

# TODAY

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Theatre Design Refresher

Student Events Initiative

Program Elements

Fundraising and Financing

Feedback



# Myer Horowitz Theatre Renovation

A Visual Overview



# The Project in Context

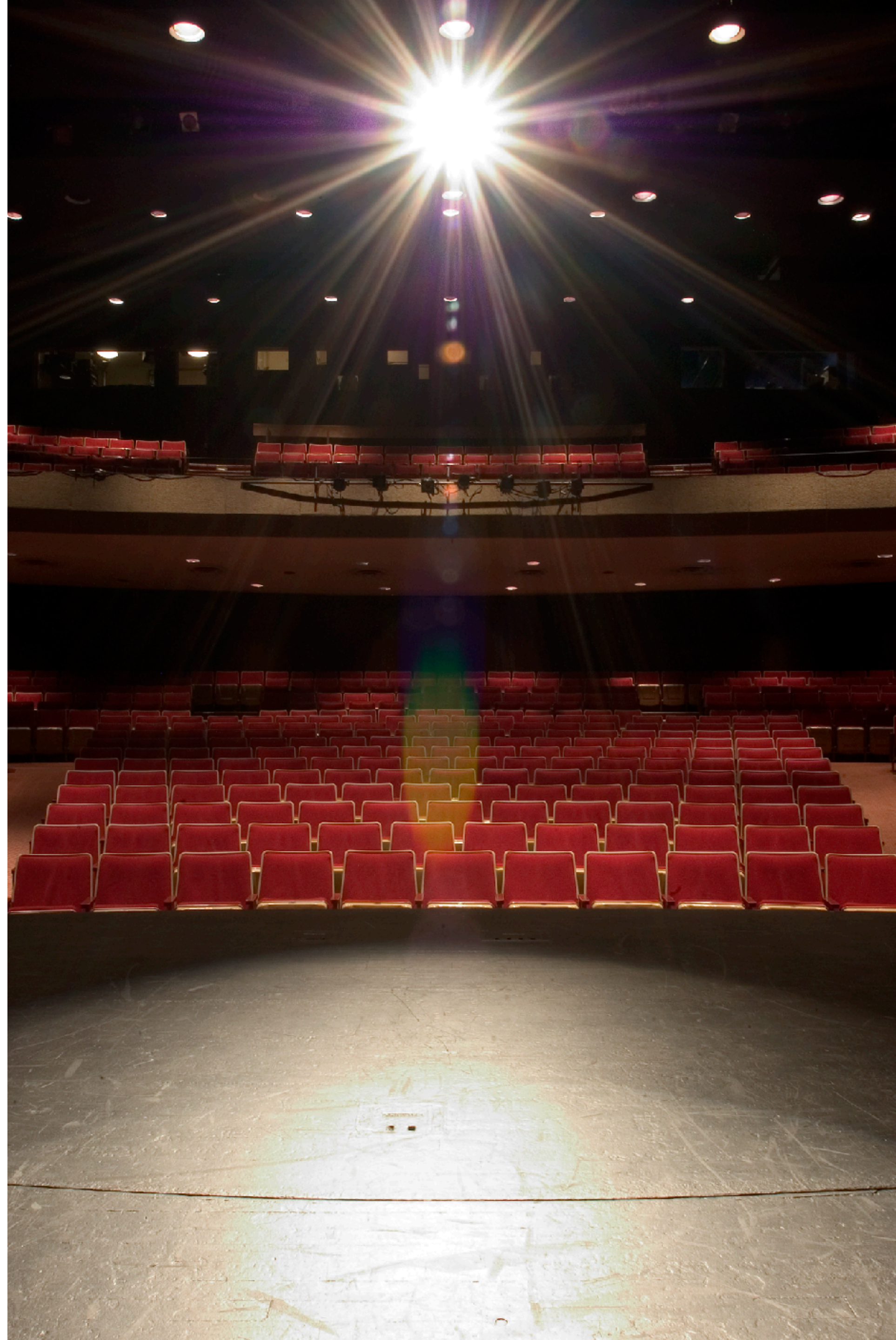
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The Horowitz project is the cornerstone of a larger **Student Events Initiative** aimed at bringing students back to campus.

The project also includes new function space and catering services on the lower level, renewal of Dinwoodie, greatly expanded programming, and increases in funding for student group events.







# Project Deliverables

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Update and upgrade technical systems

