

Janis A. Barlow & Associates

Research, Planning and Management Consultants
Specializing in Theatre since 1981

PRELIMINARY THEATRE FEASIBILITY STUDY FOR THE TOWN OF GODERICH



Phase I - MARKET AND NEEDS ASSESSMENT FINAL DRAFT

Submitted by

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1.0 INTRODUCTION

1.1 Acknowledgements

The consultants would like to thank John Grace and Warren Robinson for their invaluable assistance in facilitating a collaborative planning process in Goderich and Huron County.

1.2 Understanding of the Assignment

In 2008, the Town of Goderich commissioned a theatre facility needs assessment to examine the feasibility of developing a performing arts centre in Goderich.

The mandate for the feasibility study process was established by By-Law No. 71 of 2006 authorizing a memorandum of understanding between the Corporation of the Town of Goderich and Goderich Little Theatre to pursue the feasibility, subject to funding, of a cultural capital project.

In addition to the market and needs assessment, the study consultants facilitated a strategic planning process for the Goderich Little Theatre. Goderich Little Theatre is a partner and key stakeholder in any future theatre development in Goderich. They have owned and managed the historic Livery building on the town square as a theatre space for decades and they have offered valuable cultural and recreational services to the region for over 60 years. Given the context of the study process, it was timely for the Goderich Little Theatre to undertake a collaborative planning process with its membership to clarify the organization's mandate, mission, vision, values and priorities.

The study has examined the community environment and reviewed evidence of the town's capacity for building and sustaining an arts facility. In response to the evidence, the study will provide a preliminary recommendation regarding the size, type and combination of venues that would best suit a range of community requirements and ensure the highest degree of financial operating viability.

1.3 The Planning Team

1.3.1 The Client Group

The study has been overseen by the Theatrebuild Committee of the Town of Goderich, co-chaired by Councillor John Grace and Warren Robinson and including:

Larry J. McCabe
Mayor Deb Shewfelt
Sally Walker
David Amour
Andrea Fisher-Lobb

1.3.2 The Consulting Team

Janis Barlow of Janis A. Barlow & Associates has led the planning and preparation of the market, and needs assessment and report. Additional consulting team members from among the firm's valued affiliates have provided advice and support to this process. The Goderich Little Theatre's planning session was, for example, facilitated by Janis Barlow and Rebecca Cann.

1.4 Study Objectives

The over-riding purpose, goals and objectives of a planning process or planning study were established at the outset.

The study goals require the consultants to:

- establish the conditions of the study process;
- assess the market and community context for project development;
- identify the key primary and secondary partners for project development;
- interpret the real and perceived needs of the community, constituents and potential user groups;
- identify program criteria and a programming plan;
- develop design criteria, a building program and optimum conceptual schematic;
- analyze site options to determine the optimum location for the building footprint;
- identify the appropriate ownership – governance – management model for the facility;
- identify the potential scale and scope of the facility project;
- recommend next steps.

1.5 Sources of Information

Janis A. Barlow & Associates is dedicated to a collaborative, participatory strategic planning process.

Studies are based on the following sources of information:

- relevant municipal planning documents, previous cultural studies and reports
- briefing sessions with committee members
- interviews, focus groups and public meetings with key stakeholders including arts organizations and community leadership
- existing literature on area activities, facilities and audiences
- demographic statistics
- existing site plans and site visits by the consultant
- a written survey of prospective user groups
- professional expertise and knowledge of the consulting team

1.6 Project Background

1.6.1 Project Objectives

The Town of Goderich has been very successful in building a first-class infrastructure to enhance the quality of its citizens' lives and fulfill its role as the county seat and urban centre of Huron County. In recent years, the Town has enhanced its medical service centre, its library, its waterfront and its recreational infrastructure. Goderich Little Theatre has identified several issues with The Livery and expressed an interest in improving and expanding the space. In addition, the Town is currently considering economic development and economic stimulus measures. This preliminary assessment of the feasibility of developing facilities for performing arts and public assembly is part of these considerations.

1.6.2 Assumptions and Conditions

This feasibility study has been authorized by a by-law passed by the Town of Goderich in 2006. In addition to providing for financing, the by-law included recitals where the Town specified the following:

- A partnership has been developed between the Town of Goderich and representatives of Goderich Little Theatre;
- It is desirable to pursue feasibility subject to funding, of a cultural capital project;
- Over the next three to four years, the exact requirements of the community will be determined;
- A feasibility study would be the first step in the development of the requirements for culture for the Town of Goderich and surrounding area;
- The funding for such a development would be through Government grants, fundraising efforts and possible municipal attractions, subject to budget, toward the said project;
- The project would be subject to Goderich Little Theatre Board of Directors and Goderich Town Council approval, subject to the feasibility and to the financial capabilities of each organization for any cultural capital project development
- All processes including feasibility study, fundraising, construction aspects of any proposed project will be coordinated by Goderich Town Council and Committee(s) of Council, including the newly formed Theatrebuild Committee;
- This progression will possibly lead towards a joint fundraising between the Corporation of the Town of Goderich and Goderich Little Theatre.

A partnership with Goderich Little Theatre implies that The Livery building is a key consideration in the feasibility study process.

The Livery at 35 South Street is a former horse stable located behind the Bedford Hotel. The building was constructed in three sections beginning with the field-stone rear of the building in the 1840's for Jacob Seegmiller's blacksmith shop. The second and third portions were added by A.M. Polley for the livery he operated for 40 years.

In 1878 the Livery's distinct cutstone facade and elaborate parapet on South Street were erected. The imposing entrance has a massive arched stone entranceway and three pair of square arched windows. Also of note is the stone facade and gables of the southern facade, the stone sills and interior wood beams.

In 1977 the Livery was threatened with demolition, but was saved by the late Dorothy Wallace and the Goderich Performing Arts Foundation. The rectangular building re-opened as an end-stage theatre space in 1983 and was historically designated by the Town in 1985. It is now home to the Goderich Little Theatre.

1.6.3 Study Methodology

Market and Needs Assessment

- Review existing data
- Undertake a site visit and briefing session
- Develop community profile (to include audience, activity and facility supply and demand analyses)
- Undertake community interviews, focus groups and public meetings (to establish perceptions of “need”)
- Prepare project assumptions
- Prepare a report on the Market and Needs Assessment

In addition, a strategic planning workshop was facilitated for Goderich Little Theatre with over 30 members present.

Program Analysis

- Undertake user surveys
- Evaluate user surveys
- Draft working mission statement and distinctive competencies
- Develop use program and building program implications
- Prepare report on the Use and Building Program

Preliminary Feasibility Assessment

- Estimate the scale and scope of the project (and likely costs)
- Propose next steps

1.6.4 Study Outline

The following subjects will be addressed:

Market and Needs Assessment

- Introduction
- Community Profile and Market Assessment
- Needs Assessment
- Strategic Profile of the Goderich Little Theatre

Program Analysis and Summary of Preliminary Feasibility

- Strategic Direction
- Use Program
- Gap Analysis
- Recommended Building Program Outline
- Estimate of Scale and Scope
- Proposed Next Steps

1.7 Executive Summary

Market

- The local and regional audience base is adequate for popular performing arts and film. The Huron County market area of 60,000 residents tends to be small, blue collar and economically diverse.
- Goderich is in close proximity to several well established professional summer theatre companies in Blyth, Grand Bend and Stratford, but it has developed a range of community-based performing arts activity and distinctive festivals.
- Goderich currently has no professional calibre, purpose-built, small-to-mid-size theatre venues available or suitable for professional or professional calibre presentations.
- A diverse, family-oriented and financially accessible range of programming is recommended to appeal to the range of educations, ages and income levels in the community.

Community Needs

- There was an overwhelming acknowledgement from a variety of different sector representatives that Goderich needs, and would benefit from, a state-of-the-art, purpose-built place of public assembly and performing arts centre in its downtown.
- Goderich is the county seat and regional urban centre. It has a unique identity currently expressed through its existing cultural institutions, urban design, festivals and arts activities. A performing arts centre would suit the culture of Goderich and complete its asset inventory.
- The volunteers of Goderich have developed and sustained a number of signature arts festivals over the years. The long term stabilization and growth of Goderich's performing arts activities will require professional calibre facilities and coordination.
- Goderich's downtown currently has many of the kind of complementary amenities that enhance the performing arts centre experience. It has a range of restaurants and accommodation, cafes and destination retail stores, an art gallery, a cinema and a musical instrument supplier.
- It is expected that a performing arts centre would serve economic, cultural, historic and social goals of the community. In order to fulfill cultural and economic goals, a theatre facility will have to attract and generate distinct programming that has and builds year-round audiences.

Performing Arts Centre Development Assumptions

- The Livery is an historic and cultural landmark and should be the centrepiece of a performing arts centre development.
- The Livery is a great space for special events and cabaret-style presentations. It is recommended that efforts focus on its' stabilization, restoring its historic character and increasing its availability for popular community events and private rentals.
- Other facility priorities are likely to include a state-of-the-art flexible studio theatre/rehearsal space, a state-of-the-art performing arts theatre, multi-purpose meeting/training/work space, multi-purpose public lobby space and ancillary revenue generating retail rental space.

Program Analysis

- A relatively high number of user group surveys were returned. Of the 54 respondents, 46 groups declared themselves to be potential user groups of a performing arts facility.
- Although the survey circulation focussed on arts groups, the full spectrum of community associations, government agencies and commercial businesses were represented in the survey respondents.
- A large number of survey respondents are seeking facilities for meetings, receptions and dinners, lectures and conferences. A significant number of respondents (7-14 groups) specified a need for facilities to support the following arts events: plays, contemporary concerts, media, classical concerts, recitals and dance.
- The preferred seating was 250-399 seats, followed by 150-249 seats and 75-149 seats.
- About 58% of respondents expressed an interest in the services of a central ticketing office.
- Given the small size of the venues and market, it is important to plan for a critical mass of viable venues. Expandable seating capacities and ancillary revenue generating spaces should be considered.
- The user survey supports the potential development of two performance venues – one in the 50-249 seating range which may also serve as a multi-purpose rehearsal space and one in the 250-399 seating range.
- The minimum demand for the 250-399 seating capacity is relatively high. The competition for the larger venue may be particularly intense during the peak months of the performance year.

Building Program Implications

- In addition to the rehabilitation of The Livery, the optimum core program is proposed as:
 - A 250-399+ seat flexible theatre
 - A 50-220 seat flexible rehearsal hall/ studio theatre
 - A central ticketing office
- Support space for the above facilities
 - Shared and discrete front-of-house spaces
 - Catering Kitchen
 - Backstage and loading facilities
 - Production and production storage facilities
- Administrative offices for facility management and resident companies
- On-site parking
- Ancillary retail rental space
- It is recommended that architectural designs be undertaken for the optimum performing arts/conference centre. An order of priority may be established for a phased development of the centre according to the financial resources available.

Next Steps

- The next steps in the feasibility study process include:
 - Discussing findings and options in the current context.
 - Developing an ownership, governance and management model.
 - Continuing the feasibility study process through building program development, architectural condition assessment and design concept.
 - Preparing business planning implications of preferred facility development implications.
 - Recommending a development approach consistent with mutual interests and resources available.

2.0 COMMUNITY PROFILE & MARKET ASSESSMENT

The purpose of the community profile and market assessment is to determine the supply of comparable facilities and activities and the potential demand by both users and/or audiences for the prospective facility. Findings are based on existing conditions, demographic projections and industry standards.

2.1 Community Profile

The community profile has been assembled to provide background information on Goderich and the factors influencing the potential development of a theatre or performing arts centre in the community.

History, Geography and Climate of Goderich

Goderich is located on the eastern shores of Lake Huron in south western Ontario at the mouth of the Maitland River Valley. It is currently the largest town and county seat in the predominantly rural, lakefront land of Huron County.

Goderich and the Townships of Huron County are identified below:



The town was founded in 1827 by William "Tiger" Dunlop in the Huron tract, which was open to colonization in the 1820s. Laid out in 1828, it was named after Frederck John Roberston, 1st Viscount Goderich, who was the British Prime Minister at the time. The town was officially incorporated in 1850.

Goderich's beginnings are recorded on the *The Founding of Goderich* plaque located in Harbour Park on the site of Tiger Dunlop's log 'castle.' The plaque reads:

In 1826 the Canada Company, a newly chartered colonization firm, acquired a large block of land known as the Huron Tract. The following year, William "Tiger" Dunlop, appointed Warden of the Forests by the Company's first superintendent, John Galt, established his base here in the western part of the Tract. Named Goderich after the Colonial Secretary Viscount Goderich, the site was initially marked only by "The Castle," Dunlop's residence, but a settlement gradually developed. By 1829 the Canada Company had surveyed a town plot, opened the Huron Road from Guelph and established an office. In 1841 Goderich became the administrative and judicial centre for the newly created Huron District. Nine years later, with a population of about 1,000, the community was incorporated as a town. (Heritage Goderich)

Goderich was intended to be a significant capital city in the heart of the Great Lakes waterway and was laid out in a manner similar to Washington, DC and other planned European capital cities. By the 1850s, Goderich was the centre of a prosperous agricultural region and had established itself as the social, economic and administrative centre for the former District of Huron.

Once the railroad was introduced, however, it eclipsed the waterway as a preferred mode of public transportation and Goderich became something of a time capsule at the end of the railroad line. Its current unique distinction and attraction to visitors is based on the octagonal town square and the quantity and quality of historic buildings in the town.

Inside a wide roundabout with a 99 foot road allowance, the octagon features the Huron County courthouse set in a beautiful downtown park which hosts a curbside farmer's market on a weekly basis in the summer season. Around the outside parameter of the octagon many historic Victorian and early 20th century buildings remain, housing destination retail shops, cafes, restaurants, galleries, a hotel and a functioning movie theatre.

The local climate is moderated on the west by Lake Huron, a popular cottage destination. The warmest month of the year is July with an average temperature of 24.8C (77F). The coldest month is January with an average temperature of -8C (17F). Average precipitation rates are 698.0 mm for rainfall and 277.2 cm for snowfall. This represents a snowfall that is twice what Toronto would normally receive (notwithstanding 2007's record breaking 207 cm snowfall in 35 days), and roughly the normal annual snowfall of North Bay or Sudbury.

As a result, Goderich is subject to "snow days," especially during the months of January and February, but closures can occur anytime between November and March.

