



THE UNIVERSITY OF BRITISH COLUMBIA

Report to the Board of Governors

SUBJECT UBC RENEW OLD AUDITORIUM
BOARD 4 PROJECT COMPLETION REPORT

MEETING DATE June 4, 2013

Forwarded to the Board of Governors on the
Recommendation of the President

**APPROVED FOR
SUBMISSION**

Stephen J. Toope, President and Vice-Chancellor

Presented By David Farrar, Provost and Vice-President Academic
Pierre Ouillet, Vice-President Finance, Resources & Operations
Angela Redish, Vice-Provost & AVP Enrolment & Academic Facilities
Gage Averill, Dean, Faculty of Arts
John Metras, Managing Director, Infrastructure Development

Report Date May 15, 2013

DECISION REQUESTED For Information

EXECUTIVE SUMMARY

The 533-seat Old Auditorium, one of the first UBC buildings, was constructed in 1925. Over its 88-year history, the Old Auditorium has hosted a range of famous musicians and personalities, including Van Morrison, Eleanor Roosevelt, John Diefenbaker, Ravi Shankar and Dylan Thomas. More than 10,000 singers, musicians, composers and scholars have trained in the building, including the multiple Grammy award-winner Ben Heppner, tenor Lance Ryan, mezzo-soprano Judith Forst, rising opera stars Rhoslyn Jones and Simone Osborne.

The Old Auditorium is a key rehearsal and teaching space for the School of Music, and an important university asset. Community and international events have taken place there, such as two important out-of-cycle honorary degree conferrals to Noble Prize laureates.

By the late 1990s, however, the building had reached a stage of complete deterioration and was scheduled for demolition. The Old Auditorium was selected for renovation under UBC Renew, a partnership jointly funded by UBC and the Ministry of Advanced Education, Innovation and Technology to provide buildings with another 40 years of life, mitigate deferred maintenance, increase utilization, and enable faculties to meet evolving pedagogical requirements. Estimated at \$21,542,000 the project came in under budget at \$20,140,000, mitigated \$14 million in deferred maintenance and finished on schedule.

Board 4 Project Completion Report - UBC Renew Old Auditorium

Students and faculty are delighted with the renovations:

“The renovated Old Aud has quite simply transformed the teaching, learning and performance experience for the students, Faculty and staff of the Voice and Opera Divisions. It has also afforded opportunities for collaborations between the Theatre Department’s design and technical students and the Opera Division. This has revitalized a wonderful synergy between the students and faculty of both Departments. ... We owe a great deal to the UBC Board of Governors for their foresight in promoting this project, to the UBC Administration and all the people involved in the many different aspects of this project and of course to the UBC-Provincial Government partnership in UBC Renew. It has made a huge difference to our students, our faculty, staff, our UBC community and the greater Vancouver community. It has changed the cultural landscape of UBC and Vancouver and is no doubt having an effect on the national and international cultural scene as well. This is just the beginning of a new and exciting chapter in the life of one of UBC’s oldest buildings. This building has shown us that renewal works.”

Nancy Hermiston, Chair and Director, Voice and Opera Divisions

“We’re absolutely thrilled to have this remarkable space. With its new orchestra pit, lighting and stage equipment, this facility will allow much more elaborate opera productions, and be more versatile and appealing as an opera and concert venue than ever before. It’s now one of the most attractive and multi-faceted music theatres in the city, very modern in functionality but with its historical charm beautifully revived.”

Richard Kurth, Director of UBC School of Music

“In 2010, the Old Aud was a dream come true for the UBC Opera Ensemble, and it remains one as we appreciate how fortunate we are to be able to spend our long hours in such an efficient and beautiful building....Since calling the Old Aud home again, the UBC Opera program received an award - the 2011-2012 Alfred Scow Award. I believe that the Old Aud has been instrumental in the success of this program and its students.”

Julia Kot, Opera Student

“The refurbishment of this building has provided a bright, safe, clean, technologically advanced performance venue, classroom spaces, and offices to the UBC community. In addition to the inherent value to the population of the School of Music, this European-style opera house is a jewel in the UBC landscape, providing classroom and office space within this newly-enhanced, yet historic auditorium.

As a graduate opera student now I have enjoyed learning, rehearsing, and performing in this restored theatre, and look forward to having the opportunity to work here through the remainder of my degree. The Old Auditorium, which represents a link to the university's history while providing students with the sort of stage experiences modern performers encounter in traditional European-style opera houses, is an invaluable asset to the UBC student population, and I’m grateful to be able to learn in such a beautiful, modern, historic setting.”

