

Seating Capacity Analysis

Theatre Development
Kelowna, British Columbia

August, 2022

Table of Contents

Executive Summary	1
1.0 Introduction.....	4
2.0 Report Context	4
3.0 Demographic Analysis.....	6
4.0 Potential Touring Organizations	11
5.0 The Competition	12
6.0 Operations	12
7.0 Seating Capacity Analysis.....	13
8.0 Building Programme	14
9.0 Building Footprint	16
10.0 Capital Cost.....	16
11.0 Study Conclusions.....	16
12.0 Appendix A - Executive Summary – Collier Study.....	18
Appendix B – Seating Capacity Calculations.....	20
Appendix C - Detailed Building Programme	24
Appendix D – Richard Schick – Schick Shiner and Associates	29

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Executive Summary

A new Performing Arts Centre is planned for City of Kelowna's downtown, to replace the aging Kelowna Community Theatre. The municipality has undertaken studies to determine the seating size, cost and suitability of a site for the future Centre. This study, commissioned by the Citizens for a New Performing Art Centre (kelownaperformingarts.ca), builds on the previous research and offers an expanded scope for a regional venue, presenting a detailed assessment of ideal size, seating capacity, and projected capital cost for a new Centre.

This study determines that a larger Performing Arts Centre (PAC), boasting a capacity of 1,600 seats, is viable for Kelowna within the existing theatre site in the downtown cultural district. The projected capital cost is \$83.7M, with no increase in the current theatre's building footprint. Operated and marketed as a regional venue, a more significant Centre will meet the proposed benchmark for performing arts seats per population (12 seats/1,000 people).

Seating capacity is the most critical issue for the City of Kelowna to address, as set out in the 2018 Colliers report: City of Kelowna Performing Arts Centre: Market Demand, Facility Size and Site Suitability Study:

"...this issue must be addressed at the beginning of the planning process, where capacity setting will determine to a great extent the architectural style, theatrical form, capital costs, operating costs, audience development potential, and most importantly, the quality of the theatrical experience the community will receive."

Kelowna is a vibrant and growing metropolitan centre with a projected population for the Kelowna Census Metropolitan Area (CMA) reaching 238,150 by 2028. The Kelowna CMA includes the City of Kelowna, West Kelowna, Lake Country and Peachland – the core community audience for a new performing arts venue.

The research has shown that to meet the burgeoning cultural appetites of this region, local cultural venues would require a combined seating capacity of 2,260. A new Performing Arts Centre expanded to 1,600 seats, together with the existing venues – the Rotary Centre for the Arts (326 seats) in Kelowna and Creekside Theatre (272 seats) in Lake Country – approaches this benchmark.

This study reveals that the 2018 Colliers Suitability Study significantly underestimated the scope of population growth and demographic change in the Central Okanagan when it concluded that a 1,200-seat theatre, at a capital cost of \$70.1M, would be an appropriate replacement for the aging Kelowna Community Theatre.

Population projections make it clear that a venue of that size would leave the region's population with a shortfall of 460 seats, leaving a deficit to meet audience demand and making it more challenging to attract quality touring performance artists and shows.

There is no competition for a 1,600-seat theatre in the market area. Kelowna CMA has the right demographic for arts consumption and a tourism market that remains an untapped resource for theatre development. A new facility, boasting leading-edge acoustics and other technologies, would

not only support the needs of local community arts groups but also attract higher profile performers and acts, which in turn are more marketable.

To ensure the success of a larger venue, the following conditions should be considered:

- the Centre be society-operated under a presenter model: more than a rental house, the venue itself would present a varied programme of events and performances;
- the Centre be operated as a regional venue, its market reach extending to Vernon in the north and Penticton in the south;
- the venue presents high-quality, desirable entertainment that is aggressively marketed to the entire market area;
- the operation develops a summer programme and a marketing strategy to attract a tourist and summer resident audience;
- the main floor seating be not more than 800 seats, with a preference for a design that keep the main floor capacity to 650/700 seats; and
- enable the closure of balconies as warranted to reduce staff costs.

Full Report

1.0 Introduction

This study will examine the viability of increasing the seating capacity of the theatre from the proposed 1,200 seats in the Colliers Study to a larger venue in the 1,600 seat range in the context of a regional market, changing community demographics and projected population growth.

The objective of this study is to review the past reports on the development of a new performing arts centre to replace the Kelowna Community Theatre. Emphasis will be placed on the latest Colliers Project Leaders Study of May/2018 and therefore it should be read in conjunction with this document.

The report will demonstrate that a regional market can support a larger venue.

This report has been authored by Richard Schick of Schick Shiner and Associates. Richard Schick has over 60 years of experience in the theatre business and 32 years of experience as a theatre consultant. A biography with a list of theatre studies appears in Appendix D of this report.

2.0 Report Context

Over the last 12 years, there have been many studies concerning the performing arts facilities in Kelowna. Most of these centred around the ageing of the Kelowna Community Theatre which the studies demonstrate is well past its life cycle. The following table details the reports which have been undertaken since 2009:

Report	Date	Author	Notes
Kelowna Level 2 Assessment	May, 2009	AMTi	Building assessment
Planning Report - Kelowna Community Theatre	January, 2013	Hugh Bitz Architect	Report on functional improvements to the KCT
Cultural Facilities Analysis	November, 2015	Envionics Analytics	Study on the demographic of arts consumers in Kelowna
Creative Spaces (2016)	Findings - May, 2017	Oomph Consulting	Needs assessment for arts facilities
City of Kelowna, Performing Arts Centre, Market Demand, Facility Size and Site Suitability	May, 2018	Colliers Project Leader - With Schick Shiner and Associates and Proscenium Architecture	Full Feasibility Study including some design
Drawings for above study	March, 2018	Proscenium Architecture	More detailed than in above doc
PP Presentation for above study	October, 2019	Colliers Project Leaders	
Analysis - 1200 Seat Theatre	November, 2018	RWDI (Richard Schick)	
South Okanagan Event Centre, Economic Impact Study	January, 2018	Economic Planning Group	
Kelowna Community Theatre - Operating Models	May, 2019	RWDI (Richard Schick)	Confidential Study into current operating model
Creative Sector Economic Impact	July, 2019	Vann Struth Consulting Group	
Performing Arts Centre Feasibility	Nov 17, 2022	Colliers Project Leaders	Study centred around fundraising, local government involvement

Related

Kamloops Performing Arts Centre	January, 2019	CUP Architects	
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The study which most importantly relates to the work of this analysis and report is the Colliers Project Leaders Study (City of Kelowna, Performing Arts Centre, Market Demand, Facility Size and Site Suitability) completed in 2018. The study was authored by Colliers, Proscenium Architecture and Schick Shiner and Associates. This study should not be disregarded as much of the work and analysis is still valid for the demographic area it studied. The Executive Summary for this report is provided in Appendix A.