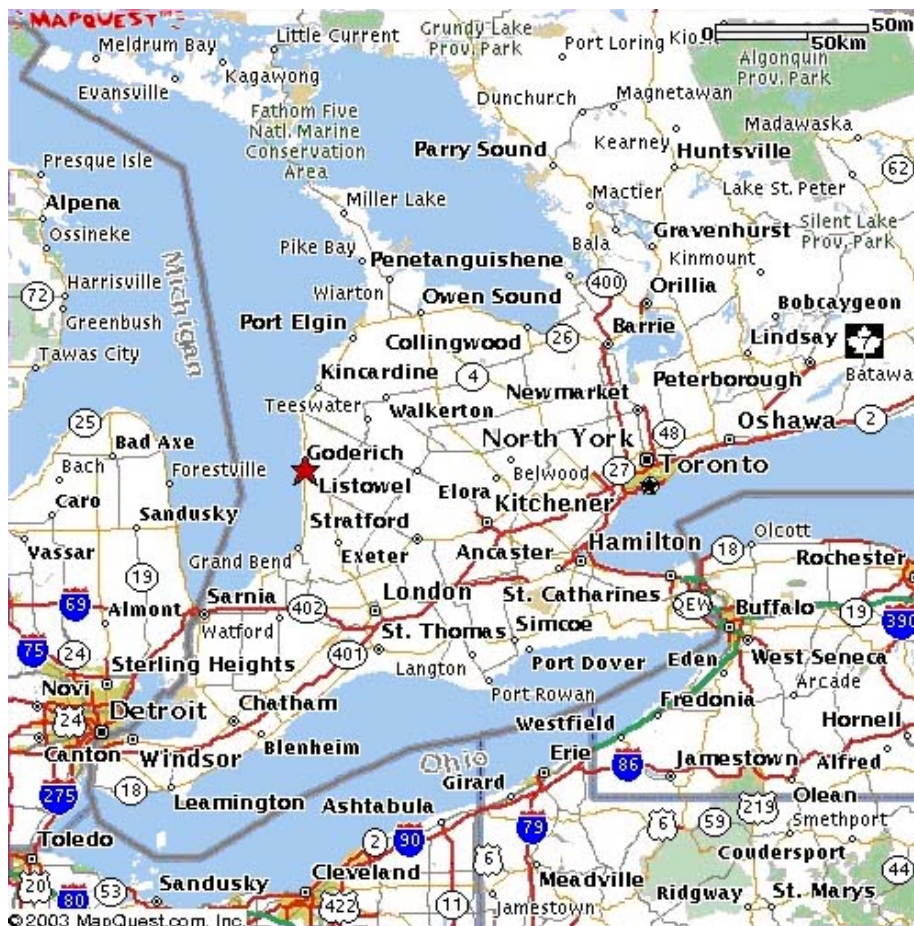
Transportation Access

Goderich is located almost equal distance between major urban centres of Toronto and Detroit-Windsor. The following transportation access routes are available:

- Highway #8 and Highway #21 intersect in town
- Highway #401 is 116 kilometres east of Goderich
- Sky Harbour Airport (charter service)
- Only seaway depth (8 metres/26 feet) port on the east side of Lake Huron
- Goderich-Exeter Railway Co. Ltd. (freight)

Distance From Goderich to:

City	Kilometres	Miles
Stratford	75	47
London	100	62
Kitchener	116	72
Sarnia	133	83
Detroit/ Windsor	275	171
Toronto	233	145



Urban Qualities and Architectural Character

Today, with a **census population of 7,563**, Goderich is the largest town in Huron County. The summer seasonal feeder population along the shores of Lake Huron from Grand Bend to Amberly is approximately 7,500. The total population of Huron County is **59,701**.

Goderich takes pride in being dubbed “the prettiest town in Canada” by Queen Elizabeth II and relies heavily on tourism. The town participates in the Communities in Bloom competition and has garnered a number of provincial and national placements and titles.

The following description from Heritage Goderich provides insight to the unique character of Goderich:

The Town of Goderich currently has two Heritage Conservation Districts and 39 individual Designated Properties. The street names and the architecture in the older part of town are indicative of the post-Napoleonic era, Wellington, Waterloo, Nelson, etc. with most of the early houses Georgian in style.

The unique layout of Goderich’s core encompasses eight primary streets radiating from an octagon bounded by eight business blocks. This octagon, marketplace or civic square, with a park at its centre, is popularly known as “The Square.” Four streets intersecting at right angles Victoria, Nelson, Waterloo and Elgin- form the outer edges of the core with the octagon in the centre.

“West Street” and “The Square” are two heritage conservation districts within this core area, designated by the Municipality of Goderich under the Ontario Heritage Act. In its early years, “The Square” was known as “Market Square” and its current legal address is “Courthouse Square”.

The original concept for the core area has been attributed to John Galt, the Canada Company’s first commissioner who was inspired by the 1st Century B.C. city planning concepts of Roman architect Vitruvius. These concepts were later translated into town plans by Renaissance architects.

The historic value of the core lies in the fact that Goderich is a rare example of a town plan that was designed and surveyed in advance of any construction. Growth was not left to accident, nor to the whim of individual tastes, but planned especially to suit the flat ground upon which the core stands. The original town had developed at the harbour following 1827. Later, businesses relocated to the Market Square laid out by Galt above the bluffs. . . .

Goderich’s primary radiating streets, 99 feet in width, converge onto the circular road which is also 99 feet wide. Secondary streets are 66 feet wide. The central park covers about three acres. Added to the clarity of the radial design and ordered symmetry, is the alignment of the eight principal roads with the points of the compass.

Ringed by eight commercial blocks, The Square reflects a vision of a town centre of classical design and elegance, possibly owing inspiration to formalized urban spaces e the London Nash Traces and Bath Crescents, of England. The 1890s saw The Square come closest to achieving the elegance its radial plan promised. Although much has changed, a significant portion of the aesthetic and architectural value evident at that time is still largely intact and still deserving of on-going maintenance and preservation.

Economic Activity

Two of the largest industries in Goderich traditionally have been Sifto Canada Inc., which operates the largest salt mine in Canada and Volvo Manufacturing which operates a road grader manufacturing plant. However, Volvo recently announced plans to shut down its plant in Goderich by 2010, a decision which will result in the loss of approximately 500 jobs and undoubtedly create a ripple effect throughout the region's economy. (Toronto Star <http://www.thestar.com/printArticle/509240>)

Other main industries include fabrication, newspaper printing, grain storage and handling, dimension lumber production and supply, aircraft painting and servicing, and tourism.

The following tables demonstrate labour force employment statistics as of Census Canada's 2006 Community Profile of Goderich. (Source: Statistics Canada. 2007. *Goderich, Ontario* (table). 2006 *Community Profiles*. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007. <http://www12.statcan.ca/english/census06/data/profiles/community/Index.cfm?Lang=E>) (accessed September 9, 2008)

INDUSTRY	Number	Percent
Agriculture and other resource-based industries	250	6.7%
Manufacturing and construction industries	555	15.0%
Wholesale and retail trade	720	19.4%
Finance and real estate	100	2.7%
Health and education	720	19.4%
Business services	470	12.7%
Other services	885	24.0%

LABOUR FORCE INDICATORS	Number
Participation rate	60.4
Employment rate	56.7
Unemployment rate	6.3

INCOME	Number
Average earnings, all persons with earnings (\$)	\$25,085
Average earnings, working full year, full time (\$)	\$44,280
Persons 15 years of age and over with income (count)	6,045

Tourism and Accommodation

The Town of Goderich's website notes the importance of tourism as a community industry: "Lake Huron's shore at Goderich's doorstep provides a beautiful beach network, complete with developed picnic facilities and a wooden boardwalk approximately a kilometre in length. All sorts of recreational opportunities are available including swimming, boating, windsurfing, fishing, golfing, tennis, hunting, camping, curling and cross-country skiing...to name a few."

- Some of the most popular attractions in Huron County are agricultural festivals and Motorplex or Motocross events.
- The Goderich Tourist Information Centre received 17,375 visitors in 2007, an increase of 6.53% over 2006.
- 86% of visitors in 2007 were from Ontario (within a 3-4 hour drive from home).

Accommodations in the Area

Hotels, Motels & Country Inns	Address	Guest Capacity
Hotel Bedford	92 The Square	97
Cedar Lodge Motel	157 Huron Rd	85
Harmony Inn	242 Bayfield Rd	84
Benmiller Inn	81175 Benmiller Rd	57 rms
The Bluffs Motel	Highway #21 S	65
Silver Birch Motel	R. R.#2 Goderich	32
Dunlop Motel	Hwy. #21 North	12 rms
Inn at the Port	R.R.#3 Goderich	14
Maple Leaf Motel	54 Victoria St N.	11 rms
Bed & Breakfasts		
Astoria Bed & Breakfast	69 Britannia Rd W	6
Brunk's Bed & Breakfast	8 Elgin Ave E	4
Caledonia Cottage Bed & Breakfast	31 Caledonia Terrace	2-4
Colborne Bed & Breakfast	72 Colborne St	9
Currie Family Station B&B	126 Wilson St	6-8
Exchange B & B	R.R.#5 Goderich	8
Godley Bed & Breakfast	R.R.#2 Clinton	6 +
Harbourtown Retreat B&B	282 Cambridge St	3 rms
Maddens Bed & Breakfast	160 Cayley St	4
Maison Tanquay B&B	46 Nelson St W	9
Nairn Drive Bed & Breakfast	560 Nairn Dr	6
Preston Manor B & B	50 Lighthouse St	6
Sunset View	128 Warren St	5
Twin Porches B& B	55 Nelson St E	6
Viewpoint B&B	285 Cobourg St	4

Goderich and Area Culture

Goderich and Huron County are rich in historical and cultural attractions and activities.

Historic Attractions:

- *Huron County Museum* – a community museum offering modern exhibition galleries and professional support spaces. Permanent exhibits depict the early settlement and development of Huron County.
- *Reuben R. Sallows Gallery* - located in the mezzanine of the Goderich Public Library, the permanent collection features the work of this renowned photographer from Goderich who documented Canada during the early 20th century.
- *Huron Historic Gaol* - A unique and imposing octagonal stone building served as the Huron County Jail from its opening in 1842 until 1972. The Gaol is now a National Historic Site and includes the Governor's House.
- *Marine Museum* - the wheel house of the "SS Shelter Bay," has been erected on the harbour front and is a small museum dedicated to those who worked on Lake Huron.
- *Sky Harbour Gallery* - traces the history of the airport from its founding in 1938 to its WWII service as a flying school to the present day.

Cultural Attractions and Activities:

- *Goderich Co-Op Art Gallery* – showcases the work of talented local artists in a multitude of media from oils, acrylics, photography, watercolours, woodcarving, and pottery to bronze sculptures. The gallery also features special exhibits throughout the year including the annual community open exhibit.
- *Goderich Little Theatre* - one of Canada's longest running community theatre groups and the governing body for The Livery Theatre. Presenting theatre, music and film, The Livery is the only surviving livery stable of any size in the country designated as a heritage site and continuing to serve its community.
 - *Goderich Little Theatre* – produces and presents up to three theatre productions between October and May, presents musical performances and makes The Livery available for rentals by community groups.
 - *Livery FilmFest* – works in partnership with the Toronto International Film Festival's Film Circuit Board to present current, award-winning films from the international film festival circuit to a rural Ontario audience at the Park Cinema in Goderich.
 - *Gairbraid Theatre Co.* – a new, semi-professional calibre summer theatre company specializing in historic dramas. The 2008 season was cancelled due to lack of funding, but the company plans to return in 2009.
- *Blyth Festival* - Thirty minutes away, Blyth is a professional company producing six productions in repertory between June and September, specializing in plays that celebrate the country life and its ups and downs. About 7% of Blyth's ticket buyers are from Goderich and 8% of its membership. In 2008, Blyth sold over 28,000 tickets to 6,393 ticket buyers.
- *Huron Country Playhouse* - Forty minutes away, in Grand Bend, Huron Country Playhouse is operated by Drayton Entertainment and presents eight lively and popular productions as well as concerts during the summer season.
- *Stratford Festival* - Less than one hour away, the Stratford Festival is North America's largest classical repertory theatre with a season that extends from April to November.

Festivals/Events

Event	Dates	Attendance	
		2007	2006
Children's Festival	June	1,000	850
Bluesfest	July	500	1,500
Festival of Arts & Crafts	July	10,000	12,000
Goderich Art Club Ann. Exhibition	August	600	640
Celtic College	August	300	300
Celtic Roots Festival	August	10,000 +	10,000 +
IODE Christmas House Tour	November	1,000	900
Winterfest	February	200	

Attendance at Sample Attractions

Attraction	Attendance	
	2007	2006
Huron County Museum	13,662	13,026
Huron County Marine Museum	1,855	1,739
Huron County Historic Goal	10,130	9,294
Sky Harbour Gallery	925	925
Blyth Festival	17,757	24,609
Goderich Livery/GLT	4,451	4,580
Sallows Gallery	3,113	2,500

2.2 Market Assessment

The purpose of the market assessment is to examine the evidence of potential audience demand for arts and entertainment programming and the current supply of facilities and activities.

2.2.1 Evidence of Audience Demand for Performing Arts

Current attendance patterns to performing arts activities can be one of the best indicators of future potential audiences. However, since Goderich has a limited inventory of facilities for the presentation of performing arts, current attendance figures do not necessarily reflect potential audience sizes. Many of Goderich's performing arts are presented in the context of outdoor festivals which are subject to weather conditions. Also, until the present time, Goderich has not been known and promoted as a theatre destination for local residents and visitors in the same way that neighbouring Blyth, Grand Bend and Stratford have been. These well established festivals dominate the theatre market in the region and draw loyal audiences to their communities throughout the summer season.

Population Analysis of Potential Target Markets

Different types of presentations typically have differential drawing power. Commercial film and community theatre may draw from within a 10 minute drive while unique summer festivals may draw the majority of their audiences from two hours' drive or more.

Audiences can generally be expected to drive between 30 and 60 minutes for popular professional live entertainment such as music, musical theatre or comedy, variety or revue. Certain kinds of niche programming or brand name entertainment are likely to draw visitors from farther afield.

If a theatre is in a centre that has the amenities to attract overnight visitors – appropriate accommodation, restaurants, bars and retail – there are any number of musical artists who, offered as a unique engagement, will attract a loyal fan base from much further afield than 60 minutes.

Community theatre, music and dance audiences are typically a local audience who are frequent theatre-goers and/or have relationships with company and cast members. The audience for community theatre can be extended on the basis of the theatre's program choices and reputation for quality, but more often than not, an effective audience development tool lies in its success in casting roles from beyond a close proximity. Goderich Little Theatre estimates that their primary audience comes from within a 20 kilometre radius of downtown Goderich.

It must be remembered that target market areas will vary with every program and be subject to product choices, marketing efforts, seasonal accessibility and ticket pricing. Some touring acts will limit their appearances within a 45 or 90 mile radii depending upon the size of the venues and marketplaces in which they are playing. Seating capacity, local ticket pricing sensitivities and local audience tastes will be significant factors in a venue's ability to attract acts.

