

The Port Theatre Society presents

The Community Performing Arts Centre



November 2018

Completing
The Vision



Putting Community at the Centre of What We Do

FULFILLING THE DREAM
THE CAMPAIGN FOR THE STUDIO COMPLEX
AT THE PORT THEATRE
EXECUTIVE SUMMARY

This project addresses the need in our community for more performing arts infrastructure. The project benefits the City of Nanaimo, the mid-Island region, and the arts community, and will bolster tourism, downtown vitality, and the image of Nanaimo as a progressive destination for new residents.

1. The Port Theatre Society is the steward of one of the leading cultural facilities in Nanaimo and the mid-Island region. It programs over 300 events annual and attracts over 100,000 people annually. It is a well-run, financially sustainable, and community responsive organization.
2. A Studio Theatre and rehearsal space was initially planned in the original design of the Port Theatre but was deleted from the building design. The need was recognized in the initial planning stages and the need has not gone away over time – it has only increased as the amount of arts activity has increased in Nanaimo and surrounding communities. The need for a Studio Theatre, rehearsal halls, and improved audience amenities for the Port Theatre was reinforced by an extensive community engagement process recently completed. The Studio Complex was also considered a high priority in the Cultural Plan for a Creative Nanaimo.
3. The Studio Complex addition consists of a flexible 50 – 250 seat theatre space and two rehearsal halls, meeting space, storage and, additional restrooms and other public amenities for use by both Studio Theatre and PORT THEATRE patrons. The project will create many construction jobs over its almost 2 year construction period. The project will be constructed to LEED GOLD standards. The addition of the Studio Complex along with the Port Theatre will complete the vision of a full service Performing Arts Centre for downtown Nanaimo.
4. The addition of the Studio Complex will bring additional arts groups and performances, rehearsals, and meetings to downtown. This added activity will increase the number of theatre patrons utilizing downtown's restaurants, bars, and shopping outlets. The economic activity of the Port Theatre Society is estimated at well over \$6 million a year – the majority of which benefits downtown Nanaimo.
5. The project has been designed, engineered, and costed in 2018 dollars. We are working with the newly assigned City Project Manager and our design team to develop the projected cost escalation and contingency estimate. It is ready to go! Significant funding has already been committed through private funding and the City of Nanaimo, and further funds will be sought through both Provincial and Federal government programs and a community fundraising campaign.
6. Nanaimo and the mid-island region are projected to grow significantly in the coming years. Many new residents – especially those moving here from the lower mainland - will be looking for shorter work commutes, affordable housing, a great outdoor lifestyle, and a variety of entertainment options – including live theatre. The Port Theatre and the addition of the Studio Complex will fit this need perfectly.

FULFILLING THE DREAM
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AT THE PORT THEATRE

The Port Theatre has grown from being a dream of Nanaimo residents in the '70's, to its grand opening in 1998, to today becoming the anchor for Nanaimo's cultural scene, a home for many of its leading cultural institutions, and an economic and urban development driver for downtown Nanaimo and the entire mid-island region.

At the core of the Port Theatre Society's mission is the desire to serve not only the artistic community – which has seen significant growth since the Port's opening – but the entire population base of the region. With over 300 events per year and over 100,000 patrons attending, the Port Theatre has become a benchmark organization for successful partnerships between all levels of government, corporations, foundations, and individuals. Its successes can be recognized in its national reputation for innovative programming, its exemplary financial management, and its responsible facility operations.

The Port Theatre has always mirrored the success of the region, the diversity of the region, and the needs of the region. And now on the anniversary of its opening over 20 years ago, it is time to once again work together with government, corporations, funders, and individuals to enhance the region's cultural amenities by completing the original facility vision of the Port Theatre through the realization of the Studio Complex addition.

The Studio Complex addition is not just a case of building for the sake of building. A demonstrated community need has been quantified in many ways: Community consultations with users and audiences, quantitative surveys, and hundreds of letters of support all point to a need and a willingness to support this timely initiative.

The Campaign for the Studio Complex at the Port envisions completing the original plan of having an alternate, flexible facility as part of the overall complex that will cater to community groups, smaller ensembles, rehearsal spaces, and expanded audience facilities to better serve the needs of the existing auditorium.

