



University of Alberta Students' Union

FINANCE COMMITTEE

Monday, October 31, 2016

4:30PM

SUB 6-06

AGENDA (FC 2016-08)

2016-08/1 INTRODUCTION

2016-08/1a Call to Order

2016-08/1b Approval of Agenda

2016-08/1c Approval of Minutes

2016-08/2 QUESTION/DISCUSSION PERIOD

2016-08/3 COMMITTEE BUSINESS

2016-08/3a PACHES moves that Finance Committee recommend to Student Council the release of \$45,000 from the Capital Reserve for the purpose of a feasibility study for the Myer Horowitz Renovations.

Please see FC 16-08.01

2016-08/5 INFORMATION ITEMS

2016-08/6 ADJOURNMENT

2016-08/6a Next Meeting: TBD

FC 16-08.01

PROPOSAL FOR
**MYER HOROWITZ THEATRE
FEASIBILITY STUDY**

FOR U OF A STUDENTS' UNION

Prepared for Sirina Hamilton & Robyn Paches

PREPARED BY

ViTrêo Group Inc.

VITREOGROUP.CA

VITRêO

Bold Leadership. Transformative Fundraising.

Attention

*Sirina Hamilton & Robyn
Paches*

U of A Students' Union

LETTER OF INTEREST

Re: Myer Horowitz Theatre Feasibility Study

Dear Sirina and Robyn,

We are very pleased to have been invited to submit ViTrêo's qualifications and our proposal for the Myer Horowitz Theatre Feasibility Study. Our team is very interested and excited to be involved in the planning and evaluation of this important project.

ViTrêo brings extensive consulting experience and an unparalleled depth of expertise in fundraising and leadership development to all of engagements. We will provide you with the right advice at the right time and, as importantly, we will help you meet your fundraising and campaign goals.

EXPERTISE IN FEASIBILITY STUDIES

ViTrêo's partners and associates have designed and delivered over 50 planning and feasibility projects over the last eighteen years including many in the post-secondary environment. Our expertise in the post-secondary environment includes a strong understanding of how the student union group integrates within the institutional environment as a whole. In every instance, we have delivered high quality results and, when necessary, in compressed time periods.



EXPERIENCE IN EDMONTON

With more than 50 years of combined experience on the immediate project team, we have worked on many projects in Alberta's capital region and with many of Edmonton's leading organizations including NAIT, NorQuest College, the City of Edmonton, and the Edmonton Public Library. Much of our work in Edmonton has been recent. We are currently engaged with Winspear Centre and recently finalized the feasibility study for the University of Alberta's Islamic Pavilion. We know Edmonton. We know this market and we know how to position the this project for success.

INTEGRATION

Our team works closely with our clients to ensure that our work is effective, efficient, and meets the goals of the project.

Our attached proposal includes examples of relevant projects that illustrate our experience and approach. We look forward to an opportunity to discuss the project with you in more detail.

Regards,

A handwritten signature in blue ink, appearing to read "Scott Decksheimer".

Scott Decksheimer, CFRE

ViTrêo Group Inc.
403.210.0095

Vital Stats

CONTACT INFORMATION

ViTrêo Group Inc.

vitreogroup.ca

Phone: 403.210.0095
scott@vitreogroup.ca

STAFF & CONSULTANTS

Three partners
Nine associates

Seven CFREs

CREDENTIALS & BACKGROUND

About ViTrêo Group

ViTrêo Group has over over a century of combined consulting experience with expertise in fundraising, talent acquisition, nonprofit governance, stakeholder engagement, and leadership development. We provide timely, creative, and strategic advice to clients in the public and nonprofit sectors. We are proud to have worked with hundreds of public and nonprofit organizations from education to health, from arts to recreation, and from social service to the environment.

ViTrêo has a wealth of expertise and experience in every area of major gift fundraising and philanthropy. We provide ad-hoc and retained strategic counsel to Canada's most influential board members, CEOs, and opinion leaders leaders.

Rooted in the word vitreous, "vitreo" is a Latin prefix meaning clear or resembling glass. Glass exemplifies many of our core values including transparency, clarity, and utility.

Services

PLANNING

Feasibility studies

Campaign plans

Development reviews

Fund development audits

Stewardship reviews

EXECUTION

On-site support

Volunteer training & development

Campaign management

STRATEGIC SERVICES

Philanthropic naming & valuation

Board development & governance

Research services & training

SEARCH AND TALENT

DEVELOPMENT

Recruitment

Interim fundraising management

List provision

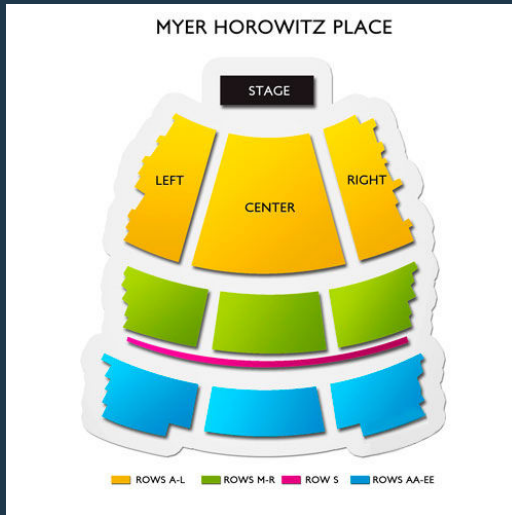
Our Story

The three founding partners of ViTrêo, Andrea McManus, Scott Decksheimer, and Vincent Duckworth have been friends, professional colleagues, and sometime competitors for the better part of the last 20 years. Through all of this, we have shared an aspiration to not only continue to provide outstanding service but to push for an enlarged offering of fundraising and leadership services with which to better serve our clients.

Bringing together combined consulting experience and expertise into one company accomplishes this long-held goal.

In addition to our core services, our clients told us they want access to specialty search services, philanthropic naming, and deeper research services. They also want access to a wider range of advice, counsel, experience, and expertise. By combining the talents of all three founding firms, we are now in a position to deliver on these needs.

We look forward to engaging with you in our journey to support Canada's top nonprofits.



Copyright Notice

The contents of this proposal are protected by copyright and remain the joint property of ViTrêo Group Inc. and the U of A Students' Union.