Leah Giselle Field, Graduate Opera Student

**Place and Promise
COMMITMENT(s)**

Student Learning: The University provides the opportunity for transformative student learning through outstanding teaching and research, enriched educational experiences, and rewarding campus life.

Research Excellence: Increase the quality and impact of UBC’s research and scholarship

**Place and Promise
ACTION(s)**

Enhance infrastructure to support leading edge research

**Description &
Rationale**

Designed in 1923 as one of the original ‘temporary’ buildings UBC’s Old Auditorium had fallen into a noticeable state of disrepair by the late 1990s and its future was uncertain. Following audits that stated the building had reached the end of its useful life, the Old Auditorium was slated for demolition in spring 1997. However, also emerging at that time was UBC’s consideration of the heritage value of the building and the adjacent public spaces. To this end Facilities Planning completed a feasibility study to review the possibility of restoration and by 2007 it was included in UBC Renew as a project for renewal.

This 2-storey plus full basement, heavy timber/wood frame building housed a virtually original condition 600-seat proscenium theatre. The hall offered excellent acoustics for live musical performance but the theatre facilities were very dated and every system required replacement restored while retaining the heritage architectural interior elements.

To create the training, rehearsal and performance capacities required by the School of Music, this project created a 60-person orchestra pit with mechanical lift, a 2,000 square foot costume shop, fly tower, music and stage rehearsal rooms, a green rooms, traproom and chorus/orchestra change rooms. The public washrooms were expanded and an elevator for full access was installed. A 1,500 square foot support space addition was added for a truck loading lift for sets and equipment, change areas, and storage.

The base building underwent a full seismic upgrade, exits and fire separations were upgraded and mechanical and electrical systems were replaced along with the stage fly system, lighting, sound control and voice communication systems. The building envelope was refurbished including energy saving double glazed windows, stucco and moisture barrier repairs, and replacement of deteriorated finishes, repainting, new exterior lighting and signage.

COSTS

Estimated at \$21,542,000 the project came in under budget at \$20,140,000.

Capital &
Lifecycle Operating

Operating Budget Calculation:

Area	APPA Level 5 \$56.38/GSM	Increment \$33.78/GSM	APPA Level 2 \$90.16/GSM
2,696 GSM	\$ 152,000	\$ 91,071	\$ 243,071

Board 4 Project Completion Report - UBC Renew Old Auditorium

FINANCIAL	OLD AUDITORIUM Funding Sources	
Funding Sources, Impact on Debt Ratios	Central Financing for UBC Renew	12,200,000
	Fundraising Central Development	4,500,000 Secured
	Arts Fund Raising	1,077,126
	Faculty (Includes \$250k Note 1)	2,248,865
	Energy Initiatives, Campus Sustainability Office (Not	280,000
	UBC TREK Program Centre, LBS (Note 3)	100,000
	Classroom Services (Note 4)	350,000
	Teaching Lab Improvement Fund	520,000
	Total	<u>21,275,991</u>
	Spent	<u>20,140,827</u>

Notes:

1. The Faculty of Arts committed an additional \$250K towards a 1500 SF addition to accomodate a truckloading lift for sets & equipment, access to left and right stage, and change areas.
2. Energy Initiative funds were directed towards energy saving technology and energy modelling.
3. The UBC TREK Program improves UBC's transportation choices by supporting sustainable transportation options for commuting needs. TREK dedicated \$100K for end of trip facilities.
4. This teaching lab space received \$520K from the Teaching Lab Improvement Fund.

UBC Renew Phase 1 projects were funded equally by AEIT (\$60M) and UBC (\$60M). Due to the need for UBC Okanagan to proceed before this project, AEIT's funds were directed to UBC Okanagan build out and UBC's funds were used first. AEIT followed with later funding tranches. Even though some projects were funded completely by one or the other, this due to the timing of the funding only. During the course of Renew, hard decisions were required due to increasing pre-Olympic construction escalation. Projects were removed from the list and only \$12M remained. Because Science was unable to raise or borrow funds, Copp was deferred to a later phase of Renew. Arts agreed to fundraise for the balance of funding and Old Auditorium proceeded.

