lower. For the Taber PAC projections, the rate is set at two-thirds (67%) of the theatre performance rate.
Reception / Galleria	Reception / galleria rental rates are lower than theatre space rentals because cost to operate this space is less. However, it remains higher than rental space because of the type of functions / events it can attract, especially at a commercial level.
Meeting Spaces	Meeting space rental rates are set at current rates for equivalent meeting spaces in the existing multiuse facility.
Bar	A bar rental rate is a per hour fee to use the bar whether associated bar service is provided by PAC staff or not. Where no bar service is provided, the user would be responsible for bringing his/her own products to be sold to audience members / other users. The bar must be rented at a minimum of 2 hours.
Box Office	The box office will not be available for rent to users.
Shop	A minimal hourly rental fee is charged for any additional use of the shop to ensure it is kept clean and to offset any utilities costs. The shop may have a secondary use as storage space for frequent facility users.

*Table 9: Rate Assumptions Specific to the Spaces Available in the Proposed PAC*

## Other Revenue

### Bar Service

A revenue generating bar service function (i.e. liquor sales) is only in place for **12.5%** of the theatre (performance) and reception / galleria hours for Commercial and Local users. In other words, of the average 4-hour long event in the theatre or reception / galleria for Commercial and Local users, half (50%) will opt to have a bar service. The typical number of events per year requiring revenue generating bar service is outlined in the Table 10 below.

<b>Low Utilization</b>	0 events with revenue generating bar service
<b>Medium Utilization</b>	34 events with revenue generating bar service
<b>High Utilization</b>	42 events with revenue generating bar service

*Table 10: Number of Theatre (performance) and Reception/Galleria Events Requiring Liquor Sales*

Liquor sales have been determined to provide the proposed PAC with a \$3.00/drink profit, with an average of 25% of audience members purchasing one (1) drink during an event.

As noted previously, it has been assumed that in Low Utilization there will be no bar service and only bar rental. Users in Low Utilization would have to staff and stock the bar themselves, but would gain the revenue from liquor sales.

### Box Office

A revenue generating box office (i.e. ticketing) function is only applicable for Commercial events the Medium and High Utilization. The number of events requiring a revenue generating box office function (see Table 11 below) is an estimate based on the expected utilization of the theatre for programmed performances (i.e., performances with significant ticket prices). In those instances, the proposed revenue for PAC generated from each ticket sold is estimated at \$10.00/ticket. Box Office revenue is not expected to be a factor in Low Utilization. For the purposes of this financial analysis, artist fees and merchandise revenue have also been excluded.

<b>Low Utilization</b>	0 events with revenue generating box-office
<b>Medium Utilization</b>	7 events with revenue generating box-office
<b>High Utilization</b>	12 events with revenue generating box-office

*Table 11: Estimated Number of Events with a Ticketing Sales Function through the Box Office (based on industry figures)*

## Operating Grants, Sponsorship and Donations

Other sources of recurring revenue that the proposed PAC could receive include annual operating grants and donations / sponsorships to support operations. For the purposes of financial modelling and based on preliminary research, a \$10,000 and \$50,000 operating grant has been included during Lean Staffing and Full Staffing, respectively.

Furthermore, \$25,000 and \$100,000 is included in the financial model as additional recurring sources of funding during Lean Staffing and Full Staffing, respectively. This is meant to account for any donations or sponsorship provided by the Community to support ongoing operations.

The assumption here is that with Full Staffing, PAC will garner more external funding because they have higher capacity to apply for grants and promote the facility, especially through the Program Director (Promotions) position. It should be noted that Municipally-affiliated entities generally have difficulty in obtaining Provincial grants funding due to common grant restrictions requiring facilities to be “at arms-length from municipalities.”<sup>5</sup> Federal grants tend to be small in amount and highly competitive and work-intensive to secure. Some municipalities structure their budgets to indicate a municipal operating grant to offset the difference between annual operating cost and revenues. How to account for this figure, which is typically a loss, is a political / financial decision municipalities must make on an individual basis.<sup>6</sup>

## Food Services

A food services element is not included in the model since the kitchen is planned to be located in the existing facility and revenues from any food services in the theatre facility would be expected to be marginal. Most facilities make a small profit through renting the kitchen to users who will typically hire a caterer to provide food service. None of the facilities MNP researched had an in-house food services offering.

## Utilities and Building Costs

The operating costs of the proposed PAC has been calculated based on 21,500 square feet (sf) of space. The theatre is the only space in the proposed PAC that would have higher electrical demands compared to the other rooms due to special equipment, lighting and sound system usage required for performances. As such, it is assumed that during Low, Medium and High Utilization there are differing electrical demands based on the associated amount of theatre usage. The ratio of high to low electricity costs per utilization scenario are provided below. The assumption is that the higher the utilization, the higher the percentage of high-electricity cost periods.

	Low Utilization	Medium Utilization	High Utilization
High Electricity Cost	11%	14%	18%
Low Electricity Cost	89%	86%	82%

<sup>5</sup> The Alberta Arts Foundation, *Provincial Arts Service Organizations Provincial Funding* (Accessed November 30, 2017)

<https://www.afta.ab.ca/funding/find-funding/provincial-arts-service-organizations-operating-funding>

<sup>6</sup> For example, the Athabasca Multiplex (see Appendix B) receives approximately \$1.1M in operating funding (requisitions) from the County and the Town of Athabasca to cover their operating losses. NOTE: The Town of Athabasca was not originally identified as a comparable facility but provided to MNP for further research after the “What We Heard Summary” deliverable was complete.



Table 12: Ratio of High to Low Electricity Requirements per Low, Medium and High Utilization

The rates employed in this estimate are calculated at a per sf cost for each type of utility or other cost as outlined in the table below. The total square footage of the building is estimated at 21,500sf as per RKH Architecture's drawings.

HIGH ELECTRICITY COSTS (THEATRE IN USE) = \$2.75/sf			
Operating Expense	OPC Rate	Annual Cost	Comments
Repairs, Maintenance, Custodial	0.50	\$ 10,750.00	Exterior perimeter, shells and roof M&Rs only.
Utilities - Electricity	2.75	\$ 59,125.00	All Lighting and HVAC included, meter to refine shares.
Utilities - Gas	0.75	\$ 16,125.00	
Utilities - Water/Sewer	0.55	\$ 11,825.00	size of washrooms is significant
Security Patrols, Grounds (Snow/ Landsc)	0.55	\$ 11,825.00	Common security patrols, landscaping/snow.
Insurance	0.50	\$ 10,750.00	
<b>Operating Expenses</b>	<b>5.60</b>	<b>\$ 120,400.00</b>	

LOW ELECTRICITY COSTS (THEATRE IDLE) = \$1.00/sf			
Operating Expense	OPC Rate	Annual Cost	Comments
Repairs, Maintenance, Custodial	0.50	\$ 10,750.00	Exterior perimeter, shells and roof M&Rs only.
Utilities - Electricity	1.00	\$ 21,500.00	All Lighting included, meter to refine shares.
Utilities - Gas	0.75	\$ 16,125.00	
Utilities - Water/Sewer	0.55	\$ 11,825.00	size of washrooms is significant
Security Patrols, Grounds (Snow/ Landsc)	0.55	\$ 11,825.00	Common security patrols, landscaping/snow.
Insurance	0.50	\$ 10,750.00	
<b>Operating Expenses</b>	<b>3.85</b>	<b>\$ 82,775.00</b>	

Table 13: Theatre In-use vs Theatre Idle Operating Expenses per Square Foot and per Annum for the Proposed PAC

The electricity cost per sf to operate the theatre during a performance has been estimated at \$2.75/sf and \$1.00/sf when it is idle. This is the only variable cost distinguishing between utilization levels. These rates and all others provided are based on industry standard figures obtained from recent and similar project work. For the purposes of financial modelling, all other costs remain fixed (see Table 13 above).



## Other Expenses and Investment

Other major expenses incurred by the proposed PAC are expected to include marketing and promotions costs as well as provisions for maintenance and large repairs to the building.

In Lean Staffing, marketing costs have been set at a minimal \$7,500 while during Full Staffing, the PAC could see costs as high as \$20,000. This difference is due to the introduction of a Program Director during Full Staffing where promotional requirements would be higher in concordance with efforts to attract and book talent and to draw audiences.

A maintenance and major building repairs fund has been set at \$40,000 per annum starting in Year 3 of operations. This contingency fund could be used for structural repairs or remodelling, etc. By the end of Year 10, for example, the fund would be at \$320,000 if draws have not been required up to that point. A building like the proposed PAC can be expected to have relatively high major maintenance and repairs costs over time and this estimate may indeed prove conservative.

## Capital Costs

Though it is difficult to determine the capital cost to build the proposed PAC facility, based on interviews and comparable facility research, it was determined that the PAC would cost approximately \$10,000,000 if construction were to begin in 2018. Capital support and donations in the model (all 3 scenarios) are set at \$5,000,000 leaving a financing requirement of \$5,000,000 for the Town. This is substantially higher than the \$7,000,000 estimate of June 2015 which did not include all equipment requirements or reflect changes in cost between then and now. The fifty-fifty split between funding and loan is in line with the previously established assumption of the Town to not start construction unless 50% of the capital cost can be covered through fundraising.

The increase to a \$10,000,000 estimate may indeed be conservative, though it is difficult to MNP to draw an accurate conclusion on the issue.

Comparable Facility	Size	Capital Cost Estimate
Lethbridge (Yates / Sterndale Bennet Theatres)	480 / 200 Seats	\$13 - 18M (Renovation Cost)
Morinville (Community Cultural Centre)	400 Seats	\$12 - 15 M
Camrose (Jeanne & Peter Lougheed Performing Arts Centre)	583 Seats	\$20 - 25M

Table 14: Comparables Facility Sizes and Costs

A summary of the loan parameters used in financial modelling are provided below. The financial model allows for easy adjustment to the Loan Requirement amount (based on sponsorship and/or funding received at the outset of the project), interest rate, loan period, etc. Adjustments to capital cost requirements will be further discussed in the Recommendations Section.

<b>Loan Requirement</b>	\$5,000,000
<b>Annual Interest Rate</b>	4.50%
<b>Loan Period</b>	20 Years
<b>Payments per Year</b>	12
<b>Total Interest Paid</b>	\$1,769,019
<b>Annual Total Payment (Principal + Interest)</b>	\$379,590
<b>Scheduled Monthly Payment (Principal + Interest)</b>	\$31,632

*Table 15: Assumed Loan Parameters for Construction of the PAC*

## Findings – Scenario 1

### Overview

Scenario 1 is defined by two major assumptions: Lean Staffing and Low Utilization. As noted in the “What We Heard Summary” [see **Appendix C**], many facilities strategically choose to keep their fixed costs as low as possible, which is an appropriate means of reducing financial risk in smaller markets with the potential for lower demand. The financial projections for Scenario 1 have been provided below.

In this scenario, most revenue is generated by renting the various spaces in the facility. This aspect of revenue estimate is calculated by multiplying the projected hours of use by the hourly rental rate for each space. Neither liquor sales (i.e., bar service) nor box office revenue are applicable in this scenario. Overall, the facility would generate an average of \$146,000/year in revenue over the next 5 years.

SCENARIO 1 (Lean Staff - Low Utilization)					
	Year 1	Year 2	Year 3	Year 4	Year 5
Theatre (performance)	\$33,900	\$42,375	\$42,375	\$42,375	\$42,375
Theatre (other)	\$17,949	\$22,437	\$22,437	\$22,437	\$22,437
Reception / Galleria	\$21,528	\$26,910	\$26,910	\$26,910	\$26,910
Meeting Spaces	\$5,650	\$7,063	\$7,063	\$7,063	\$7,063
Bar (rental)	\$4,317	\$5,396	\$5,396	\$5,396	\$5,396
Bar (service)	\$0	\$0	\$0	\$0	\$0
Shop	\$9,567	\$11,959	\$11,959	\$11,959	\$11,959
Box Office	\$0	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$92,912</b>	<b>\$116,140</b>	<b>\$116,140</b>	<b>\$116,140</b>	<b>\$116,140</b>
Operating Grants	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Sponsorship / Donations	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
<b>TOTAL REVENUES</b>	<b>\$127,912</b>	<b>\$151,140</b>	<b>\$151,140</b>	<b>\$151,140</b>	<b>\$151,140</b>

Table 16: Scenario 1 Revenue Projection

Operating expenses in Scenario 1 largely consist of personnel costs (i.e., salaries, wages, benefits, etc.) and other fixed costs such as utilities. Overall, the facility would incur an average of \$255,000/year in operating expenses over the 5-year period of the projection.

SCENARIO 1 (Lean Staff - Low Utilization)					
	Year 1	Year 2	Year 3	Year 4	Year 5
FT Personnel Costs	\$113,875	\$116,722	\$119,640	\$122,631	\$125,697
FT Personnel Costs (Benefits & Overhead)	\$25,053	\$25,679	\$26,321	\$26,979	\$27,653
Variable Personnel Costs	\$8,473	\$10,856	\$11,128	\$11,406	\$11,691
Marketing and Promotions (collateral)	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Utilities, etc.	\$86,854	\$88,699	\$90,590	\$92,528	\$92,528
<b>TOTAL OPERATING EXPENSES</b>	<b>\$241,754</b>	<b>\$249,456</b>	<b>\$255,178</b>	<b>\$261,044</b>	<b>\$265,069</b>

Table 17: Scenario 1 Expenses Projection

5-year projections for Scenario 1 combining both revenues and expenses, as well as debt repayment and potential contributions to a revitalization fund for large building repairs, show the proposed PAC incurring an average loss of \$512,000/year over the 5 years covered by the projection.

<b>SCENARIO 1 (Lean Staff - Low Utilization)</b>					
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Total Revenue</b>	\$127,912	\$151,140	\$151,140	\$151,140	\$151,140
<b>Total Operating Expenses</b>	\$241,754	\$249,456	\$255,178	\$261,044	\$265,069
<b>INCOME (LOSS) FROM OPERATIONS</b>	(\$113,843)	(\$98,316)	(\$104,039)	(\$109,904)	(\$113,930)
<b>Interest Expense</b>	\$221,771	\$214,521	\$206,938	\$199,006	\$190,710
<b>CASH BEFORE DEBT REPAYMENT</b>	(\$335,614)	(\$312,837)	(\$310,977)	(\$308,911)	(\$304,640)
<b>Debt Repayment (principal)</b>	\$157,818	\$165,068	\$172,652	\$180,583	\$188,879
<b>TOTAL PROFIT (LOSS)</b>	(\$493,432)	(\$477,906)	(\$483,628)	(\$489,494)	(\$493,519)
<b>Facilities Revitalization Fund</b>	\$0	\$0	\$40,000	\$40,000	\$40,000
<b>CHANGE IN CASH POSITION</b>	(\$493,432)	(\$477,906)	(\$523,628)	(\$529,494)	(\$533,519)

Table 18: Scenario 1 Income Statement and Net Income (Loss) after Debt Repayment and Revitalization Fund Contributions.

## Findings – Scenario 2

### Overview

Scenario 2 is defined by two major assumptions: Lean Staffing and Medium Utilization. This scenario provides the Town of Taber with projections that includes a cost structure that is almost the same as Scenario 1 but with a more positive outlook in terms of market conditions (i.e., utilization). In this scenario, market demand has been increased by 25% in comparison to the demand in Scenario 1.

As with Scenario 1, most revenue in Scenario 2 is generated by renting the various spaces in the facility. This aspect of revenue estimate is calculated by multiplying the projected hours of use by the hourly rental rate for each space. Neither liquor sales (i.e., bar service) nor box office revenue are applicable in this scenario. Overall, the facility would generate an average of \$189,000/year in revenue over the next 5-year period of the projection, which is \$23,000/year higher than in Scenario 1.

<b>SCENARIO 2 (Lean Staff - Medium Utilization)</b>					
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Theatre (performance)</b>	\$45,200	\$56,500	\$56,500	\$56,500	\$56,500
<b>Theatre (other)</b>	\$23,932	\$29,916	\$29,916	\$29,916	\$29,916
<b>Reception / Galleria</b>	\$28,704	\$35,880	\$35,880	\$35,880	\$35,880
<b>Meeting Spaces</b>	\$7,534	\$9,417	\$9,417	\$9,417	\$9,417
<b>Bar (rental)</b>	\$5,756	\$7,195	\$7,195	\$7,195	\$7,195
<b>Bar (service)</b>	\$7,650	\$9,563	\$9,563	\$9,563	\$9,563
<b>Shop</b>	\$9,567	\$11,959	\$11,959	\$11,959	\$11,959
<b>Box Office</b>	\$0	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	128,343	160,429	160,429	160,429	160,429
<b>Operating Grants</b>	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
<b>Sponsorship / Donations</b>	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
<b>TOTAL REVENUES</b>	\$163,343	\$195,429	\$195,429	\$195,429	\$195,429

Table 19: Scenario 2 Revenue Projection

As in Scenario 1, operating expenses in Scenario 2 largely consist of personnel costs (salaries, benefits, etc.) and other fixed costs such as utilities though the variable portions of these expenses are higher due to higher facility usage. Overall, the facility would incur an average of \$260,000/year in operating expenses over the next 5 years, which is approximately \$5,000 higher than Scenario 1 which is due to the variable costs associated with increased utilization.

<b>SCENARIO 2 (Lean Staff - Medium Utilization)</b>					
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>FT Personnel Costs</b>	\$113,875	\$116,722	\$119,640	\$122,631	\$125,697
<b>FT Personnel Costs (Benefits &amp; Overhead)</b>	\$25,053	\$25,679	\$26,321	\$26,979	\$27,653
<b>Variable Personnel Costs</b>	\$12,114	\$15,168	\$15,194	\$15,220	\$15,248
<b>Marketing and Promotions (collateral)</b>	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
<b>Utilities, etc.</b>	\$88,213	\$89,984	\$91,798	\$93,658	\$95,564
<b>TOTAL OPERATING EXPENSES</b>	<b>\$246,754</b>	<b>\$255,052</b>	<b>\$260,452</b>	<b>\$265,988</b>	<b>\$271,662</b>

Table 20: Scenario 2 Expenses Projection

5-year projections for Scenario 2 combining both revenues and expenses, as well as debt repayment and potential contributions to a revitalization fund for large building repairs, show the proposed PAC incurring an average loss of \$475,000/year over the 5 years covered by the projection. This is a \$37,000/year improvement on the bottom line estimated for Scenario 1.

