



AGENDA

REGULAR MEETING OF THE ARTS AND HERITAGE COMMITTEE OF THE TOWN OF TABER,
TO BE HELD IN THE COUNCIL CHAMBERS, ADMINISTRATION BUILDING, ON TUESDAY,
MARCH 17, 2020 AT 5:30 PM.

	<u>MOTION</u>
1. CALL TO ORDER	
ITEM No.1.1 Nominations for Chair and Vice Chair	
2. APPROVAL OF THE AGENDA	X
3. ADOPTION OF THE MINUTES - None	
4. BUSINESS ARISING FROM THE MINUTES	
5. ACTION ITEMS	
ITEM No.5.1 Purchase of Electronic Tablets for the Arts and Heritage Committee	X
ITEM No.5.2 Request for Discussion on Arts and Heritage Committee Meeting Dates	X
ITEM No.5.3 Information for the Arts and Heritage Committee	X
ITEM No.5.4 Standing Item - Arts and Heritage Committee Requests	X
6. DELEGATION	
ITEM No.6.1 STAR Theatre	X
7. MEDIA INQUIRIES	
8. CLOSED SESSION	
9. OPEN SESSION	
10. CLOSE OF MEETING	X



Arts and Heritage Committee Request for Decision

Meeting Date: March 17, 2020

Subject:

Nominations for Chair and Vice Chair

Recommendation:

Recommendation:

No recommendation required.

Background:

Dawn Phillips, Arts, Director of Recreation to Call the Meeting to Order.

Dawn Phillips, Arts, Director of Recreation to Call for Nominations from the floor for Chair.

Dawn Phillips, Arts, Director of Recreation to Call for Nominations from the floor for Vice Chair.

The new Chair will now Chair the meeting.

Legislation / Authority:

Arts and Heritage Committee Bylaw No. 16-2019

Strategic Plan Alignment:

No direct alignment.

Financial Implication:

No financial implications.

Service Level / Staff Resource Implication:

Does not apply.



Justification:

Election required as per Bylaw at the first regular meeting of the year.

Alternative(s):

The Arts and Heritage Committee could defer this to another meeting.

Attachment(s):

APPROVALS:

Originated By:
Marty Planger

Chief Administrative Officer (CAO) or Designate:



Arts and Heritage Committee Request for Decision

Meeting Date: March 17, 2020

Subject:

Purchase of Electronic Tablets for the Arts and Heritage Committee

Recommendation:

That the Arts and Heritage Committee recommends that Administration request funding from Council's Discretionary Fund for the purchase of 3 electronic tablets for the members at large on the Arts and Heritage Committee for not more than the value of \$2,500.00.

Background:

If approved, the purchase of the tablets will be made by the IT department and will be set up and managed in the same manner as Council's, Municipal Planning Commissions, and Recreation Board's tablets including assigned passwords, limited downloads and apps, preloaded supporting Town of Taber documentation.

Legislation / Authority:

Art and Heritage Committee Bylaw 16-2019

Strategic Plan Alignment:

Improve Internal/External Communications

Financial Implication:

The request for the purchase of 3 tablets would cost no more than \$2,500.00 (\$800 / tablet including 2 years of Apple Care)

Service Level / Staff Resource Implication:

The service level of the Arts and Heritage Committee would be improved.

Justification:

The purchase and implementation of electronic tablets would allow for a reduction in the amount of printed copies to the Taber Arts and Heritage Committee agenda as well as allow easy access to related Art and Heritage documents.

Alternative(s):



1. That the Arts and Heritage Committee recommends that Administration request funding from Council's Discretionary Fund for the purchase of 3 electronic tablets for the members at large on the Arts and Heritage Committee for not more than the value of \$_____.

2. That the Arts and Heritage Committee does not recommend the purchase of electronic tablets with reasons.

Attachment(s):

APPROVALS:

Originated By:
Emily Hembrough

Chief Administrative Officer (CAO) or Designate:



Arts and Heritage Committee Request for Decision

Meeting Date: 3/17/2020

Subject:

Request for Discussion on Arts and Heritage Committee Meeting Dates

Recommendation:

That the Arts and Heritage Committee agrees to meet on the 3rd Tuesday each month at 5:30pm for their regular Arts and Heritage Committee Meetings.