UBC RENEW PHASE 1 Contribution by Project

UBC Renew	Budget in \$000s	UBC	AEIT
M17/18	3,704	2,151	1,553
Chem North	10,021		10,021
Chem Ctr	31,781	15,800	15,981
Buch D	7,208	5,676	1,532
Buch C	6,989	6,989	
Buch B	14,090	2,380	11,710
Buch A	12,147	-	12,147
Friedman	19,012	11,956	7,056
Copp	788	788	
Old Auditorium	12,200	12,200	
Nominated Contracts*	2,060	2,060	
Total	120,000	\$ 60,000	\$ 60,000

* Renovations for swing space at LMRS, MBH, Copp, Wesbrook; Chemistry Ctr user scope addition \$1M

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SCHEDULE	Dec 2006	PPPAC
Implementation	Aug 2007	Executive 1,2,3
Timeline	Sep 2007	Board of Governors (Board 1&2)
	Jun 2008	Board of Governors (Board 3)
	Jun 2008	Construction Start
	Dec 2009	Occupancy
	Jun 2013	Board of Governors (Board 4)

BENEFITS	Learning & Reputational:
Learning, Research, Financial, Sustainability & Reputational	Having this renovated theatre means that Opera is able to participate in international artistic ventures which involve exchanges and they are able to offer students, faculty and the community interaction with international opera professionals.
	Renewing this facility enables the UBC Opera Ensemble to produce 3 operas a year, 2 at the Old Aud, one at Chan. In addition to being used for the School of Music's solo, chamber and ensemble performance, Arts encourages its use by performing organizations from Vancouver and beyond in hopes of creating a thriving community of students and professional artists.
	Research: "...a theatre like this is a space where the learning intersects with socio-cultural interactions among artists, audiences and community, enriching the classroom experience. The theatre becomes a memorable place of encounter, discovery, dialogue, and cultural exchange." Jussein Janmohamed (BMus'96, M Mus'98)
	Sustainability: By renewing this facility rather than replacing it with a new structure, a well-loved piece of UBC's past was retained, given a second life cycle and tonnes of material were diverted from the landfill and production of greenhouse gases were avoided.
	LEED Certification was not pursued because of the significant impact on heritage items. For example, the LEED prerequisite would require blocking up 4 out of the 8 existing Auditorium windows. Energy Initiative funds were directed towards energy saving technology and energy modelling.

CONSULTATION	To obtain feedback, a project stakeholder meeting was held on 25 April 2013, to review the project, and elicit feedback on the renovation project process. Participants were representatives of:
Relevant Units, Internal & External Constituencies	Facilities Planning, Infrastructure Development
	Faculty of Arts
	UBC Building Operations
	Project Services, Infrastructure Development
	Other comments were received by email or phone call
	See Attachment 1. Post Occupancy Review

Board 4 Project Completion Report - UBC Renew Old Auditorium

Previous Report Date	27 September 2007	Decision	Board 1+2 Preliminary Capital Budget: \$20,041M
Discussion Points	Board was advised that due to its deteriorating condition, Old Aud was to be added to UBC Renew phase 1 and Copp should be deferred to Phase 2.		

Previous Report Date	5 June 2008	Decision	Board 3 Capital Budget: \$21.542M
Discussion Points	Budget increased by \$1.5M to include an addition to house mechanical and electrical rooms and stage equipment, freeing space within the building for back of house functions. This will greatly improve the functioning of the building for performance. Without the addition much interior space would be dedicated to equipment resulting in limited performance capabilities.		
Action / Follow Up	So great was the perceived and actual need for this additional space that additional funding was committed and secured from UBC sources to cover the additional costs.		

Attachments

1. Post Occupancy Review
2. Remarks From Nancy Hermiston, Chair and Director, Voice and Opera Divisions

Attachment 1: Post Occupancy Review

To obtain feedback, a project stakeholder meeting was held on 25 April 2013 to review the project, and elicit feedback on the renovation project process. Participants were:

Suzanne Poohkay, Facilities Planning, Infrastructure Development (Chair)
David Rodgers, UBC Building Operations
Mike Thayer, UBC Building Operations
Ann Marie Fenger, Faculty of Arts
Mike Champion Project Services, Infrastructure Development

Comments received by email:

Nancy Hermiston, Chair and Director, Voice and Opera Divisions (See Attachment 2: Remarks From Nancy Hermiston)
Julia Kot, Student
Chris Skipper, UBC Building Operations
Ann DeWolfe, Enrolment Services

Successes

In general the project is a great success. Opera feels great pride in the building and treats the “new Old Aud” as their home base. From a technical stand point, the Theatre is functioning very well and the addition of the updated and modernized fly system and the orchestra pit and pit elevator have made a tremendous difference to the education of the students as well as the quality and variety of repertoire that they are able to produce.