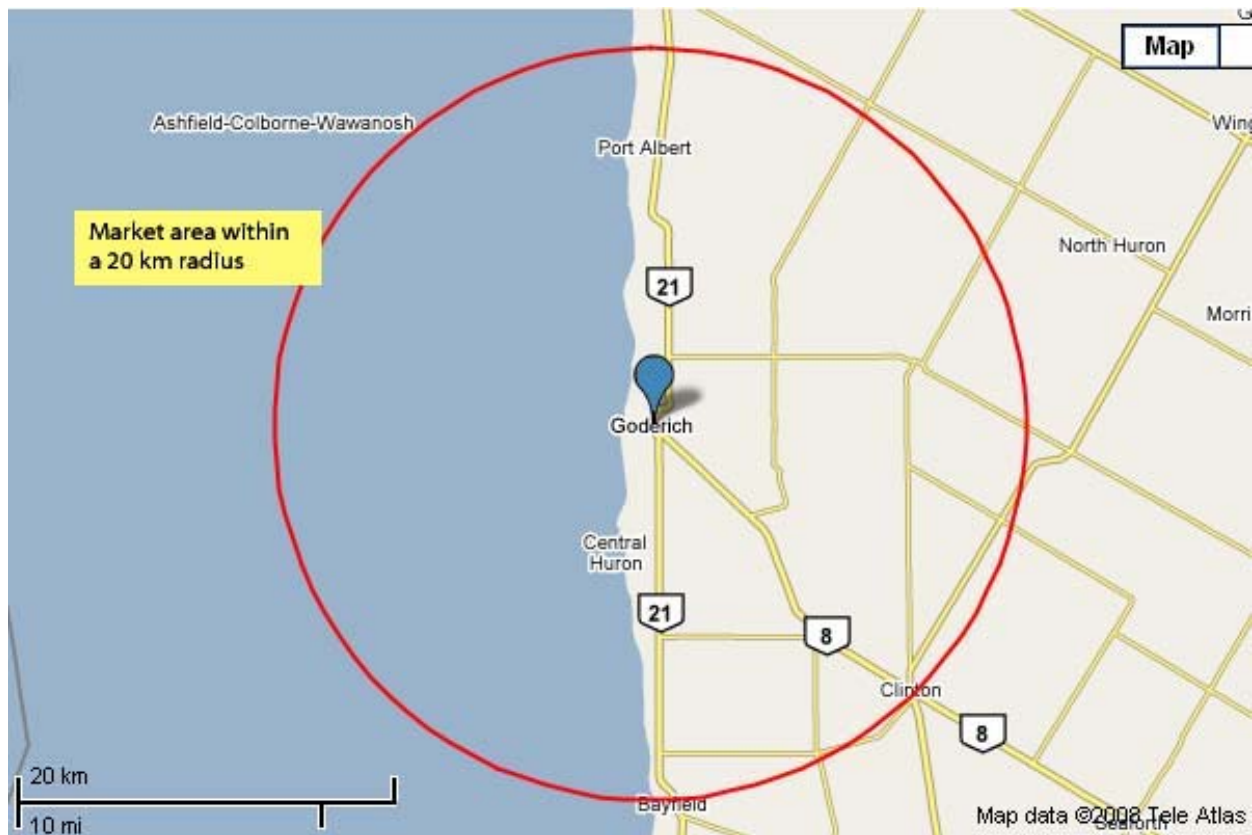
That said, several methods have been employed to estimating potential target market areas around Goderich. One is based on Canadian census population information gathered in 1999, another is GIS data based on MPAC information and a third is drawn from the trade area report.

Estimates of the population base within Goderich range from 6,710 to 7,565.

For populations within Huron County only, the following segments represent a primary target market area:

Radius Around Goderich	GIS Data Results	Stats Can Results
20 kilometres/9 mi	15,893 + 6,710	10,873 + 7,565
30 kilometres/14 mi	25,032 + 6,710	23,238 + 7,565
40 kilometres/18 mi	41,015 + 6,710	33,791 + 7,565
50 kilometres/23 mi	52,463 + 6,710	45,794 + 7,565

The 20 kilometre radius around Goderich is identified below:



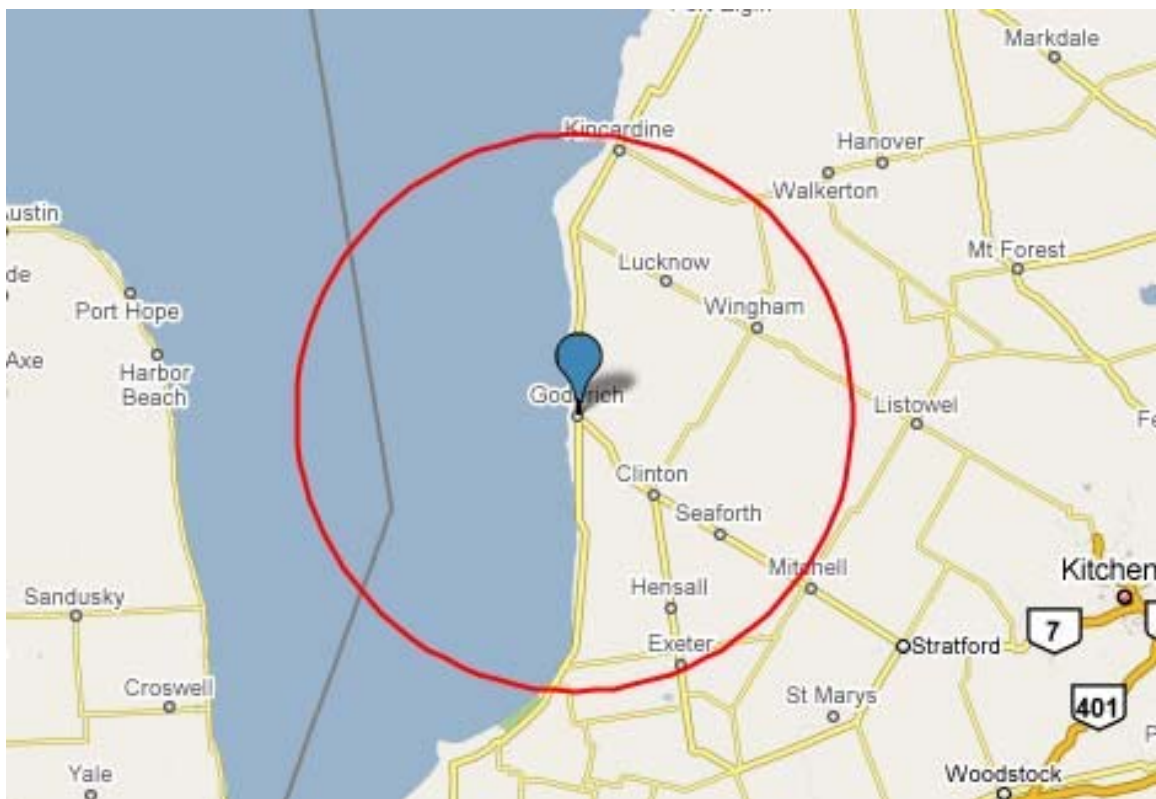
The local target market area for Goderich thus includes Benmiller, Port Albert, Bayfield and Clinton.

Portions of the populations of Perth County, Bruce County and Middlesex County are within 75 kilometres (or 47 miles) of Goderich. It is estimated that the 75 kilometre population is over 100,000 people. During the summer season, this population swells along the shoreline by 7,500 in Huron County and an estimated 29,000 in Bruce County.

Another source for determining Goderich's trading area is The Downtown Goderich Trade Area Report. This report found that 75% of downtown customers lived within 30 kilometres of downtown Goderich. The trade area population base was estimated at 29,555 for 2005.

Averaging all three sources, it would appear that Goderich's local target market population is comprised of about 30,000 people. For the purposes of professional performing arts, the primary market should be defined in terms of a 50 kilometre radius and a population of about 60,000 residents.

The 50 kilometre radius around Goderich is identified below.



Summary of Potential Demand for Theatre Programming by Local Audiences

During the summer months, Huron County is well served by festivals celebrating uniquely Canadian stories, popular musicals and comedies and Shakespearean classics. In many ways, these festivals have proven that a sizeable theatre audience can be attracted to the region in the summer.

Rather than assuming that Goderich should introduce a distinct professional theatre program capable of attracting visitors, it is useful to determine whether the local population can sustain a theatre year round.

The Goderich market area is assumed to be comprised of the following populations:

- the local market population around Goderich is about **20,000** residents
- the primary market population in Huron County is about **60,000** residents
- the secondary market population of 75 kilometres would extend to over **100,000** residents

The market areas as defined above do not include summer seasonal residents or existing visitor populations.

National research indicates that, on average, at minimum, half of Canadians will engage in at least one form of cultural activity in any given year (not including reading and library visits). In some communities cultural participation surveys demonstrate a 65% participation rate. People who are classified as frequent theatre-goers will attend twelve or more events per year. In American urban centres, frequent theatre-goers can represent 11 to 18% of the population. Frequent film-goers typically represent a much higher percentage of the population.

The pool of potential ticket buyers for any given theatre performance at a facility in a given population base can be estimated using two different rules of thumbs:

The Ford Foundation for the Arts (FFA) suggests 3% of the primary market area as a formula to assess the pool of potential ticket buyers in a community on any given Thursday, Friday or Saturday evening. The pool of potential ticket buyers would be:

Local Goderich Market: 600 potential ticket buyers on any given weekend evening

The American National Theatre Association (ANTA) suggests the “third of a third of a third” formula, derived by:

- 1/3 of the local population = the number of people who would be interested in a single event
- 1/3 of those interested will be reached by advertising, word of mouth, etc.
- 1/3 of those reached will actually purchase tickets for a single event

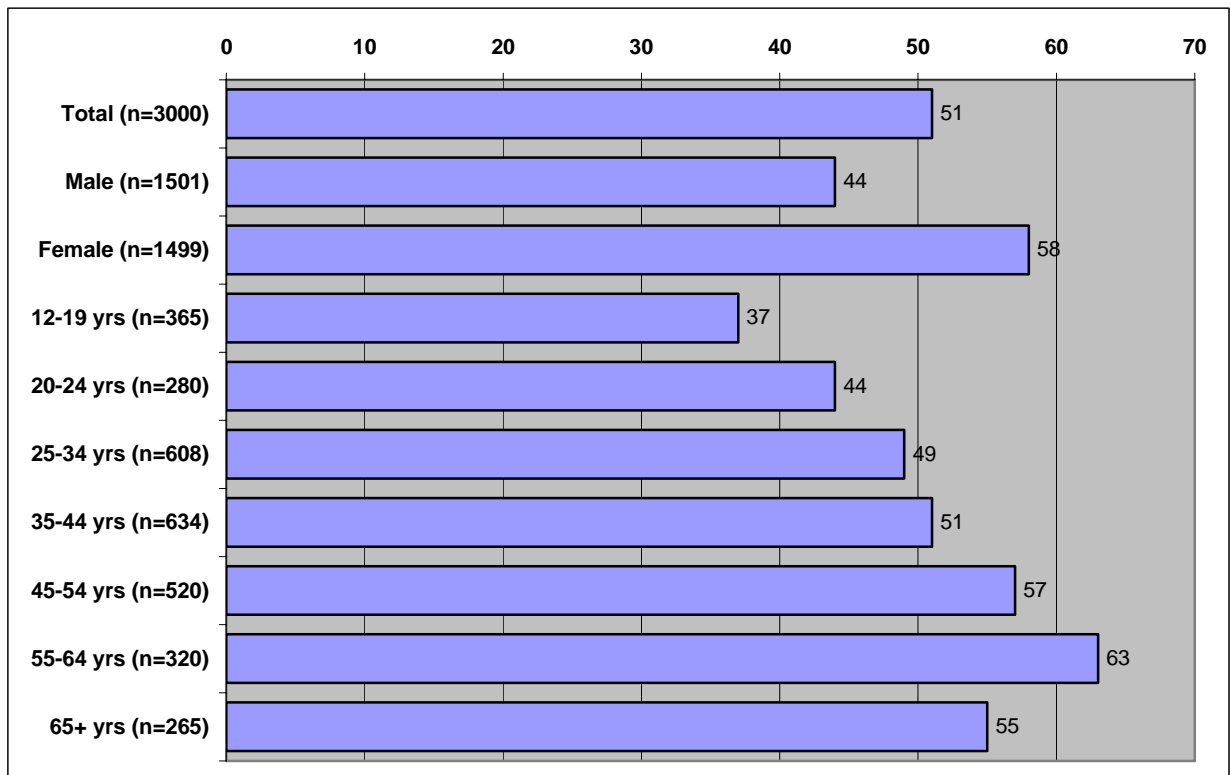
The pool of potential ticket buyers would be:

Local Goderich Market: 738 potential ticket buyers for any given event

To err on the conservative side, the calculations above suggest that the population of the local market area would constitute an adequate market for a performing arts centre with venues totalling about 600 seats, provided there was a range of public assembly uses and the programming reached out to the primary marketplace of 60,000 Huron County residents and the secondary market of over 100,000 people within a 75 kilometre radius of downtown Goderich.

2.2.2 General Trends in Canadian Theatre Audience Attendance

Percentage of All Canadians Who Are 'Arts Patrons'



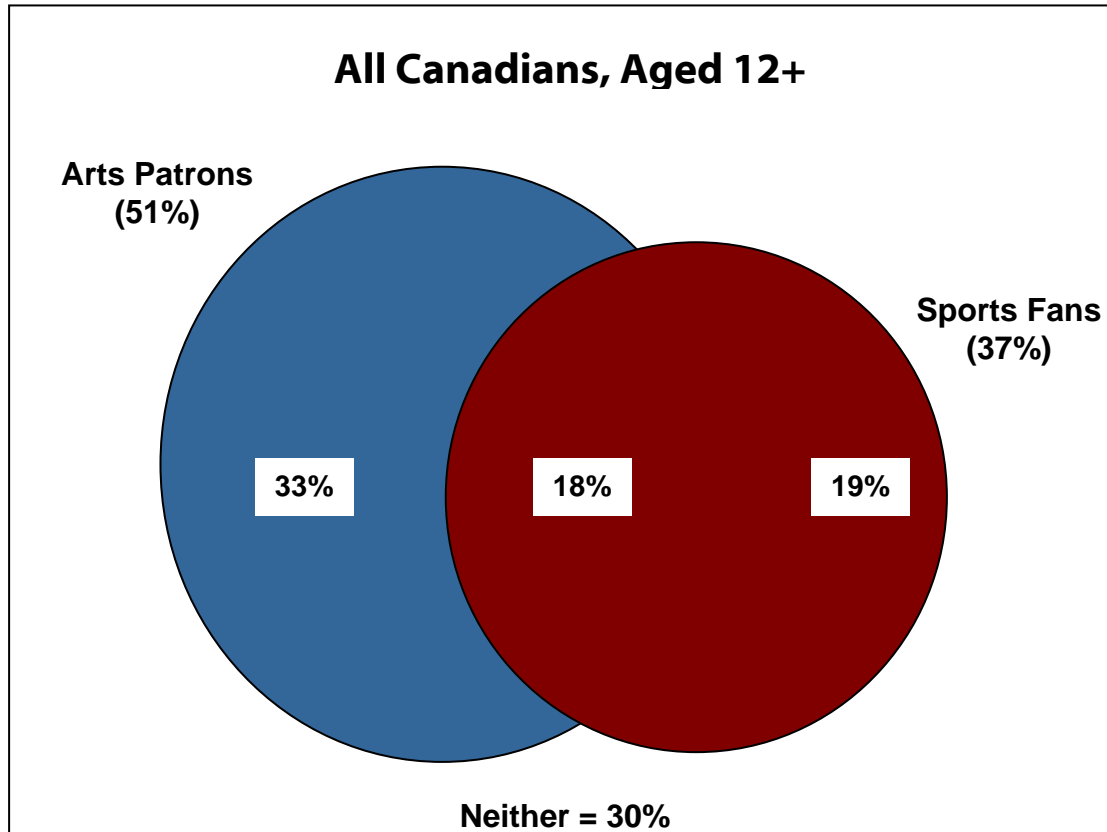
Source: Focus on the Arts, Ipsos-Ried and The Council for Business Arts in Canada, 2001

Half of all Canadians are arts patrons.