Further, the contents of this document are proprietary, privileged and confidential. They may be shared within ViTrêo Group Inc. and the U of A Students' Union (including within the University of Alberta and its senior staff and volunteers). They may not, under any circumstances, be shared, in whole or in part, beyond ViTrêo Group Inc., the University of Alberta, and the U of A Students' Union.

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Conflict of Interest

ViTrêo Group Inc. is mindful of the sensitive and confidential nature of your study and we take the protection of your information very seriously. In the event that we have ViTrêo representatives working on other projects that may pose a conflict of interest with the U of A Students' Union feasibility study, we will initiate internal boundaries to ensure we maintain a protective firewall for your data and project information within our firm as well as with our existing and former clients.

RELEVANT EXPERIENCE

ViTrêo Group has conducted over 50 feasibility and planning studies. We've enclosed some examples of our work in this area, as well as other projects we feel best showcase our abilities and talents.





Canadian Culture

National Music Centre

CALGARY, ALBERTA

The National Music Centre (NMC) is Canada's newest national cultural institution. NMC is committed to creating a home for and amplifying Canadian's love for music. Opening in July of 2016, two of ViTréo's partners have played important consulting and fundraising roles on this \$168 million project.

Services Performed

Feasibility study and planning study, assisted in securing government funds, provided strategic counsel for critical first years of project, and developed the naming plan for the Museum.

Campaign:

Private Fundraising Goal: \$78,000,000

Government funding: \$90,000,000

Engagement

2007 - 2015



University of Alberta

ISLAMIC GARDEN PAVILION

ViTréo completed an assessment report for a new pavilion as part of a \$35M redevelopment plan for the Devonian Botanic Garden. This included a full set of interviews, meetings with senior leadership and a report on the findings and proposed key steps.

Services Performed:

Feasibility study

Campaign:

Lead gift: \$25,000,000

Proposed pavilion: \$10,000,000

Engagement:

2016

Lakeland College

LAKELAND COLLEGE OFFERS AN UNIVERSITY-CALIBER COLLEGE EDUCATION IN ALBERTA THROUGH A VARIETY OF COLLEGE PROGRAMS.



Lakeland plans to invest in key capital projects and student programs to enable the College to better lead as an Agricultural Centre of Excellence. They are starting with limited resources, a low profile, and a highly competitive market. Relatively new to fundraising, they are building a long-term sustainable program utilizing the campaign as an anchor.

Services Performed:

Feasibility study & campaign planning

Campaign:

Private fundraising goal: \$10,000,000

Government funding: \$8,000,000

Engagement:

2016

NorQuest College

MAXIMIZING OPPORTUNITIES: THE NORQUEST CAMPAIGN

\$20 million fundraising initiative for the Singmar Centre for Learning to provide the highest quality of education in an environment that is designed to modern standards where students can flourish and achieve their academic and career goals.

Services Performed:

Feasibility study

Campaign:

Private Fundraising Goal: \$20,000,000

Government funding: \$170,000,000

Engagement:

2012 - 2013



Project Information

MYER HOROWITZ THEATRE

The theatre is a high use facility on the University of Alberta campus. It has not been renovated since 1983 and the building and its technology are out of date, which is resulting in lost revenue and a reduced quality of service to the students.

ESTIMATED CAMPAIGN GOAL

\$7 - 8 million

Total project cost of \$12 million

Services Requested

Campaign feasibility study to help identify the ability of U of A Students' Union and the "Friends of Myer Horowitz" to jointly renovate the Myer Horowitz Theatre.