Renovate and enhance the auditorium

Expand and enhance the lobby and entrance

Improve back-of-house services

**Improve the experience, for both patrons and performers**



# **The Design**

respect for the past  
renewal for the future

















CLIP

THE  
HOROWITZ  
THEATRE





EMERGENCY  
ACCESS  
ROUTE

TOW-AWAY  
ZONE

\$150 Fine  
For Violation  
STRICTLY ENFORCED  
24 HRS





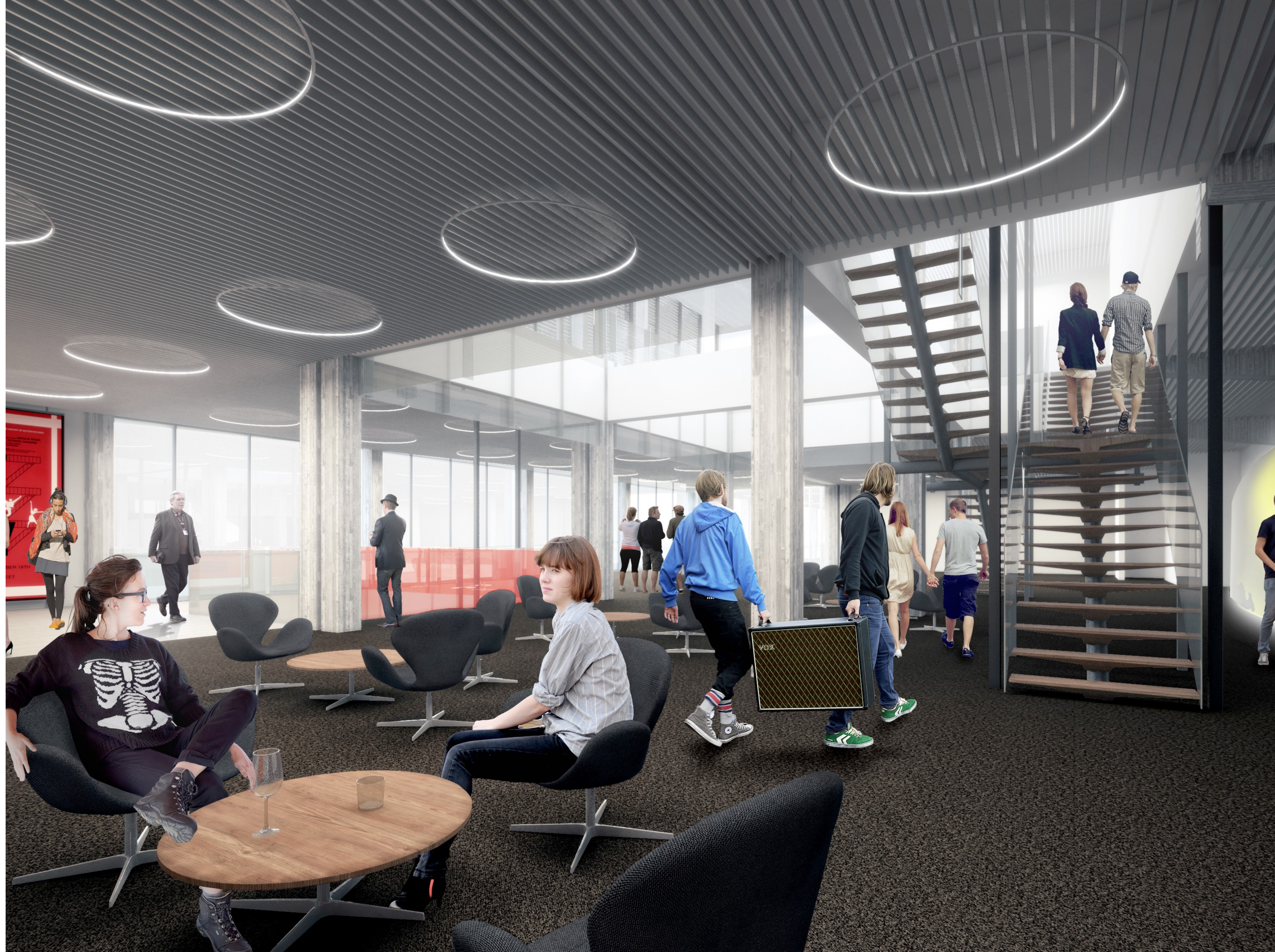






NO SMOKING AREA  
CITY OF GARDEN CITY, NEW YORK  
REGULATORY CODE - 2.01



























# Functional Design

floor plans



1967 - 2017  
**STUDENTS'  
UNION  
BUILDING**

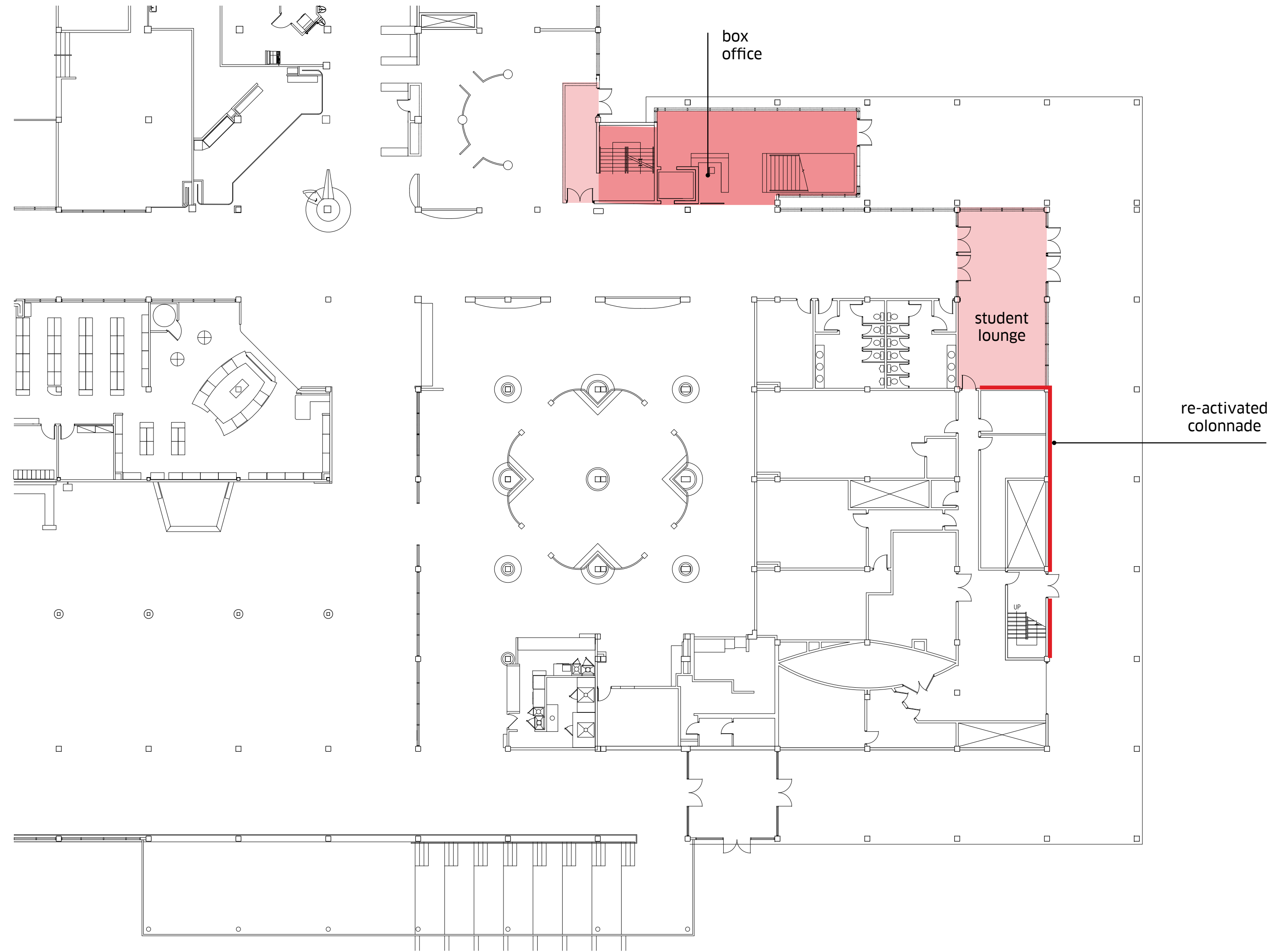






