



Goshen Theater Goshen, Indiana
Feasibility Report

Commission No: 11168.00
June, 2012 – Final

Table of Contents

1. Introduction
 - a. Project Team
 - b. Executive summary
2. Market Study Report
 - a. Appendix
 - i. Goshen Market Analysis
 - ii. Goshen Community Survey Report
 - iii. Goshen Case Study Report
 - iv. Goshen Pro Forma Model
3. Existing Conditions / Scope Narratives
 - a. Architectural
 - b. Mechanical
 - c. Theatrical
 - d. Audiovisual
 - e. Electrical
4. Programming
 - a. Floor Plans
 - i. Existing Floor Plans and Building Elevations
 - ii. Conceptual Floor Plans and Building Elevations
5. Cost Estimate
6. Appendix
 - Regulatory / Code Information
 - Preservation Ordinance
 - Interview Notes
 - Historic Plans (partial set) May 11, 1907
 - Topical advisories from NPS's "Making a Good Program Better":
 - "Identifying Primary and Secondary Interior Spaces in Historic Buildings"
 - "Changing Secondary Interior Spaces in Historic Buildings"
 - "Subdividing Assembly Spaces in Historic Buildings"
 - Preservation Briefs
 - #2 - Repointing Mortar Joints in Historic Masonry Buildings
 - #18 – Rehabilitating Interiors on Historic Buildings
 - #28 – Painting Historic Interiors

The purpose of this study is to determine the feasibility of redeveloping the Goshen Theater. The interest of the taskforce is to utilize the theater for visual and performing art, so as to provide cultural, educational and entertainment benefits to the community. Our study investigated and document existing conditions, including CADD plans and elevations. We have also determined the condition of the existing mechanical, electrical, plumbing, structural and theatrical systems. These investigations included the evaluation of accessibility issues and general code compliance. In addition to the physical review of the theater and adjacent building, Stakeholder meetings and a market analysis was done to determine the best use of the building. The description of the study areas and tasks are noted below. The information gathered during these tasks influenced the overall concept and recommendations illustrated in this study.

1. **Investigation:** Document existing conditions, including plans and elevations, and review prior historical plans. Determine condition of the existing mechanical, electrical and plumbing, structural and theatrical systems. Evaluate accessibility issues, code compliance issues and historic restoration issues. Evaluate the building exterior envelope.
2. **Market Study:** Determine potential participation in performing arts and other cultural activities. AMS and WRL gathered relevant data on the population and current arts audiences in the city, county, and the surrounding market area. A population analysis was conducted based on current and projected demographics and lifestyle data.
3. **Stakeholder Meeting / Programming:** During a one-day site visit, WRL conducted a programming and planning charette with potential users and key stakeholders in order to identify and describe realistic proposed uses for the building. Considerations was given to the following functional elements: patron seating; theater storage; workshop; wardrobe facilities; warm-up areas; dressing rooms; loading zones; green room; sound/light control and projection locations; dimmer room; artist and patron support facilities; box office; concession areas; retail sales area; banquet and kitchen facilities; other special spaces related to production, performance, patron and administrative functions. As an outcome of this meeting, a space program and plan developed at a conceptual level required to meet the needs of potential new users and current event programs.
4. **Design and Planning (Space Needs Analysis):** based on existing condition and program, create concept design plan(s), elevations, sections, interior and exterior renderings that showing renovation and suggested new construction
5. **Comparables:** Compile operating “benchmarks” based on research into four comparably-sized performing arts facilities (restored historic theaters) in selected markets that may be similar in aspects to Goshen.
6. **Estimating:** Provide a budget for the recommended renovations. Review and adjust the budget to meet the project goals.
7. **Business Plan / Management and Staffing:** A management and staffing plan is a central element of the operating forecast. AMS has researched organizational, operational, and compensation models for dozens of national performing arts center clients. The result of this research forms the basis of the recommended organizational model.