Background:

Currently Administration has scheduled the Arts and Heritage Committee regular meetings on the 3rd Tuesday of each month at 5:30pm. This date was one that best fit the schedules of both the Administration staff as well as the Council members on this committee.

If this date/ timeframe does not work for all members of the Arts and Heritage Committee members, it can be changed to best fit everyone's schedule to meet quorum at meetings.

Legislation / Authority:

Arts and Heritage Committee Meeting Bylaw 19-2020.

Strategic Plan Alignment:

Improve internal and external communications.

Financial Implication:

There is no cost associated with the moving of the meetings.

Service Level / Staff Resource Implication:

Staff time and resources are required to attend all Arts and Heritage Committee meetings no matter the date or time.

Justification:

To come up with a meeting time / date that best suits all members to meet quorum at each meeting.

Alternative(s):



1. That the Arts and Heritage Committee agrees to meet on the _____ each month at _____ for their regular Arts and Heritage Committee Meetings.

Attachment(s):

APPROVALS:

Originated By:
Emily Hembrough

Chief Administrative Officer (CAO) or Designate: 



Arts and Heritage Committee Request for Decision

Meeting Date: 3/17/2020

Subject:

Information for the Arts and Heritage Committee

Recommendation:

That the Arts and Heritage Committee accepts the material received in this Agenda Item, as information.

Background:

This communication is provided simply as information for the Arts and Heritage Committee and no comment is needed. In some cases, though, the Arts and Heritage Committee may wish to seek clarification on the matter from Administration, or even challenge the matter through discussion. Placing the information on the Arts and Heritage Committee agenda allows these opportunities.

1. The Town just ran their first Kids Conference on February 18-21 for kids ages 6-12.
2. The Town started offering Professional Development (PD) Day programming for students ages 6-12. We just held our first two 1-day PD Days on March 6th and 9th.
3. The Summer Programs day/week camps have been revamped this year to be more recreation/ arts based. They will still have themes each week, but will have a lot more swimming, playing outdoors, and wider range of field trips this year.
4. The Director of Recreation and the Arts, Culture and Events (ACE) Coordinator attended the Arts and Crafts Society Annual General Meeting on February 22, 2020.
5. The ACE Coordinator has been in the process of planning the following events
 - 2nd Annual Back Yard BBQ Competition
 - Canada Day
 - Seniors Week
 - Kids Can Catch
6. The current ACE Coordinator will be going on Maternity Leave in April, a replacement will be hired soon to start mid-April.



Legislation / Authority:

N/A

Strategic Plan Alignment:

General information, therefore does not specifically apply.

Financial Implication:

N/A

Service Level / Staff Resource Implication:

Staff resources to be utilized for all items listed above.

Justification:

To keep the Arts and Heritage Committee informed of current municipal information and correspondences.

Alternative(s):

1. The Arts and Heritage Committee could seek clarification on any matters from Administration.
2. The Arts and Heritage Committee could discuss, in depth, any of the matters raised by this communication and take action through a resolution.

Attachment(s):

APPROVALS:

Originated By:
Emily Hembrough



Town of Taber
Office of the Chief Administrative Officer

Chief Administrative Officer (CAO) or Designate:

DPullin



Arts and Heritage Committee Request for Decision

Meeting Date: 3/17/2020

Subject:
Standing Item - Arts and Heritage Committee Requests

Recommendation:

That the Arts and Heritage Committee uses this standing agenda item opportunity to address administration about their concerns, ask questions and direct municipal resources.

Background:

To assist in this information sharing and ensure agreement on the relative importance of activities, and to facilitate a common understanding, administration established a standing item on Arts and Heritage Committee agendas that would allow the members to raise issues of individual concern. This allows discussion amongst the Arts and Heritage Committee members and with administration on how best to deal with these concerns. It is an opportunity for the Arts and Heritage Committee to provide suggestions or direction to administration as to how best to proceed.