# Main Floor Plan

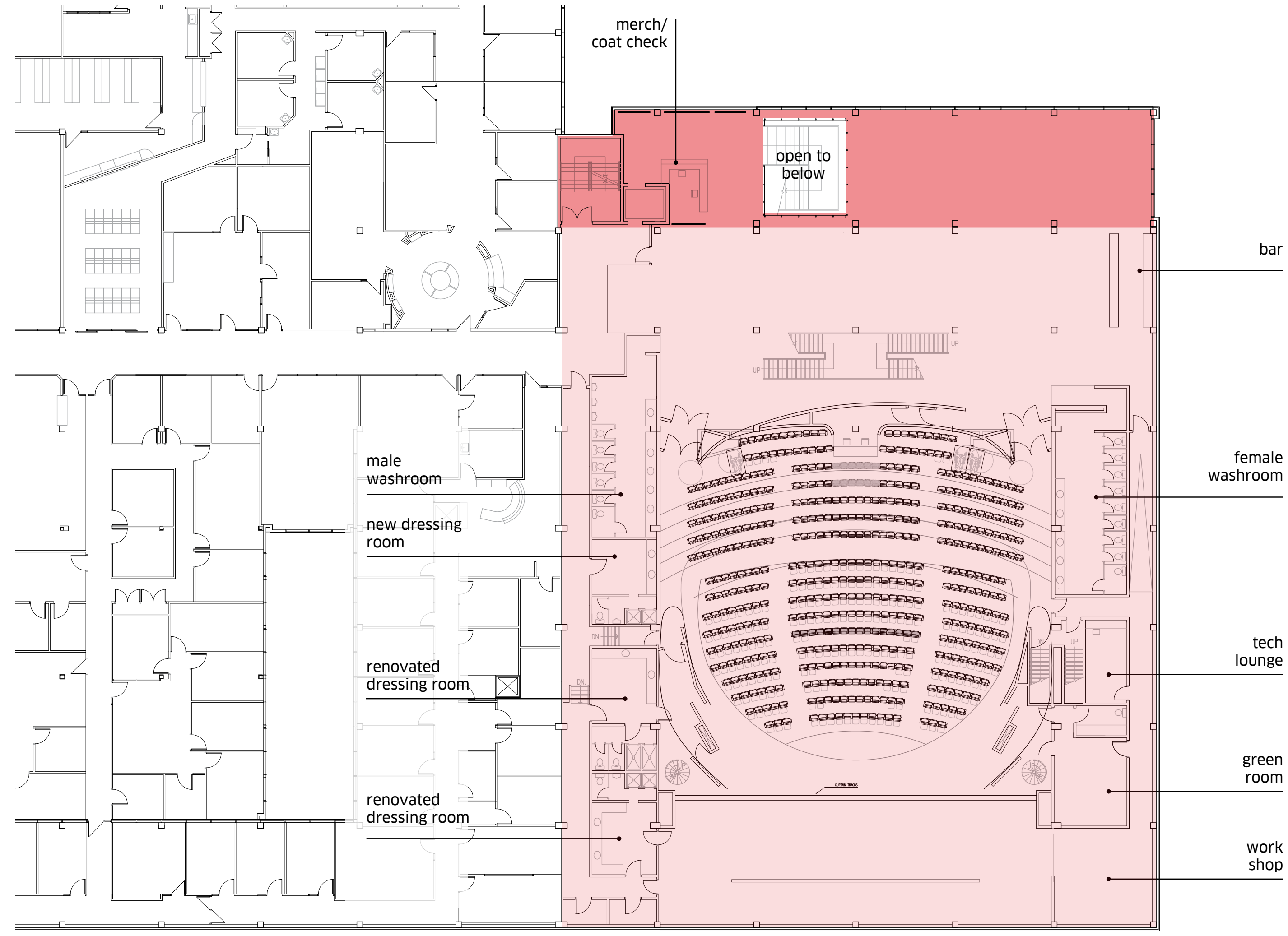
- renovated space
- new floor area





# Second Floor Plan

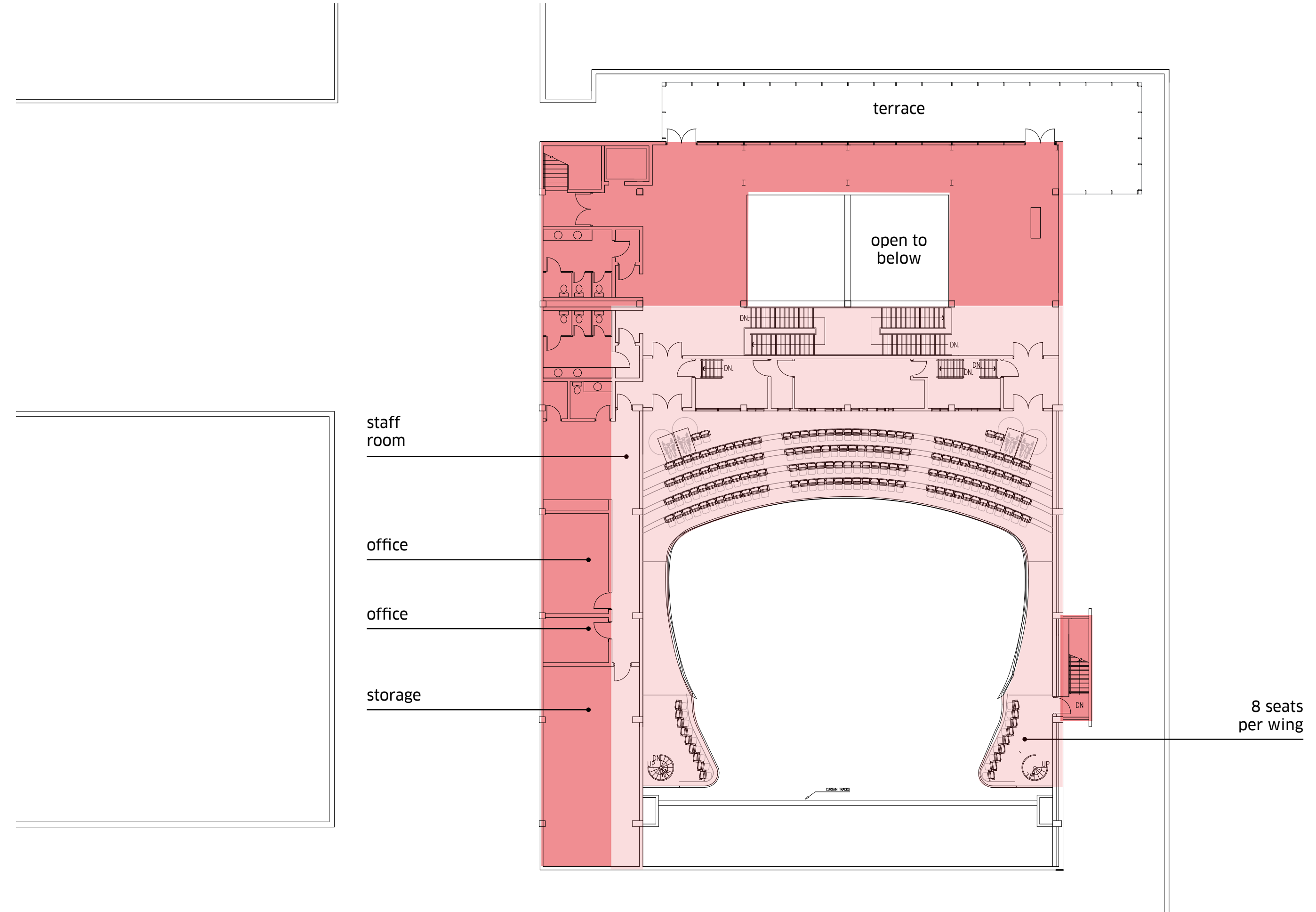
- renovated space
- new floor area





# Balcony Floor Plan

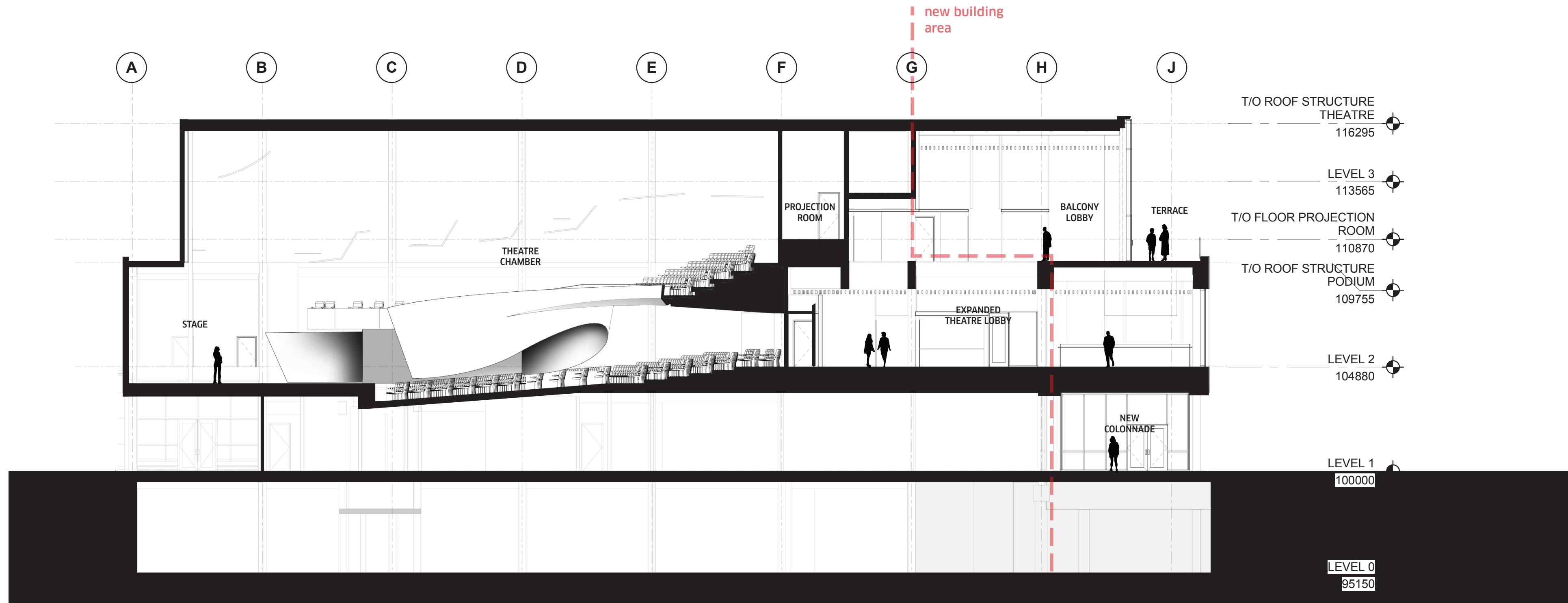
- renovated space
- new floor area





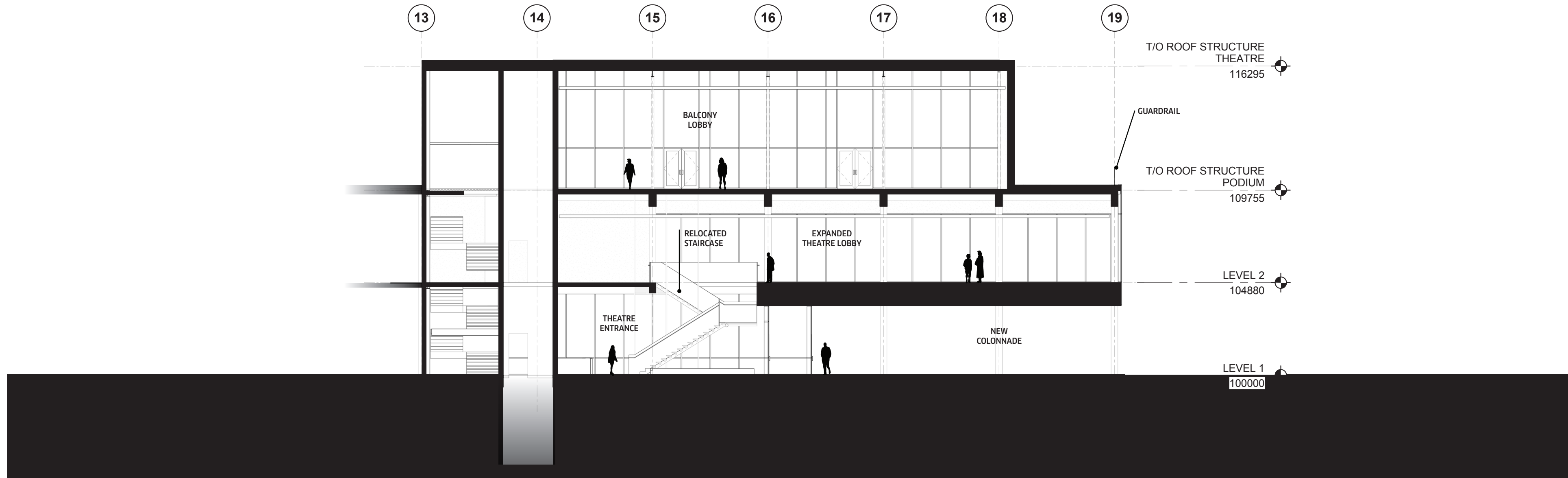








East-West Section  
1:200



1967 - 2017  
**STUDENTS'  
UNION  
BUILDING**



# New North Entrance



1967 - 2017  
**STUDENTS'  
UNION  
BUILDING**





50

1967 - 2017  
**STUDENTS'  
UNION  
BUILDING**



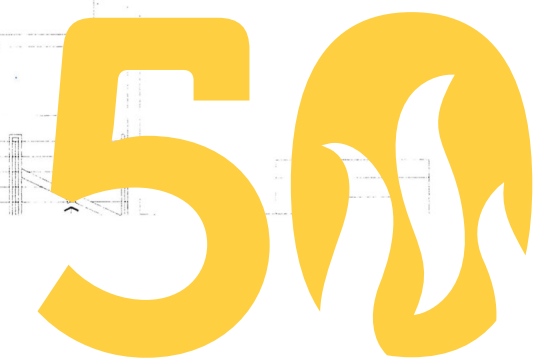
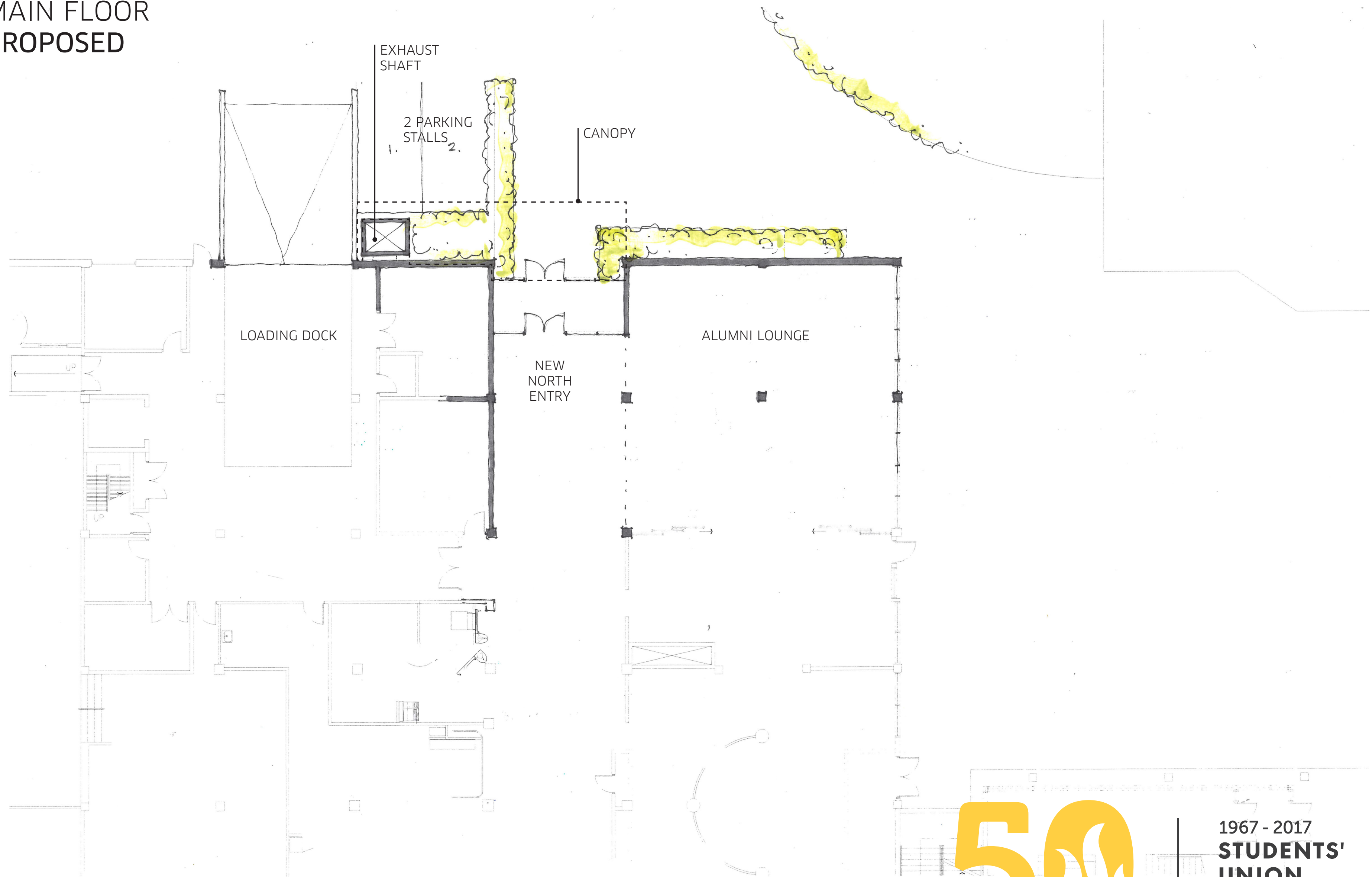
MAIN FLOOR  
EXISTING



1967 - 2017  
**STUDENTS'  
UNION  
BUILDING**



MAIN FLOOR  