MYER HOROWITZ

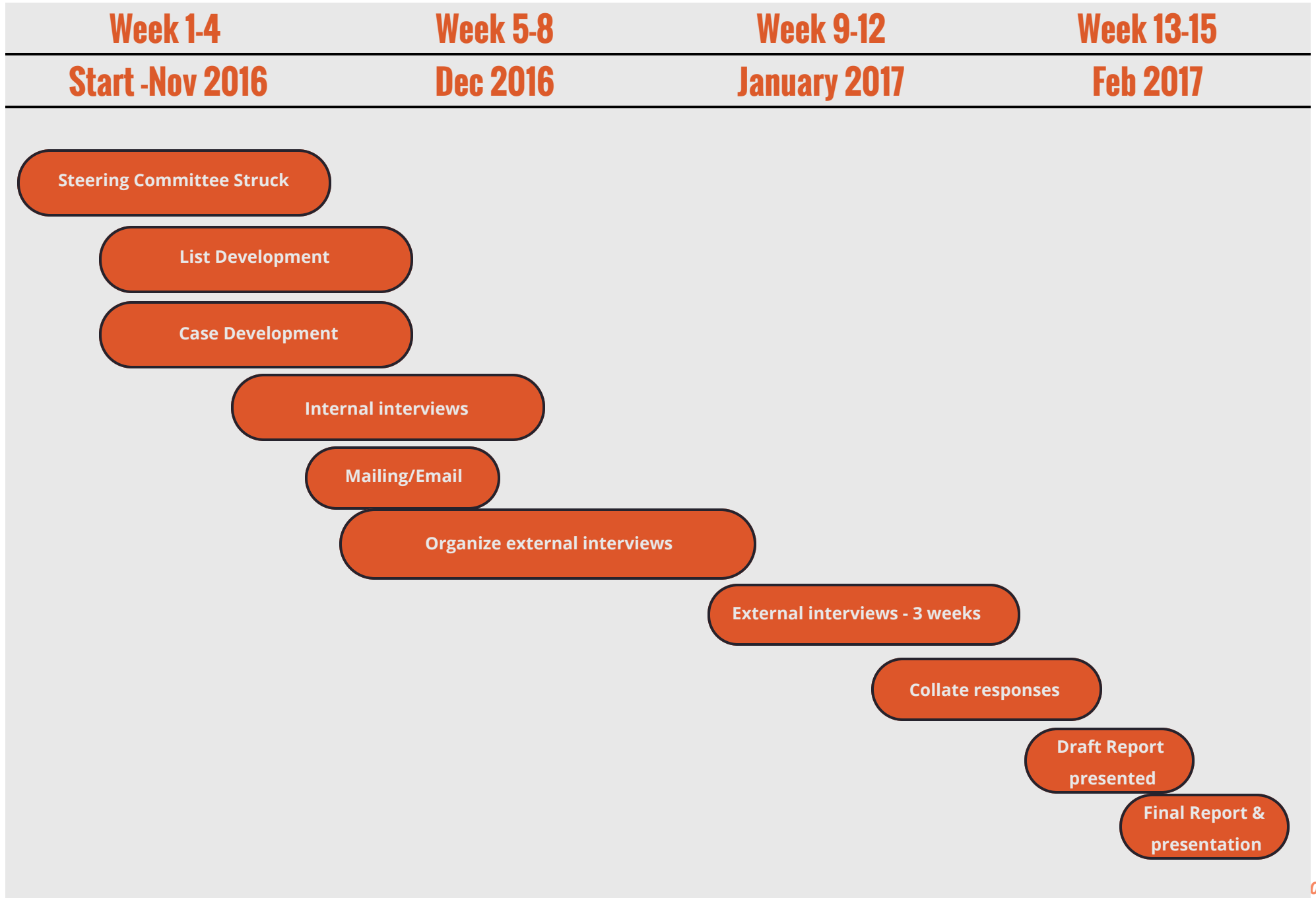
University of Alberta Students' Union

The U of A Students' Union and its fundraising arm, the "Friends of Myer Horowitz," are exploring the viability of raising money to renovate the Myer Horowitz Theatre. The Theatre is an important facility on the University of Alberta campus and its outdated technology is reducing the quality of service to the student body. In addition, the lobby and the east entrance need renovating to improve the welcoming feel to the venue and provide a truly theatrical experience for guests.

The overall project budget is expected to be approximately \$12 million with a goal to break ground in May 2018 and begin the lobby and entrance updates by fall 2018. There is no past history or track record for similar projects at U of A or any other major Canadian universities and the internal parties who will be involved in the campaign are currently revenue neutral.

This \$12 million project requires a professional review to better understand community interest, capital fundraising potential and needed activities required to meet its fundraising potential.

FEASIBILITY STUDY PLAN



Why do a study?

A campaign feasibility study is a critically important investment in the future of any organization. A private sector study, as part of campaign pre-planning, is designed to:

- Offer information to develop a framework for the campaign plan
- Broker and field test the case for support among constituents
- Identify potential new donors, sponsors, and fundraising volunteers
- Raise the sights of prospective donors
- Begin and ultimately, accelerate the cultivation process

STUDY FRAMEWORK

Fundraising is a labour intensive undertaking in a highly competitive environment. There are three critical factors for fundraising success: **leadership**, a strong **case for support** and a viable **prospect base**. The campaign must be unique to your organization capitalizing on your particular strengths, minimizing the weaknesses, positioning within potentially viable donor pools and resourced appropriately.

We can anticipate that this campaign for U of A Students' Union will carry with it inherent challenges associated with concerns regarding the current economy, factors associated with international events, expectations of government, perceptions relating to possible donor fatigue from current campaigns for Arts in Edmonton such as the Galleria, Winspear, Citadel, Quarters Consortium and Theatre Network, and potential donor assignment conflicts related to current U of A advancement projects that are already in progress.

A feasibility study is often the first opportunity to 'pre-sell' the campaign needs to key constituents and, critically, it provides in-depth quantitative and vital qualitative research upon which to develop the campaign plan. A feasibility study helps limit risk to the organization and to its leaders by testing assumptions before building the campaign plan.

The strategic market testing associated with a campaign planning study asks the questions, measures the answers, qualifies prospective donors, sponsors, and volunteers and listens carefully to the opinions of those who are and will be your key constituents. The study tests community readiness to give time, influence, advice, and money. Further, it begins the process of building private sector interest, engaging the community, cultivating key relationships and developing sponsors.

Interview Needs:

Approximately 60 - 75 qualified prospective interviewees for 27-30 external interviews.

We anticipate 5 - 8 internal interviews including Students' Union staff and executive and U of A Advancement.

For interviews, together we will develop:

- Preliminary case statement
- Introductory letter or e-mail
- Questionnaire/discussion stimulant
- Gift table for a \$7-8 million campaign

STUDY EXECUTION

Together, we will undertake the following steps to prepare for the study:

Interview preparation & completion

Develop the preliminary case for support: This is typically a three to four page document that captures key information about the campaign. This document is sent to each of the study participants by U of A Students' Union staff as part of the advance materials sent to each interview candidate. ViTrêo will develop this document for review by U of A Students' Union.

Develop a detailed interview discussion guide that incorporates questions previously noted in the study framework. This discussion guide is a critical component of the study and is used to ensure systematic information gathering. ViTrêo will develop this guide for review by U of A Students' Union.

Develop an introductory letter (or e-mail content) for U of A Students' Union to send to interview candidates introducing the project and ViTrêo. U of A Students' Union will schedule the interviews according to a work plan provided by ViTrêo. ViTrêo will develop a draft this letter (or e-mail) for review by U of A Students' Union.

U of A Students' Union will follow-up with prospective interviewees and book interviews under the guidance of ViTrêo.

ADDITIONAL ACTIVITIES

Resources required:

Early in the process, ViTrêo will prepare a study guide package to assist you during the study.

This guide will include:

- Document request
- How to select interviewees
- A guide to setting up interviews
- Case Statement outline
- Work plan and project timeline with milestones for the 15 weeks of the study

A study needs to complete a variety of tasks to understand the market.

ViTrêo will:

- Conduct external market research to determine what other organizations are doing for campaigns, fundraising, and revenue development.
- Review additional materials and plans relevant the capital plan that may be pertinent to the study and will conduct a thorough and comprehensive assessment of the capacity of U of A Students' Union to execute a successful fundraising campaign.
- Send thank you notes to all study participants after the interviews are completed.
- Review the draft report with the steering committee for feedback and revision prior to the final presentation.
- Make a presentation of key findings based on the final report to the leadership of U of A Students' Union, and if desired, the senior volunteers of the Friends of Myer Horowitz Society.