The study found that theatres of 850 seats and 1,200 seats were viable for the community. The study showed that a seating capacity of 850 provided more use by local community groups and the larger 1,200 seats was more applicable to professional touring groups and productions. The 1,200 seat recommendation was a compromise between community use and a larger theatre required by touring shows. In both cases, the market area was taken as the Regional District of Central Okanagan which only included the communities of Kelowna, West Kelowna, Lake Country and Peachland. Trading areas north to Vernon and south to Penticton were not considered as the new facility was not considered a “regional” venue.

The demographic profile of this region and the projected population increases drove the seating capacity analysis. In addition, Colliers presented a slightly questionable method of determining seating capacity by comparing the average number of theatre seats per 1,000 citizens in 5 major Canadian cities. It was found that the average was 14.7 seats per 1,000 citizens. However, because Kelowna is a smaller centre than the 5 major cities provided, the average seat count was reduced to 12 seats/1,000 citizens. The Colliers Study states that based on a population projection, in 2028 of 154,000 of the City of Kelowna alone, it was found that the total seating inventory for the City should be 1,848 seats. But since there were already 598 seats in the area venues (where they used all the theatres in the Regional District** not just the theatres in Kelowna) then Kelowna would only need a new theatre of 1,200 seats. This is detailed on page 19 of the study.

*** Seats in the regional district includes the Rotary Centre Theatre (326) and the Creekside Theatre (272) totaling 598. The KCT is not counted as it will be replaced.*

The real calculation using the projected population in 2028 of the Kelowna CMA of 238,148 and the existing seating inventory in the same area of 598 then the total seating inventory for the regional district should be 2,858 less the existing inventory. This results in a deficit of 2,260 seats. This seating deficit does not take into account expanding the market area as this report lays out.

Therefore by these calculations, the Colliers Report supports the building and operating of a theatre in the range of 1600 seats is viable.

See Appendix B for detailed calculations of these seating capacity deficits.

This method of determining seat capacity does not take into account desirability, a regional presence, a tourist market component and the local arts consumer. For example: the study

“Cultural Facilities Analysis” by Environics Analytics in November 2015 found that 20% of the population of Kelowna attended a live theatre performance in that year.

The Colliers Study also provided an analysis on the competition between venues. Although the study restricted its view to the Regional District of Central Okanagan, the competition section looked at the venues on a “regional” basis. The results of the analysis that appeared in the study are included in Section 5.0 of this report. It can be seen from the table that the only large seating capacity venues are Prospera Place and South Okanagan Event Centre. Both are arenas and provide concert presentations when not used by the hockey teams. Seating capacities are approximately the same for both venues for concerts in excess of 5000 seats. Prospera Place shows a range of seating capacities for concerts depending on the seating/stage format from 6,924 (360 degree) to 5,013 (180 degree). They also offer a “theatre format” configuration with 3,306 seats and 2,342 seats. Both these venues apply to concerts for popular music which appeals to a younger demographic where the ambience of the environment is less important than the music. However, the venue is still a hockey arena with plastic seats, compromised sightlines and flat floor seating on the covered ice surface. This is not a venue for a “quality” theatre event.

In summary, currently, there are no venues in the community of Kelowna and the region that fill the seating gap between 853 seats (Kelowna Community Theatre) and the arenas of 2300 to 6000 seats.

Of note is the Vernon and District Performing Arts Centre. The seating capacity is less than the KCT at 750 seats but the programming is aggressive and successful, booking many acts that would easily prefer a larger quality space.

The Colliers Study also details a building programme and capital cost estimate. A commentary on these will be provided later in this report.

3.0 Demographic Analysis

A programme with recognizable performers in a quality facility would be desirable to a wider audience and therefore it would be possible to consider a larger seating capacity. More seats increase box office revenue potential which in turn attracts higher profile performers and acts which in turn are more marketable. Of course, there are still touring acts that require, and are appropriate to, the arena format venue but a quality experience that is offered to an audience by a proper theatre will always be desirable.

Therefore this demographic analysis expands the market area outside of the area considered in the Colliers Report. Considering that patrons would drive an hour to see a desirable presentation, the market area has been expanded to as far south as Penticton and as far north as Vernon. The travel time of 1 hour was determined by a patron leaving their home at 6:30 to

make a performance starting at 8:00 and arriving home at 11:30/12:00 for a performance ending at 10:30. It is possible for the right programme people would travel further but this was not considered viable for this demographic analysis.

The community of Kelowna CMA (Census Metropolitan Area) includes the City of Kelowna, West Kelowna, Lake Country and Peachland, and are considered the core community. The communities of Vernon, Penticton and Summerland were added for the analysis. It is possible some audiences will be developed outside these areas but this will be marginal.

Studies have demonstrated that a certain segment of a community are more likely to be arts consumers than other segments of the general population of that community. Individuals of this demographic are generally older, more highly educated and have a higher household income than the average in the general population. As these are the key indicators for a theatre patron and arts consumer only these factors of the community demographic will be considered for the purposes of this study.

The following tables and accompanying analysis provide information on the audience potential for a theatre that is operated as a regional facility.

Population Projections 2023 to 2040

Year	Kelowna CMA	Penticton	Summerland	Vernon	Total	% Increase
2023	231,132	46,573	13,420	75194	366,319	Base
2024	234,336	47,125	13,539	75986	370,986	
2025	237,485	47,656	13,650	76750	375,541	
2026	240,685	48,195	13,760	77521	380,161	
2027	243,973	48,743	13,870	78318	384,904	
2028	247,259	49,288	13,976	79110	389,633	
2029	250,570	49,834	14,078	79909	394,391	
2030	253,875	50,371	14,175	80705	399,126	8.96
2031	257,169	50,905	14,265	81496	403,835	
2032	260,447	51,435	14,350	82286	408,518	
2033	263,707	51,959	14,430	83072	413,168	12.79
2034	266,943	52,474	14,501	83854	417,772	
2035	270,166	52,984	14,567	84637	422,354	
2036	273,377	53,491	14,626	85409	426,903	
2037	276,589	53,995	14,682	86179	431,445	17.78
2038	279,783	54,497	14,731	86943	435,954	
2039	282,964	54,999	14,771	87704	440,438	
2040	286,142	55,502	14,808	88464	444,916	21.46

Source: BC Statistics Population Estimates and Projections for British Columbia

Age

Age	Kelowna CMA	Penticton	Summerland	Vernon	Total	%
0-24 Years	55,290	9,385	2,515	15,305	82,495	23.7
25 to 39 Years	43,915	7,240	1,635	10,505	63,295	18.2
40 to 64 Years	72,805	16,180	4,055	22,580	115,620	33.2
65 to 84 years	43,635	12,345	3,385	16,070	75,435	21.6
85 years and older	6,525	2,230	455	2,620	11,830	3.4
Total	222,170	47,380	12,045	67,080	348,675	100.0

Source: 2021 Statistics Canada Census

Household Income (Before Tax)

Income Range	Kelowna CMA	Penticton	Summerland	Vernon	Total	%
Under \$19,999	4,005	1,005	155	1,205	6,370	4.2
\$20,000 to \$49,999	20,260	6,260	935	7,070	34,525	23.0
\$50,000 to \$79,999	20,150	5,115	1,380	6,245	32,890	21.9
\$80,000 and over	49,915	9,545	2,600	14,280	76,340	50.9
Total Households	94,330	21,925	5,070	28,800	150,125	100.0
Average (2 or more people)	128,400	113,000	118,000	117,700	119,275	

Source: 2021 Statistics Canada Census

Summary

In summary, the population of the market area identified is older (51.3% are 25 to 64 years of age) moderately well educated (55.3% with some post-secondary education), moderately affluent (with 50.9% of households before tax income having over \$80,000) and the overall average before-tax household income of \$119,275. This demonstrates that the market area has the right demographic for arts consumption.