<b>SCENARIO 2 (Lean Staff - Medium Utilization)</b>					
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Total Revenue</b>	\$163,343	\$195,429	\$195,429	\$195,429	\$195,429
<b>Total Operating Expenses</b>	\$246,754	\$255,052	\$260,452	\$265,988	\$271,662
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>(\$83,411)</b>	<b>(\$59,623)</b>	<b>(\$65,023)</b>	<b>(\$70,559)</b>	<b>(\$76,233)</b>
<b>Interest Expense</b>	\$221,771	\$214,521	\$206,938	\$199,006	\$190,710
<b>CASH BEFORE DEBT REPAYMENT</b>	<b>(\$305,183)</b>	<b>(\$274,144)</b>	<b>(\$271,961)</b>	<b>(\$269,566)</b>	<b>(\$266,944)</b>
<b>Debt Repayment (principal)</b>	\$157,818	\$165,068	\$172,652	\$180,583	\$188,879
<b>TOTAL PROFIT (LOSS)</b>	<b>(\$463,001)</b>	<b>(\$439,212)</b>	<b>(\$444,613)</b>	<b>(\$450,149)</b>	<b>(\$455,823)</b>
<b>Facilities Revitalization Fund</b>	\$0	\$0	\$40,000	\$40,000	\$40,000
<b>CHANGE IN CASH POSITION</b>	<b>(\$463,001)</b>	<b>(\$439,212)</b>	<b>(\$484,613)</b>	<b>(\$490,149)</b>	<b>(\$495,823)</b>

Table 21: Scenario 2 Income Statement and Net Income (Loss) after Debt Repayment and Revitalization Fund Contributions.



## Findings – Scenario 3

### Overview

Scenario 3 is defined by two major assumptions: Full Staffing and Medium to High Utilization. This scenario provides the Town of Taber with financial projections where the market outlook (i.e. utilization) is the strongest of all the scenarios. As noted in the “What We Heard Summary,” those rare facilities that operate with profit generation as an attainable objective tend to be more robustly staffed, enabling them to support a broader range of revenue generating products and services. This, of course, increases the operating cost for a more fully-staffed model. The financial projections for Scenario 3 have been provided below.

In this scenario, utilization is the same as Scenario 2 for the first 5 years and then increased by an additional 25% for the next 3 years. Staffing roles have also been expanded for all 8 years to drive usage and revenue of the facility by both scheduling more events (programmed and rental) through dedicated and well-supported marketing resources.

As is the case with Scenarios 1 and 2, most revenue in Scenario 3 is generated by renting the various spaces in the facility as well as some liquor sales (i.e., bar service). Unlike Scenario 2, box office revenue generation has been factored in since ticket sales become relevant with the expanded roles of the Full Staffing Scenario (i.e., Program Director). Likewise, with added capacity the PAC would be positioned to attract greater operating grants and sponsorship/donations. Overall, the facility would generate an average of \$341,000/year in revenue over the 8 years covered by the projection.

SCENARIO 3 (Full Staff - Medium to High Utilization)	(High Utilization Period)							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Theatre (performance)	\$45,200	\$56,500	\$56,500	\$56,500	\$56,500	\$70,625	70,625	70,625
Theatre (other)	\$23,932	\$29,916	\$29,916	\$29,916	\$29,916	\$37,394	37,394	37,394
Reception / Galleria	\$28,704	\$35,880	\$35,880	\$35,880	\$35,880	\$44,850	\$44,850	\$44,850
Meeting Spaces	\$7,534	\$9,417	\$9,417	\$9,417	\$9,417	\$11,772	\$11,772	\$11,772
Bar (rental)	\$5,756	\$7,195	\$7,195	\$7,195	\$7,195	\$7,195	\$7,195	\$7,195
Bar (service)	\$9,563	\$9,563	\$9,563	\$9,563	\$9,563	\$11,813	\$11,813	\$11,813
Shop	\$9,567	\$11,959	\$11,959	\$11,959	\$11,959	\$15,945	\$15,945	\$15,945
Box Office	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$27,000	\$27,000	\$27,000
<b>SUBTOTAL</b>	146,006	176,179	176,179	176,179	176,179	226,593	226,593	226,593
Operating Grants	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Sponsorship / Donations	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>TOTAL REVENUES</b>	\$296,006	\$326,179	\$326,179	\$326,179	\$326,179	\$376,593	\$376,593	\$376,593

Table 22: Scenario 3 Revenues Projection

As expected, Scenario 3 has the highest personnel costs (salaries, benefits, etc.) and the highest marketing and promotions expenses. Overall, the facility would incur an average of \$479,000/year in operating expenses over the 8 years of the projection, which is also the highest of all the scenarios.

SCENARIO 3 (Full Staff - Medium to High Utilization)	(High Utilization Period)							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
FT Personnel Costs	\$258,875	\$265,347	\$271,981	\$278,780	\$285,750	\$292,893	\$300,216	\$307,721
FT Personnel Costs (Benefits & Overhead)	\$56,953	\$58,376	\$59,836	\$61,332	\$62,865	\$64,437	\$66,047	\$67,699
Variable Personnel Costs	\$12,114	\$15,168	\$15,194	\$15,220	\$15,248	\$21,398	\$21,933	\$22,481
Marketing and Promotions (collateral)	\$20,000	\$20,500	\$21,013	\$21,538	\$22,076	\$22,628	\$23,194	\$23,774
Utilities, etc.	\$88,213	\$89,984	\$91,798	\$93,658	\$95,564	\$98,485	\$100,403	\$102,369
<b>TOTAL OPERATING EXPENSES</b>	\$436,154	\$449,374	\$459,820	\$470,528	\$481,503	\$499,841	\$511,793	\$524,044

Table 23: Scenario 3 Expenses Projection

8-year projections for Scenario 3 combine both revenues and expenses, as well as debt repayment and potential contributions to a revitalization fund for large building repairs. Overall, the proposed PAC would incur an average loss of \$547,000/year over the next 8 years covered by the projection, which is the largest loss of all the scenarios. The additional income generated by a dedicated Program Director, Technical Director and added box office function is not enough to offset the associated costs at the estimated level of utilization (i.e., 125% of base utilization estimate, or roughly some use of the facility 4 days each week).

SCENARIO 3 (Full Staff - Medium to High Utilization)	(High Utilization Period)							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Total Revenue	\$296,006	\$326,179	\$326,179	\$326,179	\$326,179	\$376,593	\$376,593	\$376,593
Total Operating Expenses	\$436,154	\$449,374	\$459,820	\$470,528	\$481,503	\$499,841	\$511,793	\$524,044
<b>INCOME (LOSS) FROM OPERATIONS</b>	<b>(\$140,149)</b>	<b>(\$123,195)</b>	<b>(\$133,641)</b>	<b>(\$144,349)</b>	<b>(\$155,324)</b>	<b>(\$123,247)</b>	<b>(\$135,199)</b>	<b>(\$147,450)</b>
Interest Expense	\$221,771	\$214,521	\$206,938	\$199,006	\$190,710	\$190,002	\$189,291	\$188,578
<b>CASH BEFORE DEBT REPAYMENT</b>	<b>(\$361,920)</b>	<b>(\$337,716)</b>	<b>(\$340,580)</b>	<b>(\$343,355)</b>	<b>(\$346,034)</b>	<b>(\$313,249)</b>	<b>(\$324,491)</b>	<b>(\$336,028)</b>
Debt Repayment (principal)	\$157,818	\$165,068	\$172,652	\$180,583	\$188,879	\$189,587	\$190,298	\$191,012
<b>TOTAL PROFIT (LOSS)</b>	<b>(\$519,738)</b>	<b>(\$502,785)</b>	<b>(\$513,231)</b>	<b>(\$523,938)</b>	<b>(\$534,914)</b>	<b>(\$502,837)</b>	<b>(\$514,789)</b>	<b>(\$527,040)</b>
Facilities Revitalization Fund	\$0	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
<b>CHANGE IN CASH POSITION</b>	<b>(\$519,738)</b>	<b>(\$502,785)</b>	<b>(\$553,231)</b>	<b>(\$563,938)</b>	<b>(\$574,914)</b>	<b>(\$542,837)</b>	<b>(\$554,789)</b>	<b>(\$567,040)</b>

Table 24: Scenario 3 Income Statement and Net Income (Loss) after Debt Repayment and Revitalization Fund Contributions.

## Scenarios Comparison

Scenario	Projected Period	Average Annual Net Income (Loss)	Pros	Cons
1) Lean Staffing, Low Utilization	5-years	(\$511,000)	<ul style="list-style-type: none"> <li>• Lowest financial risk with low-cost structure</li> <li>• Operationally more simplistic, requiring less effort to plan and operate</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced social benefit to Taber residents with limited programming and low utilization</li> <li>• Potential for reduced community/political support for the PAC if it is idle more often than it is used</li> <li>• Less ability to obtain operating grants, donations, sponsorship</li> </ul>
2) Lean Staffing, Medium Utilization	5-years	(\$475,000)	<ul style="list-style-type: none"> <li>• Lower financial risk with low-cost structure</li> <li>• Operationally more simplistic, requiring less effort to plan and operate</li> <li>• Lowest annual operating loss (i.e., most profitable scenario)</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced social benefit to Taber residents with limited programming and low utilization</li> <li>• Potential for reduced community/political support for the PAC if it is idle more often than it is used (though to a lesser extent than Scenario 1)</li> <li>• Less ability to obtain operating grants, donations, sponsorship</li> </ul>
3) Full Staffing, Medium to Full Utilization	8-years	(\$546,000)	<ul style="list-style-type: none"> <li>• Increased social benefit to Taber residents with scheduled programmed events and higher utilization</li> <li>• Increased community (i.e., political) support if PAC is busy and used to its fullest potential</li> <li>• More ability to obtain operating grants, donations, sponsorship</li> </ul>	<ul style="list-style-type: none"> <li>• Increased financial risk inherent in high-cost structure</li> <li>• Greater risk with reliance on key personnel to drive utilization</li> <li>• Having to recruit for more positions and ongoing associated human resources / administrative costs</li> <li>• Operationally more complex, requiring more effort to plan and operate</li> <li>• Highest operating loss (i.e., least profitable scenario)</li> <li>• Need to attract established talent increases competition with other theatres in the region (Lethbridge, Medicine Hat, etc.)</li> </ul>

While all scenarios project an operating loss year over year, Scenario 2 would incur the smallest annual loss for the Town of Taber. Likewise, Medium Utilization was developed to define the most-likely environment in which the PAC will operate based on our research. Of course, utilization is the most difficult piece to predict as so many factors (e.g., staffing, market demand, cost to rent, etc.) have a direct impact on how much the facility might be used.



## Scenario 2 Break-Even Analysis

Of the three scenarios, Scenario 2 (Lean Staff – Medium Utilization) is the least negative in its financial position. However, this still means an average annual loss of \$475,000. To contextualize the difficulty of bringing this model closer to a “break-even point,” MNP ran the model with the following alterations:

- Double the projected utilization for all spaces in the facility;
- Double the rental rate for all spaces in the facility for all user types;
- No assumed reduction of utilization in Year 1; and,
- No contribution to a maintenance / repair fund for all years in the model.

Even with these alterations which, to be truthful, push the model into a decidedly unfeasible realm, the resulting pro forma exhibits an approximate average annual loss of \$63,000.

SCENARIO 2 (Lean Staff - Medium Utilization)					
	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenue	\$596,049	\$596,049	\$596,049	\$596,049	\$596,049
Total Operating Expenses	\$268,323	\$273,973	\$279,765	\$285,702	\$291,787
<b>INCOME (LOSS) FROM OPERATIONS</b>	\$327,726	\$322,076	\$316,284	\$310,348	\$304,263
Interest Expense	\$221,771	\$214,521	\$206,938	\$199,006	\$190,710
<b>CASH BEFORE DEBT REPAYMENT</b>	\$105,955	\$107,555	\$109,346	\$111,341	\$113,552
Debt Repayment (principal)	\$157,818	\$165,068	\$172,652	\$180,583	\$188,879
<b>TOTAL PROFIT (LOSS)</b>	<b>(\$51,863)</b>	<b>(\$57,514)</b>	<b>(\$63,305)</b>	<b>(\$69,242)</b>	<b>(\$75,327)</b>
Facilities Revitalization Fund	\$0	\$0	\$0	\$0	\$0
<b>CHANGE IN CASH POSITION</b>	<b>(\$51,863)</b>	<b>(\$57,514)</b>	<b>(\$63,305)</b>	<b>(\$69,242)</b>	<b>(\$75,327)</b>

Table 25: Scenario 2 “Break-Even” Income Statement and Net Income (Loss) after Debt Repayment and Revitalization Fund Contributions.

What this confirms is that the debt from construction remains, by far, the most impactful factor on the financial feasibility of the model. With that in mind, the average annual loss at three different assumed loan amounts are provided below. In the main model, the assumption is for a \$5M loan to complete with roughly \$5M provided by a combination of donors, sponsors, grants, and the Town to meet the approximate \$10M capital cost.

Again, the numbers below refer to Scenario 2 as the least negative in terms of financial projection.

Assumed Debt Amount (from Construction)	Average Annual Loss
\$0	(\$94,970)
\$2,500,000	(\$284,765)
\$10,000,000	(\$854,149)

Table 26: Alternate Profit (Loss) Estimates based on Different Debt Loads.

Each of the debt-adjusted figures in the table above illustrate an annual loss. However, if the full cost of the facility is funded without loan repayments (i.e., debt), the annual loss could be dramatically reduced or less than \$100,000. Conversely, if the debt increases, the annual loss could approach \$855,000.

## Alternate Options

### Alternate Option 1 - Increase the Number of Seats

Whatever the scenario, increasing the number of available seats in the theatre might be a means of generating additional revenue. Through the course of our research, several industry experts expressed concern that the 275-300 seat range is too small to attract more established artists who can demand higher ticket prices and, in turn, generate significant income for the PAC.

That said, the theatre is designed as a full-scale facility with high-quality acoustics and comfortable seating. In other words, the current design comes with significant cost. To redesign and account for increase seating will make an already expensive facility even more costly to construct.

Another risk to this approach is that it may put the theatre in more direct competition with existing facilities in Lethbridge and Medicine Hat looking to attract more established artists while simultaneously increasing the challenge for local users to fill the facility to a reasonable percentage on a regular basis. Furthermore, having more seats available does not mean they will be filled at any given event.

Conversely, any significant decrease to the amount of available seating, while ostensibly improving the ability of most users to fill the facility, would put a ceiling on revenues that may be difficult to justify even if it meant the capital building cost was marginally lower.

### Alternate Option 2 - Upgrading the Auditorium

A second alternate option, that perhaps comes with lower risk than constructing a new purpose-built facility, is to renovate the existing auditorium space in the multiuse facility. Without conducting comprehensive research into what this upgrade might entail, some of the main requirements (wherever possible) would be likely to include:

- improvement to acoustic performance;
- improved access;
- improved aesthetics / appearance;
- improved separability from rest of multiuse facility, including soundproofing; and,
- improved stage space to accommodate more complex performances.

The advantages of renovation are mainly financial / risk related. Rather than a \$8-12M project for a new build, renovation could have a significantly reduced cost. The upgraded facility could continue to meet the needs of many users and may serve the community well. It would not be reasonable, however, to expect the Town to significantly improve its ability to attract outside talent through renovations to the existing auditorium.

One additional benefit of this option that might be worth consideration is the flat-floor of the auditorium and its proximity to the existing kitchen facility. This arrangement could provide opportunity for banquet-style performances with tables and chairs rather than theatre seating. In at least one comparable market, the ability to offer this style of programming was identified as a positive aspect generally appreciated by facility audiences and, as such, a means of driving up utilization.

## IMPLICATIONS

### Additional Risks

In addition to the financial risks outlined in respect to the above scenarios and assumptions which challenge the feasibility of the facility, it is also important to understand a broader context of risks to its viability. Based on our research, the table below outlines some of the most pertinent viability-based risks.

Risk	Description
Regional market competition	<ul style="list-style-type: none"> <li>• Lethbridge is currently upgrading the Sterndale Bennet and Yates Theatres and is investigating the opportunity to construct a new performing arts centre</li> <li>• Other competing facilities in Medicine Hat and Lethbridge are well-established and often better positioned to attract recognized talent</li> <li>• Barnwell has new small black box theatre that is only 9km from Taber</li> </ul>
Local population demographics	<ul style="list-style-type: none"> <li>• Taber and the surrounding region has a significant minority population (up to approximately 40%) that can be identified as non-prospective users for the facility</li> <li>• Other subgroups in the population often fill their performing venue needs at their respective local churches / chapels.</li> </ul>
Loss of parking	<ul style="list-style-type: none"> <li>• The proposed site would share parking with the multiuse facility and its construction would reduce the amount of available parking while simultaneously increasing demand for stalls</li> <li>• It may also have an impact on parking for Corn Fest and other large-scale community events</li> </ul>

### Success Factors and Desired Outcomes

There are numerous success factors to consider when making the decision whether to further pursue the PAC project. The table below collects what MNP sees as the Top 5 among these success factors. The table also aims to describe the relationship between the five key success factors and what we see as the three key outcomes that would indicate success: ability to generate profit, ability to demonstrate value to the community, and ability to compete in the marketplace.

In other words, to arrive at a decision to go ahead with the PAC project, the Town should be relatively confident that it can do what is required to be successful in each of the five areas which will then drive towards the three desired outcomes.

Success Factors		Desired Outcomes		
Name	Description	Demonstrate Community Value	Generate Profit	Compete in Marketplace
<b>Minimize debt from construction cost</b>	Debt can be minimized by reducing building costs and/or increasing capital funding support	Strong impact	(Very) Strong impact	Moderate impact
<b>Ensure strong utilization</b>	The facility must be well-used to justify the cost of construction and ongoing operation	Strong impact	Strong impact	Moderate impact
<b>Attract and retain quality staff</b>	Stability of staffing, particularly in leadership roles is critical for success in the early years of the facility's existence	Strong impact	Moderate impact	Strong impact
<b>Ensure all users pay appropriately</b>	The facility needs to balance the ability of users to pay with the need to drive strong utilization numbers	Moderate impact	Strong impact	Moderate impact
<b>Take advantage of connection to multiuse facility</b>	There are positive impacts to be explored in both the physical and operational connection between the new and the old buildings	Strong impact	Moderate impact	Minimal impact

No matter the scenario, the same key success factors and desired outcomes hold true. Furthermore, given that each success factor has a strong impact on at least one desired outcome, to ignore or underperform against any one of the five could have significantly negative consequences. That said, the ability to minimize debt has such a strong impact on the financial bottom line that it should be considered the most impactful of the group. However, even if debt was minimal or nil, failure to adequately address other four factors would present significant challenge to the facility on an ongoing basis.