Nanaimo and the mid-island are poised for growth with many new residents projected to settle in the area over the next several years. These new residents will be looking for a community with affordable real estate and shorter commutes balanced with an amazing outdoor lifestyle, and sophisticated cultural amenities - including performing arts facilities.

The Port Theatre is the anchor for the performing arts in the community and it needs to grow and adapt along with the needs of the community. The addition of the Studio theatre with its versatile layout, rehearsal spaces, storage, enhanced audience amenities, and sustainable and affordable operating plan will add immeasurably to the cultural life and reputation of the City and the region.

FULFILLING THE DREAM

- The dream of including a Studio Theatre and Rehearsal hall complex has been a part of the original concept of the Port Theatre development since inception and completing this original vision is now within our reach.
- The purpose of this project is to provide affordable performance and rehearsal space to the growing number of local arts organizations throughout Nanaimo and the Region. The Studio Theatre will provide excellent rehearsal and performance facilities for both community and professional arts organizations. These new facilities will allow these organizations to grow, succeed and thrive.
- The Studio Theatre will also aid in expanding the use of the Port Theatre stage – now currently at capacity, by allowing some organizations to move away from the mainstage and into the Studio Theatre – for some groups, a more suitable venue.
- As a part of this development, new audience amenities including restrooms for Port Theatre patrons, additional bars and concession stations, and other improvements will make for an enhanced audience experience.

OUR OBJECTIVES:

- To provide long term, accessible and affordable performance and rehearsal spaces for community and professional use, creating opportunities for established and emerging artists.
- To encourage creative diversity throughout Nanaimo and the region.
- To stimulate economic and tourism development through increased cultural activity - particularly in the downtown Nanaimo region.
- To stimulate public use and engagement with the Diana Krall Plaza

The proposed facilities will include:

- A 50-240 seat flexible, purpose-built Studio Theatre performance space:
 - Acoustically tunable as a concert hall,
 - Flexible configuration – “black box” theatre, cabaret, retractable seating for flat floor use.

Rehearsal spaces:

- 2 separate rehearsal spaces available to the community, for use as small performance venues with some film production capabilities,
 - Available for workshops, master classes, and other alternative uses,
 - Sprung floors suitable for dance,
 - Both spaces at main stage level can be used in conjunction with Port Theatre events.

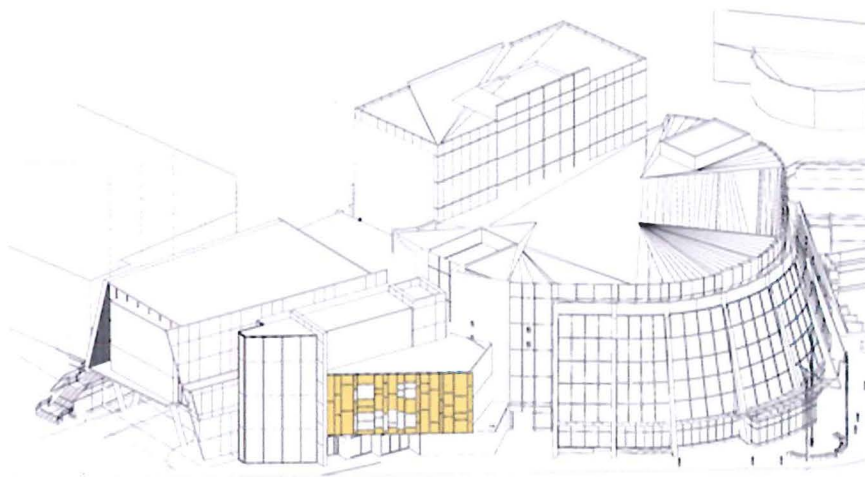
Additional services for audiences and other patrons:

- Washrooms on south side of existing Port Theatre,
- Extra loading space for main stage events to increase efficiencies,
- Additional lobby space accessible via Diana Krall Plaza.
- Meeting rooms available to the public.
- New electrical services for the complex that will actually reduce current electrical consumption.

NOW IS THE TIME

Now is the time to build the Studio Complex expansion.