However, it should be noted that the demographic information is a “snapshot” of the population taken for the 2021 Canada Census. The demographic mix will change as the population grows and ages. But it can be assumed that even as this occurs the general demographic relationships will remain in line. Further to this, it is beneficial to view the population base in comparison to the time it would take to design and build a theatre in the range of 1,600 seats. This is detailed below.

Project Timing

The following table demonstrates the timeline for the development of a theatre facility from

the start of design to the gala opening. It assumes that the project funding is in place before the start of design and therefore it is a continuous development from start to opening with no stops when phases are complete while the project pauses for funding.

Task	Range		Notes
	Minimum (In Months)	Maximum (In Months)	
Project Go Date	0	0	Funding in place
Engage Design Team	5	5	RFP....responses....interviews.....negotiation...Award
Design	18	24	Rework programme, conceptual, schematic, design development, working drawings, contract drawing and specs
Tendering	3	5	RFP....responses....interviews.....negotiation...Award
Construction	24	32	Mobilization, construction, finishing
Fit Up	4	5	Install theatre equipment, finishing, commissioning, dry runs, Gala rehearsals
Gala Opening	0	0	
Total Time	54	71	

This table shows that it takes approximately 4 to 6 years to build and open a theatre of 1,600 seats. This information can be inserted into the population projections to provide an estimate of the population of the market area on the completion given the start of the project.

Year	Kelowna CMA	Penticton	Summerland	Vernon	Total	% Increase	Project Timing
2023	231,132	46,573	13,420	75194	366,319	Base	⊗ 4 years ● 6 years
2024	234,336	47,125	13,539	75986	370,986		
2025	237,485	47,656	13,650	76750	375,541		⊗ ●
2026	240,685	48,195	13,760	77521	380,161		
2027	243,973	48,743	13,870	78318	384,904		
2028	247,259	49,288	13,976	79110	389,633		⊗ ⊕
2029	250,570	49,834	14,078	79909	394,391		
2030	253,875	50,371	14,175	80705	399,126	8.96	
2031	257,169	50,905	14,265	81496	403,835		
2032	260,447	51,435	14,350	82286	408,518		⊗ ⊕
2033	263,707	51,959	14,430	83072	413,168	12.79	
2034	266,943	52,474	14,501	83854	417,772		
2035	270,166	52,984	14,567	84637	422,354		
2036	273,377	53,491	14,626	85409	426,903		
2037	276,589	53,995	14,682	86179	431,445	17.78	
2038	279,783	54,497	14,731	86943	435,954		
2039	282,964	54,999	14,771	87704	440,438		
2040	286,142	55,502	14,808	88464	444,916	21.46	

Source: BC Statistics Population Estimates and Projections for British Columbia

The table shows that if the project was started in 2025 the theatre would not be open until 2030. However the Kelowna Civic Precinct Plan from the 2022 OCP (Official Community Plan) which “is a future land use plan guiding the long-term redevelopment of the key sites in Kelowna’s Civic Precinct area [known broadly as Kelowna’s Cultural District] over 25years (2016 to 2040)” states that the theatre redevelopment is in “the long-term plan which extends 25 years to 2040”. Therefore if the theatre was not started until 2041 (2016 plus 25 years) it would not open until 2045 to 2047.

Assessment of the existing Kelowna Community Theatre in 2009 and 2013 demonstrates that the facility is past its usable life cycle. (Refer to reports Kelowna Level 2 Assessment, May, 2009, IMTi and Planning Report - Kelowna Community Theatre, January, 2013, Hugh Bitz Architect.) The City has been repairing and upgrading the theatre since 2013. Although it has served the community well over its life, investment in the facility has rapidly dimensioning returns and it may not be possible, or advisable, to extend the use of the theatre out to 2030 plus years.

The Tourist Market

The demographic of the market area would not be complete without considering the tourist market. Without doubt, the population of the area swells in the summer months as a result of the general tourist trade and the return of summer residents.

Tourism Kelowna in their “Year in Review 2021” provide the following statistics that may have an impact on theatre attendance:

- overnight trips to Kelowna: 2.2 million;
- hotel room revenue: \$98.3 million;
- reasons for visiting Kelowna include Winery Tours – 26%; festivals and events – 5%; and
- average spending per visiting party: \$1,503.

Although the tourism data for other communities in the market area was not analyzed it can be assumed that there is some overlap between communities, that is, the same visiting party would also travel to one or more of the other communities. Therefore analyzing the different communities in isolation would provide inaccurate statistics. However, it can safely be said that there is an untapped resource for theatre development in the market area. Exploiting this market is not as easy as theatre operators optimistically think because:

- a lot of the tourist traffic is just passing through;
- a lot of the tourist traffic is there for a specific event or activity other than attending theatre; and
- a lot of the tourist traffic has determined what they are going to do in the community, and their budget, before they arrive in the community.

Therefore, a focused tourist-targeted marketing plan for theatre events is required. This plan is

different than the marketing plan for the residents of the area. The theatre programme is broader than “one-nighters” and usually involves some type of festival or concentrated series of events. This will motivate the visitor to travel to the area for a theatre event as well as other activities. Joint marketing strategies with other tourist activities are usually required such as a theatre/wine tour. In any case, it is important to sell the visitor on attending the theatre before they arrive in the community.

As a result of these factors, the tourism market is usually considered a “plus or gravy” to the regular theatre season which is usually October to May. Of course, unless the operation is the Stratford or Shaw Theatre Festivals.

It is interesting to note in the South Okanagan Event Centre Study (January, 2018) undertaken by The Economic Planning Group (Burnaby, BC) for the City of Penticton the consultants used the data from the Centre’s ticketing system to track where their concert audiences lived. They found the following:

- 24% came from Penticton
- 58% came from other Okanagan regions
- 15% came from other BC communities
- 3% were non-BC

4.0 Potential Touring Organizations

The entertainment industry is just coming out of the Covid downturn. The touring industry was hard hit by the Covid restrictions resulting in the cancellation of performances and many of the operations did not survive. Therefore obtaining hard data here has been difficult. But it appears that the public’s desire for live theatre events and concerts is high resulting in better attendance than expected. Therefore it can be assumed that touring artists and events will be revived and new operations will emerge.

Kelowna is geographically well positioned. Given that the area has a venue with a large enough seating capacity it will be able to capture tours that will stop on their way to Vancouver from Edmonton or Calgary or the reverse.