FINAL STUDY REPORT

You can expect:

- A draft report to be offered within two weeks following completion of the last interview
- A final report and presentation (if requested) within two weeks of feedback is received on the draft
- A separately distributed list of top donors and top volunteers

The final study report will detail extensive and specific recommendations, action steps, timelines and budgetary considerations that U of A Students' Union should undertake as part of its campaign planning. The final study report will specifically include:

- Descriptions of the processes used to conduct the study and formulate recommendations
- Statistical summaries and analysis of participants' responses by constituency category
- Narrative supporting and explaining each finding
- A detailed report of the strengths that can enhance the opportunity for campaign success
- A detailed report of challenges that need to be addressed for future campaign success
- Recommendations for the next steps in implementing a successful campaign, including leadership, infrastructure, key messages and case development, donor groups and strategies and communication, cultivation and solicitation strategies
- Recommendations related to a proposed funding program for the project
- Recommendations for implementing the campaign in terms of timelines, methodologies, benchmarks, structure and staffing
- Recommended leaders and top donors (confidential data presented only to key U of A Students' Union personnel)

YOUR ROLE

Our work together

We will be working with you to use this study to both analyze the potential, and to build and cultivate relationships that can eventually help with this campaign or other future U of A Students' Union initiatives.

Every relationship in this study is owned by the U of A Students' Union here to facilitate relationships. We take this role seriously, just as you do.

Expectations of U of A Students' Union

We will work with an identified U of A Students' Union project lead for the duration of the study. We recommend that the U of A Students' Union strike a study steering committee comprised of two leadership staff to participate in the study process. Specific responsibilities of the steering committee include:

Approve and commit to a work plan for the project. We will create the work plan at the beginning of the project for the steering committee to review, revise and approve - this plan will drive the momentum of the study and will outline specific roles, deadlines and tasks to ensure deadlines are met;

- Work with ViTrêo to develop, review and approve the preliminary case for support
- Assist with information, assessment or explanation in support of the internal assessment
- Provide information to ViTrêo as required
- Support the compilation and review of the interviewee list
- Provide feedback and approval for the addition of new contacts to the interviewee list
- Provide background and orientation as required
- Organize and help obtain interviews as necessary
- Review and comment on the draft report

F E E S

Fee Schedule

- 50% (\$19,500) upon signing contract
- 20% (\$7,800) at start of second month
- 20% (\$7,800) at start of third month
- 10% (\$3,900) upon delivery of final report

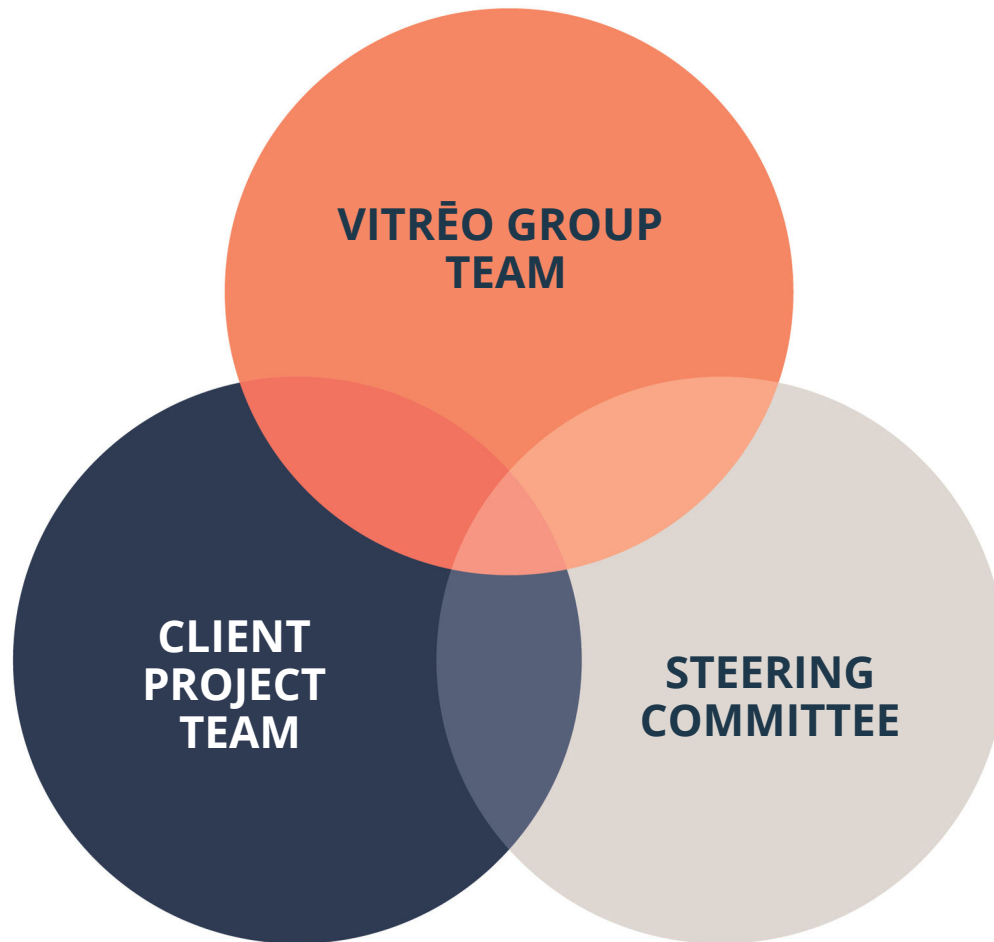
Fees: \$39,000, plus GST and travel expenses

Travel time, costs and accommodation and related expenses would be billed back to the U of A Students' Union at cost. We estimate expenses to be approximately \$3,000. All expenses above this amount will need to be pre-approved by you. There will be no other costs or disbursements. The travel requirements will be assessed in the interview selection phase in collaboration with the U of A Students' Union's project lead.

IF ADDITIONAL SERVICES ARE REQUESTED AND APPROVED, VITRĒO'S HOURLY BILLING RATE IS AS FOLLOWS:

POSITION	HOURLY RATE
Partner	\$275
Fundraising Associate	\$150
Research Associate	\$90
Administrative Support	\$75

PROJECT TEAM



Your team will always include a team lead or principal that is engaged in your study from start to finish.

We then build the team to fill roles that complement your approach to ensure that personality, availability and expertise are always matched to the project.

Team Roles

ViTrĒo provides a team for the duration of your project who will collaborate with you from inception to project delivery, and, if required, to project implementation.