The intention of this RFD is for items to be brought forward from the floor at the meeting.

Strategic Plan Alignment:

Improve Internal & External Communications

Financial Implication:

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.

Service Level / Staff Resource Implication:

Having a regular Arts and Heritage Committee discussion about service levels will improve the ability of administration to meet the expectations of the Arts and Heritage Committee rather than dealing with the requests of individuals on an ad hoc basis.

Justification:



This will bring administration efficiencies and the better alignment of services and expenditures with the budget. It will also help improve communication protocols.

Legislation / Authority:

Bylaw 16-2019

Alternative(s):

Alternatives will vary based on the discussion.

Attachment(s):

APPROVALS:

Originated By:

Emily Hembrough

Chief Administrative Officer (CAO) or Designate:





Arts and Heritage Committee Request for Decision

Meeting Date: 3/17/2020

Subject:
STAR Theatre

Recommendation:

The Arts and Heritage Committee accept the presentation made by the STAR Theatre society as information and support their initiative to be presented to Council.

Background:

The Society for Taber Arts and Recreation (STAR) board has approached Administration requesting support from the Town for the development of a community theater and possible youth centre. The MD of Taber is supporting this initiative and STAR is requesting the Town of Taber to support the project with a donation of a parcel of land for the building within the Town of Taber.

Legislation / Authority:

Arts and Heritage Committee Bylaw 16-2019

Strategic Plan Alignment:

Enhance Sense of Community

Financial Implication:

Currently unquantifiable due to multiple considerations related to possible policy direction.

Service Level / Staff Resource Implication:

Dependent on operational variables.

Justification:

The Town of Taber Strategic Plan includes the initiative includes developing and promoting Taber's local arts community.

Alternative(s):

The Arts and Heritage Committee could decide not to support the initiative.

The Arts and Heritage Committee could request more information.



Attachment(s): STAR Theatre - Brochure
STAR Theatre - Business Plan

APPROVALS:

Originated By:
Dawn Phillips

Chief Administrative Officer (CAO) or Designate:

Support

*Act well your part;
there all the honour lies.*
- Alexander Pope

- \$5,000+ Founders Circle
- \$2,500+ Steward
- \$1,000+ Patron
- \$500+ STAR Member
- \$250+ Premiere Member
- \$100+ Supporter

Your gift today can help
make the STAR Theatre
a reality.

info@startheatre.ca

Meet Our Team

The Society for Taber Arts and Recreation (STAR) is a not-for-profit organization run entirely by volunteers.

Board of Directors:

- Dr. Ryan Torrie - President
- Olivia Penner - Vice President
- Sarah Lee - Secretary
- Bryce Bennett - Treasurer
- Tasha Tams - Fundraising
- Sara Torsius - Events
- Dr. Wes Steed - Construction
- Alison Ostrop - Communications

Partners:

- Avail CPA
 - Baldry Sugden LLP
 - RTK Rentals
 - Ryan Torrie Professional Corporation
- info@startheatre.ca



We Want to Build a Theatre in Taber



STAR
THEATRE

THE SOCIETY FOR TABER ARTS AND RECREATION



Thank you to our local printer
Moonlife Graphics.

STAR
THEATRE

If we did all the things we were capable of doing, we would literally astound ourselves. - Thomas Edison



Cooperation

We look forward to working with all potential stakeholders to enrich our community with live performance and a new venue to host family, community, and corporate events.

Supporters will be eligible to receive advance notice of STAR events, access to premium seats, discounted ticketing, and subscriptions to enjoy marquee STAR Theatre events including:

- Concerts, recitals, theatrical and dance productions
- Pop-up events such as talks, family movie nights, and special rates for rentals.

Purpose

The Society for Taber Arts and Recreation exists to promote family-oriented, co-operative relationships among citizens and businesses in and around Taber, AB.

Our primary project is the establishment of the STAR Theatre: part stage, part cinema, part community centre, and events venue.

To this end we are in the process of acquiring a 3000-square foot space capable of seating 188 people.