## Recommendations and Next Steps

Having presented and discussed the findings of our comprehensive research and financial modeling, and assessment of risks and key success factors, it remains difficult for MNP, as an external third-party to provide a single go-forward recommendation in respect to the proposed PAC in Taber.

Our research indicates the theatre business is inherently risky with, in Taber's case, several competing facilities in the region. Even the best municipally-operated facilities in the province are faced with constant challenges in terms of keeping utilization high while offsetting expenses with income. Most carry annual operating deficits. None generate significant profit, even under the most advantageous circumstances.

Engagement with local stakeholders in the Taber region illustrates a variety of opinion in terms of the value of the proposed facility to the Community and the Community's ability and/or willingness to support it, financially or politically. It is difficult to predict the degree to which sentimental or prospective support for the facility would turn into actual contributions and actions. There are many factors that impact that equation alone, starting with a capital and public awareness campaign prior to breaking ground on the proposed site.

When analyzing the potential operating environment, the three scenarios developed paint relatively similar financial pictures to one another: in none of them is there a sure-fire means of guaranteeing profit or a bottom-line anywhere near the "break-even" point. In fact, with an average annual loss between the three scenarios of \$511,000 (with an assumed \$5M debt), if building plans indeed go forward,

**the Town will need to fiscally and politically justify the annual expenses vis-à-vis the more socially and culturally oriented benefits a performing arts centre can bring to the community, provided it is well-used.**

It is this question that lies at the heart of the decision the Town faces.

As mentioned several times throughout this report, the level of debt carried forward from the construction project is the key determining factor on the profitability of facility. However, as evidenced by the discussion of key success factors and desired outcomes, there are additional considerations that make undertaking the project an endeavour fraught with risk.

For that reason, the lowest risk option is not to proceed with building the facility at all, which might leave the Town with the following options:

- investigate the possibility of renovating auditorium in existing facility;
- investigate opportunities to financially support the establishment and operation of alternate lower-cost performing arts venues (e.g., retrofitting an existing building somewhere in Town); and,
- do nothing.

If the decision is made to proceed with building the facility, the Town should:

- consider hiring a theatre consultant to conduct final review of building design, perhaps most importantly the impact of potentially increasing the number of seats in the theatre, as well as an assessment of the Town's initial operating strategy;
- consider establishing a "Theatre Foundation" with the personnel and support from the municipality to drive a funding and awareness campaign for capital project and, eventually, to support fundraising and volunteerism efforts for ongoing operations; and,
- begin the search for a general manager / facility manager who can spearhead the capital and awareness campaign and effectively prepare for the facility's first operating year.

## APPENDIX A: RENTAL RATE COMPARISON

The following rental figures gathered through our research were employed when developing the rental rate schedule for the Taber PAC projections. As can be seen, an “apples to apples” comparison between facilities is difficult and it is important to keep in mind that each is a unique structure operating in a unique market.

### Rental Rate Comparison

<b>Morinville</b>	<b>Discount</b>	<b>Local</b>	<b>Commercial</b>
Theatre (Hall A & B)	\$175	\$200	\$250
Meeting Rooms	\$6	\$19	\$24
Smaller Theatre (Hall A)	\$150	\$175	\$219
Foyer/Mezzanin	\$75	\$125	\$156

<b>Camrose</b>	<b>Discount</b>	<b>Local</b>	<b>Commercial</b>
Theatre*	n/a	\$264	\$275
Community Hall / Gallery**	\$63	\$98	
Additional Hour (2 techs)	\$77		

<b>Olds</b>	<b>Discount</b>	<b>Local</b>	<b>Commercial</b>
Theatre	\$125	\$125	\$125
Meeting Rooms			
Smaller Theatre (Band Room)			
Additional Hour			

<b>Lethbridge</b>	<b>Discount</b>	<b>Local</b>	<b>Commercial</b>
Theatre (Yates)*	\$160	\$355	\$480
Meeting Rooms (Sterndale)		\$42	\$42
Theatre (Sterndale)*	\$46	\$147	\$184
Additional Hour**	\$33		

<b>Wainwright</b>	<b>Discount</b>	<b>Local</b>	<b>Commercial</b>
Theatre	\$25	\$32	\$32
Meeting Rooms	\$9	\$11	\$11
Lobby	\$52		
Additional Hour	n/a		

<b>Average</b>	<b>Discount</b>	<b>Local</b>	<b>Commercial</b>
Theatre	\$106	\$187	\$224
Meeting Rooms	\$7	\$24	\$25
Gallery / Reception	\$63	\$136	\$219
Additional Hour	\$35		

## APPENDIX B: STATEMENTS OF OPERATIONS AND CHANGES FOR ATHABASCA REGIONAL MULTIPLEX SOCIETY

### ATHABASCA REGIONAL MULTIPLEX SOCIETY STATEMENTS OF OPERATIONS AND CHANGES IN NET ASSETS FOR THE YEAR ENDED DECEMBER 31, 2015

	BUDGET (Unaudited)	2015	2014
<b>REVENUE</b>			
User Fees	\$ 560,850	\$ 555,812	\$ 516,856
Rental Income	79,900	97,735	88,476
Grants	7,000	-	5,977
Fundraising and Donations	-	4,762	1,200
Contract Services	50,550	47,769	38,076
Advertising	45,000	29,931	42,381
Food Services	125,000	123,719	168,361
Lounge Sales	75,500	62,372	100,604
Other Revenues	1,000	3,344	15,370
	<b>944,800</b>	<b>925,444</b>	<b>977,301</b>
<b>EXPENSES</b>			
Advertising	11,100	10,686	10,945
Bank Charges	4,500	6,210	5,854
Computer Expenses	9,700	7,065	10,978
Contracted and General Services	212,189	160,237	149,272
Equipment Rental	7,000	2,101	7,287
Insurance	45,100	49,585	62,959
Professional and Bookkeeping fees	29,800	47,367	68,104
Purchases	132,000	118,936	219,628
Repairs and Maintenance	79,200	85,290	94,164
Salaries, Wages and Benefits	1,043,625	1,044,618	1,068,956
Supplies	32,050	37,425	28,288
Telephone	17,100	15,540	16,334
Utilities	337,950	341,716	348,257
	<b>1,961,314</b>	<b>1,926,776</b>	<b>2,091,026</b>
<b>SHORTFALL OF REVENUE OVER EXPENSES</b>			
<b>BEFORE REQUISITIONS</b>	<b>(1,016,514)</b>	<b>(1,001,332)</b>	<b>(1,113,725)</b>
<b>Requisitions (Note 4)</b>			
Requisitions during the year	1,016,514	1,094,632	1,253,816
Transferred to Deferred Revenue	-	(93,300)	(140,091)
	<b>1,016,514</b>	<b>1,001,332</b>	<b>1,113,725</b>
<b>SHORTFALL OF REVENUE OVER EXPENSES</b>			
	-	-	-
<b>NET ASSETS, BEGINNING OF YEAR</b>			
	-	-	-
<b>NET ASSETS, END OF YEAR</b>			
	\$ -	\$ -	\$ -



## ATHABASCA REGIONAL MULTIPLEX SOCIETY

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2015

Requisitions charged to Society members are as follows:

	<b>2015</b>	<b>2014</b>
Athabasca County	\$ 547,316	\$ 600,000
Town of Athabasca	547,316	653,816
Transferred to Deferred Revenue	1,094,632 (93,300)	1,253,816 (140,091)
	<b>\$ 1,001,332</b>	<b>\$ 1,113,725</b>

Amounts due from Society members have arisen from the allocation of the deficit. Amounts due from Society members at the end of the year are as follows:

	<b>2015</b>	<b>2014</b>
Athabasca County	\$ 51,107	\$ -
Town of Athabasca	166,879	653,816
	<b>\$ 217,986</b>	<b>\$ 653,816</b>

The amounts due to Society members have no fixed terms of repayment and are as follows:

	<b>2015</b>	<b>2014</b>
Athabasca County	\$ 30,956	\$ -
Town of Athabasca	60,437	653,816
	<b>\$ 91,393</b>	<b>\$ 653,816</b>



## RESEARCH APPROACH OVERVIEW

Over the past several weeks, MNP conducted the research required to support a Feasibility and Viability Study for the proposed Performing Arts Centre (PAC) in Taber. Our research was informed by the important work done to date by the PAC Committee and the plans already in place for the construction phase of the PAC.

New feasibility and viability research was primarily conducted through three vehicles:

1. Interviews and surveys with key stakeholders;
2. Site tours and shared information with comparable theatres in Alberta (i.e., leading practices);
3. Other learnings through interview and/or web research.

Our learnings in this phase of the project were broad, improving our insight into the construction of the facility (i.e. the capital project), the characteristics of the market and industry, and the operational / organizational outlook of the PAC.

Throughout the gathering of this information, we continued to focus on the two distinct yet closely related components of the final deliverable we will be developing for the Town of Taber:

1. **Feasibility Study** – a full scale feasibility study, covering much of the same material as the 2016 business plan for the CCSF grant application, but with more in-depth financial, governance, and operating models including scenario analysis for facility operations.
2. **Viability Study** – a validation of assumptions pertaining to the market, the industry, competition, rental rates and ticket thresholds, as well as staffing and efficiencies, to ensure there is a viable market for the completed PAC.

The attached document is a summary of MNP's research to-date. This summary is organized according to the three aforementioned "vehicles" through which we conducted our research. Through each vehicle we obtained learnings pertaining to both the feasibility and viability pieces of the engagement.

## STAKEHOLDER ENGAGEMENT SUMMARY

A significant number of stakeholders were engaged over the past several weeks, primarily through either phone interview or web survey. Figure 1 provides a summary of who was engaged and how we reached them (excluding those reached through the Chamber of Commerce survey).

*Figure 1: List of Key Stakeholders Contacted*

Stakeholder Name	Stakeholder Organization	Means of Contact
<b>Derrick Krizsan</b>	M.D. of Taber	Phone
<b>Todd Zimmerling</b>	Pheasant Festival Committee	Phone
<b>Bruce Warkentin</b>	Taber Chamber of Commerce	In-person / Informally
<b>Andrew Llewelyn-Jones</b>	Rogers' Sugar (Lantic Inc.)	Phone
<b>Sarah Lee</b>	Taber Youth Community Choir / Private Music Teacher	Phone
<b>Melody Garner-Skiba</b>	Alberta Sugar Beet Growers	Phone
<b>Scott Chubbs</b>	Town of Taber	Phone
<b>Ryan Torrie</b>	Performing Arts Centre Committee / Local Medical Professional	Phone
<b>Diane Llewelyn-Jones</b>	Taber Players	Phone

The list above comprises a diversity of stakeholders, each sharing a distinct relationship(s) to the facility and subsequently exhibiting different needs in terms of the physical space, equipment, and resourcing and different opinions around its potential value to the community.

In addition to those on the list above, stakeholders belonging to the local business community were engaged through a web-survey. We received seventeen (17) responses to this survey, the results of which are shared in Appendix A. The results presented in this section of the report incorporate the feedback received through the web-survey.

A second survey with two or three slightly different questions was sent out to local school principals. Of the five principals we reached out to, we received two (2) responses to this survey, the results of which are shared in Appendix B. The results presented in this section of the report incorporate the feedback received through the web-survey.


Whether through interview or survey, a similar set of questions were posed to each stakeholder [see Figure 2]. Some stakeholders were understandably more interested in questions around potential usage of the facility, other were focused on the value to the community or position in the market. Still other stakeholders were tactfully asked about their appetite to support the facility – financially or otherwise.



Figure 2: Typical Stakeholder Questions

<i>What are your organization's needs relative to physical spaces, equipment, and services for events, conventions, training, rehearsing, outreach, etc.?</i>	<i>Without asking for any commitment at this time, do you see your organization being interested in providing financial donations or sponsorship to the proposed facility?</i>
<i>What spaces do you currently use to meet your needs?</i>	<i>How much support (financial, personnel, volunteers, etc.) would you expect to require in association with your usage of the facility?</i>
<i>If the proposed facility was in place, how often would you and/or your organization use the facility in a year?</i>	<i>How would you describe the facility's value to the community? What is your assessment of the level of community support for a performing arts venue in Taber?</i>
<i>What are your expectations around cost to use the proposed facility?</i>	<i>What do you see as the main hurdles to the facility's success?</i>

MNP is confident that the qualitative and quantitative feedback directly received from this diverse group of stakeholders will inform the Feasibility and Viability Study with an accurate portrayal of the local environment in which the PAC seeks to exist. In aiming to adequately capture the diversity of opinion and sentiment amongst this group, MNP engaged many more individuals than was initially planned. The results of this expanded scope of research will improve the comprehensiveness of both the feasibility and viability portions of the final report.

## Key Takeaways

 <p><b>Value to Community</b></p>	<p>Stakeholders acknowledged, with certainty, that there is a need for space in Taber's arts community and the PAC (and especially the theatre) would fill a gap. At the same time, several stakeholders expressed concern over the ability or desire of the community to financially support the facility.</p>
<p>Approximately <b>52%</b> of stakeholders indicated that the PAC would add <b>great value</b> to the community</p>	<p>Stakeholders felt that if viably and sustainably built and operated, the PAC could offer an alternative to users and audiences accustomed to travelling to Lethbridge and/or Medicine Hat for space rentals and performances. Stakeholders also felt that the PAC would serve their needs better than the spaces currently available in Taber, especially since there have been initiatives in the past that attempted to develop a theatre space in Taber. Past surveys have shown that support for a PAC, in terms of value to the community, was not resounding.</p>
<p>Approximately <b>13%</b> of stakeholders indicated that the PAC would add <b>minimal value</b> to the community</p>	

 <p><b>Facility Usage</b></p>	<p>Most stakeholders we engaged displayed a stronger interest in using the auditorium or meeting spaces than the theatre itself, which was seen by many as too specialized to be of value.</p> <p>Local artists might make relatively frequent use of the theatre and theatre-related spaces if it meets their needs and cost expectations.</p>
<p>The <b>multi-purpose aspect</b> of the facility was generally <b>well-received</b></p> <p>Stakeholders who indicated they would use the facility (all spaces), identified needs ranging from <b>1 to 12 times per year</b></p>	<p>Having diversity in service offering is important in smaller markets to ensure that the facility is capturing as much of the market as possible.</p> <p>Potential uses for the theatre space specifically included recitals, lectures, training sessions, weddings, and rehearsals based on stakeholder feedback.</p>
 <p><b>Cost Expectations</b></p>	<p>With the exception of some of the local artists engaged, who indicated limited financial resources, stakeholders did not generally provide information or opinions on their cost expectations to use the theatre space, perhaps in part because they have little or no point of reference.</p>
<p>In general, stakeholders expect <b>competitive pricing</b> equivalent to similar facilities in Taber, Lethbridge, or Medicine Hat</p> <p>It may be unrealistic for stakeholder groups such as <b>schools</b> and <b>local performing arts groups</b> to pay more than a <b>nominal fee</b> for facility use</p>	<p>Stakeholders indicated their price expectations for room rentals ranged between \$400 - \$750/per day depending on capacity requirements. Ancillary services are often provided for additional cost.</p> <ul style="list-style-type: none"> <li>• Heritage Inn (&lt; 300 capacity, \$400 per day)</li> <li>• Lethbridge Lodge (&lt;400 capacity, \$750 per day)</li> </ul> <p>Other competitors in the surrounding region include Luigi's, churches, schools, community halls, the Legion and personally-owned/private spaces. Lethbridge and Medicine Hat both offer a wide selection of comparable spaces.</p>



## User Needs

The meeting rooms appeared to provide the most utility to stakeholders. That said, most stakeholders who responded to this line of questioning were business users rather than arts organizations, who might have seen greater utility in the theatre space.

**40%** of stakeholders engaged would most likely use the **meeting rooms**

Stakeholders generally appreciate having a full-service offering where food, liquor and catering can be provided. Likewise, desired facility capabilities include high-end AV equipment, lighting, musical instruments (especially a grand piano), screens for presentations, etc.

**20%** of stakeholders would most likely use the **auditorium** and the **theatre**, while **20%** said they would use **none**

Local arts groups, especially those in a position to be frequent users, may require significant permanent storage space.



## Community Support

Anecdotally, from a community member point-of-view, stakeholders indicated a long-standing history and culture of community support in the Taber Region. There is a strong probability that the few major corporations and large farming businesses in Taber would offer financial support to the PAC. *Disclaimer: Stakeholders were not being asked to commit to financially supporting the PAC.*

Approximately **26%** of stakeholders believed that the PAC would be **strongly supported** by the community

Several stakeholders expressed concern over their ability as individuals within the community to financially support the facility, however those that could not commit to fiscally supporting the PAC would consider non-monetary support through volunteering, etc.

Approximately **30%** of stakeholders believed that the PAC would be **poorly supported** find community support

Figure 3: SWOT Analysis from Stakeholder Perspective

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Multi-use facility offers opportunity for strong usage and cost-efficiency by utilizing existing facilities maintenance personnel and equipment</li> <li>• Proximity to Taber residents (ease of access being a major driver of facility usage)</li> <li>• Providing a valuable public service to the residents of Taber and enriching culture and community</li> <li>• Other secondary economic benefits of the facility (hotels, restaurants, gas stations, etc.)</li> <li>• PAC Committee is strong and focused</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Removal of parking space in Taber</li> <li>• Under capitalization or financial constraints to build and operate the facility</li> <li>• Poor acoustics and aging façade in existing auditorium</li> <li>• Specialization of the theatre is restricting in terms of usage (may not be ideal for weddings or tradeshow, etc.)</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Potential to update the existing auditorium to meet evolving market demands</li> <li>• Variability in service offering and filling a need in the market that's not currently being served locally</li> <li>• Existing market in place for the current facility (arena, auditorium, etc.) can be leveraged</li> <li>• Potential for operational efficiencies to be shared between the new facility and existing facility <ul style="list-style-type: none"> <li>○ Staff running the existing facility can take over the new building extension (i.e. custodial, mechanical, etc.)</li> </ul> </li> <li>• Strong history and spirit of philanthropy within the community and large organizations that could donate/sponsor</li> <li>• Potential to enhance or align festivals/events already taking place in Taber (e.g. Cornfest, Pheasant Festival, etc.)</li> <li>• Connecting with well-known musicians from the area (Corb Lund, Paul Brandt, etc.)</li> <li>• Possibility of attracting industry talent for key positions within the PAC (Programming Managers, GMs, Technical Directors, Equipment Techs, etc.)</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Comparable facilities in surrounding towns (Barnwell, Lethbridge, Medicine Hat, etc.) as competitors in the market</li> <li>• Shortage of infrastructure/complementary services in Taber to support multi-day or larger events (hotels, restaurants, etc.)</li> <li>• Population demographics: <ul style="list-style-type: none"> <li>○ Aging theatre users/sponsors<sup>1</sup></li> <li>○ Large number of non-users (e.g. large percentage of religious groups) may have their own facilities</li> <li>○ Rural users (re: farming schedule, seasonality, etc.)</li> </ul> </li> <li>• Most performing arts centres operate at a loss</li> <li>• As a municipally-operated facility, it may be difficult to obtain operating funding from Provincial or Federal Governments</li> <li>• Alternate experiences/technology disrupting demand for live performing arts entertainment</li> <li>• Debt-load for capital construction will impact annual bottom line</li> </ul>

<sup>1</sup> Hill Strategies Research Inc. Arts Research Monitor Volume 11, No 2. Facts, Stats and Insights

## COMPARABLE JURISDICTIONS SUMMARY

MNP engaged five comparable facilities in detail while also gathering documented input from several other facilities, especially in respect to rate schedules, membership fees, theatre size, and market size.