- Arts and culture are thriving in our region and are becoming increasingly recognized as an important economic driver and an essential element to developing creative capital in the region.
- We believe that funding is available for this project based on capital programs at the Provincial and Federal Government levels. These funding programs rely on a coordinated response of the community and civic government and need to be applied for in very short order.
- A studio theatre and rehearsal spaces were identified as a community need in the original 1986-88 feasibility study by the Cornerstone Group, and since opening in 1998 rental clients of The Port Theatre have recognized and expressed the need for this space in ever increasing numbers. The creative community has also grown, with more groups presenting a wider variety of artistic expressions that require a smaller performance venue. This project has been identified as a high priority in the recent Cultural Plan for a Creative Nanaimo and has been overwhelmingly supported in recent forums and with the receipt of over 300 letters of support from the community.
- There is real value to the community and the City in creating a comprehensive arts centre that can offer alternative experiences for both local groups and touring professionals. This project is aimed at sharing resources and taking advantage of economies of scale in centralizing services. Arts and culture organizations through Nanaimo must change the way in which we work. We cannot continue to work in silos. We need to work together in meaningful ways to adapt successfully to an ever-changing environment, the expectations of new residents, and the inevitable growth of the region's cultural organizations.
- The Port Theatre's Board of Directors, staff and 200+ volunteers are committed to meeting our community's need, while serving the City. The need for high caliber arts venues of this size has never been greater.



TOP BENEFITS TO CONSTRUCTING THE STUDIO COMPLEX AS INDICATED IN OUR COMMUNITY SURVEY AND CONSULTATIONS

- Provides more opportunity for local, regional and national artists from all disciplines that will attract new audiences of all ages and interests through increased diversity in programming.
- Provides an intimate, innovative, and configurable performance space for community and professional groups, suitable for all audiences of up to 240, while rehearsal halls provide alternative performance space.
- Increased activity in the downtown core with 250 or more events annually and an average of 200 patrons per event. Using standard multipliers, the current economic activity of the Port Theatre and its patrons is approximately \$6 million annually. Additional events and more patrons will only increase the amount of economic activity downtown.
- Animation of Diana Krall Plaza, identified as a need in the Nanaimo Cultural Plan, would be largely resolved with lobby access from the plaza.
- Increased arts and culture activity will allow for arts professionals to thrive, allow for more work in the creative sector throughout the region, and more opportunities for students coming out of relevant programs at VIU.
- Maximum efficiencies by having one management team with the ability to share equipment, office systems, staff and resources.
- Sharing existing infrastructure including theatrical equipment, service and maintenance contracts, heating, cooling and power.
- Ensuring long-term sustainable performance & rehearsal space for the community
- This facility will be unique on Vancouver Island.
- This facility will attract audiences from farther afield including mid-Island and the Gulf Island communities.

THE PORT THEATRE SOCIETY – ORGANIZATIONAL PROFILE

- **VISION:**

The Port Theatre Society, through its exemplary stewardship of the PORT THEATRE, plays a leadership role in the artistic life of Central Vancouver Island, contributes significantly to the economic diversification of the region, and is a continuing source of pride for the City of Nanaimo and the surrounding communities.

- **MISSION:**

The purpose of the Port Theatre is to stimulate and enhance artistic, cultural, and economic activities in the Central Vancouver Island Region through the operation of the 800-seat Port Theatre in the heart of downtown Nanaimo.

- The Port Theatre Society is a registered not for profit Society under the, Societies Act of Canada.
- 200 Community Volunteers
- Annual operating budget:
- Number of full and part time staff:
- Number of contract staff – stagehands etc.:
- Economic Activity - \$6,000,000 annually
- Diana Johnstone, President, Board of Directors, Port Theatre Society
- Bruce Halliday, General Manager, Port Theatre Society bhalliday@porttheatre.com
- Board of Trustees:

