

Gap Analysis of the Toronto Performance Venue Inventory

St. Lawrence Centre for the Arts Redevelopment Committee

October 26th, 2021

Introduction to gap analysis

Stakeholder working group consultation, facilitated by Kerr Smith, produced four design principles:

- *Ensure dynamic and highly flexible space*
- *Build for extreme useability*
- *Create a bold and open building that fits the neighbourhood*
- *Be future facing for a carbonized world*

Preliminary design ideas include a combination of:

- Public gathering spaces,
- Performance space, and
- Support and service space for program and other activities

Analysis is required for more specific understanding of gaps and overlaps in current inventory.

Toronto Performance Venue Inventory

VERY SMALL: 50 – 150 MAX.

Red Sandcastle Theatre	50
Passe Muraille Backspace	55
Unit 102 Theatre	60
Coal Mine Theatre	70
Alumnae Theatre Studio	80
U of T - Luella Massey Studio Theatre	90
Dancemakers - Large Studio	98
Annex Theatre	100
Factory Studio Theatre	100
Wychwood Theatre	100
YCPA - Tank House Theatre	100
TPL - Palmerston Library Theatre	110
U of T - Leigha Lee Browne Theatre	110
Tarragon Extra Space	113
Humber Studio Theater	115
YPT - Cohen Studio	115
U of T - Helen Gardiner Phelan Playhouse	120
12 Alexander - Cabaret	125
Winchester Street Theatre	125
Alumnae Theatre Mainstage	140
Franco Boni Theatre	140
Tapestry - Ernest Balmer Studio	150

SMALL: 150 – 300 MAX.

Telus Ctr - Conservatory Theatre	150
Berkeley Upstairs	167
U of T - Robert Gill Theatre	167
Second City Mainstage	170
Passe Muraille Mainspace	185
Harbourfront - Studio Theatre	196
Factory Mainspace	200
Meridian AC - Studio Theatre	200
Subway Crowsnest - Guloien Theatre	200
Walmer Centre Theatre (Baptist Church)	200
Tarragon Mainspace	205
YCPA - Young Theatre	208
Telus Ctr - Mazzoleni Concert Hall	237
TPL - Mimico Centennial Library Theatre	240
Berkeley Downstairs	244
Scarborough Village Theatre	254
TPL - Fairview Library Theatre	260
TPL - York Woods Library Theatre	260
Assembly Hall - Performance Hall	265
U of T - Alumni Hall Theatre	284
Al Green Theatre	288
Betty Oliphant Theatre	297

MEDIUM: 300 – 750 MAX.

CAMH - Workman Arts	300
Glenn Gould Studio	341
Harbourfront - Brigantine Room	350
	352
YCPA - Baillie Theatre	384
Crescent School Theatre	400
Daniels Spectrum - Ada Slight Hall	400
Harbourfront - Enwave Theatre	422
Harbourfront - Fleck Dance Theatre	446
The Great Hall	450
U of T - Hart House Theatre	450
Hamazkayin Theatre	461
YPT - Rubes Theatre	468
U of T - Walter Hall	490
	497
Bathurst Street Theatre	500
Japanese Canadian Cultural Centre	500
U of T - Isabel Bader Theatre	500
	570
Panasonic Theatre	700
Jeanne Lamont Hall (Trinity-St. Paul's)	740

LARGE: 750 – 3191 MAX.