PROPOSED



1967 - 2017  
**STUDENTS'  
UNION  
BUILDING**



# Student Events Initiative

re-igniting campus life





# Origin of the Initiative

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When the renovation of Theatre was established as a strategic priority, a period of informal consultation followed. During that time, the need for any renovation 'ask' of students to more clearly articulate the benefits to students became clear.

This feedback, plus a review of the emerging renovation plans, led to the consideration of a larger strategy focused on the future of campus events and student life. Out of that discussion arose the Student Events Initiative.

A key criteria for us was ensuring that SEI represented a strong value proposition for students: Benefits should be clear and broad. The program also needed to be congruent with our strategic plan and with where we saw future opportunities.







THE KEY THRUST of the Student Engagement Initiative  
**Revitalizing campus life.**





## Goals of the Initiative

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- Enhance and expand co- and extra-curricular activity on campus - “bring students back to campus”
  - More events and more diversity in event types
  - Enhance the ability of student groups to host events
  - Give students agency and control - student-conceived events, student-run programs
- Provide **value** to students

*Provide opportunities for students to interact, share, grow, be exposed to new ideas and new people*





# Components of SEI

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## Feature Programming

SEI includes a new, annual program of 8-10 featured events - top speakers and performers, offered for free or at low cost to students. MHT will have its own annual 'season' of events. At least \$100,000 annually will be devoted to bringing the best shows and debates to campus.

## Student Discount Program

Expanded student discounts for events hosted in the Theatre, and partnerships with other venues and arts groups for student discounts across the Edmonton arts community.