It is important to understand that these touring events will not stop over without an operation that will undertake the risk of the presentation. This usually falls on the venue operation. It cannot be expected that a touring operation will rent the theatre and assume all the risk of presentation. Therefore considerable thought and planning must be undertaken to determine how a new theatre will be operated and how it will attract an audience from the expanded market area mitigating the risk of presenting touring attractions.

5.0 The Competition

The Colliers study provided a list of performance venues in the area. These are provided in the table below:

Venue	Location	Seating	Type	Competition	Reason
Cleland Community Theatre	Penticton	443	Proscenium	No	Too small
Creekside Theatre (Lake Country)	Lake Country	272	Proscenium	No	Too small
Frank Venables Theatre (Oliver)	Oliver	406	Proscenium	No	Too small
Prospera Place	Kelowna	6,800	Arena	No	Too large and not a "theatre"
Rotary Centre for the Arts	Kelowna	326	Proscenium	No	Too small
Sagebrush	Kamloops	706	Proscenium	No	Too far away
Sandman Centre	Kamloops	5,464	Arena	No	Too large & Too far away
South Okanagan Events Centre	Penticton	5,000	Arena	No	Too large and not a "theatre"
The Forum	Kelowna	Limited	Club type	No	Too small not really a theatre
The Habitat	Kelowna	Limited	Club type	No	Too small not really a theatre
Trinity Baptist Church	Kelowna	Limited	Church	No	Lack of facilities & booking availability
Vernon and District Performing Arts Centre	Vernon	750	Proscenium	No	Too small

It can be seen that none of the venues would be in direct competition with a theatre in the range of 1,600 seats. The only two of concern would be Prospera Place and South Okanagan Events Centre. However, both are arenas and are heavily booked with their hockey teams. In terms of performances, they would be used for popular music concerts where ambience and natural acoustics are less critical. They do have large seating capacities which generate significant box office revenues however some touring artists and groups require a proper theatre with all the technical aspects it delivers. In addition, they may have deals with touring organizations, such as Live Nation, which would give them exclusive access to many artists and tours.

There is a possibility of a large theatre being developed in Kamloops but, with a \$90m price tag, the project is stalled and in any case, it would be too far out of the market area to be in competition.

The Vernon and District Performing Arts Centre (750 seats) has a varied, diverse and full programme of events that is aggressively marketed and well attended. There are Kelowna residents that attend performances in the venue and it would pull some audience there but mostly local residents. However, some of the artists and touring groups who would play there might consider a larger venue with greater box office revenue more desirable and therefore the competition would be more in the way of touring artists than theatre patrons.

6.0 Operations

There are two basic operating models for theatres; the rental hall and the rental hall-presenter model. In the rental hall model, the operator simply rents the theatre to anyone who will pay to use it. This model is much like any other recreational building. In its most basic form, the

operator would exert no control over the events that take place in the venue other than a yes or no on the use. That is, there would be no influence over the artistic content of the programme or the scheduling of events. In this model, all the risk is taken by the renter. The Vancouver Queen Elizabeth Theatre is an example of this operating model.

In the presenter model, the operator acts like a retailer. That is they buy products, touring shows, and present them in a programme of events that are timely and linked together. The risk is taken by the operator or in some cases shared with the touring group. As bureaucratic organizations, local governments, are averse to risk, these operating models are usually, but not always, operated by community based non-profit societies. The Vernon and District Performing Arts Centre is an example of a city-owned, society operated, venue.

Without a doubt, the operation of a larger 1,600 seat theatre in the Kelowna region will be a challenge and therefore the operation cannot simply be left to act as a rental hall. The risk will be too high for touring groups to take on and the venue will not realize its full operational potential. The only way to develop the full potential, for its operation in the market area detailed in this report, is to operate as a presenter. The operation will develop an audience that over time reduces the risk and will attract touring groups who want to perform in the community. Rental activity will also result from this. The presenter can be a society or it could be the City of Kelowna itself but in all cases, ownership of the facility will always stay with the City.

It should be noted that there would be no significant difference in operating costs between the 1,200 Colliers seat proposal and a theatre in the 1,600 seat range proposed here.

7.0 Seating Capacity Analysis

Expanding the market area for the performing arts centre and creating a regional venue changes the assessment of the community seating capacities.

Even using the somewhat unorthodox method that the Colliers report used to calculate the total seating capacity potential for all venues in a community it can be demonstrated that a larger venue can be viable. The calculation that Colliers used for a medium-sized community was 12 seats per 1000 population. Applying this method to the market area, that this report identifies (in 2028 as in the Colliers Report), the total inventory of the area should be 4,676. There already exists a seating inventory of 1,791** seats in the area resulting in a deficit of 2,885. This is more than the larger venue being proposed. See Appendix B for detailed calculations.

*** Seats in the market area includes the Rotary Centre Theatre (326), the Creekside Theatre (272), The Cleland Community Theatre (443) and the Vernon PAC (750) totaling 1,791. The KCT is not counted as it will be replaced.*

Just for comparison the Victoria CMA, which includes 11 communities in South Vancouver Island, is used. Details of the calculation are provided in Appendix B. Victoria CMA has a similar

demographic and population as the market area. The total existing theatre inventory for the community is 3,564. The total population in 2021 is 397,237 (note that this period is different from the period that Colliers used). Using the Colliers formula of 12/1000 the total seating inventory should be 4,766 resulting in a deficit of 1,202.

Some in the community will feel that the seating capacity of 1,600 is far too high and some will feel it is too small. This is always a community debate when a new theatre is introduced into a community. However, the fact is that it can be shown that the community can support a larger venue than the Colliers Report presented if it is operated and marketed as a regional centre.

The Colliers report identified that as the venue becomes larger it becomes less usable and attractive to local theatre groups. This is the case, however, local groups are accustomed to using a theatre with 850 seats on one level. This theatre format when all the seats are on one level is difficult for the local user but they have made it work. If the design of the new theatre at 1,600 seats limits the main floor seating to 800 or less then it would be in line with a capacity that the community has been using.

What the community is missing is a venue in the 500 to 600 seat range which would be great for community groups but unusable for touring attractions. It would be possible to add this size venue to the new theatre but this would result in a significant increase in costs, capital and operations, and would increase the facility footprint reducing its ability to effectively fit on the proposed site. A detailed design study would be required to demonstrate if adding a 600 seat proscenium theatre instead of the 250 studio the Colliers team included would in fact result in a facility too large for the site.

The following sections explore how the increased seating capacity affects the building programme, footprint and capital cost.

8.0 Building Programme

Using the Colliers Study building programme (1,200 seats) as a base, two new building programmes have been developed for a seating capacity of 1,600 seats. The first new building programme is a straight increase to accommodate the additional 400 seats. The second building programme is adjusted by deleting or reducing the size of some of the spaces to reduce the overall size of the facility and as a result the cost. The last column shows the percentage increase for the 1,600 seat adjusted building programme over the 1,200 Colliers building programme.

The following table summarizes the three building programmes. The detailed building programmes are provided in Appendix C.

