



Lethbridge
Performing Arts
Centre

Operating Model and Business
Planning Study



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///// Study Background & Overview

The Lethbridge Performing Arts Centre Steering Committee was formed to review the city's existing performing arts programs and facilities, identify opportunities and strategies, and to provide a business plan and operating model for a future Performing Arts Centre in Lethbridge.

In 2019 the Committee selected AMS Planning & Research to conduct a market feasibility assessment and business plan the envisioned performing arts centre. This study summarizes our process and findings, including operating models for a non-traditional and traditional performing arts centre.

In parallel with a review of community needs and aspirations, the Steering Committee engaged AMS Planning & Research (AMS) to conduct an independent, community-focused performing arts needs assessment to determine and provide details regarding the level of demand for a new

performing arts centre as well as the operations of a new facility. This work incorporated the following research elements:

- A review of background materials (inclusive of needs articulated by previous studies in 2010 and 2011)
- An environmental scan and inventory of venues and arts organizations within a defined market area as well as factors that may impact operations of a new facility
- Interviews with 50+ community stakeholders representing arts organizations, tourism, and businesses outside of the arts
- Multiple workshops with the Committee and City staff project team
- A survey of community arts organizations and other prospective facility users to quantify the needs of potential users of a new facility and inform the size, seating capacity, characteristics, and amenities needed to accommodate the community
- Interviews with outside arts promoters and touring agents regarding potential for increased activity in Lethbridge

"//// Study Learnings

From this work, there is notable support in the community for a new performing arts centre. A new centre is viewed as a potential source of pride for the Lethbridge community as long as there is clarity in, and ownership of, the vision for a new centre that includes active and engaging programming, meaningful connection to all in Lethbridge, and a plan for fiscal sustainability. Serving as a barometer for the study, the **Steering Committee provided AMS with guiding principles** (below), which were found to be widely endorsed by community of stakeholders we interviewed:

Active

"PAC will always be busy, vibrant hub for community. Supporting and fostering diverse performing arts and community-based programs. Versatile and nimble, designed to grow, develop and change with the times."

Connected

"Successful PAC will enable collaboration among artists, arts groups, community partners, and businesses. Supported by and used by as many stakeholders as possible, and serve as anchor for potential entertainment district development."

Welcoming

"PAC will provide space for all, to share in arts, create opportunities for members to share in programs."

Sustainable

"All PAC decisions with regards to construction, operations, and programming will help create viable facility now and for years to come."

///// Community Input – 50+ Interviewees

Key themes uncovered from interviews with community leaders include the desire to keep downtown economic momentum going. The proposition is that a new performing arts centre could help with downtown economic goals. Additionally, we heard that city leadership is indeed aware of the need for increased capacity for arts organizations, including providing greater access to dates and in existing performing arts space (Yates Theatre in particular) and spaces better equipped with amenities such as a fly-tower and acoustically designed space for music groups (See appendix G for a full list of interviewees).

Interviewees expressed pride in the diverse array of local art options in Lethbridge, while noting a desire for more 'popular' forms of live performing arts and entertainment events. While interviewing commercial and popular entertainment promoters, we discovered that Calgary impacts Lethbridge's ability to program touring artists and productions, but that a suitable and 'friendly and accommodating' venue in Lethbridge, would likely add Lethbridge as a tour stop.

In terms of funding a project of this magnitude, we observed the lack of strong philanthropic history amongst local arts groups, which would be necessary to fund major capital campaigns and to sustain ongoing operations, absent government support. Finally, the opioid crisis and the safe usage site was brought up by many interviewees as a potentially challenging factor in placing a new facility in downtown.

Market Assessment



Figure 1: Lethbridge Market Area

We established market catchment areas based on drive times (Fig. 1) – a primary market exists within a 30-minute drive, a secondary market exists within a 1.5 hour drive, and a tertiary market exists within 3 hours.

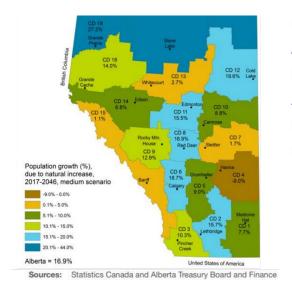


Figure 2: Alberta Population Growth

Lethbridge is a growing market according to 2019 data provided by Statistics Canada and Alberta's Treasury Board and Finance (Fig. 2), reaching a population of 101,482 in 2019.

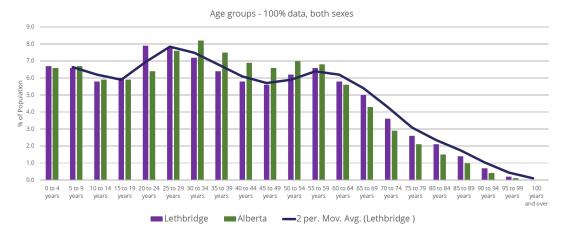


Figure 3: Age Grouping

We also assessed Lethbridge as a relatively young market, with singles between the ages of 20-30 making up the largest percentage of residents (Fig. 3).

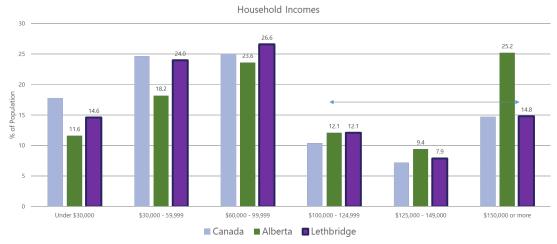


Figure 4: Household Incomes

The composition of Lethbridge also comprised a sizeable population of families, with more than 30,000 households with school-aged children. Finally, we observed that the market is a thrifty market, with incomes lower than the province, yet Lethbridge also enjoys a lower cost of living (Fig. 4).

Considering the market conditions in Lethbridge, we believe there is likely to be a strong acceptance of increased arts and cultural activity offered by a new performing arts facility. However, connecting with families, young adults, and new comers to the City will be critical to this

success, as will offering tickets at prices that the market deems

'reasonable,' which may be lower than what is charged in Calgary. For more of our research into the market please see appendix I.

///// Supply Inventory

In addition to qualitative input from arts stakeholders, we assessed the current supply, or inventory, of existing performances venues. Currently, the supply of performing arts spaces are concentrated downtown (Fig. 5).

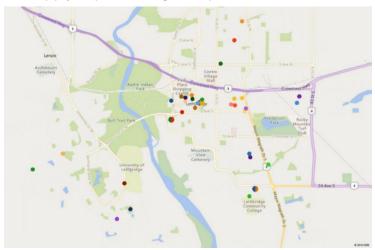


Figure 5: Venue Map of Existing Arts Facilities

The underlying theme regarding supply is that **a gap exists in terms of both seating capacity, and quality of space**. While there are several multi-purpose spaces in Lethbridge most are below 500 seats except for the ENMAX Centre, which captures audiences greater than 1,100 (Fig. 6). However, the quality of experience is an issue.

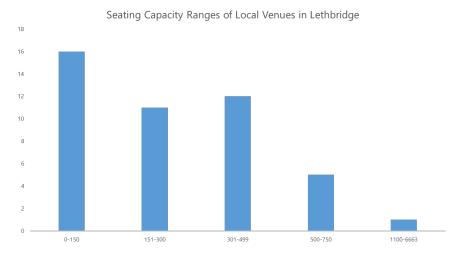


Figure 6: Seating Capacity of Existing Facilities

A second theme we observed regarding supply, is that **access to purpose-built space was limited**. With many of the available performing arts spaces owned and operated by educational institutions and churches, many arts groups rely on the Yates, Case, and Sterndale to perform. The Yates and other municipal spaces are dominated by resident companies and repeat customers, making it difficult for emerging and growth minded groups to find adequate and appropriate dates. This issue is especially difficult during the winter Holiday time period and certain months in the Spring.

Demand Assessment – User Needs Survey

To assess demand, we invited 130 local arts organizations to take a user needs survey. Over 9 weeks, we received 27 responses. While we did find the greatest demand is for a facility with greater than 500 seats, the Demand by local users equated to 144 use days, which we consider to be 'soft'. In 2010, this demand equated to 325 use days. A deeper look at the data sets suggests that a fair amount of the 2010 demand has been met with the renovation of the Yates.

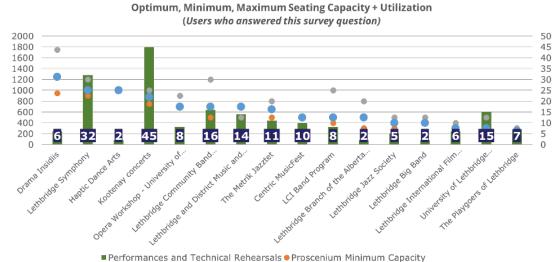


Figure 7: User Needs Survey – Optimum Seating Capacity Demand

Our survey also found notable demand for a facility with less than 500-seats (range of 50 use dates), which underscores the frustration expressed by some about their ability to access time at the Yates. There is unmet demand at the high range of seating, but not enough to achieve a high level of activity as a rental facility and meet the Guiding Principles of the Committee.

Survey responses demonstrate that there is unmet performing arts facility demand in Lethbridge, however not enough demand to justify development of a new, 800-1,000-seat facility exclusively for use by Lethbridge-based organizations (Fig. 7 & 8). There is notable demand for

the Yates (or a facility of the same seating capacity) and many organizations spoke of the challenge of finding available dates there. Additional survey analysis can be found in Appendix I: Situation Analysis Presentation.

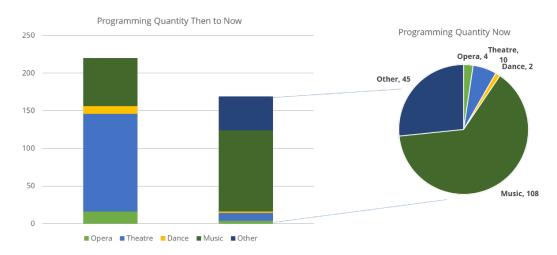


Figure 8: Comparing Program Mix Now to 2010 Study

"M" Operating Framework

To meet both user and audience demand we proposed that an ~800-seat (or more) facility be further explored that would be operated on a 'presenter' forward model, similar to the Esplanade in Medicine Hat or Arts Commons in Calgary (Fig. 9). "Presenting" is the industry term used to indicate that a facility books national and international touring artists in a variety of genres. This is commonly done by packaging a season of performances whereby artist fees and revenue guarantees are ensured by the facility's operator. An active and full annual calendar at a new facility

What the Committee Selected Operating Framework

ance More

Presenter

- · Operator is responsible for operations and programming.
- Operator has programming and calendar control and the majority of risk.
- Pro-active booking of available calendar dates.

Host

- "Intentional" relationship between major tenants and owner/operator.
- · Tenants provide the majority of programming.
- Owner/operator has limited programming risk and limited control.
- Pro-active booking of available calendar dates.

Landlord

- · Passive operating model, often used in public sector.
- · Typically no at-risk activity by the venue.
- · No pro-active booking of the facility.

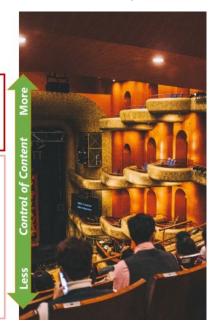


Figure 9: Operating Framework Definitions

could be forecasted by combining (1) a robust amount of presenting, (2) utilization by several local users, and (3) relocating certain events from the Yates that would benefit from a higher seating capacity.

A conclusion was drawn that to achieve most of the committee's guiding principles about activity and economic impact would mean more "presenting"; significantly more than was forecasted in 2010. A 'presenter forward' model of operating means that, in addition to renting out the facility (as is done now with the Yates), the facility would present a curated season of touring performing arts, much like the Esplanade Centre in Medicine Hat.

By providing a presenter forward model, a new arts centre could become highly activated by booking touring groups such as Broadway Across Canada, or touring music groups across many genres.

Based on data and inputs from the community, coupled with the committee's decision to pursue presenter forward scenarios, we believe the goals for a new performing arts venue are:

- 1. To provide a larger, differently equipped facility than currently exists
- 2. To free up booking days at the Yates, which would meet the needs of a number of local arts organizations
- To provide a facility that supports a diverse array of touring performing arts and entertainment programming not currently found in Lethbridge

Two Scenarios – Non-traditional & Traditional

Upon gaining the committee's approval to pursue presenter forward models, we presented **two design scenarios** to the steering committee in early 2020. The first being a **non-traditional**, **flat-floor space**, while the second was a **traditional fixed seat performing arts centre**, again, like the Esplanade.





Image: (Left) Paristown Hall Stage-View; (Right) Paristown Hall Audience-View

Findings from the market analysis, stakeholder interviews, and survey results suggested that a non-traditional, highly flexible venue (pictured above) would serve current and future market demands, while meeting the guiding principles provided by the Committee. It would provide flat-floor space to accommodate a wide variety of rental event types, as well as popular entertainment (especially concerts), creating an active and engaging venue for the entire community. Importantly, this non-traditional, flexible venue would accommodate as many as 1,250 patrons in a standing configuration, which boosts the ability for presented events to achieve favorable economic outcomes. The facility would also feature telescopic, raked seating for 240 patrons with the ability to accommodate a total of 650 seated audience members. Featuring a large and flexible stage area equipped with lighting, sound, staging equipment, and acoustic reinforcement technology, this model would accommodate a range of events by local arts groups, offering the potential of freeing up calendar days at the Yates for groups who are seeking a traditional performing arts facility and a lower seating capacity.

The second scenario, a traditional performing arts centre (pictured to the right), would provide a fixed seat facility with fully equipped fly system, orchestra pit, and orchestra acoustic shell system. These



features allow a facility to accommodate classical music, fully staged opera, musical theatre, and traditional (western European) dance performances especially well. When properly equipped, these facilities also accommodate a range of other event types such as lectures, film, staged drama, etc. Notably, there is a significantly higher capital cost of these buildings given the added complexity of the theatrical systems, building design, and square footage needed to accommodate them. Operational costs are also higher due to these same factors while earned revenue from ticket sales and concessions are limited to the fixed capacity of the room.

The Committee requested a second business plan, operating model, and program design for a large, 950 -seat, traditional performing arts centre, complete with fly-tower, orchestra pit, and dressing room spaces to accommodate local arts organizations and traditional touring presentations. For the centre to be active, it would require different emphasis in its presenting activity and rentals due to the limited ability to accommodate flat-floor events such as banquets and popular music concerts. Upon the request we once again teamed with Fisher Dachs & Associates (FDA) and Venue Consulting to provide a second building design and cost estimate.

///// Activity Profile

Based on the learnings articulated above and Committee member input, AMS created an operating pro forma for both the non-traditional model (Lethbridge Hall for Music and Events) and for the traditional (Lethbridge Performing Arts Centre). We estimated annual attendance for the non-traditional to be 114,000, while the traditional model we estimated audiences to be 108,000. We forecasted a mix of presented activity, along with commercial rentals, and local arts organization rentals for both scenarios.

The non-traditional, presented programming mix (Fig. 10), would support 60% of programming going to popular music concerts. In comparison the traditional performing arts centre, with fixed seats, would be better suited

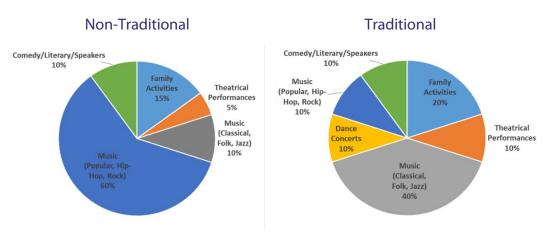


Figure 10: Activity Profile: Programming Mix Comparison Non-traditional PAC to Traditional PAC

for classical music and dance. (50%; 10% Dance, 40% Classical/Folk/Jazz Music)

///// Facility Program

Using the Activity Profile, interviews with key users, and experience as a guide, AMS and FDA, developed two preliminary building programs/space lists for review with project leadership (Fig. 11). The non-traditional, flat-floor model was designed with a seated capacity of **650**, **with 240 on telescopic risers**, to mitigate sight line problems. A **maximum of 1,250** could be accommodated in a standing configuration. The total square foot measured 36,000 sq. ft.

Non-Traditional Model

Traditional Model

Lethbridge non-traditional arts centre				
Building Key Features				
Total Square Feet	36,000			
Total Standing Capacity	1,250			
Total Seated Capacity	650			
Seated on Folding Chairs - Flat Floor	410			
Seated on Telescopic Risers	240			

Lethbridge traditional perform	thbridge traditional performing arts centre		
Building Key Features			
Total Square Feet	87,000		
Total Standing Capacity	-		
Total Seated Capacity	950		
Main Floor	665		
Balcony	285		

Figure 11: Comparison of Facility Program: Non-traditional PAC; Traditional PAC

The traditional performing arts centre, designed to seat **950**, was programmed with one balcony level holding 285 seats and the lower level accommodating 665. The facility was also expanded to include a 35-musician orchestra pit, storage for orchestra equipment, lighting and sound booths, as well as a fly-tower and loading docks to accommodate touring production tractor trailers.

///// Capital Cost Estimate

Venue Consulting provided two cost estimates (Fig. 12), based on the building programs provided by FDA. The non-traditional model used a gross floor area of 36,000 sq. ft., to estimate total building costs of \$35M. For the traditional performing arts centre, using a gross floor area of 87,000 sq. ft., they estimate the direct building costs to be \$74M, with both estimates in 2020 Canadian Dollars.

Non-Traditional Model

Traditional Model

87,000 74,360,000

Lethbridge non-traditional arts centre		Lethbridge traditional performin	g art	s centre
Building Cost Estimate		Building Cost Estimater		
Total Square Feet	36,000	Total Squre Feet		87,0
Total Cost	\$ 34,600,000	Total Cost	\$	74,360,0

Figure 12: Comparison of Square Feet – Non-traditional PAC; Traditional PAC

These costs represent building costs only – not total project costs. Excluded from the cost estimates above are external, non-construction costs such as site procurement, excavation, and development. Total project costs will exceed the capital cost estimates provided here.

///// Operating Forecast

For both models, we constructed operating forecasts based on a normalized, third year of operations (Fig. 13). We have assumed the following when constructing financial models:

- This is a new stand-alone operation
 - Unique staff not shared with other organizations or City departments
 - Competitive compensation based on industry standards
 - City-level benefits; but no allocation of municipal pension

We acknowledge there may be efficiencies gained by shared or split staffing, use of third party non-governmental organizations, or existing municipally sponsored entities. In presenting these figures, we present a conservative estimate. Based on industry data, we expect any savings due to above stated efficiencies would likely yield a 10% – 15% savings overall. This is mostly due to savings in staffing. Operating and maintenance costs will likely remain stable regardless of owner/operator. In all scenarios, we have assumed that the City of Lethbridge is the owner of the facility as well as its major capital and operational funder (but not necessarily the *exclusive* funder). Our research did not reveal any other viable options for project ownership or principal financial supporter. For complete reference of the operating pro forma forecasts, see appendix E.

Due to the nature of higher volume sales in popular entertainment, we estimate the non-traditional model could generate \$3.5M in earned revenue, while costing \$4M to operate, yielding an annual operating result in the range of (\$500K). In contrast, traditional arts generate a lower volume of sales, and due to the larger facility, drive higher costs of production and artist fees. For the traditional model we estimate earned revenue of \$2.9M, and expenses of \$5.8M, for a result of (\$2.9M).

Non-Traditional Model

Lethbridge non-traditional performing arts of			
Total Revenue	\$3,468,000		
Total Operating Expenses	\$4,033,000		
N · O · · · · · · · · ·	/# F / F 000		

Traditional Model

Lethbridge traditional performing	arts centre
Total Revenue	\$2,966,000
Total Operating Expenses	\$5,849,000
Net Operating Result	(\$2,883,000

Figure 13: Comparison of Net (Loss)/Revenue – Non-traditional PAC; Traditional PAC

Earned revenue on the traditional model covers 51% of expenses. In the non-traditional model, 86% of costs are recovered through earned revenue due to higher volume of sales and more profitable facility rentals due to the highly flexible nature of the space.

Expense Breakdown

Operating expenses fall into six main categories: variable expenses including programming, theatre operations, and marketing; fixed expenses include development, administrative/overhead, and building operations. Personnel expenses are accounted for within the categories listed above.

Programming

Programming expenses are based on budgets and programming of comparable facilities studied, AMS's research, and industry sources.

Programming and presented costs were calculated for each programming typology as noted in the 'Activity' section above, with total presenting expenses calculated based on the sample seasons.

Theatre Operations

Theatre operations include all expenses related to box office and front of house (such as the cost of ticketing software and expenses for volunteer ushers) as well as non-reimbursable equipment, supplies, repairs, and maintenance. Theatre operations expenses contain all patron services, ticketing, production, and event-related personnel. Part-time, over-hire, and contracted staff (including event security) are also included.

Marketing Expenses

Marketing expenses include institutional and event-related marketing (including website maintenance, publications, and mailing), and public relations events. Individual show marketing expense is included in the programming expenses.

Administrative and Overhead

Administrative expenses include general office expenses such as office supplies and equipment, professional development and travel, and any outsourced professional fees, labour, and expenses. Administrative expenses also contain all general administration personnel including accounting, IT, and executive leadership.

Building Operations

Occupancy costs include security, utilities, cleaning and routine maintenance, and non-capital annual maintenance and repairs. Occupancy costs are based on AMS's experience with similar facility operations, comparable studies, and building operations benchmarks. Expenses are calculated on a cost per square footage basis.

Personnel Expense

Salaries are based on benchmark information provided by Yates, ENMAX, city staff, and AMS's research. For the purposes of projecting staff compensation estimates, combined benefits and payroll taxes have been estimated at 46% of full-time salaries and 34% of part-time salaries.

Over-hire production labor, stagehands, and front of house workers will be hired as needed on a per-show basis, the expense for which is included in programming expenses.

Contingency

As with any new facility project, there will be some expenses which are unforeseeable several years out into the future. Therefore, AMS has included a 5% expense contingency in the operating model to account for these eventualities.

Expense Summary

For the non-traditional model, personnel costs comprise the largest category of expense, followed by season programming (Fig. 14). Due to the flexible nature and minimal staffing requirements for a flat-floor space, the costs are generally lower than the added staff costs necessary for operating equipment in traditional arts centres.

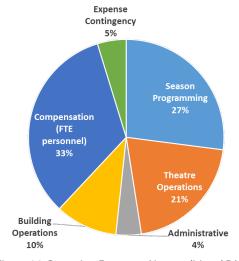


Figure 14: Operating Expenses: Non-traditional PAC

\$1,091,000
\$825,000
\$169,000
\$415,000
\$1,341,000
\$192,000
\$4,033,000

The traditional arts centre spends mostly on personnel, followed by programming and theater operations. with maximum programming cost and therefore maximum risk, but need to remain connected to content pipeline to remain vibrant (reminder of guiding principles if needed)

Operating Expenses	
Season Programming	\$1,392,000
Theatre Operations	\$893,000
Administrative	\$202,000
Building Operations	\$1,121,000
Compensation (FTE personnel)	\$1,962,000
Expense Contingency	\$279,000
Total Operating Expenses	\$5,849,000

Figure 15: Operating Expenses: Traditional PAC

Operating Revenue

Operating revenue will come from ticket sales, ticket fees, concessions and catering, a facility rental program and related charges (e.g., equipment rental, reimbursable staff costs).

Ticket Sales

Attendance projections, ticket prices, and gross ticket sales were projected based on a proposed season of presenting activity as detailed in the 'Activity' section above as well as insight from the community survey and additional research. It is assumed there are no sales taxes or amusement taxes on ticket sales. Any applicable ticket taxes that may arise would be charged above average ticket prices in the model and passed on to the taxing authority, resulting in a net zero revenue/loss for the organization.

Ticketing and Facility Fees

For performances, every patron would be assessed a \$2.75 per ticket facility fee. This fee is intended to support facility-related overhead such as annual maintenance and repairs and equipment repair and replacement. Renters would be responsible for assessing the facility fee on behalf of the facility for any subscription, complimentary, or individual ticket sold. Ticketing and facility fees are standard in the industry.

Facility Rental

The performance venue and lobby (traditional model only) will be available for rental. Rental rates are based on the comparable facilities that were studied, Lethbridge venues, and other venues in the market area. The rental rate schedule differentiates between community partners (local dance studios), registered not-governmental-organization rentals, and commercial or private rentals. Projected rental activity is based on reasonable expectations of use and based on primary research conducted by AMS.

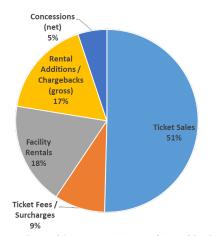
Rental Additions/Chargebacks

In addition to rental fees, renters undertaking performances would be charged fees for using labor and equipment in association with their events. For the purposes of the pro forma, equipment has been bundled into a single specialized equipment category, though a la carte options would be recommended once the building design is fully understood and available services and equipment are identified.

For non-performance rentals, modest labor and equipment fees are assumed, with variation by user types. For performance rentals in the traditional model, maximum equipment and technical staff are assumed to operate items such as fly-towers, pit, lighting, and sound.

Earned Revenue Summary

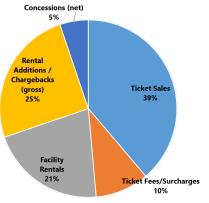
Revenue in the non-traditional model, is driven primarily by presented activity. Because the space can be configured for standing room, the capacity adds volume of sales, but also adds volume of popular music promoters to the activity profile. We estimate all activity at a non-traditional arts centre could generate \$3.5M in revenue, with revenue earned from ticket sales generating half of all revenue.



Operating Overview	Base Year
Earned Revenues	
Ticket Sales	\$1,748,000
Ticket Fees/Surcharges	\$312,000
Facility Rentals	\$630,000
Rental Additions / Chargebacks (gross)	\$600,000
Concessions (net)	\$178,000
Total Earned Revenues	\$3,468,000

Figure 16: Earned Revenue – Non-traditional PAC

In the traditional performing arts centre, we estimate a different revenue landscape. The presented activity would drive earned revenue in ticket sales, but due to the loss of capacity, and the shift from popular entertainment, to more traditional art forms, revenue would decline. Overall, we estimate the arts centre could generate \$2.97M in annual revenue.



Earned Revenues	
Ticket Sales	\$1,150,000
Ticket Fees/Surcharges	\$291,000
Facility Rentals	\$629,000
Rental Additions / Chargebacks (gross)	\$742,000
Concessions (net)	\$154,000
Total Revenue	\$2,966,000

Figure 17: Earned Revenue – Traditional PAC

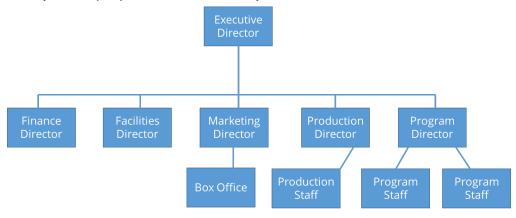
Revenue and Expense Gap

Our forecast shows a gap between earned revenue and expenses in both models. The operating forecast for the non-traditional scenario includes earned revenue from ticket sales, ticket fees, facility rentals, and concessions. Expenses are driven by programming – the cost-side of the presenting activity, theatre, and facility operations (including utilities and maintenance costs), and the cost of personnel. In all, the non-traditional model would operate with 86% cost-recovery. This would be considered a high cost recovery percentage in this business. The non-traditional model is in this range mostly because it can support higher attendance at presented events – especially concerts.

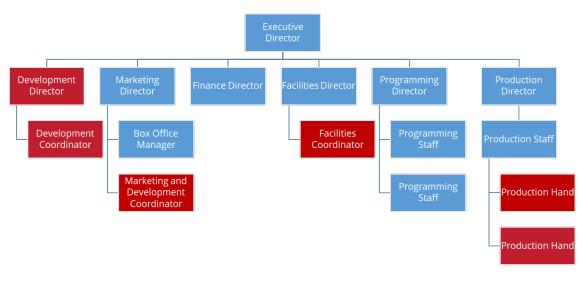
The forecast for the traditional model has the same categories of earned revenue and expenses and would operate on nearly \$3mm in annual revenue representing a 50% cost recovery, which is not unusual for facilities of this kind. The programming relies less on popular music than the non-traditional model and more on classical music, dance, touring theatre, opera, and other forms of music suited to the space and the market. The main driver of greater operating expense in this scenario is building square footage.

///// Management Structure

AMS estimates 8 full-time staff and additional event-related part-time and contracted staff will be needed to operate and program the non-traditional facility at the proposed level of activity.



AMS estimates 12 full-time staff and additional event-related part-time and contracted staff will be needed to operate and program a traditional arts centre at the proposed level of activity.



In both scenarios, the staff will be led by a full-time executive director who will oversee all performing arts centre administrative operations. A programming director and staff will be vital to curating a presented season,

managing leasing and rentals agreements, scheduling, and relationships with partners in and outside the community.

We have taken a conservative approach and acknowledge fundraising considerations and uncertainties due to possible efficiencies gained by employing existing not-profit operators, city staffing, or other third-party operators.

In establishing calendar bookings, the venue presented series will receive first priority. All spaces (including the lobby and multi-purpose spaces) may be rented for events. Rental rates differ according to the renter and rental types (commercial, community partners, and non-governmental organizations). With the exception of any established resident companies, all events and outside rentals are scheduled on a first-come, first-served basis.

Capital maintenance and repairs, regular cleaning, and additional custodial support for after-hours events are all managed by facilities staff. AMS has built into both models, concessions including alcoholic and non-alcoholic beverage services. We recommend the venue offer ticketing and marketing services for local users and charge additional fees to generate revenues.

"//// Conclusion

The opportunity exists for a new venue for the arts in Lethbridge. One that is welcoming to all the citizens and serves a diverse range of artistic offerings from country music artists, to acoustically rich concerts by a symphony or chamber orchestra. We see the opportunity for an active and sustainable venue as well; with several nights a week programmed to present a variety of offerings, while generating positive finances.

Research and interviews conducted through this study suggest broad support and appeal for a new arts and entertainment venue with greater cultural offerings in the market. A new venue will contribute to economic development of the community by supporting local businesses and providing additional job opportunities to residents, and potential growth of local arts organizations.

The information and recommendations provided in this report are intended as a guide to support planning for programming and operation of a performing arts centre in Lethbridge. With continued thoughtful consideration, the proposed facilities have the potential to be a catalyst for future activity and development in Lethbridge, providing an important cultural gathering place for the community.

//// Appendix

- A. Building Program 1 Non-Traditional Model
- B. Order Of Magnitude Cost Estimate Non-Traditional Model
- C. Building Program 2 Traditional Model
- D. Order of Magnitude Cost Estimate Traditional Model
- E. Operating Pro Forma
- F. Site Selection Criteria
- G. List of Interviewees
- H. Kick-Off Presentation
- I. Phase 1: Situation Analysis Presentation November 2019
- J. Phase 2: Project Definition Presentation and Workshop March 2020
- K. Stakeholder Presentation May 2020
- L. Phase 3: Steering Committee Presentation May 2020
- M. City Council Final Presentation September 2020
- N. Yates Sterndale Usage Calendars

Appendix A

Building Program

v2.1

FDA Fisher Dachs Associates Theater Planning and Design

April 13, 2020 template v2.0



For Music, Performance and Events **Building Program**

v2.1 4/13/2020

Lethbridge Hall for Music and Events

Lethbridge Hall for Music and Events					
Summary of Net Square Footage Allocations					
Category				Total Nsf	
100 Performance Spaces				11,375	49%
200 Backstage and Support Spaces				4,785	21%
300 Front-of-House and Public Spaces				6,980	30%
Total Net Square Feet				23,140	100%
Estimated Gross Square Feet			between and	33,553 35,867	145% Based on Paristown N:G Ratio 155%
Detailed Space List					
Performance Spaces	Width De	epth Height		Nsf	Comments
101 Auditorium	650 Seats	pur rioigni	9.2 sf/seat	6,000	
102 Telesopic Riser Storage Alcove				525	
103 Stage	90w	45d 30h		4,050	90w x 45d x 30h clear with 60w opening
104 Loading Dock				exterior	, ,
105 Control Loft	30w	10d		300	Up to six people - SM, Lighting, Audio, Video, plus two observers or additional operators
106 Followspot Positions (2)				150	,
107 Dimmer / Relay Room				150	
108 Audio Rack Room				100	
109 Sound Mix Location in House	12w	8d		100	Consider a roving platform on main floor for flexibility
Sub-Total				11,375	49%
Backstage and Support Spaces Performer Accommodations, Staff, Support, and Storage Area	s				
201 Dressing Rooms			nsf	900	
Dressing Room 1 (w/toilet & Shower)	1 occ.		225 nsf		
Dressing Room 2 (w/toilet & Shower)	1 occ.		225 nsf		
Dressing Room 3 (w/toilet & Shower)	1 occ.		225 nsf		
Dressing Room 4 (w/toilet & Shower)	1 occ.		225 nsf		
Total accommodations	1 occ.				
202 Multi-Purpose Room	30w	40d		1,200	Large Ensemble Holding, Orchestra Cases and Coats, Overflow Dressing, Utility Production Space
203 Laundry (stacked washer-dryer plus slop sink)				30	Can be in a closet off the Multi-Purpose Room
204 Backstage Restrooms (M&F, 3 fxtrs each)				360	
205 Artists Lounge				585	
206 Tour Manager				60	
207 Production Manager Office				85	



For Music, Performance and Events v2.1 **Building Program** 4/13/2020

208 Janitors Closet			20	
209 Staff Lockers (FOH & BOH)			500	
210 Security Office			100	
211 Case Storage Audio & LX			445	
212 BOH Storage (Portable Staging, Trusses)			500	
213 Backstage elevator (6 stops, 5 x 6)			as needed	
Sub Total			4,785	21%
			1,1 00	2170
Front-of-House and Public Spaces				
301 Box Office Sales Area			200	1 outside window, 3 inside
302 Security Screening / Lobby / Pre-Event Space	5.0 nsf per seat		1,350	Capacity limited to 270 persons for events, the banquet capacity
303 Public Restrooms @ 1 fxtr/ 23 seats	28 fxtrs		1,420	Sized for 650-person seated audience, not the
2 individual unisex h'cap assist restroom(s)		120 nsf		larger GA crowd who do not all wait for intermiss
17 wc's for women		850 nsf		to use the restroom.
9 fxtrs; 5 urinals, 4 wc's for men		450 nsf		
304 Coatroom / Utility Space			650	Sized for Banquets at roughly 270
305 Bar 1			435	
Bar, 35 LF		350 nsf		
Ice Storage		35 nsf		
Walk-in Cooler		50 nsf		
306 Bar 2			435	
Bar, 35 LF		350 nsf		
Ice Storage		35 nsf		
Walk-in Cooler		50 nsf		
307 FOH Storage (Beer, Palletes of Water Bottles, Building Services,			1,200	Consider renting chairs when needed rather that
Custodial, Tables, Security Barriers, 600 folding/stacking chairs on				owning & storing? Charge the client. They take
carts)				about 180 sf
308 Catering Kitchen			600	TBC with Food Service Consultant
309 IT Server Room			70	
310 Administrative Suite			600	Staff of up to 6, two in private offices.
311 Janitors Closet			20	
Exterior Requirements & Sitework				
312 Exterior area to form lines			exterior	
313 Signage & poster cases			exterior	
314 Truck, Van, Band Touring Bus Parking @ Loading Door, F&B Service Dock, Trash area			exterior	
315 Video/Audio remote truck parking (3 semi's)			exterior	
316 Dumpster pads/recyling bins			exterior	
Sub Total			6,980	30%

Lethbridge Hall - 2

Appendix B

Lethbridge, Alberta

Program Estimate

14 May 2020







Lethbridge Hall

Program Estimate

14 May 2020

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Introduction 14 May 2020

Introduction

AMS Planning & Research commissioned Venue to provide cost consulting services for the Lethbridge Hall project. Venue submits this estimate as a cost model to assist in aligning program, scope, quality and budget.

Basis

Fisher Dachs Associates Program v2.1 dated April 13, 2020 forms the basis of this estimate.

Financial Summary

The estimated total construction cost for the Lethbridge Hall project is \$34.6 million in current 2020 Canadian construction cost dollars.

Building Summary

Gross floor area of 36,080 comprising:

- Up to 650 in folding chairs on a flat floor, or up to 612 with 240 on telescopic seating unit and the rest on the floor, or general admission standing room for up to 1200, or banquets for up to 270.
- Multi-purpose room
- Front-of-house and public spaces
- Backstage and support spaces

- Front-of-house and public spaces
- Mechanical and electrical
- Unusable/inaccessible

Gross floor area clarifications: catwalks/technical galleries and exterior program are not included in gross floor area .

Estimate Methodology

FDA program V2.1 was analyzed and adjusted for the required grossing factor (the inclusion of area for public circulation, structure/walls etc., back-of-house circulation, mechanical/electrical spaces, unusable spaces, etc.), yielding a gross floor area for the new facility. A cost model was next developed based on the function of areas contained in the gross floor area program, and other building, performance equipment and acoustical conditions taken into consideration. It should be noted that this is a program driven budget principally based on functional areas and is not meant to reflect any particular design.

For pricing and market conditions, Venue confidentially contacted general contractors for input and this current and project specific cost data was utilized in this estimate, along with Venue's vast database of historical cost information.



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Estimate Inclusions

- Substructure
- Shell
- Interiors
- Mechanical & electrical services
- Performance equipment & seating
- General requirements
- Utilities only

- Design/pricing allowance
- General conditions, overhead and fee
- Escalation to tender date
- GMP buyout contingency
- Construction change order contingency
- Goods and services tax

Estimate Exclusions

- Owner purchase loose fixtures, fittings and equipment & food service equipment (FF&E)
- Siteworks
- Soil borings, geotech, site and utility surveys
- Testing/inspections expenses
- Third party M&E commissioning
- Permits and associated fees
- Professional fees and reimbursables
- Construction administration expenses
- Relocation of any main existing utilities
- Contaminated soil treatment and disposal
- Hazardous materials abatement and disposal
- Fast-track or any phased construction
- Sole sourced equipment or systems

- Spare parts
- Service and maintenance contracts
- Models, mockups, renderings
- Fundraising
- Financing
- Public relations
- Legal fees and expenses
- · Groundbreaking, topping off and pre-opening
- Art allowance
- Owner staff or project management expenses
- Endowment/Subsidies
- Owner overall project contingency

venue.



Introduction 14 May 2020

Definitions and Assumptions

The following helps define the terminology and assumptions in this report:

- Substructure comprises piles, slab-on-grade, dewatering.
- Shell comprises concrete/steel frame, no balconies.
- Exterior enclosure comprises membrane roofing, 10% precast stone, 10% curtainwall and balance metal panel.
- Interiors comprise:
- 650 seat hall floors are sealed and polished concrete with stage of sprung wood; walls are 20% wood and 20% plaster or painted/shaped gypsum to balance; ceilings are painted structure.
- multi-purpose room floors are sealed and polished concrete (Scofield or equal) with concert platform of sprung wood; walls are 50% wood and plaster or painted/shaped gypsum to balance; ceilings are painted/shaped plaster or multi-layer gypsum to upper levels and painted/flat gypsum to lower levels.
- coat/utility room floors are sealed and polished concrete (Scofield or equal) with concert platform of sprung wood; walls are 50% fabric panel and 50% painted flat gypsum to balance; ceilings are painted flat gypsum.
- lobby floors are terrazzo (or equal); walls are 20% wood, 20% acoustic panels and balance painted shaped gypsum; ceilings are acoustic plaster.
- basic functional standard to balance of back-of-house spaces.
- partitions and doors: CMU/multi-layer gypsum; STC and gasket and sealed doors to sound critical spaces.
- conveying systems: elevators 1 back-of-house; stairs 2 flights back-of-house/exit.
- Mechanical includes plumbing and drainage, fire protection, heating, ventilating, air conditioning and controls -

Plumbing and Drainage:

Plumbing and drainage includes electronically activated plumbing fixtures; domestic hot, cold and recirculation potable water piping to fixtures and fittings and HVAC systems throughout; hot water heaters - centralized natural gas fired with tank; gravity and pumped flow sanitary waste (and vent) collection system from fixtures, fittings, floor drains and equipment throughout connected to site sanitary services; full flow storm drainage waste collection piping connected to site services; weeping tile underslab sump pump is connected to weeping tile by general contractor; natural gas piping from incoming service to serve boilers and domestic hot water heaters.

Fire Protection:

Fire protection includes for a fully protected facility, complete with a combination standpipe/sprinkler coverage throughout complete with siamese connection; wet and/or dry sprinkler systems throughout as per NFPA 13; fire hose valves at exit passageways, each side of stage, and the supplemental interior locations as per the design intent; gaseous fire protection systems not required.

Controls:

A central building management and control system is provided to optimize energy conservation and comfort and to control, report and alarm mechanical systems and monitor all applicable plumbing, fire protection and electrical system. The system is web based using DDC technology and has central head end computer work station within the building. Ventilation rates are controlled by main duct run mounted carbon dioxide sensors throughout the facility (demand ventilation).



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Heating, Ventilating, Air Conditioning (H.V.A.C.):

The mechanical H.V.A.C. system estimate includes for the following:

- An independent water cooled chiller plant to meet the peak load (120 tons total capacity); comprising high efficiency centrifugal water cooled chillers (with matching capacity cooling tower) with all necessary ancillary plant equipment complete with variable speed chilled water circulation pumps at N+1 redundancy, air separation, water make up, and chemical dosing system. Chilled water distribution piping is extended to air handling units and localized cooling units throughout.
- An independent condensing boiler plant to meet the peak load (1,200mbh total capacity); comprising natural gas fired high efficiency condensing boilers with all with all necessary ancillary plant equipment complete with variable speed hot water circulation pumps at N+1 redundancy, air separation, water make up, and chemical dosing system. Hot water distribution piping is extended to air handling units, VAV reheat coils, perimeter radiation and unitary heaters throughout.
- Special purpose rooms such as instrument storage are provided with independent humidifiers.
- Semi-custom quality indoor mounted air handling units generally comprising 4" thick double wall insulated casing, solid stainless steel base (drain pan), chilled water cooling coil section, hot water reheat coil, energy recovery wheel (where required), mixing box section, MERV8/13 filter sections, supply and return/exhaust fan arrays through variable frequency drives and complete with vibration isolation, access sections with marine lights, factory installed building automation BACnet, and discharge plenum equal to Daikin / Trane.
- Ventilation and cooling air is delivered to all occupied areas of the building via semi-custom outdoor mounted air handling units, Fanwall (fan array) type (for noise critical areas) with VFD's, totaling 43,000 CFM and supplemented with localized spot cooling units to suit special purpose needs. Semi-custom constant variable volume AHU's with noise-critical acoustic underfloor air distribution system serves the stagehouse and auditorium to an NC20 noise criterion and via acoustic overhead air distribution system to multi-purpose room to an NC25 noise criterion. Similarly air distribution to lobby and support spaces is provided via conventional overhead air distribution via linear bar and/or sidewall diffusers near various gathering areas and along exterior curtain walls, with variable volume terminal boxes with hot water reheat coils to suit the specific zone space temperature / humidity environmental needs. Generally air is supplied to the spaces via a network of sheetmetal ducts to and from the respective air handling units supply air diffusers within the space. Duct is lined with internal 1" 2" thick duct liner depending on location and area served. Ceiling voids (where available) are utilized to convey return air to main riser shaft locations.
- Central washroom / locker exhaust system with roof mounted exhaust fan, exhaust sheetmetal ductwork and grilles. Exhaust air is exhausted via a heat reclaim device. Kitchenette's are ducted to general exhaust. Mechanical and electrical rooms are provided with inline exhaust fan, intake and exhaust louvers, exhaust sheetmetal ductworks and grilles.
- Smoke control systems are not required.
- Provision for auxiliary 24/7 dx cooled VRF fan coil cooling systems for data rooms / instrument rooms / control rooms and the like.
- Provision for duct lagging, vinyl wrap, acoustical plenums (sound traps) and the like for low NC spaces.

General:

- All systems / services located and routed for acoustic sensitivity and noise transfer elimination.
- Design includes for LEED / sustainable design initiatives compliance and administration. Design will be such to comply with LEED Certified as a minimum.



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• Electrical includes services and distribution, lighting, devices and controls, systems and ancillaries and performance equipment accommodation – specifically –

Distribution & Services:

A 13.8KV to 347/600V pad mounted transformer is provided by the local Utility. The Electrical Contractor provides a secondary feeder to the 1200A 347/600V main switchboard. Normal power distribution equipment is provided to accommodate the loads. Emergency power is provided by an exterior pad mounted 100KW diesel generator. ATS's and panels are provided to supply circuitry for life safety lighting and critical loads. Transformers are isolation type to accommodate the production equipment requirements and are located away from all production areas. Mechanical equipment is fed through 600V mechanical distribution panels and the electrical division is providing line and load side wiring. Building and technical grounding systems are included to accommodate the new equipment. A building lightning protection system is provided.

Lighting, Devices and Heating:

Lighting is generally provided using recessed and wall mounted decorative LED fixtures. Exterior lighting includes LED light fixtures. Life safety lighting is powered through the emergency distribution system and is controlled using emergency control relays. Lighting control is provided using a central LV addressable control system. Local switching, occupancy and daylight sensors are incorporated into the design. These controls are interfaced with the production dimming systems. Devices are installed to meet general maintenance and specialty requirements for production facilities. Dimmer racks are provided as part of the equipment provided in the production equipment package and are fed through dedicated transformers. 20 receptacles are provided to supply AV power throughout the production areas.

Systems and Ancillaries:

A two stage addressable fire alarm, EVAC system and is provide throughout the facility. A security access control and CCTV system to control and monitor the perimeter access doors is provided. Communications empty raceway infrastructure and CAT 6 structured cabling system are provided. Horizontal CAT 6 is provided from wall mounted communication outlets, wireless access points and runs back to communications rooms. An empty raceway and wiring system for the production equipment, broadcast infrastructure and AV is provided to accommodate the new production equipment.

- Performance equipment and seating budget by Fisher Dachs Associates.
- General requirements includes for cranage, scaffolding, sub-bond and non trade items.
- Design/pricing allowance is for ongoing design detailing that will occur until drawings are complete and for quantity measurement and pricing adjustments.
- General conditions, overhead and fee includes all requirements for the general contractor (or construction manager), at a competitive rate of 13% given the complexity of this project type.
- Utilities includes for mechanical and electrical work, excluded as directed is sitework including site preparation, earthworks, paving/curbing, stairs, ramps and railings and landscaping.
- Escalation to tender date is excluded as directed.





Introduction 14 May 2020

- Construction change order contingency of 3% is for ground conditions variances, coordination conflicts on the drawings and other minor errors and omissions that may occur during the construction phase of the project (owner changes not included).
- Goods and services tax of 5% included, as required.

Note: Venue has no control over the cost of labour, materials or equipment, the general contractor/construction manager's ender prices, competitive/negotiated tendering, or market conditions. Whilst Venue cannot warrant that tenders or negotiated prices will not vary from any estimate prepared, we do however use our best endeavors to ensure that our estimate closely reflects the anticipated tender cost.