## Student Event Grants

An additional \$100,000 in grants will be made available to student groups for events of all types, hosted on campus.





# Components of SEI

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## **Student Group Additional Discount Rates**

In addition to existing discounts on SU venues, deeper discounts for weekday events in the Theatre.

## **Renovated and Enhanced Facilities**

Renovations to the Theatre, Dinwoodie, and the lower level conference area, including a new 2400 sq ft multipurpose space in the lower level, a quadrupling of catering capacity and the addition of venting for smudging ceremonies in certain rooms.

## **Improved Client Services**

Better baseline services and booking assistance for clients and groups, improved A/V support, and more affordable student group rates for bar and food services.

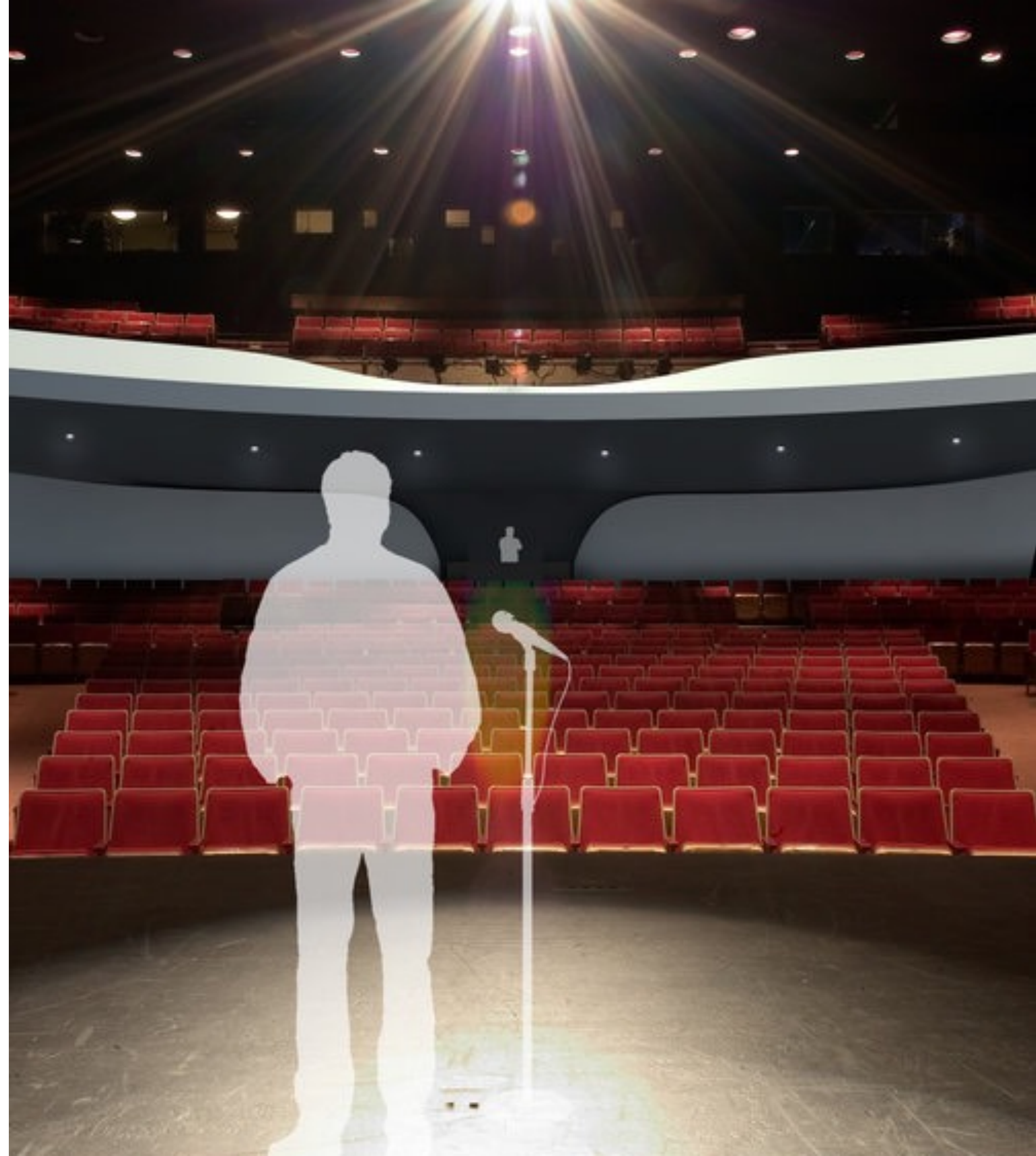


## Consultation

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This fall, an awareness campaign - some tabling and classroom speaking - and a series of focus groups are being conducted.

In the new year, an open house and a more intensive ground campaign will run in January-February. This includes the ability of students to directly ask questions of the executive, key staff, and our consulting architects.





# University

# Strategic Alignment

# Students' Union

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Build and strengthen trust, connection, and a sense of belonging among all members of the university community through a focus on shared values.

**Create and facilitate co-curricular and extracurricular learning experiences** for undergraduate and graduate students that enable their self-discovery and give them the skills to use their talents, creativity, and curiosity to contribute as future citizens and leaders.

Expand access to and engagement in the University of Alberta for learners engaging in continuing and professional education programs, experiences, and lifelong learning activities.

Identify and embrace opportunities to build, strengthen, and extend the University of Alberta's connections to and engagement with external stakeholders, including the general public, neighbouring communities, ethnic and cultural communities, and other communities of practice.