Percentages are higher among women and older age groups

Percentages are higher among urban than rural residents

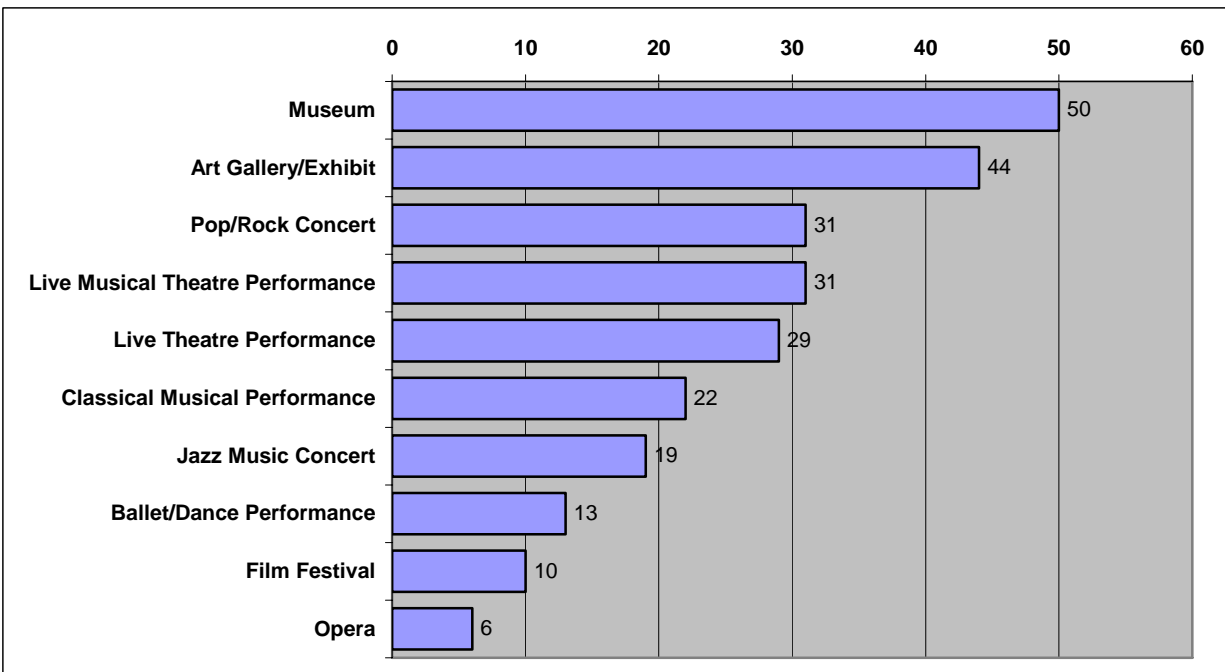
Arts/Sports Overlap



Source: Focus on the Arts, Ipsos-Ried and The Council for Business Arts in Canada, 2001

Arts and Sports reach different, as well as overlapping, audiences.

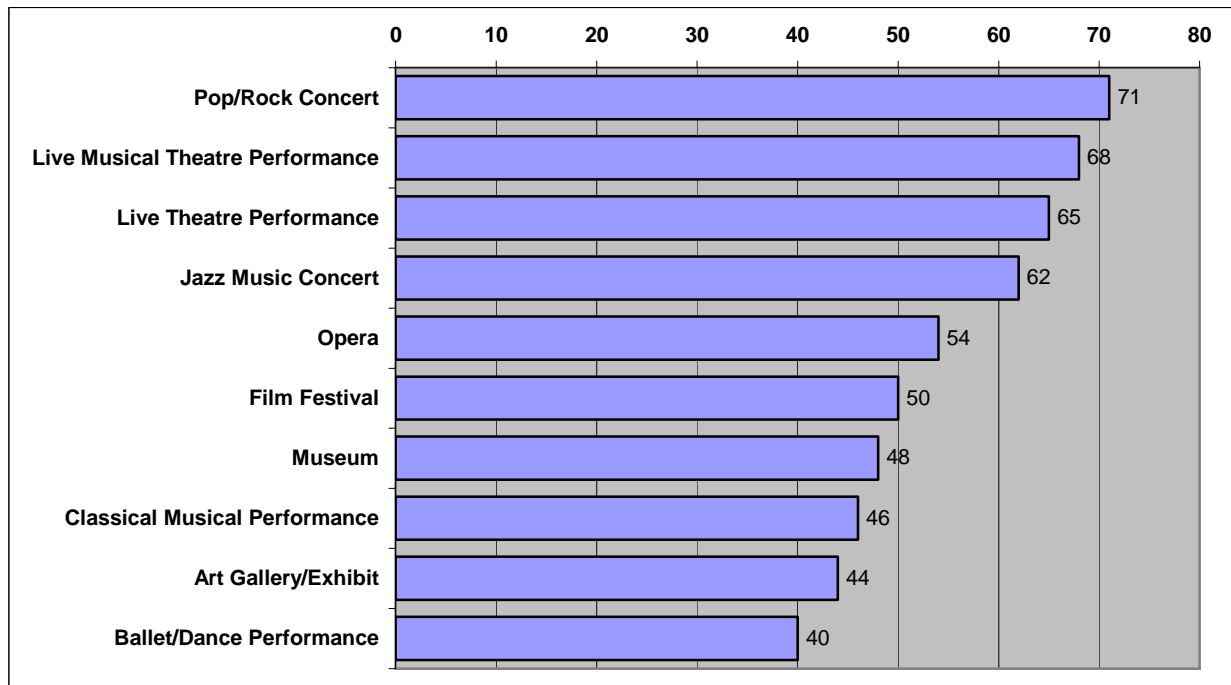
Percentage of All Canadians Attending Once or More in Past Year



Source: [Focus on the Arts](#), Ipsos-Ried and The Council for Business Arts in Canada, 2001

Most popular arts activities are art galleries, pop/rock concerts and theatre.

Percentage of All Canadians in Past Year Who Very Much Enjoy the Activity



Source: [Focus on the Arts](#), Ipsos-Ried and The Council for Business Arts in Canada, 2001

- Enjoyed “very much” by half or more patrons for most arts activities
- Greatest passion highest for pop/rock, live theatre and jazz music

2.2.3 Visitor Potential

Goderich Tourist Information Centre currently has 17,375 visitors to the centre in a given year.

The most popular cultural attractions are the Huron County Museum, Huron County Historic Goal as well as various regional theatre festivals, including the nearby Huron Country Playhouse and Blyth Festival.

Blyth attracts about 18,000 ticket buyers, Grand Bend attracts about 60,000 ticket buyers and Stratford attracts about 600,000 ticket buyers. The Grand Bend Tourism Information Centre received 21,400 total inquiries in 2006. This is an increase from 2005 (19,127) and 2004 (12,675).

According to surveys of the visitors who stop at the Goderich Tourism Centre, the main attraction for most visitors is the historic nature of the community. This would suggest that the majority of the visitors are currently knowledge seekers who are interested in visiting museums and historic sites, enjoying authentic experiences and enrichment through educational opportunities.

The Travel Activities and Motivation Surveys (TAMS) Culture and Entertainment Segmentation reports identify several categories of culture and entertainment seekers:

1. Culture Seekers (2.1*)
2. Entertainment Seekers (2.0)
3. Action Seekers (1.2)
4. Amusement Park Enthusiasts (1.0)
5. Pleasure Seekers (1.0)
6. Knowledge Seekers (0.9)
7. Minimalists

The Index values above 1.0 indicate a greater likelihood to attend theatre. Knowledge seekers are not likely to attend popular theatre, but may be inclined to attend historical or educational programming in a place of public assembly.

In order to build the existing summer visitor base and extend their stay, a performing arts centre may consider playing host to programming and activities that enhance the knowledge seeker's experience of Goderich.

Profile of the Summer Festival Theatre-Goer

The Stratford, Shaw and Blyth Festivals are very effective magnets for cultural tourists to southern Ontario. Rather than offering similar kinds of theatre in the summer and risking a division in the market, the Town may want to consider the profile of the current regional theatre-going visitors and ways in which they could be encouraged to visit Goderich.

A market segment that Goderich may be able to capture is the Toronto theatre-goer who has been attracted by the prettiness of Niagara-on-the-Lake but is finding it increasingly expensive and difficult to access. These visitors may be inclined to spend more time in the vicinity of Stratford and Huron County if Goderich can be positioned as a nearby jewel where the culture and entertainment seekers can have an experience that feeds their interests and offers good value. Indeed, Tourism Goderich has found some success with their recent "Shakespeare to the Seashore" campaign.

Goderich is in a good position to sell features and amenities of special interest to the theatre-goer. The Town has a range of accommodation, a downtown movie theatre, great restaurants and beautiful gardens. It is a Canada's Communities in Bloom award winner. Research by the HSBC Bank of Canada into summer theatre audience activities and psychographics suggest that movies, restaurants and gardening are some of the top interests of the bulk of summer theatre festival-goers. In combination, they may represent a powerful draw.

The following findings offer insights into the ways in which Goderich might attract existing Huron and Perth County theatre audiences:

Theatre Audience Activities

HSBC Bank of Canada Advertising Research, PMB 2004

- 50% *movies 1/month*
- 40% *high quality restaurant 1/month*
- 34% *entertaining at home*
- 34% *gardening*
- 32% *baking from scratch*
- 24% *exercise at home*
- 21% *bicycle riding*
- 19% *crafts*
- 16% *dancing*
- 16% *swimming*
- 15% *golf*

Theatre Audience Psychographics

- 53% *I am more independent than most people*
- 52% *Regular exercise is important in my life*
- 51% *I have an accurate account of my finances*
- 49% *Prefer to buy classic clothes*
- 48% *Pay more for environmentally friendly products*
- 42% *Enjoy entertaining*
- 39% *I live a fairly hectic life*
- 38% *Taken steps toward sufficient retirement income*
- 33% *Feel guilty eating junk food*
- 33% *Try to keep abreast of fashion and style*
- 30% *Like to dine in fine restaurants*

The activity preferences and psychographics suggest that the summer festival theatre-goer may be attracted to Goderich for movie theatres, fine restaurants, classic clothing stores, gardens and parks, unique crafts, cycling, board walks and swimming in the sea. Cross promotional efforts should emphasize these features of Goderich together with the variety of affordable and luxury accommodations in the area.

Of all the culture and entertainment visitor segments, it would appear that the culture seekers would be most desirable to Goderich as visitors and potential residents. And, certainly a community with a cultural infrastructure would be central to their lifestyle, should they be receptive to relocation. The following represent the characteristics of potential target visitors:

Culture Seekers

- 6.3% of Canadians, 8.4% of Americans
- Average age is 59.8
- 92.7% are over 45 years old
- 57.2% are mature and senior couples
- 31.7% are mature and senior singles
- Average household income is \$70,900
- 73.2% have post-secondary education
- 39.6% are retired; 35.8% are employed
- Most of the ticket buyers are women

Entertainment Seekers

- 2.1% of Canadians, 5.2% of Americans
- Average age is 38.1
- 92.1% are 18 - 55
- 29.6% are young families
- 19.7% are young singles
- 32.1 % are mature couples or singles
- Average household income is \$65,400
- 87.4% have post-secondary education
- 70.9% are employed; 12.4% are self-employed; 6.9% are homemakers

Action Seekers

- 7.3% of Canadians, 5.8% of Americans
- Average age is 33.2 years old
- 91.2% are under 45 years old
- 35.2% are young singles
- 26.1% are young families
- 14.4% are young couples
- Average household income is \$56,000
- 93.3% have post-secondary education
- 71.0% are employed; 12.4% are self-employed; 7.0% are students

2.2.4 Demographics and Demographic Indicators of Audience Potential

Demographic factors can be helpful in predicting cultural attendance. Traditionally, level of education is the most important demographic indicator of cultural participation. Income, urban residence and physical capacity are other important factors in performing arts attendance. Gender and age are also factors. With respect to movie theatre attendance, age, country of birth and language are among the key demographic factors.

While demographics are a readily accessible measure of a community's likelihood of cultural activity participation, research demonstrates that other important indicators of attendance and frequency of attendance include previous cultural experiences. The best indicators may, in fact, be the quality and quantity of an individual's cultural exposure and arts education experiences.

People who attend one kind of cultural event are quite likely to participate in various kinds of cultural activities. Similarly, the cultural exposure a person has early in life often impacts the frequency with which that person will attend further cultural activities throughout the course of their life. An environment that attracts and supports creative activities and individuals often provides this kind of cultural stimulus.

The following demographic indicators represent available Canada Census data on key cultural affinity indicators.

Education and "Talent" Index

The more educated a populace, the more likely they will be patrons of traditional theatre and cultural programming.

- According to the Trade Area report, only 9% of Goderich's population over 20 years of age holds a bachelor's degree or higher, significantly lower than the provincial rate of 19%, although this may be partially a result of the older population base.

Income Range Distribution for Goderich, Ontario Families

An affluent audience is more likely to be attracted to the classical performing arts, and have the capacity to support them through donations and sponsorships. A less affluent audience base is more likely to be attracted to popular music, film and community events.

- The **average household income** in Goderich is **\$48,904**, compared to the average household income for Ontario of \$60,455 and Canada of \$53,634. The average income for males is \$35,829, and the average income for females is \$18,728.

Age

The performing arts and art film audience tends to be under 25 and over 45.

- The median age of the Goderich population at 45.6 years is older than the Canadian median of 39.5 years and 84.3% of the population is 15 years of age and older.
- Children 14 and under account for 15.7% of the population while those 65 years of age and older constitute 21.6%.

Gender

Women tend to be the performing arts ticket-buyers and more frequent theatre-goers. Younger men tend to comprise the core of the movie audience.

- Goderich's male to female population ratio is 47.0% to 53.0% of the population.

Downtown Goderich Trade Area Report Summary

The Downtown Goderich Trade Area Report's demographic research compared Goderich to Huron County to Ontario and found similar patterns to those cited above.