DRAFT

Lethbridge Hall FDA Program v2.1 Estimate

Estimate Summary 14 May 2020

	ITEM		AMOUNT	
Α	Sub-Structure		\$1,825,000	
В	Shell		\$8,085,000	
С	Interiors		\$3,790,000	
D	Mechanical & Electrical Services		\$5,230,000	
E	Performance Equipment & Seating		\$3,635,000	
F	Demolition & Temporary Construction		\$0	
G	General Requirements		\$950,000	
Н	Utilities only		\$250,000	siteworks excluded
l	Design/Pricing Allowance	10%	\$2,375,000	
J	General Conditions, Bonds, Insurances & Fee	17%	\$4,445,000	
	TOTAL TENDER COST IN CURRENT 2020 TENDER CANADIAN DO	OLLARS	\$30,585,000	\$ 848 /gsf
K	Escalation		\$0	excluded
L	Owner Purchase Performance Equipment Items		\$870,000	
М	Construction Change Order Contingency	10%	\$3,145,000	
	TOTAL CONSTRUCTION COST IN CURRENT 2020 TENDER CANA	DIAN DOLLARS	\$34,600,000	\$ 959 /gsf

Overall Gross Floor Area

36,080 gsf



Elei	mental Summary					14 1	May 2020
	ELEMENT		Total	\$ per	gsf		%
Α	SUB-STRUCTURE		\$1,825,600		\$50.60		8%
	A1.1 Excavation	\$117,800		\$3.26			
	A1.2 Foundations	\$920,000		\$25.50			
	A1.3 Slab-on-Grade	\$463,000		\$12.83			
	A1.4 Basement Walls	\$324,800		\$9.00			
В	SHELL		\$8,084,500		\$224.07		34%
В1	Superstructure	\$3,476,100		\$96.34		15%	
	B1.1 Structural Concrete	\$2,968,600		\$82.28			
	B1.2 Structural Steel	\$507,500		\$14.07			
	B1.3 Other Structure B1.4 Miscellaneous Structure	\$0 \$0		\$0.00			
В2	B1.4 Miscellaneous Structure Exterior Enclosure	\$4,608,400		\$0.00 \$127.73		20%	
DZ	B2.1 Roofing	\$852,000		\$23.61		2070	
	B2.2 Exterior Walls	\$2,846,500		\$78.89			
	B2.3 Exterior Windows & Curtainwall	\$493,900		\$13.69			
	B2.4 Exterior Doors	\$91,000		\$2.52			
	B2.5 Miscellaneous Exterior	\$325,000		\$9.01			
С	INTERIORS	7,	\$3,789,000	75.5-	\$105.02		16%
C1	Partitions & Doors	\$1,354,100	<i>\$3,763,</i> 666	\$37.53		6%	10/0
CI	C1.1 Partitions	\$1,158,600		\$32.11		070	
	C1.2 Interior Doors	\$195,500		\$5.42			
C2	Vertical Movement	\$187,500		\$5.20		1%	
-	C2.1 Stairs	\$62,500		\$1.73		2,0	
	C2.2 Elevators & Lifts	\$125,000		\$3.46			
<i>C3</i>	Interior Finishes & Fixtures	\$2,247,400		\$62.29		10%	
	C3.1 Public & Non-Public Spaces	\$1,495,200		\$41.44			
	C3.2 Non-Public Spaces	\$752,200		\$20.85			
D	MECHANICAL & ELECTRICAL SERVICES		\$5,228,000		\$144.90		22%
D1	Mechanical	\$3,339,200		\$92.55		14%	
	D1.1 Plumbing & Drainage	\$589,700		\$16.34			
	D1.2 Fire Protection	\$213,200		\$5.91			
	D1.3 Heating, Vent, Air Cond	\$2,252,100		\$62.42			
	D1.4 Controls	\$284,200		\$7.88			
D2	Electrical	\$1,888,800		\$52.35		8%	
	D2.1 Services & Distribution	\$553,100		\$15.33			
	D2.2 Lighting, Devices & Controls	\$884,300		\$24.51			
	D2.3 Systems & Ancillaries	\$451,400		\$12.51			
Ε	EQUIPMENT		\$3,634,000		\$100.72		15%
E1	Performance/AV Equipment & Seating	\$3,634,000		\$100.72		15%	
	E1.1 Performance Equipment & Seating	. , ,		\$31.43			
	E1.2 AV Equipment	\$2,500,000		\$69.29		00/	
E2	Miscellaneous Equipment E2.1 Miscellaneous Equipment	\$0 \$0		\$0.00 \$0.00		0%	
	, ,		40	\$0.00	40.00		22/
F	DEMOLITION & TEMPORARY CONSTRUCT		\$0		\$0.00		0%
	F1.1 Demolition	\$0 \$0		\$0.00			
	F1.2 Temporary Construction	\$0		\$0.00			
G	GENERAL REQUIREMENTS		\$950,000		\$26.33		4%
	G1.1 Equipment & Rentals	\$500,000		\$13.86			
	G1.2 Project Overhead Items	\$450,000		\$12.47			
	AL BUILDING ELEMENTAL COSTS		\$23,511,100		\$651.64		100%
TOI		GROSS FLOOR AREA	36,080	gsf			
TOI							
ТО1 Н	SITEWORKS & UTILITIES						
	SITEWORKS & UTILITIES H1.1 Siteworks	\$0					
	H1.1 Siteworks H1.2 Mechanical Utilities	\$120,000					
	H1.1 Siteworks						





Lethbridge Hall FDA Program v2.1 Estimate Mechanical Estimate Summary

Gross Floor Area 36,080 sf

14 May 2020

\$92.55 \$ per sf

	Specialty	Sub		\$ per sf			
Description	Sub	Element	Element	Sub	\$ per sf	%	
Element\Sub-Element	Break down	Total	Total	Element	Element	Element	Remarks

D1 Mechanical

D1.1 Plumbing & Drainage		\$589,700		\$16.34	17.7%
D1.11 - Plumbing Fixtures	\$146,200		\$4.05		
D1.12 - Domestic Water	\$144,300		\$4.00		
D1.13 - Sanitary Waste & Vent	\$101,000		\$2.80		
D1.14 - Storm	\$81,200		\$2.25		
D1.15 - Natural Gas	\$18,000		\$0.50		
D1.16 - Specialty Systems	\$0		\$0.00		
D1.17 - Miscellaneous Works and General Accounts	\$99,000		\$2.74		
D1.2 Fire Protection		\$213,200		\$5.91	6.4%
D1.21 - Standpipe	\$36,100		\$1.00		
D1.22 - Sprinklers	\$174,600		\$4.84		
D1.23 - Specialty Systems	\$0		\$0.00		
D1.24 - Fire Extinguisher	\$2,500		\$0.07		
D1.25 - Miscellaneous Works and General Accounts	\$0		\$0.00		
D1.3 Heating, Ventilation & Air Conditioning		\$2,252,100		\$62.42	67.4%
	4004.500		40.00		
D1.31 - Liquid Heat Transfer (Heating)	\$324,600		\$9.00		
D1.32 - Liquid Heat Transfer (Cooling)	\$336,300		\$9.32		
D1.33 - Steam and Condensate D1.34 - Air Distribution	\$10,000		\$0.28		
D1.35 - Exhaust Systems	\$978,600 \$25,200		\$27.12 \$0.70		
D1.36 - Specialty Systems D1.36 - Specialty Systems	\$25,200 \$0		\$0.70 \$0.00		
D1.37 - Support Systems and Works	\$202,100		\$5.60		
D1.37.1 - Noise and Vibration Isolation	\$25,800		JJ.00		
D1.37.2 - Mechanical Wiring and Starters	\$0				
D1.37.3 - Balancing and Commissioning	\$72,200				
D1.37.5 - General Smoke Evacuation	\$0				
D1.37.8 - Acoustic Treatments	\$54,100				
D1.37.9 - 24/7 Cooling Systems	\$50,000				
D1.37.10 - Generator Support	\$0				
D1.38 - Miscellaneous Works and General Accounts	\$375,300		\$10.40		
2130 mascalaneous works and central recognition	<i>\$375,500</i>	,	<i>ϕ</i> 100		
D1.4 Controls		\$284,200		\$7.88	8.5%
D1.41 - Controls and Automation	\$284,200		\$7.88		

H1.2 - Mechanical Utilities

Total (D1) Mechanical

H1.2 Mechanical Utilities		\$120,000	\$3.33 \$ per sf	
H1.21 - Water	\$30,000		\$0.83	
H1.22 - Sanitary	\$40,000		\$1.11	
H1.23 - Storm	\$50,000		\$1.39	
H1.24 - Natural Gas	\$0		\$0.00	
H1.25 - Specialty Systems	\$0		\$0.00	
H1.26 - Miscellaneous Works and General Accounts	\$0		\$0.00	
Total (H1.2) Mechanical Utilities		\$120,000	\$3.33 \$ per sf	

\$3,339,200





Lethbridge Hall FDA Program v2.1 Estimate Electrical Estimate Summary

Gross Floor Area 36,080 sf

14 May 2020

	Sub		\$ per sf			
Description	Element	Element	Sub	\$ per sf	%	
Element\Sub-Element	Total	Total	Element	Element	Element	Remarks

D2 Electrical

D2.1 Service & Distribution		\$553,100		\$15.33	29.3%	
D2.11 - L.V. Switchboard	\$60,000		\$1.66			
D2.12 - Emergency Power	\$100,000		\$2.77			
D2.13 - Distribution	\$99,200		\$2.75			
D2.14 - Feeders	\$133,500		\$3.70			
D2.15 - Motor Controls & Wiring	\$29,900		\$0.83			
D2.16 - Miscellaneous	\$62,600		\$1.74			
D2.17 - General Requirements	\$67,900		\$1.88			
D2.2 Lighting, Devices & Heating		\$884,300		\$24.51	46.8%	
D2 21 Lighting	\$649,400		\$18.00			
D2.21 - Lighting D2.22 - Branch Devices & Wiring	\$126,300		\$18.00			
D2.23 - Heating	\$120,300 \$0		\$0.00			
D2.24 - General Requirements	\$108,600		\$3.01			
D2.3 Systems & Ancillaries		\$451,400		\$12.51	23.9%	
DEIO Systems & Patentaries		<i>\$431,400</i>		712.31	25.570	
D2.31 - Fire Alarm System	\$95,600		\$2.65			
D2.32 - Security System	\$63,100		\$1.75			
D2.33 - Communications	\$81,200		\$2.25			
D2.34 - P.A. System	\$152,600		\$4.23			
D2.35 - Miscellaneous	\$0		\$0.00			
D2.36 - General Requirements	\$58,900		\$1.63			
tal Building (D2) Electrical		\$1,888,800		\$52.35 \$	ner sf	

H1.3 Electrical Utilities

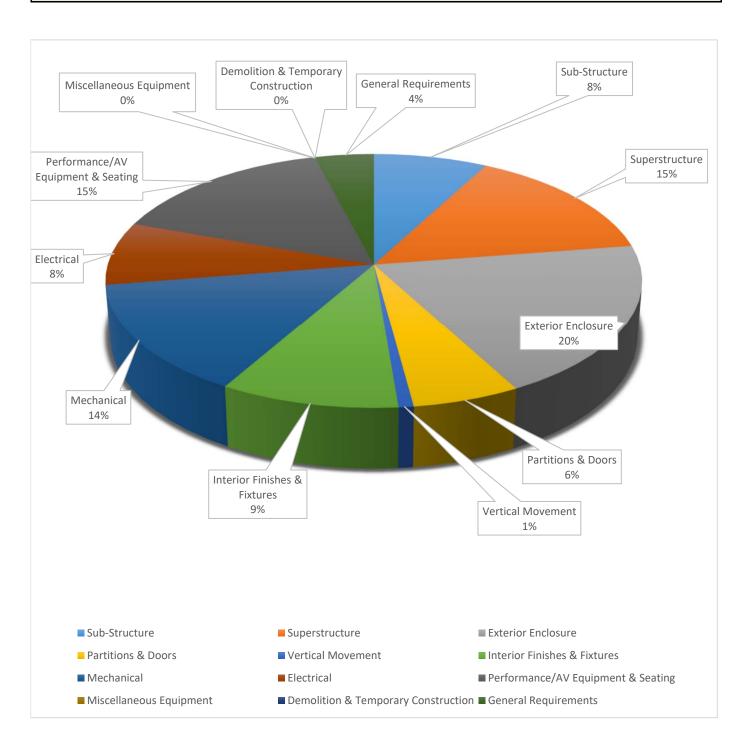
H1.3 Electrical Utilities		\$128,300		\$3.56	
	4		40.00		
H1.31 - Site - Power	\$118,500		\$3.28		
H1.32 - Site - Communications	\$9,800		\$0.27		
H1.33 - Site - Lighting	\$0		\$0.00		
H1.34 - Site - General Requirements	\$0		\$0.00		
Total (H1.3) Electrical Utilities		\$128,300		\$3.56 \$ per sf	



Building Cost Elementary Summary

14 May 2020

Elemental Summary Pie Chart







FDA Program v2.1 Estimate

Detailed Estimate 14 May 2020 **Quantity Unt** Remarks Description Rate **Amount** SUB-STRUCTURE A1.1 Excavation Excavate and stockpile 9.56 19,600 2,050 cy 13. - rock allowance Haul excess material off-site 2,050 cy 7.65 15,700 Imported backfill 1,700 cy 19.11 32,500 Shoring & lagging none Dewatering allowance 50,000 \$117,800 **Total for Section A1.1 Excavation** A1.2 Foundations **Foundations** 900,000 allowance Elevator pits - boh 1 ea 20,000.00 20,000 \$920,000 **Total for Section A1.2 Foundations** A1.3 Slab-On-Grade Slab-on-grade - basement level 36,000 1,500 24.00 sf sf - grade level 30,500 14.00 427,000 Acoustic isolation joints 0

venue. Page 12

Total for Section A1.3 Slab-On-Grade

\$463,000

Detailed Estimate 14 May 2020

	anca Estimate					I + May 2020
	Description	Quantity	Unt	Rate	Amount	Remarks
56.	A1.4 Basement Walls					
58.	Concrete walls below grade	5,600	sf	58.00	324,800	
62.	Total for Section A1.4 Basement Walls				\$324,800	

B SHELL

B1 Superstructure

69.	B1.1 Structural Concrete					
71.	Framed steel/concrete floor and roof structure	36,080	sf	82.00	2,958,600	
73. 74. 75.	Acoustic premiums: - floating slabs: - M&E spaces	400	sf	25.00	10,000	
77.	Acoustical isolation	400	51	23.00	0	
81.	Total for Section B1.1 Structural Concrete			f	\$2,968,600	

84.	B1.2 Structural Steel				
86.	Catwalks	450 If	650.00	292,500	
88.	Miscellaneous metals	allowance		150,000	
90.	Fireproofing	allowance		65,000	
92.	Intumescent paint to structural steel			0	
94.	AESS steel/detail premium			0	
98.	Total for Section B1.2 Structural Steel			\$507,500	

100. B1.3 Other Structure		
^{104.} Total for Section B1.3 Other Structure	\$0	



Detailed Estimate 14 May 2020

Description	Quantity Unt	Rate	Amount	Remarks

^{107.} B1.4 Miscellaneous Structure			
	_		
111. Total for Section B1.4 Miscellaneous Structure		\$0	

B2 Exterior Enclosure

116.	B2.1 Roofing			
118.	Skylights		0	
120.	Membrane roofing	32,000 sf	21.00 672,000	
122.	Smoke hatches	4 ea 25,00	00.00 100,000	
124.	Rough carpentry	allowance	60,000	
126.	Miscellaneous roof hatches, pavers etc	allowance	20,000	
130.	Total for Section B2.1 Roofing		\$852,000	

132.	B2.2 Exterior Walls					
134.	Exterior cladding on back-up (measured elsewhere):					
135.	- precast stone base	3,450	sf	75.00	258,800	10% allowance
136.	- metal panels	25,850	sf	60.00	1,551,000	
138.	Back-up to exterior cladding	29,300	sf	29.03	850,600	
140.	Rear of parapets	2,100	sf	21.00	44,100	
141.	Copings	1,050	lf	40.00	42,000	
142.	Louvres	allowa	nce		50,000	
143.	Caulking & sealing	allowa	nce		50,000	
144.	Acoustic isolation joints	allowa	nce		0	
147.	Total for Section B2.2 Exterior Walls				\$2,846,500	

150.	B2.3 Exterior Windows & Curtainwall						
152.	Acoustical glazing					0	
154.	Curtainwall	3,	450	sf	75.00	258,800	





FDA Program v2.1 Estimate

Detailed Estimate

14 May 2020

_						
	Description	Quantity	Unt	Rate	Amount	Remarks
1		1				1
156.	Punched windows	1,750	sf	60.00	105,000	
158.	Shading to glazing (measured elsewhere):					
159.	- curtainwall	1,725	sf	50.00	86,300	
160.	- punched windows	875	sf	50.00	43,800	
				•		
163.	Total for Section B2.3 Exterior Windows & Curtainwall				\$493,900	
165.	B2.4 Exterior Doors					
167.	Doors					
	- glazed	6	lvs	7,500.00	45,000	
169.	- metal	2	lvs	2,000.00	4,000	
170.	- overhead	2	ea	15,000.00	30,000	
171.	- automatic door openers	2	ea	6,000.00	12,000	
4.75						
175.	Total for Section B2.4 Exterior Doors				\$91,000	

178.	B2.5 Miscellaneous Exterior			
180.	Entrance canopy/soffits	allowance	150,000	
182.	Davits, etc	allowance	100,000	
184.	Screen walls		0	
186.	Exterior signage	allowance	75,000	
189.	Total for Section B2.5 Miscellaneous Exterior		\$325,000	

14 May 2020

FDA Program v2.1 Estimate

Description	Quantity Unt	Rate	Amount	Remarks

C INTERIORS

Detailed Estimate

C1 Partitions & Doors

196.	C1.1 Partitions				
198.	Glazed	1,000 si	f 60.0	0 60,000	
200.	Block/gypsum	37,500 st	f 29.0	3 1,088,600	
202.	Firesafing	allowance	allowance		
204.	Acoustical isolation	allowance		0	
208.	Total for Section C1.1 Partitions			\$1,158,600	
208.	Total for Section C1.1 Partitions			\$1,158,600	

211.	C1.2 Interior Doors					
213.	Oversized G&S doors size 10' x 12' high	1	pr	36,000.00	36,000	
215.	Glazed doors	5	lvs	4,000.00	20,000	
217.	STC rated doors				0	
219.	Gasket and sealed	20	lvs	3,000.00	60,000	
221.	Balance	45	lvs	1,500.00	67,500	
223.	Fire shutters				0	
225.	Automatic door openers	2	ea	6,000.00	12,000	
229.	Total for Section C1.2 Interior Doors				\$195,500	

C2 Vertical Movement

234.	C2.1 Stairs		
236.	Feature	0	
238.	Public	0	





Detailed Estimate 14 May 2020

	Description	Quantity Unt	Rate	Amount	Remarks
240.	Fire exit stairs	3 flt	17,500.00	52,500	
242.	Misc ladders, etc	allowance		10,000	
			_		
246.	Total for Section C2.1 Stairs			\$62,500	

248.	C2.2 Elevators & Lifts		
250.	Service/Passenger, 3 stop incl finish allowance	1 ea 125,000.00 125,000	
252.	Handicapped lifts	0	
255.	Total for Section C2.2 Elevators & Lifts	\$125,000	

C3 Interior Finishes & Fixtures

259.	C3.1 Public & Non-Public Spaces				
261.	Auditorium/stage	11,670	sf	62.00	723,500
262.	Security Screening / Lobby / Pre-Event Space	1,550	sf	124.00	192,200
263.	Public restrooms	1,745	sf	84.00	146,600
264.	Bar	770	sf	314.00	241,800
265.	Coatroom/Utility Space/Banquet	715	sf	57.50	41,100
66.	Blackout shades				0
67.	Performance equipment accommodation	allowa	nce		150,000
268.	Donor signage				Excluded
				_	
271.	Total for Section C3.1 Public & Non-Public Spaces				\$1,495,200

273.	C3.2 Non-Public Spaces				
275.	Multi-purpose room	1,320	sf	57.50	75,900
276.	Control rooms	820	sf	67.00	54,900
277.	Bar storage/cooler	190	sf	32.00	6,100
278.	Catering kitchen	660	sf	79.00	52,100
279.	Box Office	220	sf	63.00	13,900
280.	Dressing rooms	2,100	sf	55.50	116,600
281.	Offices/lounges	1,650	sf	28.50	47,000
282.	Workshops	35	sf	10.50	400
283.	Piano/general storage	2,985	sf	12.50	37,300
284.	BOH circulation/S&LL's	5,150	sf	23.50	121,000
285.	MEP spaces	3,950	sf	19.50	77,000
286.	Unusable/inaccessible	550	sf		0
287.	Loading dock equipment	1	ea	15,000.00	15,000
288.	Restroom accessories	allowa	nce		60,000



Detailed Estimate 14 May 2020

	Description	Quantity Unt	Rate	Amount	Remarks
289. 290. 291. 292. 293.	Blackout shades Interior signage Rough carpentry Acoustical isolation Food service equipment	allowance allowance allowance		55,000 20,000 0 excluded	
297.	Total for Section C3.2 Non-Public Spaces			\$752,200	

D MECHANICAL & ELECTRICAL SERVICES

D1 Mechanical

304.	D1.1 Plumbing & Drainage	 			
306.	D1.11 - Plumbing Fixtures		[146,200	
308.	Water conserving, commercial quality plumbing fixtures				
	and fittings are provided including:	86 ea	1,700	146,200	
309.	- Water closets with electronic no touch flush valves in				
	public areas				
310.	- Urinals with electronic no touch flush valves in public				
	areas				
311.	- Lavatories with electronic no touch faucets in public				
	areas				
312.	- Lavatories with manual faucets in back of house areas				
313.	- Janitor mop basins in custodial closets				
314.	- Hand wash-up sinks				
315.	- Showers in change rooms ADA compliant				
316.	- Counter sinks				
317.	- Laundry sink				
318.	- Drinking fountains - dual level, refrigerated				
319.	- Eye wash station				
321.	Rough-ins for above fixtures				





	Description	Quantity Unt	Rate	Amount	Remarks
324.	<u>D1.12 - Domestic Water</u>			144,300	
326.	Domestic cold water is extended from the incoming water service to the building with central water meter / backflow preventer to fixtures and fittings throughout, mechanical HVAC systems and general interior and exterior hose bibb coverage. All domestic hot, recirculation and cold water piping is thermally insulated. Domestic hot water is extended from central natural gas hot water heaters system to serve plumbing fixtures and fittings throughout.	36,080 sf	4.00	144,300	
329.	D1.13 - Sanitary Waste & Vent			101,000	
331.	A complete system of sanitary waste and vent collection is provided to serve plumbing fixtures, floor drains and equipment throughout. Service is connected to outlet to site sanitary sewer. Drainage unable to flow by gravity is pumped via a duplex sewage ejector.	36,080 sf	2.80	101,000	
334.	<u>D1.14 - Storm</u>			81,200	
336.	A complete systems of roof/storm water drainage is provided to collect rainwater from roofs. Service connects to outlets to site storm sewer. Special provision for noise sensitive roof theater area drainage is also included.	36,080 sf	2.25	81,200	
338.	Foundation weeping tiles are connected to the building storm drainage via a duplex pumping assembly.				
340.	Provisions for rain water harvesting have not been included for (grey water irrigation) use.				
343.	<u>D1.15 - Natural Gas</u>			18,000	
345.	A complete system of natural gas is provided to serve hot water boilers and domestic hot water heaters. Piping is extended from PRV / meters (provided by local gas utility) to equipment throughout.	36,080 sf	0.50	18,000	





	Description	Quantity Unt	Rate	Amount	Remarks
355.	D1.16 - Specialty Systems			0]
357.	No work required				
466.	D1.17 - Miscellaneous Works and General Accounts			99,000	
468.	Supervision, site office, head office overheads, submittals, clean up, small tools, rentals and the like, rigging and preparation of 3D co-ordination drawings	1 ea	99,000	99,000	
473.	Total for Section D1.1 Plumbing & Drainage			\$589,700	

476.	D1.2 Fire Protection				
478.	<u>D1.21 - Standpipe</u>				36,100
480.	Fire hose coverage is provided throughout including at each exit passageway and at each side of Stage	36,080	sf	1.00	36,100
483.	<u>D1.22 - Sprinklers</u>				174,600
485.	The building is fully fire sprinkler protected with quick response wet and/or dry system to local codes and regulations, for light ordinary hazard coverage. Generally areas are protected with wet systems coverage and areas subject to physical damage are protected with dry or pre-action systems coverage.	36,080	sf	4.84	174,600
487.	The incoming water service is considered adequate in both size and pressure / flow rate without supplemental boost.				
490.	D1.23 - Specialty Systems				0
492.	Gaseous fire protection system are assumed not required				NIL





	FDA Program v2.1 Estimate							
De	tailed Estimate				14 May 2020			
	Description	Quantity Unt	Rate	Amount	Remarks			
495.	D1.24 - Fire Extinguisher			2,500				
497.	Individual fire extinguishers are provided to meet local codes and NFPA regulations. Extinguishers are surface mounted in secondary areas and in cabinets in common (public) areas.	10 ea	250.00	2,500				
500.	<u>D1.25 - Miscellaneous Works and General Accounts</u>			0				
502.	Supervision, site office, head office overheads, submittals, clean up, small tools, rentals and the like, rigging and preparation of 3D co-ordination drawings		ı	ncluded above				
505.	Total for Section D1.2 Fire Protection			\$213,200				
507.	D1.3 Heating, Vent, Air Cond	ī		I				
509.	<u>D1.31 - Liquid Heat Transfer (Heating)</u>			324,600				
511.	Central high efficiency condensing style hot water boilers (with acid neutralization and primary heating water pumps), 1,200 MBH total capacity are utilized to provide hot water to serve the building reheat loads. Air and expansion control and chemical pot feeder are	1,200 nbh	60.00	72,000				

36,080 sf

120 tn

36,080 sf

Hot water heating piping is extended to air handling units, VAV reheat coils, perimeter radiation and unitary heaters throughout utilizing fully redundant secondary circulation pumps c/w VFD's.

516. <u>D1.32 - Liquid Heat Transfer (Cooling)</u>

Central, high efficiency water cooled chiller at 120 tons total capacity (c/w matching capacity cooling tower) provide chilled water to serve the building HVAC loads. Chilled water loop is provided with primary circulation pumps c/w VFD's. Air and expansion control and chemical pot feeder are provided.

^{520.} Chilled water piping is extended to air handling units and space cooling units throughout utilizing fully redundant secondary circulation pumps c/w VFD's.

1,600.00 192,000

252,600

336,300

144,300

7.00

4.00

venue.





	Description	Quantity Unt	Rate	Amount	Remarks
523.	<u>D1.33 - Steam and Condensate</u>			10,000	
525.	Special purpose rooms such as instrument storage are provided with independent humidifiers.	1 ea	10,000.00	10,000	
528.	<u>D1.34 - Air Distribution</u>			978,600	
530.	Equipment				
532.	Semi-custom quality indoor mounted air handling units generally comprising of: 4" thick Double Wall insulated casing, solid stainless steel base (drain pan), chilled water cooling coil section, hot water reheat coil, energy recovery wheel (where required), mixing box section, MERV8/13 filter sections, supply and return/exhaust fan arrays through variable frequency drives and c/w vibration isolation, access sections with marine lights, factory installed building automation BACnet, and discharge plenum equal to Daikin / Trane	43,000 cfm	10.00	430,000	
534.	Ventilation and cooling air is delivered to all occupied areas of the building via semi-custom outdoor mounted air handling units, Fanwall (fan array) type (for noise critical areas) with VFD's, totaling 43,000 CFM and supplemented with localized spot cooling units to suit special purpose needs. Semi-custom constant variable volume AHU's with noise-critical acoustic underfloor air distribution system serves the Stagehouse and Auditorium to an NC20 noise criterion and via acoustic overhead air distribution system to Multi-Purpose room to an NC25 noise criterion. Similarly air distribution to lobby and support spaces is provided via conventional overhead air distribution via linear bar and/or sidewall diffusers near various gathering areas and along exterior curtain walls, with variable volume terminal boxes with hot water reheat coils to suit the specific zone space temperature / humidity environmental needs. Generally air is supplied to the spaces via a network of sheetmetal ducts to and from the respective air handling units supply air diffusers within the space. Duct is lined with internal 1" - 2" thick duct liner depending on location and area served. Ceiling voids (where available) are				
	and area served. Ceiling voids (where available) are utilized to convey return air to main riser shaft locations.	36,080 sf	15.20	548,600	





	Description	Quantity L	Jnt	Rate	Amount	Remarks
535.	Generally, air is recirculated to conserve energy, with adequate outside air introduced to ensure proper outdoor air volumes are maintained as well as making up sufficient air to exhaust system such as washrooms and catering kitchen.					
537.	Fire/smoke dampers are provided at all shafts and 2-hour rated walls					
540.	<u>D1.35 - Exhaust Systems</u>				25,200	
542.	Central washroom / locker exhaust system with roof mounted exhaust fan, exhaust sheetmetal ductwork and grilles. Exhaust air is exhausted via a heat reclaim device. Kitchenette's are ducted to general exhaust.	36,080	sf	0.50	18,000	
544.	Mechanical and electrical rooms are provided with inline exhaust fan, intake and exhaust louvers, exhaust sheetmetal ductworks and grilles.	36,080	sf	0.20	7,200	
547.	<u>D1.36 - Specialty Systems</u>				0	
549.	No work required				0	
552.	D1.37 - Support Systems and Works					
554.	D1.37.1 - Noise and Vibration Isolation				25,800	
556.	Vibration isolators and ductwork silencers are provided to ensure quiet operation and to ensure noise levels from operation do not exceed NC20 in the performance areas, NC25 in multi-purpose room, NC25 in control rooms, and PNC25 - 40 in other occupied spaces.	86,000 c	fm	0.30	25,800	
559.	D1.37.2 - Mechanical Wiring and Starters				0	
561.	VFD's and motor starters included with equipment costs above. Installation, MCC's and Line and Load side wiring by Electrical Contractor				0	



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						14 Way 2020
	Description	Quantity	Unt	Rate	Amount	Remarks
564.	D1.37.3 - Balancing and Commissioning				72,200	
566.	The HVAC systems are balanced to design flow rates and equipment placed into prime operating condition via enhanced commissioning practices.	36,080	sf	2.00	72,200	
569.	D1.37.5 - General Smoke Evacuation				0	
571.	Smoke exhaust is not required				0	
574.	D1.37.8 - Acoustic Treatments				54,100	
576.	Provision for duct lagging, vinyl wrap, sound traps and the like for low NC spaces	36,080	sf	1.50	54,100	
579.	D1.37.9 - 24/7 Cooling Systems				50,000	
581.	Provision for auxiliary 24/7 dx cooled VRF fan coil cooling systems for data rooms / instrument rooms / control rooms and the like.	10	tn	5,000.00	50,000	
584.	D1.37.10 - Generator Support				0	
586.	Self contained generator by Div.16				0	
652.	<u>D1.38 - Miscellaneous Works and General Accounts</u>				375,300	
654.	Supervision, site office, head office overheads, submittals, clean up, small tools, rentals and the like, rigging and preparation of 3D co-ordination drawings	1	ea	375,300	375,300	
658.	Total for Section D1.3 Heating, Vent, Air Cond		_		\$2,252,100	





Detailed Estimate 14 May 2020

	Description	Quantity	Unt	Rate	Amount	Remarks
661.	D1.4 Controls					
663.	D1.41 - Controls and Automation				284,200	
665.	A new Building Automation System (BAS) is provided consisting of direct digital controls. The BAS will control and monitor all HVAC systems and equipment, and various plumbing, fire protection and electrical systems where required. System allows operators to start and stop equipment and will automatically control zone temperatures, air and water flow rates. System and system graphics will allow full monitoring, trending and reporting of set points, equipment control and alarm functions. Damper and valve actuators are electric/electronic type with direct digital control (DDC). Ventilation rates are controlled by carbon dioxide sensors (demand ventilation) throughout the facility.	36,080) sf	7.88	284,200	
667.	Metering will be provided at the building entry for domestic water, chilled water, steam and steam condensate.					
669.	A night time flush sequence could be integrated into the air handling system controls to permit flushing the building during evenings when the outdoor temperature and humidity are appropriate. This sequence would utilize 100% outdoor air that would be filtered by the air handling units but would not be mechanically heated or cooled.					
672.	D1.42 - Miscellaneous Works and General Accounts				0	
674.	Supervision, site office, head office overheads, submittals, clean up, small tools, rentals and the like, rigging and preparation of 3D co-ordination drawings			Included	in above rates	
677.	Total for Section D1.4 Controls				\$284,200	





Detailed Estimate 14 May 2020

Description Quantity Unt Rate Amount Remarks

D2 Electrical

682.	D2.1 Services & Distribution					
684.	<u>D2.11 - L.V. Switchboard</u>					60,000
686.	The incoming 1200A secondary feeder is terminated in a 1200A 347/600V main switchboard with main ACB and molded case distribution breakers feeding the main distribution and mechanical panels. DMS monitors the HVAC, lighting and receptacle loads as per ASHREA 90.1 2013	1	ea	ì	60,000.00	60,000
689.	D2.12 - Emergency Power					100,000
691.	100KW diesel generator in a sound attenuated enclosure with a subbase fuel tank, critical grade muffler	1	ea	1	50,000.00	50,000
693.	Emergency power distribution system with 200A life safety ATS, critical power transfer switching to accommodate 2- 100A 347/600V critical power ATS and 347/600V distribution panels, 120/208V lighting and power panels with associated K13 transformer isolated from all production areas.	1	ea	ı	50,000.00	50,000
696.	<u>D2.13 - Distribution</u>					99,200
698.	Normal power distribution system with 347/600V distribution and lighting panels, 600V mechanical distribution system, 120/208V distribution panels feeding production equipment, 120/208V lighting and power panels. 600V to 120/208V transformers are located away form the performance areas to eliminate noise transmission.	36,080	sf	f	3	99,200
701.	<u>D2.14 - Feeders</u>					133,500
703.	All life safety feeders have a 2 hour fire rating, critical power feeders are copper conductor with required ground and shall be installed in EMT conduit. Flexible conduit and cabling are utilized for final connections to vibrating equipment. No feeders are running through production areas.	36,080	sf	f	3.70	133,500





FDA Program v2.1 Estimate

	Description	Quantity Unt	Rate	Amount	Remarks
706.	D2.15 - Motor Controls & Wiring			29,900	
708.	The electrical division installs loose starters provided by the mechanical division and load and line side wiring for mechanical equipment. Final terminations to any				
	vibrating equipment is performed using flexible conduit	36,080 sf	0.83	29,900	
711.	<u>D2.16 - Miscellaneous</u>			62,600	
713.	A building grounding system to meet code requirements, and technical grounding system to meet the requirements of the production equipment is provided.	36,080 sf	0.35	12,600	
715.	The building is provided with a building lightning protection system	1 sum	50,000.00	50,000	
718.	<u>D2.17 - General Requirements</u>			67,900	
720.	Supervision, site office, head office overheads, submittals, premium of loss of productivity time, small tools, rentals and the like.	1 sum	67,900.00	67,900	
724.	Total for Section D2.1 Services & Distribution			\$553,100	





	Description	Quantity Unt	Rate	Amount	Remarks
727.	D2.2 Lighting, Devices & Controls				
729.	<u>D2.21 - Lighting</u>			649,400	
731.	General				
733.	Lighting in the public areas provide decorative ambient lighting achieved by the use of decorative recessed, wall mounted fixtures with energy efficient LED; lighting in the private room areas shall be provided by recessed direct / indirect fixtures. Lighting in storage, back of house and service areas shall be provided using standard suspended industrial LED fixtures.	36,080 sf	18.00	649,400	
735.	Exit lights and emergency lighting control is provided to meet code requirements. Emergency battery units are provided in mechanical and electrical rooms.				
738.	<u>D2.22 - Branch Devices & Wiring</u>			126,300	
740.	General maintenance receptacles are provided throughout the facility. Receptacles for office, dressing rooms are provided to accommodate the specific usage of each area. 20A dimming and control circuits are provided in the concert hall and 216 - 20A dimming and control circuits in the recital hall areas are provided to accommodate the production requirements. 50% of plug loads will be switched as per ASHREA 90.1 2013 requirements	36,080 sf	3.50	126,300	
742.	A central programmable lighting control and dimming system for lighting control in the public areas are provided. Service and non public areas have lighting controlled by central LV switching and occupancy sensors and daylight harvesting.				
744.	<u>D2.23 - Heating</u>			0	
746.	Electric heating will be achieved by units supplied by the Mechanical. The electrical division will install, wire and terminate these unit (included above)				





	Description	Quantity Unt	Rate	Amount	Remarks
748.	D2.24 - General Requirements			108,600	
750.	Supervision, site office, head office overheads, submittals, premium of loss of productivity time, small tools, rentals and the like.	1 sum	108,600.00	108,600	
753.	Total for Section D2.2 Lighting, Devices & Controls			\$884,300	

757.	D2.3 Systems & Ancillaries				
759.	<u>D2.31 - Fire Alarm System</u>				95,600
761.	A two stage addressable fire alarm EVAC system is provided in the facility to suit local code requirements. The system includes central panel, annunciator, speakers/horns/strobes, heat/smoke detectors, pull stations throughout.	36,080	sf	2.25	81,200
763.	Fire responders distributed antenna system	36,080	sf	0.40	14,400
766.	D2.32 - Security System				63,100
768.	A security access and CCTV system is provided to suit the end user needs. It is assumed that this system monitors exterior doors, provide access through security doors only and provide cameras to monitor the building perimeter only.	36,080	sf	1.75	63,100
770.	<u>D2.33 - Communications</u>				81,200
772.	General				
774.	The electrical division provides an infrastructure raceway system, CAT 6 structured cabling with horizontal and backbone cabling throughout the facility to meet the clients requirements. Telephony and active hardware will be provided by others.	36,080	sf	2.25	81,200
776.	Clock				
778.	A clock system is not be required. Time is displayed by the information screens and/or PC devices.				





Detailed Estimate 14 May 2020

	Description	Quantity Unt	Rate	Amount	Remarks
781.	<u>D2.34 - P.A. System</u>			152,600	
783.	The electrical division provides a complete empty raceway infrastructure to accommodate a general paging system for non production paging throughout the facility. Paging equipment will be provided by others.	36,080 sf	0.48	17,300	
785.	<u>Audio/Visual - Performance</u>				
787.	The electrical division provides a complete empty raceway infrastructure to accommodate the program audio/visual, assisted listening, integrated controls and portable equipment. A complete cable pass through system provides routing for broadcast and recording cabling. The production equipment costs are included in Architectural estimate	36,080 sf	3.75	135,300	
790.	<u>D2.35 - Miscellaneous</u>			0	
792.	Miscellaneous systems such as Night Delivery system, clocks, etc. are not required in the facility.		N/A		
795.	D2.36 - General Requirements			58,900	
797.	Supervision, site office, head office overheads, submittals, premium of loss of productivity time, small tools, rentals and the like.	1 sum	58,900.00	58,900	
801.	Total for Section D2.3 Systems & Ancillaries			\$451,400	

14 May 2020



FDA Program v2.1 Estimate

Description	Quantity Unt	Rate	Amount	Remarks

E EQUIPMENT

Detailed Estimate

E1 Equipment

808.	E1.1 Performance Equipment & Seating				per FDA
					using exchange rate of
	Base Contract			1,134,000	US\$ 1.00 - CAN\$ 1.40
811.	Theatrical Lighting Controls (Section 260961)			273,000	
	Stage Dimming and Circuit Distribution	144 circuits	77,000		
	House, Work and Run Lighting Controls		119,000		
	Control Network and Equipment		35,000		
	Emergency Lighting Transfer System		14,000		
816.	Factory Services & Commissioning		28,000		
817.	Company Switches, Panelboards & Disconnects			elsewhere	
	House, Work and Run Lighting Fixtures			elsewhere	
	Feeders			elsewhere	
820.	Conduit & Wire			elsewhere	
821.	Installation & Terminations			elsewhere	
	Stage Rigging (Section 116110)			455,000	
	Onstage trusses & chain hoist rigging (for lighting)		315,000		
	Dead hung stage draperies		140,000		
	Telescopic Riser System (Section 126613)	no chairs		385,000	
	Rigging Electrical Work Allowance (Section 225580)	allowance		21,000	
832.	Owner Purchase			By Owner	\$869 200
833.	Theatrical Lighting Fixtures			by owner	ł
834.	Conventional Fixtures (Including Lamps & accessories)				\$628,600
	Automated Fixtures	24 units	268,800		
835.	LED Wash Fixtures	40 units	67,200		
836.	LED Spot Fixtures	60 units	168,000		
837.	Followspots	2 units	61,600		
838.	Cable Assemblies	lot	21,000		
839.	Multi-cable assemblies	lot	42,000		
840.	Installation	101	by owner		
841.	Control Console & Accessories		by owner		\$133,000
842.	Control Console & Accessories		133,000		7133,000
843.	Portable Seats and Tables		133,000		\$107,600
844.		650 chairs	99,800		7107,000
845.	Stacking chairs with carts 60" round tables with carts	35 tables	7,800		
	oo Touriu tables with carts	33 tables	7,000		
	Total for Section E1.1 Performance Equipment &			\$1,134,000	



Det	ailed Estimate				14 May 2020			
	Description	Quantity Unt	Rate	Amount	Remarks			
850.	E1.2 AV Equipment							
852.	AV Equipment	allowance		2,500,000				
856.	Total for Section E1.2 AV Equipment			\$2,500,000				
	Miscellaneous Equipment							
861.	E2.1 Miscellaneous Equipment							
866.	Total for Section E2.1 Miscellaneous Equipment			\$0				
	F DEMOLITION & TEMPORARY CONSTRUCTION F1 Demolition & Temporary Construction 873. F1.1 Demolition							
878.	Total for Section F1.1 Demolition			\$0				
881.	F1.2 Temporary Construction							
886.	Total for Section F1.2 Temporary Construction			\$0				
G	GENERAL REQUIREMENTS							
890.	G1.1 Equipment & Rentals							
892.	Cranage and hoisting	allowance		500,000				
894.	Scaffolding			0				

\$500,000

897. Total for Section G1.1 Equipment & Rentals

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FDA Program v2.1 Estimate

Detailed Estimate	14 May 2020

	Description	Quantity Unt Ra	te Amount	Remarks
nn				
00.	G1.2 Project Overhead Items			
02.	Winter protection/temporary heating	allowance	100,000	
04.	Subcontractor bonding	sum	350,000	1-1/2% allowance
06.	Non-trade items:			included in GC's
07.	- cleaning		incl	
08.	- mock-ups		incl	
09.	- sediment control		incl	
10.	- construction fence		incl	
11.	- temporary roads		incl	
12.	- temporary protection of finishes		incl	
13.	- street cleaning			
916.	Total for Section G1.2 Project Overhead Items		\$450,000	

H SITEWORKS & UTILITIES

921.	H1.1 Siteworks		
923.	Siteworks	excluded	
928.	Total for Section H1.1 Siteworks	\$0	

931.	H1.2 Mechanical Utilities	
933.	<u>H1.21 - Water</u>	30,000
935.	New incoming water service from adjacent street and lateral to building c/w isolation ground box valve	1 ea 30,000.00 30,000
937.	Note: Municipal street fire hydrant coverage will be adequate to serve the building	
940.	H1.22 - Sanitary	40,000
942.	New sanitary service from adjacent street and lateral to building c/w manhole at point of connection	1 ea 40,000.00 40,000

venue.



FDA Program v2.1 Estimate

	Description	Quantity	Unt	Rate	Amount	Remarks
	·					
945.	<u>H1.23 - Storm</u>				50,000	
947.	New incoming storm service from adjacent street and lateral to building c/w manhole at point of connection	1	ea	50,000	50,000	
949.	Surface water drainage to hardscape areas				0	excluded
952.	<u>H1.24 - Natural Gas</u>				0	
954.	Natural gas service to building by Local Gas Co.					
957.	<u>H1.25 - Specialty Systems</u>				0	
959.	Irrigation				excluded	
962.	<u>H1.26 - Miscellaneous Works and General Accounts</u>				0	
964.	Included in above rates					
968.	Total for Section H1.2 Mechanical Utilities				\$120,000	

972.	H1.3 Electrical Utilities				
974.	<u>H1.31 - Site - Power</u>				118,500
976.	Allowance for HV switchgear, 1000KVA pad mounted transformer provided by Local Utility.	1	ea	70,000.00	70,000
978.	Primary 13.8KV ductbank and cabling from the existing manhole to the new pad mounted switchgear	100	lf	145.00	14,500
980.	HV manhole to facilitate pulling of new HV cabling	1	ea	9,000.00	9,000
982.	1200A 347/600V secondary ductbank and cabling from the new 1000KVA pad mounted transformer to the 1200A main switchboard	100	lf	250.00	25,000





FDA Program v2.1 Estimate 14 May 2020

Det	Detailed Estimate 14 May 2020					
	Description	Quantity	Unt	Rate	Amount	Remarks
985.	H1.32 - Site - Communications				9,800	
987.	A concrete encased 3-4" ductbank will be provided for incoming communications cabling to the POP room.	180	lf	54.67	9,800	
989.	Allowance for security outlets in parking area including outlets for parking entrance gate and CCTV cameras				0	excluded
992.	H1.33 - Site - Lighting				0	
994.	Allowance for site landscape lighting using LED source for illumination using bollards, inground uplights to highlight architectural features				0	excluded
997.	H1.34 - Site - General Requirements				0	
999.	Included in above rates					
1003.	Total for Section H1.3 Electrical Utilities				\$128,300	





Program Net to Gross Area Calculations

14 May 2020

	Program Space Name	Net Prog	Multi	Gross Sf	Notes
_					
Sumi	mary Of Programmed Spaces				
	Lethbridge Hall for Music and Events				
100	Doufours Cooper	11 275	1 1 5	12.070	
100	Performance Spaces	11,375	1.15	13,070	
200	Backstage and Support Spaces	4,785	1.14	5,435	
200	Backstage and Support Spaces	4,785	1.14	3,433	
300	Front-of-House and Public Spaces	6,980	1.14	7,925	
		3,555		,,525	
	Total Of Programmed Spaces	23,140	1.14	26,430	
Othe	r Required Spaces				
	Back-Of-House Circulation			5,150	
	Mechanical And Electrical			3,950	
	Unusable/Inaccessible			550	
	Total Of Other Required Spaces			9,650	
0	all Total	22.140	1.50	26.000	
Over	an Total	23,140	1.56	36,080	
	Lethbridge Hall for Music and Events				
	Performance Spaces				
101	Auditorium	6,000	1.15	6,900	Up to 650 in folding chairs on a flat
					floor, or Up to 612 with 240 on telescopic seating & the rest on the
					floor, or general standing room for
					up to 1200, or Banquets for up to 270
102	Telescopic Riser Storage Alcove	525	1.10	580	up to 1200, or bunquets for up to 270
	Stage	4,050	1.15	4,660	90w x 45d x 30h clear with 60w openi
	Loading Dock	,,,,,		0	
	Control Loft	300	1.10	330	Up to six people - SM, Lighting,
					Audio, Video, plus two observers or
					additional operators
	Followspot Positions (2)	150	1.25	190	
	Dimmer / Relay Room	150	1.20	180	
	Audio Rack Room	100	1.20	120	
109	Sound Mix Location in House	100	1.10	110	Consider a roving platform on main floor for flexibility
	Total Performance Spaces	11,375	1.15	13,070	
200	Backstage and Support Spaces				
200	Performer Accommodations, Staff, Support,	and Storage Areas			
201	Dressing Rooms	and Storage Areas			
_01	Dressing Room 1 (w/toilet & Shower)	225	1.20	270	
	Dressing Room 2 (w/toilet & Shower)	225	1.20	270	
	Dressing Room 3 (w/toilet & Shower)	225	1.20	270	
	Dressing Room 4 (w/toilet & Shower)	225	1.20	270	
		223	1.20	270	





Program Net to Gross Area Calculations

14 May 2020

	Dua munua Cu maa Numaa	Not Duon	0.4	Cuasa Cf	Notes
	Program Space Name	Net Prog	Multi	Gross Sf	Notes
202	Multi-Purpose Room	1,200	1.10	1,320	Large Ensemble Holding, Orchestra Cases and Coats, Overflow Dressing, Utility Production Space
203	Laundry (stacked washer-dryer plus slop sink)	30	1.10	35	Can be in a closet off the Multi- Purpose Room
204	Backstage Restrooms (M&F, 3 fxtrs each)	360	1.30	470	. ,
	Artists Lounge	585	1.10	645	
_	Tour Manager	60	1.10	65	
	Production Manager Office	85	1.10	95	
	Janitors Closet	20	1.35	25	
209	Staff Lockers (FOH & BOH)	500	1.10	550	
	Security Office	100	1.10	110	
	Case Storage Audio & LX	445	1.10	490	
212	BOH Storage (Portable Staging, Trusses)	500	1.10	550	
213	Backstage elevator (6 stops, 5 x 6)			as needed	
	Total Performer Accommodations	4,785	1.14	5,435	
	Front-of-House and Public Spaces				
301	Box Office Sales Area	200	1.10	220	1 outside window, 3 inside
302	Security Screening / Lobby / Pre-Event Space	1,350	1.15		Capacity limited to 270 persons for
				1,550	events, the banquet capacity
303	Public Restrooms @ 1 fxtr/23 seats				Sized for 650-person seated
	2 individual unisex h'cap assist restroom(s)	120	1.35	160	audience, not the larger GA crowd
	17 wc's for women	850	1.20	1,020	who do not all wait for intermission
	9 fxtrs; 5 urinals, 4 wc's for men	450	1.25	565	to use the restroom.
304	Coatroom / Utility Space	650	1.10	715	Sized for Banquets at roughly 270
305	Bar 1				
	Bar, 35 LF	350	1.10	385	
	Ice Storage	35	1.10	40	
	Walk-in Cooler	50	1.10	55	
306	Bar 2				
	Bar, 35 LF	350	1.10	385	
	Ice Storage	35	1.10	40	
	Walk-in Cooler	50	1.10	55	
307	FOH Storage (Beer, Pallets of Water Bottles, Building				Consider renting chairs when needed
	Services, Custodial, Tables, Security Barriers, 600				rather than owning/storing? Charge
	folding/stacking chairs on carts)	1,200	1.10	1,320	the client. They take about 180 sf
	Catering Kitchen	600	1.10	660	TBC with Food Service Consultant
	IT Server Room	70	1.10	75	
	Administrative Suite	600	1.10	660	Staff of up to 6, two in private offices.
311	Janitors Closet	20	1.10	20	
1	Exterior Requirements & Sitework				
	Exterior area to form lines			exterior	
	Signage & poster cases			exterior	
	Truck, Van, Band Touring Bus Parking @ Loading Door	, F&B Servic	e Dock	exterior	
	Video/Audio remote truck parking (3 semi's)			exterior	
316	Dumpster pads/recycling bins			exterior	
	Total Front-of-House and Public Spaces	6,980	1.14	7,925	

Appendix C

Building Program

v4.4

FDA Fisher Dachs Associates Theater Planning and Design

June 26, 2020 template v2.0

v4.4 **Building Program** 6/26/2020

Lethbridge Hall for Music and Events

Summary of N	let Square	Footage	Allocations
--------------	------------	---------	-------------

Category						Total Nsf	
100 Performance Spaces						18,916	35%
200 Backstage and Support Spaces						14,275	26%
300 Front-of-House and Public Spaces						18,135	33%
400 Administrative Offices						3,000	6%
Total Net Square Feet						54,326	100%
Estimated Gross Square Feet					between	89,638	165% N:G Multiplier
					and	95,071	175%
Detailed Space List							
Performance Spaces		Width	Depth I	Height		Nsf	Comments
101 Auditorium	950 Seats				11.3 sf/seat	10,735	950 PLUS +/- 30 seats on pit lift
Main Level	665 Seats				7,315 nsf		
Balcony	285 Seats				3,420 nsf		
101 Stagehouse						4,050	
Main Stage (50'w Proscenium)		90w	45d	85h	4,050 nsf		Stage exceeds Esplanade width by 20', depth by 5'.
							Grid at 75' roof at 85'
102 Rear Stage Cross Over		90w	8d			720	
103 Orchestra Pit	35 musicians					625	
Overhung Area		50w	4d		200 nsf		
Lift		50w	9d		425 nsf		
104 Trap Room		20w	24d			480	
105 Orchestra Shell Storage Alcove		30w	10d	25h		300	
106 Seat Wagon Storage for Pit-Mounted Seats		55w	13d			701	
107 Counterweight Pit		6w	45d			270	
108 Dimmer Room						200	
109 Amplifier Rack Room						125	
110 Lighting Control Booth						150	
111 Sound Mix Location at Rear of Main Level		12w	8d			100	
112 House Sound Control Room						150	
113 Projection Booth						100	
114 Followspot Booth						210	
115 Sound and Light Locks (as required)						in gross	
Sub-Total						18,916	35%

Backstage and Support Spaces Performer Accommodations



v4.4 **Building Program** 6/26/2020

201 Dressing Rooms					nsf	3,280	
(4) Star / One Person Dressing Room (t&s)	4 occ.	12w	22d		1,040 nsf		
(4) 12-person Chorus Dressing Rm	48 occ.	20w	28d		2,240 nsf		
Total accommodations	52 occ.				<u> </u>		
202 Backstage General Use Restrooms (M&F, 5 fxtrs plus 2 showers each)						850	
Performer Support / Work Areas							
203 Large Ensemble / Utility Room		30w	40d			1,200	Large Ensemble Holding, Orchestra Cases and Coats, Overflow Dressing, Utility Production Spa
204 Wardrobe Maintenance Room						450	
205 Wigs & Make-up Running Room						250	
206 Laundry						350	Space for 3 house & 3 touring washer and dryer folding
207 Backstage Catering Pantry						250	cast & crew meals, star hospitality
208 Backstage Toilets (2 unisex)						120	staff use
209 Multi-Use / Rehearsal Room		50w	40d	16h		2,000	
Staff Accommodations							
210 House Production Team Office						150	
211 Visiting Company Office						250	
212 Crew Offices		3 @	10w	10d		300	
213 Crew Lounge, k'ette, m&f lockers, m&f toilets, showers						700	3 fxtr and 1 shower/sex
Receiving & Storage							
214 Stage Door Lobby						150	also serves offices, other theater
215 Stage Door Security Desk / Sec'ty Equipment						150	also serves offices, other theater
216 Stage Loading Dock						exterior	for up to (2) - 53' trailers on 20' road tractors, simple box trucks, or vans
217 Stage Receiving		30w 2	25d 3	30h		750	
218 Tool Room, Repairs						200	
219 Road Box Storage						400	
220 Paint / Pyro Lock-up						50	
221 Lighting Storage, repair, gel, templates						300	
222 A/V Shop & Storage						200	
223 Piano Storage - 24 hr temp & humidity control						150	one concert grand piano
224 Run Crew Supplies (tape, gloves, flashlights, radios, etc.)						30	
225 General Storage (Risers, Softgoods in Hampers, Ladders, Air-Lifts, etc.))					1,000	
226 Dance Surface Storage						100	
227 Instrument Storage						100	drum kit, etc.
228 Stand and Chair Storage (for pit)						125	
229 Frieght Elevator (3 stops, 8' x 12' cab)						420	
Sub Total						14.275	26%

Front-of-House and Public Spaces

810 301 Box Office Sales Area

 V4.4

 Building Program
 6/26/2020

Sales Windows	3 stations	8w	8d	192 nsf		
Coffee area, unisex restroom	o dianone	011	ou	90 nsf		
Managers' Office				100 nsf		with vault
Staff Work Area	2 stations	8w	8d	128 nsf		With Value
Computer Room / Copy Room	2 diations	011	ou	150 nsf		
Supplies, records storage				150 nsf		
302 Box Office Foyer Area				7.00 7.07	500	
303 Large Hall Public Circulation	12.0 nsf per sea	at			11,400	
Lobby Areas	6.0 nsf per sea			5,700 nsf	11,100	
Public Circulation	6.0 nsf per sea			5,700 nsf		
304 Large Hall Public Restrooms @ 1 fxtr/ 22 seats	43 fxti			0,7 00 770.	2.580	
2 individual unisex h'cap assist restroom(s)				120 nsf	2,000	
27 wc's for women				1,620 nsf		
14 fxtrs; 8 urinals, 6 wc's for men				840 nsf		
305 Patron Services Desk				incl in I	obby allow.	(binoculars, hearing systems, disabled assistance, info)
306 Coatroom for 25% of seats	240 coats				360	2/
307 F.O.H. Equipment Storage (rain runners, etc.)					300	
308 Program Storage					100	
309 House Manager Office					150	
310 Volunteer Ushers (60) locker room					300	small half-lockers
311 Public Elevators (2 - 5 x 7 cabs, 4 stops)					505	TBD based on design
Donor Accommodations & Special Events						
312 Patron's Lounge / Event Room					0	none
Concessions& Sales						
313 Service Bars (5 lin ft for each 200 patrons)	5 locations			25 linear ft	250	allocate proportionally
Fixed locations	3 locations					
Flexible locations within lobby areas	2 locations					
314 Bar & Concession Storage & Prep Rm(s)					200	refine with food svc consultant, distribute as needed
315 Concession Managers Office					80	
316 Bartenders (20) locker room					100	
317 Sales Kiosk Staging / Storage					100	
Food & Beverage, Catering						
318 Food Service Trash Holding					200	Refrigerated trash storage? Compactor?
319 Food Service & Trash Dock					200	Caterer's dock bay, proximate to public space rather than stage operations
Exterior Requirements & Sitework						
319 Connections to Parking Garage					exterior	
320 Drop-off & valet pkg plaza/Porte Cochere					exterior	
321 Bus & School Bus Parking & Cueing					exterior	
322 Signage & poster cases					exterior	
322 digitage & poster cases						
323 Streetscape features					exterior	

 V4.4

 Building Program
 6/26/2020

	-
325 Video/Audio remote truck parking (3 semi's)	exterior
326 Dumpster pads/recyling bins	exterior
Sub Total	18,135 33%
Administrative Offices	
401 Administrative Suite for up to 20 staff	3,000
Sub Total	3,000 6%
Total Net Square Footage	54.326 100%

Appendix D

Lethbridge Hall

Lethbridge, Alberta

FDA Program v4.4 Estimate

26 August 2020





Lethbridge Hall

FDA Program v4.4 Estimate

26 August 2020

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Introduction 26 August 2020

Introduction

AMS Planning & Research commissioned Venue to provide cost consulting services for the Lethbridge Hall project. Venue submits this estimate as a cost model to assist in aligning program, scope, quality and budget.