Scott Decksheimer, CFRE

LEAD PARTNER

Scott is responsible for the delivery of the professional services. He will direct work and be involved in all decisions regarding the project including all major project meetings.



Vincent Duckworth, CFRE

PARTNER

Vincent is responsible for providing strategic recommendations at critical points across the project and within the final report. He has extensive experience in the post-secondary sector and with feasibility studies as well a strong understanding of Edmonton's philanthropic landscape.



Larissa Groch, CFRE

PROJECT CONNECTOR

Larissa is responsible for leading the implementation for the project. She will focus on the day-to-day details, timeline and be active in all project components.



Michelle Regel, CFRE

SENIOR ASSOCIATE

Michelle will provide ongoing support to the study in various capacities including conducting interviews and background research as well as assisting with the development of the final report.



Adriana Simon

ASSOCIATE

Adriana will provide assistance with conducting interviews and providing insight into the recommendations of the final report.

ViTréo may assign additional associates to your project to provide services including writing, research, interview completion, or administrative support based on the support needs of the project.

Profile

SCOTT DECKSHEIMER

ViTrêo Role

PARTNER

Years Experience

22

Key Expertise

**CAMPAIGNS
POST-SECONDARY
HEALTHCARE
MENTORING
STRATEGIC FUNDRAISING**

Scott became a consultant in 2004, and is a founding partner in ViTrêo

CONTACT INFORMATION

C: 403.461.7095

O: 403.210.0095

Scott@vitreogroup.ca

EDUCATION AND DEGREE

Bachelor Public Administration (Hons)

University of Saskatchewan

CURRENT PROFESSIONAL MEMBERSHIPS AND DESIGNATIONS

Certified Fundraising Executive (CFRE)

Association of Fundraising Professionals (AFP)

AWARDS AND RECOGNITION

Outstanding Fundraising Professional, 2013, AFP

Calgary & Area Chapter

Scott Decksheimer has worked in the non-profit field for more than 20 years. He co-founded and is currently a Partner with ViTrêo Group. Before moving to consulting, Scott was the Director of Fund Development at the Southern Alberta Institute of Technology (SAIT) where he worked with his team of 20 to complete an \$80 million campaign. He has now offered support and consulting to projects totaling over \$750 million.

Scott has a passion for the sector and the fundraising profession, currently using his talents in public policy, strategy, leadership and fundraising through Board roles with the Association of Fundraising Professionals and the Calgary Chamber of Voluntary Organizations.

Profile

VINCENT DUCKWORTH

Role in Contract

PARTNER

Years Experience

24

Key Expertise

**KNOWS EDMONTON
KNOWS UOFA
CAMPAIGNS
POST-SECONDARY
ARTS & CULTURE
NAMING & VALUATION
STRATEGIC FUNDRAISING**

Vincent became a consultant in 2007, and became a founding Partner of ViTréo in 2015.

CONTACT INFORMATION

C: 403.973.9696
Vincent@vitreogroup.ca

EDUCATION

B.Sc. Mechanical Engineering
University of Alberta

CURRENT PROFESSIONAL MEMBERSHIPS AND DESIGNATIONS

Certified Fundraising Executive (CFRE)

Association of Fundraising Professionals (AFP)

Certified AFP Master Trainer

Prior to starting his consulting career in 2007, Vincent worked as a Director of Development with the University of Alberta, the Northern Alberta Institute of Technology and the University of Calgary.

Vincent is internationally recognized as a leading expert on campaign design, strategy and major gift performance. He is also Canada's leading authority on philanthropic naming. Vincent's chapter on philanthropic naming can be found in the definitive Canadian fundraising reference: *Excellence in Fundraising in Canada: Volume Two*.

Vincent is committed to his profession and his community. He currently serves as a board member with two Calgary-based organizations and one national foundation.

Profile

LARISSA GROCH

Role in Contract

PROJECT CONNECTOR

Years Experience

15

Key Expertise

**KNOWS EDMONTON
ARTS & CULTURE
PROJECT MANAGEMENT
STEWARDSHIP
GIVING CLUBS**

Larissa became a consultant in 2012, and brings over a decade and a half of fundraising expertise to her clients

CONTACT INFORMATION

C: 587.717.1246
Larissa@vitreogroup.ca

EDUCATION

Business Essentials Program ("mini MBA")
University of Calgary

Bachelor of Arts (Honours)
University of Alberta

National Program for Fundraising Education
Certificate, Mount Royal College

CURRENT PROFESSIONAL MEMBERSHIPS AND DESIGNATIONS

Certified Fundraising Executive (CFRE)

Association of Fundraising Professionals (AFP)

Prior to becoming a consultant, Larissa Groch was honoured to work as the first Development Manager for Decidedly Jazz Danceworks (DJD) from 2003 to 2011. During that time, she implemented an integrated fund development plan that resulted in new and deepened partnerships and significantly increased revenues while also doubling revenues for individual giving.

Prior to DJD, she was Development Associate at Vertigo Mystery Theatre during their \$6.92 million capital campaign that enabled the company to relocate to its new theatre space. Larissa's love for the charitable sector was sparked during her 11 years as a dancer and arts administrator with Canada's Ukrainian Shumka Dancers.

Larissa is an active member and volunteer with the AFP Calgary & Area Chapter for the past nine years, and remains an enthusiastic volunteer with various community groups across Alberta.

Profile

MICHELLE REGEL

Role in Contract

PROJECT SUPPORT

Years Experience

21

Key Expertise

**CAMPAIGNS
RECRUITMENT
SPONSORSHIP
PLANNED GIVING
PROSPECT RESEARCH
STRATEGIC FUNDRAISING**

Michelle became a consultant in 2006, and brings over two decades of fundraising expertise to her clients.

CONTACT INFORMATION

TF: 844.532.4495

C: 403.809.6045

Michelle@vitreogroup.ca

EDUCATION

Entrepreneurship Certificate
Mount Royal University

Team Leadership & Facilitation, Banff Centre

Gift Planning in Canada, CAGP

Bachelor of Arts (English & Communications
Studies), University of Calgary

CURRENT PROFESSIONAL MEMBERSHIPS AND DESIGNATIONS

Certified Fundraising Executive (CFRE)
Association of Fundraising Professionals (AFP)
Canadian Association of Gift Planners (CAGP)
Association of Professional Researchers for
Advancement (APRA)

Prior to starting her consulting career in 2006, Michelle was the first Executive Director of the Calgary Emergency Medical Services Foundation. Prior to working with the EMS Foundation, she was the Associate Director of Development and a member of the campaign team for the Salvation Army Centre of Hope capital campaign. She also served as the Vice President of Development at Junior Achievement of Southern Alberta.