Space	Area Theatre 1200 seats	Area Theatre 1600 seats	% increase over 1200 seats	Area Theatre 1600 seats Adjusted	% increase over 1200 seats
Public Areas	17,510	21,450	23	21,300	22
Stage and Audience Chamber	15,480	19,580	26	19,580	26
Stage Support	2,410	2,410	0	2,410	0
Performer Support	3,960	3,960	0	3,160	-20
Studio Theatre	4,940	4,940	0	4,940	0
Production	1,200	1,200	0	1,200	0
Studios (Multi-purpose)	2,000	2,000	0	0	-100
Building Services	1,770	1,770	0	1,770	0
TOTAL NET AREA THEATRE	49,270	57,310	16	54,360	10
Gross Up (65%)	32,026	37,252	16	35,334	10
TOTAL GROSS AREA THEATRE	81,296	94,562	16	89,694	10

It can be seen that the straight increase of seats to 1,600 results in a 16% increase in the facility area while the revised increase results in a 10% increase.

Because only the seating capacity is changing many of the support spaces remain the same area in each scenario. In the straight increase the following changes to the building programme have been estimated:

- size of the public lobbies;
- size of the front of house support spaces (coat check, washrooms); and
- size of the audience chamber.

The stage and back-of-house spaces stay the same size throughout the 3 scenarios.

In order to reduce the building programme and therefore the estimated capital cost of the facility the following adjustments have been made to the building programme:

- all the changes in the first scenario have been incorporated;
- the rehearsal rooms have been deleted; and
- the multi-purpose room and support spaces have been deleted.

This planning exercise has been undertaken to provide some relative areas and costs and with more work, these can be fine-tuned to provide a more accurate area and cost.

9.0 Building Footprint

The building footprint is a calculation of which spaces in the building programme must be on the same floor plate. For example, the stage, loading dock, main floor seating and main floor lobby must be on the same floor plate however the dressing rooms, public washrooms can be on other floors. As the seating capacity is only increasing by 400 seats which have been integrated into the two balconies it is expected that the footprint of the facility will not change significantly to have difficulty fitting the 1,600 seat theatre on the site that was planned for the 1,200 seat theatre. This will require a careful design solution.

10.0 Capital cost

Changes in the building programme will result in changes to the capital cost proposed in the Colliers Study. The following table provides the capital cost for all three scenarios. Note that the capital cost for the Colliers 1,200 seat scenario has been updated from the 2018 estimate of \$61.7m to 2022 dollars.

Item	1200 Seats	1600 Seats	1600 Seats Adjusted
Seating Capacity	1,200	1,600	1,600
Gross Area	81,296	94,562	89,694
Construction Costs per sq foot	650	700	700
Construction Cost	52,842,075	66,193,050	62,785,800
Professional Fees 15%	7,926,311	9,928,958	9,417,870
FF & E 5%	2,642,104	3,309,653	3,139,290
Theatre Equipment	3,986,200	5,011,200	5,011,200
Adjustable Acoustics	500,000	500,000	500,000
Orchestra Shell	300,000	500,000	500,000
Seating	720,000	960,000	960,000
Estimating Contingency	0	0	0
Construction Contingency	0	0	0
Project Planning and Administration	1,056,842	1,323,861	1,255,716
Total ** 2022 Dollars	70,056,677	87,823,583	83,661,870
% increase over 1200 seats		25	19

11.0 Study Conclusions

Although a theatre in the 1,600 seat range would be too large for the City of Kelowna alone, if the market area detailed in the report is taken into account, it would be possible to increase the size of the venue from 1,200 to the 1,600 seat range.

- the facility is operated as a regional venue with a market reach from Vernon in the north to Penticton in the south;
- the venue is society operated when it acts as a presenter. That is, the operating model is not a rental house and the venue itself presents a varied programme of events and performances;
- the venue can operate while closing off the sales in the balconies to reduce staff costs;
- that the main floor seating is not more than 800 seats where this seating is no larger than the existing KCT and if possible through a design solution, reducing, the main floor seating capacity to 650/700 seats;
- the venue presents high-quality, desirable entertainment which it aggressively markets to the market area described in the sections above;
- the operation develops a summer programme and a marketing strategy to attract a tourist and summer resident audience;
- that the increased seating capacity does not increase the building footprint; and
- there is “buy-in” and support from the City of Kelowna for capital and operating costs.

Appendix A

Executive Summary

City of Kelowna, Performing Arts Centre Market Demand Facility Size and Site Suitability

**Collier Project Leaders
May 2018**

Executive Study

The City of Kelowna has developed a Civic Precinct Plan (endorsed by Council in March 2016) to guide the long-term redevelopment and public investment priorities in downtown Kelowna. The City expects the Civic Precinct will grow into a regional destination to live, work, shop, learn and play - a vibrant mixed-use district over the next 25 years.

The plan has identified key sites for future development including the former RCMP site on Doyle Avenue and the 65,000 sq. ft. parcel of land at the corner of Doyle Ave and Water St. - currently the Kelowna Community Theatre. The latter site has been identified in the City's long term plan for a future Performing Arts Centre (PAC). Proposed to be a standalone facility, the Centre is envisioned to become the cultural landmark for the Precinct and Kelowna's downtown.

The City's Real Estate Services department is now looking to determine the size range, cost and suitability of the site for the future Centre. This work will involve Infrastructure Planning and Cultural Services departments as key stakeholders and leaders within the City's cultural and community plans.

To achieve the aforementioned objective, Colliers Project Leaders has conducted both a qualitative and quantitative assessment of supply, demand, sizing, and design for the PAC. Demographic and arts "spending bundle" analysis has been conducted by our sub-consultant, Schick-Shiner and Associates, and these results have been validated against "performing arts seats per population" benchmarks from other Colliers client work.

The net result of the analytical work conducted to date is:

- A. If the City wants to maintain a local community focused PAC, it should be sized in the order of 850 total seats for the main and 250 seats for studio theatres. Depending upon the size of associated amenity space and level of "finish", the cost to deliver a facility of this size is estimated at \$43.6M
- B. If the City wants to attract larger, touring performing artists (i.e.'road house') then the PAC should be sized to 1,200 total seats for main and 250 seats for studio theatres. Depending upon the size of associated amenity space and level of "finish", the cost to deliver a facility of this size is estimated at \$61.7M

Pursuant to the analysis referenced above, a site analysis was conducted by Colliers third-party consultant Proscenium Planning & Architecture Inc. (Proscenium). Proscenium analyzed the compatibility of the site to accommodate a 1,200 seat theatre and determine a suitable geometry, orientation, loading access and connections to other buildings and uses of the Civic Precinct. This analysis determined that a 1,200 seat theatre would be able to fit on the proposed parcel of land. The site enables the building to have two possible orientations, with the main entrance located on Doyle Ave or Water Street.

Appendix B

Seating Capacity Calculations

Seating Inventory Calculation Used in the Colliers Study

Theatres in the market area:

Creekside Theatre	272
<u>Rotary Centre for the arts</u>	<u>326</u>
Total**	598 (the total theatres in the Regional District)

** Does not include the arenas and the existing Kelowna Community Theatre

Population projection in 2028: 150,000 (this is the project population in the City of Kelowna alone

Using the Colliers formula of 12 seats per 1000 population results in a total community seating inventory of 1,848

As the existing inventory is 598 the result is a deficient of 1,250 **

** This deficit is in error because it uses the population of the City of Kelowna alone and the existing theatre inventory of the Regional District.