Meeting Intended Requirements and Operating Performance Targets

The Opera and Voice programs are extremely satisfied with the teaching facilities. Having this renovated space allows them to have their students on the actual sets for a much longer time, and at certain times construct and finish our sets on the stage. This is available at no other facility. They are able to offer more performances to their students, as well as holding more frequent student voice recitals, masterclasses, special video conferencing events and guest lectures, thus enriching the educational experience for students and the community. They can now offer dance, acting and stage combat classes in more appropriate spaces and if the classes are larger, they are able to split them into smaller units and give more individual attention to the students. This was not available before because of the lack of facilities prevented holding class sections simultaneously. Over time, the Faculty of Arts would like to intensify the shared usage even more - that is more rehearsals and more coaching in the building.

Part of the project funding was supplied by Classrooms Services and to enable its use as a lecture theatre, tablet armchairs were installed as well as the AV required for lectures. Arts put the lecture theatre into the general classroom pool and for the past year it offered classes to the wider campus community as follows:

Term 1: MWF 8am to 11am

Out of the 9 accessible hours per week it was used 6 hours per week (9am to 11am).

Term 2: M to F, 8 am to 11am

Out of the 15 accessible hours per week, it was used it 6 hours per week (MWF - 10am to 11am, and T, Th 9:30am to 11am). It was noted that these are the more desirable timeslots for courses.

The importance of finding “the right fit” of class was noted since the theatre has limitations for lecture delivery (i.e. there is limited opportunity for the professor to walk among the students). It is a traditional lecture theatre seating 387 and few classes are delivered in that format. Geography is the primary user of the space. Opera and Music use the theatre during the balance of the week, evenings and weekends.

M Thayer confirmed that Building Operations had no significant operational problems nor were there Service Requests over the past year.

Project Delivery

Project was delivered on time and under budget. All fundraisings commitments by Arts and by Central Development have been met and secured. Two major gifts are estate donations.

Sustainability

LEED Silver equivalent. It was determined during design that to certify the building for LEED would require the removal of half of the historical windows in the theatre. As the windows are a unique and unusual aspect of the Old Auditorium, it was decided to protect the unique heritage features and use equivalencies to achieve energy savings. The windows were retained, restored and now have a thick laminated glass on the interior to reduce sound transfer from outside to inside.

All of the mechanical and electrical systems required replacement. To achieve the mechanical air handling without interference with the hall's acoustics, fans were installed with larger ducts and were programmed for slower air speeds. The building has glycol heat recovery loop.

Lessons Learned

- The faculty strongly appreciates the effort made to retain the building's historical aspects - i.e. the historic lamp of learning located in the lobby was badly damaged but it was restored by the architect as a donation to the building. Alumni visiting the building admire the upgrades and comment that the character and look of the Old Aud remained essentially the same, which is a testament to the skill of the architectural team.
- Experimentation with the use of a new elastomeric paint that is permeable to air, allowed Project Services to retain the exterior stucco even though the building now is fully insulated and the interior plaster has been replaced with drywall. This was a new product for UBC and will be used in upcoming paint projects on campus.
- There was general dissatisfaction with the process of paint colour selection for the building's exterior.

Board 4 Project Completion Report - UBC Renew Old Auditorium

Attachment 2: Remarks From Nancy Hermiston, Chair and Director, Voice and Opera Divisions

First of all I want to thank the Board, and all of the UBC Administration who were involved in making this renovation possible. As you know it was a dream project of mine for 16 years and I know many other people had been working on it much longer. It was and still is, in that respect, a 'dream' come true.

I was involved in every step of the planning and saw the construction work from day one on. I can only say that the team of people who made this incredible project happen should be highly praised and applauded for the professionalism, care and passion with which they saw this project through. Mike Champion and his team at Project Services, and Stephen Quigley, the architect, took such great care with everything, as did each of the different contractors on the whole.

From a restoration perspective, people consistently praise the beauty of the interior of the theatre itself, both the theatre proper and the lobby, and rooms upstairs and downstairs. They always comment on how wonderful it was that the character and look of the Old Aud remained essentially the same. This is particularly meaningful to alumni who visit us in the Old Aud.

From a technical stand point, the Theatre is functioning very well and the addition of the updated and modernized fly system and the orchestra pit and pit elevator have made a tremendous difference to the education of our students as well as the quality and variety of repertoire that we are able to produce.

For the opening we rented a production from our partners in the Czech Republic who were able to provide us with Prague's Estate Theatre's (Mozart's Theatre) production of Don Giovanni. This is where this opera was premiere in a production conducted by Mozart himself. For this production we used all 38 of the fly lines, had 55 musicians in the orchestra pit, two casts of excellent singers and full houses for all four performances. There were no problems during the production and the theatre met all of the technical demands. The Vancouver public was able to enjoy a true European production in a house representative of the size of house for which these operas were written. The audience response was a very positive one to this unique theatre and to a unique audience experience. From a performer's perspective, singing opera in an intimate space such as the Old Aud was also a unique and valuable experience.