Basis

Fisher Dachs Associates Program v4.4 dated June 26, 2020 forms the basis of this estimate.

Financial Summary

The estimated total construction cost for the Lethbridge Hall project is \$74.4 million in current 2020 Canadian construction cost dollars.

The estimated total construction cost for this Program v4.4 option at \$854/sf is less that the other estimate for the Program v2.1 at \$959/sf, principally for the following reasons:

- Considerably larger program (87,080sf v 36,808sf) results in greater economies of scale and lower costs
- Larger proportion of overall gross floor area is cheaper back-of-house support spaces and administration

Building Summary

Gross floor area of 87,080 comprising:

- 950 seat performance hall and stage with full
- Multi-purpose room
- Backstage and support spaces

- Front-of-house and public spaces
- Mechanical and electrical
- Unusable/inaccessible

Gross floor area clarifications: catwalks/technical galleries and exterior program are not included in gross floor area .

Estimate Methodology

FDA program V4.4 was analyzed and adjusted for the required grossing factor (the inclusion of area for public circulation, structure/walls etc., back-of-house circulation, mechanical/electrical spaces, unusable spaces, etc.), yielding a gross floor area for the new facility. A cost model was next developed based on the function of areas contained in the gross floor area program, and other building, performance equipment and acoustical conditions taken into consideration. It should be noted that this is a program driven budget principally based on functional areas and is not meant to reflect any particular design.

For pricing and market conditions, Venue confidentially contacted general contractors for input and this current and project specific cost data was utilized in this estimate, along with Venue's vast database of historical cost information.



Introduction 26 August 2020

Estimate Inclusions

- Substructure
- Shell
- Interiors
- Mechanical & electrical services
- Performance equipment & seating
- General requirements

- Utilities only
- Design/pricing allowance
- General conditions, overhead and fee
- GMP buyout contingency
- Construction change order contingency

Estimate Exclusions

- Goods and services tax
- Escalation to tender date
- Owner purchase loose fixtures, fittings and equipment & food service equipment (FF&E)
- Siteworks
- Soil borings, geotech, site and utility surveys
- Testing/inspections expenses
- Third party M&E commissioning
- Permits and associated fees
- Professional fees and reimbursables
- Construction administration expenses
- Relocation of any main existing utilities
- Contaminated soil treatment and disposal
- Hazardous materials abatement and disposal
- Fast-track or any phased construction

- Sole sourced equipment or systems
- Spare parts
- Service and maintenance contracts
- Models, mockups, renderings
- Fundraising
- Financing
- Public relations
- Legal fees and expenses
- Groundbreaking, topping off and pre-opening
- Art allowance
- Owner staff or project management expenses
- Endowment/Subsidies
- Owner overall project contingency



Introduction 26 August 2020

Definitions and Assumptions

The following helps define the terminology and assumptions in this report:

- Substructure comprises piles, slab-on-grade, dewatering.
- Shell comprises concrete/steel frame, no balconies.
- Exterior enclosure comprises membrane roofing, 10% precast stone, 10% curtainwall and balance metal panel.
- Interiors comprise:
- 650 seat hall floors are sealed and polished concrete with carpet in the aisles and stage of sprung wood; walls are 20% wood and 20% plaster or painted/shaped gypsum to balance; reflectors to 50% of upper ceiling
- multi-purpose room floors are sealed and polished concrete (Scofield or equal) with concert platform of sprung wood; walls are 50% wood and plaster or painted/shaped gypsum to balance; ceilings are painted/shaped plaster or multi-layer gypsum to upper levels and painted/flat gypsum to lower levels.
- lobby floors are terrazzo (or equal); walls are 20% wood, 20% acoustic panels and balance painted shaped gypsum; ceilings are acoustic plaster and painted gypsum.
- basic functional standard to balance of back-of-house spaces.
- partitions and doors: CMU/multi-layer gypsum; STC and gasket and sealed doors to sound critical spaces.
- conveying systems: elevators 1 back-of-house; stairs 2 flights back-of-house/exit.
- Mechanical includes plumbing and drainage, fire protection, heating, ventilating, air conditioning and controls -

Plumbing and Drainage:

Plumbing and drainage includes electronically activated plumbing fixtures; domestic hot, cold and recirculation potable water piping to fixtures and fittings and HVAC systems throughout; hot water heaters - centralized natural gas fired with tank; gravity and pumped flow sanitary waste (and vent) collection system from fixtures, fittings, floor drains and equipment throughout connected to site sanitary services; grease interceptor provided for catering kitchen; full flow storm drainage waste collection piping connected to site services; weeping tile underslab sump pump is connected to weeping tile by general contractor; natural gas piping from incoming service to serve boilers and domestic hot water heaters.

Fire Protection:

Fire protection includes for a fully protected facility, complete with a combination standpipe/sprinkler coverage throughout complete with siamese connection; wet and/or dry sprinkler systems throughout as per NFPA 13; fire hose valves at exit passageways, each side of stage, and the supplemental interior locations as per the design intent; gaseous fire protection systems not required.

Controls:

A central building management and control system is provided to optimize energy conservation and comfort and to control, report and alarm mechanical systems and monitor all applicable plumbing, fire protection and electrical system. The system is web based using DDC technology and has central head end computer work station within the building. Ventilation rates are controlled by main duct run mounted carbon dioxide sensors throughout the facility (demand ventilation).



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Heating, Ventilating, Air Conditioning (H.V.A.C.):

The mechanical H.V.A.C. system estimate includes for the following:

- An independent water cooled chiller plant to meet the peak load (290 tons total capacity); comprising high efficiency centrifugal water cooled chillers (with matching capacity cooling tower) with all necessary ancillary plant equipment complete with variable speed chilled water circulation pumps at N+1 redundancy, air separation, water make up, and chemical dosing system. Chilled water distribution piping is extended to air handling units and localized cooling units throughout.
- An independent condensing boiler plant to meet the peak load (2,900mbh total capacity); comprising natural gas fired high efficiency condensing boilers with all with all necessary ancillary plant equipment complete with variable speed hot water circulation pumps at N+1 redundancy, air separation, water make up, and chemical dosing system. Hot water distribution piping is extended to air handling units, VAV reheat coils, perimeter radiation and unitary heaters throughout.
- Special purpose rooms such as instrument storage are provided with independent humidifiers.
- Semi-custom quality indoor mounted air handling units generally comprising of: 4" thick Double Wall insulated casing, solid stainless steel base (drain pan), chilled water cooling coil section, hot water reheat coil, energy recovery wheel (where required), mixing box section, MERV8/13 filter sections, supply and return/exhaust fan arrays through variable frequency drives and c/w vibration isolation, access sections with marine lights, factory installed building automation BACnet, and discharge plenum equal to Daikin / Trane - Ventilation and cooling air is delivered to all occupied areas of the building via semi-custom outdoor mounted air handling units, Fanwall (fan array) type (for noise critical areas) with VFD's, and supplemented with localized spot cooling units to suit special purpose needs. Semi-custom constant variable volume AHU's with noisecritical acoustic underfloor air distribution system serves the Stagehouse and Auditorium to an NC20 noise criterion and via acoustic overhead air distribution system to Multi-use room to an NC25 noise criterion. Similarly air distribution to lobby and support spaces is provided via conventional overhead air distribution via linear bar and/or sidewall diffusers near various gathering areas and along exterior curtain walls, with variable volume terminal boxes with hot water reheat coils to suit the specific zone space temperature / humidity environmental needs. Generally air is supplied to the spaces via a network of sheetmetal ducts to and from the respective air handling units supply air diffusers within the space. Duct is lined with internal 1" - 2" thick duct liner depending on location and area served. Ceiling voids (where available) are utilized to convey return air to main riser shaft locations.
- Central washroom / locker exhaust system with roof mounted exhaust fan, exhaust sheetmetal ductwork and grilles. Exhaust air is exhausted via a heat reclaim device. Kitchenette's are ducted to general exhaust. Catering kitchen is included with non-NFPA rated exhaust.
- Smoke control systems are not required.
- Provision for auxiliary 24/7 dx cooled VRF fan coil cooling systems for data rooms / instrument rooms / control rooms and the like.
- Provision for duct lagging, vinyl wrap, acoustical plenums (sound traps) and the like for low NC spaces.

General:

- All systems / services located and routed for acoustic sensitivity and noise transfer elimination.



Introduction 26 August 2020

- Design includes for LEED / sustainable design initiatives compliance and administration. Design will be such to comply with LEED Certified as a minimum.
- Electrical includes services and distribution, lighting, devices and controls, systems and ancillaries and performance equipment accommodation specifically –

Distribution & Services:

A 13.8KV to 347/600V pad mounted transformer is provided by the local Utility. The Electrical Contractor provides a secondary feeder to the 3000A 347/600V main switchboard. Normal power distribution equipment is provided to accommodate the loads. Emergency power is provided by an exterior pad mounted 200KW diesel generator. ATS's and panels are provided to supply circuitry for life safety lighting and critical loads. Transformers are isolation type to accommodate the production equipment requirements and are located away from all production areas. Mechanical equipment is fed through 600V mechanical distribution panels and the electrical division is providing line and load side wiring. Building and technical grounding systems are included to accommodate the new equipment. A building lightning protection system is provided.

Lighting, Devices and Heating:

Lighting is generally provided using recessed and wall mounted decorative LED fixtures. Exterior lighting includes LED light fixtures. Life safety lighting is powered through the emergency distribution system and is controlled using emergency control relays. Lighting control is provided using a central LV addressable control system. Local switching, occupancy and daylight sensors are incorporated into the design. These controls are interfaced with the production dimming systems. Devices are installed to meet general maintenance and specialty requirements for production facilities. Dimmer racks are provided as part of the equipment provided in the production equipment package and are fed through dedicated transformers. 20 receptacles are provided to supply AV power throughout the production areas.

Systems and Ancillaries:

A two stage addressable fire alarm, EVAC system and is provide throughout the facility. A security access control and CCTV system to control and monitor the perimeter access doors is provided. Communications empty raceway infrastructure and CAT 6 structured cabling system are provided. Horizontal CAT 6 is provided from wall mounted communication outlets, wireless access points and runs back to communications rooms. An empty raceway and wiring system for the production equipment, broadcast infrastructure and AV is provided to accommodate the new production equipment.

- Performance equipment and seating budget by Fisher Dachs Associates.
- General requirements includes for cranage, scaffolding, sub-bond and non trade items.
- Design/pricing allowance is for ongoing design detailing that will occur until drawings are complete and for quantity measurement and pricing adjustments.
- General conditions, overhead and fee includes all requirements for the general contractor (or construction manager), at a competitive rate of 13% given the complexity of this project type.



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- Utilities includes for mechanical and electrical work, excluded as directed is sitework including site preparation, earthworks, paving/curbing, stairs, ramps and railings and landscaping.
- Escalation to tender date is excluded as directed.
- Construction change order contingency of 10% is for ground conditions variances, coordination conflicts on the drawings and other minor errors and omissions that may occur during the construction phase of the project (owner changes not included).

Note: Venue has no control over the cost of labour, materials or equipment, the general contractor/construction manager's ender prices, competitive/negotiated tendering, or market conditions. Whilst Venue cannot warrant that tenders or negotiated prices will not vary from any estimate prepared, we do however use our best endeavors to ensure that our estimate closely reflects the anticipated tender cost.



Estimate Summary 26 August 2020

	ITEM		AMOUNT	
Α	Sub-Structure		\$3,370,000	
В	Shell		\$16,985,000	
С	Interiors		\$9,755,000	
D	Mechanical & Electrical Services		\$11,850,000	
E	Performance Equipment & Seating		\$7,365,000	
F	Demolition & Temporary Construction		\$0	
G	General Requirements		\$2,060,000	
Н	Utilities only		\$310,000	siteworks excluded
I	Design/Pricing Allowance	10%	\$5,170,000	
J	General Conditions, Bonds, Insurances & Fee	17%	\$9,665,000	
	TOTAL TENDER COST IN CURRENT 2020 TENDER CANADIAN D	OOLLARS	\$66,530,000	\$ 764 /gsf
K	Escalation		\$0	excluded
L	Owner Purchase Performance Equipment Items		\$1,070,000	
М	Construction Change Order Contingency	10%	\$6,760,000	
	TOTAL CONSTRUCTION COST IN CURRENT 2020 TENDER CAN.	ADIAN DOLLARS	\$74,360,000	\$ 854 /gsf

Overall Gross Floor Area

87,080 gsf



	nental Summary	FDA Program v4.				26 Aug	ust 2020
	ELEMENT		Total	\$ per	gsf		%
Α	SUB-STRUCTURE		\$3,368,500		\$38.68		7%
	A1.1 Excavation	\$327,800		\$3.76			
	A1.2 Foundations	\$1,590,000		\$18.26			
	A1.3 Slab-on-Grade	\$833,000		\$9.57			
	A1.4 Basement Walls	\$617,700		\$7.09			
В	SHELL		\$16,987,400		\$195.08		33%
B1	Superstructure	\$8,943,000		\$102.70		17%	
	B1.1 Structural Concrete	\$7,843,100		\$90.07			
	B1.2 Structural Steel B1.3 Other Structure	\$1,099,900 \$0		\$12.63 \$0.00			
	B1.4 Miscellaneous Structure	\$0 \$0		\$0.00			
В2	Exterior Enclosure	\$8,044,400		\$92.38		16%	
DZ	B2.1 Roofing	\$1,302,000		\$14.95		10/0	
	B2.2 Exterior Walls	\$5,037,000		\$57.84			
	B2.3 Exterior Windows & Curtainwall	\$1,251,400		\$14.37			
	B2.4 Exterior Doors	\$129,000		\$1.48			
	B2.5 Miscellaneous Exterior	\$325,000		\$3.73			
С	INTERIORS	. ,	\$9,752,800	<u> </u>	\$112.00		19%
C1	Partitions & Doors	\$3,253,600	40,100,000	\$37.36	7	6%	
	C1.1 Partitions	\$2,873,600		\$33.00		070	
	C1.2 Interior Doors	\$380,000		\$4.36			
C2	Vertical Movement	\$665,000		\$7.64		1%	
	C2.1 Stairs	\$380,000		\$4.36			
	C2.2 Elevators & Lifts	\$285,000		\$3.27			
<i>C3</i>	Interior Finishes & Fixtures	\$5,834,200		\$67.00		11%	
	C3.1 Public & Non-Public Spaces	\$3,897,100		\$44.75			
	C3.2 Non-Public Spaces	\$1,937,100		\$22.25			
D	MECHANICAL & ELECTRICAL SERVICES		\$11,848,900		\$136.07		23%
D1	Mechanical	\$7,486,200		\$85.97		15%	
	D1.1 Plumbing & Drainage	\$1,224,700		\$14.06			
	D1.2 Fire Protection	\$468,800		\$5.38			
	D1.3 Heating, Vent, Air Cond	\$5,238,700		\$60.16			
-	D1.4 Controls	\$554,000		\$6.36		00/	
D2	Electrical	\$ 4,362,700		\$50.10		8%	
	D2.1 Services & Distribution D2.2 Lighting, Devices & Controls	\$1,140,100		\$13.09 \$24.76			
	D2.2 Lighting, Devices & Controls D2.3 Systems & Ancillaries	\$2,156,200 \$1,066,400		\$24.76 \$12.25			
-	·	\$1,000,400	ć7 262 000 l	Ş12.2J	ĆOA EE		1.40/
E	EQUIPMENT	67.262.000	\$7,362,900	604.55	\$84.55	4.40/	14%
E1	Performance/AV Equipment & Seating E1.1 Performance Equipment & Seating	\$7,362,900 g \$4,362,900		\$84.55 \$50.10		14%	
	E1.2 AV Equipment	\$3,000,000		\$34.45			
E2	Miscellaneous Equipment	\$3,000,000 \$0		\$0.00		0%	
	E2.1 Miscellaneous Equipment	\$0 \$0		\$0.00		070	
		<u> </u>	\$0	<u> </u>	\$0.00		0%
F	DEMOLITION & TEMPORARY CONSTRUCT						
F	DEMOLITION & TEMPORARY CONSTRUCT		70	\$0.00			
F	F1.1 Demolition	\$0 \$0	 	\$0.00 \$0.00			
	F1.1 Demolition F1.2 Temporary Construction	\$0	•		\$23.66		4%
F G	F1.1 Demolition F1.2 Temporary Construction GENERAL REQUIREMENTS	\$0 \$0	\$2,060,000	\$0.00	\$23.66		4%
	F1.1 Demolition F1.2 Temporary Construction GENERAL REQUIREMENTS G1.1 Equipment & Rentals	\$0 \$0 \$1,200,000	•	\$0.00 \$13.78	\$23.66		4%
G	F1.1 Demolition F1.2 Temporary Construction GENERAL REQUIREMENTS G1.1 Equipment & Rentals G1.2 Project Overhead Items	\$0 \$0	\$2,060,000	\$0.00			
G	F1.1 Demolition F1.2 Temporary Construction GENERAL REQUIREMENTS G1.1 Equipment & Rentals	\$0 \$0 \$1,200,000	\$2,060,000 \$51,380,500	\$0.00 \$13.78 \$9.88	\$23.66 \$590.04		
G TOT	F1.1 Demolition F1.2 Temporary Construction GENERAL REQUIREMENTS G1.1 Equipment & Rentals G1.2 Project Overhead Items AL BUILDING ELEMENTAL COSTS	\$0 \$0 \$1,200,000 \$860,000	\$2,060,000	\$0.00 \$13.78 \$9.88			
G	F1.1 Demolition F1.2 Temporary Construction GENERAL REQUIREMENTS G1.1 Equipment & Rentals G1.2 Project Overhead Items AL BUILDING ELEMENTAL COSTS SITEWORKS & UTILITIES	\$0 \$0 \$1,200,000 \$860,000 GROSS FLOOR AREA	\$2,060,000 \$51,380,500	\$0.00 \$13.78 \$9.88			100%
G TOT	F1.1 Demolition F1.2 Temporary Construction GENERAL REQUIREMENTS G1.1 Equipment & Rentals G1.2 Project Overhead Items AL BUILDING ELEMENTAL COSTS SITEWORKS & UTILITIES H1.1 Siteworks	\$0 \$0 \$1,200,000 \$860,000 GROSS FLOOR AREA	\$2,060,000 \$51,380,500	\$0.00 \$13.78 \$9.88			
G TOT	F1.1 Demolition F1.2 Temporary Construction GENERAL REQUIREMENTS G1.1 Equipment & Rentals G1.2 Project Overhead Items AL BUILDING ELEMENTAL COSTS SITEWORKS & UTILITIES	\$0 \$0 \$1,200,000 \$860,000 GROSS FLOOR AREA	\$2,060,000 \$51,380,500	\$0.00 \$13.78 \$9.88			



Lethbridge Hall FDA Program v4.4 Estimate Mechanical Estimate Summary

Gross Floor Area 87,080 sf

26 August 2020

\$85.97 \$ per sf

Г		Specialty	Sub		\$ per sf			
	Description	Sub	Element	Element	Sub	\$ per sf	%	
	Element\Sub-Element	Break down	Total	Total	Element	Element	Element	Remarks

D1 Mechanical

D1.1 Plumbing & Drainage		\$1,224,700		\$14.06	16.4%
D1.11 - Plumbing Fixtures	\$268,600		\$3.08		
D1.12 - Domestic Water	\$304,800		\$3.50		
D1.13 - Sanitary Waste & Vent	\$243,800		\$2.80		
D1.14 - Storm	\$174,200		\$2.00		
D1.15 - Natural Gas	\$28,700		\$0.33		
D1.16 - Specialty Systems	\$0		\$0.00		
D1.17 - Miscellaneous Works and General Accounts	\$204,600		\$2.35		
D1.2 Fire Protection		\$468,800		\$5.38	6.3%
D4 24 Chandries	¢07.100		ć1 00		
D1.21 - Standpipe	\$87,100		\$1.00 \$4.33		
D1.22 - Sprinklers	\$376,700 \$0				
D1.23 - Specialty Systems			\$0.00 \$0.06		
D1.24 - Fire Extinguisher D1.25 - Miscellaneous Works and General Accounts	\$5,000		\$0.06 \$0.00		
D1.25 - Miscellaneous Works and General Accounts	\$0		\$0.00		
D1.3 Heating, Ventilation & Air Conditioning		\$5,238,700		\$60.16	70.0%
D1.31 - Liquid Heat Transfer (Heating)	\$783,600		\$9.00		
D1.32 - Liquid Heat Transfer (Cooling)	\$812,300		\$9.33		
D1.33 - Steam and Condensate	\$15,000		\$0.17		
D1.34 - Air Distribution	\$2,251,600		\$25.86		
D1.35 - Exhaust Systems	\$60,900		\$0.70		
D1.36 - Specialty Systems	\$0		\$0.00		
21.00 Specially systems			90.00		
D1.37 - Support Systems and Works	\$442.200		\$5.08		
D1.37 - Support Systems and Works D1.37.1 - Noise and Vibration Isolation	\$442,200 \$62.400		\$5.08		
D1.37.1 - Noise and Vibration Isolation	\$62,400		\$5.08		
D1.37.1 - Noise and Vibration Isolation D1.37.2 - Mechanical Wiring and Starters	\$62,400 \$0		\$5.08		
D1.37.1 - Noise and Vibration Isolation	\$62,400 \$0 \$174,200		\$5.08		
D1.37.1 - Noise and Vibration Isolation D1.37.2 - Mechanical Wiring and Starters D1.37.3 - Balancing and Commissioning	\$62,400 \$0 \$174,200 \$0		\$5.08		
D1.37.1 - Noise and Vibration Isolation D1.37.2 - Mechanical Wiring and Starters D1.37.3 - Balancing and Commissioning D1.37.5 - General Smoke Evacuation D1.37.8 - Acoustic Treatments	\$62,400 \$0 \$174,200 \$0 \$130,600		\$5.08		
D1.37.1 - Noise and Vibration Isolation D1.37.2 - Mechanical Wiring and Starters D1.37.3 - Balancing and Commissioning D1.37.5 - General Smoke Evacuation D1.37.8 - Acoustic Treatments D1.37.9 - 24/7 Cooling Systems	\$62,400 \$0 \$174,200 \$0 \$130,600 \$75,000		\$5.08		
D1.37.1 - Noise and Vibration Isolation D1.37.2 - Mechanical Wiring and Starters D1.37.3 - Balancing and Commissioning D1.37.5 - General Smoke Evacuation D1.37.8 - Acoustic Treatments	\$62,400 \$0 \$174,200 \$0 \$130,600		\$5.08 \$10.03		
D1.37.1 - Noise and Vibration Isolation D1.37.2 - Mechanical Wiring and Starters D1.37.3 - Balancing and Commissioning D1.37.5 - General Smoke Evacuation D1.37.8 - Acoustic Treatments D1.37.9 - 24/7 Cooling Systems D1.37.10 - Generator Support	\$62,400 \$0 \$174,200 \$0 \$130,600 \$75,000 \$0			\$6.36	7.4%
D1.37.1 - Noise and Vibration Isolation D1.37.2 - Mechanical Wiring and Starters D1.37.3 - Balancing and Commissioning D1.37.5 - General Smoke Evacuation D1.37.8 - Acoustic Treatments D1.37.9 - 24/7 Cooling Systems D1.37.10 - Generator Support D1.38 - Miscellaneous Works and General Accounts	\$62,400 \$0 \$174,200 \$0 \$130,600 \$75,000 \$0	\$554,000		\$6.36	7.4%
D1.37.1 - Noise and Vibration Isolation D1.37.2 - Mechanical Wiring and Starters D1.37.3 - Balancing and Commissioning D1.37.5 - General Smoke Evacuation D1.37.8 - Acoustic Treatments D1.37.9 - 24/7 Cooling Systems D1.37.10 - Generator Support D1.38 - Miscellaneous Works and General Accounts	\$62,400 \$0 \$174,200 \$0 \$130,600 \$75,000 \$0			\$6.36	:

H1.2 - Mechanical Utilities

Total (D1) Mechanical

H1.2 Mechanical Utilities		\$120,000	\$1.38 \$ per sf	
H1.21 - Water	\$30,000		\$0.34	
H1.22 - Sanitary	\$40,000		\$0.46	
H1.23 - Storm	\$50,000		\$0.57	
H1.24 - Natural Gas	\$0		\$0.00	
H1.25 - Specialty Systems	\$0		\$0.00	
H1.26 - Miscellaneous Works and General Accounts	\$0		\$0.00	
Total (H1.2) Mechanical Utilities		\$120,000	\$1.38 \$ per sf	

\$7,486,200



Lethbridge Hall FDA Program v4.4 Estimate Electrical Estimate Summary

Gross Floor Area 87,080 sf

26 August 2020

	Sub		\$ per sf			
Description	Element	Element	Sub	\$ per sf	%	
Element\Sub-Element	Total	Total	Element	Element	Element	Remarks

D2 Electrical

D2.1 Service & Distribution		\$1,140,100		\$13.09	26.1%
	4		4		
D2.11 - L.V. Switchboard	\$150,000		\$1.72		
D2.12 - Emergency Power	\$150,000		\$1.72		
D2.13 - Distribution	\$239,500		\$2.75		
D2.14 - Feeders	\$277,800		\$3.19		
D2.15 - Motor Controls & Wiring	<i>\$72,300</i>		\$0.83		
D2.16 - Miscellaneous	\$110,500		\$1.27		
D2.17 - General Requirements	\$140,000		\$1.61		
D2.2 Lighting, Devices & Heating		\$2,156,200		\$24.76	49.4%
D2 24 Linksin	¢4 500 000		Ć40.22		
D2.21 - Lighting	\$1,586,600		\$18.22		
D2.22 - Branch Devices & Wiring	\$304,800		\$3.50		
D2.23 - Heating	\$0		\$0.00		
D2.24 - General Requirements	\$264,800		\$3.04		
D2.3 Systems & Ancillaries		\$1,066,400		\$12.25	24.4%
D2.31 - Fire Alarm System	\$230,700		\$2.65		
D2.32 - Security System	\$148,000		\$1.70		
D2.33 - Communications	\$187,200		\$2.15		
D2.34 - P.A. System	\$361,400		\$4.15		
D2.34 - F.A. System D2.35 - Miscellaneous	\$301,400 \$0		\$4.13 \$0.00		
	\$139,100		\$0.00 \$1.60		
D2.36 - General Requirements	\$139,100		<i>\$1.60</i>		
otal Building (D2) Electrical		\$4,362,700		\$50.10 \$	ner sf

H1.3 Electrical Utilities

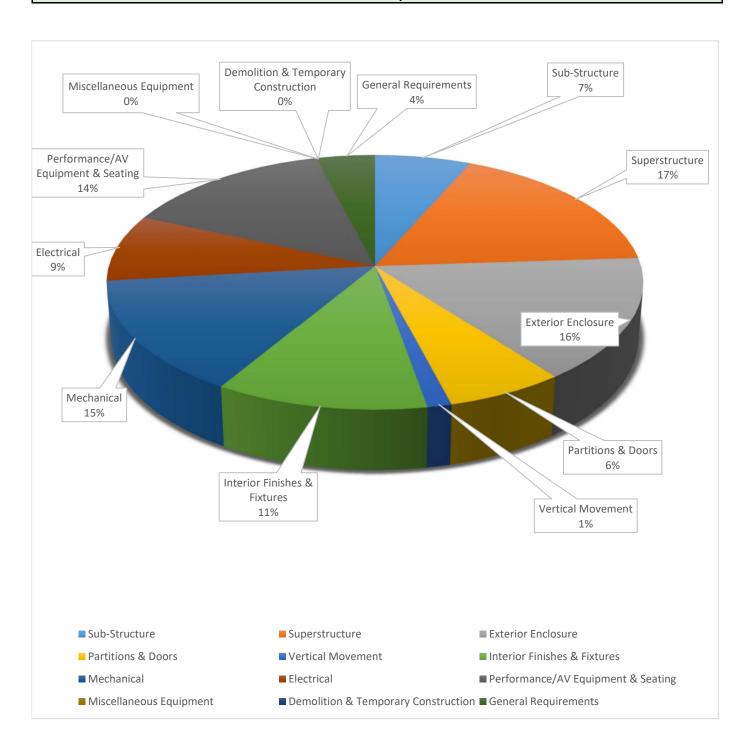
H1.3 Electrical Utilities		\$192,300		\$2.21	
	4		4		
H1.31 - Site - Power	\$182,500		\$2.10		
H1.32 - Site - Communications	\$9,800		\$0.11		
H1.33 - Site - Lighting	\$0		\$0.00		
H1.34 - Site - General Requirements	\$0		\$0.00		
Total (H1.3) Electrical Utilities		\$192,300		\$2.21 \$ per sf	



Building Cost Elementary Summary

26 August 2020

Elemental Summary Pie Chart



Description	Quantity Unt	Rate	Amount	Remarks

A SUB-STRUCTURE

9.	A1.1 Excavation				
11. 12. 13.	Excavate and stockpile - fill - rock	10,200 cy allowance	9.56	97,500 0	
15.	Haul excess material off-site	10,200 cy	7.65	78,000	
17.	Imported backfill	5,350 cy	19.11	102,300	
19.	Shoring & lagging			none	
21.	Dewatering	allowance		50,000	
			_		
25.	Total for Section A1.1 Excavation			\$327,800	

28.	A1.2 Foundations					
30.	Foundations	allowan	ce		1,550,000	
32. 33. 34.	Elevator pits - public - boh	_	ea ea	20,000.00	20,000 20,000	
38.	Total for Section A1.2 Foundations				\$1,590,000	

41.	A1.3 Slab-On-Grade					
42						
43.	Slab-on-grade					
44.	- basement level	10,500	sf	24.00	252,000	
45.	- grade level	41,500	sf	14.00	581,000	
47.	Acoustic isolation joints				0	
51.	Total for Section A1.3 Slab-On-Grade				\$833,000	

	Description	Quantity	Unt	Rate	Amount	Remarks
56.	A1.4 Basement Walls					
58.	Concrete walls below grade	10,650	sf	58.00	617,700	
62.	Total for Section A1.4 Basement Walls				\$617,700	

B SHELL

B1 Superstructure

69.	B1.1 Structural Concrete					
71.	Framed steel/concrete floor and roof structure	87,080	sf	89.00	7,750,100	
73.	Acoustic premiums:					
74.	- floating slabs:					
75.	- rehearsal room	2,200	sf	30.00	66,000	
76.	- M&E spaces	900	sf	30.00	27,000	
78.	Acoustical isolation			_	0	
82.	Total for Section B1.1 Structural Concrete				\$7,843,100	

85.	B1.2 Structural Steel					
87.	Stage grid	4,660	sf	51.00	237,700	
89.	Forestage grid	900	sf	51.00	45,900	
91.	Catwalks	425	lf	650.00	276,300	
93.	Miscellaneous metals	allowa	nce		350,000	
95.	Fireproofing	allowa	nce		190,000	
97.	Intumescent paint to structural steel				0	
99.	AESS steel/detail premium				0	
103.	Total for Section B1.2 Structural Steel				\$1,099,900	

Description	Quantity U	Int Rate	Amount	Remarks
105. B1.3 Other Structure				
109. Total for Section B1.3 Other Structure			\$0	
112. B1.4 Miscellaneous Structure				
116. Total for Section B1.4 Miscellaneous Structure			\$0	

B2 Exterior Enclosure

121.	B2.1 Roofing					
123.	Skylights				0	
125.	Membrane roofing	52,000	sf	21.00	1,092,000	
127.	Smoke hatches	4	ea	25,000.00	100,000	
129.	Rough carpentry	allowar	nce		90,000	
131.	Miscellaneous roof hatches, pavers etc	allowar	nce		20,000	
135.	Total for Section B2.1 Roofing				\$1,302,000	

137.	B2.2 Exterior Walls					
139.	Exterior cladding on back-up (measured elsewhere):					
140.	- precast stone base	6,500	sf	75.00	487,500	10% allowance
141.	- metal panels	45,500	sf	60.00	2,730,000	
143.	Back-up to exterior cladding	52,000	sf	29.03	1,509,600	
145.	Rear of parapets	3,900	sf	21.00	81,900	
146.	Copings	1,950	lf	40.00	78,000	
147.	Louvres	allowa	nce		50,000	
148.	Caulking & sealing	allowa	nce		100,000	
149.	Acoustic isolation joints	allowa	nce		0	
152.	Total for Section B2.2 Exterior Walls				\$5,037,000	



	Description	Quantity	Unt	Rate	Amount	Remarks
		- Common of				
155.	B2.3 Exterior Windows & Curtainwall					
157.	Acoustical glazing				0	
159.	Curtainwall	9,750	sf	75.00	731,300	
161.	Punched windows	3,250	sf	60.00	195,000	
164.	Shading to glazing (measured elsewhere): - curtainwall	4,875	sf	50.00	243,800	
105.	- punched windows	1,625	sf	50.00	81,300	
168.	Total for Section B2.3 Exterior Windows & Curtainwall				\$1,251,400	
170.	B2.4 Exterior Doors					
	Doors					
	- glazed	8	lvs	7,500.00	60,000	
	- metal	3	lvs	2,000.00	6,000	
	- overhead	3	ea	15,000.00	45,000	
176.	- automatic door openers	3	ea	6,000.00	18,000	
180.	Total for Section B2.4 Exterior Doors				\$129,000	

183.	B2.5 Miscellaneous Exterior			
185.	Entrance canopy/soffits	allowance	150,000	
187.	Davits, etc	allowance	100,000	
189.	Screen walls		0	
191.	Exterior signage	allowance	75,000	
194.	Total for Section B2.5 Miscellaneous Exterior		\$325,000	

C INTERIORS

C1 Partitions & Doors

^{201.} C1.1 Partitions				
^{203.} Glazed	1,000 sf	60.00	60,000	

	Description	Quantity Unt	Rate	Amount	Remarks
205.	Block/gypsum	119,000 sf	23.00	2,737,000	
207. 208.	שמא-ווו-שטא כטוואנו מכנוטוו	2,970 sf	14.00	41,600	
210.		allowance		35,000	
212.	Acoustical isolation	allowance		0	
216.	Total for Section C1.1 Partitions			\$2,873,600	

219.	C1.2 Interior Doors					
221.	Oversized G&S doors size 10' x 12' high	1	pr	36,000.00	36,000	
223.	Glazed doors	8	lvs	4,000.00	32,000	
225.	STC rated doors				0	
227.	Gasket and sealed	35	lvs	3,000.00	105,000	
229.	Balance	130	lvs	1,500.00	195,000	
231.	Fire shutters				0	
233.	Automatic door openers	2	ea	6,000.00	12,000	
237.	Total for Section C1.2 Interior Doors				\$380,000	

C2 Vertical Movement

242.	C2.1 Stairs				
244.	Feature			0	
246.	Public	2 flt	50,000.00	100,000	
248.	Auditorium	allowance		60,000	
250.	Fire exit stairs	12 flt	17,500.00	210,000	



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Description	Quantity Unt	Rate Amount	Remarks
^{252.} Misc ladders, etc	allowance	10,000	
256. Total for Section C2.1 Stairs		\$380,000	

258.	C2.2 Elevators & Lifts			
260.	Public, 3 stop incl finish allowance	1 ea 125,000.00	125,000	
262.	Service/Passenger, 3 stop incl finish allowance	1 ea 125,000.00	125,000	
264.	Handicapped lifts	1 ea 35,000.00	35,000	
267.	Total for Section C2.2 Elevators & Lifts		\$285,000	

C3 Interior Finishes & Fixtures

271.	C3.1 Public & Non-Public Spaces					
273.	Stage/orchestra shell/counterweight pit	5,315	sf	65.69	349,200	
274.	Auditorium/orchestra pit	13,145	sf	111.30	1,463,000	
275.	Lobbies/public circulation	13,955	sf	111.50	1,556,000	
276.	Public restrooms	3,155	sf	84.00	265,000	
277.	Bar	275	sf	414.00	113,900	
278.	Blackout shades				0	
279.	Performance equipment accommodation	allowa	nce		150,000	
280.	Donor signage				Excluded	
				_		
283.	Total for Section C3.1 Public & Non-Public Spaces				\$3,897,100	

285.	C3.2 Non-Public Spaces				
287.	Large Ensemble room	1,320	sf	38.00	50,200
288.	Multi-purpose room	2,200	sf	94.50	207,900
289.	Control rooms/amp rooms	1,160	sf	59.50	69,000
290.	Bar & concessions/storage	220	sf	32.00	7,000
291.	Catering kitchen	275	sf	79.00	21,700
292.	Box Office/coat room	605	sf	53.00	32,100
293.	Boh toilets/dressing rooms/crew lounge/lockers	6,260	sf	52.00	325,500
294.	Offices/lounges	1,770	sf	28.50	50,400
295.	Admin suite/restrooms	3,300	sf	38.50	127,100
296.	Workshops	1,980	sf	10.50	20,800
297.	Piano/instrument/general storage/trash holding	4,170	sf	10.50	43,800
298.	Food Service/stage receiving	1,045	sf	10.50	11,000
299.	BOH circulation/S&LL's	15,830	sf	23.50	372,000
300.	MEP spaces	9,250	sf	28.50	263,600

FDA Program v4.4 Estimate

Detailed Estimate

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	Description	Quantity Unt	Rate	Amount	Remarks
301. 302. 303. 304. 305.	Unusable/inaccessible Loading dock equipment Restroom accessories Blackout shades Interior signage Rough carpentry	1,850 sf 3 ea allowance allowance allowance	15,000.00	0 45,000 120,000 130,000 40,000	
307. 308.		allowance		0 excluded	

D MECHANICAL & ELECTRICAL SERVICES

D1 Mechanical

319.	D1.1 Plumbing & Drainage	
321.	D1.11 - Plumbing Fixtures	268,600
323.	Water conserving, commercial quality plumbing fixtures and fittings are provided including:	158 ea 1,700 268,600
324.	- Water closets with electronic no touch flush valves in public areas	
325.	- Urinals with electronic no touch flush valves in public areas	
326.	- Lavatories with electronic no touch faucets in public areas	
328. 329.	 Lavatories with manual faucets in back of house areas Janitor mop basins in custodial closets Hand wash-up sinks Showers in change rooms ADA compliant 	
331.	- Counter sinks - Laundry sink	
	- Drinking fountains - dual level, refrigerated - Eye wash station	
336.	Rough-ins for above fixtures	



FDA Program v4.4 Estimate

Detailed Estimate 26 August 2020 **Quantity Unt** Remarks Description Rate **Amount** 304.800 D1.12 - Domestic Water 341. Domestic cold water is extended from the incoming water service to the building with central water meter / backflow preventer to fixtures and fittings throughout, mechanical HVAC systems and general interior and exterior hose bibb coverage. All domestic hot, recirculation and cold water piping is thermally insulated. Domestic hot water is extended from central natural gas hot water heater to serve plumbing fixtures 304,800 and fittings throughout. 87,080 sf 3.50 D1.13 - Sanitary Waste & Vent 243.800 ^{346.} A complete system of sanitary waste and vent collection is provided to serve plumbing fixtures, floor drains and equipment throughout. Service is connected to outlet to site sanitary sewer. Drainage unable to flow by gravity is pumped via a duplex sewage ejector. Grease 87.080 sf 2.80 243,800 interceptor is provided for catering kitchen / bar. ^{349.} **D1.14 - Storm** 174,200 351. A complete system of roof/storm water drainage is provided to collect rainwater from roofs. Service connects to outlets to site storm sewer. Special provision for noise sensitive roof theater area drainage 87,080 sf 2.00 is also included. 174,200 353. Foundation weeping tiles are connected to the building storm drainage via a duplex pumping assembly. 355. Provisions for rain water harvesting have not been included for (grey water irrigation) use. 28,700 D1.15 - Natural Gas ^{360.} A complete system of natural gas is provided to serve hot water boilers and domestic hot water heaters. Piping is extended from PRV / meters (provided by local gas utility) to equipment throughout. 87,080 sf 0.33 28,700



	Description	Quantity Unt	Rate	Amount	Remarks
370.	D1.16 - Specialty Systems			0	
372.	No work required				
481.	D1.17 - Miscellaneous Works and General Accounts			204,600	
483.	Supervision, site office, head office overheads, submittals, clean up, small tools, rentals and the like, rigging and preparation of 3D co-ordination drawings	1 ea	204,600	204,600	
488.	Total for Section D1.1 Plumbing & Drainage			\$1,224,700	

493. D1.21 - Standpipe 495. Fire hose coverage is provided throughout including at each exit passageway and at each side of Stage 498. D1.22 - Sprinklers 500. The building is fully fire sprinkler protected with quick response wet and/or dry system to local codes and regulations, for light ordinary hazard coverage. Generally areas are protected with wet systems coverage and areas subject to physical damage are protected with dry or pre-action systems coverage. 502. The incoming water service is considered adequate in both size and pressure / flow rate without supplemental boost. 505. D1.23 - Specialty Systems 507. Gaseous fire protection system are assumed not NIL	491.	D1.2 Fire Protection				
each exit passageway and at each side of Stage 87,080 sf 1.00 87,100 498. D1.22 - Sprinklers The building is fully fire sprinkler protected with quick response wet and/or dry system to local codes and regulations, for light ordinary hazard coverage. Generally areas are protected with wet systems coverage and areas subject to physical damage are protected with dry or pre-action systems coverage. 87,080 sf 1.00 87,100 87,100 87,000	493.	<u>D1.21 - Standpipe</u>				87,100
The building is fully fire sprinkler protected with quick response wet and/or dry system to local codes and regulations, for light ordinary hazard coverage. Generally areas are protected with wet systems coverage and areas subject to physical damage are protected with dry or pre-action systems coverage. 87,080 sf 4.33 376,700 The incoming water service is considered adequate in both size and pressure / flow rate without supplemental boost.	495.		87,080	sf	1.00	87,100
response wet and/or dry system to local codes and regulations, for light ordinary hazard coverage. Generally areas are protected with wet systems coverage and areas subject to physical damage are protected with dry or pre-action systems coverage. 87,080 sf 4.33 376,700 The incoming water service is considered adequate in both size and pressure / flow rate without supplemental boost.	498.	D1.22 - Sprinklers				376,700
both size and pressure / flow rate without supplemental boost. 505. D1.23 - Specialty Systems	500.	response wet and/or dry system to local codes and regulations, for light ordinary hazard coverage. Generally areas are protected with wet systems coverage and areas subject to physical damage are	87,080	sf	4.33	376,700
D1.23 - Specialty Systems	502.	both size and pressure / flow rate without supplemental				
507. Gaseous fire protection system are assumed not NIL	505.	D1.23 - Specialty Systems				0
	507.	Gaseous fire protection system are assumed not				NIL



Detailed Estimate

FDA Program v4.4 Estimate 26 August 2020

	Description	Quantity	Unt	Rate	Amount	Remarks
510.	D1.24 - Fire Extinguisher				5,000	
512.	Individual fire extinguishers are provided to meet local codes and NFPA regulations. Extinguishers are surface mounted in secondary areas and in cabinets in common (public) areas.	20	ea	250.00	5,000	
515.	D1.25 - Miscellaneous Works and General Accounts				0	
517.	Supervision, site office, head office overheads, submittals, clean up, small tools, rentals and the like, rigging and preparation of 3D co-ordination drawings			ı	ncluded above	
520.	Total for Section D1.2 Fire Protection				\$468,800	

522.	D1.3 Heating, Vent, Air Cond				
524.	D1.31 - Liquid Heat Transfer (Heating)			783,600	
526.	Central high efficiency condensing style hot water boilers (with acid neutralization and primary heating water pumps), 2,900 MBH total capacity are utilized to provide hot water to serve the building reheat loads. Air and expansion control and chemical pot feeder are	2,900 <i>/</i> /BI	н 60.00	174,000	
528.	Hot water heating piping is extended to air handling units, VAV reheat coils, perimeter radiation and unitary heaters throughout utilizing fully redundant secondary circulation pumps c/w VFD's.	87,080 s	sf 7.00	609,600	
531.	<u>D1.32 - Liquid Heat Transfer (Cooling)</u>			812,300	
533.	Central, high efficiency water cooled chiller at 290 tons total capacity (c/w matching capacity cooling tower) provide chilled water to serve the building HVAC loads. Chilled water loop is provided with primary circulation pumps c/w VFD's. Air and expansion control and chemical pot feeder are provided.	17 פפ2	N 1,600.00	464,000	
535.	Chilled water piping is extended to air handling units and space cooling units throughout utilizing fully redundant secondary circulation pumps c/w VFD's.	87,080 s	of 4.00	348,300	