Figure 4 provides a summary of the comparable sites and how MNP gathered information relating to their performing arts facilities.

*Figure 4: List of Comparable Organizations Researched*

Facility	Municipality	Means of Contact
<b>Wainwright Communiplex</b>	Wainwright	In-person / Site Tour
<b>Morinville Community Cultural Centre (CCC)</b>	Morinville	In-person / Site Tour
<b>Yates and Sterndale Bennet Theatres</b>	Lethbridge	In-person / Site Tour
<b>Peter and Jeanne Lougheed Centre (Lougheed)</b>	Camrose	In-person / Site Tour
<b>TransCanada Theatre</b>	Olds	Email
<b>Bert Church</b>	Airdrie	Web
<b>Shell Centre</b>	Fort Saskatchewan	Web
<b>Horizon Stage</b>	Spruce Grove	Web
<b>Esplanade Theatre</b>	Medicine Hat	Web
<b>artsPlace</b>	Canmore	In-person / Informal Visit; Web
<b>Arden Theatre</b>	St. Albert	Web
<b>Winspear Centre</b>	Edmonton	In-person / Web

Figure 5 provides some basic information pertaining to market within which each facility operates. The market is a critical piece of context impacting many aspects of these facilities including their size, configuration, characteristics, equipment, staffing, etc. It is not always easy or prudent to assume that because something did or did not work well in one community that it will respectively succeed or fail in another community. This market overview is meant to provide some context for the facilities in question, putting into relief some of the reasons behind the key aspects of each facility as outlined in Figure 6.

Figure 5: Markets in Comparable Municipalities<sup>2</sup>

Municipality	Population	Key Characteristics
<b>Wainwright</b>	6,289	<ul style="list-style-type: none"> <li>• Largest municipality in region</li> <li>• Largely rural / semi-rural region</li> <li>• Oil and gas resources</li> <li>• Proximity to Canadian Military Base (with another 5-10 thousand potential users)</li> </ul>
<b>Morinville</b>	9,893	<ul style="list-style-type: none"> <li>• Within 45-minute drive of Edmonton; 20-minute drive of St. Albert</li> <li>• Low non-residential municipal tax environment</li> </ul>
<b>Lethbridge</b>	96,828	<ul style="list-style-type: none"> <li>• Several performing arts venues in city and at the University of Lethbridge</li> <li>• Currently exploring building another performing arts theatre</li> <li>• Currently renovating Yates and Sterndale theatres</li> <li>• Main regional hub</li> </ul>
<b>Camrose</b>	18,044	<ul style="list-style-type: none"> <li>• Proximity to Edmonton; part of the touring “ring” – a group of smaller cities that surround Edmonton or Calgary</li> <li>• University population (Augustana Campus) provides some stability</li> </ul>
<b>Olds</b>	8,617	<ul style="list-style-type: none"> <li>• Proximity to Red Deer (61km)</li> <li>• Largely rural / semi-rural region; agriculture-based</li> </ul>
<b>Airdrie</b>	61,842	<ul style="list-style-type: none"> <li>• Proximity to Calgary; part of “ring”</li> </ul>
<b>Fort Saskatchewan</b>	24,569	<ul style="list-style-type: none"> <li>• Proximity to Edmonton; part of “ring”</li> </ul>
<b>Spruce Grove</b>	33,640	<ul style="list-style-type: none"> <li>• Proximity to Edmonton; part of “ring”</li> </ul>
<b>Medicine Hat</b>	63,018	<ul style="list-style-type: none"> <li>• Several performing arts venues including Esplanade and ENMAX</li> <li>• Main regional hub</li> </ul>
<b>Canmore</b>	13,077	<ul style="list-style-type: none"> <li>• Resort / vacation destination</li> </ul>
<b>St. Albert</b>	64,645	<ul style="list-style-type: none"> <li>• Proximity to Edmonton; part of “ring”</li> </ul>
<b>Edmonton</b>	899,447	<ul style="list-style-type: none"> <li>• Much larger centre with large, medium and small venues, specialized venues and diverse population</li> </ul>
<b>(Taber)</b>	(8,380)	<ul style="list-style-type: none"> <li>• Prominent Low German Mennonite Community (~40%)</li> <li>• Median Age – 35.2 (30% of residents under the age of 15)</li> </ul>

<sup>2</sup> [http://www.municipalaffairs.gov.ab.ca/documents/2016\\_Municipal\\_Affairs\\_Population\\_List.pdf](http://www.municipalaffairs.gov.ab.ca/documents/2016_Municipal_Affairs_Population_List.pdf) (Accessed 17 October 2017)





Figure 6: Comparable Facilities

Facility	Municipality	Number of Seats	Type of Theatre / Facility
<b>Wainwright Communiplex</b>	Wainwright	300	Multipurpose facility with Theatre, Halls, Kitchen, Swimming pool, Hockey rinks, Fitness Centre, etc.
<b>Morinville Community Cultural Centre (Morinville CCC)</b>	Morinville	400	Multi-purpose theatre space
<b>Yates Memorial Centre/Sterndale Bennett Theatre (Yates &amp; Sterndale)</b>	Lethbridge	480 Yates 200 Sterndale	Traditional Theatre Black Box Theatre
<b>Peter and Jeanne Lougheed Centre (Lougheed)</b>	Camrose	583 Cargill	Traditional Theatre, Art Gallery/Entryway, Ticket Booth, Mayer Family Community Hall, Administration Offices, etc.  Built on University of Alberta (Augustana Campus) lands; shares resources/costs wherever possible
<b>TransCanada Theatre (TransCanada)</b>	Olds	394	Part of the Fine Arts and Multi-Media Centre in the Community Learning Campus 40x40 stage
<b>Bert Church</b>	Airdrie	377	Theatre/auditorium, Lobby, Multi-purpose Room, Green Room, Admin offices, and Box Office.
<b>Shell Theatre</b>	Fort Saskatchewan	538	Proscenium Style Theatre, Lobby, Full Bar Service, Box Office, Two Dressing Rooms, and Green Room
<b>Horizon Stage</b>	Spruce Grove	318	Attached to High School
<b>Esplanade Theatre</b>	Medicine Hat	700	Acoustic Design, Orchestra Lift, and Large Stage, and Additional Theatre space for 140 people
<b>artsPlace</b>	Canmore	Approximately 200	Traditional Theatre that supports a wide range of films, performance, classes, and workshops
<b>Arden Theatre</b>	St. Albert	509	Proscenium Stage, Progress Hall, Two Large Dressing Rooms, Two Small Dressing Rooms, Wardrobe Room, Green Room Lounge, and Licensed Bar
<b>Winspear Centre</b>	Edmonton	1,932	“Shoe box” design Concert Hall, Studio, Founders room, Main Floor Lobby, Dress Circle Lobby, and Upper Circle Lobby
<b>(Performing Arts Centre)</b>	(Taber)	280	Attached to Community Centre

The section below offers a snapshot of some of the key points gathered during MNP’s research into comparable facilities across the province. The core input gathered comes from the municipally-operated comparables of the Wainwright Communiplex, Morinville Community Cultural Centre, Yates & Sterndale Bennet Theatres (Lethbridge), Peter and Jeanne Lougheed Centre (Camrose), and TransCanada Theatre (Olds). The other facilities—mostly researched through web-based sources—provided supplementary information which may be useful in the upcoming modeling work (i.e., feasibility study).

While each facility approaches the unique challenges presented by its market, social-political, and cultural environment in a distinct fashion, the material below is a synthesis of some of the key takeaways, opportunities, and challenges MNP was able to recognize throughout the course of our research.

## Key Takeaways

 <h3>Usage Comparison</h3>	<p>Most facilities provide a mixture of programmed content (approximately 5-20 shows annually) and rentals for users of all types. Those facilities with multi-use capability/configuration generally see a wider range of users.</p>
<p>A target of <b>4 nights/week</b> or roughly <b>200 nights per year</b> for usage is reasonable with Mondays and Tuesdays being the most difficult slots to fill.</p> <p>A <b>promotions/programming function</b> is helpful to drive profitable usage, as well as other in-house <b>revenue generating functions</b> such as bars, ticketing booths, advertising, etc. Such functions also come with increased operational costs.</p>	<p>Ensuring that costs are aligned with usage reduces fixed costs and financial risk to the operator. By doing so, variable costs are passed on to the user as much as possible.</p>
 <h3>Rates Comparison</h3>	<p>Theatres in Wainwright, Camrose, Olds, Lethbridge and Morinville charge between \$32/hr - \$200/hr for renting their main theatre space.</p>
<p>The average rental rate is <b>\$109/hr</b> for main theatre usage.</p> <p>Spaces are generally offered at ½ day (4 hr) or full day (8 hr) rentals. Renting spaces beyond 8 hours is typically at a higher rate, reflecting higher operational costs such as overtime pay, etc. Some facilities offer memberships and discounts on rentals and/or tickets.</p>	<p>Prices fall on a spectrum that is based upon variables such as equipment included, facility quality and size, style or façade, staff/support, and user group. User groups are differentiated by local, visiting, commercial and discount (or price sensitive such as Not for Profits, etc.).</p>

## Key Lessons Learned

Opportunities	Relevant Facility
<p><b>Multi-use spaces capture more of the market</b></p>	<p>Higher variability in service offerings allows for greater flexibility in terms of meeting the diverse needs of a unique or small market. Keeping the PAC busy is critical for cost recovery.</p> <p>Wainwright Communiplex Morinville CCC</p>
<p><b>Hiring a Theatre Consultant</b></p>	<p>Ensuring that each square foot of the facility is thought-out and built to its highest efficiency/ability to generate a return is key when working under tight budgets and/or within small markets. Prior to finalizing building plans, a theatre consultant could provide this invaluable expertise, ensuring that the facility is designed to its highest capability (relative to the budget) and specialized to the Taber market. Every aspect from user experience including traffic flow, seat spacing, room sizing, equipment required, market preferences, etc. will need to be considered. Likewise, sizing of the theatre and quality of equipment will limit the types/profiles of artists that will perform there (i.e. show economics). Theatre consultants have expertise that can address these challenge as well.</p> <p>Lougheed Yates &amp; Sterndale Morinville CCC</p>
<p><b>Hiring capable staff/tech support</b></p>	<p>High-tech, expensive theatre equipment requires special attention and by having trained staff to maintain/operate such equipment can substantially increase its useful life/longevity.</p> <p>Lougheed</p>
<p><b>No free rides for users</b></p>	<p>Setting the tone early that there is always a cost for facility use prevents future issues or conflicts as the facility strives to break even or make a small profit. Many users may have limited financial which could require the facility to work closely with them in order to determine the appropriate fee based on their ability to pay.</p> <p>Wainwright Communiplex Morinville CCC</p>
<p><b>Taking advantage of Joint Ventures/Joint Use Agreements</b></p>	<p>Some centres have taken advantage of building and operating their facilities as a joint venture with schools and colleges. Integrating themselves with these entities has had a positive effect on their budgets. They are able to share operating and fixed costs, gain access to student markets, increase their visibility and decrease their marketing costs by partnering with established names with ready-made audiences, etc.</p> <p>TransCanada Lougheed Morinville CCC</p>

Opportunities		Relevant Facility
<p><b>Taking full advantage of capital campaign</b></p>	<p>If the construction of the PAC is “green-lighted,” the associated capital campaign should be as extensive as possible because there will not be other moment in the life-cycle of the facility that will generate as much excitement in the community as when it is newly announced.</p> <p>The PAC should look to obtain funding for both the facility and the equipment required to meet the full range of target user and audience needs.</p> <p>Furthermore, when designing the capital campaign, the PAC should look to maximize the number of naming opportunities in the centre itself as a means of encouraging and recognizing donors and sponsors.</p>	<p>Lougheed</p>

Challenges		Relevant Facility
<p><b>Demonstrating value to the community</b></p>	<p>This issue is about more than simply showing profitability or limited financial liability to the taxpayers. It is also imperative that the facility becomes a part of the community, which means that it must get used.</p> <p>Politicians will have a difficult time in supporting an under-utilized facility.</p> <p>Comparable organizations found it challenging to “keep the lights on” by attracting a wide range of users to the facility while ensuring that those same users generate a profit for the facility.</p>	<p>Morinville CCC</p> <p>Lougheed</p> <p>Yates &amp; Sterndale</p>
<p><b>Breaking even</b></p>	<p>Of those facilities that provided us with financial information, only two generate a profit. Most facilities are operating at a loss in Alberta.</p>	<p>Lougheed</p> <p>Yates &amp; Sterndale</p> <p>Wainwright Communiplex</p> <p>Morinville CCC</p>

Challenges		Relevant Facility
<b>Fully-staffed operations vs. lean operations</b>	<p>Facilities that have been built with profit generation in mind tend to fully-staff their operations (higher fixed and variable costs), have higher capacity theatres, state-of-the-art equipment, and revenue generating operations in-house such as box offices, bars, advertising sales, etc.</p> <p>Lean operations (1-2 FTE, low fixed costs, transferring all variable costs to user, etc.) tend to operate at a loss but come with less financial risk.</p>	<p>Lougheed</p> <p>Yates &amp; Sterndale</p> <p>Wainwright Communiplex</p> <p>Morinville CCC</p>
<b>Pricing / Rate Setting</b>	<p>Most facilities work in rental markets where the clients (such as not for profits, schools, dance clubs, etc.) are price sensitive, which can put pressure on revenues. However, some facilities have found ways to at least partially address this by offering low-risk ticketing systems and discounted community-user rates.</p> <p>If users of the theatre are all being subsidized or paying at or near a cost-recovery level while the users of the meeting spaces, auditorium, and reception spaces may be able to pay more, Taber could consider changing the focal point of the proposed facility to the revenue generating spaces and away from the 280-seat theatre.</p>	<p>Lougheed</p> <p>Yates &amp; Sterndale</p>
<b>Operating grants are limited</b>	<p>Many facilities, especially municipally-operated ones, have struggled finding operating grants and generating sponsorship/funding for their on-going operations. This is an ongoing challenge for any performing arts facility.</p>	<p>Lougheed</p> <p>Yates &amp; Sterndale</p> <p>Morinville CCC</p>

## OTHER LEARNINGS

MNP engaged several other resources, as part of gathering relevant input stage, to help contextualize the Taber market, facility design costs, equipment costs, operational costs, and modes of revenue generation. These resources are experts in the fields of performing arts and theatre design, with some being familiar with the proposed Taber facility and some with a more global perspective on the industry in Alberta and beyond. Figure 7 provides a summary of who was engaged and how MNP engaged them.

Figure 7: Overview of Additional Resources Consulted

Stakeholder Name	Stakeholder Organization	Means of Contact
Richard Schick	Schick Shiner & Associates	Phone
Robert Hirano	RKH Architecture	Phone
Keri Mitchell	Theatre Alberta	Phone
Steve Derpack	Arts Touring Alliance of Alberta	Phone

The feedback received from these resources is valuable insofar as it provides a link between the local stakeholder perspective and much of what was learned about other facilities. The lessons they shared helped provide clarity for most difficult questions that the Viability and Feasibility Study seeks to address. The section to follow organizes that feedback into opportunities and challenges.

### Key Lessons Learned

Opportunities	
<b>Capitalizing on all possible revenue streams (core and ancillary)</b>	Consistent with what was found during discussions with some of the comparable facilities, there is an argument for reducing financial risk, through pursuing as many revenue streams as possible. The diverse revenue generating functions available to theatres include theatre programming, bars, food services, advertising, sponsorship, subsidies, grants, etc.)
<b>State-of-the-art acoustics and equipment will meet market demands</b>	Currently music performances tend to be the biggest draw for discerning audiences. Ensuring that high-quality acoustics are present in the theatre will assist in profiting from this market trend.
<b>Leveraging existing groups/associations that support the arts industry</b>	The broader industry is generally supportive and with resources such as Theatre Alberta and Arts Touring Alliance of Alberta (ATAA) that can provide resources and help market products. Experience in the industry is critical to success.
<b>Multi-purpose approach captures more of the market and reduces costs</b>	Consistent with what was found during discussions with comparable facilities, providing a variety of service offerings allows for greater flexibility in terms of meeting the needs of a unique or small market. Likewise, a multi-purpose approach allows for lowering costs through leveraging existing resources (Town

## Opportunities

	staff), increased purchasing power, etc.
<b>Hiring a Theatre Consultant</b>	As noted above, ensuring that each square foot of the facility is thought-out and built to its highest efficiency/ability to generate a return is key when working under tight budgets and/or within small markets. Prior to finalizing building plans (and especially during the design phase with the architect), a theatre consultant could provide this invaluable expertise, ensuring that the facility is designed to its highest capability (relative to the budget) and specialized to the Taber market. Every aspect of the audience's experience will need to be considered and should ultimately drive the building's design.
<b>Location</b>	The proposed location of the PAC will drive market demand. The PAC is situated on a major highway, is centrally located and is in proximity to supporting services such as hotels, restaurants, etc.