The Trade Report noted that the Goderich trade area population was slightly older than both the populations of Huron County and Ontario, and 19% of the Goderich population are senior citizens. Labour force participation was only marginally lower than Huron County and Ontario, and unemployment statistics at 4.60% were slightly higher than Huron County but considerably better than Ontario's 6.10% unemployment rate. Goderich has about 10% fewer university educated residents than the Ontario average and 15% more blue collar workers than white collar workers. Goderich has 17% more residents claiming English, Scottish and Irish ethnic origins than the Ontario.

The report also noted that the expenditure potential of trade area residents on movies, live sporting events, live performing arts, entertainment and museums was 60% to 84% of Ontario residents.

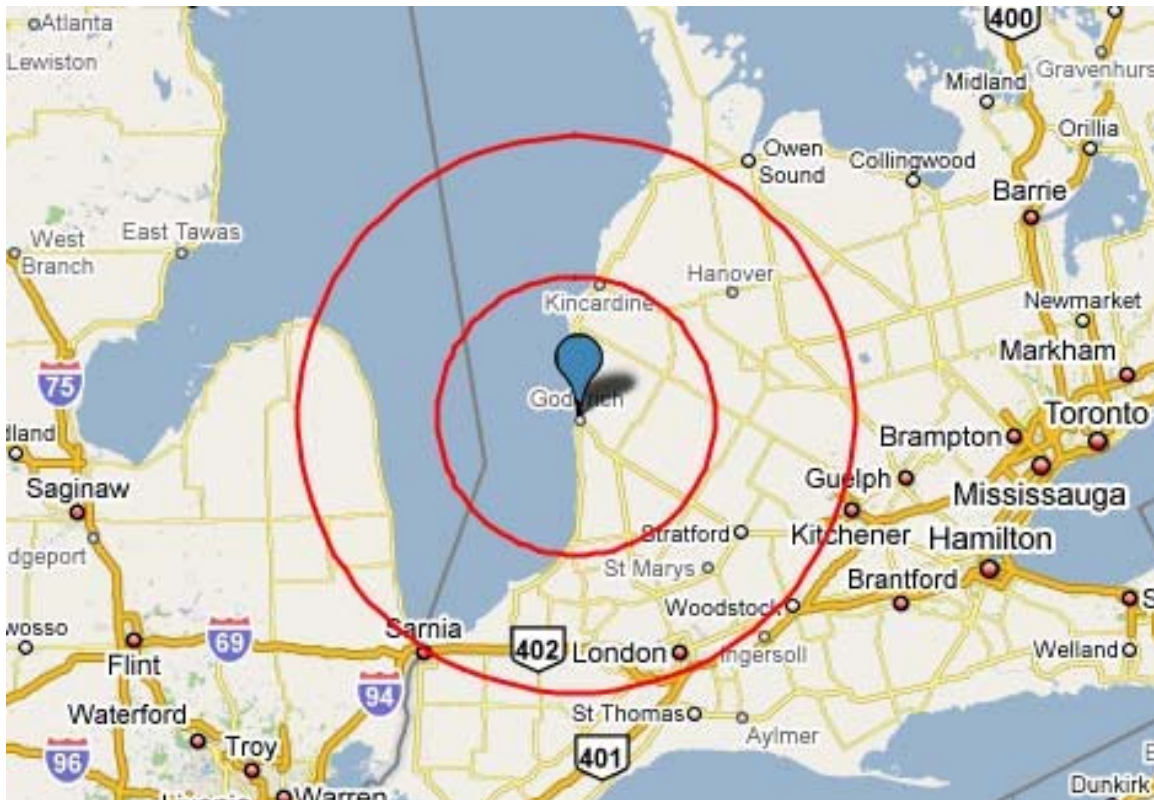
Summary of Demographic Indicators

An understanding of these market and demographic factors will influence the development of a viable, relevant and affordable performing arts program in Goderich. The proposed program will, in turn, influence the type of performing arts venues that can be developed.

2.2.5 Supply of Comparable Facilities in the Market Area

In order to evaluate the potential facility rental market, it is important to understand the so-called competitive marketplace for performing arts facilities.

For theatre facilities with fewer than 1,000 seats, the competitive market area for facility rental is not likely to exceed 100 kilometres. The map below illustrates the market area around Goderich in the 50 and 100 kilometre range from Goderich:



The theory is that a rental facility in Goderich may be competing with rental facilities in Stratford for groups in Mitchell or Listowel who require a place of public assembly.

It is important to understand where the gaps may be in the region's inventory of community facilities. Seating capacity is one of the most important distinguishing variables in defining the type of theatre, its revenue potential and, in turn, the kind of programming it can support. The following facilities are, therefore, listed by seating capacity.

Supply of Facilities Offering Performing Arts Activities

The following facilities are the best known theatre facilities within 120 kilometres of Goderich.

A Selection of Performing Arts Centre Facilities Within 120 Kilometres of Goderich

Name of Facility	Number of Seats				Type of Space/Comments
	0-250	250-600	601-1000	1000+	
The Garage Theatre (Blyth)	100				Converted space, flexible seating, Blyth Festival
The Livery Theatre (Goderich)	100 – 180				Converted space, flexible seating, governed by GLT
Bluewater Summer Playhouse (Kincardine)	108				Summer theatre, cabaret seating
Theatre Three-Eleven (Listowel)	123				Converted church
Grand Theatre – McManus Studio (London)	150				Studio theatre, winter season prof. producing company
Playhouse II (Grand Bend)	160				Facility of Drayton Entertainment
Stratford Festival – Studio Theatre (Stratford)		260			Purpose-built, modified thrust stage
Stratford City Hall Auditorium (Stratford)		268			Historic town hall, flexible orchestra, fixed balcony
Wingham Town Hall Heritage Theatre (Wingham)		400			Closed for restructuring
Victoria Playhouse (Petrolia)		425			Historic town hall
Blyth Festival – Blyth Memorial Community Hall (Blyth)		440			Historic town hall, summer festival prof. producer
Stratford Festival – Tom Patterson Theatre (Stratford)		480			Converted arena, runway thrust stage
Imperial Theatre (Sarnia)		598			Historic proscenium stage, presenting house
Huron Country Playhouse (Grand Bend)			660		Facility of Drayton Entertainment
Grand Theatre (London)			829		Historic repertory theatre, winter season
Stratford Festival – Avon Theatre (Stratford)				1,083	Historic vaudeville house
Centennial Hall (London)				1,637	Historic auditorium, presenting theatre
Stratford Festival – Festival Theatre (Stratford)				1,838	Elizabethan thrust stage

In addition to the theatres noted, there are many town halls, church halls and other facilities that are used for live performances. This list demonstrates, however, that in small communities in Southwestern Ontario, there are very few purpose-built, state-of-the-art public theatres that do not currently host a resident professional theatre company. Some, like Memorial Hall in Blyth, are available for rental in the winter season, but the company finds that their isolation and the threat of winter "snow" days inhibits the number of rentals that occur. Some, like the Stratford City Hall Auditorium have extremely restrictive rental conditions and can't be used during City Hall hours.

With the exception of the Imperial Theatre in Sarnia, many of these theatres have limited or no availability for rentals and presentations during their regular theatre seasons. Sarnia has the advantage of two resident companies: Theatre Sarnia and the Sarnia Concert Association and they present a series of variety entertainment through the year and during a six week summer festival limiting the availability of the theatre for rentals during the summer. The Stratford Shakespeare Festival theatres are almost exclusively used by their resident company virtually all year round.

Generally, a well balanced regional facility inventory will have quite a number of smaller theatre venues and different kinds of theatres representing the spectrum of seating capacities. In this inventory, there is a gap in seating capacities of 200 to 400 (with the exception of Stratford's Studio Theatre) and another gap between Blyth's Memorial Hall at 440 seats and Sarnia's Imperial Theatre at 598 seats.

The Livery in Goderich is currently home to the Goderich Little Theatre. It has served the GLT well as a flexible space with a small lobby, a flat floor hall, an end-stage playing space and dressing rooms and costume storage above and below the stage level. It lacks the kind of front-of-house and backstage facilities one would expect to find in a purpose-built theatre. While it has an excellent acoustic volume in the auditorium, the floor of the hall is concrete on grade which is not ideal for its use as a theatre playing space or dance hall. It is perhaps most successfully used as a cabaret, flexible theatre studio or special event space. Unfortunately, since the Livery is the only facility the Goderich Little Theatre has in which to build sets, costumes, props and rehearse as well as perform, it is often not available for public and private events.

The constraints of the building limit the kind and volume of programming the Goderich Little Theatre can produce and present. The constraints also limit the building's revenue generating capacity and its general availability for local special events

Although the historic Livery has its limitations, the building is central to the proposed development of a downtown performing arts centre in Goderich. It is an important landmark and is ideally located in close proximity to amenities, suppliers and parking which are important to any theatre's successful operation.

Summary of Market Assessment

- The local and regional audience base is adequate for popular performing arts and film. The market tends to be small, blue collar and economically diverse.
- Goderich is in close proximity to several well established professional summer theatre companies in Blyth, Grand Bend and Stratford.
- Goderich currently has no professional calibre, purpose-built, small-to-mid-size theatre venues available or suitable for professional presentations.
- There is a range of community-based performing arts activity and festivals and a demonstrated affinity for the arts.
- Presented programming initiatives may be warranted but should reflect community demographics, interests and pride of place, and consider opportunities to partner with tourism initiatives.
- A diverse, family-oriented and financially accessible range of programming is recommended to appeal to the range of educations, ages and income levels in the community.
- There appears to be a demand for public assembly facilities and work space by the Goderich Little Theatre, local businesses and some community associations, which may optimize the use of a rehabilitated facility. A community user survey was undertaken to quantify the demand for facilities of different seating capacities and functions.

2.3 Needs Assessment

Needs Assessment:

to summarize the townspeople's perspectives on community needs and the ways in which needs for a facility project can be measured or described. Perceptions of need can include demographic, historical, cultural, social and economic measures.

2.3.1 Interview Questions

Perception of Needs - Community and Potential User Group Interviews

Interviews were conducted by Janis Barlow to determine perceptions of need for a theatre facility in Goderich, current needs of the cultural sector and potential funding options. Candidates for interviews included local Goderich and Huron County political, economic and downtown leadership, cultural leaders, arts organizations, prospective resident companies and funders.

A list of facilities toured, focus groups convened and individuals interviewed is appended to the report.

The Questions

The interview questions varied with the subject but often included some of the following:

1. How long have you lived and/or worked in the Goderich area?
2. In general and from your perspective, what do you see as Goderich's best assets?
3. What do you see as Goderich's most pressing needs or issues?
4. What do you see as the best assets and most pressing needs in relation to arts and cultural in Huron County?
5. What do you think are the programming or facility gaps in Goderich?
6. What kind of programming would you want to see happening in Goderich?
7. What do you see as the barriers to successfully rehabilitating the Livery and creating a performing arts or arts facility in Goderich?
8. What would be the most credible ownership/governance and management scenario for a performing arts centre in Goderich?
9. Who would be a credible leader or leadership group to make this project happen?

2.3.2 Summary of Interview Findings

Community Assets

During interviews with a cross section of community, government and arts leaders in Goderich, it was clear that residents see Goderich as a community with small town values, rich natural assets and urban amenities which belie its village character. Participants value the beauty of the community, the unique downtown square, the waterfront, the walkability of the town and the Maitland River Valley. Some mentioned the town's relatively stable economy, low unemployment, local talent and the variety of arts activities and festivals in the region. Others talked about the relative proximity to Stratford, London and Toronto.

Several noted that the people of Goderich are one of its greatest assets, especially their volunteer ethic, their philanthropy and their determination to set a high standard and see community projects through to completion.

A number of people talked with pride about the community's investment in the waterfront and the boardwalk, the success of the Mind and Body campaign to renew the library and create the Maitland Recreational Centre. Also mentioned were the town's fine restaurants, the stock of affordable historic homes, the beaches and the Huron County Museum.

Several respondents talked about the town's safe environment, the friendliness of the residents, the number of clubs and organizations and the quality of the public schools. Many felt it was a great place to raise a family.

Historical Needs

Many of the people interviewed had a strong sense of Goderich's history. They have a clear understanding of the town's origins and routinely cite historic figures like "Tiger" Dunlop and John Galt as its most famous citizens. They see the community as a unique, historical jewel and are proud of the measures that people like Dorothy Wallace took to protect its built heritage by buying The Livery when it was threatened.

The strong identity, the sense that Goderich is special and unique offers its citizens a good deal of confidence in the town, its people and the ability of the community to weather setbacks and overcome barriers. While the community is proud of its distinguished architectural legacy, it is also practical, proactive and highly motivated to find ways to diversify its economy and encourage measures that assert its position as a regional retail and business centre.

There is a sense that the historic core and Market Square require continued protection, reinforcement and appropriate enhancement. The interview respondents tended to emphasize the town's urban and industrial heritage more than its rural heritage, but the town is home to the very fine Huron County Museum and Sallows Gallery which both celebrate rural heritage.

There was general acknowledgement of the importance of The Livery as both a cultural and historic landmark in the community. Most assumed that the retention and rehabilitation of The Livery would be central to any performing arts development plan.

There was general consensus about the need to retain and restore the Market Square and The Livery and upgrade the appearance of the gateways to Goderich and downtown way finding signage.

Cultural Needs

Many of the people interviewed were avid participants in local cultural activities and spoke of the variety of activities available at affordable admission prices. Several cited the impressive quality of Goderich Little Theatre productions, several local bands, music festivals and vocal music groups. Some expressed concern that a heavy reliance on key volunteers might jeopardize some of Goderich's most important performing arts festivals and activities in the long run.

A good deal of Goderich's performing arts activities are offered outdoors in summer and in a variety of churches and halls in the winter. In addition to live performing arts, the Goderich Little Theatre hosts TIFF films in the Park Cinema on the Square.

While recognizing the importance of local, original cultural development, some respondents lamented the inability of Goderich to host touring performing arts, drama festivals, lectures or business and corporate conferences due to a lack of purpose-built theatre venues. There was a general consensus that Goderich had a fine library, museum and recreation centre and the next priority should be enhancements to The Livery and/or the development of a performing arts centre. At the same time, there was also a general consensus that a performing arts centre should not merely be a host to the Goderich Little Theatre and a presented series, but should also be welcoming to a whole range of public assembly activities.

Few of the interview or focus group respondents mentioned the Huron County Cultural Plan which has identified and organized many of the needs and issues facing the sector and recommended general strategies to strengthen the sector. The Plan identified resources, programming, professional development, marketing and communications, geography and climate as central themes of concern. The Plan provides indispensable contextual information for the development of a programming and operations plan for a performing arts centre.

Goderich Little Theatre stakeholders feel the need for improved performing arts facilities most acutely, but they are also cautious about advocating for particular programming and operating models, preferring to wait for the results of the study. They expressed tremendous gratitude to the Town for its leadership and support. The GLT is undergoing a facilitated strategic planning process to clarify their current mission, vision, values and operating priorities. Few other local groups have made specific commitments to use a potential performing arts facility.