FDA Program v4.4 Estimate

Detailed Estimate 26 August 2020 Remarks Description **Quantity Unt** Rate **Amount** 15,000 D1.33 - Steam and Condensate ^{540.} Special purpose rooms such as piano and instrument storage are provided with independent humidifiers. 1 ea 15,000.00 15,000 543. D1.34 - Air Distribution 2,251,600 Equipment ^{547.} Semi-custom quality indoor mounted air handling units generally comprising of: 4" thick Double Wall insulated casing, solid stainless steel base (drain pan), chilled water cooling coil section, hot water reheat coil, energy recovery wheel (where required), mixing box section, MERV8/13 filter sections, supply and return/exhaust fan arrays through variable frequency drives and c/w vibration isolation, access sections with marine lights, factory installed building automation BACnet, and discharge plenum equal to Daikin / Trane 104,000 FM 10.00 1,040,000



Detailed Estimate 26 August 2020

	Description	Quantity	Unt	Rate	Amount	Remarks
549.	Ventilation and cooling air is delivered to all occupied areas of the building via semi-custom outdoor mounted air handling units, Fanwall (fan array) type (for noise critical areas) with VFD's, and supplemented with localized spot cooling units to suit special purpose needs. Semi-custom constant variable volume AHU's with noise-critical acoustic underfloor air distribution system serves the Stagehouse and Auditorium to an NC20 noise criterion and via acoustic overhead air distribution system to Multi-use room to an NC25 noise criterion. Similarly air distribution to lobby and support spaces is provided via conventional overhead air distribution via linear bar and/or sidewall diffusers near various gathering areas and along exterior curtain walls, with variable volume terminal boxes with hot water reheat coils to suit the specific zone space temperature / humidity environmental needs. Generally air is supplied to the spaces via a network of sheetmetal ducts to and from the respective air handling units supply air diffusers within the space. Duct is lined with internal 1" - 2" thick duct liner depending on location and area served. Ceiling voids (where available) are utilized to convey return air to main riser shaft locations. Generally, air is recirculated to conserve energy, with adequate outside air introduced to ensure proper outdoor air volumes are maintained as well as making up sufficient air to exhaust system such as washrooms and catering kitchen.	87,080	sf	13.91	1,211,600	
552. 555.	Fire/smoke dampers are provided at all shafts and 2-hour rated walls D1.35 - Exhaust Systems			[60,900	
557.	Central washroom / locker exhaust system with roof mounted exhaust fan, exhaust sheetmetal ductwork and grilles. Exhaust air is exhausted via a heat reclaim device. Kitchenette's are ducted to general exhaust. Catering kitchen is included with non-NFPA rated	87,080	sf	0.50	43,500	
559.	Mechanical and electrical rooms are provided with inline exhaust fan, intake and exhaust louvers, exhaust sheetmetal ductworks and grilles.	87,080	sf	0.20	17,400	

	allea Estimate				26 August 2020
	Description	Quantity Unt	Rate	Amount	Remarks
562.	<u>D1.36 - Specialty Systems</u>			0	
564.	No work required			0	
567.	<u>D1.37 - Support Systems and Works</u>				
569.	D1.37.1 - Noise and Vibration Isolation			62,400	
571.	Vibration isolators and ductwork silencers are provided to ensure quiet operation and to ensure noise levels from operation do not exceed NC20 in the performance areas, NC25 in multi-use room, NC25 in control rooms, and PNC25 - 40 in other occupied spaces.	208,000 cfm	0.30	62,400	
	and 1 NO23 40 in other occupied spaces.	200,000 01111	0.50	02,400	
574.	D1.37.2 - Mechanical Wiring and Starters			0	
576.	VFD's and motor starters included with equipment costs above. Installation, MCC's and Line and Load side wiring by Electrical Contractor			0	
579.	D1.37.3 - Balancing and Commissioning			174,200	
581.	The HVAC systems are balanced to design flow rates and equipment placed into prime operating condition via enhanced commissioning practices.	87,080 sf	2.00	174,200	
584.	D1.37.5 - General Smoke Evacuation			0	
586.	Smoke exhaust is not required			0	
589.	D1.37.8 - Acoustic Treatments			130,600	
591.	Provision for duct lagging, vinyl wrap, sound traps and the like for low NC spaces	87,080 sf	1.50	130,600	
594.	D1.37.9 - 24/7 Cooling Systems			75,000	
596.	Provision for auxiliary 24/7 dx cooled VRF fan coil cooling systems for data rooms / instrument rooms / control rooms and the like.	15 tn	5,000.00	75,000	



	Description	Quantity	Unt	Rate	Amount	Remarks
598	D1.37.10 - Generator Support				0	
600	•				0	
666	D1 30 Missellaneous Works and Conoral Associate			•	873,100	
668	D1.38 - Miscellulieous Works and General Accounts				873,100	
	submittals, clean up, small tools, rentals and the like, rigging and preparation of 3D co-ordination drawings	1	ea	873,100	873,100	
672					45 222 722	
672	Total for Section D1.3 Heating, Vent, Air Cond				\$5,238,700	

675.	D1.4 Controls	
677.	<u>D1.41 - Controls and Automation</u>	554,000
679.	A Building Automation System (BAS) is provided consisting of direct digital controls. The BAS will control and monitor all HVAC systems and equipment, and various plumbing, fire protection and electrical systems where required. System allows operators to start and stop equipment and will automatically control zone temperatures, air and water flow rates. System and system graphics will allow full monitoring, trending and reporting of set points, equipment control and alarm functions. Damper and valve actuators are electric/electronic type with direct digital control (DDC). Ventilation rates are controlled by carbon dioxide sensors (demand ventilation) throughout the facility.	87,080 sf 6.36 554,000
682.	D1.42 - Miscellaneous Works and General Accounts	0
684.	Supervision, site office, head office overheads, submittals, clean up, small tools, rentals and the like, rigging and preparation of 3D co-ordination drawings	Included in above rates
687.	Total for Section D1.4 Controls	\$554,000



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Description	Quantity Unt	Rate	Amount	Remarks

D2 Electrical

Detailed Estimate

692.	D2.1 Sarvicas & Distribution	
	D2.1 Services & Distribution	
694.	<u>D2.11 - L.V. Switchboard</u>	150,000
696.	The incoming 3000A secondary feeder is terminated in a 3000A 347/600V main switchboard with main ACB and molded case distribution breakers feeding the main distribution and mechanical panels. DMS monitors the HVAC, lighting and receptacle loads as per ASHREA 90.1 2013	1 ea 150,000.00 150,000
699.	D2.12 - Emergency Power	150,000
701.	200KW diesel generator in a sound attenuated enclosure with a subbase fuel tank, critical grade	1 ea 80,000.00 80,000
703.	Emergency power distribution system with 200A life safety ATS, critical power transfer switching to accommodate 2- 100A 347/600V critical power ATS and 347/600V distribution panels, 120/208V lighting and power panels with associated K13 transformer isolated from all production areas.	1 ea 70,000.00 70,000
706.	D2.13 - Distribution	239,500
708.	Normal power distribution system with 347/600V distribution and lighting panels, 600V mechanical distribution system, 120/208V distribution panels feeding production equipment, 120/208V lighting and power panels. 600V to 120/208V transformers are located away form the performance areas to eliminate noise transmission.	87,080 sf 3 239,500
711.	D2.14 - Feeders	277,800
713.	All life safety feeders have a 2 hour fire rating, critical power feeders are copper conductor with required ground and shall be installed in EMT conduit. Flexible conduit and cabling are utilized for final connections to vibrating equipment. No feeders are running through production areas.	87,080 sf 3.19 277,800



Detailed Estimate 26 August 2020

	Description	Quantity Unt	Rate	Amount	Remarks
716.	<u>D2.15 - Motor Controls & Wiring</u>			72,300	
718.	The electrical division installs loose starters provided by the mechanical division and load and line side wiring for mechanical equipment. Final terminations to any vibrating equipment is performed using flexible conduit	87,080 sf	0.83	72,300	
721.	<u>D2.16 - Miscellaneous</u>			110,500	
723.	A building grounding system to meet code requirements, and technical grounding system to meet the requirements of the production equipment is	87,080 sf	0.35	30,500	
725.	The building is provided with a building lightning protection system	1 sum	80,000.00	80,000	
728.	D2.17 - General Requirements			140,000	
730.	Supervision, site office, head office overheads, submittals, premium of loss of productivity time, small tools, rentals and the like.	1 sum	140,000.00	140,000	
734.	Total for Section D2.1 Services & Distribution			\$1,140,100	

737.	D2.2 Lighting, Devices & Controls					
739.	D2.21 - Lighting				1,586,600	
741.	<u>General</u>					
743.	Lighting in the public areas provide decorative ambient lighting achieved by the use of decorative recessed, wall mounted fixtures with energy efficient LED; lighting in the private room areas shall be provided by recessed direct / indirect fixtures. Lighting in storage, back of house and service areas shall be provided using standard suspended industrial LED fixtures.	87,080	sf	18.22	1,586,600	
745.	Exit lights and emergency lighting control is provided to meet code requirements. Emergency battery units are provided in mechanical and electrical rooms.					



FDA Program v4.4 Estimate

Detailed Estimate 26 August 2020 Remarks **Quantity Unt** Rate **Amount** Description D2.22 - Branch Devices & Wiring 304,800 750. General maintenance receptacles are provided throughout the facility. Receptacles for office, dressing rooms... are provided to accommodate the specific usage of each area. 20A dimming and control circuits are provided in the concert hall and 216 - 20A dimming and control circuits in the recital hall areas are provided to accommodate the production requirements. 50% of plug loads will be switched as per ASHREA 90.1 2013 87,080 sf 304,800 3.50 requirements 752. A central programmable lighting control and dimming system for lighting control in the public areas are provided. Service and non public areas have lighting controlled by central LV switching and occupancy sensors and daylight harvesting. ^{754.} **D2.23 - Heating** 0 Electric heating will be achieved by units supplied by the Mechanical. The electrical division will install, wire and terminate these unit (included above) 264,800 **D2.24 - General Requirements**

766.	D2.3 Systems & Ancillaries					
768.	<u>D2.31 - Fire Alarm System</u>				230,700	
770.	A two stage addressable fire alarm EVAC system is provided in the facility to suit local code requirements. The system includes central panel, annunciator, speakers/horns/strobes, heat/smoke detectors, pull stations throughout.	87,080	sf	2.25	195,900	
772.	Fire responders distributed antenna system	87,080	sf	0.40	34,800	

1 sum 264,800.00

264,800

\$2,156,200

^{760.} Supervision, site office, head office overheads,

tools, rentals and the like.

submittals, premium of loss of productivity time, small

Total for Section D2.2 Lighting, Devices & Controls



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Detailed Estimate 26 August 2020

	Description	Quantity Unt	Rate	Amount	Remarks
775. 777.	D2.32 - Security System A security access and CCTV system is provided to suit the end user needs. It is assumed that this system monitors exterior doors, provide access through security doors only and provide cameras to monitor the building perimeter only.	87,080 sf	1.70	148,000 148,000	
779.	<u>D2.33 - Communications</u>			187,200	
781.	General				
783. 785.	The electrical division provides an infrastructure raceway system, CAT 6 structured cabling with horizontal and backbone cabling throughout the facility to meet the clients requirements. Telephony and active hardware will be provided by others. Clock A clock system is not be required. Time is displayed by	87,080 sf	2.15	187,200	
	the information screens and/or PC devices.				
790.	<u>D2.34 - P.A. System</u>			361,400	
792.	The electrical division provides a complete empty raceway infrastructure to accommodate a general paging system for non production paging throughout the facility. Paging equipment will be provided by others.	87,080 sf	0.40	34,800	
794.	Audio/Visual - Performance				
796.	The electrical division provides a complete empty raceway infrastructure to accommodate the program audio/visual, assisted listening, integrated controls and portable equipment. A complete cable pass through system provides routing for broadcast and recording cabling. The production equipment costs are included in Architectural estimate	87,080 sf	3.75	326,600	

Detailed Estimate 26 August 2020

	Description	Quantity Unt	Rate	Amount	Remarks
799.	<u>D2.35 - Miscellaneous</u>			0	
801.	Miscellaneous systems such as Night Delivery system, clocks, etc. are not required in the facility.		N/A		
804.	D2.36 - General Requirements			139,100	
806.	Supervision, site office, head office overheads, submittals, premium of loss of productivity time, small tools, rentals and the like.	1 sum	139,100.00	139,100	
810.	Total for Section D2.3 Systems & Ancillaries			\$1,066,400	

E EQUIPMENT

E1 Equipment

817.	E1.1 Performance Equipment & Seating				per FDA
	Main Theater				using exchange rate of
	Base Contract			4,255,100	US\$ 1.00 - CAN\$ 1.40
821.	Theatrical Lighting Controls (Section 260961)		•	406,000	
	Stage Dimming and Circuit Distribution	216 circuits	140,000		
	Concert Dimming and Circuit Distribution	5 circuits	0		
	House, Work and Run Lighting Controls		126,000		
	Control Network and Equipment		91,000		
	Emergency Lighting Transfer System		14,000		
827.	Factory Services & Commissioning		35,000		
828.	Company Switches, Panelboards & Disconnects			elsewhere	
	House, Work and Run Lighting Fixtures			elsewhere	
	Feeders			elsewhere	
831.	Conduit & Wire			elsewhere	
832.	Installation & Terminations			elsewhere	
	Concert Lighting Fixtures (Section 265561)			140,000	
	Concert Lighting Fixtures & accessories (LED)		140,000		
	Installation (Hang & Focus)		0		
	Stage Rigging (Section 116110)			1,073,100	
	Fire curtain & motorized rigging		175,000		
	House curtain		42,000		
	Manual house curtain riggging		9,100		



Detailed Estimate 26 August 2020

vet	alled Estimate				26 August 202
	Description	Quantity Unt	Rate	Amount	Remarks
	Manual counterweight sets, 6 inches on center. 75	ſ			I
	total.		805,000		
	Rope rigging for lighting cables		21,000		
			21,000		
	Rope spotlne rigging		21,000		
	Orchestra Shell and Related			644,000	
	Shell. Wenger Diva with painted finish		525,000		
	Motorized reflector rigging		105,000		
	Electrical allowance for reflector rigging		14,000		
	Variable Acoustics			490,000	
	Allowance		490,000	,	
	Stage Draperies			112,000	
	Black velour masking, traveler, cyc scrims		112,000	112,000	
	black velour masking, traveler, eye serims		112,000		
	Orchestra Lift			420,000	
	Less finished floor, railings		350,000		
	Electrical allowance		70,000		
	Seat Wagon			105,000	
	Less finished floor, seats		105,000		
	Seats	1		865,000	
	Allowance	950 ea	865,000	·	
57.	Owner Purchase			By Owner	\$851.200
	Theatrical Lighting Fixtures				\$718,200
	Conventional Fixtures (Including Lamps & accessories)				7710,200
0.	Automated Fixtures	24 units	268,800		
1.	LED Wash Fixtures	60 units	100,800		
2.	LED Spot Fixtures	80 units	224,000		
3.	Followspots	2 units	61,600		
4.	Cable Assemblies	lot	21,000		
5.	Multi-cable assemblies	lot	42,000		
6.	Installation	100	by owner		
7.	Control Console & Accessories		by owner		\$133,000
8.	Control Console & Accessories		133,000		7133,000
	Main Thomas				iaa aaah aa aa
	Main Theater		İ	107,800	using exchange rate o
2.	Base Contract The administration Controls (Continue 200001)				US\$ 1.00 - CAN\$ 1.40
٠.	Theatrical Lighting Controls (Section 260961)		20.000	107,800	
	Stage Power and Circuit Distribution	1 circuit	28,000		
	House, Work and Run Lighting Controls		56,000		
	Control Network and Equipment		14,000		
	Emergency Lighting Transfer System		2,800		
87.	Factory Services & Commissioning		7,000		1

Detailed Estimate 26 August 2020

Description	Quantity Unt	Rate	Amount	Remarks
Company Cuitabas Danalla conda 9 Disconnects	Ī		alsawhara	I
Installation & Terminations			elsewhere	
Owner Purchase		ĺ	By Owner	\$219.100
				\$140,000
		0		¥ 1.0,000
, , ,	60 units	126,000		
Cable Assemblies		14,000		
Installation		·	by owner	
Control Console & Accessories		14,000		\$14,000
Stage Rigging (Section 116110)				\$65,100
Pipe grid, 40x50		56,000		
Tracked mirror curtain (40')		9,100		
Total for Section E1.1 Performance Equipment &			\$4,362,900	
E1.2 AV Equipment				
AV Equipment	allowance		3,000,000	
Total for Section E1.2 AV Equipment			\$3,000,000	
	Company Switches, Panelboards & Disconnects House, Work and Run Lighting Fixtures Feeders Conduit & Wire Installation & Terminations Owner Purchase Theatrical Lighting Fixtures Conventional Fixtures (Including Lamps & accessories) Color Changers / LED Fixtures Cable Assemblies Installation Control Console & Accessories Stage Rigging (Section 116110) Pipe grid, 40x50 Tracked mirror curtain (40') Total for Section E1.1 Performance Equipment & E1.2 AV Equipment	Company Switches, Panelboards & Disconnects House, Work and Run Lighting Fixtures Feeders Conduit & Wire Installation & Terminations Owner Purchase Theatrical Lighting Fixtures Conventional Fixtures (Including Lamps & accessories) Color Changers / LED Fixtures Cable Assemblies Installation Control Console & Accessories Stage Rigging (Section 116110) Pipe grid, 40x50 Tracked mirror curtain (40') Total for Section E1.1 Performance Equipment & E1.2 AV Equipment AV Equipment allowance	Company Switches, Panelboards & Disconnects House, Work and Run Lighting Fixtures Feeders Conduit & Wire Installation & Terminations Owner Purchase Theatrical Lighting Fixtures Conventional Fixtures (Including Lamps & accessories) Color Changers / LED Fixtures Cable Assemblies Installation Control Console & Accessories \$14,000\$ Stage Rigging (Section 116110) Pipe grid, 40x50 Tracked mirror curtain (40') 56,000 Tracked mirror curtain (40') Total for Section E1.1 Performance Equipment & E1.2 AV Equipment AV Equipment allowance	Company Switches, Panelboards & Disconnects House, Work and Run Lighting Fixtures Feeders Conduit & Wire Installation & Terminations Cowner Purchase Theatrical Lighting Fixtures Conventional Fixtures (Including Lamps & accessories) Color Changers / LED Fixtures Cable Assemblies Installation Control Console & Accessories Stage Rigging (Section 116110) Pipe grid, 40x50 Tracked mirror curtain (40') Total for Section E1.1 Performance Equipment & \$4,362,900 E1.2 AV Equipment AV Equipment allowance allowance elsewhere

E2 Miscellaneous Equipment

922. E2.1 Miscellaneous Equipment		
927. Total for Section E2.1 Miscellaneous Equipment	\$0	

Detailed Estimate 26 August 2020

Description Quantity Unt Rate Amount Remarks

F DEMOLITION & TEMPORARY CONSTRUCTION

Total for Section F1.2 Temporary Construction

F1 Demolition & Temporary Construction

934. F1.1 Demolition		
939. Total for Section F1.1 Demolition	\$0	
-	•	
942 54.3 7		
942. F1.2 Temporary Construction		

\$0

G GENERAL REQUIREMENTS

951.	G1.1 Equipment & Rentals			
953.	Cranage and hoisting	allowance	1,000,000	
955.	Scaffolding		200,000	
958.	Total for Section G1.1 Equipment & Rentals		\$1,200,000	

961.	G1.2 Project Overhead Items			
963.	Winter protection/temporary heating	allowance	100,000	
965.	Subcontractor bonding	sum	760,000	1-1/2% allowance
967.	Non-trade items:			included in GC's
968.	- cleaning		incl	
969.	- mock-ups		incl	
970.	- sediment control		incl	
971.	- construction fence		incl	
972.	- temporary roads		incl	
973.	- temporary protection of finishes		incl	
974.	- street cleaning			
977.	Total for Section G1.2 Project Overhead Items		\$860,000	

Detailed Estimate 26 August 2020

Description	Quantity Unt	Rate	Amount	Remarks

H SITEWORKS & UTILITIES

982.	H1.1 Siteworks		
984.	Siteworks	excluded	
989.	Total for Section H1.1 Siteworks	\$0	

992.	H1.2 Mechanical Utilities					
994.	H1.21 - Water				30,000	
	New incoming water service from adjacent street and lateral to building c/w isolation ground box valve	1	ea	30,000.00	30,000	
	Note: Municipal street fire hydrant coverage will be adequate to serve the building					
	H1.22 - Sanitary				40,000	
	New sanitary service from adjacent street and lateral to building c/w manhole at point of connection	1	ea	40,000.00	40,000	
1006.	H1.23 - Storm				50,000	
	New incoming storm service from adjacent street and lateral to building c/w manhole at point of connection	1	ea	50,000	50,000	
1010.	Surface water drainage to hardscape areas				0	excluded
1013.	H1.24 - Natural Gas				0	
1015.	Natural gas service to building by Local Gas Co.					
1018.	H1.25 - Specialty Systems				0	
1020.	Irrigation				excluded	



Detailed Estimate 26 August 2020

Description	Quantity Unt	Rate	Amount	Remarks
^{1023.} <u>H1.26 - Miscellaneous Works and General Accounts</u>			0	
^{1025.} Included in above rates				
^{1029.} Total for Section H1.2 Mechanical Utilities			\$120,000	

1033	114.2 Flootrical Hillian					
1033.	H1.3 Electrical Utilities					
1035.	<u>H1.31 - Site - Power</u>				182,500	
1037.	Allowance for HV switchgear, 2500KVA pad mounted transformer provided by Local Utility.	1	ea	100,000.00	100,000	
1039.	Primary 13.8KV ductbank and cabling from the existing manhole to the new pad mounted switchgear	100	lf	145.00	14,500	
1041.	HV manhole to facilitate pulling of new HV cabling	1	ea	9,000.00	9,000	
1043.	3000A 347/600V secondary ductbank and cabling from the new 2500KVA pad mounted transformer to the 1200A main switchboard	100	lf	590.00	59,000	
.046.	H1.32 - Site - Communications				9,800	
1048.	A concrete encased 3-4" ductbank will be provided for incoming communications cabling to the POP room.	180	lf	54.67	9,800	
1050.	Allowance for security outlets in parking area including outlets for parking entrance gate and CCTV cameras				0	excluded
1053.	H1.33 - Site - Lighting				0	
1055.	Allowance for site landscape lighting using LED source for illumination using bollards, inground uplights to highlight architectural features				0	excluded



Detailed Estimate

26 August 2020

Description	Quantity Unt	Rate	Amount	Remarks
^{1058.} <u>H1.34 - Site - General Requirements</u>			0	
^{1060.} Included in above rates				
^{1064.} Total for Section H1.3 Electrical Utilities			\$192,300	



Program Net to Gross Area Calculations

26 August 2020

	Program Space Name	Осс	Unit Sf	Qty	W	D	Н	Net Prog	Multi	Gross Sf	Notes
Sumi	mary Of Programmed Spaces										
	Lethbridge Hall for Music and Events										
100	Performance Spaces							18,916	1.15	21,710	
200	Backstage and Support Spaces							14,275	1.12	16,045	
300	Front-of-House and Public Spaces							18,135	1.13	20,575	
400	Administrative Offices							3,000	1.10	3,300	
	Total Of Programmed Spaces							54,326	1.13	61,630	
Othe	r Required Spaces										
	Back-Of-House Circulation	0.165				30%				14,350	
	Mechanical And Electrical	0.11				15%				9,250	
	Unusable/Inaccessible	0.021				3%				1,850	
	Total Of Other Required Spaces									25,450	
	W							- 4 aac	4.50	07.000	
Over	all Total							54,326	1.60	87,080	
1											
	Lethbridge Hall for Music and Events										
	Performance Spaces										
101	Auditorium	950	11.3								950 PLUS +/- 30 seats on pit lift
	Main level	665						7,315	1.15	8,410	
	Balcony	285						3,420	1.15	3,935	
101	Stage (50' Proscenium)				90	45	85	4,050	1.15	4,660	Exceeds Esplanade width by 20',
											depth by 5'. Grid at 75' roof at 85'
	Rear stage cross over				90	8		720	1.10	790	
103	Orchestra Pit	35	musicia	ans							
	Overhung area				50	4		200	1.10	220	
	Lift				50			425	1.10	470	
_	Trap room				20			480	1.10	530	
_	Orchestra shell storage alcove				30	10	25	300	1.15	345	
_	Seat wagon storage for pit-mounted seats				55	13		701	1.10	770	
_	Counterweight pit				6	45		270	1.15	310	
_	Dimmer Room							200	1.20	240	
	Amplifier Rack Room							125	1.20	150	
_	Lighting control booth							150	1.25	190	
	Sound Mix Location are rear of main level				12	8		100	1.10	110	
	House sound control booth							150	1.25	190	
	Projection booth							100		125	
_	Followspot booth							210	1.25	265	
115	Sound & light locks (as required)									in gross	
1	Total Performance Spaces							18,916	1.15	21,710	
200	Backstage and Support Spaces										
-	Performer Accommodations										
201	Dressing Rooms							4 0	4.22		
	(4) Star/One Person Dressing Room (t&s)	4		4	12	22		1,040	1.20	1,250	
200	(4) 12-person Chorus Dressing Room	48	ab'	4	20	28		2,240	1.10	2,465	
202	Backstage General UseRestrooms (M&F, 5 fxtrs + 2 s	siiwrs ea	acii)					850	1.30	1,105	
200	Performer Support/ Work Areas							4 200	1 10	4 220	Largo Encomble Holding October
203	Large Ensemble/ Utility Room				30	40		1,200	1.10	1,320	Large Ensemble Holding, Orchestra
											Cases and Coats, Overflow Dressing, Utility Production Space
204	Wardrobe maintenance room							450	1 10	400	ouncy Froduction space
	Wardrobe maintenance room							450	1.10	495	
	Wigs & make-up running room							250	1.10	275	angen for 2 have 2 2 to 1
206	Laundry							350	1.10	385	space for 3 house & 3 touring
207	Packetago catoring manter:							350	1 10	275	washer & dryers, folding
	Backstage catering pantry							250	1.10		cast & crew meals, star hospitality
	Backstage toilets (2 unisex)					40	1.0	120	1.10	130	
209	Multi-use/Rehearsal room				50	40	16	2,000	1.10	2,200	

venue.



Program Net to Gross Area Calculations

26 August 2020

	Program Space Name	Осс	Unit Sf	Qty	W	D	Н	Net Prog	Multi	Gross Sf	Notes
	Staff Accommodations										
_	House Production team office							150	1.10	165	
	Visiting company office							250	1.10	275	
	Crew offices			3	10	10		300	1.10	330	
213	Crew lounge, k'ette, m&f lockers/toilets, showers							700	1.10	770	3 fxtr & 1 shower each
	Receiving & Storage										
	Stage Door Lobby							150	1.10	165	also serves offices, other theater
215	Stage Door Security Desk / Sec'ty Equipment							150	1.10		also serves offices, other theater
216	Stage Loading Dock									exterior	
											tractors, simple box trucks, or vans
_	Stage Receiving				30	25	30	750	1.10	825	
	Tool Room, Repairs							200	1.10	220	
	Road Box Storage							400	1.10	440	
_	Paint / Pyro Lock-up							50	1.10	55	
	Lighting Storage, repair, gel, templates							300	1.10	330	
222	A/V Shop & Storage							200	1.10	220	
223	Piano Storage - 24 hr temp & humidity control							150	1.10	165	one concert grand piano
224	Run Crew Supplies (tape, gloves, flashlights, radios, et	c)						30	1.10	35	
225	General Storage (Risers, Softgoods in Hampers,							1,000	1.10	1,100	
Ц	Ladders, Air-Lifts, etc.)		L								
226	Dance Surface Storage							100	1.10	110	
227	Instrument Storage							100	1.10	110	
228	Stand and Chair Storage (for pit)							125	1.10	140	
	Freight Elevator (3 stops, 8' x 12' cab)							420	1.25	525	
	Total Backstage and Support Spaces							14,275	1.12	16,045	
								·		-	
300	Front-of-House and Public Spaces										
301	Box Office Sales Area										
	Sales window			3	8	8		192	1.10	210	3 stations
	Coffee area, unisex restroom							90	1.10	100	
H	Managers' Office							100	1.10	110	with vault
	Staff Work Area			2	8	8		128	1.10		2 stations
	Computer Room / Copy Room							150	1.10	165	
	Supplies, records storage							150	1.10	165	
302	Box Office Foyer Area							500	1.15	575	
-	Large Hall Public Circulation								1.10	373	
303	Lobby Areas	950	6					5,700	1.10	6,270	
								•		· ·	
204	Public Circulation	950	6					5,700	1.15	6,555	42.6
304	Large Hall Public Restrooms @1 fxtr/22 seats									4.00	43 fxtrs
	2 individual unisex h'cap assist restroom(s)							120	1.35	160	
	27 wc's for women							1,620	1.20	1,945	
	14 fxtrs; 8 urinals, 6 wc's for men							840	1.25	1,050	
305	Patron Services Desk									0	(binoculars, hearing systems,
											disabled assistance, info)
_	Coatroom for 25% of seats	240	coats	25%				360	1.10	395	
	F.O.H. Equipment Storage (rain runners, etc.)							300	1.10	330	
	Program Storage							100	1.10	110	
	House Manager Office							150	1.10	165	
_	Volunteer Ushers (60) locker room							300	1.10		small half-lockers
311	Public Elevators (2 - 5 x 7 cabs, 4 stops)							505	1.10	555	TBD based on design
Ц	Donor Accommodations & Special Events										
312	Patron's Lounge / Event Room									0	none
	Concessions& Sales										
313		5 locati	ions			25	lin ft	250	1.10	275	allocate proportionally
Ц	Fixed locations										3 locations
Ц	Flexible locations within lobby areas										2 locations
314	Bar & Concession Storage & Prep Rm(s)							200	1.10	220	refine with food svc consultant,
245	Concession Managers Office							00	1 1 2	00	distribute as needed
	Concession Managers Office							80	1.10	90	
_	Bartenders (20) locker room							100	1.10	110	
317	Sales Kiosk Staging / Storage							100	1.10	110	
	Food & Beverage, Catering										
_	Food Service Trash Holding							200	1.10	220	Refrigerated trash storage? Compacto
319	Food Service & Trash Dock							200	1.10	220	Caterer's dock bay, proximate to
H	Substitution Descriptions and C. C.										public space rather than stage
Ш	Exterior Requirements & Sitework										

venue.



Program Net to Gross Area Calculations

26 August 2020

	Program Space Name	Осс	Unit Sf	Qty	W	D	Н	Net Prog	Multi	Gross Sf	Notes
320	Exterior area to form lines									exterior	
321	Signage & poster cases									exterior	
322	Truck, Van, Band Touring Bus Parking @ Loading Doo	r, F&B 9	Service I	Dock,	Trash	n area				exterior	
323	Video/Audio remote truck parking (3 semi's)									exterior	
324	Dumpster pads/recycling bins									exterior	
	Total Front-of-House and Public Spaces							18,135	1.13	20,575	

Appendix E



Lethbridge Performing Arts Centre – Pro Forma

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Traditional Model





Lethbridge traditional performing arts centre				
Space Assumptions				
Auditorium				
Auditorium - Capacity	950			
Multi-purpose Room (Net Square Footage)	2,000			
Auditorium - (Net Square Footage)	53,796			
Auditorium - (Gross Square Footage)	94,143			
Economic Assumptions (in 2020 CAD\$)				
Taxes Rate (Personnel)	23.1%			
Fringe Benefits (Full-Time)	23.25%			
Fringe Benefits (Part-Time)	11.63%			
Average Ticket Service Fee and Surcharges	\$2.75			
Operating Contingency (% of Expenses)	5.0%			
Pro Forma Assumptions				
Fiscal Year Start	I-Jan			
Fiscal Year End	31-Dec			
Current Fiscal Year	2020			
Base Year	2027			

Figure 1: Key Assumptions - Traditional

Lethbridge traditional performing arts centre				
Schedule 3b: Revenue Summary	Base Year			
Earned Revenues				
Ticket Sales (Presented)	\$1,150,000			
Ticket Fees/Surcharges	\$291,000			
F&B Revenue (net share)	\$154,000			
Facility Rentals	\$629,000			
Rental Additions/Chargebacks	\$742,000			
Total Operating Revenues	\$2,966,000			

Lethbridge traditional performing arts centre Schedule 2: Summary Pro Forma Operating Overview Base Year Earned Revenues Ticket Sales \$1,150,000 Ticket Fees/Surcharges \$291,000 \$629,000 **Facility Rentals** Rental Additions / Chargebacks (gross) \$742,000 \$154,000 Concessions (net) \$2,966,000 Total Earned Revenues Contributed Revenues \$0 Contributions, Sponsorships, Grants Net Total Contributed Revenues \$2,966,000 **Total Revenue** Operating Expenses Season Programming \$1,392,000 \$893,000 Theatre Operations \$202,000 Administrative \$1,121,000 **Building Operations** \$1,962,000 Compensation (FTE personnel) **Expense Contingency** \$279,000 \$5,849,000 Total Operating Expenses Net Operating Result (\$2,883,000)

Figure 3: Summary Pro Forma - Traditional

Lethbridge traditional performing arts centre					
Schedule 3: Expense Summary	Base Year				
Season Programming					
Presented Season	\$1,392,000				
Subtotal Season Programming	\$1,392,000				
Theatre Operations					
Compensation	\$1,173,000				
Contract/Hourly Event Staff	\$399,000				
Box Office and Front of House Ops	\$440,000				
Equipment, Maintenance, Supplies	\$54,000				
Subtotal Theatre Operations	\$2,066,000				
Administrative					
Compensation	\$625,000				
Professional Fees, Staff Development/Travel	\$137,000				
Office Operations, Supplies, and Equipment	\$52,000				
Other	\$13,000				
Subtotal Administrative	\$827,000				
Building Operations					
Compensation	\$164,000				
Utilities (gas, electric, water, sewer)	\$330,000				
Insurance and Security	\$226,000				
Cleaning and Maintenance	\$471,000				
Annual Capital Improvements	\$94,000				
Subtotal Building Operations	\$1,285,000				
Total Operating Expenses	\$5,570,000				

Figure 4: Expense Summary - Traditional



Lethbridge traditional performing	arts centre
Schedule 4: Activity Profile	Base Year
Lethbridge traditional performing arts centre - Prese	40
Gross Capacity for Presentations	38,000
% Sold Assumption	70%
Presented Performance Attendance	26,600
Total Presentations	40
Commercial Performances (Rentals)	47
Gross Capacity for Commercial Peformance	44,650
% Sold Assumption	60%
Commercial Performance Attendance	26,790
Commercial Dance Rentals	35
Gross Capacity for Commercial Dance	33,250
% Sold Assumption	60%
Commercial Dance Attendance	19,950
Events - MP Room	24
Attendance/event	70
Attendance - MP Room	1,680
Events - Auditorium	6
Banquet Capacity	270
Attendance - Auditorium	1,620
Private Event Rentals	2
Total Commercial Rentals	84
NFP/LB Partner Performances	60
Gross Capacity for NFP Performances	57,000
% Sold Assumption	60%
NFP Performance Attendance	34,200
NFP/LB Partner Events (non-performance)	0
NFP/LB Partner Rehearsal	27
Total Not-For-Profit Rentals	87
Resident Performance	0
Resident Event (non-performance)	0
Resident Rehearsal	0
Resident Rentals	0
Community Events/Festivals/etc.	10
Total Events/Performances/Rentals/Rehearsals	211
Total Ticketed Presentations/Events	147
	170.000
Total Gross Capacity for Ticketed Events	172,900
%sold (average)	63%
Projected Annual Audiences	107,540
Average Audience per Ticketed event	732

Figure 5: Activity Profile - Traditional



Lethbridge traditional performing art	s centre					
			Base Year			
Schedule 6: Ticket Fee Rev	enues	& Surcharge (Freq %)	Event Days	Paid Attend	Ticket Fees	
Use Type	Event Type	\$2.75				
Market Rate	Performance	100%	47	26,790	\$73,673	
Commerical Dance Rental	Performance	100%	35	19,950	\$54,863	
Not-for-Profit Rate	Performance	100%	24	13,680	\$37,620	
Lethbridge Commercial Partner Rate	Performance	100%	36	20,520	\$56,430	
Presented Events	Performance	100%	40	24,700	\$67,925	
Subtotal Ticket Fees			71	40,470	\$290,510	

Figure 6: Presented Activity - Traditional



Lethbridge traditional performing arts	centre											
											Base Year	
Schedule 5: Presented Season	Base Year	Avg Ticket Price	Hall Capacity	Gross Capacity	Avg % Sold Base Year	Avg Paid Attend Per Event Base Year	Avg Paid Attend Base Year	Artist Fee (Avg/Perf)	Prod/Mktg (% of Fee)	Forecast Rev (Avg/Typol)	Forecast Exp (Avg/Typol)	Net Contrib (Avg/Typol)
Typology					Basis per	Typology				Av	erage per Typolo	ogy
Family Activities	8	\$15	950	7,600	70%	665	5,320	\$12,000	50%	\$79,800	\$144,000	(\$64,200)
Theatrical Performances	4	\$60	950	3,800	70%	665	2,660	\$28,000	50%	\$159,600	\$168,000	(\$8,400)
Music (Classical, Folk, Jazz)	16	\$55	950	15,200	60%	570	9,120	\$25,000	50%	\$501,600	\$600,000	(\$98,400)
Dance Concerts	4	\$45	950	3,800	60%	570	2,280	\$25,000	50%	\$102,600	\$150,000	(\$47,400)
Music (Popular, Hip-Hop, Rock)	4	\$60	950	3,800	70%	665	2,660	\$30,000	50%	\$159,600	\$180,000	(\$20,400)
Comedy/Literary/Speakers	4	\$55	950	3,800	70%	665	2,660	\$25,000	50%	\$146,300	\$150,000	(\$3,700)
Summary (totals or averages):	40	\$47		38,000			24,700	\$23,200		\$1,149,500	\$1,392,000	(\$242,500)

Figure 7: Ticket Fee Revenue - Traditional



Lethbridge traditional performing arts centre				
Schedule 7: Concession F+B Revenues ANNUAL ATTENDANCE				
	Presented Performance Attendance			
Concessions/Bar (Net) - Lethbridge traditional performing arts centre - Presentations	\$ per cap	Capture Rate	Commission/NET	\$44.00E
		70%	30%	\$46,085
		Commerci	al Performance Attendance	26,790
Concessions/Bar (Net) - Commercial Performances (Rentals)	\$ per cap	Capture Rate	Commission/NET	\$44.414
	\$8.25	70%	30%	\$46,414
				19,950
Concessions/Bar (Net) - Commercial Dance Rentals	\$ per cap	Capture Rate	Commission/NET	¢10.772
	\$4.50	40%	30%	\$10,773
	NFP Performance Attendance			
Concessions/Bar (Net) - NFP/LB Partner Performances	\$ per cap	Capture Rate	Commission/NET	\$50,274
	\$7.00	70%	30%	\$50,274
	Private Ev	ent Rentals &	NFP/LB Partner Performances Attendance	
Banqueting (Net) - ALL	\$ per plate	Capture Rate	Commission/NET	
		0%	0%	\$-
			TOTAL F+B REVENUE	\$153,545

Figure 8: Concessions - Traditional



Lethbridge traditional performing ar				Ba	se Year
Schedule 8a: Rental Rates and Revenues		Basis (Hrs)	Rates	Event	Rental Fees
Use Type	Event Type	, ,		Days	
Market Rate	Performance	10	\$6,000	47	\$282,000
Market Rate	Non-performance (Auditorium)	10	\$6,000	6	\$36,000
Market Rate	Non-performance (MP Room)	10	\$1,200	24	\$28,800
Commerical Dance Rental	Performance	10	\$3,000	35	\$105,000
Lethbridge Commercial Partner Rate	Performance	10	\$3,000	36	\$108,000
Lethbridge Commercial Partner Rate	Non-performance	10	\$3,000	0	\$0
Lethbridge Commercial Partner Rate	Load/Rehearsal	10	\$1,000	16	\$16,200
Not-for-Profit Rate	Performance	10	\$1,900	24	\$45,600
Not-for-Profit Rate	Non-performance	10	\$1,900	0	\$0
Not-for-Profit Rate	Load/Rehearsal	10	\$700	П	\$7,560
Subtotal Rental Fees					\$629,160

Figure 9: Rental Revenue - Traditional



Lethbridge traditional performing arts centre					
Schedule 9: Chargebacks			Base	e Year	
			Audi	torium	
GROSS REVENUES	Rates Charged (CAD)	Average Hours per Event	Average # of Staff per Event	# Event Days	Total
Box Office Set-up Fee	\$420	n/a	n/a	142	\$59,640
Equipment Rental Fee	\$280	n/a	n/a	187	\$52,360
Technical Director (pp/hr)	\$70	10	ı	181	\$126,700
Technicians (pp/hr)	\$55	10	2	181	\$198,159
Security (pp/hr)	\$48	10	2	174	\$165,172
Custodial (pp/hr)	\$40	10	2	174	\$140,396
Subtotal, Gross Revenues					\$742,427
		Average	Average #	# Event	
EXPENSES		Hours per	of Staff per	Days	Total
		Event	Event	Worked	
Technicians (pp/hr)	\$32	10	2	181	\$157,087
Security (pp/hr)	\$28	10	2	174	\$130,938
Custodial (pp/hr)	\$24	10	2	174	\$111,297
Subtotal, Expenses				1,038	\$399,322
NET REVENUES					\$343,105

Figure 10: Chargebacks - Traditional

Lethbridge traditional performing arts centre				
Schedule 10: Theatre Operations	Base Year			
Theatre Operations				
Contract/Hourly Event Staff (External)	\$399,300			
Software and Ticketing (annual fee)	\$56,000			
Box Office Operations	\$376,390			
Usher Program Expense	\$980			
Misc Front of House (decorations, etc)	\$6,720			
Equipment and Consumable Supplies	\$36,960			
Repair and Maintenance (tech equipment)	\$16,800			
Subtotal Theatre Operations	\$893,150			

Figure 11: Theatre Operations - Traditional

Lethbridge traditional performing arts centre					
Schedule 11: Administration	Base Year				
Administrative Expenses					
Professional Fees (CPA, Legal, Website, etc.)	\$70,000				
Professional Dues, Travel, Conferences	\$18,200				
Professional Development/Recruitment	\$48,300				
Telephone/Internet (headcount basis)	\$21,000				
Office Operations (Postage, Print/Copy, etc.)	\$9,800				
Office Equipment/Supplies (headcount basis)	\$21,000				
Other Admin Expenses	\$13,181				
Subtotal Administrative Expenses	\$201,481				

Figure 12: Theatre Administration – Traditional



Lethbridge traditional performing arts centre						
Schedule 12: Building Operations	Base Year					
Building Operations						
Utilities (Gas, Electric, Water, Sewer)	\$329,501					
Insurance	\$131,800					
Security	\$94,143					
Regular Cleaning & Maintenance	\$470,715					
Annual Capital Improvements	\$94,143					
Subtotal Building Operations	\$1,120,302					



Figure 14: Building Operations - Traditional

Lethbridge traditional performing a	irts centre						
Schedule 13: Staffing							
Title	Expense Category	Base Salary	Base Salary (CAD)	Status	% Taxes	% Benefits	Base Year
Executive Director	Administrative	\$95,000	\$133,000	FT	23%	23%	\$194,699
Development Director	Administrative	\$80,000	\$112,000	FT	23%	23%	\$163,957
Finance Director	Administrative	\$80,000	\$112,000	FT	23%	23%	\$163,957
Facilities Director	Building Operations	\$80,000	\$112,000	FT	23%	23%	\$163,957
Marketing Director	Theatre Operations	\$80,000	\$112,000	FT	23%	23%	\$163,957
Box Office Manager	Administrative	\$50,000	\$70,000	FT	23%	23%	\$102,473
Production Director	Theatre Operations	\$75,000	\$105,000	FT	23%	23%	\$153,710
Programming Director	Theatre Operations	\$70,000	\$98,000	FT	23%	23%	\$143,462
Programming Staff	Theatre Operations	\$35,000	\$49,000	PT	23%	12%	\$66,035
Programming Staff	Theatre Operations	\$35,000	\$49,000	PT	23%	12%	\$66,035
Technical Director	Theatre Operations	\$70,000	\$98,000	FT	23%	23%	\$143,462
Assistant Technical Director	Theatre Operations	\$65,000	\$91,000	FT	23%	23%	\$133,215
Assistant Technical Director	Theatre Operations	\$65,000	\$91,000	FT	23%	23%	\$133,215
Production Staff	Theatre Operations	\$60,000	\$84,000	FT	23%	23%	\$122,968
Production Hand	Theatre Operations	\$35,000	\$49,000	PT	23%	12%	\$47,168
Production Hand	Theatre Operations	\$35,000	\$49,000	PT	23%	12%	\$66,035
			\$0				
Subtotal Compensation							\$1,962,268



Non-Traditional Model

Lethbridge non-traditional performing arts ce	ntre
Schedule 1: Key Assumptions	
`	
Space Assumptions	
Auditorium	
Auditorium - Capacity (GA)	1,200
Auditorium - Capacity (Seated A - flat floor)	650
Auditorium - Capacity (Seated B - flat floor + telescopic)	612
Auditorium - Capacity (Seated C - Banquet)	270
Multi-purpose Room (Net Square Footage)	1,200
Auditorium - (Net Square Footage)	22,465
Auditorium - (Gross Square Footage)	34,821
Economic Assumptions (in 2020 CAD\$)	
Taxes Rate (Personnel)	23.1%
Fringe Benefits (Full-Time)	23.25%
Fringe Benefits (Part-Time)	11.63%
Average Ticket Service Fee and Surcharges	\$2.75
Operating Contingency (% of Expenses)	5.0%
Pro Forma Assumptions	
Fiscal Year Start	l -Jan
Fiscal Year End	31-Dec
Current Fiscal Year	2020
Base Year	2027

Figure 15: Key Assumptions - Non-traditional

Lethbridge non-traditional performing arts centre Schedule 2: Summary Pro Forma Operating Overview Base Year Earned Revenues \$1,748,000 Ticket Sales \$312,000 Ticket Fees/Surcharges Facility Rentals \$630,000 Rental Additions / Chargebacks (gross) \$600,000 \$178,000 Concessions (net) Total Earned Revenues \$3,468,000 Total Revenue \$3,468,000 Operating Expenses Season Programming \$1,091,000 Theatre Operations \$825,000 \$169,000 Administrative **Building Operations** \$415,000 Compensation (FTE personnel) \$1,341,000 Expense Contingency \$192,000 Total Operating Expenses \$4,033,000 (\$565,000) Net Operating Result

Figure 16: Summary Pro Forma - Non-traditional



Lethbridge non-traditional performing arts centre						
Schedule 3b: Revenue Summary	Base Year					
Earned Revenues						
Ticket Sales (Presented)	\$1,748,000					
Ticket Fees/Surcharges	\$312,000					
F&B Revenue (net share)	\$178,000					
Facility Rentals	\$630,000					
Rental Additions/Chargebacks	\$600,000					
Subtotal Earned Revenues	\$3,468,000					
Contributed Revenues						
Contributions, Sponsorships, Grants Net	\$0					
Total Contributed Revenues	\$0					
Total Operating Revenues	\$3,468,000					

Figure 17: Revenue Summary - Non-traditional



Lethbridge non-traditional performing	arts centre
Schedule 3: Expense Summary	Base Year
Season Programming	
Presented Season	\$1,091,000
Subtotal Season Programming	\$1,091,000
Theatre Operations	
Compensation	\$716,000
Contract/Hourly Event Staff	\$310,000
Box Office and Front of House Ops	\$461,000
Equipment, Maintenance, Supplies	\$54,000
Subtotal Theatre Operations	\$1,541,000
Administrative	
Compensation	\$461,000
Professional Fees, Staff Development/Travel	\$120,000
Office Operations, Supplies, and Equipment	\$38,000
Other	\$11,000
Subtotal Administrative	\$630,000
Building Operations	
Compensation	\$164,000
Utilities (gas, electric, water, sewer)	\$122,000
Insurance and Security	\$84,000
Cleaning and Maintenance	\$174,000
Annual Capital Improvements	\$35,000
Subtotal Building Operations	\$579,000
Total Operating Expenses	\$3,841,000

Figure 18: Expense Summary - Non-traditional



Lethbridge non-traditional performin	g arts centre			
Schedule 4: Activity Profile	Base Year			
Lethbridge non-traditional performing arts centre - P	40			
Gross Capacity for Presentations	39,200			
% Sold Assumption	70%			
Presented Performance Attendance	27,440			
Total Presentations	40			
Commercial Performances (Rentals)	47			
Gross Capacity for Commercial Peformance	56,400			
% Sold Assumption	70%			
Commercial Performance Attendance	39,480			
Commercial Dance Rentals	35			
Gross Capacity for Commercial Dance	22,750			
% Sold Assumption	85%			
Commercial Dance Attendance	19,338			
Events - MP Room	24			
Attendance/event	70			
Attendance - MP Room	1,680			
Events - Auditorium	6			
Banquet Capacity	270			
Attendance - Auditorium	1,620			
Private Event Rentals	30			
NFP/LB Partner Performances	60			
Gross Capacity for NFP Performances	39,000			
% Sold Assumption	70%			
NFP Performance Attendance	27,300			
NFP/LB Partner Events (non-performance)	0			
NFP/LB Partner Rehearsal	27			
Total Not-For-Profit Rentals	87			
Community Events/Festivals/etc.	10			
Total Events/Performances/Rentals/Rehearsals	239			
Total Ticketed Presentations/Events	147			
Total Gross Capacity for Ticketed Events	157,350			
%sold (average)	70%			
Projected Annual Audiences	113,558			