Michelle loves the charitable sector and has served as a Project Leader for the Calgary 4-H Multi-Club, Board President of her church, an AFP Mentor, and a member of the Host and Program Committees for the 2016 CAGP Annual National Conference that was held in Banff on April 6 - 8, 2016.

AWARDS AND RECOGNITION

Top 3 Producer across Canada for planned giving fundraising, Salvation Army, 2002

Profile

ADRIANA SIMON

Role in Contract

PROJECT SUPPORT

Years Experience

20

Key Expertise

GRANTMANSHIP
COMMUNITY PARTNERSHIPS
EVENT & CONFERENCE
PLANNING
MEMBERSHIP SERVICES
TEAM LEADERSHIP
STRATEGIC FUNDRAISING

Adriana became a consultant in 2015 after a successful career in event planning, membership services, and fund development.

CONTACT INFORMATION

C: 403.999.5070

Adriana@vitreogroup.ca

EDUCATION AND DEGREE

Events Management Certificate

Bow Valley College

Bachelor of Arts, Law Faculty

Bucharest University, Romania (partial program)

Bachelor of Science

Romanian Business School

CURRENT PROFESSIONAL MEMBERSHIPS

Association of Fundraising Professionals

Growing up in communist Romania, Adriana dreamed of coming to Canada and to work for Red Cross or UNICEF, organizations that had made a huge impact on her country and her personal development. Over the last two decades, she has achieved those dreams: first, by working with the Canadian Red Cross as a new immigrant in Canada and then, by spending four years as Community Partnerships Manager at UNICEF.

A passion for social justice, human rights, integration and respect, and building a strong community where everyone feels welcome has led Adriana to fight in the revolution against the communist regime in Romania, and afterwards to become one of the first fundraisers and founders of the nonprofit sector in that country.

An active member and volunteer with the AFP Calgary and Area Chapter, Adriana is the co-chair for the chapter's 2015 and 2017 Banff Compass conferences. She is also a member of the Board of Directors and the former Chapter Services Chair.

REFERENCES

Georgina Altman

Vice President, Advancement
Lakeland College

Phone: 780.871.5785

E-mail: georgina.altman@lakelandcollege.ca

Engagement period: 2016

ViTrêo conducted a feasibility study and campaign planning work for Lakeland College.

Della Paradis

Senior Director, Faculty Development
University of Alberta

Phone: 780.492.7537

Email: della.paradis@ualberta.ca

Engagement period: 2016

ViTrêo completed an assessment report for a new pavilion as part of a \$35M redevelopment plan for the Devonian Botanic Garden. This included a full set of interviews, meetings with senior leadership and a report on the findings and proposed key steps.

Ms. Karen Karpuk, CFRE

Director of Development
Wood's Homes

Phone 403.270.1724

E-mail: karen.karpuk@woodshomes.ca

Engagement period: 2011 - 2015

ViTrêo conducted a feasibility study and planning work, strategic counsel, and post-campaign report development for the Woods' Homes capital campaign.



YMCA Calgary - Power of Potential Campaign

ViTrêo is providing strategic and on-site campaign counsel for the YMCA campaign

FIRM RESOURCES

Client List

- Please visit www.vitreogroup.ca for a complete client list

Professional Association and Memberships

- Association of Fundraising Professionals (AFP)
- Canadian Association of Gift Planners (CAGP)
- Association of Prospect Researchers for Advancement (APRA)

Insurance Provider

- Intact Insurance

Company Name

- ViTrêo Group Inc.
- Registered in Alberta, Corporate Access Number 2019291596

Contact Us

ViTrêo Group is confident that we have the services and team that will meet your project and needs. Our team is recognized in the industry as being among the most collaborative and cost efficient and we are renowned for consistently meeting our timelines.

We look forward to taking with you further on this and other U of A Students' Union projects.

Scott Decksheimer

Phone: 403.210.0095
scott@vitreogroup.ca

TERMS AND CONDITIONS

1. ViTrêo shall provide all services related to planning and execution of the work in consultation with the client until the satisfactory completion of the project on the mutually agreed date.
2. ViTrêo shall prepare and share a feasibility report within 120 days of signing this agreement, assuming the U of A Students' Union is able to book the required interviews.
3. After securing the client's approval for the initial plans, the consultant shall share project guide within 10 business days.
4. The consultant shall conform to the laws and regulations governing fundraising including relevant privacy legislation governing the U of A Students' Union.
5. The U of A Students' Union shall make sure that no other consultant is hired to work on the same project or part of the same project in any way that may produce conflict.
6. This proposal and fees quote are valid for 30 calendar days after delivery.
7. Upon acceptance of this proposal ViTrêo and the U of A Students' Union will develop a mutually agreed upon contract for signing.

All Partners of ViTrêo Group Inc. are members of the Association of Fundraising Professionals and also voluntarily adhere to the American Association of Fundraising Counsel's (**AAFC**) standards of professional conduct. These organizations and their codes of conduct are found at www.afpnet.org and www.aafr.org respectively.

Professional Standards

Payment of Services

Our professional standards state that it is in the interest of the client that:

- Initial meetings with prospective clients should not be construed as services for which payment is expected. No payments or special consideration should be made to an officer, director, trustee, employee or advisor or to a not-for-profit organization as compensation for influencing the selection of fundraising counsel.
- Fees should be mutually agreed upon in advance of services.
- A flat, fixed fee is charged based on the level and extent of professional services provided. Fees are not based on the amount of charitable income raised or the amount expected to be raised.
- Contracts providing for a contingent fee, commission or percentage of funds raised are prohibited. Such contracts are harmful to the relationship between the donor and the institution and detrimental to the financial health of the client organization.
- Fundraising expenditures are within the authority and control of the client organization.