From a teaching perspective for the Opera and Voice program, we are extremely satisfied. We are able to have our students on the actual sets for a much longer time, and at certain times construct and finish our sets on the stage. We are able to offer more performances to our students as well as holding more frequent student voice recitals, masterclasses, special video conferencing events and guest lectures, thus enriching the educational experience for our students and our community. We can now offer dance, acting and stage combat classes in more appropriate spaces and if the classes are larger, we are able to split them into smaller units and give more individual attention to the students. This was never the case before because of the lack of facilities to hold more sections of the classes simultaneously.

Academic classes in Opera and Musicology course are held in the Old Aud as well. Opera Repertoire, a third and fourth year class, Mon./Wed/ 11:00 – 12:00 and Opera Seminar, Tues. from 11:00 – 1:00, a graduate seminar course where students give lecture presentations frequently using examples of sound and video recordings of operas. Musicology course for non-Music students is held 9:30 – 11:00 Thurs. All opera performance classes are held in the Old Aud:

- Mon/Wed. 1 – 3 Theatre Techniques
- 4 – 7 Opera Workshop
- 7:30 – 9:30 Voice Masterclasses or Voice and Opera Divisional Recitals
- Tues. 1:00 – 3:00 Masterclasses for Voice and Opera students
- 4:00 – 7:00 Opera Workshop
- 7:30 – 9:30 Studio Masterclasses or Voice Divisional recitals
- Thurs. 12:00 – 3:30 Opera Workshop
- 4:00 – 6:00 Masterclasses
- 7:00 – 9:00 at times reserved for Divisional Recitals

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We have held some university events at the Old Aud which have functioned well such as, the Faculty and Staff Seasonal Concert, a variety of special guest lectures from different departments, UBC's Got Talent concert, two honorary degree ceremonies, high school Christmas Concerts, a Chor Leoni Concert, and several other events form the larger Vancouver community.

As a teaching space for non-music classes it seems to work better for some classes and professors than others. On the whole it seems to be a success. With the help of classroom services, a video was produced to address the issue of not bringing food or drink into the theatre. This seems to be quite effective and with a little extra care in reminding the students as the term goes on, we have been able to keep any damage to the theatre to an absolute minimum. The Old Aud is used for non-music classes from 8:00 – 11:00 generally. The number of days varies between the Fall and Spring term because of the need for production time in the Old Aud in the Fall term.

There are some technical things that need to be addressed such as ventilation in the lighting booth, Room 100 and sometimes in the audience chamber, but I believe this is being addressed in the near future. These issues are being addressed. The acoustics in the hall are somewhat dry but they are also very true to the sound of the voice. Some work on the acoustics is being done this year and it is expected that this will liven the sound slightly and solve any perceived deficiencies.

The renovated Old Aud has quite simply transformed the teaching, learning and performance experience for the students, Faculty and staff of the Voice and Opera Divisions. It has also afforded opportunities for collaborations between the Theatre Department's design and technical students and the Opera Division. This has revitalized a wonderful synergy between the students and faculty of both Departments. It has also provided a space where we are able to hold events around our operas, which involve many different disciplines and help our students and faculty think with a more interdisciplinary mindset. Currently the Opera Division is part of an application for an European Union Project, with Germany, The Czech Republic, Ireland and Italy. In the guidelines for the project, fifty percent of the activities must be in Canada. If we did not have the Old Aud we would not be able to be part of this project. Having this theatre means that we are able to participate in such international ventures and offer our students, faculty and our community interaction with international opera professionals; designers, directors, conductors, teachers, performers, coaches and integrate young singers from these countries with our own UBC students. Because the Old Aud has been so successfully renovated and is functioning so well, we are able to be part of the international arts world.

Again, we owe a great deal to the UBC Board of Governors for their foresight in promoting this project, to the UBC Administration and all the people involved in the many different aspects of this project and of course to the UBC-Provincial Government partnership in UBC Renew. It has made a huge difference to our students, our faculty, staff, our UBC community and the greater Vancouver community. It has changed the cultural landscape of UBC and Vancouver and is no doubt having an effect on the national and international cultural scene as well. This is just the beginning of a new and exciting chapter in the life of one of UBC's oldest buildings. This building has shown us that renewal works.