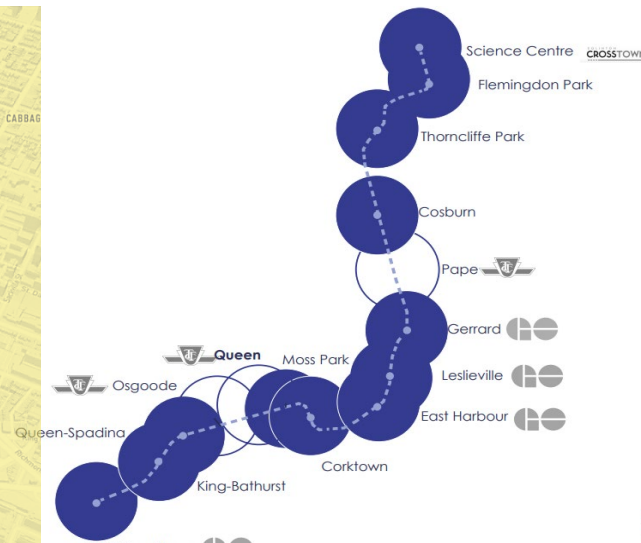
U of T - MacMillan Theatre	815
The Opera House	850
STLC - Bluma Appel Theatre	876
Winter Garden Theatre	992
Meridian AC - George Weston Recital Hall	1,036
Telus Ctr - Koerner Hall	1,135
Carlu - The Concert Hall	1,200
Ryerson Theatre	1,237
Queen Elizabeth Theatre	1,256
MTCC - John Bassett Theatre	1,330
Danforth Music Hall	1,427
Royal Alex	1,500
Elgin Theatre	1,560
Princess of Wales	2,000
St. Michael's College – G. Ignatieff Theatre	2,007
Four Seasons Centre	2,163
Ed Mirvish Theatre	2,300
Roy Thomson Hall	2,630
Massey Hall	2,753
Meridian Hall	3,191

The current performance venue inventory reveals gaps relating to factors other than capacity

- Location
- Affordability
- Availability
- Flexibility
- Equipment
- Technology
- Services

In future, new gaps will appear and existing gaps will widen

- Transit expansion and zoning changes (Major Transit Station Areas)
- Accelerated and densified residential development in and around StLC precinct
- Increase in facility and program needs for larger and denser population
- Decrease in community cultural space due to intensified development pressure
- Newcomers to the area will have different cultural interests and appetites



There are no comparable facilities found in the existing inventory

The public consultation is calling for—

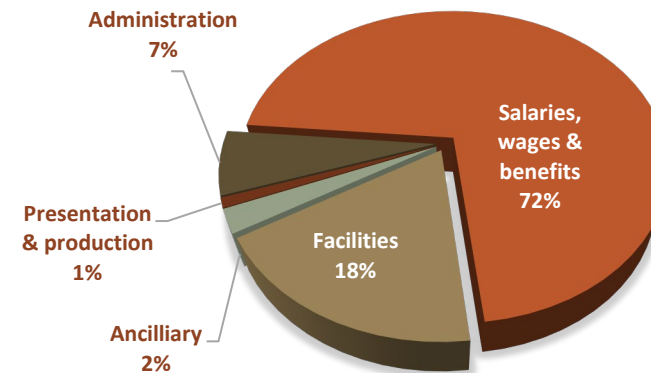
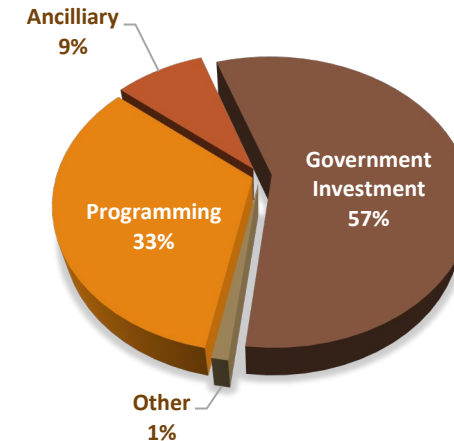
- a specific space function program which is also adaptable
- a facility that serves the neighborhood and the city
- a facility that serves the performing arts but accommodates activities 24/7

This is the challenge of the reimagined St. Lawrence Centre.

St. Lawrence Centre Financial Model 2017*

REVENUE			
2017			
Programming	33%	\$1,266,665	
Ancillary	9%	\$335,749	
Government Investment	57%	\$2,193,716	
Other	1%	\$43,219	
Total	100%	\$3,839,349	

EXPENSE			
2017			
Salaries, wages & benefits	72%	\$2,756,089	
Facilities	18%	\$701,672	
Ancillary	2%	\$92,571	
Presentation & production	1%	\$37,971	
Administration	7%	\$251,046	
Total	100%	\$3,839,349	



*Based on 2017 Audited Financial Statements