See the calculation below of the seating when using the projected population of the regional district and the theatre inventory of that area.

Corrected Seating Inventory Calculation Used in the Colliers Study

Theatres in the market area:

Creekside Theatre	272
<u>Rotary Centre for the arts</u>	<u>326</u>
Total**	598 (the total theatres in the Regional District)

** Does not include the arenas and the existing Kelowna Community Theatre

Population projection in 2028: 238,148 (this is the project population in the Kelowna CMA)

Using the Colliers formula of 12 seats per 1000 population results in a total community seating inventory of 2,858

As the existing inventory is 598 the result is a deficient of 2,260

Market Area Seating Inventory Calculation

Theatres in the market area:

Cleland Theatre	443
Creekside Theatre	272
Rotary Centre for the Arts	326
<u>Vernon PAC</u>	<u>750</u>
Total**	1,791

** Does not include the arenas and the existing Kelowna Community Theatre

Market Area population projection in 2028: 390,633

Using the Colliers formula of 12 seats per 1000 population results in a total community seating inventory of 4,676

As the existing inventory is 1,791 the result is a deficient of 2,885

Victoria CMA (Census Metropolitan Area) Seating Inventory Calculation

Victoria CMA includes the communities of:

- Victoria
- Sannich and Central Sannich
- Oak Bay
- Esquimalt
- Sooke
- Langford
- Colwood
- View Royal
- Sidney

Theatres in the market area:

Royal Theatre	1,434
McPherson Theatre	772
Farquhar Theatre	1,048
<u>Mary Winspear</u>	<u>310</u>
Total	3,564 (does not include the arena)

Total area population in 2021: 397,337 (note that this is not the same as the market area population which is projected in 2028 to allow direct comparison to the Colliers study)

Using the Colliers formula of 12 seats per 1000 population results in a total community seating inventory of 4,766

As the existing inventory is 3,564 the result is a deficient of 1,202

Appendix C

Detailed Building Programmes

Summary

Space	Area Theatre 1200 seats	Area Theatre 1600 seats	Area Theatre 1600 seats Adjusted	Variance to 1200 seat
SUMMARY THEATRE AND STUDIO THEATRE				
Public Areas	17,510	21,450	21,300	3,790
Stage and Audience Chamber	15,480	19,580	19,580	4,100
Stage Support	2,410	2,410	2,410	0
Performer Support	3,960	3,960	3,160	-800
Studio Theatre	4,940	4,940	4,940	0
Production	1,200	1,200	1,200	0
Studios (Multi-purpose)	2,000	2,000	0	-2,000
Building Services	1,770	1,770	1,770	0
TOTAL NET AREA THEATRE	49,270	57,310	54,360	
Gross Up (65%)	32,026	37,252	35,334	
TOTAL GROSS AREA THEATRE	81,296	94,562	89,694	

Space	Area 1200 seats	Area 1600 seats	Area 1600 seats Adjusted	Variance to 1200 seat
PUBLIC AREAS				
Inner Lobby Lower (Theatre and Studio Theatre)	5,800	7,280	7,280	1,480
Upper Lobby	2,800	3,500	3,500	700
Second Balcony	1,400	2,100	2,100	700
Box Office Windows and Office	300	300	300	0
Box Office Manager	120	120	120	0
Box Office Work/Storage	100	100	100	0
Bars	300	300	300	0
Bar Storage	250	250	250	0
Donors Lounge	1,350	1,350	1,200	-150
Donors Pantry	100	100	100	0
Donors Storage	150	150	150	0
Catering Kitchen & Storage	800	800	800	0
First Aid	120	120	120	0
Office - House Manager	140	140	140	0
Coat Room	800	1,000	1,000	200
Ushers Locker Room	200	200	200	0
Janitor Closet	40	40	40	0
Storage - FOH Operations	300	300	300	0
Restrooms - Female Public	1,400	1,800	1,800	400
Restrooms - Male Public	800	1,200	1,200	400
Restrooms - Assisted H'cap't	240	300	300	60
TOTAL - PUBLIC AREAS	17,510	21,450	21,300	

Space	Area 1200 seats	Area 1600 seats	Area 1600 seats Adjusted	Variance to 1200 seat
STAGE & AUDIENCE CHAMBER				
Sound & Light Locks	in gross	in gross	in gross	0
Audience Seating (orchestra, partaire)	4,900	7,200	7,200	2,300
Audience Seating (balcony)	3,600	4,500	4,500	900
Audience Seating (second balcony)	1,800	2,700	2,700	900
Sound mix position	in gross	in gross	in gross	0
Stage	3,000	3,000	3,000	0
Wing space - left or right	600	600	600	0
Wing space - left or right	300	300	300	0
Rigging Grid- stage	in gross	in gross	in gross	0
Catwalks - FOH	in gross	in gross	in gross	0
Orchestra Pit	600	600	600	0
Orchestra Storage	100	100	100	0
Control Room - Lighting	120	120	120	0
Control Room - Sound	160	160	160	0
Control Room - Stage Management	100	100	100	0
Observation Room/Follow Spot Booth	100	100	100	0
Observation Room/Follow Spot Booth	100	100	100	0
Sound Rack Room	in control room	in control room	in control room	0
TOTAL - STAGE & AUDITORIUM	15,480	19,580	19,580	

Space	Area 1200 seats	Area 1600 seats	Area 1600 seats Adjusted	Variance to 1200 seat
STAGE SUPPORT				0
Rigging Storage	200	200	200	0
Lighting Storage	200	200	200	0
Sound Storage	200	200	200	0
Stage Tech Storage	500	500	500	0
Piano Storage (2)	150	150	150	0
Platforms, Stands & Chair Storage	500	500	500	0
Office - Technical Director	300	300	300	0
Visiting Company Office	120	120	120	0
Restrooms - Backstage - Unisex	200	200	200	0
Janitor Closets	40	40	40	0
TOTAL - STAGE SUPPORT	2,410	2,410	2,410	0

Space	Area 1200 seats	Area 1600 seats	Area 1600 seats Adjusted	Variance to 1200 seat
PERFORMER SUPPORT				
Performer Waiting	200	200	200	0
Dressing Room - 2person (1)	140	140	140	0
Dressing Room - 2person (1)	140	140	140	0
Dressing Room - 4 person (2)	480	480	480	0
Dressing Room - Chorus (1)	400	400	400	0
Dressing Room - Chorus (1)	400	400	400	0
Dressing Room - Chorus (1)	400	400	400	0
Rehearsal Room 1	600	600	0	-600
Rehearsal Room 2	200	200	0	-200
First Aid (incl w/c)	120	120	120	0
Janitor Closet	80	80	80	0
Wardrobe Maintenance	120	120	120	0
Laundry	80	80	80	0
Green Room	600	600	600	0
Green Room Storage	0	0	0	0
TOTAL - PERFORMER SUPPORT	3,960	3,960	3,160	