Further:

- It is in the best interest of clients that board members, staff and other volunteers undertake solicitation of gifts.
- Our firm does not exaggerate past achievements, guarantee results or promise unrealistic goals.
- Subsequent to analysis or study, we will engage a client only when the probability for fundraising success exists.
- We will not profit directly or indirectly from materials provided by others but billed to us without disclosure to the clients.
- The firm will disclose any potential conflict of interest to clients and prospective clients,
- **AND:** We will not acquire or maintain custody of funds and/or gifts directed to the client organization.

**FINANCE
COMMITTEE**

Monday, October 24, 2016

4:00PM

SUB 6-06

ATTENDANCE

NAME	PROXY	PRESENT
Robyn Paches (Chair)		Y
Victoria DeJong		Y
Francesca El Ghossein		Y
Dorsa Nahid		N
Brandon Prochnau		Y
Reed Larson		Y
Nicole Hammond		Y
Saba Al Hammouri		Y
Ryan Scott		Y
Colton Chachalias		Y

MINUTES (FC 2016-07)

2016-07/1 INTRODUCTION

2016-07/1a Call to Order

Meeting called to order at 4:05 PM.

2016-07/1b Approval of Agenda

HAMMOND/DEJONG MOVE to approve the agenda.

8/0/0

MOTION CARRIED

2016-07/1c Approval of Minutes

GHOSSEIN/HAMMOND MOVE to approve the minutes.

8/0/0

MOTION CARRIED

2016-07/1d Approval of 2016-05 Meeting Minutes from August 2, 2016

GHOSSEIN/DEJONG MOVE to approve the Meeting Minutes from Aug 2, 2016

7/0/1

MOTION CARRIED

2016-07/2 **QUESTION/DISCUSSION PERIOD**

2016-07/3 **COMMITTEE BUSINESS**

2016-07/3a Student Legal Services DFU Report

Please see FC 16-07.01

PACHES/GHOSSEIN move to approve Student Legal Services DFU Report.

7/0/1

MOTION CARRIED

2016-07/3b **PACHES** move to approve The Gateway Student Journalism Society's 2016/2017 Dedicated Fee Unit disbursement

Please see FC 16-07.02

HAMMOND: One of the provisions is that they have to demonstrate how they're reaching the mandate but I thought it was demonstrated more in SLS than in APIRG. The other ones had reports of how they're reaching their mandate but not the gateway.

GHOSSEIN: The nature of APIRG can give money in grants.

PROCHNAU: The Gateway is easier to disburse.

LARSEN: The Gateway has mandates than just disbursements.

GHOSSEIN: How is it measured?

LARSEN: Something for the board to figure out, because of transition online, how they're measuring reach is moving from pick-up to online readership. It's usually measured by time on websites, revenues from ads.

GHOSSEIN: How is readership being measured? Who deems if something is news?

LARSEN: It's up to the board to dictate that. Editor in Chief would be the sole person deciding what is news, opinion, research. The Gateway used to have higher ad sales. Relies on ads. Gateway isn't doing well without print so relying on student funding.

GHOSSEIN: Is the option of electronic ads being explored?

LARSEN: Free media does their ad-work. Leverage student group connections to get more advertising. Their revenue is entirely DFU.

PROCHNAU: They didn't have any travel expenses, \$27000. They're still relying on money so it's weird how they go from no travel expenses to \$6000.

LARSEN: almost all of their salaries are persons. Travel isn't mentioned when saving money because the big concern is who are we going to hire.

DEJONG: Thinks it's weird if they have travel expenses but lack of context.

GHOSSEIN: Re cost of travel expenses. Is it actual travel to another province?

LARSEN: Paches might know. Before we get too far with a \$700 travel budget. The interesting correlation is in their mandate is to devote a portion of budget surplus to providing scholarships to under-grad students so they don't have that but still providing scholarships. But there's talk of reducing scholarships to the lowest denominator. In the future, that could be interesting if they consistently run deficits, there won't be a surplus to give scholarships. If they don't have an advertising budget. How do they offer advertising rates at discount rates if they don't have a discount budget? He's concerned about financial reports and not showing how they're accomplishing mandated principles.

GHOSSEIN: As a non-board member, when did they have a budget surplus? And how much detail do they have on what they spent it on? They only give us their budget and actuals. What I think could provide some clarity if they actually spend surplus on scholarships is seeing at the year they have surplus and the year after. We only have actual 15/16 and currently in -27. They don't have surplus to give scholarships so they can't do that.

LARSEN: It's troublesome because they originally had a mandate to give scholarships. They can't accomplish their mandate EG volunteer opportunities, writing services, scholarships.

HAMMOND: It doesn't match this in financial statements. To provide news

and to provide advancement of education for journalism.

GHOSSEIN: 4 points in DFU schedule. 1. To publish at least 4 print issues in 500 unique content posts to the Gateway's website each following term. What does unique content post mean?

LARSEN: It can be ANYTHING posted to their website. It could be a headline.

GHOSSEIN: She's inclined to say that they would have fulfilled that considering how many issues they printed and each story in the Fall/Winter would make up 500. 2. To offer advertising rates discounted by at least 10% to SU in registered student groups. Do student groups advertise in the gateway and do they get that 10%?

PACHES: The 4 print issues in the mandate was approved for this upcoming year. They can meet this mandate as they have already published 2.

GHOSSEIN: 2. To offer advertising rates discounted by 10% to SU and student groups. Do they do that?

PACHES: They do offer this.

HAMMOND: Are they not supposed to provide evidence of this in their report?

PACHES: They should be. There's a write up in the report as evidence so it's the committee's decision to believe if that's proof or not.

HAMMOND: There's a contradiction between report and mandate. EG They do say their ad revenues and paid views but they never say how many things they published or how many issues printed but do say about discount to SU for advertising.

PACHES: re discount, they do contra-deals w/ SU, we will give them x dollars of printing for free advertising. SUBprint is a contra deal, we give them printing and they get the back page. He hopes that he's doing that for student groups but no evidence.

GHOSSEIN: How pressing is the approval and what's the ability to send questions to DFU?

PACHES: If the committee feels as evidence wasn't sufficient then we have ability to do so. Pressing depends if DFU has funds on reserve to sustain them.

GHOSSEIN: (From mandates in 6200) 3. To develop, advertise, and implement actions to resolve complaints about editorial policies of that

Gateway and its staff. She assumes it's for the public. Not aware if they have done this.