## Challenges

<b>Capital costs tend to be under estimated</b>	<p>The original capital cost estimate of \$7M for the PAC were made in June 2015. Since then, materials and labor costs have increased. Similarly, demolition estimates of 40K may also be low.</p> <p>It has been estimated that the PAC could cost upwards of \$12M, with an additional cost of \$700k for equipment, instruments, etc.</p>
<b>Uncertainty in gauging market tastes and understanding show economics</b>	Understanding what types of programming will succeed/draw audiences is somewhat difficult. Likewise, understanding what artists/programming one can afford based on facility characteristics and features can be difficult. Both can be managed by having experienced staff, resources familiar to the Taber community and that are well-connected to the market.
<b>280 Seats could potentially limit the usability / economics of the theatre</b>	<p>300 seats may put the facility in the 'in between' space of not being small or big enough to optimize its market position.</p> <p>It has been estimated that Taber would be better suited with a 400-450 seat theatre, based on its population and to allow for growth.</p>
<b>Price sensitive clients/users</b>	Most performing arts groups / individuals will also be supported by external funding making them somewhat vulnerable financially as clients/users.
<b>Limited provincial or federal funding for municipally operated facilities</b>	Most performing arts facilities require a mixture of ongoing private and public funding to be sustainable. As a municipally operated facility, provincial funding may not be directly available.

## KEY CONSIDERATIONS

This final section of the What We Heard Summary pulls together the research MNP conducted with stakeholders, comparable facilities, and other industry resources. What is presented below is a summary or amalgamation of general considerations applicable to any municipality exploring the idea of building a performing arts centre and 'Taber-specific' considerations deemed by MNP to be the most important to address as the Viability and Feasibility Studies are developed.

### General Considerations

#### *Theatre operation is an inherently risky business*

It is difficult to project facility usage which is a critical success factor for the facility both financially and socially/culturally. If the PAC gets involved in programming—which is a key source of revenue generation for most theatres—it will be challenging to predict the genres and performers most likely to encourage large audiences and significant ticket revenues.

The theatre will also be in direct competition with performance venues in Lethbridge and Medicine Hat, more remotely Calgary, and a wide array of facilities in smaller urban centres in southeast Alberta. Furthermore, theatres often compete for audiences with other local venues in the arts, sport and recreation, education, hospitality, and other community programming. It can be difficult for the staff of new performing arts venues to anticipate the challenges associated with running their facility *like a business* within a competitive business environment.

#### *Striking the right balance is key to a sustainable model*

**Staffing / Support Provided:** At one end of the spectrum some municipally operated facilities have chosen to run as lean as possible, wherever possible leveraging existing resources by adding tasks to their job descriptions rather than hiring new staff. Other facilities have taken a more “professional” approach by having a broader range of available staff to provide services to users and audiences. The idea is that the facility can generate higher revenues to offset the costs of offering the higher level of service. This model generally allows the facility to attract more professional artists and larger audiences (as allowed by the size of the facility) which can have an impact on the perceived value to the community.

**Programmed vs. Rental:** Programming performances invariably results in increased effort and cost on the part of the theatre operator. However, it is a means of generating increased revenue and of providing content that can drive up the perceived value to the community. Rentals by local artists, businesses, not-for-profits, etc. are another key piece of revenue generation but are generally less lucrative (but also requiring less effort on the part of the operator). Each facility needs to find the balance between programming and rentals that makes sense for itself and the community it serves.

**Profitability:** As a municipally-operated facility, a balance needs to be struck between the profitability (or loss tolerance) of the facility and its perceived value to the community. Taxpayers will be more inclined to financially support a facility that they see as an integral thread in the community's cultural and social fabric [see note below on community and political support]. This consideration is important in modeling the operations of the business; an annual profitability target needs to be set and justified as a contributing measure of the business's overall success.



### *Community and political support is essential*

A performing arts facility justifies its value to the community and its elected officials:

- when it is well used; and
- when it is not a financial burden to taxpayers.

Given what we heard and with no extant facility in Taber, there may be reason to feel sensibly optimistic about the former, however, anticipating the facility's ability to generate enough revenue to meet the second stipulation above is a more significant challenge.

Furthermore, in a town with the population of Taber, the proposed facility will represent a significant change to the public landscape. In addition to adding a new fixture to the arts scene, it will also bring change to the existing multi-use community complex. For some, these changes will be met with a sense of optimism and excitement while for other citizens aspects such as the disruption of the construction process or a loss of parking space may be a source of frustration. For these reasons, ongoing and open communication to the public around this project is critical.

### **Taber-Specific Considerations**

#### *\$7M is not enough to cover the capital costs of the building and equipment required to make it optimally operational*

Holding to the \$7M budget may require compromises in the building and/or the amount or quality of equipment. On cost inflation alone, the \$7M cost estimate from June 2015 could be anywhere from 5%-10% higher per year since that original budget was suggested, meaning that if construction were to begin in 2018 the building (as designed) will cost anywhere from \$8.1 - \$9.3M.

According to RKH Architecture, who develop the preliminary design in 2015, the original budget did not include all the necessary equipment to optimally operate the facility (e.g., lighting, sound system, grand piano, etc.). At this time, it is difficult to estimate how extensive these expenses for additional equipment might be but it is likely no less (and potentially significantly more) than \$500K.

#### *280-300 seats will make it difficult to attract revenue-generating performances*

Those we engaged with experience in the industry often questioned the number of seats available in the proposed design of the PAC. A maximum audience of 300 people will not be enough to draw a significant number of more established artists to the facility and being that small may also limit the amount of revenue generation attainable through ticket sales and other event-related services such as bar service and advertising.

At the same time, some individuals expressed concern that many events targeting smaller audience sizes will fail to fill up the facility to a level where it feels intimate and well-utilized. It is possible that the current plans for seating capacity are either too many or too few to strike an effective level to encourage success of the business.

#### *If managed effectively, the multi-functionality of the facility will strengthen the viability and feasibility of the theatre*

The multi-functionality of the proposed facility would provide several advantages, chief among them:

- Potential shared costs for facility management, HVAC costs, security, bookings, maintenance, custodial services, etc.;

- Advertising and marketing opportunities (users of the other parts of the facility will be exposed to the theatre facility and marketing materials present throughout the building); and,
- Multiuse overlapping (e.g. AGM that takes advantage of the auditorium for a banquet, the meeting rooms for planning sessions, and the theatre for presentations).

\* \* \*

## NEXT STEPS

The What We Heard Summary is an interim report of sorts and offers us a good opportunity to connect with you to discuss not only what we have learned so far, but also what those learnings might mean in terms of the “next steps” for the project. While our upcoming discussion on October 30, 2017 will no doubt delve into the next steps in greater detail, at a general level we feel comfortable proposing the following:

1. At the phone meeting on Oct. 30 we will:
  - a. Discuss the political climate in Taber following the elections
  - b. Walk through the “What We Heard Summary”
  - c. Discuss findings, concerns, opportunities from the “What We Heard Summary”
  - d. Discuss potential scenarios for financial modeling
  - e. Set general schedule for remaining project work
2. Starting Nov. 1, we will:
  - a. Begin financial modeling
  - b. Begin drafting final Feasibility and Viability Study

## APPENDIX A – CHAMBER OF COMMERCE STAKEHOLDER SURVEY RESULTS

Please describe your organization and its operations?				
Name	Location	Type of Organization	Industry	Size (# of Employees)
Garden Gate Floral	Taber	For Profit	Floral	4
Potato Growers of Alberta	Taber	Non-for-profit	Agriculture	7 staff, 7 Board of directors
Ar-Tech Coating Ltd.	Taber	Corporation	Industrial coating, painting and sandblasting	15
Sunnyside Nursery	Taber	For Profit	Agriculture	5
Future Focus Financial Planners	Taber	For Profit	Financial Planning	8
About You Signs & Vinyl	Taber	For Profit	Graphic Art / Domestic and Commercial Signage	1.5
Taber Cold Beer and Liquor Store	Taber	For Profit	Retail	8
JaCar Energy Services	Taber	No Response	Oilfield	10
Just B.Koz Signs & Printing	Taber	Professional	Signs and Promotion Products	2
Kinniburgh Spray Service Ltd	Taber	For Profit	Aerial Application	10-20
Laurie, Kenna & Associates Financial Services Ltd	Taber	For Profit	Financial Services	2
Knights of Columbus	Taber	Non-for-profit	No Response	100
Convenient Computing Services	Taber	No Response	Technology	1
Safe Haven Women's Shelter Society	Taber	Non-for-profit	Human Services	25
Chamber of Commerce	Taber	Professional Association	No Response	100

**How familiar are you with the proposed PAC? What has your involvement been to date in the visioning and planning process?**

Answer Choice	Response Number	Response Percent
First time I am hearing about a PAC	8	47.06%
Moderately familiar	7	41.18%
Very familiar	2	11.76%
If you had any involvement to the visioning and planning process (please specify)	0	0%

**How would you describe the PAC's value to the community?**

Answer Choice	Response Number	Response Percent
Minimal Value	3	17.65%
Moderate Value	6	35.29%
Great Value	7	41.18%

**What is your assessment of the level of community support for a performing arts venue in Taber?**

Answer Choice	Response Number	Response Percent
Minimal Support	7	41.18%
Moderate Support	6	35.29%
Great Support	3	17.65%
Other / Comments (please specify)	1 "Unsure"	5.88%

## What do you see as the main hurdles to the PAC's Success

Size of venue / how it will be paid for

Initial donations for expansion and steady income for expenses

Funding and proper facilities

Convincing the residents it is needed and will be used

Finances

Our community needs to understand how flexible the building will be at accommodating so many different types of events. Keeping the fees for using the facility affordable for all will also be essential!!!

Financial

There are already many facilities in Taber area for such events, convincing people we need another one and supporting it

Will there be enough usage

Operating costs – sustainability over the long haul without massive property tax increases

Cost

Not a strong support base. Those involved are passionate but few. As a community support is not there for the tax base required. Past failure to be able to raise funds, pay on going liabilities (utilities) has shown lack of support needed to fund and continue to run organization.

Funding

Funding and community support

Little support, not viable, grandiose, will always be a tax burden

Lethbridge being so close

**What are your organization's needs relative to physical spaces for events, conventions, training, rehearsing, outreach, etc.? What spaces in the proposed facility (i.e., theatre, galleria, auditorium, meeting rooms, etc.) would your organization be most likely to use?**

Maybe meeting room

Meeting rooms

It would benefit us in enticing new hires to move here, the more the town has to offer the better chance of key personnel moving here with their families

None

Meeting rooms

I personally may use it for a wedding or celebration event. For my own business, I wouldn't use the facility, but may attend conferences held there. The other organization I work and volunteer with though, would definitely book time there for professional training, possibly performances/recitals

Not sure

I would not be in need of any such facility

Meeting rooms, auditorium

Not likely to use any

Meeting rooms

None of the above. We have our own space that is adequate

None

Safe Haven would be most likely to utilize for training space or fundraisers

Auditorium, but it is already there

Meeting rooms and conference center

## If the PAC was in place today, who would be its main competitors in the market?

not sure

The Heritage Inn – Taber, High school auditoriums... not many competitors

I have no idea, I do not think that there is any competitors

Legion, Heritage, places that are used now for convention space – may school auditoriums

Don't know

none

Again, from what you told me, I would say any facility already in place in Taber that holds such events

Lethbridge

Lethbridge and Medicine Hat

In town would be Heritage Inn for conventions

Heritage hotel banquet facility. You state the facility could host events such as weddings and others that would require potential food services. What availability is there for that? Other competitors would be Legion Hall. and of course, the current community center hall.

I don't know

Civic Center, The Legion, Heritage Inn

Conference Center

Esplanade and Lethbridge Yates

## What spaces / facilities do you currently use to meet your needs?

Just my own building

Our own boardroom

None

None

Heritage Inn

Hotel convention / meeting rooms, Lethbridge College, Enmax Centre

I have all the space I need in my own building

My own

### What spaces / facilities do you currently use to meet your needs?

Luigi's and Heritage Inn

Church Hall

Home office

The Dreddy Room, Civic Center, Legion

Auditorium

Heritage Inn

### How often would you and / or your organization use the facility in a year?

5	0 Times
5	1 Time
2	2 Times
1	4 Times
1	6 Times
1	12 Times
1	20 Times



## What are your expectations around the costs to use the PAC?

Not sure

Depends on what part... must be feasible in order to utilize the facility more often

I am not familiar with the proposal, but I would assume that there is money required to secure a building and then the cost of running these facilities

0

Unsure

Cannot say exactly. Without knowing exact dimensions and layout, we cannot say if the facility would even work for us. If it could, it would have to be competitive with the places I've listed already.

It has been a very long time since I have helped plan any kind of event that would need such a facility, so I really do not have any idea.

Reasonable

It should be able to pay for itself but this does not happen very often and the tax payer ends up footing the bill

Must be in line with other facilities such as community center

I bet it would be expensive and unnecessary in increasing town of Taber population and interest

Cost has to be relative to the cost of running such a facility. A sliding scale would be a nice thought for non-profits

should be user pay, not tax supported, needs to be self sufficient

Free

**How much facility staff or volunteer support would you expect to require in association with your usage of the facility?**

Answer Choice	Response Number	Response Percent
No facility staff or volunteer support	8	47.06%
50% facility staff or volunteer support	4	23.53%
100% facility staff or volunteer support	2	11.76%
Other / Comments (please specify)	3 "n/a" "I think all the above could apply to different events" "I would bet that the town ends up with the entire facility being their responsibility and therefore all staff would likely be Town employees and another tax burden for the citizens"	17.65%

**Without asking for any commitment at this time, do you see your organization being interested in providing financial donations or sponsorship to the proposed facility?**

Possibly

as a non-profit agriculture organization... doubtful, but not impossible

We are currently in economic hardship so I do not see any financial support coming from our business

No

Undecided

Unfortunately, at this time- no. But we could definitely help with promoting the facility and possibly helping with the fundraising

Maybe

Yes

I am a very small business and would probably not be able to provide a cash donation but if I could help out with signage, etc., I certainly would as I have always support our community

Yes

No

**Without asking for any commitment at this time, do you see your organization being interested in providing financial donations or sponsorship to the proposed facility?**

Yes

no. As there was no question for comments here are a few. Removing more parking from the current parking lot to accommodate this facility seems like a loss of a non-replaceable asset. Can see the cost savings analysis of combining it with current facility but is loss of parking lot worth it? Also, with Town of Taber viewing parking lot to the West of this proposed facility does it make sense to keep losing parking availability. It seems that the Town is "ham stringing" itself in many ways with these proposals.

no

As a non-profit, we would be unable to donate. Staff who live in the community may be willing to donate personally to such a project.

No

no

## APPENDIX B – SCHOOL STAKEHOLDER SURVEY RESULTS

### Please describe your organization and its operation?

Name	Location	Size (# of Students)	Grade of Students
Central School	5414-54th ave. Taber, Alberta	275	K-5
W.R Myers High School	Taber	391	9-12

### How familiar are you with the proposed PAC? What has your involvement been to date in the visioning and planning process?

Answer Choice	Response Number	Response Percent
First time I am hearing about a PAC	2	100%
Moderately Familiar	0	0%
Very Familiar	0	0%
If you had any involvement to the vision and planning process (please specify)	0	0%

### How would you describe the PAC's Value to the community?

Answer Choice	Response Number	Response Percent
Minimal Value	0	0%
Moderately Value	0	0%
Great Value	2	100%
Other / Comments (please specify)	0	0%

### What is your assessment of the level of community support for a performing arts venue in Taber?

Answer Choice	Response Number	Response Percent
Minimal Support	0	0%
Moderately Support	2	100%
Great Support	0	0%
Other / Comments (please specify)	0	0%

### What do you see as the main hurdles to the PAC's success?

Costs on what is being explored would be very high I would estimate. We have existing facilities that are already in use in our community that are in serious need of upgrades.

General advertisement

### If the Pac was in place today, who would be its primary users?

Community Theatre, School bands, It would be nice for Highschool convocation however the proposed seating may not be sufficient? I would love to see small concerts brought to town. Some of the best concerts I have been lucky enough to attend have been hosted in small intimate theatres like the Yates and University of Lethbridge Performing Arts Centre. I attended the election forum at the Heritage and thought how nice it would be to have a town owned and operated venue that would be better equipped to host such events.

Community and student groups

**What are your organization's needs relative to physical spaces for events, conventions, training, rehearsing, outreach, etc.? What spaces in the proposed facility (i.e., theatre, galleria, auditorium, meeting rooms, etc.) would your organization be most likely to use?**

We always struggle when working with our students in any type of play or drama production. Our gym is terrible when it comes to sound and acoustics and sight lines for the audience. Our Christmas concert brings out over 350 people but it certainly would be great for this type of event as well.

Theatre, meeting rooms.

**What spaces / facilities do you currently use to meet your needs?**

Our own gymnasium

Onsite drama facilities

**Approximately, how often would you and/or your organization use the facility in a year? (please choose a whole number)**

1	2 Times
---	---------

1	3 Times
---	---------

**What are your expectations around the costs to use the PAC?**

I am not sure what would be fair for the fees associated with using this type of facility. We pay 500.00 every Christmas Concert for a sound company to come and just provide sound equipment. If there is sound equipment included in the use of the facility I would suspect that I would pay at least 500.00 to use the venue. Perhaps more.

Minimal cost will encourage use of PAC

**How much facility staff or volunteer support would you expect to require in association with your usage of the facility**

Response Choice	Response Number	Response Percent
No facility staff or volunteer support	1	50%
50% facility staff or volunteer support	0	0%
100% facility staff or volunteer support	1	50%
Other / Comments (please specify)	0	0%

**What kind of programming would your organization be most interested in (e.g. art classes, speaker series, drama, musical activities, dance, etc.)?**

Drama, musical activities, dance recitals would be great as well. As I go through the survey I get more excited about the possibilities that come with a facility such as this. I have always been a skeptic of the attempts by the local arts council in its various versions trying to raise funds to renovate old buildings in town to meet their needs. I strongly feel that a facility such as this will best serve the community if it is owned and operated by the Town.

Drama, musical events, speaker series



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# Performing Arts Centre Committee

## Phase II Terms of Reference

### 1. Background

The Town of Taber, with financial support from the Municipal District of Taber provides a number of recreation facilities and services that serve the residents of Taber and area and there is a growing need in our community/region to serve the interests of the arts.

Despite substantial effort since 2006 by the Arts Council of Taber for the Performing Arts (ACT), the vision of developing a performing arts center has not been fully realized to date. The Town and ACT agree there is merit in establishing a broad based committee to explore options/alternatives associated with development of an arts facility serving Taber and area.

On March 10, 2014, Town Council established a Performing Arts Center committee and appointed Councillor Laura Ross-Giroux Council representative to the committee. These terms of reference have been developed and include a membership recommendation.

### 2. Purpose

The expressed purpose of the committee is *"....to explore options and alternatives associated with the development of an arts facility in Taber."* As such, the Performing Arts Centre committee shall have two objectives:

- a) Assess the feasibility of developing a performing arts facility in Taber and identify characteristics of such a facility, and
- b) If a performing arts facility in Taber is deemed feasible, develop an implementation plan to construct the facility within the next five years.