Figure 19: Activity Profile - Non-traditional



Lethbridge non-traditional performing arts centre												
Base Year												
Schedule 5: Presented Season	Base Year	Avg Ticket Price	Hall Capacity	Gross Capacity	1 ~	Avg Paid Attend Per Event Base Year	Avg Paid Attend Base Year	_	Prod/Mktg (% of Fee)	Rev	Forecast Exp (Avg/Typol)	Net Contrib (Avg/Typol)
Туроlоду					Basis per	Typology				Avei	rage per Typo	ology
Family Activities	6	\$20	650	3,900		455	2,730	\$12,000	25%	\$54,600	\$90,000	(\$35,400)
Theatrical Performances	2	\$50	650	1,300		455	910	\$15,000	38%	\$45,500	\$41,400	\$4,100
Music (Classical, Folk, Jazz)	4	\$60	650	2,600	70%	455	1,820	\$13,000	38%	\$109,200	\$71,760	\$37,440
Music (Popular, Hip-Hop, Rock)	24	\$70	1,200	28,800		840	20,160	\$20,000	38%	\$1,411,200	\$662,400	\$748,800
Comedy/Literary/Speakers	4	\$70	650	2,600		455	1,820	\$45,000	25%	\$127,400	\$225,000	(\$97,600)
Summary (totals or averages):	40	\$61		39,200			27,440	\$20,350		\$1,747,900	\$1,090,560	\$657,340

Figure 20: Presented Activity - Non-traditional

Lethbridge non-traditional performi	ng arts centre				
	Ticket Fee		Base Yea	ar 🖊	
Schedule 6: Ticket Fee Ro	& Surcharge (Freq %)	Event Days	Paid Attend	Ticket Fees	
Use Type	Event Type	\$2.75			
Market Rate	Performance	100%	47	39,480	\$108,570
Commerical Dance Rental	Performance	100%	35	19,338	\$53,178
Not-for-Profit Rate	Performance	100%	24	10,920	\$30,030
Lethbridge Commercial Partner Rate	Performance	100%	36	16,380	\$45,045
Presented Events	Performance	100%	40	27,440	\$75,460
Subtotal Ticket Fees			71	50,400	\$312,283

Figure 21: Ticket Fee Revenue - Non-traditional

Lethbridge non-traditional performing arts centre						
Schedule 7: Concession F+B Revenues			ANN	NUAL ATTENDANCE	Base Year	
		Presented Performance Attendance				
Concessions/Bar (Net) - Lethbridge non-traditional performing arts	centre - Presenta \$ per	сар	Capture Rate	Commission/NET	\$47,540	
	\$8.2	.5	70%	30%	\$ 4 7,540	
			Commerci	al Performance Attendance	39,480	
Concessions/Bar (Net) - Commercial Performances (Rentals)	\$ per	сар	Capture Rate	Commission/NET	\$68,399	
	\$8.2	5	70%	30%	\$66,377	
Concessions/Bar (Net) - Commercial Dance Rentals	\$ per	сар	Capture Rate	Commission/NET	\$10,442	
	\$4.5	0	40%	30%	φ10,ττ2	
		NFP Performance Attendance				
Concessions/Bar (Net) - NFP/LB Partner Performances	\$ per	сар	Capture Rate	Commission/NET	\$40,131	
	\$7.0	0	70%	30%	φτο,151	
	Priva	ate Eve	ent Rentals &	NFP/LB Partner Performances Attendance	3,300	
Banqueting (Net) - ALL		olate	Capture Rate	Commission/NET	¢11 EE0	
	\$35.0	00	100%	10%	\$11,550	
	· ·			TOTAL F+B REVENUE	\$178,062	

Figure 22: Concessions - Non-traditional



Lethbridge non-traditional performing arts centre							
	Base Year						
Schedule 8a: Rental Rat	Event	Rental Fees					
Use Type Event Type				Days			
Market Rate	Performance	8	\$6,000	47	\$282,000		
Market Rate	Non-performance (Auditorium)	8	\$6,000	6	\$36,000		
Market Rate	Non-performance (MP Room)	8	\$1,200	24	\$28,800		
Commerical Dance Rental	Performance	8	\$3,000	35	\$105,000		
Lethbridge Commercial Partner Rate	Performance	8	\$3,000	36	\$108,000		
Lethbridge Commercial Partner Rate	Non-performance	8	\$3,000	0	\$0		
Lethbridge Commercial Partner Rate	Load/Rehearsal	8	\$1,000	16	\$16,200		
Not-for-Profit Rate	Performance	8	\$1,950	24	\$46,800		
Not-for-Profit Rate	Non-performance	8	\$1,950	0	\$0		
Not-for-Profit Rate Load/Rehearsal		8	\$700	П	\$7,560		
Subtotal Rental Fees				199	\$630,360		

Figure 23: Rentals - Non-traditional

Lethbridge non-traditional performi	ng arts centre				
Schedule 9: Chargebacks				Base	e Year
				Audi	torium
GROSS REVENUES	Rates Charged (CAD)	Average Hours per Event	Average # of Staff per Event	# Event Days	Total
Box Office Set-up Fee	\$420	n/a	n/a	142	\$59,640
Equipment Rental Fee	\$280	n/a	n/a	174	\$48,580
Technical Director (pp/hr)	\$70	8	I	178	\$99,680
Technicians (pp/hr)	\$55	8	2	178	\$155,900
Security (pp/hr)	\$48	8	2	174	\$132,138
Custodial (pp/hr)	\$40	8	2	160	\$103,578
Subtotal, Gross Revenues					\$599,515
EXPENSES		Average Hours per Event	Average # of Staff per Event	# Event Days Worked	Total
Technicians (pp/hr)	\$32	8	2	178	\$123,587
Security (pp/hr)	\$28	8	2	174	\$104,750
Custodial (pp/hr)	\$24	8	2	160	\$82,110
Subtotal, Expenses				1,005	\$310,447
NET REVENUES					\$289,068

Figure 24: Chargebacks - Non-traditional

Lethbridge non-traditional performing arts centre				
chedule 10: Theatre Operations Base Yea				
Theatre Operations				
Contract/Hourly Event Staff (External)	\$310,400			
Software and Ticketing (annual fee)	\$56,000			
Box Office Operations	\$397,451			
Usher Program Expense	\$980			
Misc Front of House (decorations, etc)	\$6,720			
Equipment and Consumable Supplies	\$36,960			
Repair and Maintenance (tech equipment)	\$16,800			
Subtotal Theatre Operations	\$825,311			

Figure 25: Theatre Operations - Non-traditional

Lethbridge non-traditional performing arts centre			
Schedule 11: Administration	Base Year		
Administrative Expenses			
Professional Fees (CPA, Legal, Website, etc.)	\$70,000		
Professional Dues, Travel, Conferences	\$18,200		
Professional Development/Recruitment	\$32,200		
Telephone/Internet (headcount basis)	\$14,000		
Office Operations (Postage, Print/Copy, etc.)	\$9,800		
Office Equipment/Supplies (headcount basis)	\$14,000		
Other Admin Expenses	\$11,074		
Subtotal Administrative Expenses	\$169,274		

Figure 26: Administration - Non-traditional



Lethbridge non-traditional performing arts centre		Internal
Schedule 12: Building Operations	Base Year	Basis (CAD)
Building Operations		per sq. ft.
Utilities (Gas, Electric, Water, Sewer)	\$121,873	\$3.50
Insurance	\$48,749	\$1.40
Security	\$34,821	\$1.00
Regular Cleaning & Maintenance	\$174,104	\$5.00
Annual Capital Improvements	\$34,821	\$1.00
Subtotal Building Operations	\$414,367	\$11.90



Figure 27-Building Operations - Non-traditional

Lethbridge non-traditional perform	ning arts centre					
Schedule 13: Staffing						
Title	Expense Category	Base Salary (CAD)	Status	% Taxes	% Benefits	Base Year
Executive Director	Administrative	\$133,000	FT	23%	23%	\$194,699
Box Office Manager	Administrative	\$70,000	FT	23%	23%	\$102,473
Finance Director	Administrative	\$112,000	FT	23%	23%	\$163,957
Facilities Director	Building Operations	\$112,000	FT	23%	23%	\$163,957
Marketing Director	Theatre Operations	\$112,000	FT	23%	23%	\$163,957
Production Director	Theatre Operations	\$105,000	FT	23%	23%	\$153,710
Production Staff	Theatre Operations	\$84,000	FT	23%	23%	\$122,968
Programming Director	Theatre Operations	\$98,000	FT	23%	23%	\$143,462
Programming Staff	Theatre Operations	\$49,000	PT	23%	12%	\$66,035
Programming Staff	Theatre Operations	\$49,000	PT	23%	12%	\$66,035
Subtotal Compensation						\$1,341,251

Figure 28: Staffing - Non-traditional

Appendix F



Lethbridge Performing Arts Centre

Site Selection Criteria

Along with Fisher Dachs & Associates (FDA) and Venue Cost Consultants, AMS has developed the following site criteria for the city of Lethbridge as it considers future locations for a performing arts centre.

Generally speaking, the minimum site requirement for a performing arts facility is approximately 60% of its gross square footage. Therefore, the proposed non-traditional arts centre would require a site footprint of approximately 25,000 - 36,000 sq. ft. The proposed traditional performing arts centre would require a site with approximately 75,000 - 90,000 sq. ft.

In each operating model the site selection criteria are similar. Beyond the strict concerns of spatial requirements, the primary concerns include visibility, circulation, and adjacent functions. Direct traffic access to major thoroughfares and highways will benefit the pre-show and post-show demands on circulation paths. Additional consideration should be given to the separation and functionality of the performance support traffic; anticipate the maneuverability and staging of trailer and bus traffic around the site. Parking loads for concert performances are high; parking for no less than 3 occupants per car should be planned, with a preferred ratio of 2 occupants per car.

The criteria grid on the following page could be used to evaluate multiple site options when specific sites are identified. We recognize that the City of Lethbridge also has it's own criteria for evaluation of real estate, which could be combined with these suggested criteria.



Category	Criteria	Site 1	Site 2	Site 3	Site
Access	Highway and major road access				
	Potential for multiple ingress/egress				
``\``\	Location for local population				
` ` ` . /	Location for outside artists				
/	Access to local amenities				
. /	Public transit opportunities				
`					
Neighborhood	Proximity to residential				
/	Ambient Noise (traffic, trains, flight paths)				
	Visibility (potential for iconic view of facility)				
	Traffic impact on neighborhood				
	Complimentary amenities (parks, cultural				
	venues, etc.)				
	Proximity to restaurants, bars, shopping district				
Site Issues	Site Tenegraphy				
Site issues	Site Topography				
	Solar Orientation				
	Site Utilities (existing proximity)				
	Water retention requirements Existing woodlands and endangered /sensitive				
	species				
	Visual and acoustic buffers				
	Potential for multiple site entries				
	Ease of large vehicle loading and access				
Building Issues	Program fit on site				
	Ease of construction				
	Impact on building on site				
	Potential for constructing cost effective parking				
	Phasing possibilities				
Quality of Evporiones	Procession / sense of arrival				
Quality of Experience					
	Sense of place		 		
	Context		<u> </u>		
	Welcoming				

Appendix G

Stakeholder Input: 51 INTERVIEWEES

Who We Interviewed | Validation of Guiding Principles | Understanding of Community Issues & Aspirations

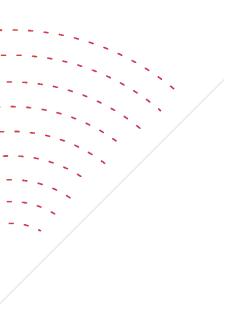
- Adam Mason, Director of Percussion, Global Drums, University of Lethbridge
- 2 Amanda Berg, Operations Supervisor, U of L Theatre
- 3 Andrew Malcolm, Urban Revitalization Manager, Heart of Our City
- 4 Blaine Hendsbee, Director, Opera Workshop
- 5 Breeanne Fuller, Director, U of L Conservatory of Music
- 6 Cheryl Gilmore, Superintendent, Lethbridge School District 51
- 7 Chris Smeaton, Superintendent, Holy Spirit School
- **8 Conrad Westerson, Facility Services**
- 9 Danielle Christensen, Teacher
- 10 Dawn Leite, Manager of Community Relations, Allied Arts Council
- 11 Dianne King, Representative Performing Arts centre Advocacy Group
- 12 Doug Emek, Board President, Lethbridge Symphony
- 13 Duane Piper, Teacher, Chinook HS
- 14 Glenn Klassen, Music Director, Lethbridge Symphony
- 15 Janet Youngdahl, Director, U of L Singers
- 16 Jason Eveleigh, Yates
- 17 Jason Freund, Rec and Culture
- 18 Jay Whitehead, Artistic Director, Club Didi/Theatre Outre, University of Lethbridge
- 19 Jeff Carlson, City Councillor
- Justin Many Fingers, Founder and Artistic Director, Making Treaty 7 Cultural Society
- 21 Kade Hogg, Teacher, Winston Churchill HS
- 22 Karen Iwaasa, Engagement
- 23 Karrie Nightingale, Facility Services
- Katie Jo Rabbit, Assistant Manager, Saamis Aboriginal Employment & Training Association
- 25 Kelly Reay, General Manager, New West Theatre
- 26 Ken Lowenberg, Yates

- 27 Kennedy Jensen, Executive Director, Arts Touring Alliance of Alberta
- 28 Kevin Farrell, Marketing & IT Coordinator, Lethbridge Chamber of Commerce
- 29 Kim Gallucci, ENMAX
- 30 Mary Ingraham, Dean, Faculty of Fine Arts
- 31 Melanie Gattiker, Executive Director, Lethbridge Symphony
- 32 Michael Kelly, Real Estate and Land Devel't Manager
- 33 Mike Spencer, Director, Geomatic Attic
- 34 Mike Tajiri, Rec and Culture
- Noorin Chatur-Muhammad, Communication & Policy Strategies, Lethbridge Chamber of Commerce
- 36 Peggy Mezei, Board Chair, Allied Arts Council
- 37 Perry Stein, Indigenous Advisor, City of Lethbridge
- 38 Rob Stanford, Yates
- 39 Robin Harper, Rec and Culture
- 40 Ron Sakamoto, President, Gold & Gold Productions
- 41 Rudy Friesen, CEO, Exhibition Park
- 42 Sarah Harmon, Teacher
- 43 Scott Carpenter, Programmer, Yates
- 44 Sharon Peat, Artistic Director, New West Theatre
- 45 Sheila Enevold, Rec and Culture
- 46 Steve Foord, Co-Owner, The Owl Acoustic Lounge
- 47 Suzanne Lint, Executive Director, Allied Arts Council
- 48 Tara Grindle, Corporate Communications
- 49 Ted Stilson, Executive Director, Downtown BRZ
- 50 Trevor Lewington, CEO, EDL
- 51 William Slenders, Executive Director, LDMO



National & Regional Arts Presenters & Promoters

Interviewees



- 1. <u>Jim Cressman –</u> Invictus
- 2. <u>Greg Curtis Tooth Blackner Presents</u>
- 3. <u>Mike Davis Crabby Productions</u>
- 4. Kim Gallucci General Manager, Enmax Centre
- 5. lan Low Live Nation
- 6. <u>Brent Oliver BOP Management</u>
- 7. Ron Sakamoto President, Gold and Gold Productions
- 8. <u>Dan Snow Snowed-In Productions</u>
- 9. <u>Mike Spencer Director, Geomatic Attic</u>

Appendix H

Lethbridge



Performing Arts Centre Business Plan

Kick-Off Meeting July 9, 2019





Founded on the belief that <u>arts and</u> culture impact people's daily lives and the communities in which they live...

Today's Agenda

- 1. Introductions
- 2. Review our proposed planning process
- 3. What we've learned background review
- 4. Overview of PAC operating framework
- 5. Discussion
- 6. Looking ahead



Team Members



Bill Blake, Director, AMS Planning & Research



Jonathan Spangler, Analyst, AMS Planning & Research



Melora Cybul, Senior Consultant, AMS Planning & Research



Kristian Otten, Consultant, AMS Planning & Research



Joshua Dachs, Principal, Fisher Dachs Associates



Sean Ryan, FRICS, Venue



About AMS

- Established in 1988
- International practice with offices in Connecticut and California
- Active across the entire spectrum of arts and culture
- Dedicated to rigorous research, objective analysis and sustainable recommendations
- Record of delivering plans that work



Performing Arts Experience

We have worked with performing arts organizations across the spectrum on facility developments, strategic planning, audience development, and financial performance. AMS team members have also worked extensively in the field.



Municipal Government Experience

AMS has worked closely with local governments since its founding in 1988 and throughout the United States and Canada.



Canadian Experience

We have supported Canadian Arts and Culture planning since day 1, including recent projects in Vancouver and Calgary, and currently in Vaughan.



The BIG Question

What is the Best Operating Model for a Performing Arts Centre in Lethbridge?



Community Goals

Is there consensus around a vision? Who authorizes it?



Content

Determines / confirms facility capacity, configuration, and features



Optimum Operating Model

Who owns? Operates? Supports? Drives content?



Market **Demand** (facility users) Supply Market Operating Model? of existing **Demand Building Program?** venues & Financial Forecasts? (audiences) programs Community attitudes, opinions, & aspirations

A Market-based Approach

Scope of Work - Phase 1

This feasibility study would build on existing community assets in Lethbridge, test key assumptions, and introduce new strategies to capitalize on existing resources, while positioning Lethbridge as an attractive place for learning and experiencing arts and culture in the region.







- Review background information
- Committee input
- Key Stakeholder Interviews

- Venue and Programming Supply
- Audience Demand Opportunity
- User Demand Survey
- Touring Company and Promoter Needs Assessment

- Presentation and Workshop
- Shared Vision and Definition of "Success?



7/16/2019

Scope of Work - Phase 2

Based on Phase 1, AMS would outline the type of facility, the space requirements for programs, administration, and rehearsal/classroom space, and the <u>optimum number of seats</u> to accommodate expected audiences. Facility recommendations will also be based on <u>available capital funding</u>.







Report out: What & Why

Report back to working group and Committee before moving forward with next phase – developing a business plan.

Comparative Case Studies & Scenarios

- Learn from exemplars
- Consider implications
- Confirm/determine direction

Site & Space

- Interface with FDA to define spaces, configuration, equipment, etc.
- Evaluate site(s) / location(s) factors

\$ Cost \$

 Develop an order-ofmagnitude capital cost estimate



7/16/2019

Management, Operating, & Financing Plans

Scope of Work - Phase 3

In the final phase, the consulting team will develop details of LPAC operations including programming, staffing, and financial forecasts.



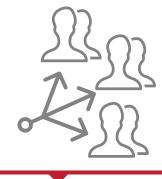
Developing the How

Operating Plan & Forecast for LPAC









Management Plan

Who are the players? What are their roles? How does it work?

Financial Forecast

Operating pro forma that models income, expenses, and support. Normalized year of operations.

Socializing Results

Presentation(s) & report



What we have learned...so far

Background Review

2010 & 2011 studies

Timeline

What has happened so far

- 2007 Allied Arts Council Re:Building Together initiative began
- 2010 Initial Performing Arts Centre study
- 2011 Performing Arts Theatre Study Review
- 2013 City Council committed \$10M
- 2017 City Council Approved Capital Improvement Program – Including Performing Arts Centre
- 2018 Performing Arts Steering Committee Formed
- 2019 Operating Models and Business Plan Study



Guiding Principles

- Active
- Connected
- Welcoming
- Sustainable



Guiding Principles

#1

Active

PAC will always be busy, **vibrant hub** for community. Supporting and fostering **diverse performing arts** and community based programs. Versatile and nimble, designed to grow, develop and **change with the times**.







Guiding Principles#2

Connected

Successful PAC will **enable collaboration** among artists, arts groups, community partners, and businesses. Supported by and **used by** as **many stakeholders** as possible, and **serve as anchor** for potential entertainment district development.







Guiding Principles #3

Welcoming
 PAC will provide space for all, to share in arts, create opportunities for members to share in programs.







Guiding Principles #4

Sustainable

All PAC decisions with regards to construction, operations, and programming will help **create viable facility** now and **for years to come**.









Sustainable

- Meet current needs
- Can deliver on mission year over year
- But under-resourced to adapt, change, and lead



- Access to resources
- Reinvesting
- Maximizing "Public Value"
- Viewed as a community anchor institution



- Functional
- "Day-to-Day"
- Unable to adapt



Key findings from initial plans

What we know so far...



Existing Supply

"Existing facilities are inadequate for today's performance types, in both venue design and availability" (2010 LPAC Study)



Consumers

98% from Lethbridge and surround 50km region



Users

Lethbridge Symphony, New West Theatre, Lethbridge Musical Theatre, Lethbridge Community Theatre, Presenting series



Recommendations

750 - 1,250-seat "Music Hall" 250-seat black-box theatre.

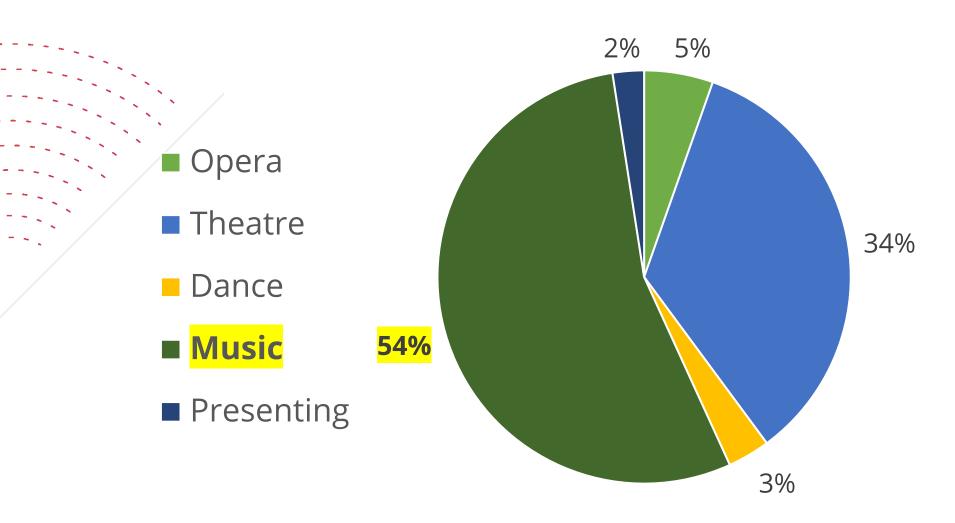
Available capital funding of \$77 million



2010 LPAC Study

Programming Mix

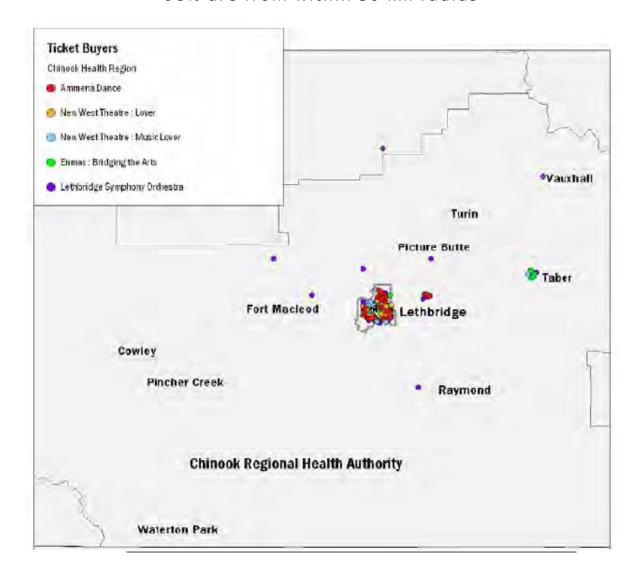
Music Recommended as Majority Content Provider





93% of audiences are from within Lethbridge city limits

98% are from within 50 km radius

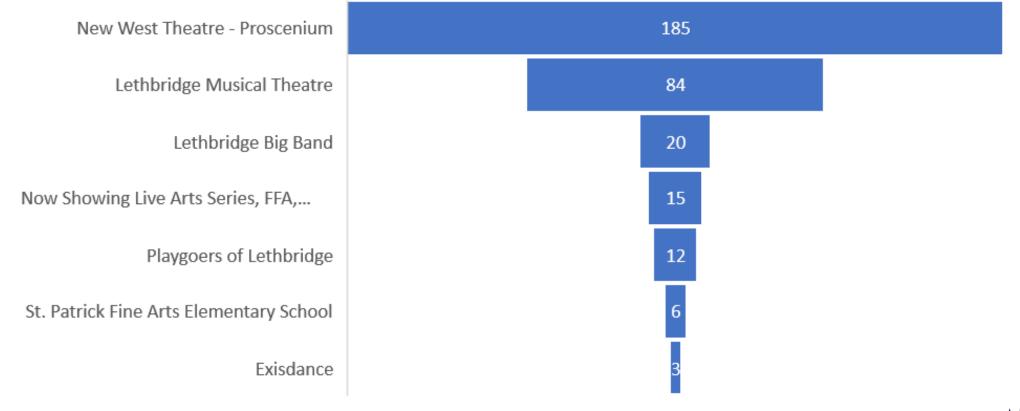




Utilization

Users & Utilization Levels by seating capacity preference

Users of space 500 - 1,000 seats; 325 total uses

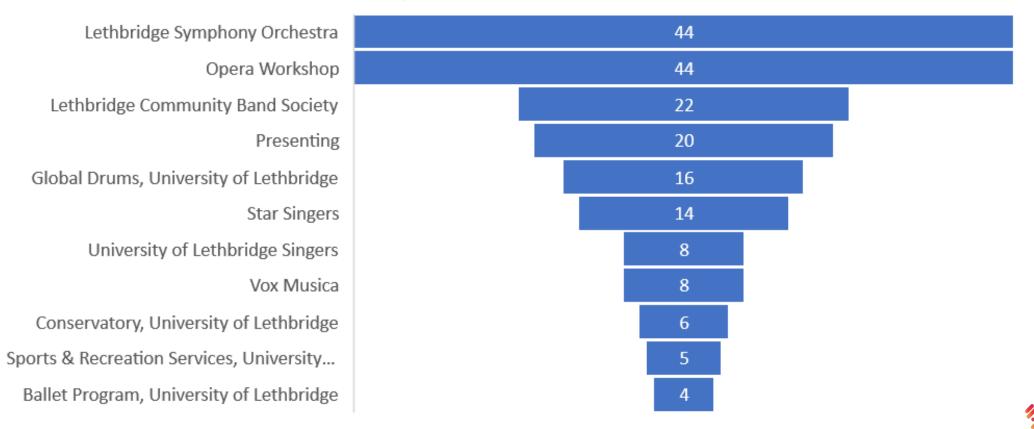




Utilization

Users & Utilization Levels by seating capacity preference

Users of space >1,000; 191 total uses



What's changed?

What assumptions do we need to test and verify?



How has the landscape of venues and programs shifted in the past 9 years?



What is the market area? What kinds of programs best serve our market?



Users

Who else could benefit from a new venue in Lethbridge? Have needs of arts orgs changed?



Goals

What is the community wanting to accomplish with a new performing arts centre?

Available capital



Performing Arts Centre Operating Framework

Operating Framework

Presenter

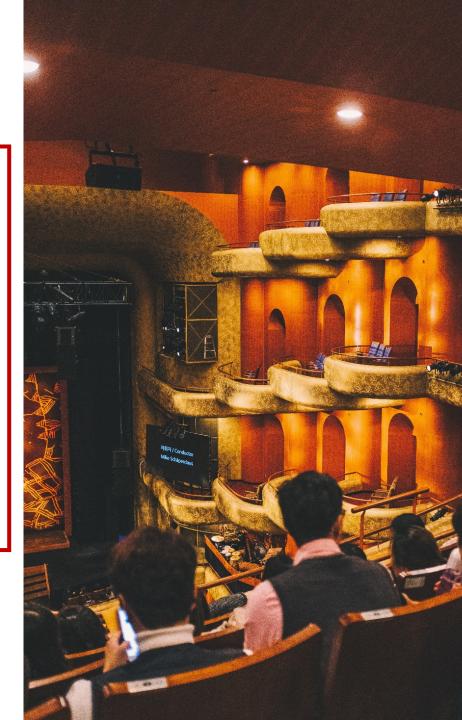
- Operator is responsible for operations *and* programming.
- Operator has programming and calendar control and the majority of risk.
- Pro-active booking of available calendar dates.

Host

- "Intentional" relationship between major tenants and owner/operator.
- Tenants provide the majority of programming.
- Owner/operator has limited programming risk and limited control.
- Pro-active booking of available calendar dates.

Landlord

- Passive operating model, often used in public sector.
- Typically no at-risk activity by the venue.
- No pro-active booking of the facility.





INTERVIEWEES

What are we aiming to understand? Stakeholder survey will augment interviews.

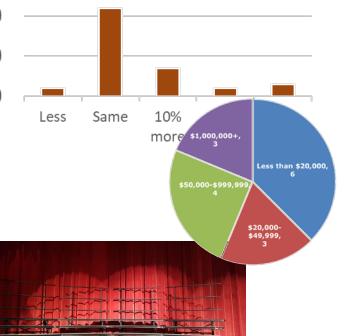
- 1. Ron Sakamoto President, Gold and Gold Productions
- 2. <u>Kim Gallucci –</u> General Manager, Enmax Centre
- 3. <u>Mike Spencer Director</u>, Geomatic Attic
- 4. <u>Steve Foord -</u> Owner, Owl Accoustic Lounge
- 5. <u>Kelly Reay General Manager</u>, New West Theatre
- 6. Board Member New West Theatre
- 7. <u>Sharon Peat Artistic, Director, New West Theatre</u>
- 8. <u>William Slenders</u> Executive Director, Tourism Lethbridge
- 9. <u>Shilpa Stocker –</u> Project Manager, Lethbridge Lodging Association
- 10. <u>Trevor Lewington-</u> CEO, Economic Development Lethbridge

- 11. <u>Ted Stilson –</u> Executive Director, Downtown Business Revitalization Zone
- 12. Rep Lethbridge Chamber of Commerce
- 13. <u>Andrew Malcolm</u> Urban Revitalization Manager, City of Lethbridge/Heart of Our City
- 14. <u>Rudy Friesen</u> CEO, Exhibition Park
- **15. Indigenous Community Representative**
- 16. <u>Melanie Gattiker</u> Executive Director, Lethbridge Symphony
- 17. <u>Doug Emek</u> Board President, Lethbridge Symphony
- 18. <u>Glenn Klassen</u> Music Director, Lethbridge Symphony



How much would your organization be willing to pay for use of a

new/renovated facility that meets your needs?



Choral risers



Orchestra pit







Dressing rooms

User Needs Survey

Methodology

AMS will prepare an on-line needs assessment survey that will be distributed to prospective facility <u>users</u>. The survey is intended to gather information about potential interest in using a new performing arts facility in Lethbridge. It is NOT intended to gather public opinion.

Information gathered includes:

- Minimum, optimum, maximum seating capacity
- Theater configuration (proscenium, thrust, black box, etc.)
- Equipment and space needs
- Estimated utilization
- Current and expected attendance
- Current spaces used and associated usage costs
- Background organization information

Distributed via emails and virally with YOUR help!



Thank you

























Appendix I



Performing Arts Center Feasibility Study

Phase 1 Workshop: Situation Analysis November 2019







Founded on the belief that <u>arts and culture impact</u> people's daily lives and the communities in which they live...

Agenda

- 1. Process Update & Milestones
- 2. Situation Analysis
- 3. Discussion Defining Success
- 4. Looking ahead

A Market-based Approach

Scope of Work - Phase 1

This feasibility study would build on existing community assets in Lethbridge, test key assumptions, and introduce new strategies to capitalize on existing resources, while positioning Lethbridge as an attractive place for learning and experiencing arts and culture in the region.







- Market **Demand** (audiences)
- Operating Model? **Building Program?** Financial Forecasts?

Market

Demand

(facility users)

Community attitudes, opinions, & aspirations

Supply of existing venues &

programs

- ✓ Review background information
- ✓ Committee input
- √ Key Stakeholder Interviews

- ✓ Venue and **Programming** Supply
- ✓ Audience Demand **Opportunity**
- ✓ User Demand Survey
- ✓ Touring Company and Promoter **Needs Assessment**

- Presentation and Workshop
- Shared Vision and **Definition of** "Success?



11/7/2019

Guiding Principles

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- Connected
- Welcoming
- Sustainable



Guiding Principles

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Guiding Principles#3

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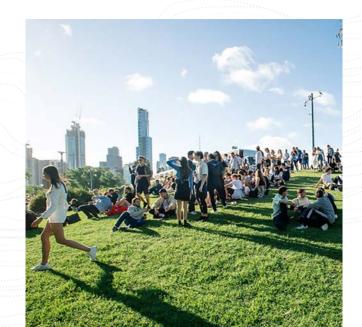
Guiding Principles #4

Sustainable

All PAC decisions with regards to construction, operations, and programming will help **create viable facility** now and **for years to come**.









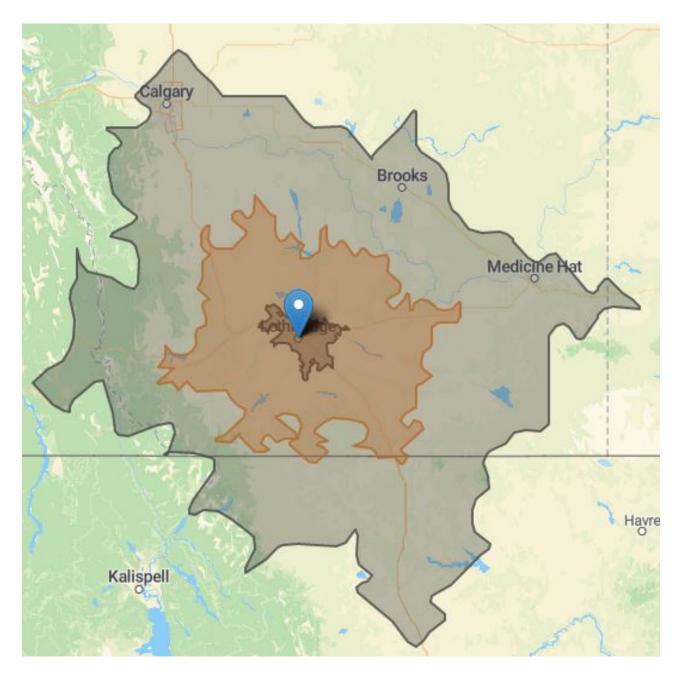
Market Analysis

Market
Demand
(facility users)

Market Demand (audiences) Operating Model?
Building Program?
Financial
Forecasts?

Supply of existing venues & programs

community attitudes, opinions, & aspirations



Market Area

The primary market is a 30-minute drive time from central Lethbridge.

The secondary market as 1.5-hour drive time.

The tertiary market is 3 hours.

Primary Market

Population: 101,482*

Households (Total): 45,695**

Alberta

Population: 2,353,900**

Households: 1,527,675**

^{*}Source: 2019 Lethbridge Municipal Census

^{**}Source: Statistics Canada, 2016 Census of Population

Key Findings

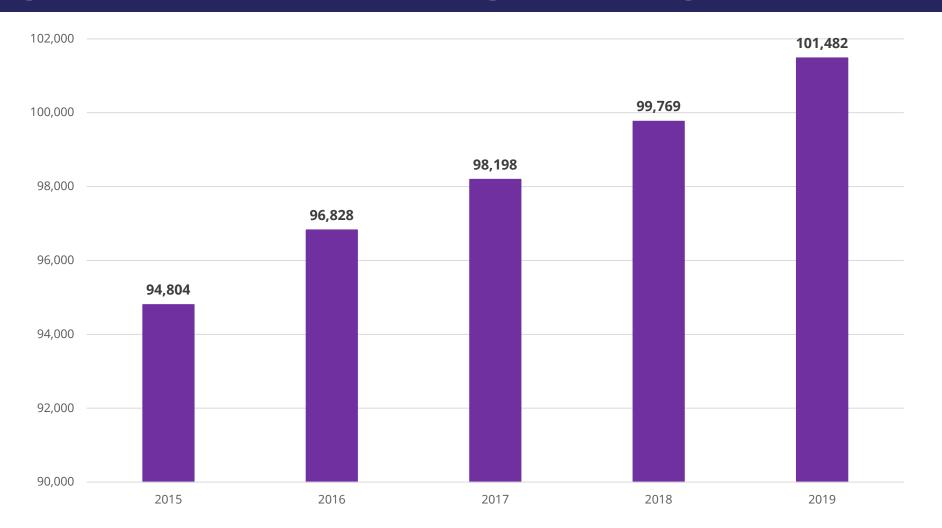
The Market indicates support for certain arts and cultural activities if offered at the *right price*

- It's a growth market one of the high-growth areas of the province.
- It's a young market singles between the ages of 20 and 30 make-up the largest percentage of Lethbridge residents.
- There are lots of families over 30,000 households include school-aged children
- It's a thrifty market incomes are lower than the Province, but the cost of living is also lower



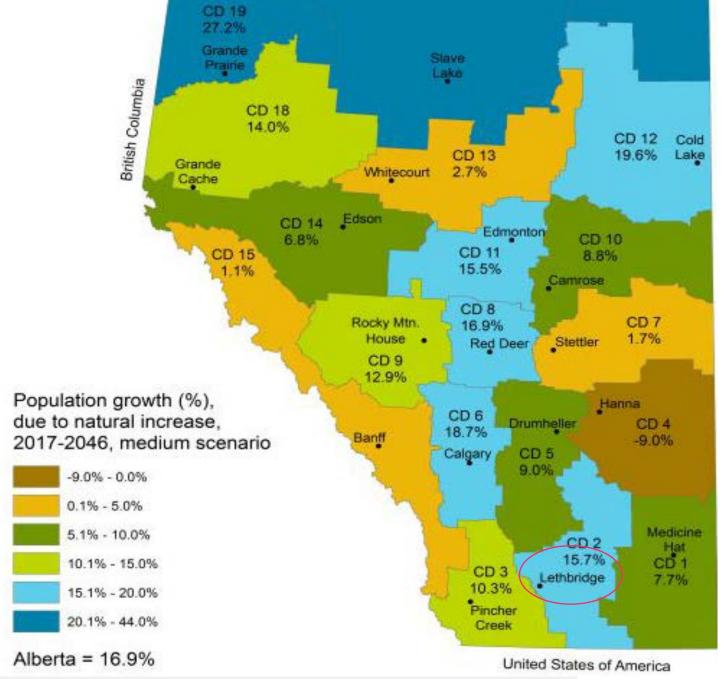
Lethbridge is Growing

Lethbridge's Population continues to grow steadily, and just passed 100K,





Lethbridge's Population Growth will keep pace with Calgary & Edmonton

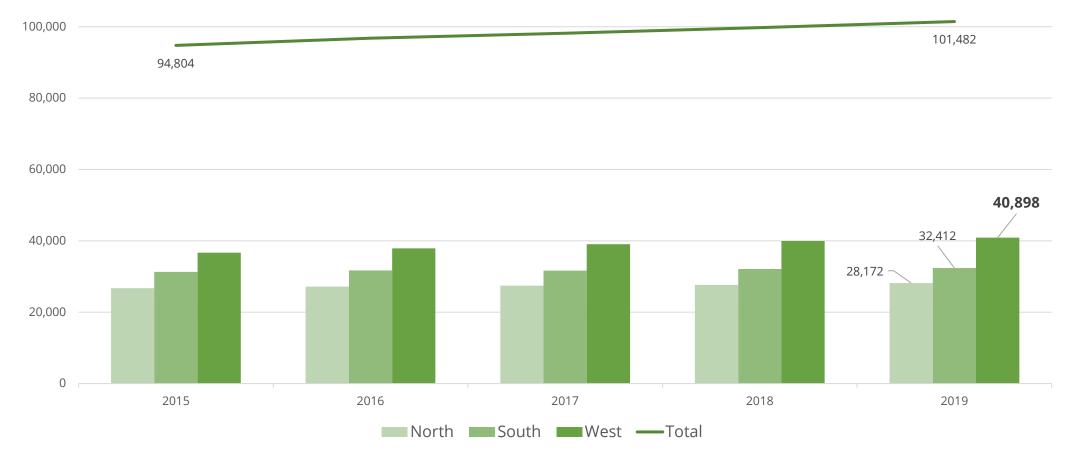


Sources: Statistics Canada and Alberta Treasury Board and Finance

Population is Expanding Westward

West Lethbridge is the fastest growing area of the community

Lethbridge Population concentrated in West

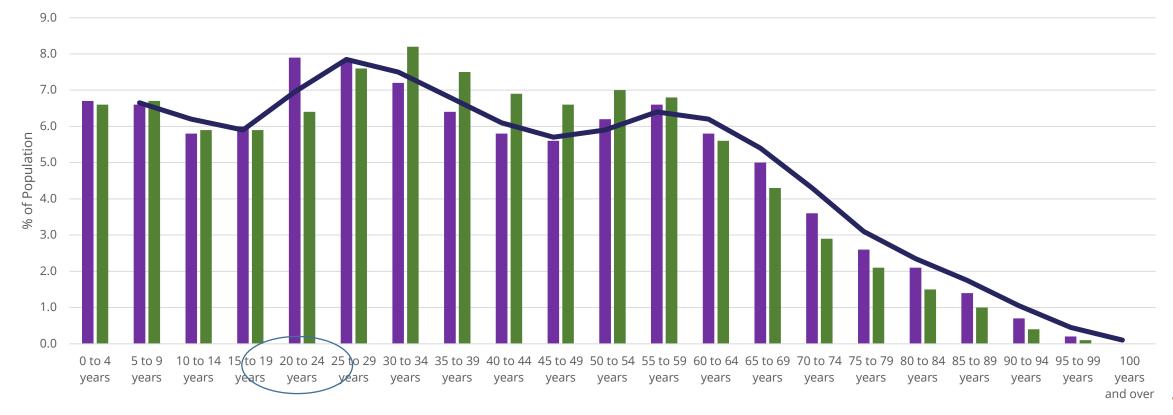




Lots of 20-30 year-olds in Lethbridge

Lethbridge skews younger with a high number of college-age population

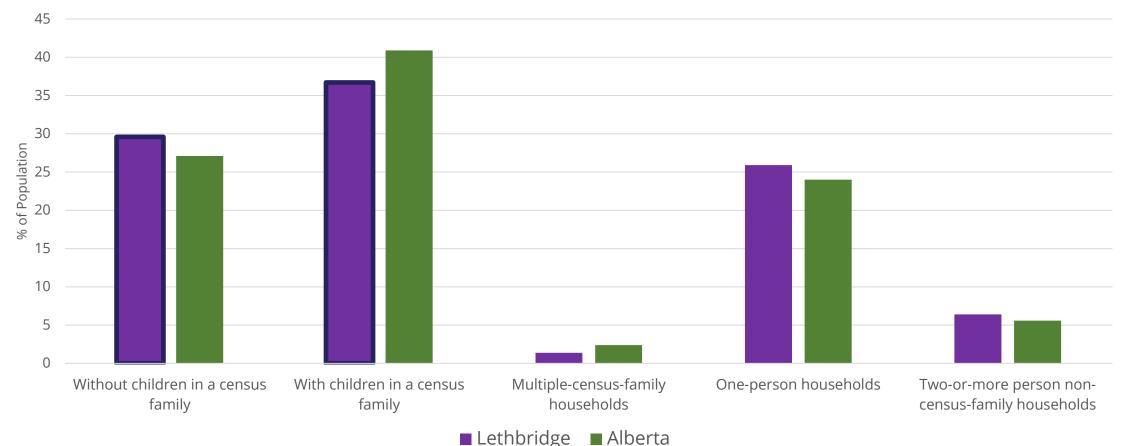
Age groups - 100% data, both sexes



Lethbridge Comprised of over 30,000 Family Households

But this is a lower % of HH's with children than Province

Lethbridge has more family households, than non-family, and more families with children than without

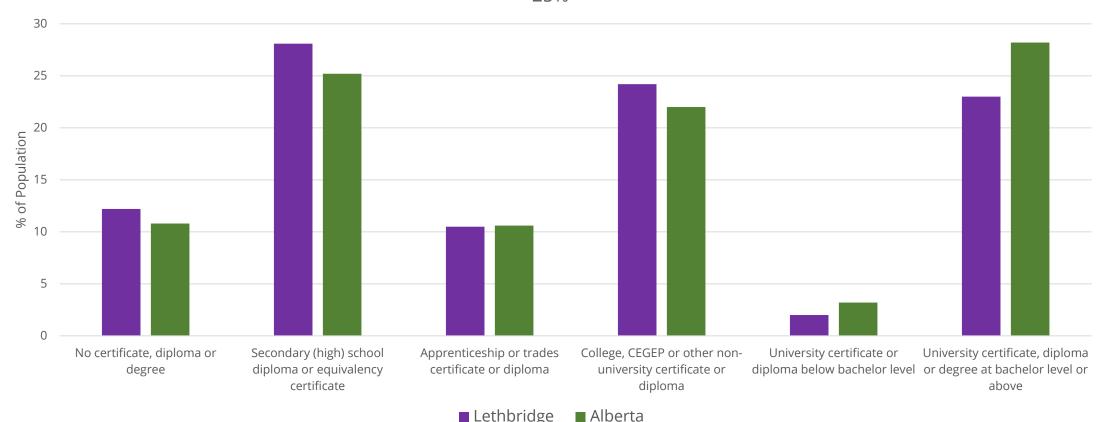




Education Attainment in Lethbridge Somewhat Behind Province

23% of Lethbridge residents have Bachelor's degree or higher, compared to 28% of Alberta

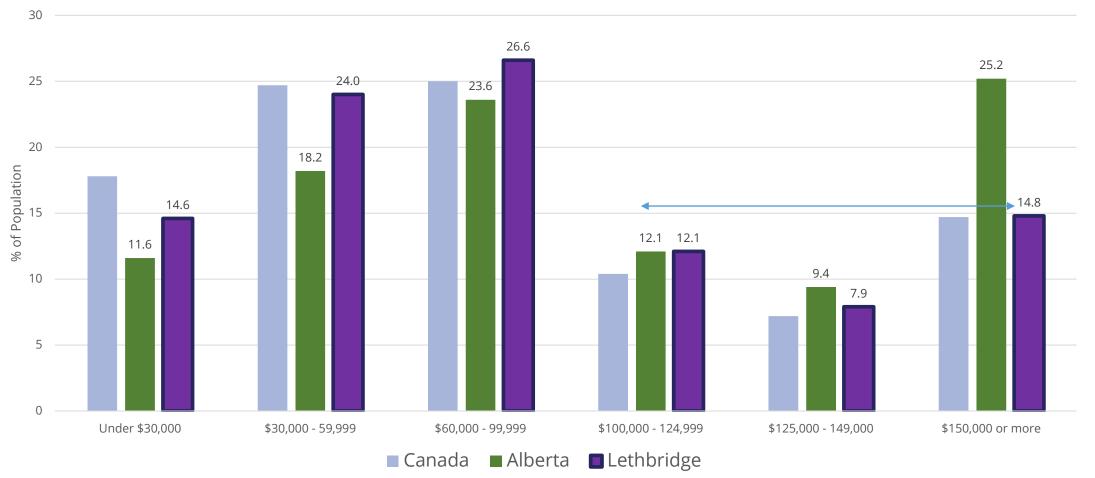
Highest certificate, diploma or degree for the population aged 25 to 64 years in private households - 25%





Household Incomes More Modest in Lethbridge

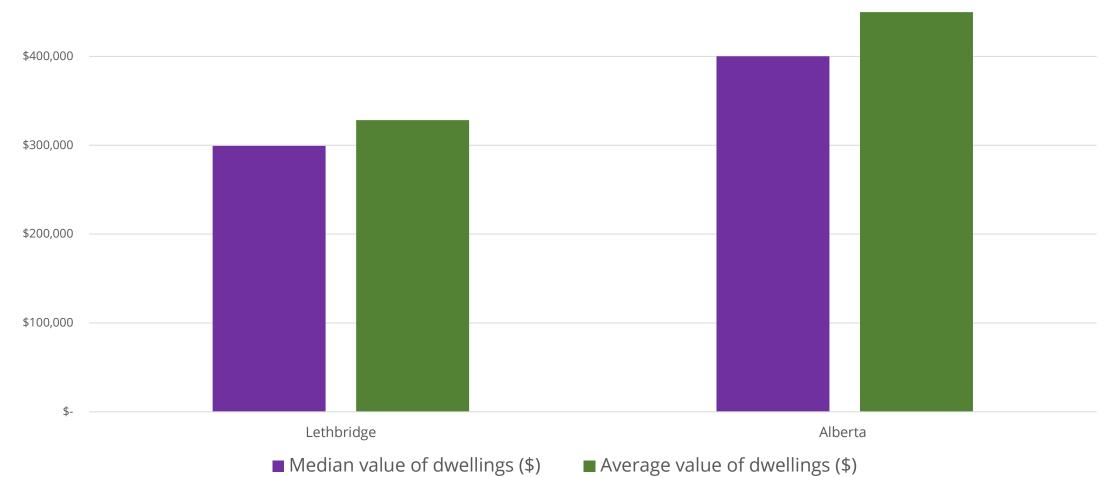
Nearly 34% of Lethbridge Households earned more than \$100K in 2015; matching the national figure





Housing Values & Cost of Living Lower in Lethbridge

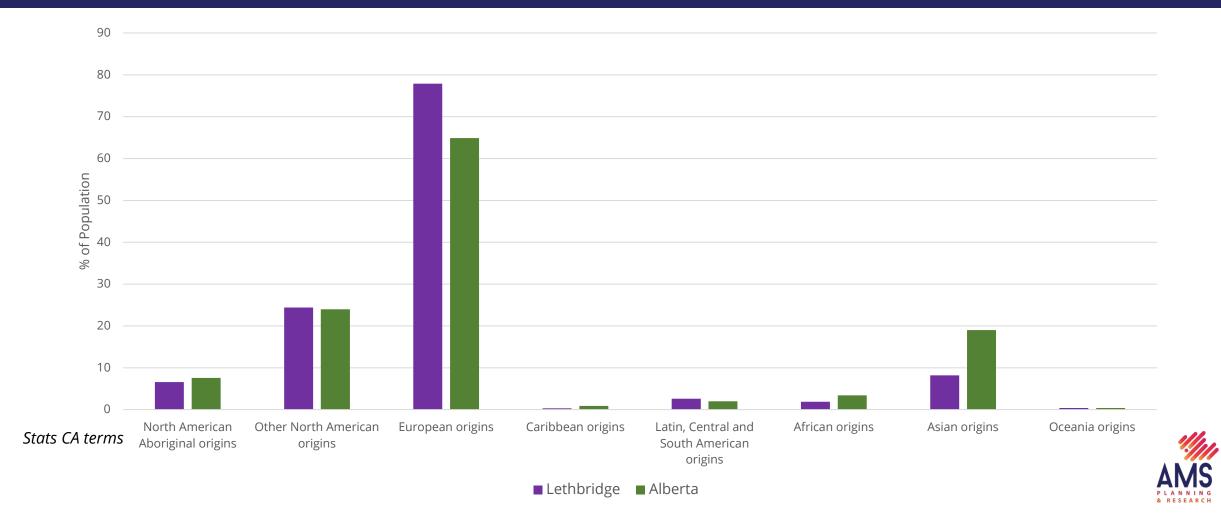
Lethbridge avg. home value is ~\$50K less than the Province





Population of Lethbridge Similar to Province by Ethnic Origin

Lethbridge reflects similar % of ethnic origins as the province



Community Input Stakeholder Interviews + Public Survey

Market
Demand
(facility users)

Market
Demand
(audiences)

Operating Model?
Building Program?
Financial
Forecasts?