DEJONG: They have it on their website, you can send it to the EIC. If can't be resolved then take to BoD.

PACHES: The board also reviewed the complaints procedure/policies and revised to make it more clear.

GHOSSEIN: 4. To devote a portion of any budget surplus to providing scholarships to under-grads.

PACHES: They have 2 awards on Friday (\$1500).

GHOSSEIN: Do they provide discounted rates for student groups? Is there 500 unique content posts? She thinks they're minor issues.

LARSEN: He would prefer if it was in the reports.

PACHES: 500 content posts is a total of the year but we're only a couple months in. He would like to go back and ask for evidence that they give discounts to members of student groups. Does not know how this works governance wise but should have continual approval upon reception of evidence.

LARSEN: That is an ad-hoc procedure. It's not a general procedure. Usually we would turn this down, say no and send them back comments of why and they would get back to us with a revised finance report next meeting. So conditionally saying no is saying they're not doing well enough. But the traditional way is saying no and sending it back.

PROCHNAU: He'd rather see it as no because you should be writing down enough information and it's not done.

GHOSSEIN: So what questions do we want to have? More clarity in the report?

PACHES: Evidence. He provided a report but it's just words on paper. We need evidence. Anyone can type up whatever.

HAMMOND: It was in their lease agreement that they give discounts to SU. It was one of their terms.

PACHES: He signed the lease agreement earlier and it's included in the lease agreement.

SCOTT: Ask them about the 3rd mandate - implement actions to resolve

complaints. Has this process been launched? How many people submitted complaints, who did it go to?

LARSEN: We recently updated of how they go through policies and how it goes to the EIC, if it goes all the way to the board but they can provide proof of the process.

HAMMOND: It's updated online.

PACHES: They're not doing mandated procedure of reviewing complaints. 2 points to discuss with them: 1. Discounts to student groups - easy ask to provide evidence 2. Complaint process - specific asks and evidence, wants them to post policies/process.

HAMMOND: They should provide evidence of each specific points of the mandate.

LARSEN: They can give projections as to how many prints they would do up until February.

PACHES: He will communicate for evidence of each point to the Gateway.

DEJONG: She likes what SLS did. SLS shows each point of what they needed to do, outlined how they did it so that would be a good guideline. That would be something for Bylaw to look into it. Just to create a summary of what should be included in reports.

LARSEN: It's good to standardize how everyone reports because it's random across the entire board.

PROCHNAU: If they ask for examples, just mention that a reader should be able to understand their mandates.

HAMMOND: Why is their society's purposes in financial statements different in their schedules in the financial statements?

LARSEN: The gateway sees DFU as a way of getting revenue but they don't see it as mandated structure of their society. If finance does has a problem then we can discuss that with the Gateway. He doesn't know why it wasn't done properly on the report. It isn't in the reporting structure so indicative of something that's incorrect.

PACHES: So hard evidence of each point. Future topic: standardization of reporting. Also to notify them that society's mandate in financial statements did NOT match schedule approved by students. So do we want to go with NO, bring it back in 2 weeks?

PACHES MOVES to approve The Gateway Student Journalism Society's
2016/2017 Dedicated Fee Unit disbursement
0/6/2 (LARSEN/PACHES ABSTAIN)
MOTION DEFEATED

2016-07/3c

APIRG DFU Financial Review Submission

Please see FC 16-07.03

GHOSEIN: The mandate of APIRG is 1. To allow under-grads to work on public policy issues through undergraduate directed research, education, and action initiatives. How we can verify the format is through their annual report because that's where they say who they gave money to, how they supported the community/students to do research/actions. The first point of the mandate can be verified through looking at the project funding recipients and how much they got. If working groups were supported also through programming/collaborations. 2. To develop, advertise, implement procedure to opt-out. Students should have a policy to refund any contributions that students made AKA opt-out procedure that was outlined. This year because they moved to electronic way of opting out so there were more opt-outs.

PACHES: They budgeted for opt-outs.

HAMMOND: They had 401 opt-outs. They budgeted for opt-outs.

GHOSEIN: One thing is really good with this submission is that it's transparent. 3. To develop and implement policy on granting funds to under-grad students and allow them to work on public policy research, education and action initiatives, it's verified to how BoD chooses the groups and approves that funding so we can look at financial statements to ensure that it was approved and that money was well distributed.

SCOTT: How does mandate 3a differ from 1?

GHOSEIN: Mandate 1 is that they should be supporting research, action initiatives, etc. Mandate 3 - about having policies regarding 1. She's ok if that's not completely fulfilled. In the report it states that the following documents presented at previous audit committees and are available on request. It also goes for 3b, they could provide an appeals policy and ensure proper expenditure of funds granted. Their financial statements are shown through budgets, audits, etc.

LARSEN: It would be nice to know if they're granting funds directly to certain undergrad students but it does make sense that they have a policy. It says to implement but not to do.

GHOSSEIN: It's not a mandate but they provide who they gave money to.

HAMMOND: Direct funding policy is also on their website.

PROCHNAU/GHOSSEIN MOVE to approve APIRG DFU Financial Review Submission.

7/0/1 (DEJONG ABSTAINS)

MOTION CARRIED

2016-07/5

INFORMATION ITEMS

2016-07/5a

Deadline of the Landing's financial statements submission has been extended upon approval granted by Vice President Paches.

DEJONG: Why is the Landing deadline extended?

GHOSSEIN: Was it because of grant stuff?

PACHES: He doesn't know. It might have to do with reporting procedures regarding their grant, maybe to get some info from the government. They have a decent government grant that they operate out of so maybe the needed more time to include it in the report. That's his best guess. He will include it once he finds it.

GHOSSEIN: The Landing has a mandate they should follow and a grant that fits into their mandate but could also be doing other things. Are we only evaluating what they spend their DFU on and that should be according to the mandate or are we looking at all their money that's spent in accordance to the requirements to getting the grant and not specifically the DFU mandate?

PACHES: He interprets it as the student dollars that students voted to spend are being used in an appropriate manner. He interprets it as ensuring DFU funds are being spent according to mandate and being reported properly.

2016-07/6

ADJOURNMENT

Meeting adjourned at 4:57 PM.

2016-07/6a

Next Meeting: November 7, 2016 at 4:00PM in SUB 6-06