In some quarters, there was a perception that a professional producing or presenting company might be persuaded to bring a summer series to Goderich. There was also some tension reported between regional professional companies and local community theatre, as well as different perspectives on potential programming options, market capacity, institutional capacity and ideal seating capacities. These differences of opinion all speak to the need to clarify the objectives of a proposed performing arts facility in Goderich, explain the implications of various theatre business models and identify viable options for discussions.

Social Needs

The arts have been successfully employed as social problem solvers in towns and cities throughout North America. In Goderich, the performing arts have been positioned as entertainment, as a means of heritage exploration and as a recreational pursuit. Some interviewees acknowledged the impact of arts activities on quality of life, but few respondents were focussed on performing arts as a mechanism for addressing social problems. The political and business sectors in Goderich tend to see the performing arts centre as a catalyst for tourism and economic development.

Economic Needs

The most passionate and thorough articulation of the need for a purpose-built performing arts centre came from downtown businesses and merchants.

In a paper prepared on behalf of the Goderich Business Improvement Area, Mr. Robert Evans articulated the reasons for recommending that Goderich should proceed to develop a professional and permanent theatre for the performing arts. Mr. Evans cited research, testimonials and case studies to support the recommendation under the following reasons:

- Completing the Asset Base
- Social benefits
- Need for Goderich Downtown Revitalization
- Provincial Policy Statement
- Municipal Planning Priority
- Authorities and Precedents
- Education [related benefits]
- Affordability
- Economic Development and Job Creation

Downtown businesses see a performing arts centre contributing to the general attractiveness, health and well-being of the community. Merchants want to reverse a recent decline in foot traffic downtown, especially in the shoulder and winter seasons, and other business owners want an environment that attracts entrepreneurs, an educated work force and economic investment.

The 2008 Residents Survey of 900 individuals formed the basis of a downtown business viability assessment that identified a butcher, condominium and performing arts centre as recommended businesses with the highest merit, while a baker, footwear and leather repair, grocery store and a contemporary hotel all fell into the next category of merit.

Some of the interviewees thought a family style hotel and condominium developments in the downtown should be the highest priorities for the Town. They appeared unaware of the research that indicated a new hotel's viability would depend on the development of shoulder and winter season catalysts for visitors. Several potential hotel developers have suggested that a hotel development would have to follow a public initiative like a theatre.

Municipal leadership, tourism and economic development specialists were very well informed about the potential of a state-of-the-art cultural infrastructure to enhance the quality of life in Goderich and attract the creative classes and creative knowledge workers to Goderich. They also made the case for having a purpose-built, state-of-the-art place of public assembly for telling authentic stories of the county and hosting professional training.

Many of the residents interviewed were not clear on the Town's long term economic strategy and the role a performing arts centre may play in that strategy.

Response to the Prospect of a Performing Arts Centre in Goderich

Several interviewees felt the case for building a performing arts centre was made stronger by the current economic climate. Others were more cautious. They felt the closure of Volvo and loss of manufacturing jobs will have a ripple effect on suppliers in the area, although it is not entirely clear at this time what the extent of the effect will be. There were concerns that the Volvo closure may result in less executive travel to the area and some out-migration of skilled labour.

Efforts to boost the harbour related economic activity to compensate for the Volvo closure were not generally known among the interviewees. Some interviewees wanted to wait to see how the current economic recession played out before making any decisions on the long term development of a theatre, but there was general consensus that it was appropriate to be considering the feasibility of theatre development at this point in time.

A number of respondents in the business and tourism sectors were very excited by the prospect of a performing arts centre development. They believe the timing is good and a theatre project would be key to meeting the Town's need to revitalize the downtown core, restore a well known heritage building, improve the South Street streetscape, and provide a much-needed venue for the performing arts.

Many of the individuals interviewed felt that a theatre facility was a missing piece in the asset inventory of Goderich. They believe that a new centre would be effective in inspiring creative classes and affluent retirees to relocate to Goderich.

Those involved in the cultural industries were concerned about the finding a balance in the current marketplace between the area's professional summer theatre companies and the kind of programming and activities that would be sustainable in Goderich. There is a clear sense that the market is currently saturated with professional summer theatres and there should not be an attempt to add another professional summer theatre to the mix. Focus group participants were more responsive to the notion of enhancing current indigenous, authentic, local arts of story telling, music and community creations in the summer.

Program and operational sustainability and affordability were two of the biggest issues cited. Some concerns were expressed about how to establish resident company status for the Goderich Little Theatre, how to ensure that local groups have affordable access to the facility and how to arrive at a functional and effective governance and management model.

Leadership

Several interviewees were asked to recommend potential leadership for the TheatreBuild project and for operation of the facility.

A number of credible, experienced community leaders were mentioned and it was recommended that a leadership partnership between the political, business and cultural communities would be most appropriate. Many people were very supportive of the current Theatrebuild Committee leadership and individuals from the I.O.D.E. and other infrastructure development campaigns who have been very successful in Goderich.

2.4 Preliminary Conclusions, Recommendations and Gaps

There was an overwhelming acknowledgement from a variety of different sector representatives that Goderich needs, and would benefit from, a state-of-the-art, purpose-built place of public assembly and performing arts centre in its downtown.

Goderich is the county seat and regional urban centre. It has a unique identity currently expressed through its existing cultural institutions, urban design, festivals and arts activities. A performing arts centre would suit the culture of Goderich and complete its asset inventory.

The volunteers of Goderich have developed and sustained a number of signature arts festivals and programs over the years. The long term stabilization and growth of Goderich's performing arts activities will require professional calibre facilities and coordination.

Goderich's downtown currently has many of the kind of complementary amenities that enhance the performing arts centre experience. It has a range of restaurants and accommodation, cafes and destination retail stores, an art gallery, a cinema and a musical instrument supplier.

It is assumed and expected that a theatre facility would host programs that will serve economic and cultural needs of the community, while preserving and celebrating the historic fabric of the community.

Goderich is in the heart of a county with a small population that is well served by a range of professional theatre companies. In order to fulfill cultural and economic goals, a theatre facility will have to attract and generate distinct programming that has and builds year-round audiences.

Other than Goderich Little Theatre, it is not clear how many other local performing arts groups are prepared to commit to using facilities in a performing arts centre. It is important to clarify the number and types of companies and their potential use rates of certain kinds of facilities.

In order to invite County-wide use of a Goderich-based performing arts centre and to evaluate current programming and facility demands by potential user groups, it is recommended that a county-wide survey of potential users be undertaken.

Programming and facility development choices should be determined after a complete inventory of local demand for facility rental.

Notwithstanding the results of the user survey, the following observations will guide this study:

- The Livery is a landmark and should be the centrepiece of a performing arts centre development.
- The Livery is a great space for special events and cabaret-style presentations. It is recommended that efforts focus on its stabilizing and restoring its historic character and increasing its availability for popular community events and private rentals.
- Other facility priorities are likely to include a state-of-the-art flexible studio theatre/rehearsal space, a state-of-the-art performing arts theatre, multi-purpose meeting/training/work space, multi-purpose public lobby space and ancillary revenue generating retail rental space.

The focus of the next phase of this study will be to determine the most cost-effective cluster of performing arts facilities to serve the community's cultural, economic and social needs and the order in which these facilities might be developed as resources become available.

3.0 PROGRAM ANALYSIS

3.1 Strategic Direction

As stated in the preliminary conclusions to the Needs and Market Assessment, programming and facility development choices should be determined after a complete inventory of local demand for facility rental has been undertaken, followed by an assessment of programming gaps in the region.

The focus of the next phase of this study will be to determine the most cost-effective cluster of performing arts facilities to serve the community's cultural, economic and social needs and the order in which these facilities might be development as resources become available.

The needs and market assessment concluded the following:

- The Livery is a landmark and should be the centrepiece of a performing arts centre development.
- The Livery is a great space for special events and cabaret-style presentations. It is recommended that efforts focus on its stabilizing, restoring its historic character and increasing its availability for popular community events and private rentals.
- Other facility priorities are likely to include a state-of-the-art flexible studio theatre/rehearsal space, a state-of-the-art performing arts theatre, multi-purpose meeting/training/work space, multi-purpose public lobby space and ancillary revenue generating retail rental space.

The Livery is one of Goderich's most important buildings. It is an historic landmark and serves as a cultural, social and entertainment centre for Goderich. While it is currently too small a space to be relatively self-sustaining through rentals and other earned income, it is an excellent potential anchor for a performing arts centre.

The Goderich Little Theatre is the current owner of the Livery. Their current stated mission is to:

- Facilitate, promote and present live community theatre for Goderich and area;
- Provide high quality productions that entertain and educate our audiences, and;
- Maintain and improve our historic Livery theatre building for the benefits of the organization and the community at large.

The programming priorities and operating model for a performing arts centre in Goderich should reflect community needs. Programming priorities and business modelling have significant implications for setting rehabilitation priorities and operations. A potential user survey was undertaken to identify community demand.

3.2 User Survey

In the interest of serving the community's facility needs and compiling a program that minimizes risks, a user survey process was recommended. The primary purpose of the facility user survey is to measure the potential demand for a place of public assembly in Goderich. Survey findings also provide a preliminary understanding of the demand or desire for certain facility characteristics and qualities.

The invitation to complete a user survey was distributed in the month of February to community, business, educational, dance, performing arts and film festival groups in Goderich. As of March 3, 2009, 54 individual surveys had been returned.

3.2.1 Survey Questions

The survey asked participants to identify:

- The type of organization they represent
- The type of performances presented
- The current venues or facilities used for events or performances (including seating capacity)
- The organization's preferred seating capacity for events or performances
- The factors important to the organization when choosing a performance space
- The average number of dressing rooms required
- If an orchestra pit is required
- If they would use a centralized ticket booth
- What support facilities may be required
- If they consider their organization to be a prospective future user of the proposed theatre in Goderich
- How many performances or events they would present in a year
- How many additional days in the theatre they would require
- The amount of rent they would be willing to pay for use of the theatre
- The months during which they would be most likely to use the facility
- Their average price of their tickets

3.2.2 Types of Groups Providing a Response to the Survey

The following list indicates what types of organizations the survey respondents represent. Many respondents fell into multiple categories.

Type of Organization		
	No. of Responses	Percentage
Arts Organization	14	26.4 %
Other	13	24.5%
Commercial Business	11	20.8%
Community Services Organization	10	18.9%
School or Educational Program	8	15.1%
Performing Arts Company	8	15.1%
Government or Agency	7	13.2%
Music Promoter	5	9.4%
Artists Representative/Agent	2	3.8%
Historical Society or Group	2	3.8%
Museum or Gallery	2	3.8%
College or University Program	1	1.9%
Religious Organization	0	0.0%
Trade Organization	0	0.0%

Other typical users of performance and meeting facilities are community associations, fraternal organizations, businesses and corporations, however, the circulation of the survey focussed on arts organizations.

Those user groups that identified themselves as “other” in the survey listed the following as their types of organizations:

- Seniors choir
- Private music teacher
- Educational organization
- Men’s chorus
- Professional architecture firm
- Goderich resident
- Health Care
- Cover band
- Family use for weddings and parties
- Not For Profit organization
- Business association
- Coordinator of special events

3.2.3 Facilities Currently Used by Respondents

Many of the respondents are currently using churches, the high school and The Livery for their meeting or performance needs.

Facility	No. of Users
Local churches	16
The Livery	13
Huron Co. Museum	6
Local High School	5
Golf and Country Clubs	3
Columbus Centre	3
Bayfield Town Hall	3
Volvo Manufacturing Training Centre	2
Local clubs	2
Goderich Memorial Arena	2
Canadian Legion	2

Facility	No. of Users
Victoria Public School	1
The Village Bookshop	1
South St. Goderich	1
Saltford Valley Hall	1
Sallows Gallery	1
Rail Station	1
Oakwood Resort and Spa	1
Municipal Buildings	1
McManus	1
MacKay Centre	1
Lions Harbour Park	1
Health Unit, Clinton	1
Goderich Library	1
Goderich Adult Day Centre	1
CPR Station	1
Court House Square	1
Clinton Town Hall Theatre	1
Clinton Adult Day Centre	1
Blyth Theatre	1
Blyth Memorial Hall	1
Blyth Festival	1
Ben Miller Inn	1
54 The Square	1

3.2.4 Type of Event

The following responses demonstrate a significant demand for places of public assembly and non-arts uses of theatre space.

	No. of Responses	Percentage
Meetings	21	41.2%
Receptions/Dinner	18	35.3%
Other	14	27.5%
Lectures	13	25.5%
Plays/Drama	12	23.5%
Concerts/Contemporary	9	17.6%
Projected Media	8	15.7%
Concerts/Classical	8	15.7%
Conferences	8	15.7%
Recitals/Pageants	8	15.7%
Dance	7	13.7%
Exhibits	4	7.8%
Revue/Variety Shows	4	7.8%
Debates	2	3.9%

Those user groups that indicated they presented “other” event listed the following:

- College and University lectures
- Small educational programs and workshops
- Courses
- Author readings, literature events
- Wedding receptions
- Community fundraisers
- Studio and exhibition space
- Annual General Meetings
- Grad exercises
- Outdoor music festival

The survey determined that 46 out of 54 respondents confirmed that they would be a prospective future user of a performing arts centre in Goderich.

3.2.5 Preferred Seating Capacities

Respondents identified their preferred theatre seating capacities by a series of categories. The following chart indicates preferred theatre seating capacity by the number of respondents who indicated that preference.

	No. of Responses	Percentage
250-399 seats	13	28.3%
150-249 seats	11	23.9%
75-149 seats	11	23.9%
50-74 seats	5	10.9%
400-599 seats	5	10.9%
750-999 seats	1	2.2%
600-749 seats	0	0.0%

3.2.6 Seating Capacity by Group

Forty-seven groups indicated their needs for a variety of seating capacities. Five groups indicated that they would require more than one space with different seating capacities. The categories of seating capacities most frequently checked were between 75 and 399 seats.

3.2.7 Items of Importance in Choosing a Performance Space

Respondents indicated which items would be considered important to them when considering choosing a performance space. The following chart outlines the number of times each item was chosen by respondents.

	No. of Responses	Percentage
Seating Capacity	30	61.2%
Natural Acoustic Quality	29	59.2%
Parking	27	55.1%
Location	27	55.1%
Food Service Capabilities	23	46.9%
Sound Amplification System	22	44.9%
Size of Stage	20	40.8%
In House Theatre Lighting	19	38.8%
Sightlines	19	38.8%
Flexible/Moveable Seating	19	38.8%
Stage Access/Loading	17	34.7%
Lobby/Exhibit Facilities	16	32.7%
Film/Projection Capability	15	30.6%
Licensed Reception Area	15	30.6%
Private Event Space	13	26.5%
Dressing Rooms	11	22.4%
Other	9	18.4%
Orchestra Pit Size	6	12.2%
Stage Tower/Rigging	4	8.2%

Those user groups that indicated “other” in the survey listed the following as their items of importance:

- Elevator
- Accessibility
- Classrooms
- Workshop space
- Technical equipment
- Studio space
- Set Design Area

3.2.8 Performance and Additional Use Days

Respondents were asked to provide their estimated minimum and maximum performance days as potential users.