Brian Clemens

Bruno Dragani

Diana Johnstone

Eveline O'Rourke

Colin Sheen

Debbie Trueman

Jim Vanstone

PORT THEATRE – TIMELINE

- 1986-1988 – Mayor’s Task Force on the Arts Centre conducts feasibility study.
- 1989 – City Council adopts Cornerstone Development Plan.
- 1989 – City forms the Port Theatre Society to realize the dream of building an 800-seat theatre plus a rehearsal and studio space on the Nanaimo waterfront.
- 1990 – Development Officer Sandra Thomson is engaged and a fundraising plan commences with a goal of \$12.5 million.
- 1992 – Architect Terry Williams of Victoria is selected to design a theatre with good acoustics and sightlines.
- 1994 - Membership grows to 2,700 members.
- **1995 – Plans for a Studio Theatre and Rehearsal Halls are put on hold due to cost estimates for the main Theatre.**
- 1996 – Ground breaking ceremonies are held.
- 1998 – The Port Theatre opens.
- 1999 – The Society presents 178 events and audiences number in excess of 68,000.
- 2013 – The Society presents 249 events and audiences number in excess of 102,000.
- 2017 – The Society presents 305 events & audiences numbers 115,425.

THE PORT THEATRE SOCIETY - PRODUCTS, PROGRAMS AND SERVICES

- Venue Rental Services: main lobby, Harmac Pacific Room, main theatre. Advice, estimates, scheduling, contracting and invoicing. Special rates provided to community non-profit and for-profit organizations.
- Ticket Centre Services: ticket design, printing, sales for all events and at off-site venues, including ongoing sales reports & final reports. Tracking ticket-buyer info. Membership and donation processing.
- Audience Services: concession sales, merchandise sales, coat check, first aid, ushers, hearing assistance devices, pre-ordered drinks, lost & found, reception catering and exhibit display services.
- Technical Services: Advice, scheduling, equipment rental, crewing, WCB/safety/fire regulation adherence, lighting design/operations, sound/audio support, stage carpenter/ grip/rigging, load in/out, running shows. We provide technicians to Beban Park for some events and often advise & plan for their clients.
- Accounting Services: event estimates, final invoicing, GST, SOCAN & Resound submissions.
- Marketing Services: advice, guidance, website listing, email announcement, current media lists/contacts, poster distribution, social media support.
- Volunteer Program: recruiting, training, orientation, mentoring, social events.
- Members Services: discounts on tickets, advance notice of events, event calendars, Business members' employees get member ticket-buying privileges, public recognition.
- Donor Services: charitable receipts, recognition, estate planning info.
- "Spotlight Series": 20-25 events each season, mostly Canadian acts including dance, theatre, music, comedy; co-presentations with community groups to develop local cultural sector.
- Visual Art Exhibits: galleries on all three levels in the lobbies are programmed by local arts organizations, changed 2 - 3 times each year and viewed by theatre patrons. School District 68 has 3rd floor gallery & incl. 2 opening receptions/year. Overhead lobby art is provided by VIU Visual Arts & Marketing Depts.
- Theatre Angels Program distributes complimentary tickets to clients of various social service agencies who might not otherwise be able to attend a performance due to economic, physical or social challenges.
- Schools On Stage: District 68 schools are given the opportunity to perform on "The Big Stage" each spring. The schools receive free rent and technical assistance (lighting, sound, stage hand) to assist with their productions.

STRATEGIC UPDATE NOVEMBER 2018

Provincial and Federal Grant Applications

- Work with City of Nanaimo to complete and submit “Invest in Canada” infrastructure application for Jan 23rd 2019 deadline