Supply of existing venues & programs

community attitudes, opinions, & aspirations

51 INTERVIEWEES

Who We Have Interviewed

- Adam Mason, Director of Percussion, Global Drums, University of Lethbridge
- 2 Amanda Berg, Operations Supervisor, U of L Theatre
- 3 Andrew Malcolm, Urban Revitalization Manager, Heart of Our City
- 4 Blaine Hendsbee, Director, Opera Workshop
- 5 Breeanne Fuller, Director, U of L Conservatory of Music
- 6 Cheryl Gilmore, Superintendent, Lethbridge School District 51
- 7 Chris Smeaton, Superintendent, Holy Spirit School
- **8 Conrad Westerson, Facility Services**
- 9 Danielle Christensen, Teacher
- 10 Dawn Leite, Manager of Community Relations, Allied Arts Council
- 11 Dianne King, Representative Performing Arts Center Advocacy Group
- 12 Doug Emek, Board President, Lethbridge Symphony
- 13 Duane Piper, Teacher, Chinook HS
- 14 Glenn Klassen, Music Director, Lethbridge Symphony
- 15 Janet Youngdahl, Director, U of L Singers
- 16 Jason Eveleigh, Yates
- 17 Jason Freund, Rec and Culture
- 18 Jay Whitehead, Artistic Director, Club Didi/Theatre Outre, University of Lethbridge
- 19 Jeff Carlson, City Councillor
- Justin Many Fingers, Founder and Artistic Director, Making Treaty 7 Cultural Society
- 21 Kade Hogg, Teacher, Winston Churchill HS
- 22 Karen Iwaasa, Engagement
- 23 Karrie Nightingale, Facility Services
- Katie Jo Rabbit, Assistant Manager, Saamis Aboriginal Employment & Training Association
- 25 Kelly Reay, General Manager, New West Theatre
- 26 Ken Lowenberg, Yates

- 27 Kennedy Jensen, Executive Director, Arts Touring Alliance of Alberta
- 28 Kevin Farrell, Marketing & IT Coordinator, Lethbridge Chamber of Commerce
- 29 Kim Gallucci, ENMAX
- 30 Mary Ingraham, Dean, Faculty of Fine Arts
- 31 Melanie Gattiker, Executive Director, Lethbridge Symphony
- 32 Michael Kelly, Real Estate and Land Devel't Manager
- 33 Mike Spencer, Director, Geomatic Attic
- 34 Mike Tajiri, Rec and Culture
- Noorin Chatur-Muhammad, Communication & Policy Strategies, Lethbridge Chamber of Commerce
- 36 Peggy Mezei, Board Chair, Allied Arts Council
- 37 Perry Stein, Indigenous Advisor, City of Lethbridge
- 38 Rob Stanford, Yates
- 39 Robin Harper, Rec and Culture
- 40 Ron Sakamoto, President, Gold & Gold Productions
- 41 Rudy Friesen, CEO, Exhibition Park
- 42 Sarah Harmon, Teacher
- 43 Scott Carpenter, Programmer, Yates
- 44 Sharon Peat, Artistic Director, New West Theatre
- 45 Sheila Enevold, Rec and Culture
- 46 Steve Foord, Co-Owner, The Owl Acoustic Lounge
- 47 Suzanne Lint, Executive Director, Allied Arts Council
- 48 Tara Grindle, Corporate Communications
- 49 Ted Stilson, Executive Director, Downtown BRZ
- 50 Trevor Lewington, CEO, EDL
- 51 William Slenders, Executive Director, LDMO



Key Stakeholder Interviews & Survey

|Some Key Themes

- Desire to keep
 downtown economic
 momentum going PAC
 could help
- □City leaders are aware of perceived needs of arts orgs
- □ Opioid epidemic

- □ Diverse array of local art options noted; there is a desire for more 'popular' productions
- □ Arts orgs struggle to find available dates in existing spaces
- ☐ Calgary impacts Lethbridge

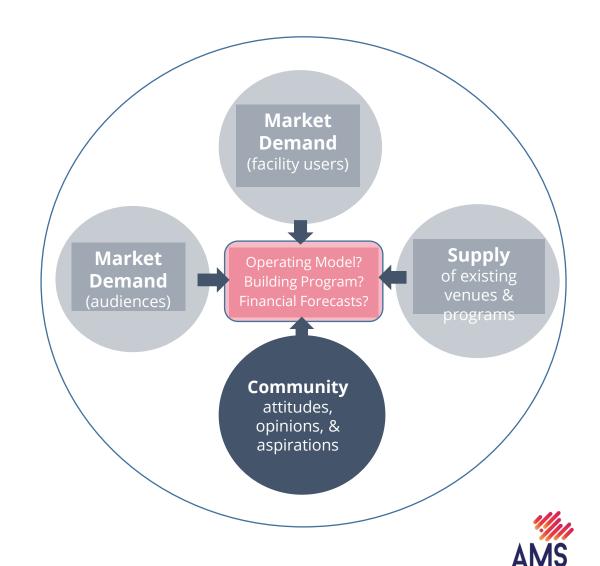


Public Survey

Results from the user survey, the stakeholder survey, and what was heard throughout interviews, prompted the need to directly assess the community's willingness to participate with a new performing arts venue.

To deepen our understanding of the community needs and interests for a performing arts center, AMS will develop a public survey for Lethbridge.

The survey will be distributed online via the municipality's own distribution channel, Get Involved Lethbridge. The survey will likely add 4-6 weeks to the overall study timeframe.



Citizen Input

10-minute web-based survey circulated via Get Involved Lethbridge



Perceptions Regarding Existing Offerings

Including existing venues and frequency of leaving Lethbridge for entertainment



Demand For Additional Offerings

And barriers to attendance including price sensitivity



Levels of Support for New Performing Arts Venue

Relative to other perceived needs in realm of rec and culture



Venue Inventory

Market Demand (facility users)

Market Demand (audiences) Operating Model?
Building Program?
Financial
Forecasts?

Supply of existing venues & programs

community attitudes, opinions, & aspirations

An inventory of performance and multipurpose spaces reveals...

There is a capacity and quality gap

Access to purpose-built space is limited.

There are a number of multi-purpose spaces in the market area, however, most are below 500 seat capacity. The ENMAX Centre captures audience capacities great than 1,100, however quality of experience is an issue. With many of the available performing arts spaces owned and operated by educational institutions and churches. The Yates Theatre and other municipal spaces are dominated by resident companies and repeat customers.



Yates Memorial Centre	476
Sterndale Bennett	120
ENMAX Centre – full capacity	6663
Southminster United Church	750
College Drive Community Church	700
Park Meadows Baptist Church	700
Coast Hotel	600
ENMAX Centre – Lounge seating only	455
University of Lethbridge – University Hall	450
Immanuel Lutheran	450
McKillop United Church	400
St. Andrew's Church	400
Fritz Sick – Large Gym	400
University of Lethbridge – The Zoo	400
GS Lakie Middle School	350
Multicultural Centre – Large Hall (A+B)	350
The Gate	305
St. Patrick's Fine Arts School	300
Chinook High School	300
Lethbridge Lodge - Ballroom	300
Country Kitchen Catering – Ballrooms	300
Christian Tabernacle	250
Galt Museum	250
Lethbridge College – The Cave	250

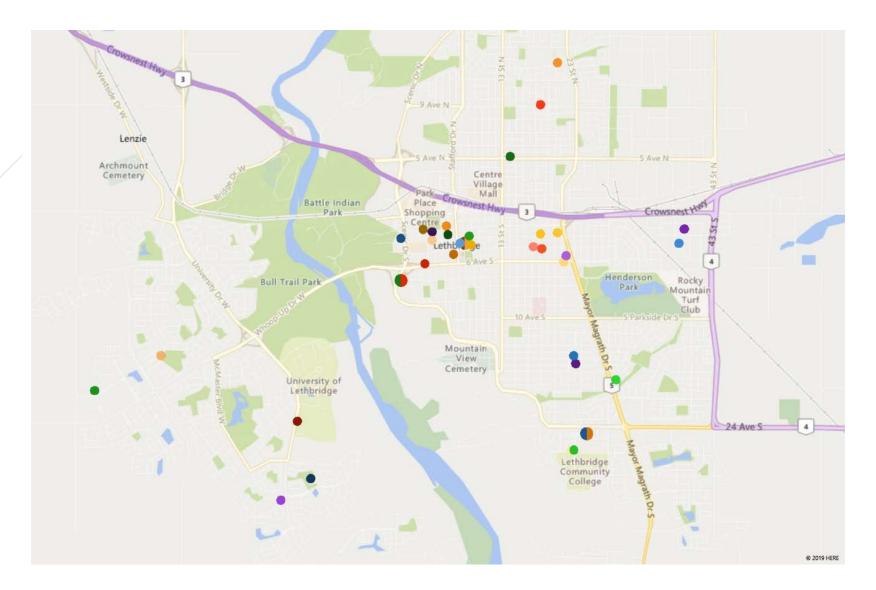
University of Lethbridge – Recital Hall	202
Royal Canadian Legion	200
University of Lethbridge – David Spinks	200
University of Lethbridge – Penny Gallery	200
Galt Gardens Amphitheatre	150
Casa – Community Room	150
La Cité de Prairies	150
McNally Community Centre – Gym	130
Catholic Central High	125
Lethbridge Public Library – Theatre Gallery	120
The Slice	100
City Hall Foyer	100
Our Lady of Assumption School	100
The Owl	100
Geomatic Attic	100
Moose Hall	90
Casino Lethbridge	80
Lethbridge Collegiate Institute	50
Club Didi	60
Carriage House Theatre	393

11/7/2019 34



Venue Inventory

Venues Concentrated in Downtown



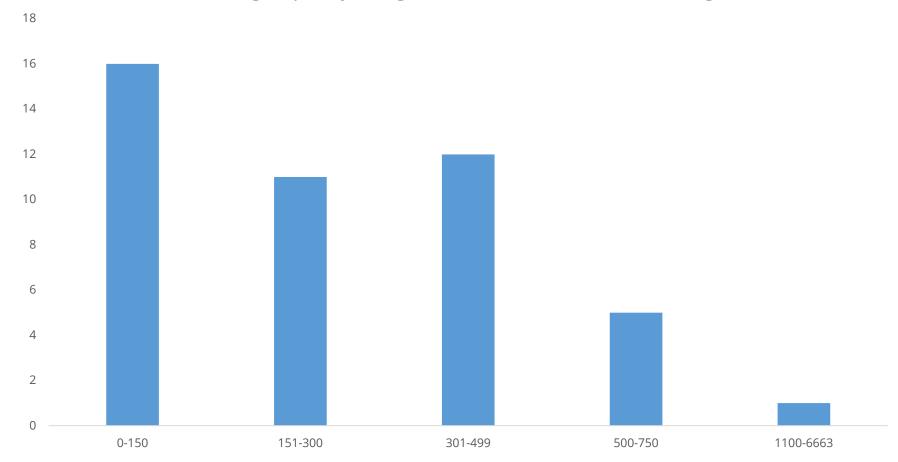


SUPPLY

Venue Supply of <500 is Abundant

Venues >500 difficult to access







User Research Local | Regional | National

Market Demand (facility users)

Market Demand (audiences) Operating Model?
Building Program?
Financial
Forecasts?

Supply

of existing

venues &

programs

Community attitudes, opinions, &

aspirations



Methodology

Information gathered includes:

- Minimum, optimum, maximum seating capacity
- Theater configuration (proscenium, thrust, black box, etc.)
- Equipment and space needs
- Estimated utilization
- Current and expected attendance
- Current spaces used and associated usage costs
- Background organization information

Distributed via emails:

- Identified Local User Groups
- Allied Arts Council
- Alberta Arts Touring Alliance



27 Survey Respondents

City of Fort Saskatchewan Lethbridge Community Band Society

Kootenay concerts Lethbridge Lodging Association

Lethbridge Destination Management Lethbridge Big Band

Organization Lethbridge Community Taiko Association

Lethbridge International Film Festival Society Lethbridge Symphony

Southern Alberta Art Gallery New Zumba

Opera Workshop - University of Lethbridge The Feldman Agency

(and LSO) Haptic Dance Arts

Drama Insidiis LCI Band Program

Theatre Outré Lethbridge Branch of the Alberta Registered Music Teachers'

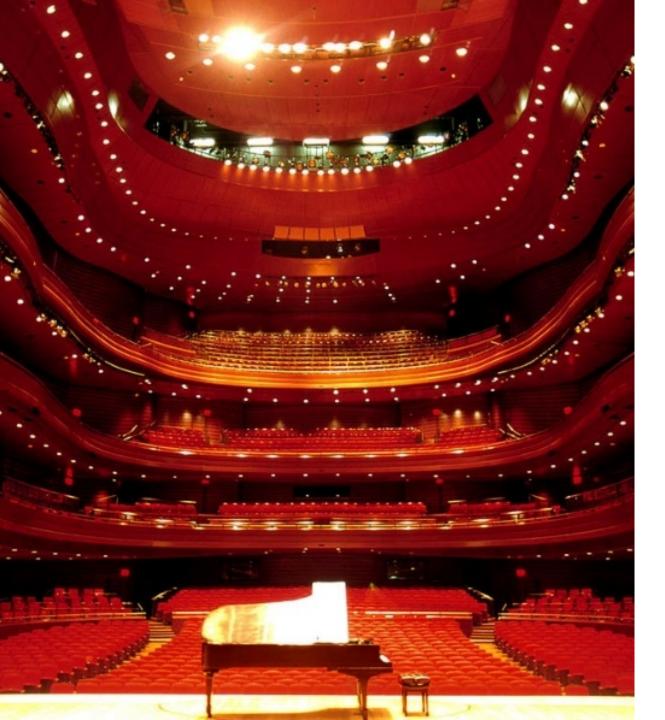
Lethbridge Community Band Society Association

Exhibition Park The Playgoers of Lethbridge

Lethbridge Jazz Society Lethbridge and District Music and Speech Arts Festival

Centric MusicFest Society

The Metrik Jazztet University of Lethbridge Conservatory of Music



Facility Needs Survey

Respondents' Current Activity

385



95,030

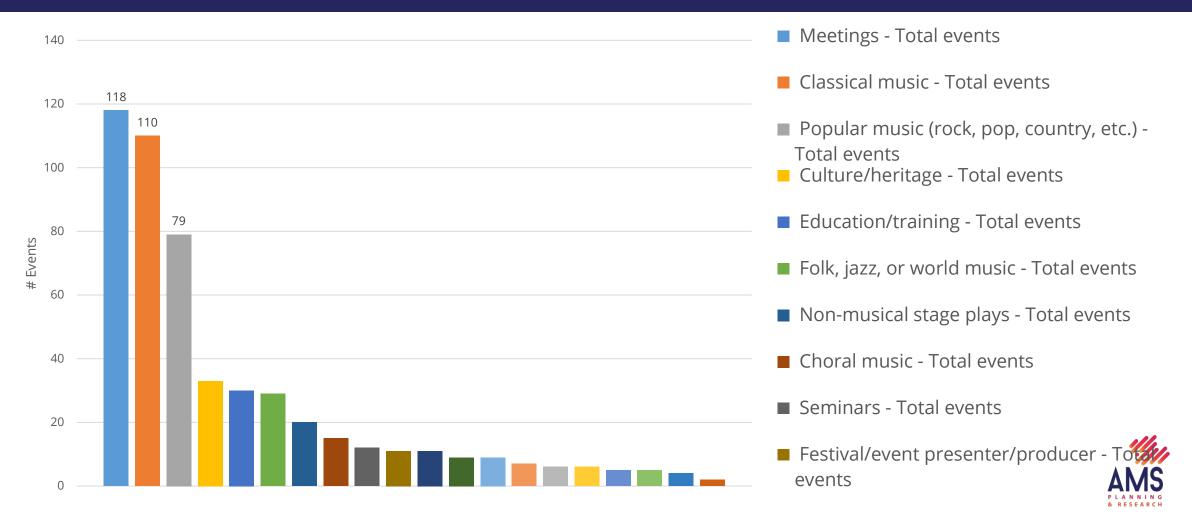
Total # annual performances

Total annual attendance



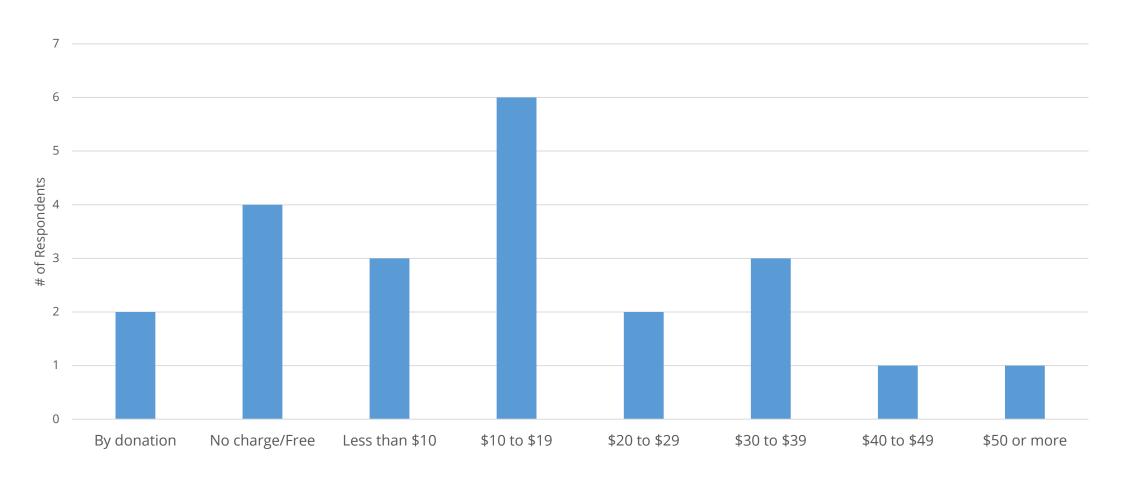
Most activity is music-based programming

Please provide the estimated number of ticketed performances and events you currently offer annually in the following categories



Most respondents charge less than \$20 for tickets

7 users charge \$20 or more as their most offered ticket price





Space Needs

Most respondents need <u>flat-floor space</u> and a <u>fixed proscenium</u>



9
Meeting &
Classroom space



18
Proscenium stage with fixed seating



8

Costume Shop & Production Space (media)



9 Flat-floor space

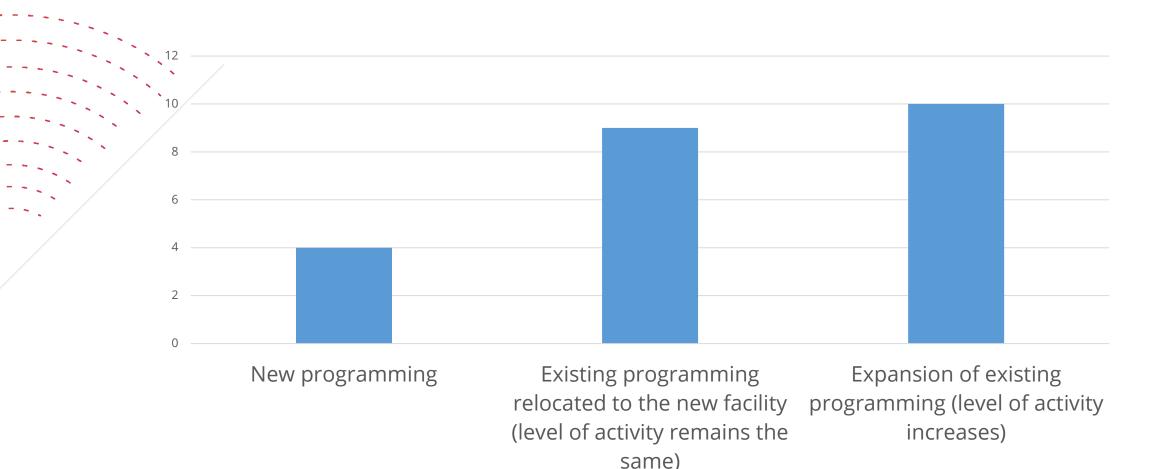


8 Rehearsal room



Most users expressed interest in expanding programs

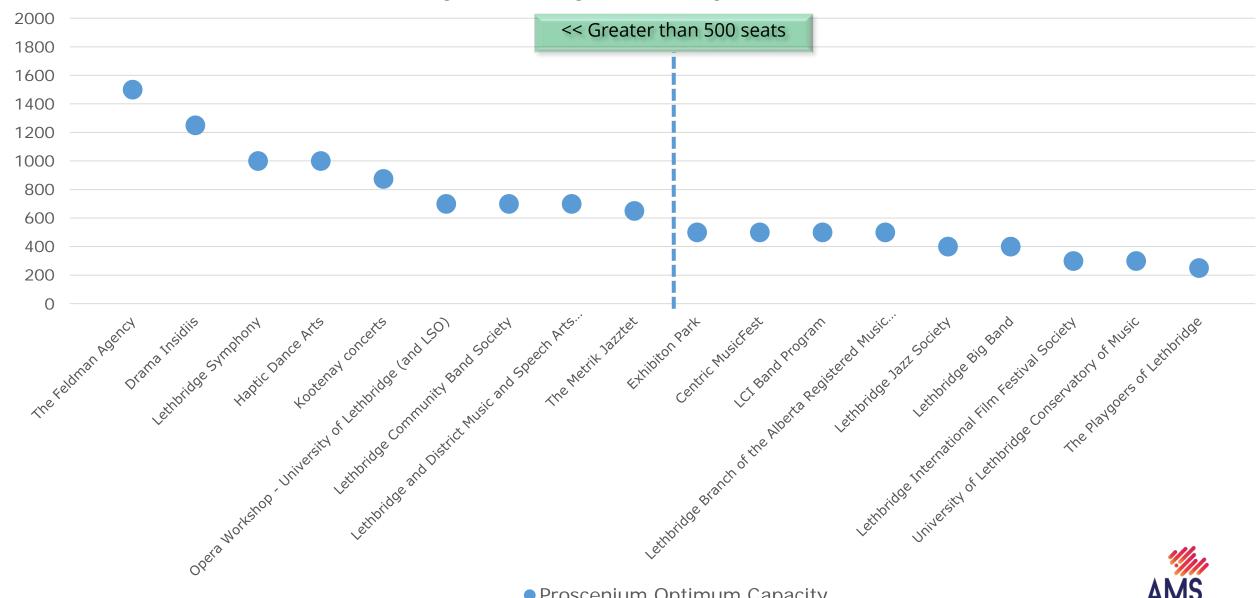
Nearly the same amount of users expressed a desire to <u>relocate</u> their programs to renovated or new facilities





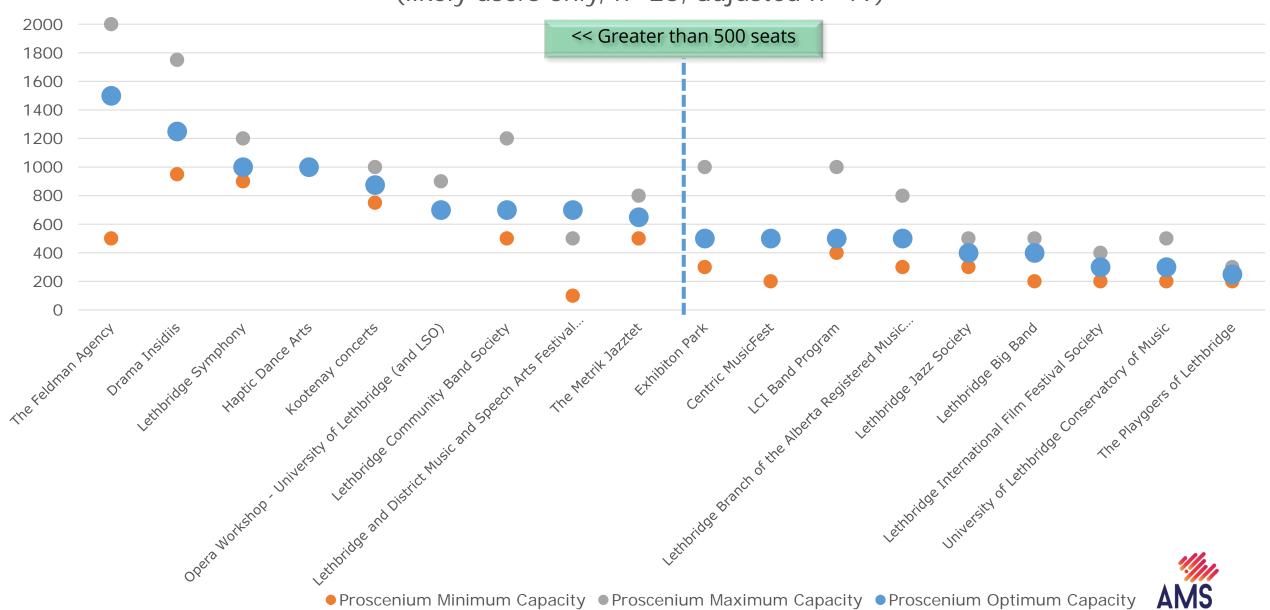
Optimum Seating Capacity

(likely users only, n=26, adjusted n=19)



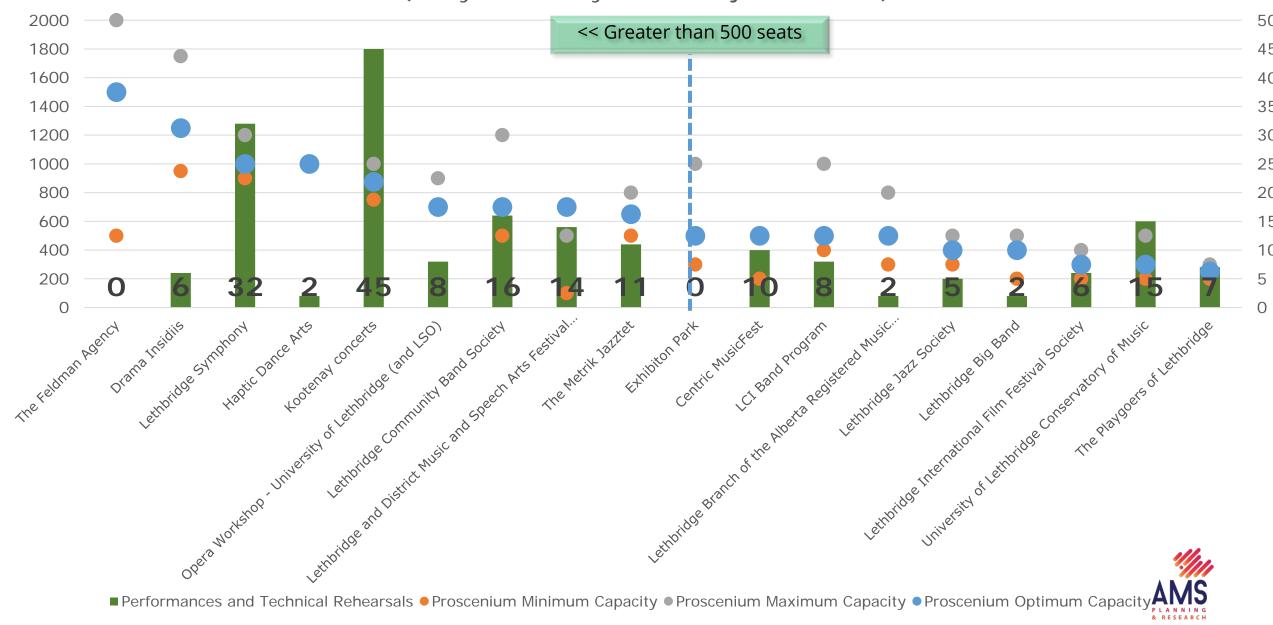
Optimum, Minimum, Maximum Seating Capacity

(likely users only, n=26, adjusted n=19)



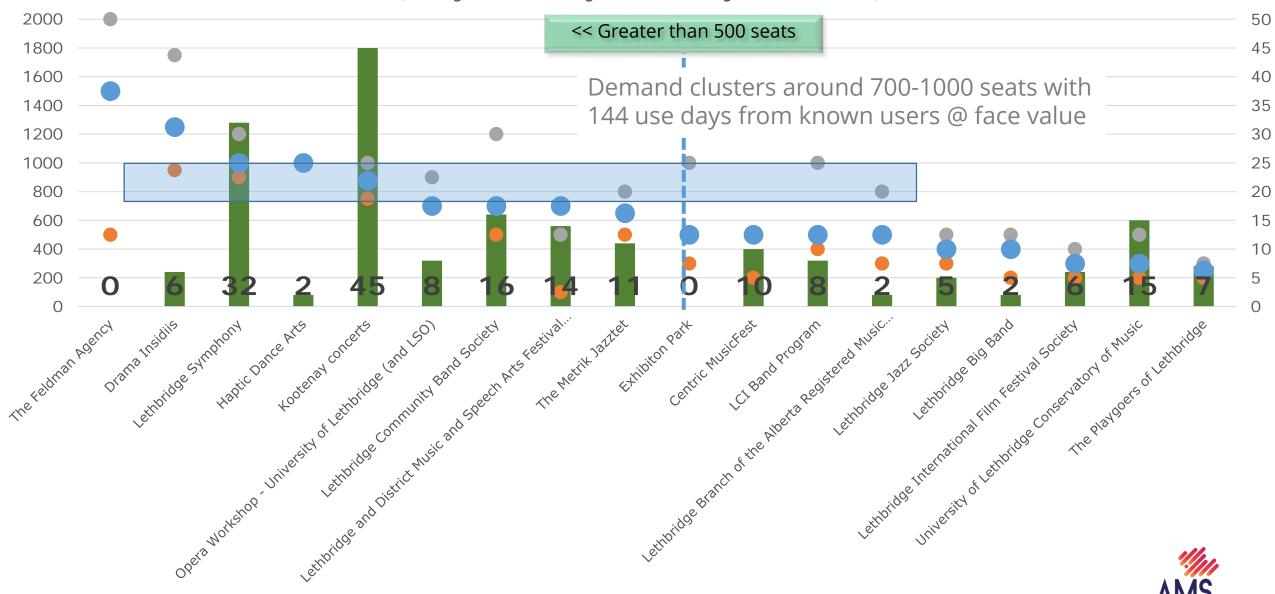
Optimum, Minimum, Maximum Seating Capacity + Utilization

(likely users only, n=26, adjusted n=19)



Optimum, Minimum, Maximum Seating Capacity + Utilization

(likely users only, n=26, adjusted n=19)

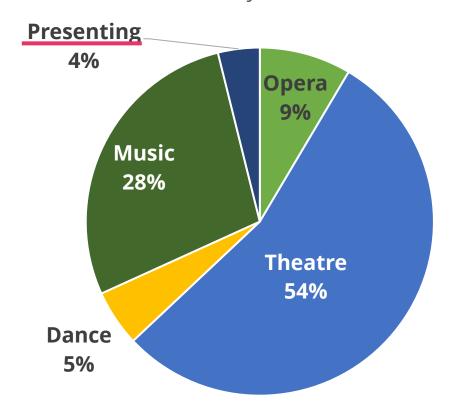


■ Performances and Technical Rehearsals ● Proscenium Minimum Capacity ● Proscenium Maximum Capacity ● Proscenium Optimum Capacity

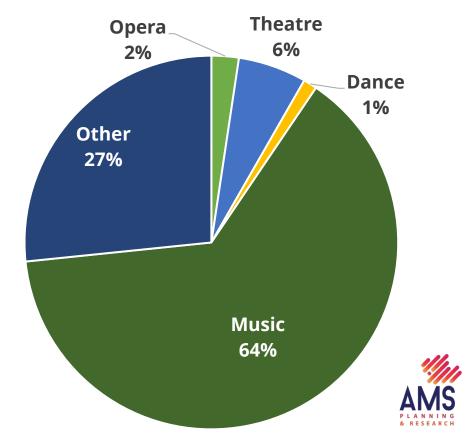
How Does Demand in 2019 Compare to 2010?

The mix of content has changed 'dramatically' | The role of *presenting* could be very different going forward

Forecasted Programming Mix from 2010 325 use days for 500 seats + 171 for 1,000 seats

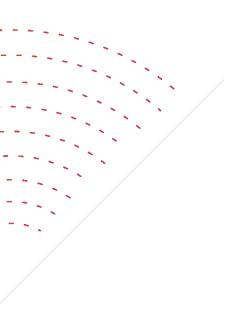


Programming Mix 2019 144 use days at ~900 seats



National & Regional Arts Presenters & Promoters

Interviewees



- 1. <u>Jim Cressman Invictus</u>
- 2. <u>Greg Curtis Tooth Blackner Presents</u>
- 3. <u>Mike Davis Crabby Productions</u>
- 4. Kim Gallucci General Manager, Enmax Centre
- 5. lan Low Live Nation
- 6. <u>Brent Oliver BOP Management</u>
- 7. Ron Sakamoto President, Gold and Gold Productions
- 8. <u>Dan Snow Snowed-In Productions</u>
- 9. <u>Mike Spencer Director, Geomatic Attic</u>

Mild Demand from Touring Companies & Promoters

Tours will route to Lethbridge

Mostly mid-sized Canadian acts

There is a gap between 800 -1,200 seats

Quality venue level needed to attract & retain promoters and artists

Professional operations & favorable deals made between a PAC & promoters would be key to attracting & retaining



What Does Success Look Like?

Guiding Principles

- Active
- Connected
- Welcoming
- Sustainable



Guiding Principles

#1

Active

PAC will always be busy, **vibrant hub** for community. Supporting and fostering **diverse performing arts** and community based programs. Versatile and nimble, designed to grow, develop and **change with the times**.







Guiding Principles #2

Connected

Successful PAC will **enable collaboration** among artists, arts groups, community partners, and businesses. Supported by and **used by** as **many stakeholders** as possible, and **serve as anchor** for potential entertainment district development.







Guiding Principles#3

Welcoming
PAC will provide space for all, to share in arts, create opportunities for members to share in programs.







Guiding Principles #4

Sustainable

All PAC decisions with regards to construction, operations, and programming will help **create viable facility** now and **for years to come**.









Operating Framework

Presenter

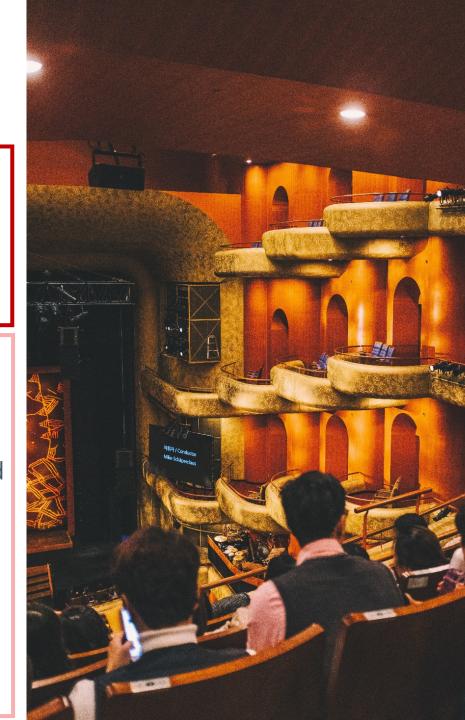
- Operator is responsible for operations and programming.
- Operator has programming and calendar control and the majority of risk.
- Pro-active booking of available calendar dates.

Host

- "Intentional" relationship between major tenants and owner/operator.
- Tenants provide the majority of programming.
- Owner/operator has limited programming risk and limited control.
- Pro-active booking of available calendar dates.

Landlord

- Passive operating model, often used in public sector.
- Typically no at-risk activity by the venue.
- No pro-active booking of the facility.





Venue forms











Based on Phase 1, AMS would outline the type of facility, the space requirements for programs, administration, and rehearsal/classroom space, and the <u>optimum number of seats</u> to accommodate expected audiences. Facility recommendations will also be based on <u>available capital funding</u>.







Report out: What & Why

Report back to working group and Committee before moving forward with next phase – developing a business plan.

63

Comparative Case Studies & Scenarios

- Learn from exemplars
- Consider implications
- Confirm/determine direction

Site & Space

- Interface with FDA to define spaces, configuration, equipment, etc.
- Evaluate site(s) / location(s) factors

\$ Cost \$

 Develop an order-ofmagnitude capital cost estimate



11/7/2019

Management, Operating, & Financing Plans

Scope of Work - Phase 3

In the final phase, the consulting team will develop details of LPAC operations including programming, staffing, and financial forecasts.



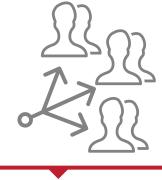
Developing the How

Operating Plan & Forecast for LPAC









Management Plan

Who are the players? What are their roles? How does it work?

Financial Forecast

Operating pro forma that models income, expenses, and support. Normalized year of operations.

Socializing Results

Presentation(s) & report













Thank You





Appendix J

Project Scenarios

Phase 2: Project Definition

AMS & Fisher Dachs Associates









Today's Agenda

- Where we've been, where we are, where we're going
- Review operating frameworks and previous decisions
- Consider scenarios: venue types, characteristics, & costs
- Comparative case studies and scenarios

This feasibility study would build on existing community assets in Lethbridge, test key assumptions, and introduce new strategies to capitalize on existing resources, while positioning Lethbridge as an attractive place for learning and experiencing arts and culture in the region.







Market
Demand
(audiences)

Operating Model?
Building Program?
Financial Forecasts?

Market

Demand

(facility users)

Community

attitudes,

opinions, &

aspirations

- Supply of existing venues & programs
- ✓ Review background information
- ✓ Committee input
- √ Key Stakeholder Interviews

- ✓ Venue and Programming Supply
- ✓ Audience Demand Opportunity
- ✓ User Demand Survey
- ✓ Touring Company and Promoter Needs Assessment

- ✓ Presentation and Workshop
- ✓ Shared Vision and Definition of "Success?



3/4/2020

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Presentation(s) & report



Operating Scenario 1. Presenter

- 2. Landlord / Host

User Needs Survey

Space Needs of Lethbridge Organizations

Most respondents need <u>flat-floor space</u> and a <u>fixed proscenium</u>



9
Meeting &
Classroom space



18
Proscenium stage with fixed seating



3

Costume Shop & Production Space (media)



9 Flat-floor space

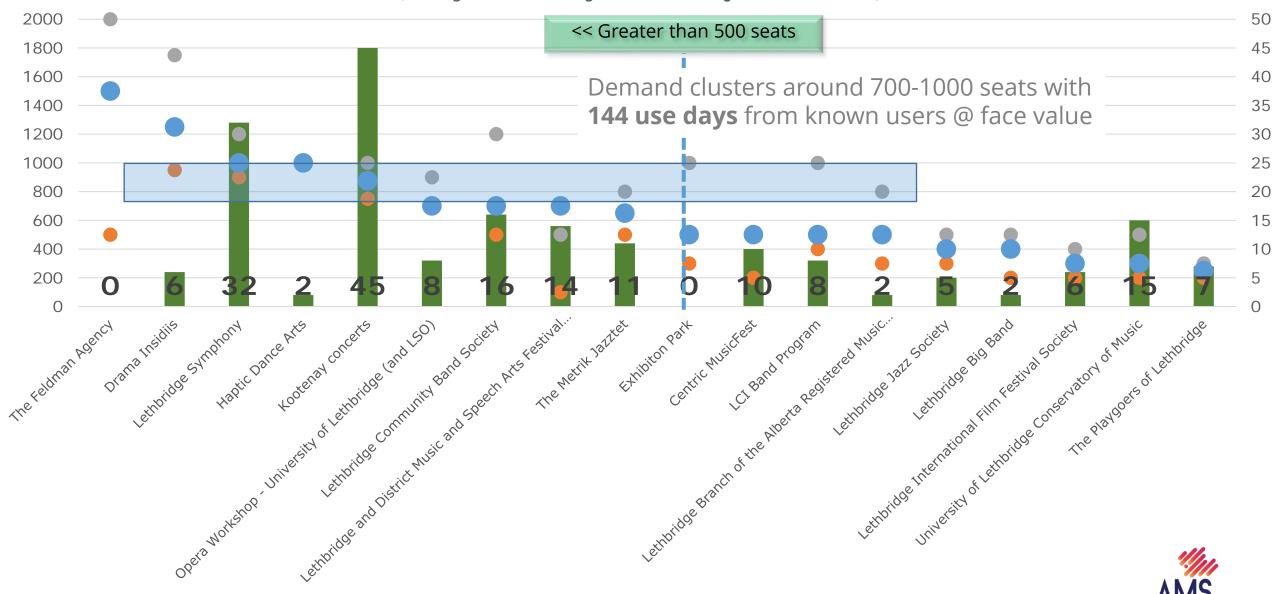


Rehearsal room



Optimum, Minimum, Maximum Seating Capacity + Utilization

(likely users only, n=26, adjusted n=19)



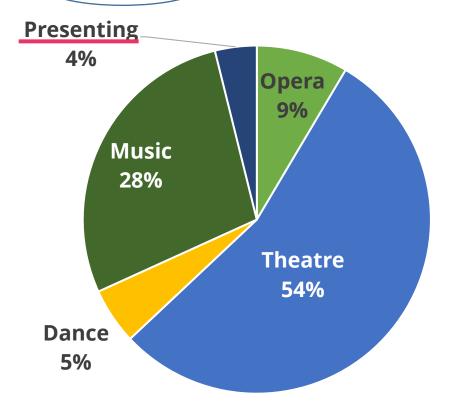
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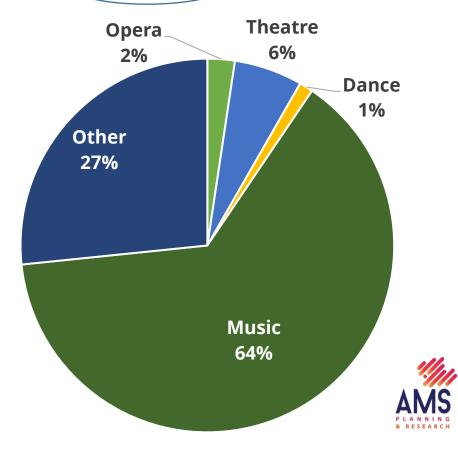
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Operating Framework

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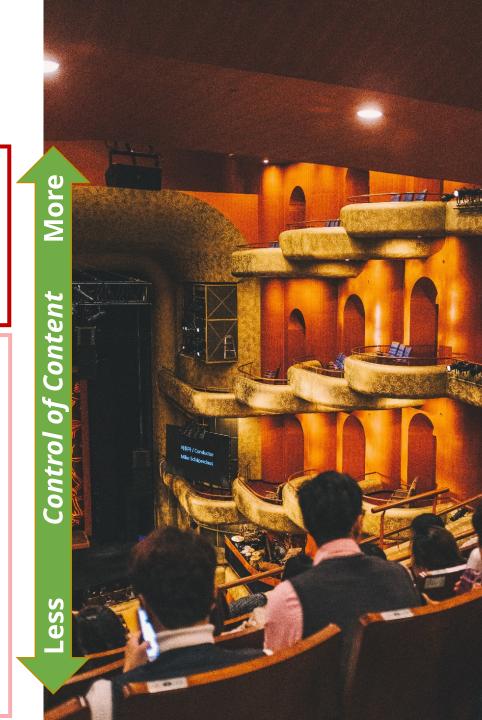
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Venue Forms What will best serve?

Venue forms











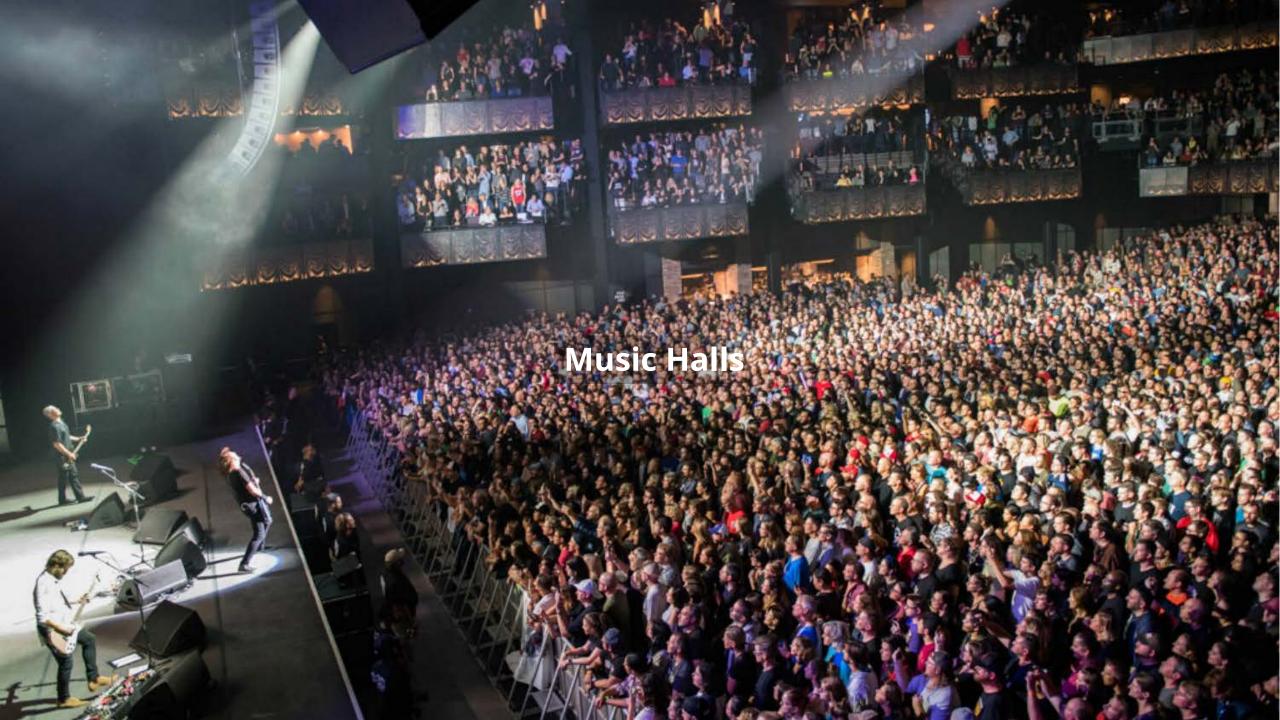
Venue Definition

















Two Scenarios ...and maybe a third.

Methodology

Scenario 1: Traditional, fixed-seat spaces

Scenario 2: Nontraditional, flexible venues



Modest Capital Cost

Kept capital cost realities in mind when selecting case studies.



Non-traditional, flex spaces & traditional, fixed-seat

Important to consider seating/flat-floor flexibility for range of events and capacities.



Programming centered on presenting

Some lean heavily towards music of differing forms with adaptable acoustics



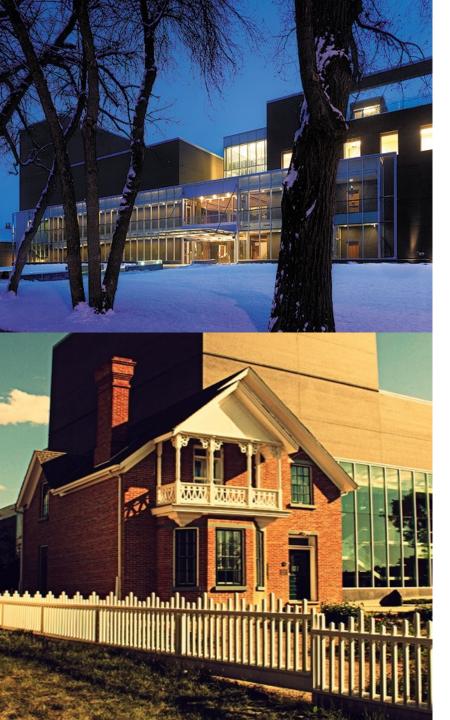
Scenario #1

Traditional fixed-seat venues <1,000 seats

- Esplanade Arts & Heritage Centre, Medicine Hat, AB
- Harris Center for Performing Arts, Folsom, CA
- South Miami Dade Cultural Arts Center, Cutler Bay, FL



Esplanade Arts & Heritage Centre



Esplanade Arts & Heritage Centre

City population: 63,000

Opened in 2005

Owned and operated by the City of Medicine Hat Dept. of Cultural Development

Operating Budget: ~\$6-7m

Contributed Revenue: ~\$3-4m from city

Earned Revenue: ~\$2-3m

Construction Only Costs*: \$19m (CAD)

Venues

- 700-seat theatre; 140-seat theatre
- 3,000 SF art gallery
- Museum
- Gift shop
- More info: http://esplanade.ca/



Esplanade: Activity

Esplanade **presents about 35** music, dance, theatre, speakers, film and popular programs annually

Education programs include community classroom and school tours

Rotating and permanent exhibitions are a significant part of Esplande's annual programming; the center offers 9 rotating exhibitions and a permanent historical collection

Space is available for rentals including weddings, banquets, corporate functions, and meetings





Esplanade: Spaces



Facilities

Archives

Esplanade Theatre 700 seats

Studio Theatre 140 seats

Art Gallery 3000 sq feet

Esplanade Museum

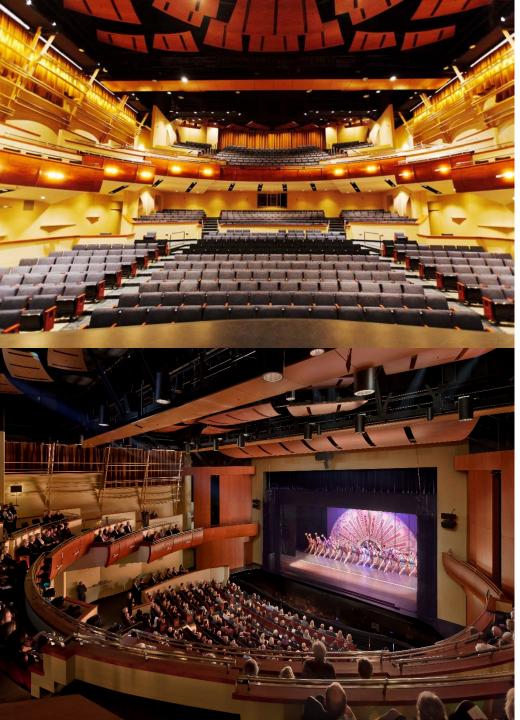
Discovery Centre

Ewart Duggan House

37



Harris Center (Folsom Lake College)



Harris Center for the Arts

Built in **2011**

Owned and operated by Folsom Lake College

Capital Cost: \$50 million

Operating Budget: ~\$5 million

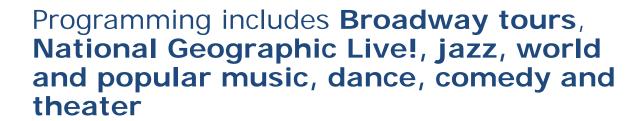
Venue Capacity: 850 seats, 200-seat city stage, 100-seat recital hall

Programming: Over 400 events including Broadway musicals, world music, dance, theater, jazz, classical music, and blues

More info: https://www.harriscenter.net/

Harris Center: Activity

Harris Center **presents** a lineup of international and national touring artists, **partners** with regional arts producers and presenters, and **produces** work by Folsom Lake College faculty and students



Cultural performances including the Royal Cambodian Ballet, Ballet Folklorico Sacramento, Masters of Hawaiian Music, Senegal Gospel Choir, etc.