Respondents also were asked to indicate the number of additional use days they estimate they would need. Additional use days are defined as use days that are required by a potential user for purposes such as load-in, load-out, and/or rehearsal time, etc.

The following chart summarizes the findings of the survey by outlining the total number of minimum and maximum performance days and additional use days indicated by the respondents.

	Minimum	Maximum
Performance Days	111	266
Additional Days	159	226
Total	270	492

3.2.9 Rent

The following chart indicates respondents’ choice of how much they would pay per seat when renting the theatre.

	No. of Responses	Percentage
\$1.00 per seat of capacity	22	56.4%
\$1.50 per seat of capacity	7	17.9%
\$2.00 per seat of capacity	7	17.9%
\$2.50 per seat of capacity	2	5.1%
\$3.00 per seat of capacity	1	2.6%

3.2.10 Dressing Rooms and Orchestra Pit

The average number of dressing room stations needed was 5. The lowest number of dressing room stations requested was 0 and 30 was the highest.

7 respondents indicated a need for an orchestra pit, 42 respondents said there was no need, and 5 skipped the question.

3.2.11 Centralized Ticketing Office

The majority of respondents expressed a preference for a centralized ticketing office.

	No. of Respondents	Percentage
Yes	27	55.1%
No	22	44.9%

5 respondents did not provide an answer to this question.

3.2.12 Months of Use

	No. of Responses	Percentage
January	11	28.2%
February	17	43.6%
March	16	41.0%
April	21	53.8%
May	22	56.4%
June	19	48.7%
July	9	23.1%
August	11	28.2%
September	12	30.8%
October	18	46.2%
November	15	38.5%
December	13	33.3%

3.2.13 Ticket Price

The average current ticket price for respondents is **\$18.90**.

Prices ranged from \$5 to \$35, with some groups offering free events. Fifteen respondents noted that this question was not applicable to them, and 22 groups skipped the question entirely.

3.2.14 User Survey Evaluation Summary

Five respondents identified a need for more than one venue size. **The *total/demand for venues, including groups who require more than one size space is:***

Seating	# of Groups	Minimum Performances	Maximum Performances	Min Additional Days	Max Additional Days	Total Min Use Days
50-74	6	3	10	2	4	5
75-149	13	14	35	10	18	24
150-249	11	39	106	37	90	76
250-399	15	53	115	110	168	163
400-599	5	8	23	6	14	14
600-749	0	0	0	0	0	0
750-999	1	2	2	2	2	2

- Of the 54 respondents, 46 groups declared themselves to be potential user groups.
- While the circulation of the survey was focussed on arts organizations, a full spectrum of community associations, government agencies and commercial businesses were represented in the survey.
- The respondent groups are currently using churches, the Livery, the Museum, the high school and assortment of regional community halls, parks and offices to accommodate their facility needs.
- A large number of survey respondents are seeking facilities for meetings, receptions and dinners, lectures and conferences. A significant number of respondents (7-14 groups) specified a need for facilities to support the following arts events: plays, contemporary concerts, media, classical concerts, recitals and dance.
- The preferred seating was 250-399 seats, followed by 150-249 seats and 75-149 seats. Only one respondent was interested in a seating capacity over 600 seats.
- Acoustics, seating capacity, parking and location dominated the criteria for selecting a performance space. Food services, sound system, stage size, lighting, sightlines, flexible seating and loading facilities were also significant for many respondents.
- The projected minimum use of a 250-399 seat theatre is sufficient to warrant the development of this size facility, perhaps in conjunction with a flexible rehearsal studio space seating up to 200 seats. The maximum seating capacity in the largest venue should be at least 400 seats in order to improve the centre's income generating capacity.
- Almost 60% of the respondents indicated they would pay \$1.00/seat in rent and 40% would pay more than \$1.00/seat. Not all respondents answered the question.
- About 58% of respondents expressed an interest in the services of a central ticketing office. The average ticket is almost \$19.00.
- The heaviest demand for facilities will come in May, April, October and June with the lightest month being July. Due to the likely intensity of demand for space in peak months, a careful curatorial process should create selection criteria to balance rental group programming with resident company programming.
- Given the small size of the venues and market, it is important to plan for a critical mass of viable venues. Expandable seating capacities and ancillary revenue generating spaces should be considered.

3.3 Use Program

3.3.1 Strategic Direction

Given the number of user groups seeking places of public assembly in Goderich and the current projections of rental use rates, it is appropriate that the Town of Goderich consider a performing arts centre development process not unlike that which was so successfully undertaken to expand the library and establish a recreation centre. The market analysis, needs assessment and user survey all provide sufficient evidence of community need.

In a previous section of this report, it was asserted that the historic Livery building is central to the proposed development of a downtown performing arts centre in Goderich. It is ideally located in close proximity to amenities, suppliers and parking. The user survey has confirmed that parking and location are important to potential user groups in Goderich. The Livery also is:

- An architectural novelty
- An historic landmark
- A place of public assembly
- A social and entertainment centre
- A cultural centre
- An economic catalyst
- A potential anchor to a performing arts centre

The Goderich Little Theatre has long been the owner, governor and manager of The Livery. The mission of the Goderich Little Theatre has been to:

- Facilitate, promote and present live community theatre for Goderich and area;
- Provide high quality productions that entertain and educate our audiences, and;
- Maintain and improve our historic Livery theatre building for the benefits of the organization and the community at large.

During planning sessions in the past year, members of the Goderich Little Theatre have recognized that the association has a limited capacity to successfully address the demands of all three aspects of their mission statement. The Goderich Little Theatre is primarily focused on producing community-based theatre and developing educational programs related to producing theatre.

As it is rehabilitated and expanded into a performing arts centre that meets broader community needs, the Livery theatre centre will require public ownership and a professional facility management to:

- preserve and enhance The Livery
- support resident companies
- provide facilities for community rentals
- present programming for the benefit of Huron County audiences

3.3.2 Use Program

An activity or “use” program seeks to define the type of activities a prospective performing arts centre is likely to host. Prospective user group “needs,” programming objectives and the way in which programming will be managed will all impact on the operations and design development of a facility.

A “use” program leads to the definition of a “building” program. In architectural terms, the document that identifies the sizes, types and locations of space required to deliver the activity (or “use” program) is called the building program.

Seating Capacity Needs

The user survey findings have identified significant needs for a primary theatre venue with 250-399 seats. A minimum projection of 163 days of use was identified for this size venue. In order to maximize the flexibility of this space, it is recommended that the primary venue should have approximately 399 seats in a configuration that may offer some flexibility to expand the seating capacity somewhat for presented works and reduced for smaller community works.

A theatre with approximately 260 seats on an orchestra level and approximately 140 seats on a balcony level with the possibility of an upper balcony when required may offer the appropriate acoustic volume and seating flexibility to serve a range of community needs.

The next most frequently requested seating capacity was between 150-249 seats. It is recommended that this size of venue could be accommodated in a flexible studio/rehearsal space with retractable seating. Such a space could accommodate a seating capacity of 50 to 220 and meet the demand for a minimum projection of over 100 potential uses.

Program Needs

A large number of survey respondents are seeking facilities for meetings, receptions and dinners, lectures and conferences. A significant number of respondents (7-14 groups) specified a need for facilities to support the following arts events:

- plays
- contemporary concerts
- media projection (film and digital)
- classical concerts
- recitals
- pageants
- dance

Of these performing arts, the largest stage and most technically sophisticated set-up is typically required for dance, pageants, musical theatre and classical concerts. Facilities suitable for dance and musical theatre will also serve theatre, film, music, business meetings, conferences and special events.

Until further consultation with user groups can be undertaken for the purposes of developing a detailed building program, it is assumed that a small but sophisticated community like Goderich requires facilities that are flexible, professional calibre, highly functional, compatible with the historic environment, cost-effective and financially and physically accessible.

Core Programming and Business Model

The user survey revealed that respondents are most likely to rent facilities for the following activities:

- Meetings
- Receptions/Dinner
- Lectures and Other Educational Purposes
- Plays and drama
- Concert/Contemporary
- Film and Projected Media
- Concerts/Classical
- Conferences
- Recitals and Pageants
- Dance
- Exhibits
- Revue and Variety Shows

The Goderich performing arts centre concept is fuelled by the belief that a downtown performing arts centre will serve economic, cultural, historic and social needs of the community. It is important to define the core business or core competency for the centre to facilitate decision-making. The centre will require a strategic focus or it will run the risk of trying to be all things to all people all of the time and failing.

It is recommended that the centre's first priority should be to provide appropriate rental venues to local performing arts companies – both producers and presenters, community-based and professional. The venues may also be made available to other community groups and businesses as availability warrants. Public spaces may also serve as exhibit spaces for the visual arts, but these other activities after local performing arts companies have first right of refusal to book.

A core business mission for the proposed centre should answer the following questions:

- Whom do you exist to serve? - local performing arts organizations
- What do they need? - space to perform
- How will you serve them? - by **renting** them purpose-built space
- Why will you do this? - it is in the public interest

This simple formula will allow the centre to set priorities. Once core rental requests are satisfied, it may be in the interests of the performing arts organizations to coordinate the marketing of their programs or participate in a central ticketing office. It may be in the interest of local performing arts organizations for the centre to present programming which helps to grow audiences.

If the centre is primarily a facility provider, it should first look to a promoter or renter to fill gaps in its programming, rather than attempt to generate programming. The selection of a core of resident companies to which the facility has a long term commitment is the primary way in which a brand or identity is established for the centre. Again, if it is necessary for the centre to generate programming, it should be complementary and non-competitive with its core rental client groups or presented in partnership with them.

Preliminary Operating Assumptions

The operating plan and policies should be developed in consultation with key stakeholders and resident companies as part of the business planning and architectural feasibility planning process. It should be developed with the advice of a theatre management specialist.

It is assumed, however, that the facility management will operate under the direction of a professional staff.

3.3.3 Building Program

The core program specifications should be derived from conclusions reached in the market and needs assessment, the mission and values, consultations with the stakeholders, consideration of long term future requirements, the potential effects of critical massing and economies of scale, experience with other centres and interpretation of the recent user survey.

The Core Building Program

The user survey supports the potential development of two performance venues – one in the 50-249 seating range which may also serve as a multi-purpose rehearsal space and one in the 250-399 seating range. The minimum demand for the 250-399 seating capacity is relatively high. The competition for the larger venue may be particularly intense during the peak months of the performance year.

In addition to the rehabilitation of The Livery, the optimum core program is proposed as:

- A 250-399+ seat flexible theatre
- A 50-220 seat flexible rehearsal hall/ studio theatre
- A central ticketing office
- Support space for the above facilities
 - Shared and discrete front-of-house spaces
 - Catering Kitchen
 - Backstage and loading facilities
 - Production and production storage facilities
- Administrative offices for facility management and resident companies
- On-site parking
- Ancillary retail rental space

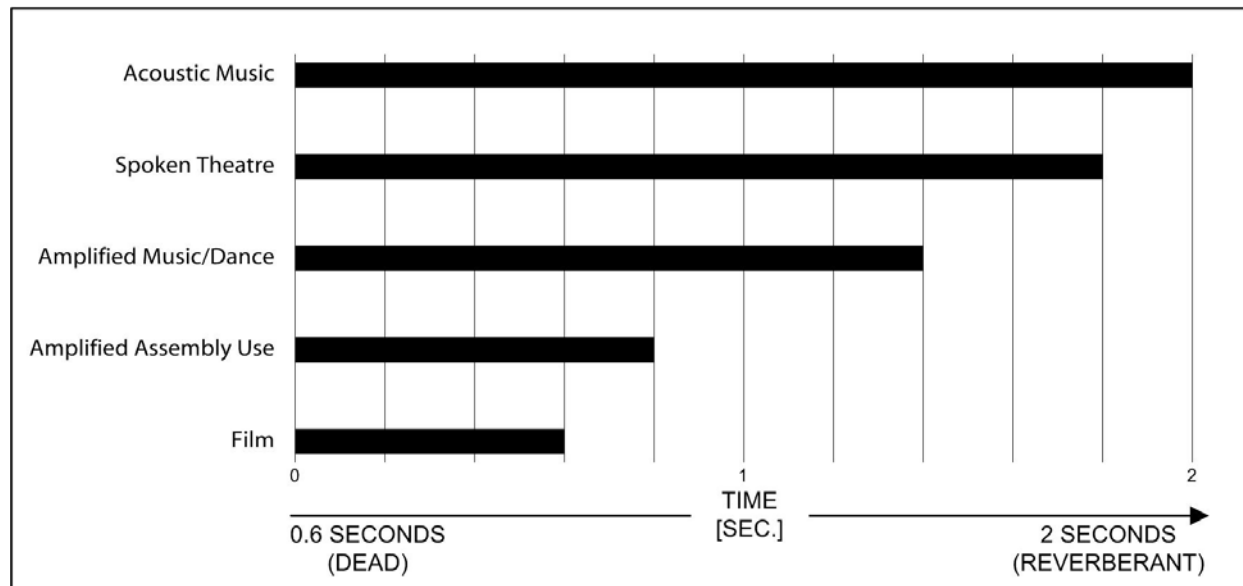
It is recommended that architectural designs be undertaken for the optimum performing arts/conference centre. An order of priority may be established for a phased development of the centre according to the financial resources available.

Primary Theatre Design Considerations

The performing arts centre will be home to many local, community-based organizations. The performance venues should be user friendly and intimate, providing an excellent performer-audience relationship through the design of their sightlines and acoustics.

Almost 60% of the survey respondents indicated that a natural acoustic environment as well as seating capacity was very important to them. The types of instruments and volume of use should be analyzed to better inform the design process. The contours and finishes in the performance space will affect acoustics. Further research will have to be undertaken to determine the acoustic spectrum of the primary users.

The optimum acoustic environment is different for each of the disciplines, as demonstrated by the reverberant acoustic spectrum (from “dead” to reverberant).



If an operating program includes all of these potential uses, it is important to establish the priority use and determine the priority acoustic quality and design accordingly. A good design for a priority use can include ways to adapt the space for all other uses. For example, an environment designed for acoustic music can include a design for curtains or absorptive panels to be introduced when required for film or amplified music. An electronic acoustic enhancement system also may be worth considering.

A stepped floor, or stadium seating, provides optimum visibility for most of the proposed programming.

The Livery

The Livery itself may be able to serve as the secondary space, in the short or the long term, but this should be determined during more detailed building program work and architectural conceptual development. Rather than attempting to increase its versatility by replacing its floor and adding insulation and a lighting grid, it may be more cost-effective to retain it as a special event space rather than a flexible rehearsal hall.