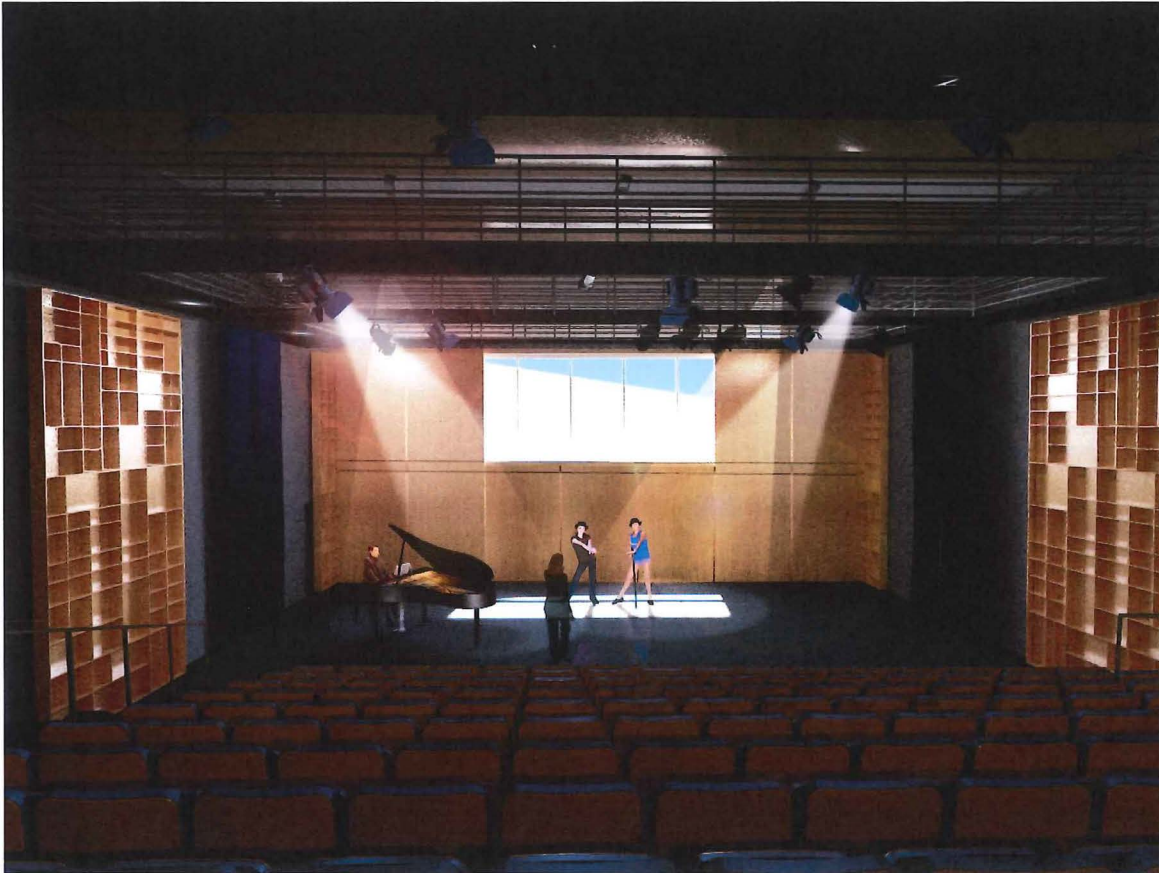
Cultivate strategic relationships:

- Provincial Government representatives
- Michelle Stillwell, Liberal MLA, Parksville-Qualicum
- Snuneymuxw First Nations

Public Campaign...Spring / summer 2019

- Develop Public campaign details, timelines, objectives, strategies and materials, committee chair and committee members.
- Launch a public PR pre-campaign to inform the public of upcoming opportunities
 - Allow the public to make pledges/ donations ahead of the official ask
- Determine and gather key supporters to be campaign champions/representatives
 - Board/staff/champions fundraising brainstorming session May 25th
- Launch official public fundraising campaign
 - Naming Sponsors, Corporations/ Small Businesses, Community Organizations, Major Gifts from Individuals: Identify, make presentations, cultivate prospects, make the asks
 - Foundations: research and apply to foundations that provide capital grants
 - Individuals: face to face, direct mail and on-line campaigns.

PROJECT TEAM



COMMISSIONED BY:
PORT THEATRE SOCIETY
125 FRONT STREET
NANAIMO, BC V9R 6Z4

ARCHITECT: TERENCE WILLIAMS	THEATRE CONSULTANT: ADAM SHALLECK
HUGHES CONDON MARLER : ARCHITECTS	THE SHALLECK COLLABORATIVE INC.
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VICTORIA, BC V8W 1M2	SAN FRANCISCO, CA 94104

ELECTRICAL:	MECHANICAL:
AES – APPLIED ENGINEERING SOLUTIONS	HWT- HIRSCHFIELD WILLIAMS TIMMINS
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VICTORIA, BC V8T 5A4	VICTORIA, BC V8X 5J2

STRUCTURAL	SCHEMATIC DESIGN DRAWINGS
RJC- READ JONES CHRISTOFFERSEN	REVISED FEBRUARY 2009
220 – 645 TYEE ROAD	
VICTORIA, BC V9A 6X5	