Our goal is to provide family friendly entertainment through concerts, plays, recitals, film screenings and education opportunities through talks and workshops.

Goal

We envision the building itself as a creative workspace and hub for a host of community members with a special focus on programming that supports young people and families.

The STAR Theatre will open its doors to performers from all over, as well as to local organizers for fundraising, social functions, and corporate events.

Building Community | Growing Citizens
Through Arts and Recreation

info@startheatre.ca

BUSINESS PLAN

STAR THEATRE

2019



Executive Summary

The Society for Taber Arts and Recreation Theatre (“STAR Theatre”, or “The Theatre”) is located in Taber, Alberta. The Theatre’s vision is to be the heart of the community and a leading provincial theatre, offering the opportunity to experience all aspects of what theatre has to offer. STAR Theatre will serve many functions including being a stage, cinema, events venue and community centre. Supporting a community centred approach, it will provide family friendly entertainment through concerts, plays, recitals, film screenings and education opportunities through talks and workshops. STAR Theatre intends to take an affordable and sustainable approach by renovating an existing building within the MD of Taber. The proposed renovation is approximately \$600,000 including the purchase of the building and land. The building itself will become a creative workspace and hub for a host of community members with a special focus on programming that supports young people and families. The Theatre will open its doors to performers from all over, as well as to local organizers for fundraising, social functions, and corporate events.

There are currently no facilities in the MD of Taber or the Town of Taber that offer the community an opportunity to experience arts and theatre. The culture of theatre in a community not only enriches the lives of those who take part in it, the business itself will employ people locally, purchase goods and services from within their community and market and promote the Town of Taber and businesses within it. On average, Attendees at nonprofit arts events spend \$24.60 per person, per event, beyond the cost of admission on items such as meals, parking, and babysitters; valuable revenue for local commerce and the community.¹

From a financial standpoint, STAR Theatre is fundraising an upfront capital of approximately 200,000\$ in the year 2020 to spur project development relating to building renovation as well as theatre infrastructure and equipment. The Theatre is looking to secure \$350,000 through a 25 year debenture with the MD of Taber for the land, building and physical assets of The Theatre and is actively developing a proposal to apply for approximately \$50,000 from municipal reserve funding. The Theatre has a yearly donation target of \$50,000, and plans to develop a patronage engagement program that will on-board and provide mutual benefit to patrons. Following initiation of theatre events in January 2021, at full scale The Theatre is anticipating three movie showings a week, which will generate approximately \$58,000. Additionally, a diverse range of shows, symphonies and concerts will bring in a revenue of \$43,000. In conjunction with the aforementioned events, The Theatre will operate a concession stand with an expected yearly revenue of \$39,000. The Theatre will also leverage its ability to generate revenue through advertising and rental opportunities for \$45,000 per annum.

A conditional offer has been accepted on the building structure for \$270,000. Building inspections and discussions with inspection authorities are underway to ensure the seamless

development of the site. The Theatre has the capacity to hold approximately 188 people, and has current appropriate zoning for a community theater.

Key advantages of the building site are ready access to ample parking, a minimal required amount of structural renovations, and existing water, power and septic services. The location is also prime for access off of the main road and will not be a hindrance to any surrounding properties.

Business and Sustainability

STAR Theatre is committed to reducing overall operational expenses to ensure that future revenue can be invested back into the community and the operation itself. As a privately organized theatre, it has the advantage of leveraging expertise and support within its organization to run operations and expand its functions to meet the needs of the community as they arise.

Operational plans and their associated expenses have been targeted at a monthly value of ~\$11,000, while monthly revenue is targeted at ~\$15,500. The Theatre plans to dedicate a portion of its initial fundraising for \$200,000 to operating costs to ensure a successful start. To ensure that The Theatre is directing efforts and costs to the most economically feasible events, strategic analysis of each event's gross margin will be utilized to determine and plan for future cash flows.