#### Action items for a) Assess Feasibility & Identify Characteristics

- Review information about the efforts of the Arts Council of Taber's efforts to date & tour the existing facility
- Tour similar facilities in other communities such as Yates Theatre, Rosebud Theatre, Empress Theatre, Cardston, Medicine Hat, Drumheller,
- Document rationale for the need for a performing arts facility
- Identify stakeholders in our region that could benefit from a Performing Arts facility
- Meeting with stakeholders – e.g. school divisions, arts organizations, churches...
- Conduct community consultation – e.g. survey public during Cornfest 2014
- Establish the size of the facility – seating capacity

- Identify revenue streams; project annual revenues – assess financial viability
- Consider developing a commercial lease area within such a facility
- Determine a facility operating strategy – e.g. Town vs Lessee, specify terms/conditions

Action items for b) Implementation Plan

- Explore location options - establish whether or not to continue development at existing location
- Review concept plan – RKH Architecture
- Partnership(s) development
- Identify fundraising opportunities – grants, donations, sponsorship, other
- Consider retaining services of a competent architectural consultant
- Procurement strategy – Federal Trade Agreement; Municipal policy; conditions of senior government grants; competitive bidding
- Performing Arts facility development timeline/schedule

### **3. Timeline**

The Performing Arts Center committee shall strive to achieve the two objectives as follows:

- a) Assess feasibility and characteristics – six months: June to November 2014
- b) Develop implementation plan – three months: December 2014 to February 2015

### **4. Membership and Resources**

The Performing Arts Centre committee shall be comprised of seven (7) voting members who representing a broad community perspective. The Towns', Director of Community Services, Rob Cressman will provide administrative support to the committee, in a non-voting capacity. The committee will be comprised of the following voting members:

- 1) Town Council
- 2) MD of Taber Council
- 3) Arts Council of Taber
- 4) Taber Player's
- 5) Patron of the Arts - someone well connected in the community/region
- 6) Local area business community representative
- 7) Person with strong construction experience

At the organization meeting (1<sup>st</sup> meeting), the Performing Arts Centre committee will:

- i. elect one member as Chair, who will preside over committee meetings,
- ii. determine their general committee operating procedures. For example, establish how committee makes decisions – consensus vote, majority vote, will proxy votes be accepted, requirement to vote vs option to abstain, etc

## 5. Membership Recruitment

The Town will advertise/promote committee membership recruitment in April/May. Administration will present the list of applicants for Council's consideration, with the intention being that the members are appointed by the May 26, 2014 Council meeting.

## 6. Finances

Day to day expenses associated with work by committee members will be reimbursed by the Town according to its procurement policy and procedure. Council recognizes the possibility that the committee may need to hire a consultant to assist with determination of optimum facility size and features. Authorization for any/all significant expenditures (consultants, travel, etc) shall be requested of Council.

## 7. Meetings

Meetings schedule and location will be determined by the committee at its organizational meeting. Given aggressive timeline the expectation is 1 or 2 meetings per month. At its organizational meeting, the committee will also establish a conflict resolution process. The Town will provide meeting agenda packages, record meeting minutes, and other administrative support required by the committee.

## 8. Reporting

The Performing Arts Centre committee shall report to Town of Taber Council a minimum of two (2) occasions as follows:

- a) Recommendation of the committee regarding the feasibility of a Performing Arts Center (**November 10, 2014**), and
- b) Recommendation of the characteristics of, and an implementation plan for the development of a performing arts center in Taber (**February 23, 2015**)

## **List of Appendices**

- Appendix A May 26, 2014 Town Council meeting minutes excerpt – Resolution No. 256/14
- Appendix B April 14/14 Town Council meeting minutes: excerpt – Resolution No. 183/14
- Appendix C March 10/14 Town Council meeting minutes: excerpt – Resolution No. 104/14)
- Appendix D February 13/14 letter from Arts Council of Taber for the Performing Arts
- Appendix E September 23/13 Town Council meeting - Item 5 A) Interim Report – Arts Council of Taber for the Performing Arts (ACT)
- Appendix F February 2012 Centre Court for the Arts Feasibility Report – RKH Architecture



# Performing Arts Centre Committee

## Terms of Reference

### Phase III

#### **1. Background**

In April 2014, Town of Taber Council adopted a terms of reference for a study on the viability of developing a performing arts theatre in Taber and appointed a volunteer committee to undertake the task. The terms of reference for the 2014 study divided the task into two phases and the results of the first phase were presented to Council on November 24, 2014. The Phase 1 Report concluded that there is a wide range of user groups that would use or benefit from a theatre that was flexible and could accommodate an audience of 250-300 people.

The Phase 2 Report focused on the design of a new complex based on the user groups, a new site for the theatre, and the establishment of a path forward such that the combined theatre and convention centre goal developed in Phase 2 can be achieved by approximately 2020. The Committee members volunteered to continue to work on this initiative if appointed by Council.

Council accepted all of the Committee's Phase 2 recommendations. These terms of reference reflect the ongoing and future steps of the Performing Arts Centre Committee and can be considered to be Phase 3.

#### **2. Purpose**

The expressed purpose of the committee in Phases 1 and 2 was *"...to explore options and alternatives associated with the development of an arts facility in Taber."* For this next Phase, the purpose of the Committee is to get the project to the stage where it can be built. To this end, the Performing Arts Centre Committee shall have five objectives for Phase 3 of their initiative:

- a) Establish a committee to guide the process
- b) Hire an expert to assess the theatre and convention centre viability
- c) Establish a fundraising committee
- d) Initiate the Community Centre Redesign if the Canada 150 Grant is received
- e) Move to detailed design as soon as possible.

Action items for a) Establish a committee to guide the process

- Council will appoint members
- The Committee will establish an on-going and evolving process to achieve its purpose

Action items for b) Hire an expert to assess the theatre and convention centre viability and feasibility

- Consider ways to assess the feasibility and viability of the Centre by various means, such as:
  - Speak with local universities to discuss the possibility of students conducting studies
  - Hire a consulting firm to conduct an assessment
- Identify revenue streams; project annual revenues – assess financial viability
- Determine a facility operating strategy – e.g. Town vs lease, specify terms/conditions

Action items for c) Fundraising

- Elect a subcommittee from members of the Performing Arts Centre Committee to oversee fundraising efforts, and report back to the main Committee
- Endeavor to recruit members of the public to a fundraising committee
- Consider partnerships
- Create a feasible fundraising plan that would raise enough funds in the timeline afforded by the 2020 build deadline
- Identify fundraising opportunities – grants, donations, sponsorship, other
- Consider creating brochures or other promotional materials to aid in the fundraising efforts
- Deliberate whether the Committee should apply for registered Society status

Action items for d) Initiate Community Centre redesign

- Apply for the Canada 150 Grant to be used towards the redesign of the existing Community Centre
- This step will be skipped if the grant award is denied or small (according to Performing Arts Centre Report Phase 2)
- If the Canada 150 Grant is received, start the Community Centre upgrade ahead of the Performing Arts Centre project

Action items for e) Move to detailed design

- Initiate a tender process for designs once approximately 50% of total project funding has been raised
- Deliberate on submitted designs
- Continue fundraising efforts during and following design selection process
- Advertise detailed design plans once selected in order to further promote project

### **3. Timeline**

The Performing Arts Center Committee shall strive to achieve the five objectives as follows:

- a) Assess Feasibility and Viability – eight months: February to December 2016
- b) Develop implementation plan – ongoing basis: starting February 2016
- c) Fundraising plan development — approximately Spring 2016
- d) Community Centre redesign — Immediately if grant funding approved, skipped if denied
- e) Move to detailed design — Started when 50% of project budget is fundraised

### **4. Membership**

The Performing Arts Centre Committee shall comprise seven (7) voting members who represent a broad community perspective. The Town will provide administrative support to the Committee, in a non-voting capacity. Council's recommendation is to reappoint the Committee as it currently stands. The Committee shall strive to have members representing the following:

- 1) Town Council
- 2) MD of Taber Council
- 3) Arts Council of Taber
- 4) Taber Player's
- 5) Patron of the Arts - someone well connected in the community/region
- 6) Local area business community representative
- 7) Person with strong construction experience

### **5. Operating Procedures**

The Performing Arts Committee will select a chair to oversee the progress of the initiative, including any subcommittees which may be formed. At each meeting, minutes shall be taken to create a record of activities, decisions, and considerations.

### **6. Meetings**

Meeting schedules and location will be determined by the Committee on an ongoing basis. Given aggressive timelines for fundraising, the expectation is one meeting per month or two. The Town will provide meeting agenda packages, record meeting minutes, and other administrative support required by the Committee.

### **7. Finances**

Day to day expenses associated with work by Committee members will be reimbursed by the Town according to its procurement policy and procedure. Council recognizes the

possibility that the committee may need to hire a consultant to assist with a feasibility study. Authorization for any/all significant expenditures (consultants, travel, etc) shall be requested of Council.

## **8. Reporting**

The Performing Arts Centre committee shall report to Town of Taber Council a minimum of two (2) occasions as follows:

- a) Reports of the characteristics of, and an implementation plan for the fundraising subcommittee (**April, 2016**)
- b) Resulting recommendations of the study regarding the feasibility and viability of a Performing Arts Center (**approximately January 2016**), and
- c) Thereafter, approximately twice per year or at important milestone events





<b>Council Request for Decision</b>	
<b>Meeting Date: May 14, 2018</b>	
<b>Subject:</b> Donations for Ken McDonald Sports Field Signage	
<b>Recommendation:</b>	Council authorizes Administration to receive donations from the public and provide tax receipts for sign boards on the baseball fields at Ken McDonald Memorial Sports Complex with the funds to be put towards the 2019 Capital project of diamond development at that facility.
<b>Background:</b>	<p>In past meetings, Council has heard that members of the Baseball/Softball Enhancement Committee are willing to canvas businesses in the community regarding sponsor signs for the outfield fences at KMMSC. The purpose would be to raise funds for the future development of the baseball/softball facilities. Council has also received information regarding CRA guidelines for donations.</p> <p>If authorized by Council, all funds would remain in the control of the Town and would be allocated to the 2019 Capital project relating to baseball diamond development.</p> <p>Recreation is currently working in conjunction with this committee towards success.</p>
<b>Legislation / Authority:</b>	MGA Section 3
<b>Strategic Plan Alignment:</b>	<p>Family/Community:</p> <p>Create and promote all-season recreational opportunities and facilities that are regionally recognized.</p>
<b>Financial Implication:</b>	<p>Currently, there is \$250,000.00 approved in the 2019 Capital Budget for the development of a fourth ball diamond at Ken McDonald Memorial Sports Complex. The intent would be to utilize funds donated towards that project.</p> <p>Sponsorship would include a three year agreement at \$500/year.</p>
<b>Service Level / Staff Resource Implication:</b>	Costs would be associated with receiving and managing funds.
<b>Justification:</b>	The completion of KMMSC has been discussed many times in recent years. The complex is 18 years old and has never been finished.



<b>Alternative(s):</b>	Council may decline to authorize acceptance of donations towards signage sponsorship in the outfields at Ken McDonald Memorial Sports Complex.
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<b>Attachment(s):</b>	None.
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Aline Holmen
<b>Chief Administrative Officer (CAO) or Designate:</b>	



<b>Council Request for Decision</b>	
<b>Meeting Date: May 14, 2018</b>	
<b>Subject:</b> Partners FOR the Saskatchewan River Basin (PFSRB)	
<b>Recommendation:</b>	Council accepts the correspondence from the Partners FOR the Saskatchewan River Basin, for information purposes.
<b>Background:</b>	Correspondence was received from the Partners FOR the Saskatchewan River Basin requesting that Council of the Town of Taber consider becoming a member of this organization.
<b>Legislation / Authority:</b>	MGA, S. 3.
<b>Strategic Plan Alignment:</b>	No strong alignment.
<b>Financial Implication:</b>	If Council chooses to become a member, the financial implication would be \$125.00 per annum.
<b>Service Level / Staff Resource Implication:</b>	No significant implication.
<b>Justification:</b>	Providing information on various organizations ensures that Council is aware of initiatives that may affect the region.
<b>Alternative(s):</b>	Council could choose to become a member of this organization. Council could choose to request a representative from this organization make a presentation directly to Council to glean further information.



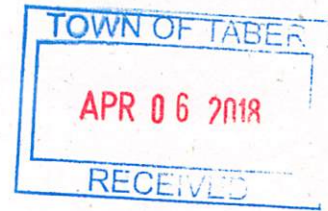
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<b>Attachment(s):</b>	Correspondence
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Kerry Van Ham
<b>Chief Administrative Officer (CAO) or Designate:</b>	



Partners FOR the Saskatchewan River Basin  
Managing Partner: Meewasin Valley Authority  
402 Third Avenue South, Saskatoon, Saskatchewan S7K 3G5  
Telephone: (306) 665-6887 or 1-800-567-8007  
Facsimile: (306) 665-6117  
Email: [partners@saskriverbasin.ca](mailto:partners@saskriverbasin.ca)  
Web Site: <http://www.saskriverbasin.ca>



March 28, 2018

Town of Taber  
A - 4900 50th Street  
Taber, AB T1G 1T1

Partners FOR the Saskatchewan River Basin (PFSRB) would like to request your support. **Your membership and financial support is vital to us realizing our mission.** The progress in building awareness and knowledge of water issues, research, and solutions in the Saskatchewan River Basin (SRB) would not be possible without public support. Help us to continue doing this crucial work.

PFSRB has been promoting watershed stewardship and sustainability of the SRB since 1993. The SRB is an international watershed that includes the three Prairie Provinces and a small portion of Montana. It contains the North Saskatchewan, Battle, Vermillion, South Saskatchewan, Red Deer, Bow, Oldman, St. Mary, Saskatchewan and Carrot Rivers. PFSRB is the only non profit, non-governmental organization with a mandate to promote watershed sustainability across the entire Saskatchewan River Basin.

Below are just a few activities and products we were able to produce last year. Our popular educational board game, Moopher's Amazing Journey to the Sea, has been transformed into a tri-lingual version now incorporating Michif and Cree language into the game. We developed partnerships with both the Gabriel Dumont Institute and the Saskatchewan Indigenous Cultural Centre to complete this work. As always, there is no charge for receiving the game, although assistance with postage is always welcome. Please contact our office to request your copy.

We held a successful conference in October 2017 in Leduc, Alberta on water quality and transboundary issues in the Saskatchewan River Basin. Our next conference will be held October 1 to 3, 2018 in Saskatoon, Saskatchewan. The theme for this year's conference is "The Dammed Rivers!" The conference website is [www.dammedrivers.com](http://www.dammedrivers.com) and as more information becomes available, the information will be posted here, as well as on our organization's website and Facebook page.

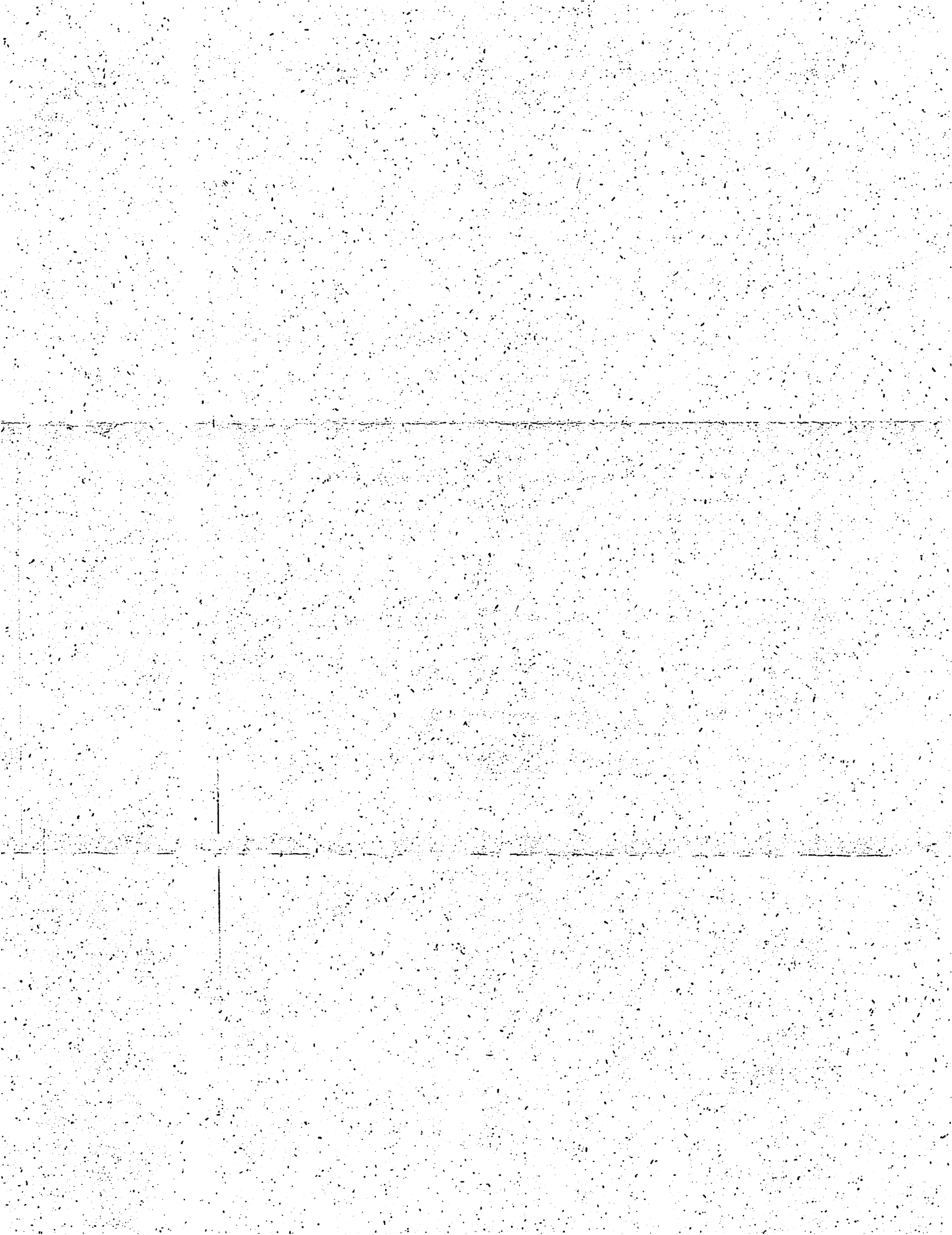
As added benefit to your membership, we are now offering a \$25.00 discount to members on conference registration fees. In addition, PFSRB is currently undergoing some changes and you can expect there to be more opportunities available to members over the coming year.