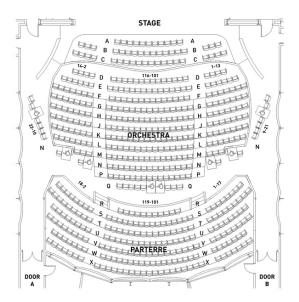


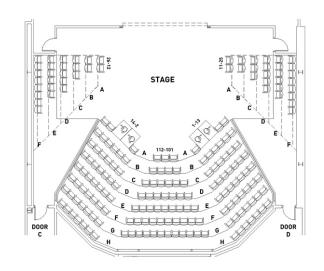


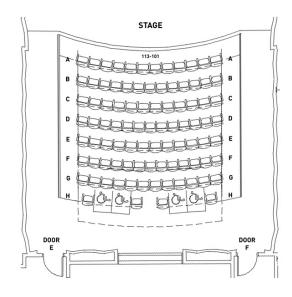




Harris Center: Spaces













Stage 1 850 seats 46' Proscenium Orch pit

Stage 2: City Studio Theater 200 flexible seats Raked seating

Stage 3: Scott-Skillman Recital Hall 100 seats Classical music, film, etc.

South Miami Dade Cultural Arts Center



South Miami Dade Cultural Arts Center

Population:

• City of Cutler Bay: 45,100

• Miami-Dade County: 2,752,000

• Miami-Port St. Lucie-Fort Lauderdale: 6,913,000

Opened in 2011

Owned and operated by Miami Dade County

Department of Cultural Affairs

Capital Cost: \$51m

Operating Costs: ~\$4-5m

Government Support: ~\$2.7-3.5m

Earned Revenue: ~\$1.5m

Venues:

- 966-seat mainstage theater
- 129-seat black box theater
- Lab theater, dance rehearsal studio, and classroom
 More info: https://smdcac.org/



SMDCAC: Activity





Residents offer most activity at the center, including Adrenaline Dance Company, Miami Lyric Opera, and Miami Children's Theater, for roughly 200+ days a year







SMDCAC Presents also offers 60+ music, dance, theater, cabaret and family programs annually; ~20% of activity / ~\$450k in sales





Community engagement is a priority of SMDCAC; the center offers free and reduced cost programming to schools and community groups, student workshops and master classes, and performance guides which dovetail with school curriculum



SMDCAC: Spaces



Main Building

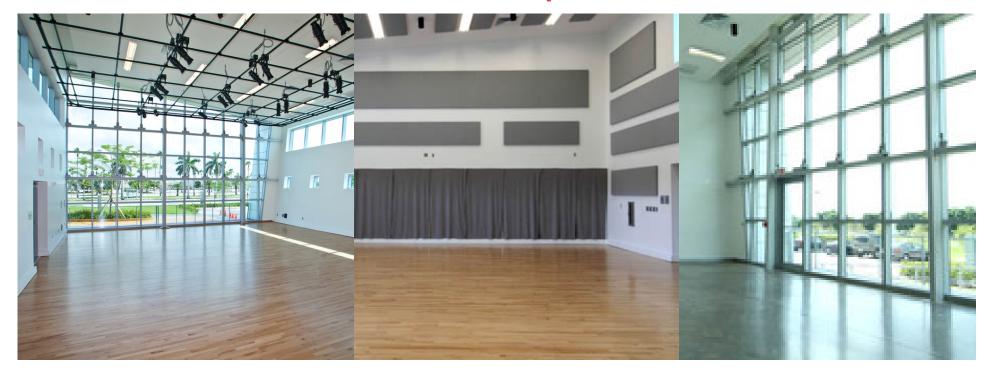
Mainstage 966 seats

Blackbox theatre 129 seats

Lobby



SMDCAC: Spaces



Activities Building

Lab Theatre 129 seats

Dance Studio 1600 sq. feet

Classroom 1000 sq. feet



Concept #2

Flexible 'shoebox' with configurable capacity range

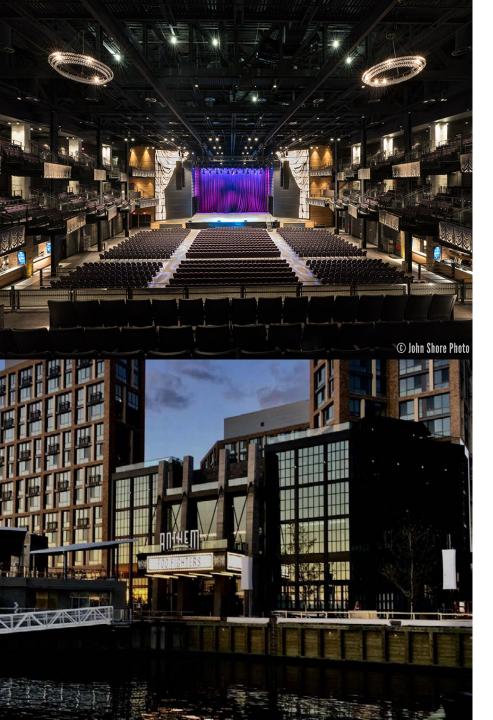
■ The Anthem, Washington, DC

Paristown Hall, Louisville, KY

Mission Ballroom, Denver, CO







The Anthem

Built in 2017

Owned and operated by I.M.P

Capital Cost: \$60 million

Venue Capacity: 2,500 - 6,000 seats

Programming: Over 130 popular music concerts



Anthem: Activity

Primarily 130+ popular music concerts annually, including a variety of artists such as Ben Folds, Elvis Costello, Ashanti, Peter Frampton, Andrew Bird, The B-52s, Zedd, Wilco, Sara Bareilles, deadmau5, and Bon Iver

National Symphony Orchestra plays 3 pops concerts annually in the venue in order to expose themselves to new audiences; programs include An American in Paris and Holidays at the Anthem

The Anthem is also available for **private event rentals** like seated dinners and cocktail parties

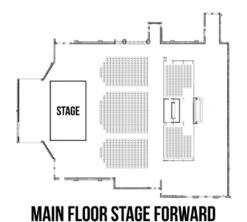








STAGE MAIN FLOOR SEATED



Anthem: Space

Configurations in 54,000 SF include:

Seated 2,500-3,200; standing 6,000; seated dinner 1,200; cocktail party 3,000

Venue is 90% flexible with state-of-the-art sound and lighting and broadcast capable for video production; catering by Eat to the Beat; 7 dressing rooms













Cocktail party Banquet Standing







Paristown Hall



Paristown Hall

Opened in 2019

Owned and operated by Kentucky Center for the Arts

Capital Cost: \$12 million

Venue Capacity: 2,000 standing room; 28,000 square feet

"...how could the space serve as both a house for tours and where professional orchestra / dance / theater can play and be creative?"

More info: https://www.kentuckycenter.org/paffstown-hall

Programming

Programming driven by popular music including hip hop, rock, country, etc.





Louisville Orchestra programs include experimental work and collaborations with popular artists like Jim James





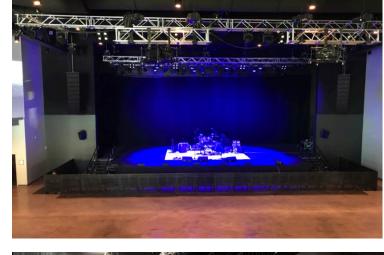
Performance Space

28,000 square feet of flexible GA standing room space (no seats, cap. 2,000)

 Resident Louisville Orchestra can fit its full ensemble on the stage

Portable and proscenium stage; reinforced steel ceiling for rigging anywhere in the space

Sound-insulated space with acoustical systems by Threshold Acoustics







Performance Space

Flexible to accommodate private events like banquets

Projection screens monitor the stage

- Plans for a large outdoor screen are in the works (a la New World Symphony)
- Broadcasts of Kentucky Center programming

Upper balcony with a railing creates an open space feel

Includes 2 VIP lounges, each accommodating 60 people, with private bar service and bathrooms









[&]quot;A performing arts venue with the energy of a nightclub"

Ancillary Services & Spaces

3 large bars for rapid service inside the venue

- 60sf, 40sf, 30sf upstairs
- Bars offer naming rights for alcohol sponsors including "Old Forester", "Miller Lite", "Titos"

Women's restroom with 12 stalls

A mural program inside the circulation spaces offers rotating exhibits

2 outdoor balconies and patios

 adjacent public green space with potential for film screenings, art exhibits, or concert projections

A green room for artists also serves public events and festivals









Paristown Hall prioritizes a 'great artist experience'

Mission Ballroom



Mission Ballroom

Opened in 2019



Owned and operated by AEG Presents Rocky Mountain

Capital Cost: \$10+ million



Venue Capacity: flexible, accommodating 2,200-3,950; 60,000 square feet



Mission Ballroom: Activity

Primarily **popular music concerts** including a variety of artists such as The Lumineers, Trey Anastasio Band, Gregory Alan Isakov, Ben Harper, Steve Miller Band, Herbie Hancock, Kamasi Washington, Ludacris, Wilco

Mission Ballroom is also available and configurable for **private event rentals** including corporate events, music shows, award shows, galas, weddings, receptions, launch parties, trade shows, private events, etc.

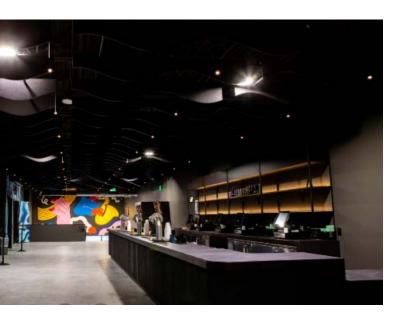
AEG has **commissioned local artists** to fill the space with visual art







Flat floor GA with fixed seating riser structure



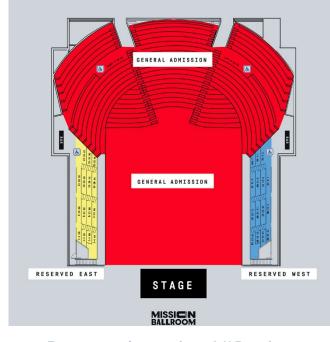
5 bars with good sightlines and multiple POS kiosks

Mission Ballroom: Space

60,000 SF of space will accommodate 2,200 – 3,950



Modular, mobile stage on trolleys with adaptable Audio/visual/lighting at a cost of \$1m



Reserved seating VIP wings with private bars



Flexible to accommodate corporate events, music, galas, weddings, trade shows, etc.

Implications, Key Questions, Discussion!

Key Questions

What are the major differences between scenarios?

- What is the capital cost of flexibility?
- What is the range of capital costs between fixed-seat and 'shoe box'?
- What are the operating implications of one over the other?
- How do scenarios align with Guiding Principles?



Guiding Principles

Active

Connected

Welcoming

Sustainable





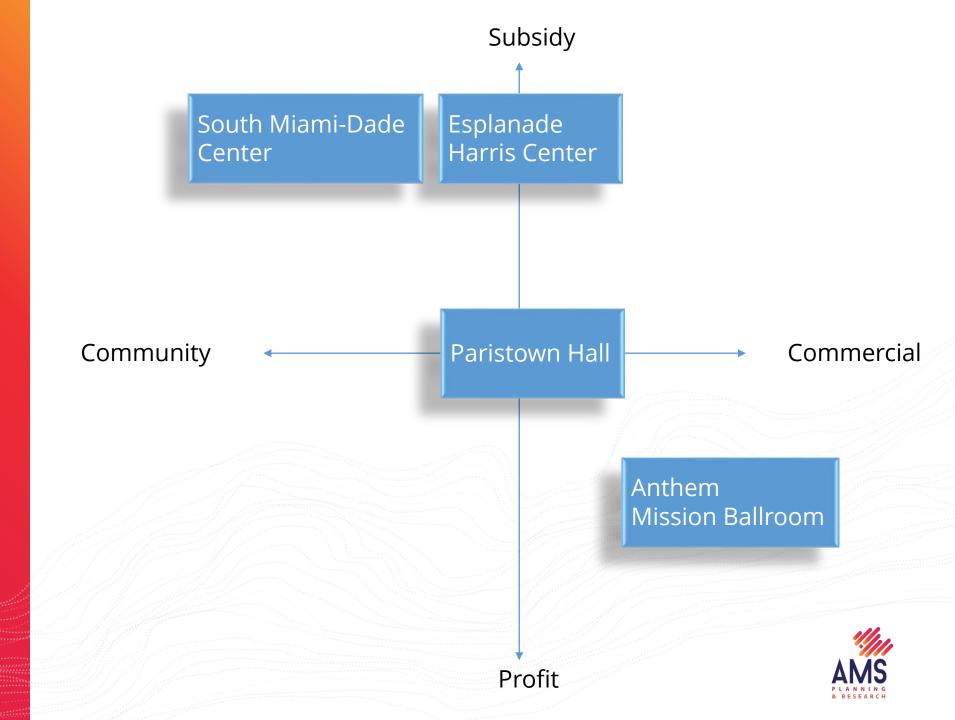






Implications

Balancing the objectives



Two Scenarios – Which is Preferred?







- Flexible, non-traditional model
- Able to support flat-floor events + performances
- Variable staging, acoustics, seating, etc.
- Max capacity >1,000
- Higher % earned revenue
- Lower capital investment

- Traditional proscenium
- What we think of when we envision a PAC
- Fly space, wings, trap, pit, etc. support variety of performance types
- Fixed capacity <1,000 seats
- Higher % contributed support
- Higher capital investment





Site Evaluation Criteria

Initial List

- Adjacent amenities
- Proximity to population center & target market(s)
- Access to the site (highways and major roads, public transit, etc.)
- Parking availability
- Visibility
- Traffic impacts
- Future potential of the site to accommodate complimentary facilities, amenities, and businesses

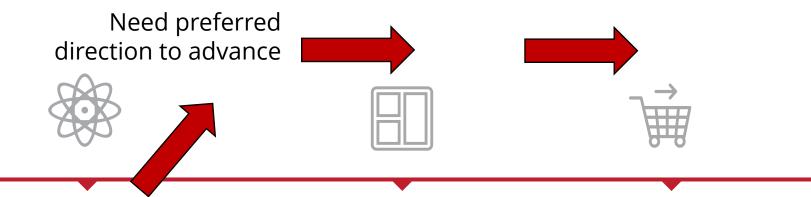
- Loading and service ease
- Expansion potential for the center (ability to fit the program on the site, phasing, etc.)
- Cost of acquisition
- Cost of site development
- Difficulty of site development (topography, utilities, multiple site entries, load-in, etc.)
- Quality of experience for audiences, artists, staff (context, etc.)
- Partnership & funding potential



Next Steps

Scope of Work - Phase 2

Based on Phase 1, AMS outlined the type of facility, the space requirements for programs, administration, and rehearsal/classroom space, and the <u>optimum number of seats</u> to accommodate expected audiences.



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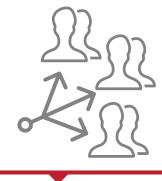


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Thank you





Appendix K



Performing Arts Centre Feasibility Study

Stakeholder Update May 1, 2020



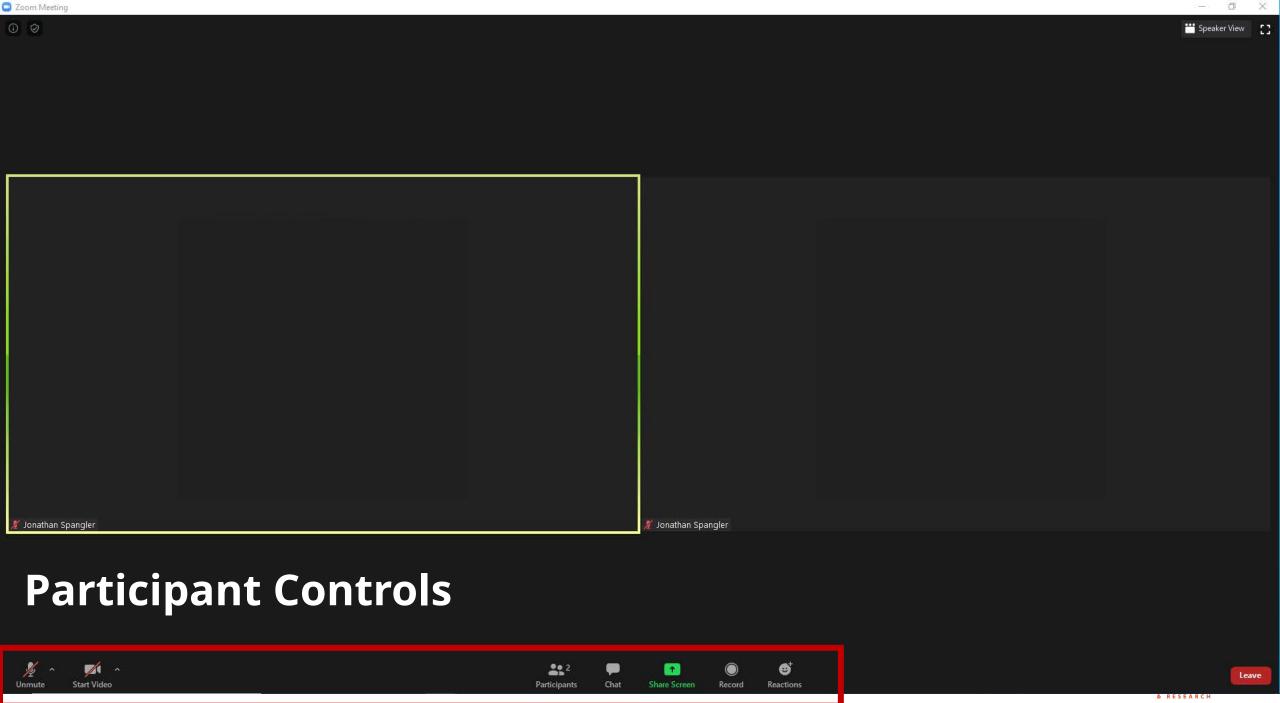


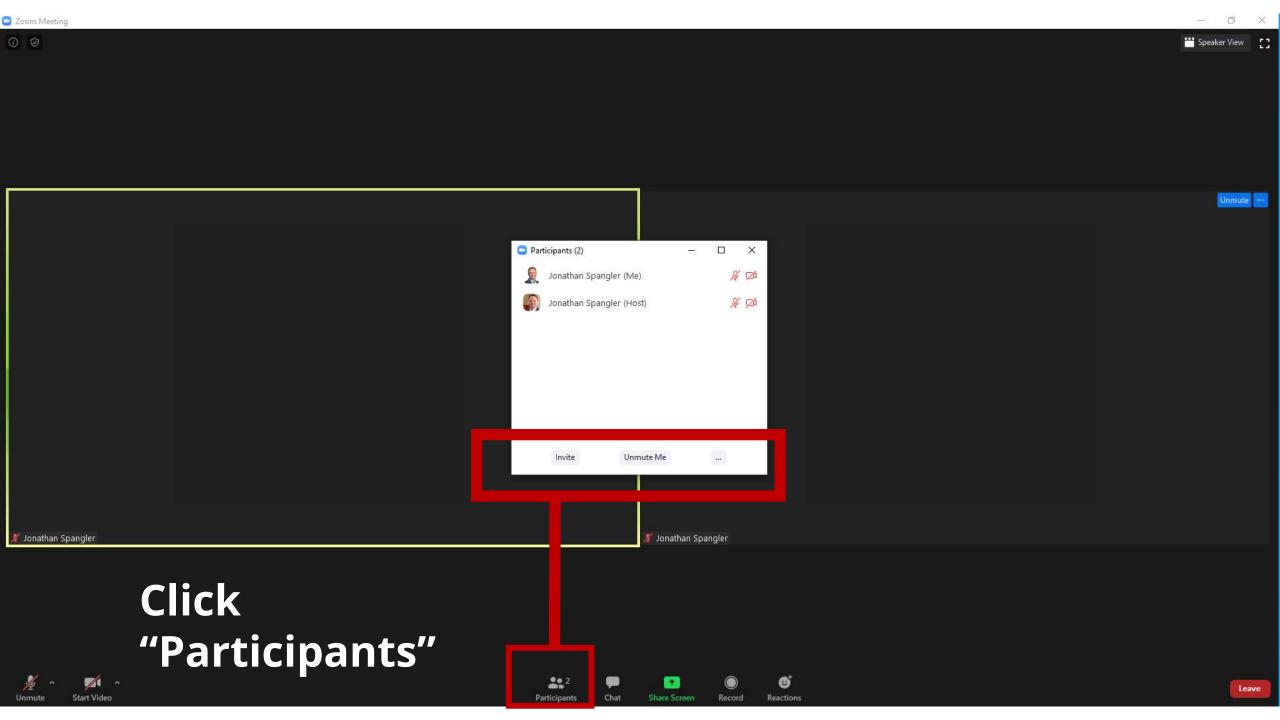


Founded on the belief that <u>arts and culture impact</u> people's daily lives and the communities in which they live...

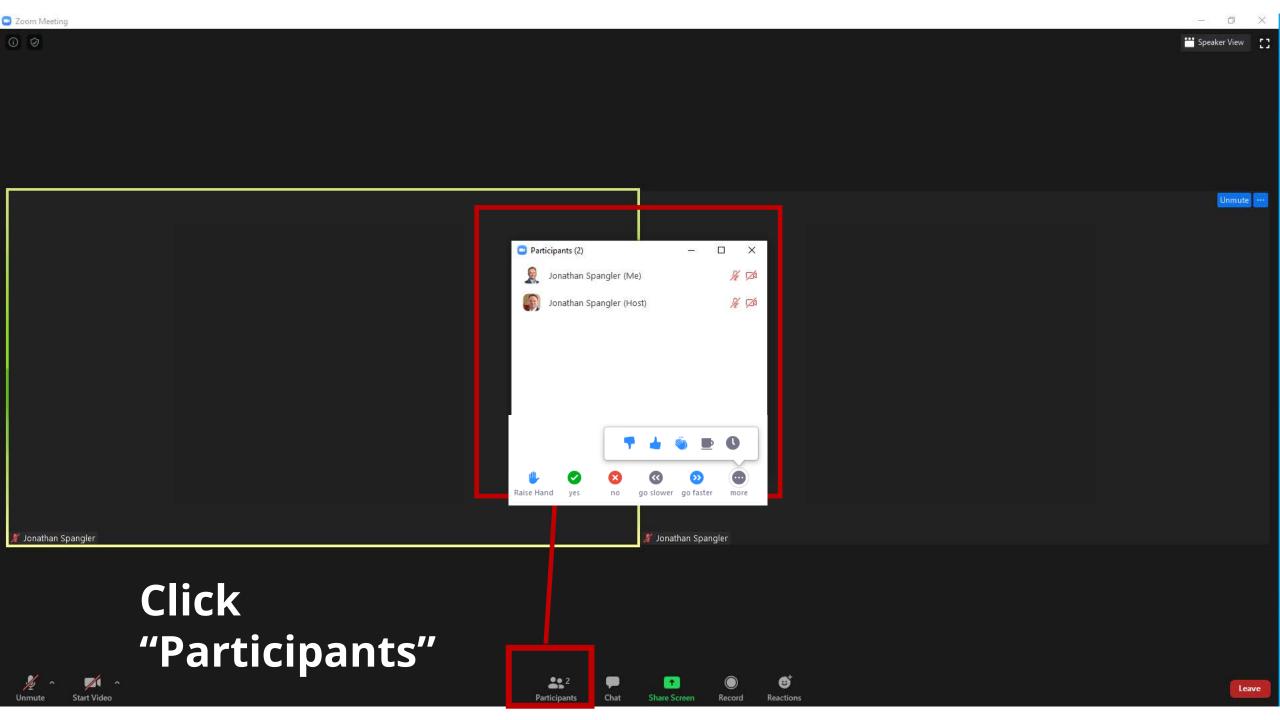
Agenda

- 1. Introductions & Process Overview
- 2. Steering Committee Guiding Principles
- 3. Review Key Findings to Date
- 4. Current Direction from Steering Committee
- 5. Looking ahead
- 6. Your Feedback

















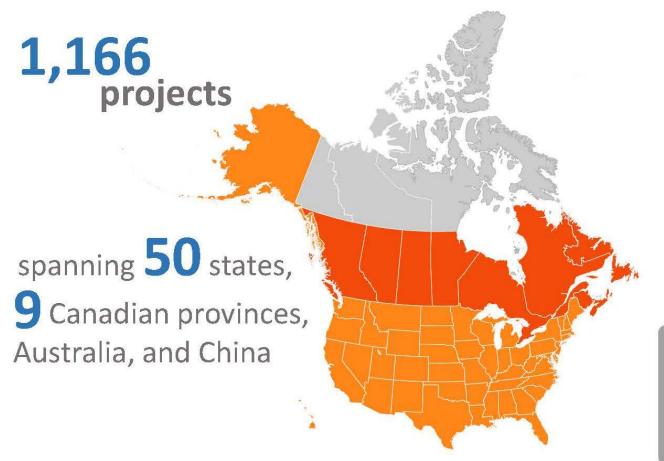
Founded in the belief that arts, culture & entertainment enhance people's daily lives & the communities in which they live.







AMS Celebrates 30 Years! (plus 1)



representing

\$9 billion



dollars in capital projects, in addition to 665 other projects



with over **30** publications

winner of the

ACQ5 2017 & 2018 Global Awards

US Niche Planning Consultancy of the Year - Arts and Culture



A Market-based Approach

3 Phase Process

Phase 1: Supply & Demand Analysis

Phase 2: Project Definition <

Phase 3: Operations Forecasting

Steering Committee Guiding Principles

Active

Connected

Welcoming

Sustainable



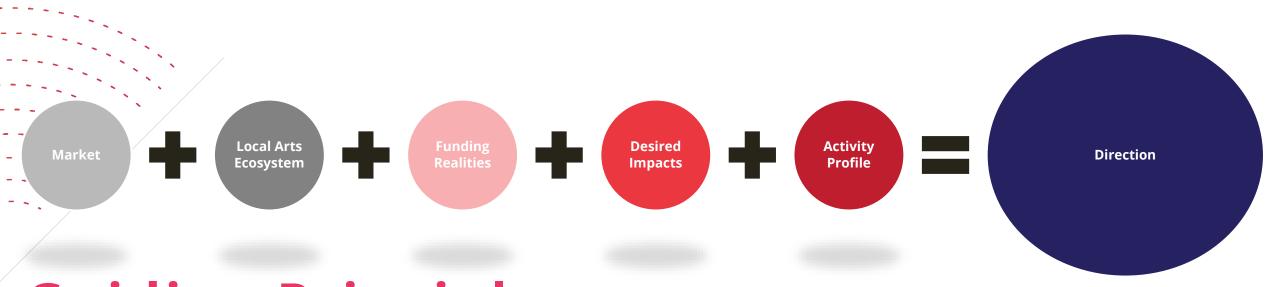






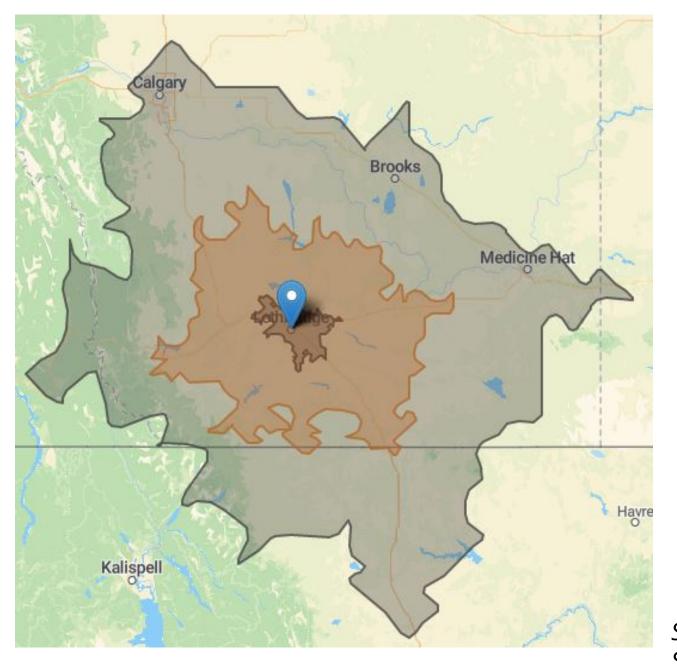


Inputs Establish Direction



Guiding Principles





Key Market Factors

- It's a growth market one of the high-growth areas of the province
- It's a young market singles between the ages of 20 and 30 make-up the largest percentage of Lethbridge residents
- There are lots of families over 30,000 households include schoolaged children
- It's a thrifty market incomes are lower than the Province, but the cost of living is also lower

Source: Statistics Canada, 2016 Census of Population Source: 2019 Lethbridge Municipal Census

51 INTERVIEWEES

Who We Have Interviewed

- Adam Mason, Director of Percussion, Global Drums, University of Lethbridge
- 2 Amanda Berg, Operations Supervisor, U of L Theatre
- 3 Andrew Malcolm, Urban Revitalization Manager, Heart of Our City
- 4 Blaine Hendsbee, Director, Opera Workshop
- 5 Breeanne Fuller, Director, U of L Conservatory of Music
- 6 Cheryl Gilmore, Superintendent, Lethbridge School District 51
- 7 Chris Smeaton, Superintendent, Holy Spirit School
- **8 Conrad Westerson, Facility Services**
- 9 Danielle Christensen, Teacher
- 10 Dawn Leite, Manager of Community Relations, Allied Arts Council
- 11 Dianne King, Representative Performing Arts centre Advocacy Group
- 12 Doug Emek, Board President, Lethbridge Symphony
- 13 Duane Piper, Teacher, Chinook HS
- 14 Glenn Klassen, Music Director, Lethbridge Symphony
- 15 Janet Youngdahl, Director, U of L Singers
- 16 Jason Eveleigh, Yates
- 17 Jason Freund, Rec and Culture
- 18 Jay Whitehead, Artistic Director, Club Didi/Theatre Outre, University of Lethbridge
- 19 Jeff Carlson, City Councillor
- Justin Many Fingers, Founder and Artistic Director, Making Treaty 7
 Cultural Society
- 21 Kade Hogg, Teacher, Winston Churchill HS
- 22 Karen Iwaasa, Engagement
- 23 Karrie Nightingale, Facility Services
- 24 Katie Jo Rabbit, Assistant Manager, Saamis Aboriginal Employment & Training Association
- 25 Kelly Reay, General Manager, New West Theatre
- 26 Ken Lowenberg, Yates

- 27 Kennedy Jensen, Executive Director, Arts Touring Alliance of Alberta
- 28 Kevin Farrell, Marketing & IT Coordinator, Lethbridge Chamber of Commerce
- 29 Kim Gallucci, ENMAX
- 30 Mary Ingraham, Dean, Faculty of Fine Arts
- 31 Melanie Gattiker, Executive Director, Lethbridge Symphony
- 32 Michael Kelly, Real Estate and Land Devel't Manager
- 33 Mike Spencer, Director, Geomatic Attic
- 34 Mike Tajiri, Rec and Culture
- Noorin Chatur-Muhammad, Communication & Policy Strategies, Lethbridge Chamber of Commerce
- 36 Peggy Mezei, Board Chair, Allied Arts Council
- 37 Perry Stein, Indigenous Advisor, City of Lethbridge
- 38 Rob Stanford, Yates
- 39 Robin Harper, Rec and Culture
- 40 Ron Sakamoto, President, Gold & Gold Productions
- 41 Rudy Friesen, CEO, Exhibition Park
- 42 Sarah Harmon, Teacher
- 43 Scott Carpenter, Programmer, Yates
- 44 Sharon Peat, Artistic Director, New West Theatre
- 45 Sheila Enevold, Rec and Culture
- 46 Steve Foord, Co-Owner, The Owl Acoustic Lounge
- 47 Suzanne Lint, Executive Director, Allied Arts Council
- 48 Tara Grindle, Corporate Communications
- 49 Ted Stilson, Executive Director, Downtown BRZ
- 50 Trevor Lewington, CEO, EDL
- 51 William Slenders, Executive Director, LDMO



National & Regional Arts Presenters & Promoters

Interviewees

- 1. <u>Jim Cressman –</u> Invictus
- 2. <u>Greg Curtis Tooth Blackner Presents</u>
- 3. `<u>Mike Davis Crabby Productions</u>
- 4. Kim Gallucci General Manager, Enmax Centre
- 5. <u>lan Low Live Nation</u>
- 6. <u>Brent Oliver BOP Management</u>
- 7. Ron Sakamoto President, Gold and Gold Productions
- 8. <u>Dan Snow Snowed-In Productions</u>
- 9. <u>Mike Spencer Director</u>, Geomatic Attic

Interview Findings

Tours will route to Lethbridge

Mostly mid-sized Canadian acts

There is a gap between 800 -1,200 capacity

Quality venue level needed to attract & retain promoters and artists

Professional operations & favorable deals made between a PAC & promoters would be key to attracting & retaining



27 Survey Respondents Lethbridge Community Band Society

City of Fort Saskatchewan

Kootenay concerts

Lethbridge Lodging Association

Lethbridge Destination Management

Lethbridge Big Band

Organization

Lethbridge Community Taiko Association

Lethbridge International Film Festival Society

Lethbridge Symphony

Southern Alberta Art Gallery

New Zumba

Opera Workshop - University of Lethbridge

The Feldman Agency

(and LSO)

Haptic Dance Arts

Drama Insidiis

LCI Band Program

Theatre Outré

Lethbridge Branch of the Alberta Registered Music Teachers'

Lethbridge Community Band Society

Association

Exhibition Park

The Playgoers of Lethbridge

Lethbridge Jazz Society

Lethbridge and District Music and Speech Arts Festival

Centric MusicFest

Society

The Metrik Jazztet

University of Lethbridge Conservatory of Music

LOCAL ARTS DEMAND

Space Needs of Lethbridge Organizations

Most respondents need <u>flat-floor space</u> and a <u>fixed proscenium</u>



9
Meeting &
Classroom space

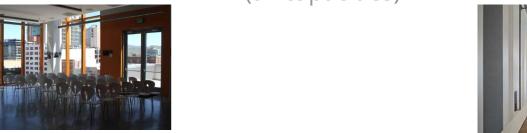


18
Proscenium stage with fixed seating (all capacities)



5

Costume Shop & Production Space (media)



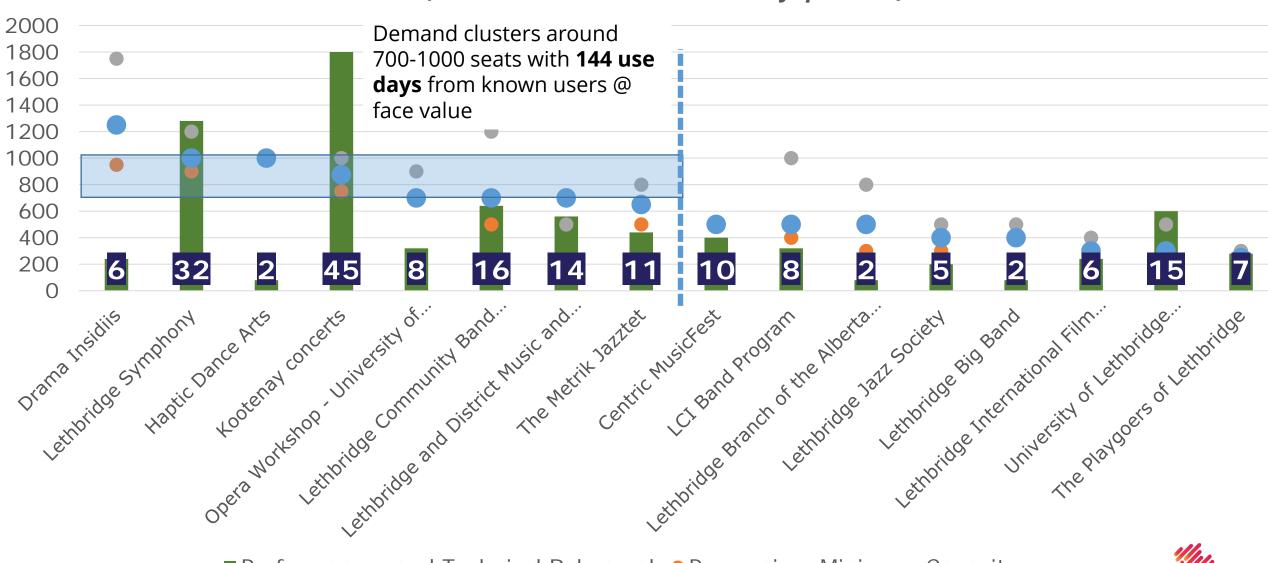
9 Flat-floor space



Rehearsal room



Optimum, Minimum, Maximum Seating Capacity + Utilization (Users who answered this survey question)



■ Performances and Technical Rehearsals ● Proscenium Minimum Capacity

Proscenium Maximum Capacity

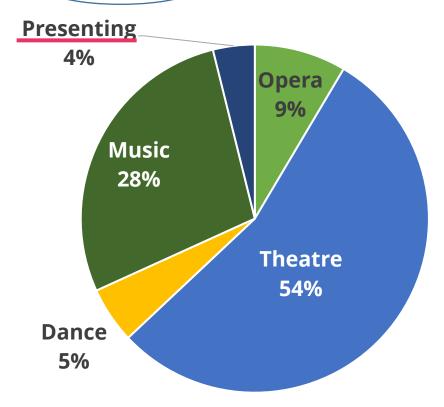
Proscenium Optimum Capacity



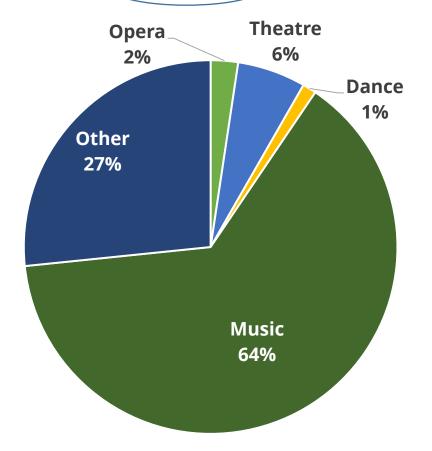
How Does Demand in 2019 Compare to 2010's Forecasted Recommendations?

The mix of content has changed 'dramatically' The role of *presenting* could be very different going forward

Forecasted Programming Mix from 2010 **325 use days** for 500 – 1,000 seats



2019 User Survey Demand Programming Mix **144 use days** at 700~1000 seats

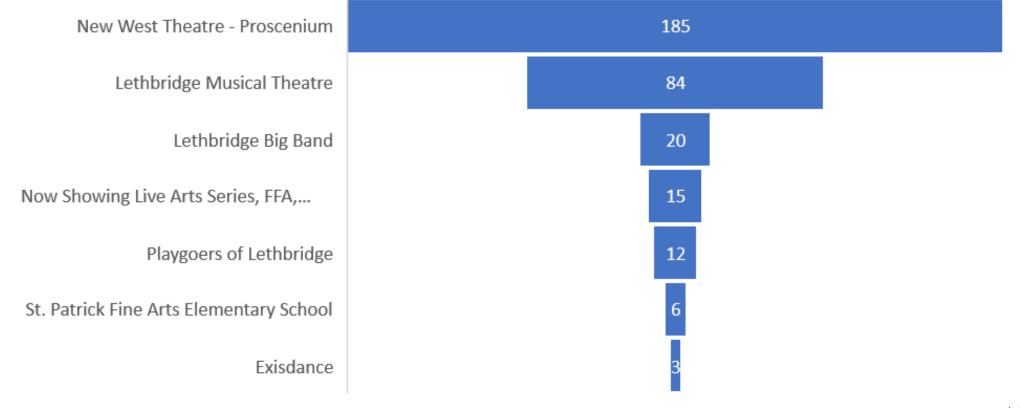




Utilization

Users & Utilization Levels by seating capacity preference

Users of space 500 - 1,000 seats; 325 total uses

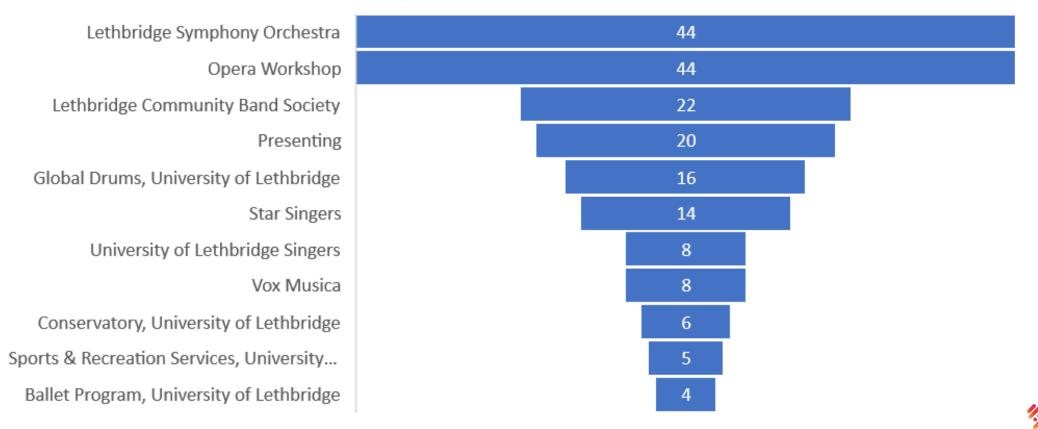




Utilization

Users & Utilization Levels by seating capacity preference

Users of space >1,000; 191 total uses



Two Scenarios - Which is Preferred? 🛠







Traditional proscenium

- What we think of when we envision a PAC
- Fly space, wings, trap, pit, etc. support variety of performance types w/seated aud.
- Fixed capacity <1,000 seats, but high enough to support presenting
- Higher % contributed support
- Higher capital investment

Flexible, non-traditional model

- Able to support flat-floor events + performances
- Variable staging, acoustics, seating, etc.
- Max capacity >1,000
- Higher % earned revenue
- Lower capital investment



Proscenium Performing Arts Centre







Flexible Performance & Event Venue







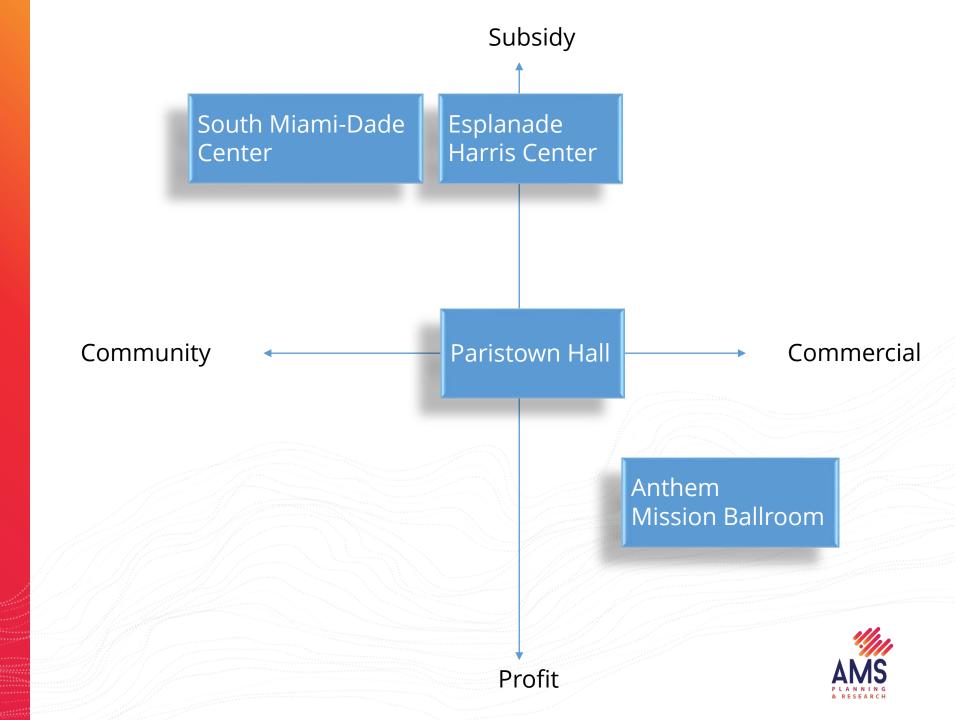






Implications

Balancing the objectives



Steering Committee Guiding Principles

Active

Connected

Welcoming

Sustainable











Scope of Work - Phase 2

Based on Phase 1, AMS outlined the type of facility, the space requirements for programs, administration, and rehearsal/classroom space, and the <u>optimum number of seats</u> to accommodate expected audiences.











Report out: What & Why

Report back to working group and Committee before moving forward with next phase – developing a business plan.

Comparative Case Studies & Scenarios

- ✓ Learn from exemplars
- √ Consider implications
- ✓ Confirm/determine direction

Site & Space

- ✓ Interface with FDA to define spaces, configuration, equipment, etc.
- ✓ Evaluate site(s) / location(s) factors

\$ Cost \$

 Develop an order-ofmagnitude capital cost estimate



5/1/2020

Scope of Work - Phase 3

In the final phase, the consulting team will develop details of LPAC operations including programming, staffing, and financial forecasts.



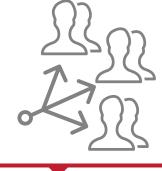
Developing the How

Operating Plan & Forecast for LPAC









Management Plan

Who are the players? What are their roles? How does it work?

Financial Forecast

Operating pro forma that models income, expenses, and support. Normalized year of operations.

Socializing Results

Presentation(s) & report













Thank You





Appendix L



Performing Arts Centre Feasibility Study

Phase 3 – Steering Committee Meeting May 2020







Founded on the belief that arts and culture impact people's daily lives and the communities in which they live...

Agenda

- 1. Introductions & Process Overview
- 2. Steering Committee Guiding Principles
- 3. Review Key Findings to Date
- 4. Program Design
- 5. Capital Costs
- 6. Operating Pro Forma
- 7. Your Feedback

A Market-based Approach

3 Phase Process

Phase 1: Supply & Demand Analysis

Phase 2: Project Definition

Phase 3: Operations Forecasting



Steering Committee Guiding Principles

Active

Connected

Welcoming

Sustainable



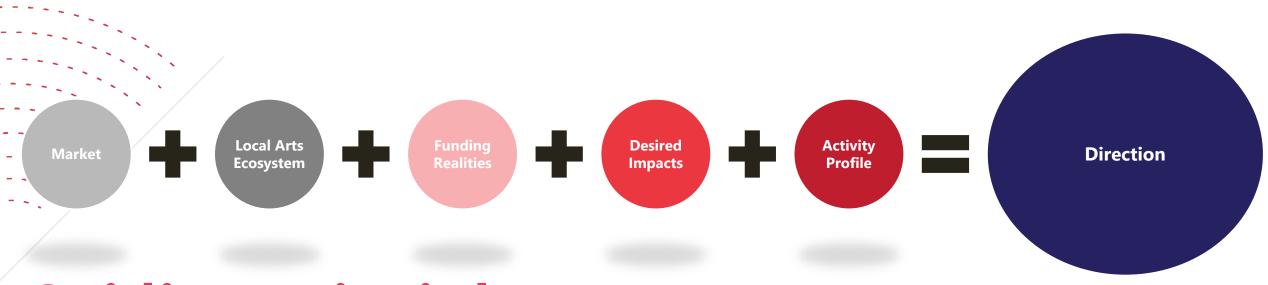








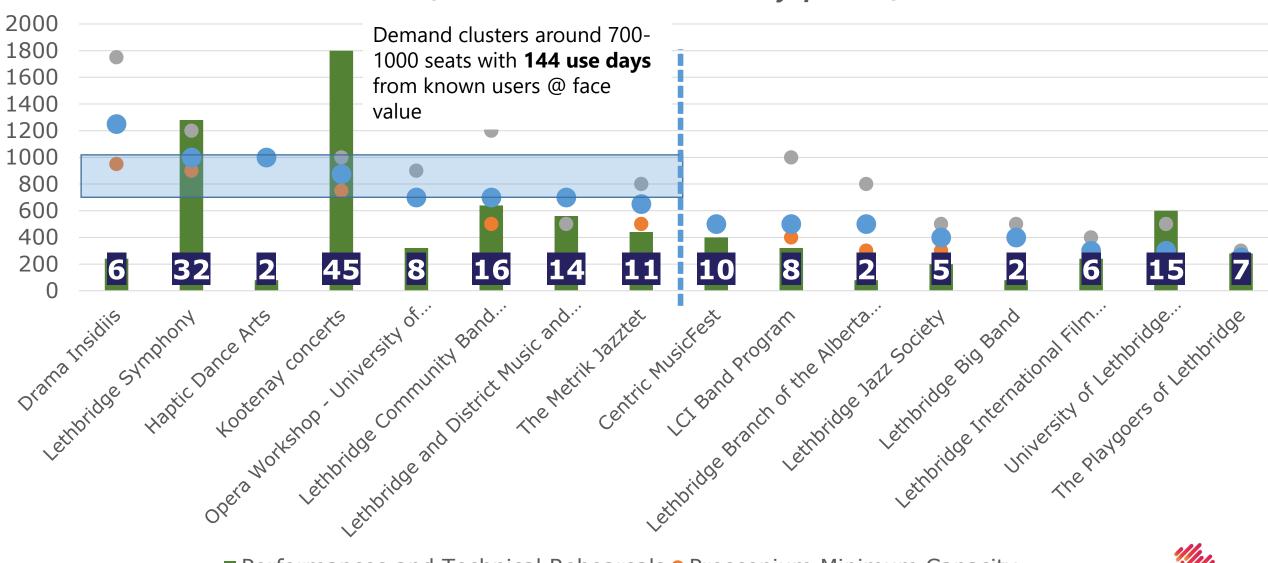
Inputs Establish Direction



Guiding Principles



Optimum, Minimum, Maximum Seating Capacity + Utilization (Users who answered this survey question)



■ Performances and Technical Rehearsals ● Proscenium Minimum Capacity

Proscenium Maximum Capacity

Proscenium Optimum Capacity





Two Scenarios – Which is Preferred?