The Theatre will be an arts hub and creative space that will be family and community centred. Performances will include; drama productions, symphonic concerts, piano recitals, choral concerts, and film screenings. Special events including fundraisers for local organizations, weddings, reunions and community support programming will allow the building to be utilized by all in the community.

One of the challenges facing any community is finding constructive activities for youth; The Theatre has the opportunity to offer a safe and creative space to engage youth in the community by hosting events such as after-school programs and youth groups. Recent research has shown that youth volunteering has been on the rise and The Theater will offer this unique opportunity for youth to engage in positive activities that support their growth and future endeavors.² Community support programming is another key focus of The Theatre; by creating a space where groups such as Alanon and La Leche can join or by hosting programs such as a special needs craft workshop, The Theatre is committed to leveraging existing relationships within the community and strengthening community initiatives

Partners

The Theatre is actively creating relationships with key partners in the community to support success in all areas of the development and operations. Through creating a centre that the community has bought into and supports, The Theatre aims to create a network of people and partners that will be self sustaining and valuable to the community as a whole. Through aligning with community oriented partners such as Ryan Torrie Professional Corporation, Avail CPA, RTK Rentals, Baldry Sugden and more, the mission of STAR Theatre will be strengthened.

Key partners will have the benefit of rallying the community, providing valuable expertise and services necessary for a successful organization. Through onboarding a large range of stakeholders, The Theatre will be better positioned to find opportunities that align with The Theatres mission and to gain insight into what really matters to the community.

Marketing Strategy

STAR Theatre will leverage marketing expertise to promote events and maximize theatre use. Each event will have a marketing strategy tailored to the show itself and it's target audience. The Theatre will create a strategy that leverages a variety of marketing tools to raise awareness, increase use, and generate ticket sales.

Digital tools include social media channels such as Instagram and Twitter, as well as promotional content delivered through Facebook, and YouTube. Traditional marketing tools will also be employed through the use of printed posters, ads, flyers, and brochures, as well as local radio spots. Periodic newsletters and press releases will be prepared in print and digital versions for patrons' convenience.

Additionally, a variety of ticket channels will be utilized to ensure that consumers have ready and convenient access to purchase tickets, both paper and electronic.

By combining traditional and digital marketing approaches, STAR Theatre aims to maximize audience attendance, in general, and work to maintain a core of regular theatre attendees. STAR Theatre will deliver useful and engaging up-to-date content to keep the community apprised of the different ways the theatre can be accessed and utilized.

Appendix 1 - Capital Requirements
For the year ended December 31, 2020
Unaudited – See notice to reader

Project Costs:

Building Purchase	\$270,000.00
Interior renovations	\$100,000.00
Paint - exterior	\$ 5,000.00
Parking lot	\$ 10,000.00
Bathroom renovations	\$ 5,000.00
Concession counters	\$ 1,000.00
Concession equipment	\$ 10,000.00
Digital sign	\$ 10,000.00
Screen	\$ 10,000.00
Projector	\$ 40,000.00
Sheridan seating solution	\$ 95,000.00
Fire alarm system	\$ 10,000.00
Fire suppression	\$ 10,000.00
Lighting	\$ 30,000.00
Total Project Cost	\$606,000.00

Project funding:

MD of Taber Debenture	\$350,000.00
Municipal reserve funding	\$ 50,000.00
Total Project Funding	\$400,000.00
Net Project fundraising required	\$206,000.00