Client

Goshen Theater Taskforce

c/o Downtown Goshen Inc.
234 South Main Street, Suite 4
Goshen, Indiana

Client Contact

Alysha Liljeqvist
Email: theater@cityonthego.org

Design Team

Westlake Reed Leskosky

Architecture, Engineering, Theater Specialist

925 Euclid Avenue, Suite 1900
Cleveland, Ohio 44115
216.522.1350

Matt Janiak, AIA, Project Director
Mitch Lyles, PE, Mechanical Engineer
Robert Smolinski, PE, Electrical Engineer
Lloyd Ackerman, PE, Structural Engineer
Chris Tilton, Theater Technical Specialist
Ray Kent, Audiovisual Systems Designer

AMS Planning and Research

Market Analysis

2150 Post Road
Fairfield, CT 06824
203.256.1616

Michelle Walter, Managing Director
Clint Studinger, Project Manager

Project and Construction Services

Cost Estimating
1360 E.9th Street, Suite 910
Cleveland, OH 44114
216.619.1700

Kevin Lawlor



Project Goals

The Goshen Theater Task Force's goal is to complete a renovation / rehabilitation of the theatre, with the flexibility to meet the needs of multiple disciplines including live music and live theatre – among other secondary potential uses. The Goshen Theatre will provide a performance and entertainment experience for artists and patrons alike, while meeting modern standards and codes for entertainment venues - addressing accessibility and life safety issues. In addition to the theatre the report also included consideration into the use and rehabilitation of the Menno Travel building, a separate commercial property that shares a façade with the Goshen Theatre. This renovation intends to meet the Secretary of the Interior's Standards for the treatment of Historic Properties using the Guidelines for Historic Rehabilitation.

Process

The first step in this process is to articulate the vision and renovation plan for the theatre for the benefit of the Task Force. The vision and renovation plans were developed using the following process; Market Study, Stakeholder Meetings and Programming, Design and Planning Development, Theatre Comparables, Estimating and a Business/ Management and Staffing Plan. This process which is further detailed in the Introduction Section of this report, helped develop the recommended planning and business model detailed in the body of this report.

This process revealed a user and patron base that centered on music performances. This determination set the base for the planning and business models. Much of the planning centered on the deficiencies of the public and performer support areas. These spaces were either non-existent or undersized for the current and future uses of the theatre. To satisfy these needs the recommended plan adjustments used existing commercial space and the rear of the Menno Travel building to expand the current theatre footprint. The planning recommendations further detailed the addition of an elevator to provide ADA access to all floors within the Goshen Theatre building as well as the Menno Travel building. These recommendations as well as all of the Mechanical, Electrical, Theatrical and audio Video systems are further detail in the body of this report.

Construction Cost

Once the planning and systems recommendations were completed the conceptual project was then estimate for the cost of construction. This process takes the planned area along with the detailed information listed in the system narratives and developed the opinion of construction costs for the project. This opinion includes all of the systems, theatrical and AV equipment, escalation for a construction start in one year and both design and change order contingencies. The total probable cost of construction is \$7,622,735. This is only the construction value and does not include additional Owner costs for a complete project budget.

Funding

This report has been funded by a grant from the U.S. Department of the Interior, National Park Service's Historic Preservation Fund administered by the Indiana Department of Natural Resources, Division of Historic Preservation and Archaeology. The project received federal financial assistance for the identification of the historic property in the State of Indiana. However, the contents and opinions contained in this publication do not necessarily reflect the views or policies of the U.S. Department of the Interior. The funding of the renovation project could be through a combination of sources. Some of the possible sources could be Federal and State Historic Tax Credit programs (which could net 18% of the construction costs), Local or Regional Grant programs, New Market Tax Credits. Each of these programs requires the project to meet certain requirements or standards and the overall value to the project will depend on the opportunities. These standards and values should be understood before perusing these funding sources. Other sources may include National or Local Foundations that support the Arts for capitol campaigns and local major donors and community donorship.