With direction of a 'presenter-forward' programming brief, two scenarios were presented to the committee in March:

- ✓ A traditional proscenium performing arts centre, or
- ✓ A non-traditional, flexible performance & event centre



Preferred Direction: Flexible Performance & Event Venue













Program Design & Facility Costs

Venue Assumptions

A flexible performance venue supporting dynamic and versatile programming to engage Lethbridge residents and visitors

- Flexible configuration(s)
- Variable acoustics to support wide variety of perf. types
- 650 seated; 1,200 standing
- Multiple points of sale for concessions
- Multi-purpose / rehearsal room
- Make allowances for certain 'traditional' considerations
 - Traditional lobby space
 - Telescopic seating for 240
 - Electroacoustic system to allow for 'unamplified' performances
 - Large stage area
 - Backstage support spaces



Lethbridge Hall

Building Program

v2.1

FDA Fisher Dachs Associates Theater Planning and Design

April 13, 2020 template v2.0





Fisher Dachs Associates Theater Planning and Design

Lethbridge Hall

For Music, Performance and Events **Building Program**

v2.1 4/13/2020

Lethbridge Hall for Music and Events

Summary of Net Square Footage Allocations				
Category			Total Nsf	
100 Performance Spaces			11,375	49%
200 Backstage and Support Spaces			4,785	21%
300 Front-of-House and Public Spaces			6,980	30%
Total Net Square Feet			23,140	100%
Estimated Gross Square Feet		between		145% Based on Paristown N:G Ratio
·		and	35,867	155%
Detailed Space List				
Performance Spaces	Width Depth Height		Nsf	Comments
101 Auditorium	650 Seats	9.2 sf/seat	6,000	Up to 650 in folding chairs on a flat floor, or Up to 612 with 240 on telescopic seating unit and the rest on the floor, or General Admission standing room for up to 1200, or Banquets for up to 270.
102 Telesopic Riser Storage Alcove			525	
103 Stage	90w 45d 30h		4,050	90w x 45d x 30h clear with 60w opening
104 Loading Dock			exterior	
105 Control Loft	30w 10d		300	Up to six people - SM, Lighting, Audio, Video, plus two observers or additional operators
106 Followspot Positions (2)			150	
107 Dimmer / Relay Room			150	
108 Audio Rack Room			100	
109 Sound Mix Location in House	12w 8d		100	Consider a roving platform on main floor for flexibility
Sub-Total			11,375	49%

Backstage and Support Spaces Performer Accommodations, Staff, Support, and Storage Areas

201 Dressing Rooms			nsf	900	
Dressing Room 1 (w/toilet & Shower)	1 occ.		225 nsf		
Dressing Room 2 (w/toilet & Shower)	1 occ.		225 nsf		
Dressing Room 3 (w/toilet & Shower)	1 occ.		225 nsf		
Dressing Room 4 (w/toilet & Shower)	1 occ.		225 nsf		
Total accommodations	1 occ.				
202 Multi-Purpose Room	30	w 40d		1,200	Large Ensemble Holding, Orchestra Cases and Coats, Overflow Dressing, Utility Production Space
203 Laundry (stacked washer-dryer plus slop sink)				30	Can be in a closet off the Multi-Purpose Room
204 Backstage Restrooms (M&F, 3 fxtrs each)				360	
205 Artists Lounge				585	
206 Tour Manager				60	
207 Production Manager Office				85	
208 Janitors Closet				20	
209 Staff Lockers (FOH & BOH)				500	
210 Security Office				100	
211 Case Storage Audio & LX				445	
212 BOH Storage (Portable Staging, Trusses)				500	
213 Backstage elevator (6 stops, 5 x 6)			•	as needed	
Sub Total			·	4,785	21%



301 Box Office Sales Area		200	1 outside window, 3 inside
302 Security Screening / Lobby / Pre-Event Space 5.0 nsf per seat		1,350	Capacity limited to 270 persons for events, the banquet capacity
303 Public Restrooms @ 1 fxtr/ 23 seats 28 fxtrs		1,420	Sized for 650-person seated audience, not the
2 individual unisex h'cap assist restroom(s)	120 nsf	-,	larger GA crowd who do not all wait for intermissio
17 wc's for women	850 nsf		to use the restroom.
9 fxtrs; 5 urinals, 4 wc's for men	450 nsf		
304 Coatroom / Utility Space	2007 B 4279 (2010)	650	Sized for Banquets at roughly 270
305 Bar 1		435	English through across surples and the surples of t
Bar, 35 LF	350 nsf		
Ice Storage	35 nsf		
Walk-in Cooler	50 nsf		
306 Bar 2		435	
Bar, 35 LF	350 nsf		
Ice Storage	35 nsf		
Walk-in Cooler	50 nsf		
307 FOH Storage (Beer, Palletes of Water Bottles, Building Services,		1,200	Consider renting chairs when needed rather than
Custodial, Tables, Security Barriers, 600 folding/stacking chairs on		****	owning & storing? Charge the client. They take
carts)			about 180 sf
308 Catering Kitchen		600	TBC with Food Service Consultant
309 IT Server Room		70	
310 Administrative Suite		600	Staff of up to 6, two in private offices.
311 Janitors Closet		20	
Exterior Requirements & Sitework			
312 Exterior area to form lines		exterior	
313 Signage & poster cases		exterior	
314 Truck, Van, Band Touring Bus Parking @ Loading Door, F&B Service Dock, Trash area		exterior	
315 Video/Audio remote truck parking (3 semi's)		exterior	
316 Dumpster pads/recyling bins		exterior	
Sub Total		6,980	30%
Total Net Square Footage		23,140	100%
ımmary of Net Square Footage Allocations			
Category		Total Nsf	
100 Performance Spaces		11,375	49%
200 Backstage and Support Spaces		4,785	
300 Front-of-House and Public Spaces		6,980	
Total Net Square Feet		23,140	
Estimated Gross Square Feet	between	33,553	145% Based on Paristown N:G Ratio



Lethbridge Hall

Lethbridge, Alberta

Program Estimate

14 May 2020





DRAFT

Lethbridge Hall FDA Program v2.1 Estimate

Estimate Summary 14 May 2020

	ITEM		AMOUNT	
ı	Sub-Structure		\$1,825,000	
	Shell		\$8,085,000	
	luka iita a	_	ć2 700 000	
	Interiors		\$3,790,000	
	Mechanical & Electrical Services		\$5,230,000	
	Performance Equipment & Seating		\$3,635,000	
	Demolition & Temporary Construction		\$0	
i	General Requirements		\$950,000	
	Utilities only		\$250,000	siteworks excluded
	Design/Pricing Allowance	10%	\$2,375,000	
	General Conditions, Bonds, Insurances & Fee	17%	\$4,445,000	
	TOTAL TENDER COST IN CURRENT 2020 TENDER CANADIA	AN DOLLARS	\$30,585,000	\$ 848 /gsf
	Escalation		\$0	excluded
	Owner Purchase Performance Equipment Items		\$870,000	
1	Construction Change Order Contingency	10%	\$3,145,000	
	TOTAL CONSTRUCTION COST IN CURRENT 2020 TENDER (CANADIAN DOLLARE	\$34,600,000	\$ 959 /gsf





Estimate Inclusions

- Substructure
- Shell
- Interiors
- Mechanical & electrical services
- Performance equipment & seating
- General requirements
- Utilities only

Estimate Exclusions

- Owner purchase loose fixtures, fittings and equipment & food service equipment (FF&E)
- Siteworks
- Soil borings, geotech, site and utility surveys
- Testing/inspections expenses
- Third party M&E commissioning
- Permits and associated fees
- Professional fees and reimbursables
- Construction administration expenses
- Relocation of any main existing utilities
- Contaminated soil treatment and disposal
- Hazardous materials abatement and disposal
- Fast-track or any phased construction
- · Sole sourced equipment or systems

- Design/pricing allowance
- General conditions, overhead and fee
- Escalation to tender date
- GMP buyout contingency
- Construction change order contingency
- Goods and services tax

- Spare parts
- Service and maintenance contracts
- Models, mockups, renderings
- Fundraising
- Financing
- Public relations
- Legal fees and expenses
- Groundbreaking, topping off and pre-opening
- Art allowance
- Owner staff or project management expenses
- Endowment/Subsidies
- Owner overall project contingency



Comparison

		Esplanade	Lethbridge	
Esplanade Centre (opened in 2006; \$42mm; \$365/gsf)		Actual	Hypothetical (850 seats)	
Main Theatre (750 Seats)		16,103	17,483	
Backstage and Support Spaces		4,720	4,720	
Rehearsal Hall		2,820	1,200	
Public Spaces		13,930	12,000	
Meeting Facilities		2,700	0	
Museum Spaces		23,335	0	
Administrative Offices		3,095	1,500	
Building Support		4,800	4,800	
Total NSF		71,503	41,703	
Grossing Factor		1.61	1.61	1.70
Total GSF		115,000	67,000	71,000
Cost per GSF	\$1,200	\$138,000,000	\$80,400,000	\$85,200,000
Cost per GSF	\$1,500	\$172,500,000	\$100,500,000	\$106,500,000

Operating Model

Operating Framework

Presenter

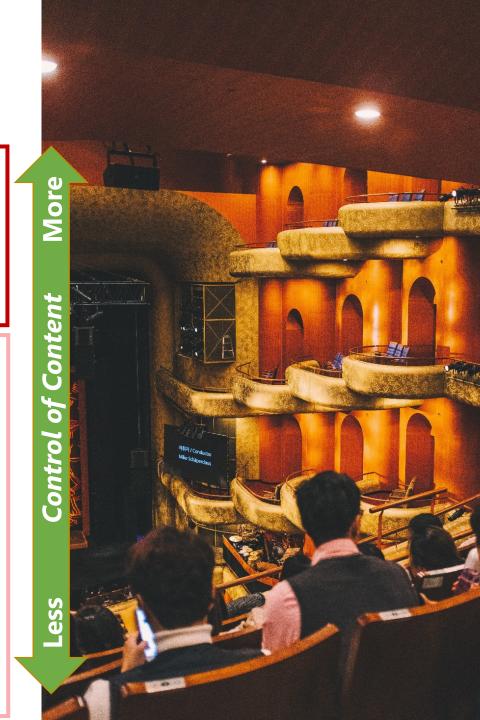
- Operator is responsible for operations *and* programming.
- Operator has programming and calendar control and the majority of risk.
- Pro-active booking of available calendar dates.

Host

- "Intentional" relationship between major tenants and owner/operator.
- Tenants provide the majority of programming.
- Owner/operator has limited programming risk and limited control.
- Pro-active booking of available calendar dates.

Landlord

- Passive operating model, often used in public sector.
- Typically no at-risk activity by the venue.
- No pro-active booking of the facility.



Key Assumptions

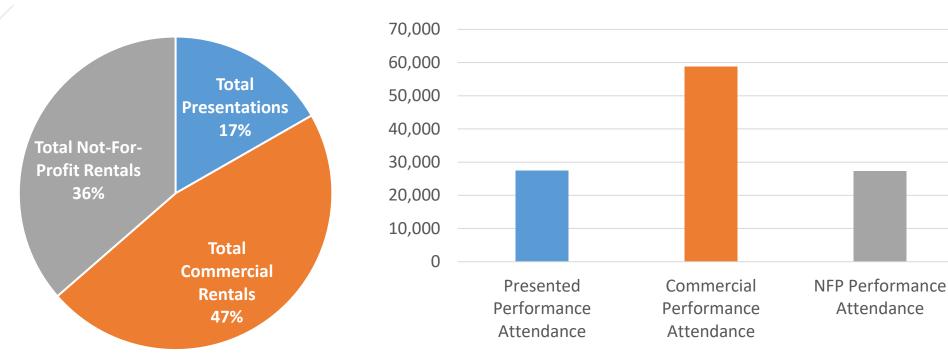
Space Assumptions	
Auditorium	
Auditorium - Capacity (GA)	1,200
Auditorium - Capacity (Seated A - flat floor)	650
Auditorium - Capacity (Seated B - flat floor + telescopic)	612
Auditorium - Capacity (Seated C - Banquet)	270
Multi-purpose Room (Net Square Footage)	1,200
Auditorium - (Net Square Footage)	22,465
Auditorium - (Gross Square Footage)	34,821
Economic Assumptions (in 2020 CAD\$)	
Taxes Rate (Personnel)	23.1%
Fringe Benefits (Full-Time)	23.25%
Fringe Benefits (Part-Time)	11.63%
Average Ticket Service Fee and Surcharges	\$2.75
Operating Contingency (% of Expenses)	5.0%



Activity Profile

Presentations & Rentals

Attendance Projections



Annual Performance Audiences: 114,000



Activity Profile Breakdown

Lethbridge Hall for Music and Events				
Schedule 4: Activity Profile	Base Year			
Lethbridge Hall for Music and Events - Presentations	40			
Gross Capacity for Presentations	39,200			
% Sold Assumption	70%			
Presented Performance Attendance	27,440			
Total Presentations	40			
Commercial Performances (Rentals)	47			
Gross Capacity for Commercial Peformance	56,400			
% Sold Assumption	70%			
Commercial Performance Attendance	39,480			
Commercial Dance Rentals	35			
Gross Capacity for Commercial Dance	22,750			
% Sold Assumption	85%			
Commercial Dance Attendance	19,338			
Events - MP Room	24			
Attendance - MP Room	1,680			
Events - Auditorium	6			
Attendance - Auditorium	1,620			
Private Event Rentals	30			
Total Commercial Rentals	112			

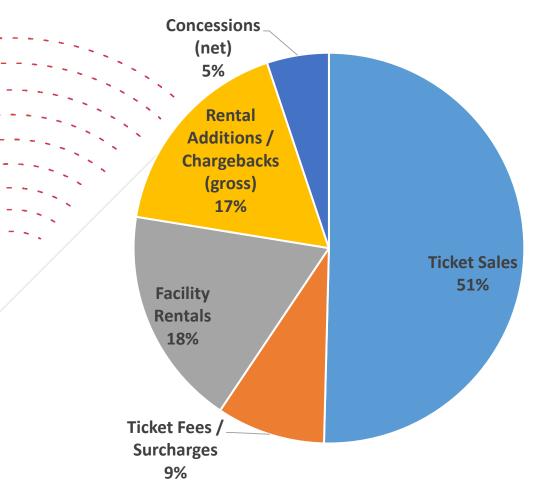
Lethbridge Hall for Music and Events					
Schedule 4: Activity Profile	Base Year				
NFP/LB Partner Performances	60				
Gross Capacity for NFP Performances	39,000				
% Sold Assumption	70%				
NFP Performance Attendance	27,300				
NFP/LB Partner Rehearsal	27				
Total Not-For-Profit Rentals	87				
Total Events/Performances/Rentals/Rehearsals	239				
Total Ticketed Presentations/Events	147				
Total Gross Capacity for Ticketed Events	157,350				
%sold (average)	70%				
Projected Annual Audiences	113,558				
Average Audience per Ticketed event	773				





Revenue Summary

Most revenue comes from presented activity, supplemented by rentals and chargeback labor



Operating Overview	Base Year		
Earned Revenues			
Ticket Sales	\$1,748,000		
Ticket Fees/Surcharges	\$312,000		
Facility Rentals	\$630,000		
Rental Additions / Chargebacks (gross)	\$600,000		
Concessions (net)	\$178,000		
Total Earned Revenues	\$3,468,000		



Centre Presentations

More presentation activity can drive significant earned revenue to the centre, assuming a focus on typologies with higher price points like music

Lethbridge Hall for Music and Events							
	Base Year						
Schedule 5: Presented Season	Base Year	Avg Paid Attend Base Year	Forecast Rev (Avg/Typol)	Forecast Exp (Avg/Typol)	Net Contrib (Avg/Typol)		
Typology		Basis per Typology	Average per Typology				
Family Activities	6	2,730	\$54,600	\$90,000	(\$35,400)		
Theatrical Performances	2	910	\$45,500	\$41,400	\$4,100		
Music (Classical, Folk, Jazz)	4	1,820	\$109,200	\$71,760	\$37,440		
Music (Popular, Hip-Hop, Rock)	24	20,160	\$1,411,200	\$662,400	\$748,800		
Comedy/Literary/Speakers	4	1,820	\$127,400	\$225,000	(\$97,600)		
Summary (totals or averages):	40	27,440	\$1,747,900	\$1,090,560	\$657,340		

Average ticket prices range from **\$20-\$70**; gross revenues from ticket sales account for over half of earned revenues



Facility Rentals

Rental fees account for 17% of earned revenues

Lethbridge Hall for Music and Even	ts					
Schedule 8a: Rental Rates and Revenues Basis (Hrs) Rates Event Days						
Schedule 8a: Rental R	ates and Revenues	Basis (Hrs)	Rates		Rental Fees	
Use Type	Event Type			Days		
Market Rate	Performance	8	\$6,000	47	\$282,000	
Market Rate	Non-performance (Auditorium)	8	\$6,000	6	\$36,000	
Market Rate	Non-performance (MP Room)	8	\$1,200	24	\$28,800	
Commerical Dance Rental	Performance	8	\$3,000	35	\$105,000	
Lethbridge Commercial Partner Rate	Performance	8	\$3,000	36	\$108,000	
Lethbridge Commercial Partner Rate	Non-performance	8	\$3,000	0	\$0	
Lethbridge Commercial Partner Rate	Load/Rehearsal	8	\$1,000	16	\$16,200	
Not-for-Profit Rate	Performance	8	\$1,950	24	\$46,800	
Not-for-Profit Rate	Non-performance	8	\$1,950	0	\$0	
Not-for-Profit Rate	Load/Rehearsal	8	\$700	П	\$7,560	
Subtotal Rental Fees				199	\$630,360	

rates range from \$1,950 for not-for-profit users to \$6,000 for commercial GA rentals (market rate)



Rental Rate Comparison

Per Seat Basis

	Lethbridge Hall	Yates	Esplanade
Capacity	650 for NFP - 1,200 for GA Commercial	475	750
NFP/NGO Rate	\$ 3.00	\$ 4.36	\$ 2.93
Commercial	\$ 5.00	\$ 5.24	\$ 4.86
Commercial Community Partner Rate	\$ 4.62		



Rental Additions and Chargebacks

Chargebacks (gross) account for 17% of earned revenues

Lethbridge Hall for Music and Events	S				
Schedule 9: Chargebacks				Base	e Year
				Audi	torium
GROSS REVENUES	Rates Charged (CAD)	Average Hours per Event	Average # of Staff per Event	# Event Days	Total
Box Office Set-up Fee	\$420	n/a	n/a	142	\$59,640
Equipment Rental Fee	\$280	n/a	n/a	174	\$48,580
Technical Director (pp/hr)	\$70	8	I	178	\$99,680
Technicians (pp/hr)	\$55	8	2	178	\$155,900
Security (pp/hr)	\$48	8	2	174	\$132,138
Custodial (pp/hr)	\$40	8	2	160	\$103,578
Subtotal, Gross Revenues					\$599,515

from Box office,
equipment, and event
labor charges to the
renting party;
associated costs are
modeled in theater
operations expenses



Other Revenues

Other revenues from ticket fees and F&B supplement presentation and rental incomes ■ **Ticket fees** (including facility surcharges on rentals) of \$2.75 are collected on all tickets sold, totaling 9% of earned revenues

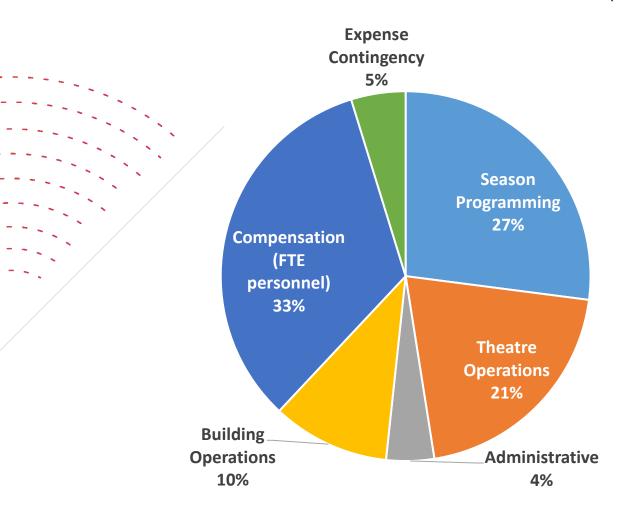
Food and beverage is modeled as a share of revenue with a contractor, driven by attendance; F&B accounts for about 5% of total earned revenues





Expense Summary

Expenses are driven by presented programming expenses and compensation

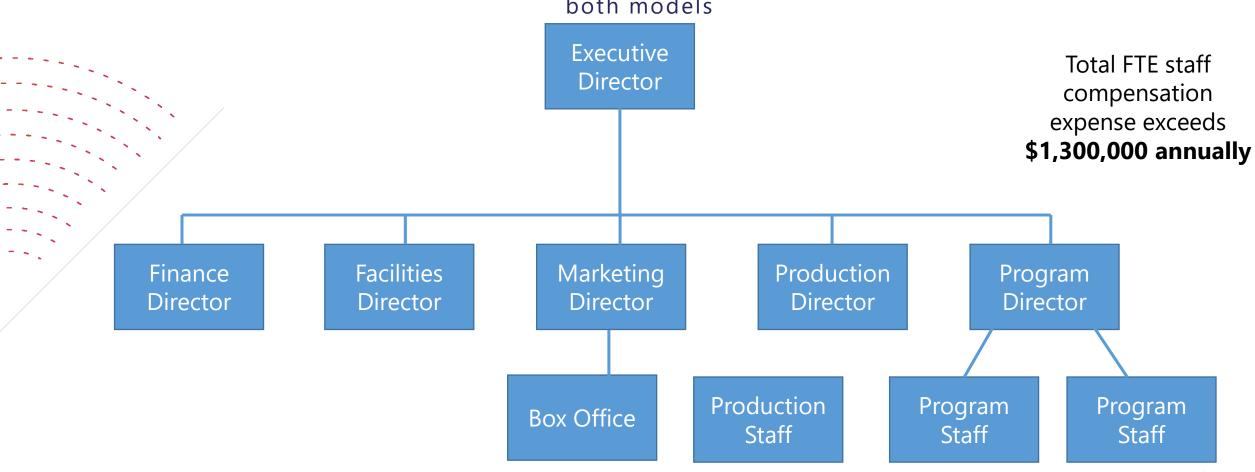


Operating Expenses	
Season Programming	\$1,091,000
Theatre Operations	\$825,000
Administrative	\$169,000
Building Operations	\$415,000
Compensation (FTE personnel)	\$1,341,000
Expense Contingency	\$192,000
Total Operating Expenses	\$4,033,000



Staffing

A staff of 10 activate and maintain the conference centre in both models





Other Expenses

Other notable expenses include building operations, theater operations, and variable event labor costs

Building Operations, including utilities, insurance, regular maintenance and security, and capital improvements, totals \$11.90/square foot; building ops account for 10% of total expenses

■ Theater Operations, including variable labor expenses, contribute 21% of expenses



Summary Pro Forma

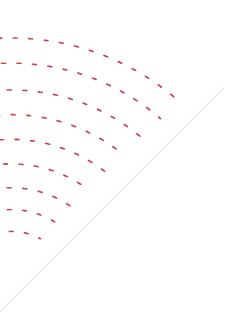
Lethbridge Hall for Music and Events Schedule 2: Summary Pro Forma Operating Overview Base Year **Earned Revenues Ticket Sales** \$1,748,000 \$312,000 Ticket Fees/Surcharges \$630,000 Facility Rentals Rental Additions / Chargebacks (gross) \$600,000 Concessions (net) \$178,000 Total Earned Revenues \$3,468,000 Total Revenue \$3,468,000 Operating Expenses Season Programming \$1,091,000 \$825,000 Theatre Operations \$169,000 Administrative \$415,000 **Building Operations** \$1,341,000 Compensation (FTE personnel) \$192,000 **Expense Contingency** Total Operating Expenses \$4,033,000 (\$565,000)Net Operating Result



Traditional vs. Non-traditional

Comparison

Hypothetical 850-seat Proscenium PAC



Lethbridge Hypothetical

Schedule 2: Summary Pro Forma

, and the second	
Earned Revenues	Base Year / Year 3
Pres enta tions	\$800,000
Rentals	\$450,000
Chargebacks (gross)	\$160,000
Ancilla ry	\$540,000
Subtotal, Earned Revenues	\$1,950,000
TOTAL OPERATING REVENUES	\$1,950,000
Operating Expenses	
Programming & Rental Events	\$850,000
S taff	\$1,220,000
G & A	\$620,000
Occupancy	\$460,000
Subtotal, Operating Expenses	\$3,150,000
Expense Contingency (5%)	\$158,000
TOTAL OPERATING EXPENSES	\$3,308,000
TOTAL ANNUAL RESULT	(\$1,358,000)
% Earned Revenue	59%
% Contributed	41%



Scope of Work – Phase 3

In the final phase, the consulting team will develop details of LPAC operations including programming, staffing, and financial forecasts.



Developing the How

Operating Plan & Forecast for LPAC







Management Plan

Who are the players? What are their roles? How does it work?

Financial Forecast

Operating pro forma that models income, expenses, and support.
Normalized year of operations.

Socializing Results

Presentation(s) & report













Thank You





Appendix M

Lethbridge Performing Arts Centre

Presentation to Lethbridge City Council

September 2020







AMS Planning & Research



Bill Blake, Director



Jonathan Spangler, Analyst

Josh Dachs, Fisher Dachs Associates **FDA-online.com**

Sean Ryan, Venue Cost Consulting Venue-consulting.com





Founded in the belief that arts, culture & entertainment enhance people's daily lives & the communities in which they live.







AMS Celebrates 32 Years!



representing

\$9 billion



dollars in capital projects, in addition to 665 other projects



with over **30** publications

winner of the

ACQ5 2017 & 2018 Global Awards

US Niche Planning Consultancy of the Year - Arts and Culture



A Market-based Approach

3 Phase Process

Phase 1: Supply & Demand Analysis

Phase completion November 2019

Phase 2: Project Definition

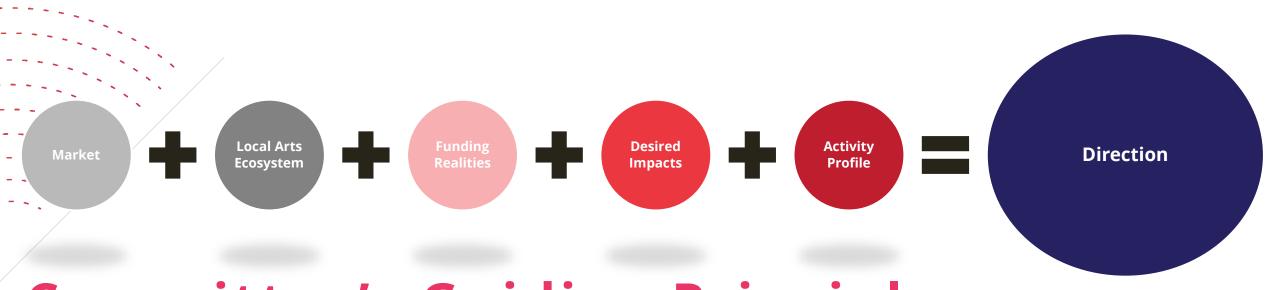
Scenario direction March 2020 Phase completion May 2020

Phase 3: Operations Forecasting

Phase completion June 2020

*Additional forecasting completed August 2020

Inputs Establish Direction



Committee's Guiding Principles



Steering Committee Guiding Principles

Active

Connected

Welcoming

Sustainable











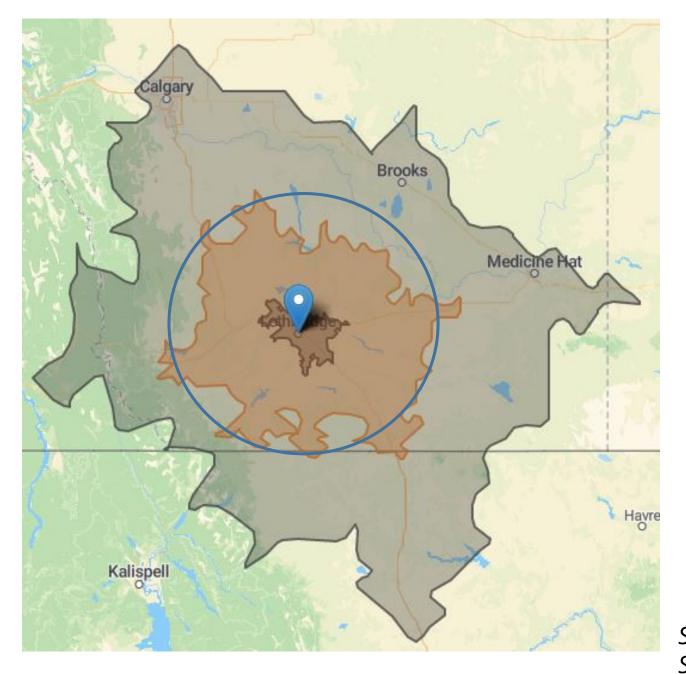
Stakeholder Input: 51 INTERVIEWEES

Who We Interviewed | Validation of Guiding Principles | Understanding of Community Issues & Aspirations

- Adam Mason, Director of Percussion, Global Drums, University of Lethbridge
- 2 Amanda Berg, Operations Supervisor, U of L Theatre
- 3 Andrew Malcolm, Urban Revitalization Manager, Heart of Our City
- 4 Blaine Hendsbee, Director, Opera Workshop
- 5 Breeanne Fuller, Director, U of L Conservatory of Music
- 6 Cheryl Gilmore, Superintendent, Lethbridge School District 51
- 7 Chris Smeaton, Superintendent, Holy Spirit School
- **8 Conrad Westerson, Facility Services**
- 9 Danielle Christensen, Teacher
- 10 Dawn Leite, Manager of Community Relations, Allied Arts Council
- 11 Dianne King, Representative Performing Arts centre Advocacy Group
- 12 Doug Emek, Board President, Lethbridge Symphony
- 13 Duane Piper, Teacher, Chinook HS
- 14 Glenn Klassen, Music Director, Lethbridge Symphony
- 15 Janet Youngdahl, Director, U of L Singers
- 16 Jason Eveleigh, Yates
- 17 Jason Freund, Rec and Culture
- 18 Jay Whitehead, Artistic Director, Club Didi/Theatre Outre, University of Lethbridge
- 19 Jeff Carlson, City Councillor
- Justin Many Fingers, Founder and Artistic Director, Making Treaty 7 Cultural Society
- 21 Kade Hogg, Teacher, Winston Churchill HS
- 22 Karen Iwaasa, Engagement
- 23 Karrie Nightingale, Facility Services
- Katie Jo Rabbit, Assistant Manager, Saamis Aboriginal Employment & Training Association
- 25 Kelly Reay, General Manager, New West Theatre
- 26 Ken Lowenberg, Yates

- 27 Kennedy Jensen, Executive Director, Arts Touring Alliance of Alberta
- 28 Kevin Farrell, Marketing & IT Coordinator, Lethbridge Chamber of Commerce
- 29 Kim Gallucci, ENMAX
- 30 Mary Ingraham, Dean, Faculty of Fine Arts
- 31 Melanie Gattiker, Executive Director, Lethbridge Symphony
- 32 Michael Kelly, Real Estate and Land Devel't Manager
- 33 Mike Spencer, Director, Geomatic Attic
- 34 Mike Tajiri, Rec and Culture
- Noorin Chatur-Muhammad, Communication & Policy Strategies, Lethbridge Chamber of Commerce
- 36 Peggy Mezei, Board Chair, Allied Arts Council
- 37 Perry Stein, Indigenous Advisor, City of Lethbridge
- 38 Rob Stanford, Yates
- 39 Robin Harper, Rec and Culture
- 40 Ron Sakamoto, President, Gold & Gold Productions
- 41 Rudy Friesen, CEO, Exhibition Park
- 42 Sarah Harmon, Teacher
- 43 Scott Carpenter, Programmer, Yates
- 44 Sharon Peat, Artistic Director, New West Theatre
- 45 Sheila Enevold, Rec and Culture
- 46 Steve Foord, Co-Owner, The Owl Acoustic Lounge
- 47 Suzanne Lint, Executive Director, Allied Arts Council
- 48 Tara Grindle, Corporate Communications
- 49 Ted Stilson, Executive Director, Downtown BRZ
- 50 Trevor Lewington, CEO, EDL
- 51 William Slenders, Executive Director, LDMO





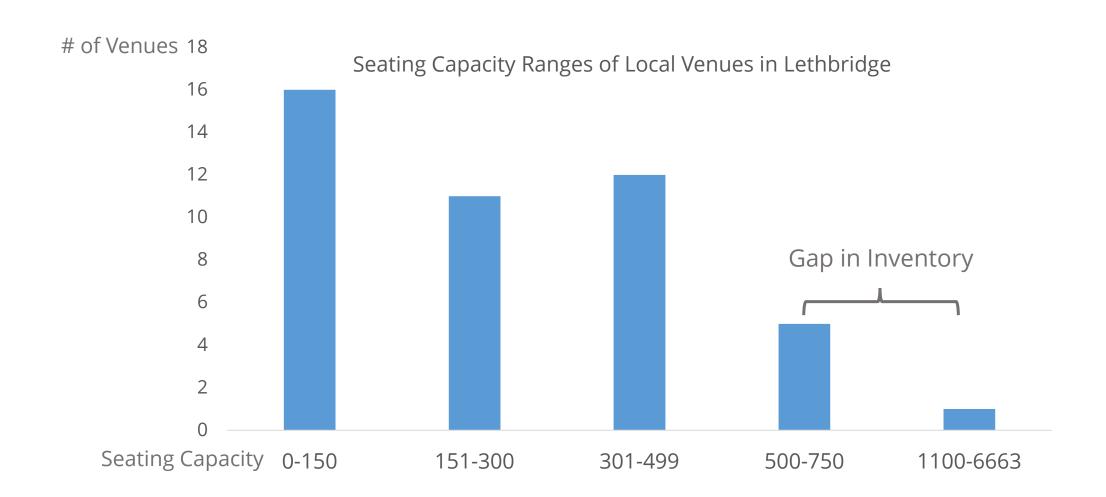
Key Market Factors

- It's a growth market one of the high-growth areas of the province
- It's a young market singles between the ages of 20 and 30 make-up the largest percentage of Lethbridge residents
- There are lots of families over 30,000 households include schoolaged children
- It's a thrifty market incomes are lower than the Province, but the cost of living is also lower

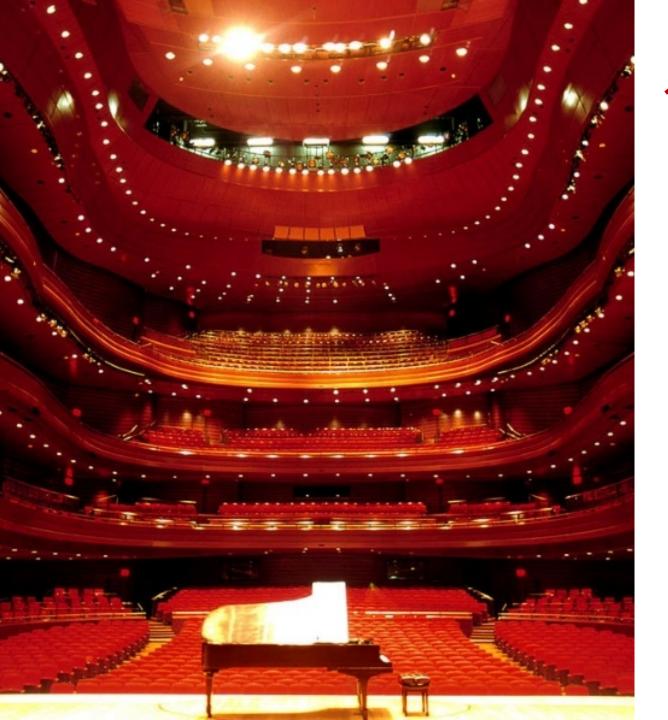
Source: Statistics Canada, 2016 Census of Population Source: 2019 Lethbridge Municipal Census

Venue Supply of <500-Seats is Abundant

Venues w/ >500-seats difficult to access







130 Invited to Participate 27 Responses Received over 8 Weeks

- Demand clusters around 700-1000 seats with 144 use days including on-stage rehearsals and performances
- In 2010, demand in this range totaled 325 use days
- A significant shift in facility demand has occurred in the market
- Notable demand for space in 300-500 seat range of 50 use days



"Presenter-Forward" Model

Presenter

- Operator is responsible for operations and programming.
- Operator has programming and calendar control and the majority of risk.
- Pro-active booking of available calendar dates.

Host

- "Intentional" relationship between major tenants & operator.
- Tenants provide the majority of programming.
- Owner/operator has limited programming risk and limited control.
- Pro-active booking of available calendar dates.
- The Yates is a "Host-Forward" model

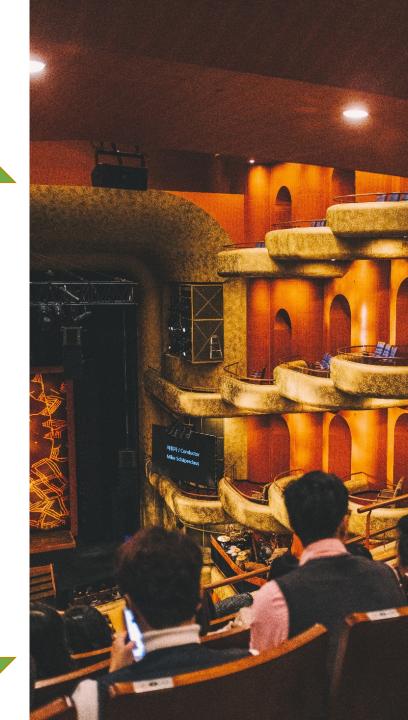
Landlord

- Passive operating model, often used in public sector.
- Typically no at-risk activity by the venue.
- No pro-active booking of the facility.
- The Yates also operates as a "Landlord" for much of its use

More

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Les



Two Scenarios – Which is Preferred? 🔅







With direction of a 'presenter-forward' programming brief, two scenarios were presented to the committee in March:

- ✓ A traditional proscenium performing arts centre, or
- ✓ A non-traditional, flexible performance & event centre



Flexible Performance & Event Venue







- Variable acoustics to support wide variety of perf. types
- 650 with telescopic seating; 1,200 standing
- Allows configuration for banquet, cabaret, in-the-round, etc.
- Multiple points-of-sale for concessions
- Multi-purpose / rehearsal room
- 36,000 Square Feet
- Building cost estimate: \$34,600,000*
 - * **Total project costs will exceed the capital cost estimates provided here.** Excluded from the cost estimate above are external, non-construction costs such as site procurement, excavation, preconstruction project development, etc..



Traditional Proscenium Performing Arts Centre







- Fixed seat configuration
- 950 seated capacity
- Unamplified acoustics for classical music forms
- Orchestra shell, orchestra pit, fly system
- Multi-purpose / rehearsal room
- 87,000 Square Feet
- Building cost estimate: \$74,360,000*
 - * **Total project costs will exceed the capital cost estimates provided here.** Excluded from the cost estimate above are external, non-construction costs such as site procurement, excavation, pre-construction project development, etc..



Non-Traditional Scenario

Traditional Scenario

Operating Forecasts

Lethbridge Hall for Music and	Events
Schedule 2: Summary Pro F	orma
Operating Overview	Base Year
Earned Revenues	
Ticket Sales	\$1,748,000
Ticket Fees/Surcharges	\$312,000
Facility Rentals	\$630,000
Rental Additions / Chargebacks (gross)	\$600,000
Concessions (net)	\$178,000
Total Earned Revenues	\$3,468,000
Total Revenue	\$3,468,000
O per ating Expenses	
Season Programming	\$1,091,000
Theatre Operations	\$825,000
Administ rative	\$169,000
Building Operations	\$415,000
Compensation (FTE personnel)	\$1,341,000
Expense Contingency	\$192,000
Total Operating Expenses	\$4,033,000
Net Operating Result	(\$565,000)

Lethbridge Performing Arts (Centre
Schedule 2: Summary Pro F	
-	
O perating O verview	Base Year
Earned Revenues	
Ticket Sales	\$1,150,000
Ticket Fees/Surcharges	\$291,000
Facility Rentals	\$629,000
Rental Additions/Chargebacks (gross)	\$742,000
Concessions (net)	\$154,000
Total Earned Revenues	\$2,966,000
Total Revenue	\$2,966,000
O perating Expenses	
Season Programming	\$1,392,000
Theatre Operations	\$893,000
Administrative	\$202,000
Building Operations	\$1,121,000
Compensation (FTE personnel)	\$1,962,000
Expense Contingency	\$279,000
Total Operating Expenses	\$5,849,000
Net Operating Result	(\$2,883,000)

Financial Comparison Summary

Square Footage & Building Costs

Lethbridge non-traditional arts centre Building Cost Estimate Total Square Feet 36.000												
<u> </u>												
Total Square Feet		36,000										
Total Cost	\$	34,600,000										

Lethbridge traditional performing arts centre											
Building Cost Estimate											
Building Cost Estima otal Square Feet		87,000									
Total Cost	\$	74,360,000									

Operational Forecast

Lethbridge non-traditional performing arts centre Schedule 2: Summary Pro Forma													
Schedule 2: Summary Pro Forma Total Revenue \$ 3,468,000													
Total Revenue	\$	3,468,000											
Total Operating Expenses		4,033,000											
Net Operating Result	\$	(565,000)											

Lethbridge traditional performin	g art	s centre											
Total Revenue	\$	2,966,000											
Total Operating Expenses		5,849,000											
Net Operating Result	\$	(2,883,000)											











Thank You





Appendix N

Select an Facility:

Yates

Select a Year:

2013

	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	w	Т	F	S
January			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
February						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28									
March						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
April		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30											
May				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
June							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						
July		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31										
August					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							
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October			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
November						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30							
December								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				

KEY STATISTICS

Days Booked Bookable Days Theatre Dance Music Other **259 365 144 78 9**

Select an Facility:

Select a Year:

Yates 2014

	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	T	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S
January				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
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KEY STATISTICS

Days Booked

237

Bookable Days

365

Theatre

135

Dance

57

Music

30

Other

Select an Facility:

Select a Year:

Yates 2015

	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F
January					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
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KEY STATISTICS

Days Booked Bookable Days Theatre Dance Music

206

365

72

29

12

Other

Select an Facility:

Select a Year:

Yates 2016

	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S
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KEY STATISTICS

Days Booked

221

Bookable Days

365

Theatre

104

Dance

74

Music

33

Other

Select an Facility:

Yates

Select a Year:

2017

	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	
January								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
February				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28												7
March				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
April							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30							7
May		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31											
June					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30									
July							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
August			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31										
September						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30								
October								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
November				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30										
December						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							

Closed for renovations Aug. 16th, 2017 to Aug.2018

KEY STATISTICS

Days Booked 167

Bookable Days

Theatre 74

Dance **72**.

Music 19

Other 2.

Select an Facility:

Yates

Select a Year:

2018

	S	М	Т	w	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	w	Т	F	S
January		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31										
February					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28										
March					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							
April								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
May			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
June						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30							
July								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
August				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
September							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						
October		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31										
November					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30								
December							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					

Closed for renovations until September 9th, 2018.

KEY STATISTICS

Select an Facility:

Yates

Select a Year:

2019

	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S
January			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
February						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28									
March						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
April		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30											
May				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
June							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						
July		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31										
August					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							
September								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
October			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
November						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30							
December								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				

Closed for renovation work June 23 to July 15, 2019

KEY STATISTICS

Days Booked

25

Bookable Days

365

Theatre

100

Dance

72

Music

42

Other

Select an Facility:

Sterndale

Select a Year:

2013

	S	М	Т	w	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	w	Т	F	S
January			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
February						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28									
March						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
April		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30											
May				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
June							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						
July		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31										
August					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							
September								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
October			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
November						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30							
December								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				

KEY STATISTICS

Select an Facility:

Sterndale

Select a Year:

2014

	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S
January				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
February							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28								
March							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
April			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30										
May					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							
June								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
July			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
August						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
September		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30											
October				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
November							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						
December		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31										

KEY STATISTICS

Days Booked Bookable Days **154**

365

Theatre

Dance

Music 16

Other

Select an Facility:

Sterndale

Select a Year:

2015

	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S
January					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							
February								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28							
March								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
April				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30									
May						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
June		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30											
July				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
August							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
September			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30										
October					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							
November								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
December			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									

KEY STATISTICS

Select an Facility:

Sterndale

Select a Year:

2015

	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S
January					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							
February								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28							
March								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
April				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30									
May						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
June		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30											
July				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
August							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
September			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30										
October					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							
November								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
December			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									

KEY STATISTICS

Select an Facility:

Select a Year:

2016

Sterndale

	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S
January						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
February		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29												
March			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
April						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30							
May								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
June				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30									
July						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
August		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31										
September					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30								
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November			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30										
December					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							

KEY STATISTICS

Select an Facility:

Sterndale

Select a Year:

2017

	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	T	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F
January								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
February				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28										
March				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							
April							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
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July							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
August			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
September						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						
October								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
November				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30								
December						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					

Closed for Renovation June 30th, 2017 to January 2019

KEY STATISTICS

Select an Facility:

Sterndale

Select a Year:

2018

	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S
January		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31										
February					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28										
March					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							
April								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
May			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
June						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30							
July								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
August				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
September							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						
October		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31										
November					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30								
December							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					

Closed for Renovations until January 2019

KEY STATISTICS

# Days Booked	Bookable Days	Theatre	Dance	Music	Other
1	365	0	0	0	1

Select an Facility:

Select a Year:

Sterndale 2019

	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S	S	М	Т	W	Т	F	S
January			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
February						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28									
March						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
April		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30											
May				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31								
June							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						
July		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31										
August					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							
September								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
October			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
November						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30							
December								1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				

Closed for Renovation until Jan. 17, 2019. Closed June 23-July 13, 2019 for renovation

KEY STATISTICS

# Days Booked	Bookable Days	Theatre	Dance	Music	Other
97	365	67	15	14	1

	2019 Yates/Sterndale	Community Partner		2016 Yates/Sterndale	Community Partner		2015 Yates/Sterndale
	Touring Productions	Sourced		Touring Productions	Sourced		Touring Productions
1	Platinum Blonde		1	Abba Mania		1	Comic Strippers
2	The Tea Party		2	Hotel California		2	Barra MacNeils Christmas
3 F	PIGS Canadas Pink Floyd 2019 Tribute		3	Jesse Cook		3	Jeunesse Classique Ballet
4	Sons of the Pioneers		4	Investors Comedy Tour (1 show)		4	Bobs & Lolo
5	Only the Lonely: Roy Orbison Tribute		5	The Great Big Show		5	Queen Tribute
6	Red Green (show 1)		6	Toopy and Binoo		6	Colin James
7	Red Green (show 2)	Hold	7	Louisiana Hayride		7	Investors Comedy Tour (1 show)
8	Menopause the Musical (show 1)		8	Four by Four		8	Bubble Guppies
9	Menopause the Musical (show 2)		9	Red Green		9	Dreams Classic Rock Fantasy
10	The Stampeders		10	John McDermott		10	Ron James
11	Snowed in Comedy Tour		11	Snowed in Comedy Tour		11	Louisianna Hayride
12 U	Jitimate Fleetwood Mac Tribute Show		12	The King a Musical Tribute to Elvis		12	Frank Mills
13	Bellamy Brothers		13	Jazz Festival 1 show	х	13	Derek Edwards
14	Investors Comedy Tour (show 1)					14	Snowed in Comedy Tour
15	Investors Comedy Tour (show 2)					15	Rock and Roll Legends Elvis
16	Louisiana Hayride					16	Hawksley Workman (GEO)
17	Reveen						
18	Four by Four Holiday Show						
19	Donovan Woods (NWT/GEO)	х					
20	Jill Barber (NWT/GEO)	х					
21	Dan Mangan (NWT/GEO)	х					
22	Banff Film Festival (Library)	х					
23	Jim Brenan (Leth Jazz Fest)	х					
24	Larnell Lewis (Leth Jazz Fest)	х					
25	The Shuffle Demons (Leth Jazz Fest)	х					
26	Max & Ruby	Hold					
27	ABBA & BeeGees	Hold					

Community Partner Sourced

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