Appendix 2 - Statement of Projected Income

For the year ended December 31, 2021

Unaudited – See notice to reader

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
REVENUE												
Live plays	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Movie showings	4,875	4,875	4,875	4,875	4,875	4,875	4,875	4,875	4,875	4,875	4,875	4,875
Concession	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250	3,250
Rental	750	750	750	750	750	750	750	750	750	750	750	750
Billboard Advertising	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Symphony showings	0	0	0	0	0	3,600	0	0	0	0	0	3,600
Concerts	1,000	0	1,000	0	1,000	0	1,000	0	1,000	0	1,000	0
TOTAL REVENUE	15,375	14,375	15,375	14,375	15,375	17,975	15,375	14,375	15,375	14,375	15,375	17,975
EXPENSES												
Performance fees	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167
Wages	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167
Utilities	500	500	500	500	500	500	500	500	500	500	500	500
Property taxes	0	0	0	0	0	0	0	0	0	2,500	0	0
Insurance	167	167	167	167	167	167	167	167	167	167	167	167
Concession supplies	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667
Website maintenance	21	21	21	21	21	21	21	21	21	21	21	21
cleaning costs	500	500	500	500	500	500	500	500	500	500	500	500
Repairs and Maintenance	417	417	417	417	417	417	417	417	417	417	417	417
Interest on Debenture						4,533						4,445
TOTAL EXPENSES	11,604	11,604	11,604	11,604	11,804	16,137	11,604	11,604	11,604	14,104	11,604	16,049
Excess of revenue over expenses from operations	3,771	2,771	3,771	2,771	3,771	1,838	3,771	2,771	3,771	271	3,771	1,926
Donations	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167
AMORTIZATION	-3,707	-3,682	-3,657	-3,633	-3,609	-3,585	-3,561	-3,537	-3,514	-3,490	-3,467	-3,444
NET INCOME (LOSS)	4,231	3,256	4,280	3,304	4,329	2,420	4,377	3,400	4,424	947	4,471	2,648

Appendix 4 - Projected Balance Sheet

As at December 31, 2021

Unaudited – See notice to reader

	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
ASSETS													
CURRENT													
Cash	0	7,938	14,875	22,813	29,750	37,688	36,959	44,895	51,834	59,771	64,209	72,146	71,417
Accounts receivable	0	0	0	0	0	0	0	0	0	0	0	0	0
GST receivable	0	0	0	0	0	0	0	0	0	0	0	0	0
Prepaid expenses	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	7,938	14,875	22,813	29,750	37,688	36,959	44,895	51,834	59,771	64,209	72,146	71,417
CAPITAL ASSETS													
Land	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Buildings	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Site improvements	0	0	0	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	0
Furniture and fixtures	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000
Computer equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
Accumulated amortization	0	3,707	7,389	11,046	14,679	18,288	21,873	25,433	28,971	32,484	35,974	39,441	42,885
	606,000	602,293	598,611	594,954	591,321	587,712	584,127	580,567	577,029	573,516	570,026	566,559	563,115
OTHER ASSETS													
	0	0	0	0	0	0	0	0	0	0	0	0	0
	606,000	610,231	613,486	617,766	621,071	625,400	621,086	625,463	628,863	633,287	634,234	638,705	634,532
LIABILITIES AND PROPRIETORS EQUITY													
CURRENT													
Bank indebtedness	0	0	0	0	0	0	0	0	0	0	0	0	0
Accounts payable	0	0	0	0	0	0	0	0	0	0	0	0	0
Prepaid program fees	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
LONG TERM DEBT													
MD of Taber Debenture	350,000	350,000	350,000	350,000	350,000	350,000	343,266	343,266	343,266	343,266	343,266	343,266	336,445
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	350,000	350,000	350,000	350,000	350,000	350,000	343,266	343,266	343,266	343,266	343,266	343,266	336,445
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Assets	256,000	260,231	263,486	267,766	271,071	275,400	277,820	282,197	285,597	290,021	290,968	295,439	298,087
	256,000	260,231	263,486	267,766	271,071	275,400	277,820	282,197	285,597	290,021	290,968	295,439	298,087
	606,000	610,231	613,486	617,766	621,071	625,400	621,086	625,463	628,863	633,287	634,234	638,705	634,532

References:

1. Americans for the Arts. (2015) *Statement on Arts Jobs and the Economy*, Retrieved from: <https://www.americansforthearts.org/news-room/arts-mobilization-center/statement-on-arts-jobs-and-the-economy>
2. Health Canada. (2012). *Volunteering in Canada*. Retrieved from: <https://www150.statcan.gc.ca/n1/pub/11-008-x/2012001/article/11638-eng.htm#a23>
3. Walter, C. (2015). *Arts Management: an entrepreneurial approach*. New York, NY. Routledge.