Space	Area 1200 seats	Area 1600 seats	Area 1600 seats Adjusted	Variance to 1200 seat
Studio Theatre				0
Studio Theatre (Audience and Stage)	3,200	3,200	3,200	0
Lobby	In lobby above	In lobby above	In lobby above	0
Control Room - Lighting	100	100	100	0
Control Room - Sound	100	100	100	0
Control Room - Stage Management	60	60	60	0
Stage Tech Storage	200	200	200	0
Office - Technical Director	120	120	120	0
Restrooms - Backstage - Unisex	120	120	120	0
Dressing Room - Chorus (1)	300	300	300	0
Dressing Room - Chorus (1)	300	300	300	0
Dressing Room	140	140	140	0
Green Room	300	300	300	0
Catwalks/Grid	in gross	in gross	in gross	0
TOTAL MULTI-PURPOSE ROOM	4,940	4,940	4,940	

Space	Area 1200 seats	Area 1600 seats	Area 1600 seats Adjusted	Variance to 1200 seat
PRODUCTION				0
Loading Dock	400	400	400	0
Workshop	600	600	600	0
Workshop Storage	200	200	200	0
TOTAL PRODUCTION/REHEARSAL	1,200	1,200	1,200	

Space	Area 1200 seats	Area 1600 seats	Area 1600 seats Adjusted	Variance to 1200 seat
BUILDING SERVICES				0
Reception	120	120	120	0
Facility Manager	160	160	160	0
Offices (2)	200	200	200	0
Open Office	300	300	300	0
Office Storage	100	100	100	0
Meeting Room/offices	300	300	300	0
Stage Door/Security	150	150	150	0
Stage Door Waiting	in above	in above	in above	0
Mechanical Rooms	in gross	in gross	in gross	0
Telephone Equipment/ Server Room	in gross	in gross	in gross	0
Custodial Office	140	140	140	0
Storage - Custodial Supply and work room	300	300	300	0
TOTAL BUILDING SERVICES	1,770	1,770	1,770	

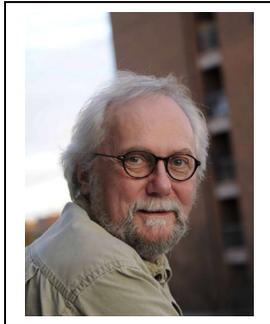
Space	Area 1200 seats	Area 1600 seats	Area 1600 seats Adjusted	Variance to 1200 seat
Multi-purpose Rooms				
Medium Sized (1)	1,200	1,200	0	-1,200
Storage	200	200	0	-200
Piano Storage	80	80	0	-80
Change Room Male	120	120	0	-120
Change Room Female	200	200	0	-200
Washrooms Public	200	200	0	-200
TOTAL STUDIOS	2,000	2,000	0	

Appendix D

Richard Schick

Schick Shiner and Associates

Richard Schick



Richard Schick, Richard is in his 73rd year and has been in the theatre business since he was 16. For 32 years Richard was a principal of the firm Schick Shiner and Associates and is widely recognized for his achievements as a theatre administrator and management/design consultant.

As a “specialist consultant” he has provided, over many projects, a wide range of services including the development of building programmes, functional analysis, site selection and community needs assessment, plus theatre technical equipment specifications, performance specifications for catwalks, stages, sightlines and overall design criteria for theatres. He has undertaken feasibility, design and management studies as well as projecting capital costs and operating costs. In addition to planning and design services the firm has provided general management and project management services to a number of organizations. He has completed 320 projects since the spring of 1992 in Ontario, Alberta, Saskatchewan, Manitoba, Yukon, British Columbia, Newfoundland, the United States and the Middle East.

He served as General Manager of the Citadel Theatre in Edmonton, Alberta from September/90 to April/92 as well as being a principal of Schick Shiner and Associates. The Citadel Theatre is Canada's third largest producing theatre company and in those years had a six million dollar annual budget. The Citadel Theatre contains five theatres, a winter garden and related production spaces and during his tenure produced sixteen shows in each season with a staff of 150.

From June/1985 to September/1990 he served as the Producer/General Manager of the Gateway Theatre in Richmond, B.C. and was responsible for that theatre's outstanding growth and development. For five years Richard Schick provided artistic and administrative leadership and was able to develop the operation from an under-used community facility to a theatre which encompassed community and professional operations. When Richard Schick left to take the position at the Citadel, the Gateway Theatre had expanded its operation to include two performing spaces and three art galleries. The facility was fully booked for the entire year, produced its own professional theatre series and operated for the last three years with a surplus.

Prior to coming to the Gateway Theatre Richard Schick was the Production Manager of the Citadel Theatre for ten years.

Over 32 years as an arts administrator Richard Schick has gained experience in all aspects of theatre management from board development and marketing to technical direction and box office management. These skills and experiences have been invaluable to Richard Schick as a management consultant. He has been active in the field of theatre consulting for the past 30 years most recently as a partner in Schick/Shiner.

Richard Schick has travelled extensively and has comprehensive knowledge of theatre operations and facility development in North America and Europe. In 1982 he undertook a Canada Council funded project to study and photograph British Theatre Architecture and has one of the largest collection of images of its kind in the world. He has given many talks and lectures on theatre architecture and facility development.

Some of the feasibility studies undertaken by Richard Schick include:

- Kamloops Performing Arts Centre Study; Feasibility study for a 1200 seat and 350 seat theatre
- The Grand Theatre, Maple Creek, Sask; Feasibility study to restore a heritage community hall/theatre
- Shawnigan Lake Private School; Programming Study for a theatre building expansion.
- Victoria Performing Arts Centre Coalition; Victoria, BC; Development of a building programme for a new home for the Victoria Symphony and Victoria Opera
- Town of Kindersley, Saskatchewan: Feasibility study for a recreation centre being undertaken by Group 2 Architects. Complete July, 2013
- South Surrey Community Theatre, Surrey, BC; Programming study for this 350 seat community theatre in a mixed use development. Client: Bing Thom Architecture. Completed Sept/2012
- Colwood Community Theatre, Colwood, BC; Feasibility Study for a new 600 seat theatre and arts centre. Completed Feb/2012
- Artist Centre, St John's, Newfoundland; Demand and Needs Analysis and Business Plan. In partnership with Sheppard Case Architects. Completed March/2013
- Edmonton Opera, Edmonton, Alberta; Needs assessment for a new performing arts centre
- City of North Battleford, Saskatchewan; Management study for the operation of the proposed performing arts centre.
- Lethbridge Performing Arts Centre, Lethbridge, Alberta; Peer review and recommendations of a feasibility study, business plan and schematic design for a 1200 seat and 250 Seat theatre complex.