Please help us continue this important work by becoming a member. Your support is invaluable. Please find a membership form enclosed.

Sincerely,

Lis Mack  
Manager

Enclosure





Partners FOR the Saskatchewan River Basin  
402 Third Avenue South  
Saskatoon, Saskatchewan S7K 3G5  
Ph: 306-665-6887 Fax: 306-665-6117  
Toll Free: 1-800-567-8007  
Email: [partners@saskriverbasin.ca](mailto:partners@saskriverbasin.ca)  
Website: [www.saskriverbasin.ca](http://www.saskriverbasin.ca)

***Partners FOR the Saskatchewan River Basin***  
***Membership Application/Renewal***  
April 1, 2018 - March 31, 2019

Name: \_\_\_\_\_ Organization: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_

Province \_\_\_\_\_ Postal Code: \_\_\_\_\_ Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Visa or Mastercard Number: \_\_\_\_\_ Expiry: \_\_\_\_\_

Signature: \_\_\_\_\_

Please send me the River Current newsletter by:

email  mail

Please check the appropriate contribution level. Payment can be processed by Credit Card or Cheque.  
Please make cheques payable to **Partners FOR the Saskatchewan River Basin**.

<b>Contribution</b>	<b>Criteria</b>	
<input type="checkbox"/> \$25	<b>Individuals/Families</b>	
	<b>Businesses with Annual Budget</b>	<b>OR Municipalities with Population</b>
<input type="checkbox"/> \$50	\$0-\$50,000	less than 999
<input type="checkbox"/> \$125	\$50,000-\$200,000	1,000-9,999
<input type="checkbox"/> \$250	\$200,000-\$500,000	10,000-24,999
<input type="checkbox"/> \$500	\$500,000-\$999,999	25,000-49,000
<input type="checkbox"/> \$2,000	\$1,000,000-\$1,499,999	50,000-99,000
<input type="checkbox"/> \$5,000	\$1,500,000-\$1,999,999	100,000-499,000
<input type="checkbox"/> \$10,000	\$2,000,000 or greater	over 500,000

\* Please see other side for more details





Partners FOR the Saskatchewan River Basin  
402 Third Avenue South  
Saskatoon, Saskatchewan S7K 3G5  
Ph: 306-665-6887 Fax: 306-665-6117  
Toll free: 1-800-567-8007  
Email: [partners@saskriverbasin.ca](mailto:partners@saskriverbasin.ca)  
Website: [www.saskriverbasin.ca](http://www.saskriverbasin.ca)

## **Benefits of Membership**

- Network with organizations focused on stewardship and sustainability.
- Market and promote your project or initiatives to a broader audience.
- Extend your contact beyond regional and/or provincial boundaries.
- Discover opportunities to collaborate with or tap into existing knowledge or expertise.
- Highlight your organization in our newsletters.
- Actively participate on committees, and the Board of Directors.
- Contribute to an organization that speaks for the entire River Basin.
- Receive our newsletter 3 times a year.
- Receive discounts on registration fees for conferences and workshops.
- All contributions over \$2,000 receive 1 complementary registration to our annual conference.

**Thank you for your support!**

Please note: Your contact information will be used for mailing The River Current and to keep you up to date with our organization. Your information will not be shared with any other organization.



## About Partners

Since 1993, **Partners FOR the Saskatchewan River Basin (PFSRB)** has promoted stewardship and sustainability of the Saskatchewan River Basin, an international watershed stretching over the three Prairie Provinces and a portion of Montana. More than 3 million people live within the 405,864 km<sup>2</sup> Basin which includes the North Saskatchewan, Battle, Vermillion, South Saskatchewan, Red Deer, Bow, Oldman, St. Mary, Saskatchewan and Carrot Rivers.

Partners FOR the Saskatchewan River Basin is composed of a growing network of participating partner organizations. To date, there are over 100 active members and over 1500 on our newsletter mailing list.

You can become a Partner too! See our website for membership information at [www.saskriverbasin.ca](http://www.saskriverbasin.ca)



A child dips in a pond as part of PFSRB's Water Watchdog program, which teaches children about water quality and conservation.

## We accomplish our mission by developing

- ♦ Education and public awareness programs to teach the importance of the basin's biodiversity
- ♦ Partnerships and networks of organizations that cross political and sectoral boundaries
- ♦ Environmental stewardship projects involving participants across the basin

## Sample Projects and Programs



### From the Mountains to the Sea - The State of the Saskatchewan River Basin

- ♦ Report gathering together existing current science across the Basin.

### Click on Climate



- ♦ An outdoor climate change field day program for ages 8-13
- ♦ Helps understand the causes and impacts of climate change.

### Water Watchdog



- ♦ An outdoor water quality monitoring field day program for ages 8-13.
- ♦ Helps understand water quality, riparian areas, invertebrates.

### Moopher's Amazing Jourey to the Sea/le voyage extraordinaire à la mer



- ♦ Board game for ages 7-12+ that teaches about basin geography, ecosystems, culture and resources

### Why is FOR Capitalized?



"FOR" is capitalized to remind everyone that this organization is directed toward taking action. Every resident of the basin has opportunities and responsibilities to work FOR the health and sustainability of the river basin that is home to us, and to many other living things.

### For Membership Information, Contact Us at

#### Partners FOR the Saskatchewan River Basin

402 Third Avenue South  
Saskatoon, Saskatchewan S7K 3G5

Phone: (306) 665 6887 Toll Free: 1 800 567 8007

Fax (306) 665 6117

Email: [partners@saskriverbasin.ca](mailto:partners@saskriverbasin.ca)

Web: [www.saskriverbasin.ca](http://www.saskriverbasin.ca)



*Mission: To promote watershed sustainability through awareness, linkages and stewardship*



*The RIVER is our CLIENT...*

*We serve a growing network of hundreds of active and supporting Partners.*

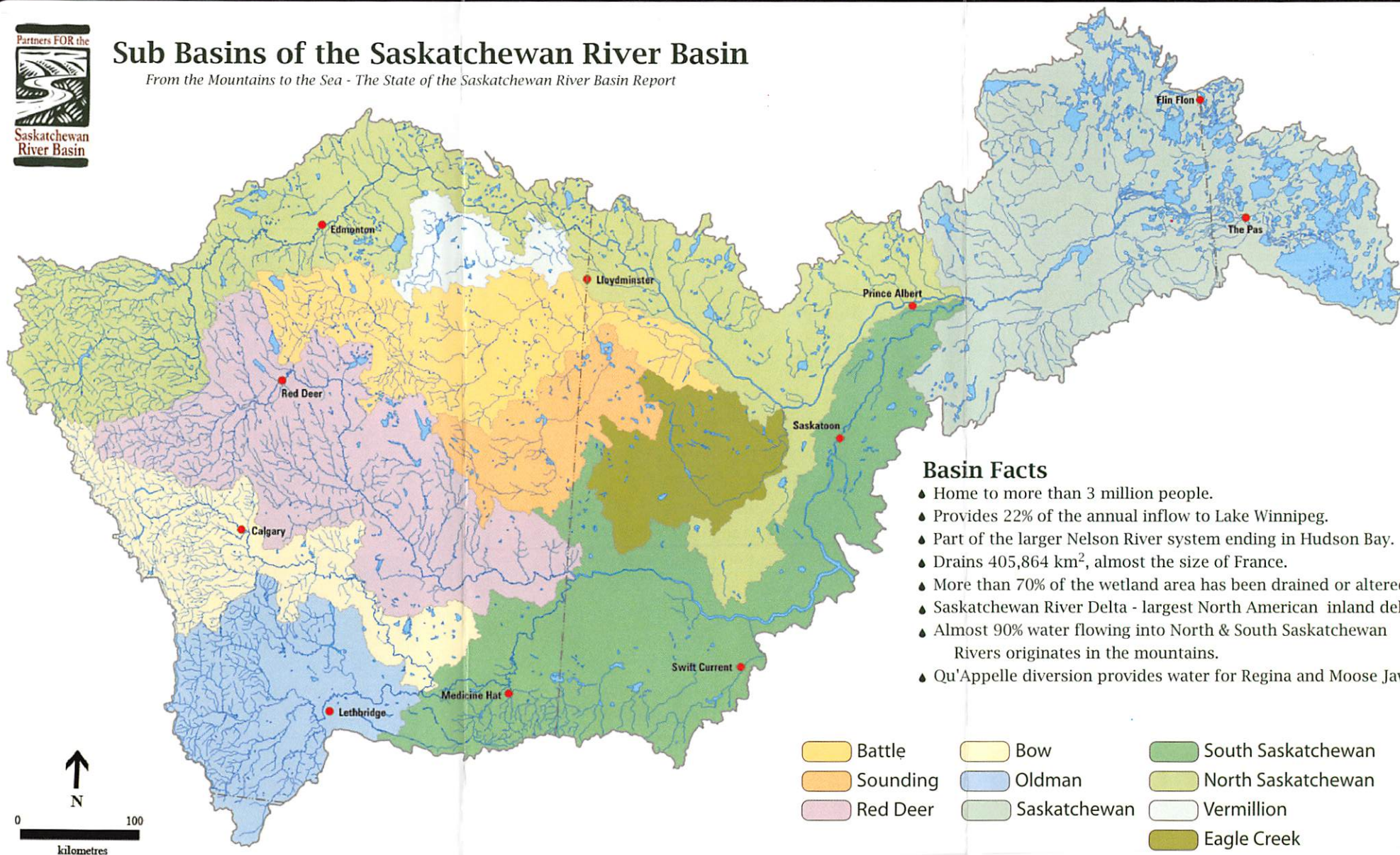
*YOU can become a Partner too!*





# Sub Basins of the Saskatchewan River Basin

*From the Mountains to the Sea - The State of the Saskatchewan River Basin Report*



**Mission: To promote watershed sustainability through awareness, linkages and stewardship**

[www.saskriverbasin.ca](http://www.saskriverbasin.ca)



**Partners FOR the Saskatchewan River Basin**

402 Third Avenue South  
Saskatoon, Saskatchewan S7K 3G5

Phone: (306) 665 6887 Toll Free: 1 800 567 8007

Fax (306) 665 6117

Email: [partners@saskriverbasin.ca](mailto:partners@saskriverbasin.ca)

<b>Council Request for Decision</b>	
<b>Meeting Date: May 14, 2018</b>	
<b>Subject: Palliser Airshed Society</b>	
<b>Recommendation:</b>	That Council declines to join the Palliser Airshed Society and pay the per capita annual membership fee.
<b>Background:</b>	The Palliser Airshed Society (PAS) was, according to its website, “established in the Spring of 2003 to monitor air quality in the Medicine Hat/Redcliff region”. There are several such airshed societies in Alberta, established with the support of Alberta Environment which has divided the Province into airshed zones (Taber is in the Palliser region). The primary advantage of these societies is that they allow the sharing of resources to establish air monitoring stations. This is an advantage to the corporations that are required to monitor their emissions as part of their Alberta Environment licenses. The benefits for municipalities are less obvious unless they have air quality issues (e.g., Calgary) or have a lot of industries in their area (e.g., Strathcona County).
<b>Legislation / Authority:</b>	Municipal Government Act, Section 6: Municipal Organization and Administration
<b>Strategic Plan Alignment:</b>	No strong alignment.
<b>Financial Implication:</b>	The cost is based on population, as indicated in the attached invoice.
<b>Service Level / Staff Resource Implication:</b>	If the Town joins, it may wish to send a Council representative to occasional meetings.
<b>Justification:</b>	There does not seem to be any advantage to the Town of Taber in joining this group in that there are no industries asking Council to participate and air quality does not seem to be a major issue in Taber.
<b>Alternative(s):</b>	<ol style="list-style-type: none"> <li>1. Council could ask administration to investigate whether or not there are many industrial facilities in the area that are required to constantly monitor their emissions, in which case a cost sharing arrangement may have benefits.</li> </ol>



	2. Council could decide to join the society to gain more insight into, and a voice in, regional air quality issues.
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<b>Attachment(s):</b>	Correspondence
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Raeanne Keer
<b>Chief Administrative Officer (CAO) or Designate:</b>	





TOWN OF TABER

MAY 02 2018

RECEIVED

Invoice - PAS Membership  
#208 - Unit 3  
3271 Dunmore Road SE  
Medicine Hat, AB T1B 3R2  
GST No. 870912409RT-0001

Invoice No: PAS-18-075  
Invoice Date: April 27, 2018

Town of Taber  
4900A - 50 Street  
Taber, AB T1G 1T1

TO: Gordon Frank - Chief Administrative Officer

Reference: Palliser Airshed Society 2018 Membership  
Period Ending: December 31, 2018  
Services: Ambient Air Quality Monitoring - PAS Airshed

<b>PAS Membership Fee</b>	<b>\$885.97</b>
<b>GST</b>	<b>\$44.30</b>
<b>Total Invoice Amount</b>	<b>\$930.27</b>

Please Remit Payment To: **Palliser Airshed Society**  
**#208 - Unit 3**  
**3271 - Dunmore Road SE**  
**Medicine Hat, AB**  
**T1B 3R2**

Notes:

1. Municipality fees are based on population and the number of dwellings located within the area monitored by the Palliser Airshed Society.
2. The minimum municipality contribution is \$525.

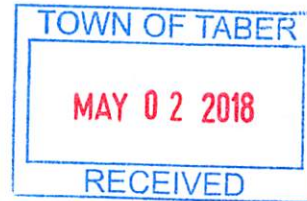


Who We Are	Key Stakeholders / Everyone	Diverse Composition
<p>The Palliser Airshed Society (PAS) is a non-profit organization established to manage and maintain a monitoring network designed to collect and report air quality in southeastern Alberta. Operations are guided by a Board of Directors comprised of a diverse partnership of stakeholders with representation from manufacturing and oil &amp; gas industries, agriculture, government agencies both provincial and municipal, Alberta Health Services, NGOs, power generators, and the public at large. PAS collaborates with Alberta Environment and Parks to collect and communicate credible ambient air quality data that are readily accessible.</p>		
What We Do	Monitor Air Quality	Make Data Available
<p>Since 2003, PAS has expanded monitoring from Medicine Hat and Redcliff to encompass an area of more than 45,000 km<sup>2</sup> in southeastern Alberta. The Palliser airshed includes the region extending west from the Saskatchewan border north of Brooks / Newell County through Taber and Milk River to the US border covering the rural areas and population centers in between. Strategically distributed, PAS maintains sixteen passive sampling sites and two continuous monitoring stations. Through its operations, PAS is able to provide:</p> <ul style="list-style-type: none"> <li>• real time, continuous data posted on the PAS website used to inform the AQHI for Medicine Hat</li> <li>• archival data for public information as well as reference to long term trends in air quality which are available to public and private agencies for planning purposes</li> <li>• links with local and regional agencies who share public health concerns related to air quality</li> <li>• an opportunity for PAS members to help shape rigorous air quality monitoring standards of significance to all residents of southeastern Alberta.</li> </ul>		
How We Are Funded	Provincial Operating Contract	Industry & Municipalities
<p>Funding of PAS operations is sourced directly from its member stakeholders as well as Alberta Environment and Parks (AEP). AEP relies on PAS to collect and report air quality data and provides financial support to help cover operational and administrative costs primarily associated with the continuous monitoring station. However, contributions from our corporate and municipal members are essential to sustain the passive network and portable airpointer that extends monitoring across the entire airshed area. Membership fees are based on calculation of each company's or municipality's contribution to emissions in the airshed. Historically, funding made available from the PAS membership has contributed to 40% of operating costs. Clearly, PAS would not be able to maintain the current air quality monitoring network without member support.</p>		
How We Benefit Our Community	Value to All Stakeholders	Recognition of Our Supporters
<p>In recognition of the fact that it would not be possible to secure and distribute air quality data without contributions of financial and in-kind resources, a comprehensive listing of supporters is posted on the PAS website as well as published in the PAS annual report. In addition, those names of all contributing to PAS supporters are prominently displayed wherever and whenever PAS participates in trade shows or other public forums. The support extended by PAS members is highly appreciated. As such, the Palliser Airshed Society is committed to actively inform all stakeholders of the value and benefits extended to all residents who live and work in the area through the generous contributions of our membership.</p>		



Town of Taber  
4900A - 50 Street  
Taber, AB  
T1G 1T1  
ATTENTION: Gordon Frank - Chief Administrative Officer

April 27, 2018



Dear Mr. Frank / Chief Administrative Officer:

The support of your municipality is being solicited as a contributing member of the Palliser Airshed Society to help sustain implementation of the Regional Air Quality Monitoring Program. As a non-profit, consensus based, multi-stakeholder organization, PAS is mandated to collect and communicate ambient air quality data and information for the benefit of all residents of southeastern Alberta. Real time and historical data can be viewed at [www.palliserairshed.com](http://www.palliserairshed.com).

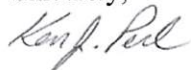
Successive provincial governments have made it clear that land use decisions will be based on cumulative environmental impacts. Air quality is a key element in understanding quality of the environment. Without credible air quality data, cumulative effects cannot be determined.

The responsibility for comprehensive environmental monitoring in the province has been assigned to the Environmental Monitoring and Science Division of Alberta Environment and Parks (EMSD-AEP). PAS complies with rigorous procedures set for ambient air quality monitoring as governed by terms of the Air Monitoring Directive administered by Alberta Environment and Parks. AEP recognizes the need to maintain credible and sustainable airshed monitoring networks on a provincial basis. In the Palliser Airshed, AEP extends base operating funding in support of a continuous air monitoring station. However, PAS also operates a portable continuous (airpointer™) monitoring station as well as a comprehensive passive monitoring network. As such, funding available from EMSD covers only a portion of the annual cost of maintaining Palliser Airshed Society operations. Therefore, the viability of air monitoring in SE Alberta depends on building strong partnerships with private and public stakeholders.

Residents of your municipality work, live, and play within the region administered to by the Palliser Airshed Society. As a key stakeholder in the airshed, by joining PAS, ambient air monitoring requirements as mandated by AEP are met. PAS reports the comprehensive data required by the Clean Air Strategic Alliance (CASA) as well as EMSD. The attached invoice reflects potential release of emissions based on population residing within your municipal boundaries. In this manner, municipal entities of variable size and population, whether city, town, village, hamlet, county or municipal district, as well as Special Areas, are able to contribute on a fair and equitable basis. A brief one-page information fact sheet accompanying this cover summarizes the rationale used to determine membership fees and the value those contribute to all those residing in the airshed.