As previously described, the existing configuration of space in The Livery includes a small lobby, a lobby mezzanine with administration offices and washrooms, a flat concrete floor hall, an end-stage playing space and dressing rooms and costume storage above and below the stage level. The capacity in the hall ranges from 100 -180 depending upon the staging and seating requirements. It measures approximately 38' x 49'. The staging area measures approximately 25' x 26' with very limited wing and backstage space. This is a very small stage for any performance type other than small scale music groups, variety acts or plays. While it has an excellent acoustic volume in the auditorium, the floor of the hall is concrete on grade which is not ideal for its use as a theatre playing space or dance hall. It is perhaps most successfully used as a cabaret, flexible theatre studio or special event space.

Design Criteria

A final building program should focus on identifying the optimum spatial requirements for a comprehensive, cost-effective and professional calibre environment for performing arts and film exhibition. The resulting design would have a significant impact on the arts sector in Goderich in relation to:

- Availability of spaces for artists
- Quality of spaces for artists
- Financial feasibility of space
- Access to arts experiences

The mission, values and demand govern the fundamental use program for the centre. The following criteria should be used to develop a building program.

1. **Safety** - code compliance, access/egress and performer/worker health and safety
2. **Theatre Function** - the performer-audience relationship and theatrical function
3. **Audience and Public Services** - hospitality, audience comfort and revenue generation
4. **Historic Preservation and Aesthetics** – compatible with downtown Goderich aesthetics
5. **Cost** – Relative cost, cost effectiveness, cost benefits and energy efficiencies

Preliminary Estimate of Optimum Spatial Allowances

The following table summarizes a preliminary estimate of theatre centre spaces, undertaken to establish the potential scope of the proposed project. These estimates were provided with the understanding they would be subject to modifications through the planning process as user requirements evolve, site options are considered and design professionals develop drawings.

Type of Space	Front of House	Auditoria	Performance Space, Wings	Playing Area	Backstage	Total sf
400 Seat Theatre	4,000	4,000	2,500	35 x 35	2,500	13,000
Rehearsal Hall/Studio	1,200		2,700	45 x 60	600	4,500
Meeting Room	100			20 x 20		500
Catering Kitchen	100					400
Central Ticketing						350
Production Space				45 x 50		2,250
Storage	1,000					1,000
Facility Admin.	1,000					1,000
Resident Co. Admin.	1,000					1,000
Subtotal Net SF	8,500	4,000	5,200		3,100	24,000
30% Grossing Allowance						7,200
Total Additions						31,200
The Livery						4,000+/-
Ancillary Retail (TBD)						-
Optimum Allowance						36,200+

The scale of the project is likely to range between 22,000 sf and 32,000 sf not including rehabilitation work on The Livery. A preliminary cost estimate will require further consultations and an architectural analysis of existing conditions, site development options and theatre design concepts.

Summary of Functional Areas

FRONT of HOUSE FACILITIES

Public Spaces:

- Entry Foyer/Air Lock, Ticket Kiosk
- Central Ticketing Office
- Indoor Public Park Space?
- Ancillary Retail

Ticket Holders:

- Lobbies and washrooms
- Lounge/studio and bar/concession area
- Catering Kitchen

Authorized Personnel:

- Box office
- House management

PERFORMANCE FACILITIES

Auditoria (or Houses):

- 400 seat theatre
- 50- 200 seat rehearsal hall/studio, flexible space
- The Livery

Stages:

- 35 x 35 playing area plus wings and crossover
- Flexible stage in the rehearsal hall/studio theatre
- Staging platform (to be determined in The Livery)

Off Stage Support:

- Performers' spaces, quick change, dressing rooms and green room
- Live prop lock up and company tour manager's office

Technical Space:

- Load-In, equipment storage
- Stage door security, technical offices and building services
- Production - set building, assembly and painting
- Prop and wardrobe repair
- Costume storage

TRAINING AND EDUCATION FACILITIES

- Rehearsal hall, meeting room and flexible lobby space not otherwise in use

ADMINISTRATION

- Facility management office suite
- Resident company office suites
- Meeting room (also available for outside rental)

3.4 Gap Analysis

Goderich is home to an active and respected arts community within a region rich in a wide spectrum of professional theatre offerings.

A performing arts centre in Goderich will be able to build on the history of success in community-based theatre, music and dance productions and festivals and balance a program of resident companies and local rentals with presented variety programming on tour. With a viable seating capacity, a professional calibre theatre in Goderich would be in a good position to offer presentations of touring, music, variety, comedy and children's programming.

In a comparatively small market like Goderich, the minimum threshold for rental uses of performing arts facilities may range from 80 to 140 days per year. The survey suggests that two performing arts venues would each have a minimum of 100 to 163 uses per year.

The maximum threshold of annual use is likely to be in the neighbourhood of 180 to 240 days of use per year. Beyond that level of use, the logistics and stress of change-overs, building maintenance and staff overtime makes excessive booking financially counterproductive. It is also unlikely that the local and regional market will support an ever increasing number of performances.

It is clear from interviews and surveys that an attractive and well-equipped theatre centre will be a popular location for meetings, training and conference activities. Each of these activities can take place in theatre facilities, but some consideration may have to be given to including dedicated classroom or training space in the building program.

The building program has identified a potential need for at least two theatre venues with flexible seating between 200 and 400 seats.

In the context of the regional theatre facility inventory, the proposed building program will have a distinct advantage. There is a gap in seating capacities of 200 to 400 (with the exception of Stratford's Studio Theatre which is almost exclusively utilized by the Stratford Festival.)

Further development of the building program, business plan and architectural design development will identify the likely extent of the gap between earned revenues and expenses in the operation of the proposed facility.

4.0 SUMMARY OF FEASIBILITY ASSESSMENT TO DATE

4.1 Appropriate Scale and Scope of the Project

The current proposed scope of the project has been developed with following information and criteria in mind:

- The characteristics of the local market and the character of Goderich
- The history of performing arts activity and attendance in the region
- The community needs expressed through community surveys, interviews and focus groups
- The facility needs identified in a facility user group survey
- The assumption that operating subsidies should be minimized
- The cost-effective principles of critical massing and economies of scale
- Prospects for growth and accommodation of overlapping activities during peak periods and festival activity

4.2 Conditions for a Viable Project

- A small cluster of flexible performance, assembly place and support facilities around The Livery are recommended.
- Goderich Little Theatre has been indispensable to the preservation and branding of The Livery. It should continue to be a resident company, producing plays and providing educational programs in the art of playmaking.
- Pending the results of organizational and business planning, it is recommended that
 - the ownership of The Livery performing arts centre should be protected in the public trust
 - the governance of The Livery and performing arts centre should be with a new, mission-driven, not-for-profit governance entity
 - the management of The Livery performance arts centre should be professional management
- In exchange for its years of stewardship, the Goderich Little Theatre should turn over The Livery property to the Town of Goderich in exchange for a long term role as resident company. The consistent volume of activity generated by Goderich Little Theatre and other local groups is key to the success of the facility.
- Past and current members of the Goderich Little Theatre should be encouraged to volunteer to sit on a design advisory committee for the development of The Livery performing arts centre.
- As owners of the performing arts centre, the Town must provide:
 - Expertise in real estate management
 - Expertise in historic preservation
 - Capacity to leverage capital funding
 - Capacity to leverage operating funding
 - Capacity to assemble property
 - Stability and credibility as a property owner
 - Dedication to the public interest and protection of public assets

4.3 Next Steps

The next steps in the feasibility study process include:

- Discussing findings and options in the current context.
- Developing an ownership, governance and management model.
- Continuing the feasibility study process through building program development, architectural condition assessment and design concept.
- Preparing business planning implications of preferred facility development implications.
- Recommending a development approach consistent with mutual interests and resources available.

5.0 RESOURCE LIST

As of December 16, 2008

- Contact List
- RFP
- Proposal, June 19, 2008
- Work Plan, September 2008

Market and Needs Assessment Research

- Town of Goderich Zoning By-law 38-1985, Consolidated Copy, December 2007
- The Corporation of the Town of Goderich By-law No. 71 of 2006
- Goderich Business Improvement Area (BIA) Initial Viability Review with Graphical Summary, Goderich Residents Survey 2008
- Town of Goderich Official Plan, June 9, 2008
- Downtown Goderich Trade Area Report, Ontario Ministry of Agriculture, Food and Rural Affairs
- Strong – Strategy to Revitalize Our New Goderich, Final Report, February 13, 2007, Business Retention & Expansion
- Statistical data and information about Goderich
- Huron County Cultural Plan, February 2008, County of Huron and Heritage and Culture Partnership
- Huron County Population Projections 2008-2031, draft
- State of the Huron County Economy Update...
- Report by Robert D. Evans, October 23, 2008 on the reasons why Goderich needs a performing arts theatre
- Huron Perth Community Skills Map Final Report, January 2006
- Stats Canada 2006 Census
- Statistics Canada. 2007. *Goderich, Ontario* (table). *2006 Community Profiles*. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 13, 2007.) <http://www12.statcan.ca/english/census06/data/profiles/community/Index.cfm?Lang=E> (accessed September 9, 2008)
- Stats Canada 2001 Census
- Statistics Canada. 2002. *2001 Community Profiles*. Released June 27, 2002. Last modified: 2005-11-30. Statistics Canada Catalogue no. 93F0053XIE. <http://www12.statcan.ca/english/Profil01/CP01/Index.cfm?Lang=E> (accessed September 17, 2008).

Marketing Materials

- 2008 Goderich Official Map
- Human County Museum/Goal/Marine Museum/Sky Harbour Gallery, flyers
- Ontario's West Coast: Huron County – Fishing Guide
- County of Huron Annual Tourism Report: 2007 Season in Review; 2008 Tourism Marketing Strategy
- Shakespeare to the Shoreline Style Trek: A Passion for Fashion Driving Tour, pamphlet
- Shakespeare to the Shoreline: Tour, Taste and Linger, pamphlet
- Ontario's West Coast Huron County Hiking Guide, small brochure
- Buy Local! Buy Fresh! Your Guide to Local Food, first edition map

- 2008 Huron County Vacation Guide
- Goderich Visitors' Guide 2008
- Celebrate and Explore Heritage and Culture, flyer
- Goderich: Canada's Prettiest Town, booklet
- Goderich & District Chamber of Commerce 2008 Business Directory
- Welcome to the Hotel Bedford, pamphlet
- The Bayfield Historic Society Archives, pamphlet
- Community Events Seaforth and Surrounding areas for 2008, flyer
- Goderich Co-op Gallery, pamphlet
- Elizabeth's Art Gallery, pamphlet
- The Artists' Guide to Seattle, Seattle Cultural Guides
- 2008 PA Route 6 Artisan Trail
- Town of Goderich- Education/Churches & Community Groups, Sept. 23, 2008, <http://www.goderich.ca/services2.html>
- Your Guide to What's Happening in Goderich Ontario, September 2007-September 2008
- Trios College program pamphlet
- Part-Time Studies Fall 2008 Conestoga Continuing Education booklet
- Historic Downtown Goderich pamphlet
- 2007 Huron County Vacation Guide
- Goderich: Link to the Past, by William Barlow, 2001
- Conestoga Programs at a Glance, 2009-2010
- Community Update, October 2008, published quarterly by Bruce Power
- 2007 Goderich official map
- Canadian Pacific Railway Station: St. Christopher's Beach, Goderich, Ontario, an architectural evaluation done for the Preservation Works! Program of the Architectural Conservancy of Ontario, October 2006
- Gore Mutual Insurance Company pamphlet
- Doors Open Haunted Huron, October 17-19, 2008
- 2008 Town of Hanover Visitor Guide
- Canadian Register of Historic Places Nomination for Polley's Livery Stable, 2008
- Municipal Register of Cultural Heritage Properties, Port of Goderich, Ontario, A Resource Inventory, prepared by Municipal Heritage Committee – Heritage Goderich, August 2008
- Coffee Culture, Café & Eatery, pamphlet
- Heritage Walking Tours, Port of Goderich
- Sallows Gallery pamphlet and postcard
- Ontario Heritage Connection membership application
- The Goderich Harbouraires Male Choir pamphlet
- Children's Mental Health Ontario pamphlet
- Huron East...in the Heart of Ontario's West Coast pamphlet
- Huron County Museum Special Exhibit postcards
- Heritage Goderich <http://www.goderich.ca/heritage/index.html> (Sep. 17)
- Town of Goderich <http://www.goderich.ca/> (Sep. 17)
- Huron County Planning and Development Department, *County of Huron Annual Tourism Report: 2007 Season in Review, 2008 Tourism Marketing Strategy* (May 2008).

6.0 APPENDICES

6.1 Community Consultations

Site Tours

The Livery
The Library
MacKay Hall
The Establishments on the Square
The Co-op Art Gallery
Huron County Museum
Maitland Recreation Centre
The Beach and Harbourfront

Focus Groups

Business Improvement Area

Don Hubick
Cheryl Dunn
Robert Evans
Tom Fincher
Mike Strickland
Sue Wilkinson
Lorraine Buhurtz
Bill Brixton
Heather Lyons

Goderich Little Theatre Focus Group

Chris Watson
Nina Reynolds
Adam Smith
Sherry Marshall
Jim Mulhern
Dave Armour
Karen George

Huron County Heritage and Culture Partnerships

Laurel Armstrong, Heritage and Cultural Partnership
Cindy Fisher, Huron County Tourism Coordinator
Beth Ross, Director of Cultural Services
Rick Sickinger, Author of the Huron County Cultural Plan
Kerri Herrfort, Downtown revitalization
Jenna Ujiye, Tourism Marketer
Scott Evans, General Manager, Benmiller Inn
Mike Pullen, Economic Development Officer

User Groups

Gary Shouldice, Goderich Laketown Band
Jim Mulhern, Goderich Harbouraires
Matt Hay, Celtic Blue Highlanders Pipe Band
Shelley Johnson, GDCI Band
Sharon Johnson, Huron Harp Ensemble and That Other Choir

Goderich Little Theatre Supplemental – Warren, Stephanie, Michelle

Interviewees

Rob Bundy, Actor and author, Huron Business Development Corporation
Paul Carroll, The SolSean
Eric Coates, Artistic Director, Blyth Festival
Debbie D. Shear Talent Hair Design
Don and Lynn Edward, Edwards Fuels
Robert Evans, Amberly Properties
Tim Fincher, Fincher's
Jane Gardner, former General Manager, Blyth Festival
John Grace, Deputy Mayor
Selena Hazlitt, Economic Development Consultant
Tom and Mary Ellen Jasper, retired
Rod and Jean Jervis, retired
Wanda Keith, Special Events Coordinator
Jodi Kuran, St. Annes Catholic High School
Wayne and Heather Lyons, Lyons and Mulhern
Bob Marshall, Director of Tourism Goderich
Herb Marshall, The Park House Restaurant
Larry McCabe, CAO, Town of Goderich
Wes McVicar, Managing/Director of Goderich Little Theatre and Livery
Myles Murdock, Councillor
Jim Mulhern, Lyons and Mulhern
John Smallwood, Lake Huron Learning Collaborative Inc.
Bruce Potter, B.M. Ross & Associates
Warren and Eleanor Robinson
Frank Strickland, Chair, Management Board Facilities
Mayor Deb Shewfelt

6.2 Confidential Survey Findings Available Separately