- Performing Arts Centre, American University of Kuwait, Kuwait; Full theatre consulting services for a 500 seat theatre, 150 seat studio theatre, TV studio, recording studios and classrooms.
- Prince George Regional Performing Arts Centre Society, Prince George, BC; Development of a five year business plan and operational model for a planned arts centre. Jan/11
- University of Saskatchewan, Saskatoon, Sask; Management study for the operation of the proposed arts and education centre. Dec/10
- Augustana College Theatre, Camrose, Alberta; Management study for the operation of the (Completed Sept/10)
- University of Saskatchewan, Saskatoon, Sask; Programming and Planning Study for a new fine arts centre (music, drama, visual arts and academic studies. Client: University of Saskatchewan College of Arts and Science
- North Caribou Multi-Centre (Arenas and Theatre), Quesnel, BC, Theatre and Arena consulting services in preparation of a design/build RFP. Client: Cannon Design Complete Spring/10
- Tumbler Ridge, British Columbia; Performing Arts Centre Feasibility Study. Completed Oct/06
- Quesnel and Community Economic Development Corporation, Quesnel, BC; Performing Arts Centre Feasibility Study. Completed Oct/06
- Paramount Theatre Redevelopment, Edmonton Downtown Business Development Corporation: Feasibility and Needs Assessment Study. This study tests the feasibility of redeveloping an 800 seat cinema (1950) into a live performance venue. December/2004
- Operating Study for School District #40, New Westminster, BC: Assessment of current operating agreement and development of alternative operating models and budgets for a 1250 seat theatre. Feb/Mar, 2004
- York University, Toronto, Ontario: Development of a building programme, detailed space descriptions and technical systems design for a new performance centre containing a theatre, recital hall and support spaces (350,000 sf and \$100m). July/03

- Mount Royal College Recital Hall and Music Conservatory: Building programme and design study for a 600 seat music venue and music conservatory. With Cornerstone Planning, Vancouver. March/03
- Community Theatre, City of Fort Saskatchewan: Feasibility study and Cultural Spaces Canada Grant Application. October/02
- Mount Royal College Concert Hall, Calgary, Alberta : Conservatory and Learning Centre Feasibility and Design Study with Cornerstone Planning, Vancouver. June/01 to Feb/02
- Emily Carr Institute of Art and Design, Vancouver: Expansion Facilities and Educational Feasibility Study. For Matrix Planning - Sept/01 to May/02
- Victoria Multi-Purpose Theatre, Capital Regional District, Victoria, BC: Building programming, capital budget and feasibility study. September/01
- Prince Albert Performing Arts Centre, Prince Albert, Saskatchewan: Management services to set up organizational structure, joint use agreements, budgets and staffing. July/98 to July/2001
- North Vancouver Performing Arts Centre, North Vancouver, BC: Management and operations study for a community theatre. January/2000
- Medicine Hat Theatre Feasibility Study, Medicine Hat, Alberta: Feasibility study for a new community theatre; City of Medicine Hat. May to Nov/99
- Saskatoon Theatre Facility Study, Saskatoon, Saskatchewan: Consulting services to Anderson/Fast Associates. May to Nov/99
- Sanscha Hall, Sydney, B.C: Management consulting services for a 250 seat theatre and 1000 seat exhibition/performance venue. July/99
- Madame Tussauds In Los Vegas: Project Management Services for the planning stage and initiation of this 22 Million Dollar Project. Feb to July/98
- Yukon Arts Centre, Whitehorse, Yukon: Building assessment study and development of a capital improvement plan. July/Oct/97
- Whistler Centre for Business and the Arts, Whistler, B.C: Feasibility Study for a multi-purpose theatre. Nov/97
- Glass Blowing Studio and Gallery - Feasibility Study, Victoria, B.C: Nov/96

- Langley Performing Arts Centre, Langley, British Columbia: Feasibility study for a multi-purpose theatre. In partnership with Hotson-Bakker Architects. Project abandoned as a result of budget cuts; November/96
- Management Study, City of Surrey, British Columbia: operational review of the Surrey Arts Centre for new strategies to increase utilization. City of Surrey Parks and Recreation Department. May to October/96
- Victoria Symphony Orchestra, Victoria, British Columbia: Feasibility study for a new multi-purpose performance venue. Joint venture with Cornerstone Planning, Vancouver. Sept/December/95
- Growers Supply Building, Kelowna, British Columbia: Design and feasibility study to determine the suitability of the Growers Supply Building as an arts centre. A Co-venture with Barbara Dalrymple Architect, Vancouver, B.C. Jan/Oct/95
- Victoria Conservatory of Music, Victoria, British Columbia: Facilities programme update and estimation of project budget for Matrix Planning, Victoria. July/95
- Red Deer Memorial Centre, Red Deer, Alberta: Feasibility Study for theatre and stage renovation. Sub-contractor to M. Richards Engineering. June/95
- Prince Albert Visual/Performing Arts Facility Study, Prince Albert Saskatchewan: A feasibility study to determine the viability of a visual and performing arts centre in Prince Albert. A Co-venture with Cornerstone Planning of Vancouver, B.C. Dec/94 to March/95
- Terrace Little Theatre, Terrace, B.C: Feasibility Study for a new building for this community theatre group. March/95
- Stanley Theatre Feasibility Study, Vancouver, B.C: Feasibility study to determine the viability of turning the Stanley movie theatre into two performance venues. A Co-venture with Cornerstone Planning of Vancouver, B.C. Dec/94 to Jan/95
- Schumacher Community Feasibility Study, Schumacher, Ontario: Feasibility study to renovate an historic movie theatre to a community theatre, for the Schumacher Revitalization Program; May to November/94
- Port Coquitlam Theatre Feasibility Study, Port Coquitlam, B.C: A co-venture with Cornerstone Planning, Vancouver, B.C.; May to Dec/93

- Cave and Basin Theatre Feasibility Study, Banff, Alberta: Feasibility study for the conversion of the Cave and Basin swimming pool to an outdoor theatre, for the Banff Centre for the Arts. Sept to Nov/93
- Red Deer Memorial Centre, Red Deer, Alberta: Management Study for Central Alberta Theatre to investigate the potential for operating the Centre. Aug/93
- Red Deer Memorial Centre, Red Deer, Alberta: Engineering Study for stage renovation. Sub-contractor to M. Richards Engineering. June/July/93
- Perth Theatre Project, Perth, Ontario: Facilitator, Development Plan for a mixed use development downtown core of Perth. Oct/Nov/92
- University of Northern British Columbia, Prince George, B.C: Feasibility study for a 1400 seat theatre on the new campus, joint venture with Cornerstone Planning. December/91 - May/92
- Saanich Performing Arts Centre, Greater Victoria, B.C: Feasibility study for a new theatre. Subcontractor to Cornerstone Planning of Vancouver. Jan/March/92
- Williams Lake, B.C: Design and management study for Caribou Regional District -350 seat studio/convention facility. June/90
- Tidemark Theatre Society, Campbell River, BC: Facility assessment and report. September/90
- Maple Ridge Theatre, B.C: Feasibility study and planning work for Cornerstone Planning. Design and management operating models, operating budgets and for Municipality of Maple Ridge, 1990
- Nanaimo Theatre Project, Nanaimo, BC: Feasibility study work; management operating models, budgets (equipment operations), staffing for Cornerstone Planning. 1989
- Neptune Theatre, Halifax, N.S: Feasibility study work, operating budget projections, theatre equipment budgets for Brian Arnott and Associates. 1979