On behalf of the Palliser Airshed Board of Directors, thank you for considering membership support. Should you have questions related to PAS, contact Ken Perl at (403) 892-7745 / [ken@palliserairshed.com](mailto:ken@palliserairshed.com). If you would like further information regarding the partnerships between PAS and the Environmental Monitoring and Science Division or the Operations Division of Alberta Environment and Parks, please contact Susan McIntosh, Environmental Operations, Southern Region - AEP at (403) 381-5325.

Sincerely,



Ken Perl  
Executive Director - PAS



Russ Golonowski  
Chair - PAS



<b>Council Request for Decision</b>	
<b>Meeting Date: May 14, 2018</b>	
<b>Subject:</b> Disposal of Municipal Documents	
<b>Recommendation:</b>	That Council approves the destruction of the documents identified in the attached list per the retention period in years identified in Schedule A of the By-law No. 10-99 Retention of Municipal Documents.
<b>Background:</b>	<p>The records retained by the Town are reviewed on an annual basis and a listing of documents is compiled that are scheduled to be destroyed per Schedule A of By-law No. 10-99 Retention of Municipal Documents. Section 6 - Records of Retention and Destruction, of By-law No. 10-99 states:</p> <p>c) All records destroyed should be authorized by the Council and the destruction should be carried out in the presence of witnesses.</p> <p>If Council approves the destruction of the records in the attached list then the Town's contracted shredding provider will be notified and the records will be destroyed on site under the supervision of the Finance Manager.</p>
<b>Legislation / Authority:</b>	By-law 10-99
<b>Strategic Plan Alignment:</b>	No close alignment
<b>Financial Implication:</b>	The cost of shredding.
<b>Service Level / Staff Resource Implication:</b>	Existing staff resources
<b>Justification:</b>	Town of Taber, By-law 10-99
<b>Alternative(s):</b>	That Council not approve the destruction of the documents identified in the attached list for the following reason _____.





<b>Attachment(s):</b>	List of Municipal Documents to be destroyed
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Donna Weiss
<b>Chief Administrative Officer (CAO) or Designate:</b>	

## **Records to be destroyed**

- 2010 – Journal Entries
  - 2010 – Link-up Payments
  - 2010 – Cash Receipts & Posting Journals
  - 2010 – EFT Payments
  - 2010 – Manual Receipt Books
  - 2010 – Budget
  - 2010 – Pool Cash Posting Journals & Exports
  - 2010 – Title Changes
  - 2010 – Tax Certificate Postings
  - 2010 – Tax Penalties & Adjustments
  - 2010 – Accounts Payable Posting Journals & GST Returns
  - 2010 – Utility Work Orders & Levy Postings
  - 2010 – Utility Adjustments
  - 2010 – Bank Deposit Books
  - 2010 – Bank Reconciliations and Statements
  - 2010 – CK Register and Cancelled CKs
  - 2010 – Accounts Receivable Posting Journals & Backup
  - 2010 – A/R Business License Applications and Posting Journals
  - 2010 – Ambulance Trip Tickets
  - 2010 – A/R Ambulance Invoice Postings
  - 2010 – Landfill Posting Journals, cash receipts & invoices
  - 2010 – Insurance Binder
  - 2010 – Investment Statements
  - 2010 – EMS vehicle inspection sheets
-



<b>Council Request for Decision</b>	
<b>Meeting Date: May 14, 2018</b>	
<b>Subject:</b> Information for Council	
<b>Recommendation:</b>	That Council accepts the material received in this Agenda Item as information.
<b>Background:</b>	<p>The Town receives communication on an on-going basis that is likely of interest to Council. In most cases, this communication is provided simply as information to Council and no comment is needed. In some cases, though, Council may wish to seek clarification on the matter from its administration or from the originator of the communication, or even to challenge the matter through Council discussion. Placing the communication on Council's agenda allows these opportunities.</p> <p>The relevant communication for this Council agenda is:</p> <ol style="list-style-type: none"> <li>1. Confederation Park – Station 6 Gazebo – see attached.</li> <li>2. West Trail Extension Project Committee Minutes</li> </ol>
<b>Legislation / Authority:</b>	MGA, Section 3 (Municipal Purposes) and Section 5 (Powers, Duties and Functions)
<b>Strategic Plan Alignment:</b>	<p>Governance:</p> <p>Build partnerships with other governments and organizations where synergies may exist.</p>
<b>Financial Implication:</b>	These will vary with information items.
<b>Service Level / Staff Resource Implication:</b>	These will vary with information items.
<b>Justification:</b>	To keep Council informed of current municipal information and correspondence.



<b>Alternative(s):</b>	<ol style="list-style-type: none"> <li>1. Council could seek clarification on any of the matters from administration.</li> <li>2. Council could discuss, in depth, any of the matters raised by communication and take action through either resolution of bylaw.</li> </ol>
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<b>Attachment(s):</b>	Confederation Park - Station 6 Gazebo Station 6 Rendering West Trail Extension Project Meeting Minutes April 30-2018
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Kerry Van Ham
<b>Chief Administrative Officer (CAO) or Designate:</b>	

### **Confederation Park – Station 6 Gazebo**

Administration is proud to announce the development of a new gazebo in Confederation Park. This project has been a collaborative effort between Recreation, Public Works and the Taber Fire Association. Recreation has been working closely with the Taber Firefighter Association on this project since last fall and is allocating funds and resources towards landscaping and management of irrigation, and Public Works is allocating resources to the concrete pad.

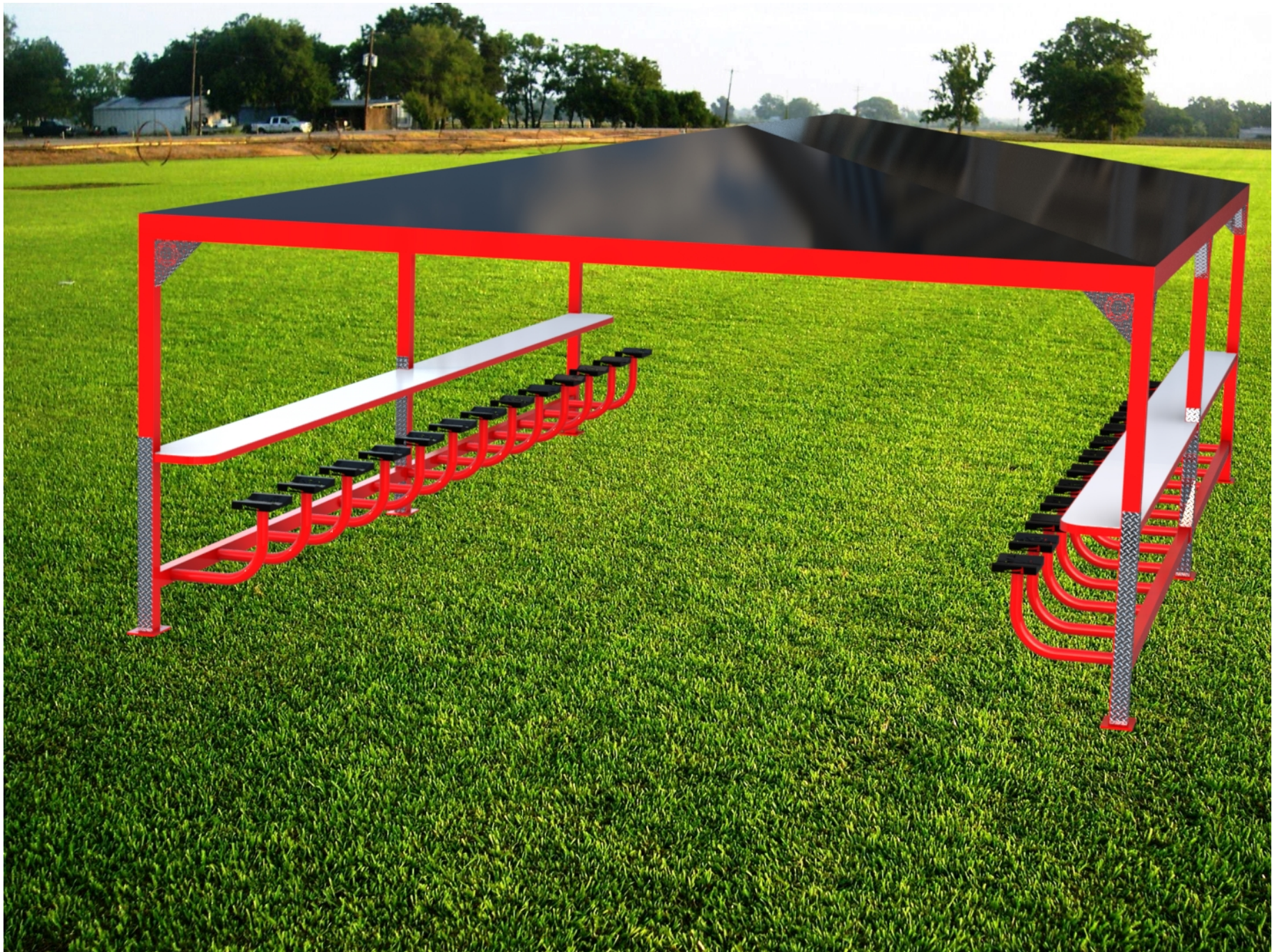
When the walking path was built in the park several years ago, the intent was to include a gazebo area where members of the community could sit together and socialize, get a rest from the heat, or watch the youngsters play in the park. At the time, there was no funding available for such development. With the recent addition of the Spraypark, Recreation has been approached many times, regarding a gazebo for shade as well as an opportunity to have a birthday party area. By working together, we have been able to work towards meeting that need that the community has.

The gazebo will be situated directly south of the tennis courts in the grass area along the walking path. This project has been underway for some time and we expect the completed project by July 1<sup>st</sup>.

As you will note from the attached renderings, the gazebo has a distinct “fire” theme. As Taber Fire Department is known as Station 6 it only seemed fitting to name the gazebo Station 6 Gazebo. In addition to the side rail seating, the intent is to add picnic tables inside the gazebo and allow for accessibility for all.

The funding for this project is largely from the Taber Firefighter Association which was formed as a means to give back to the community, outside of simply responding. The biggest part of the Association fundraising for the last three years is calendar sales. Which has resulted in \$12-15,000.00/year being raised, this money is then fed directly back into the community through initiatives such as Park Benches, Bullex Fire Extinguisher Trainer, Cell Phone Charging Stations, Accessibility Swing, Fire Prevention and Safety Program and most recently the new Station 6 Gazebo. All of these programs and initiatives are a strong, positive reinforcement of the commitment our firefighters have for our residents and their safety and a way for them to express their gratitude for the support shown by the Town of Taber, its residents and Council. This project has been a combined effort with support from the business community as well as Recreation and Public Works.







**Town of Taber West Trail Extension Project Committee Meeting  
Committee Room  
April 30, 2018 9:00 AM**

MINUTES OF THE MEETING OF THE TOWN OF TABER WEST TRAIL EXTENSION PROJECT COMMITTEE MEETING OF THE TOWN OF TABER, ALBERTA, HELD IN THE COMMITTEE ROOM OF THE TABER ADMINISTRATION OFFICE April 30 2018 @ 9:00 O'CLOCK A.M.

IN ATTENDANCE: Aline Holmen, Ramin Lahiji, Mayor Andrew Prokop, Councillor Joe Strojwas, Marty Planger – Recording Secretary

ABSENT: Councillor Mark Garner

ITEM NO.1. CALL TO ORDER

Meeting called to order at 9:00 AM

ITEM NO.2. ADOPTION OF THE AGENDA

There were no additions to the agenda

ITEM NO.3. DELEGATIONS

There were no delegations

ITEM NO.4. ADOPTION OF THE MINUTES

A) April 10, 2018 – Minutes were reviewed with no suggested changes

ITEM NO. 5. BUSINESS ARISING FROM THE MINUTES

A) Standing Items:

1. Budget – There has been no changes since last meeting
2. Walking Trail and Trout Pond Tender – on hold due to the wet ground conditions and the road is still too soft for machines. Contractor was reassessing the area today.  
-Outstanding items:
  - Spray mulch
  - Completion of the launch area
  - Pathway from the parking to the launch area
  - Hand railing at the stairwell
  - Warranty work
  - Cleanup
3. Stocking – AB Conservation will let Ramin know when the stocking is to occur. A Town staff will need to be there and he has agreed to contact the Committee members with the details. Maybe Meghan Brennan could take some pictures and/or the Taber Times should also be informed.
4. Paved Walking Trail – request went to Council last Monday, Administration is now looking at the 56 Ave project closely to see how the tie in can be made. This project may not be able to be completed this year due to some difficulties.

-This process involves:

Right of Ways  
Surveys  
Crossing Agreements  
Transportation Approvals

-Next meeting administration will have more to report

5. Buried TID Pipeline – administration is meeting with C. Gouw at the site on Friday. Looking at possibly putting the pipe straight through the bank which would eliminate the intake pipe that is a concern for safety. Pipe/Bolt has been put into place so no one can fall into the intake pipe in the meantime
6. Fresh Water – on hold for now
7. Irrigation – because trees are on hold, irrigation is placed on hold, however wild grass will be planted along the launch and may need to be manually water, and will need to be mowed.
8. Site Security – administration followed up regarding the specifications of the swing gates which were installed and are installed to the Lethbridge specifications. The committee decided to install a bollard in the middle of the gates that can be removed to allow maintenance staff in and will deter unwanted traffic.
9. Signage – Committee reviewed the new signage supplied by AB Conservation, with a larger one to follow. The Committee directed administration to go ahead and order the “Rule” signage, with the understanding that the signage will be temporary because it will need to change as the project progresses. Andrew M. agreed to check with AB Conservation on fish limits/spawning times etc to include on the signage. It was also decided that rattle snake awareness signs spaced out on the trail is a great idea, administration will look to see if there is a provincial body which supplies the signs. If not, they will be purchased. Goal is to have the signage up by the end of May.
10. Benches – 4 benches have been ordered from Blue-Imp. Ryan Torrie is looking at cement which his group has agreed to install. They will ensure the pads are large enough to place the garbage receptacles on as well. Four more benches will be purchased for along the trail as well as a few picnic tables.
11. Portable Washrooms – will be delivered as soon as it's no longer a construction site. The best location was decided to be at the parking lot, where it's visible and accessible for maintenance.
12. Test Lights – The Kiwanis Club will be testing some solar lights along the golf course walking trail to see how far apart they can be installed. Their end goal is to get community sponsorship for the entire walking path including this pathway around the pond.
13. Kids Can Catch – The organization will give the town \$1000.00 towards the event, information resources and connections for fishing supplies. The Committee decided to aim for July 21, 2018 for the event and agreed that if the Summer Games Coordinator would be able to work on the planning, it would be great to have her extend employment for a couple of weeks for this event.
14. Grant Applications – the town has hired a grant writer for the summer and the Trout Pond has been flagged as a priority for her. Garbage Receptacle Grant should be coming back soon. Fortis grant has been submitted. If anyone has trees to donate they will be reviewed on a case by case basis and if they are the correct species it would be great to accept. Discussed an adopt a tree program, however the members decided to wait until the Kiwanis's Light Program is



completed to avoid competing and the irrigation is in place to increase survival rate.

ITEM NO. 6. NEW BUSINESS

A) AB Conservation

1. Cameras – AB Conservation will be putting up a camera facing the launch area to survey the usage, and have agreed it's at their own risk and to share the footage with the town if needed. The members agreed that they should wait until the lighting is in place prior to adding more cameras for security.

B) Other

Parking Lot Light – members agreed to wait for the Kiwanis's Lighting Program is complete or look for grants prior to purchasing lighting the parking lot.

ITEM NO. 7. CLOSE OF MEETING

- Next Meeting June 5, 2018 at 9:00 am
- Closed at 9:42 am, tour of the Trout Pond took place after this meeting

Chairperson Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Council Request for Decision

<b>Meeting Date: May 14, 2018</b>	
<b>Subject:</b> Standing Item - Council Requests	
<b>Recommendation:</b>	That Council uses this standing agenda item opportunity to address administration about their concerns, ask questions and direct municipal resources.
<b>Background:</b>	<p>The Municipal Government Act only allows Mayor and Council to act by resolution or bylaw, not separately through individual direction to administration. If one member wishes to see action on a certain item that requires the deployment or diversion of municipal resources, that does not mean all or even a majority of the other six members want Town resources used in that manner. Also, it is likely that all of Council and the public want to know about issues of concern and interest in Taber, so this conversation should be shared for better governance.</p> <p>To assist in this information sharing and ensure agreement on the relative importance of activities, and to facilitate a common understanding, Council established a standing item on Council agendas that would allow the Mayor and Councillors to raise issues of individual concern. This allows discussion amongst Council and with administration on how best to deal with these concerns. It is an opportunity for Council to provide suggestions or direction to administration as to how best to proceed.</p> <p>The intention of this RFD is for items to be brought forward from the floor at the meeting.</p>
<b>Legislation / Authority:</b>	MGA Section 153 (General Duties of Councillors), Section 154 (General Duties of Chief Elected Official, Section 180 (Methods in Which Council May Act); Section 249 (Civil Liability of Councillors)
<b>Strategic Plan Alignment:</b>	Goal: Make the Town of Taber an employer of choice, where employees are self-assured, valued, respected and viewed as the corporation's strongest asset.
<b>Financial Implication:</b>	The financial implication will vary depending on the discussion outcomes but should consider the alignment of Town facility and service provision with the approved budget.



<b>Service Level / Staff Resource Implication:</b>	Having a regular Council discussion about service levels will improve the ability of administration to meet the expectations of Council rather than dealing with the requests of individuals on an ad hoc basis.
<b>Justification:</b>	This will bring administration efficiencies and the better alignment of services and expenditures with the budget. It will also help improve communication protocols and adherence to the Municipal Government Act.
<b>Alternative(s):</b>	Alternatives will vary based on the discussion.

<b>Attachment(s):</b>	Action Item Listing
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<b>APPROVALS:</b>	
<b>Originated By:</b>	Raeanne Keer
<b>Chief Administrative Officer (CAO) or Designate:</b>	

<b>Council Date</b>	<b>Resolution #</b>	<b>Resolution</b>	<b>Assigned To</b>	<b>Completed?</b>	<b>Request Return To Council? By?</b>
April 9/2018	189/2018	MOVED by Councillor Strojwas that Council directs Administration to review different applicants for the land purchase for leasing of the land south of the cemetery for 2018, for one year terms.	Planning/ Admin Services	<i>In Progress</i>	Not Stated

*\* Once items have been designated completed, they will be removed from this listed at the next Council meeting*