Enhance, increase, and sustain reciprocal, mutually beneficial community relations, community engagement, and community-engaged research and scholarship that will extend the reach, effectiveness, benefit, and value of our university-community connections.

Ensure that the University of Alberta's campuses, facilities, utility, and information technology infrastructure can continue to meet the needs and strategic goals of the university.

Increase student opportunities (paid and volunteer) within the SU.

Improve the accessibility of facilities and programs and the diversity of students involved.

**Provide for the social needs of students.**

Develop systems and expertise that are unique in the University community.

Actively seek to collaborate wherever possible.

Maintain capital assets.



# Project Costs

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## Renovation Costs

The expected cost of Theatre renovation is **\$14.5 million**. We have approximately 90% certainty on that number. Additional renovations (kitchen, new event space, renovations) that are also part of the SEI are budgeted at **\$3 million**.

## Program Costs

There are two key new annual costs associated with SEI - the Student Group Event Grant and the Featured Program fund. Each are assumed to be set at a minimum of \$100,000 per year (a little more if external fundraising supports it). **This is a total \$200,000 combined annual cost.**







## Financing Notes

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1. Pursuing a mix of student, grant, and donor funding.
2. Grant funding will be pursued for both the Lower Level and MHT projects. Donor fundraising will be focused on the Theatre.
3. Current estimate of the proposed Theatre renovation - \$14.5M. We are working hard to drive this down. Kitchen and event centre development will be an estimated additional 3M. Total cost is being modelled at \$17.5M.
4. Vitreo has assessed a \$3M fundraising potential for the MHT. We assess an additional potential of \$1-2M from business partners and from expanding the donor pool.
5. We assess the good likelihood of \$1-2M in grant funding, with grant potential of up to \$5M.
6. Potential donors have been clear that they want to see a student commitment to the project before committing themselves.
7. We are building a flexible model that allows us to reduce the length and/or amount of a student fee depending on fundraising success.



# Risk Factors

## Interest Rate Risk

What will interest rates be on loans?

## Enrolment Risk

Will enrolment go up or down?

## Fundraising Risk

How much funding can be realized through donors and grants?

## Cost Risk

What is the potential for inflationary and scope-related changes to the project and for inaccuracies in estimating?

# Risk Mitigation

## Interest Rate Risk

Conservative estimate based on current ACFA rates + a 0.7% premium

## Enrolment Risk

Based on average of several years; set as fixed.

## Fundraising Risk

Vitreo analysis and review of available granting programs. This is the area of greatest uncertainty.

## Cost Risk

Have included construction manager in design phase to enable current and detailed cost estimations. Regular design reviews to value engineer project.

## General Risk Mitigation

The length of the loan affects affordability, with the maximum being 30 years. Scenarios are run at various timeframes to assess affordability on different timescales.



# Financing Scenarios

	More Pessimistic		More Optimistic	
	Scenario 1	Scenario 2	Scenario 3	Scenario 4
<b>Cost of Renovation (Theatre + SEI spaces)</b>	18,500,000	18,000,000	17,500,000	17,000,000
<i>External Fundraising &amp; Grants</i>	2,000,000	3,500,000	5,000,000	6,500,000
<i>Internal Loan (SU funds)</i>	1,500,000	1,250,000	1,000,000	750,000
<i>ACFA/UofA Loan</i>	15,000,000	13,250,000	11,500,000	9,750,000
<b>Term of Loan</b>	30	30	25	20
<b>Annual Loan Servicing</b>	933,903	908,856	783,496	756,912
<b>Annual Program Expense</b>	200,000	200,000	225,000	250,000
<b>Annual Program + Loan</b>	1,133,903	1,108,856	1,008,496	1,006,912
	<b>Estimated Impacts of a \$15 Fee</b>			
<b>Fee Revenue</b>	917,850	917,850	917,850	917,850
<b>Net</b>	<b>-216,053</b>	<b>-191,006</b>	<b>-90,646</b>	<b>-89,062</b>
	<b>Estimated Impacts of a \$16 Fee</b>			
<b>Fee Revenue</b>	979,040	979,040	979,040	979,040
<b>Net</b>	<b>-154,863</b>	<b>-129,816</b>	<b>-29,456</b>	<b>-27,872</b>
	<b>Estimated Impacts of a \$17 Fee</b>			
<b>Fee Revenue \$17</b>	1,040,230	1,040,230	1,040,230	1,040,230
<b>Net</b>	<b>-93,673</b>	<b>-68,626</b>	<b>31,734</b>	<b>33,318</b>

## Notes

- Interest rate of 3.9%
- Enrolment of 28,500 fall, 26,790 winter, 7,400 spring, 4,400 summer - this is net of Augustana students, who would not be assessed.
- At higher fundraising amounts, some will be tied to increasing program funding.
- No CPI increases to renovation-related costs, but may include CPI adjustments for program funding.
- Ancillary operational impacts are assumed to be neutral as compared to current budget.
- 'Net' represents the amount required from the base budget or contributed to it as a result of this project.



Additional comments on financing and fundraising.



# Timeline

When	What
Fall 2017	Refine design development, value engineering Student awareness and consultation
Jan/Feb 2018	Proposed referendum reviewed by Council Student consultations continue
March 2018	Referendum
Summer/Fall 2018	Lower Level construction Main fundraising and grant campaign for the Theatre portion of the project project
Summer 2019	Wrap up fundraising campaign MHT final construction preparation
Summer/Fall 2019	MHT Renovation construction/Dinwoodie updates



**Questions and thoughts?**