

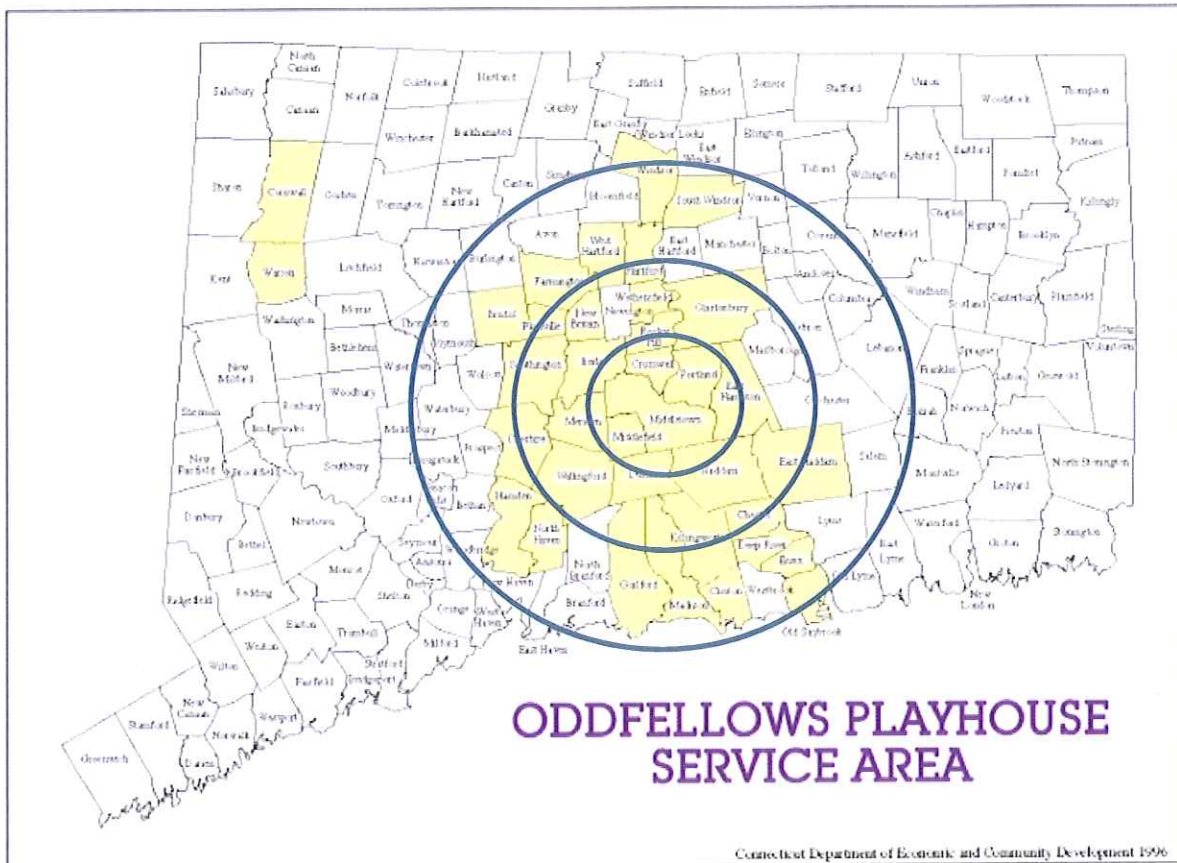
## Oddfellows Playhouse Main Street Theater- Market Potential

The question has been asked if there is a sufficient market for the proposed Oddfellows Playhouse Theater located on Main Street in Middletown, CT. Can the new theater support an increase from a 100 seat facility to a 250 seat facility? Based on Oddfellows projections, the new facility would need an annual attendance of 24,000.

### Oddfellows Current Market Information (based on 3 year averages (2007-2010))

Registered Students	1,612
Individual Students	533
Audience	6,470
Audience Connected to Participating Students	83%
Audience Not Connected to Students	17%
Audience generated per registered student	3.33
Audience generated per individual student	10.1
Growth Rate of Students Over Past 3 Years	14%

Map of the Oddfellows Service Area and Market Study Areas- 5 mile, 10 mile and 20 mile.



## **Market Area Demographics**

The proposed Oddfellows Main Street Theater is located within an expanding market. Population projections expect the area within 20 miles of the theater to grow by 3% to 4%. The number of households will increase by 6%-7%. The area will continue to increase in affluence with 10%-12% increase in the number of households that earn over \$50,000 per year. The CERC and census data supporting these conclusions are located in Appendix A.

## **The Location - Downtown Middletown**

Downtown Middletown is recognized as an urban destination for health care, education, specialty shopping and, most notably, fine dining.

- Main Street Storefronts are 95% occupied.
- 40 restaurants with diverse and multi-cultural cuisine.
- Three new multi-story buildings constructed in our urban core during the recession, each costing between \$3 million to \$10 million.
- A renaissance built on family friendly entertainment, such as KidCity Museum and Destinta Movie Theater.
- The Inn at Middletown, a 100 room hotel, opened in 2003 adding the overnight visitor to the mix.
- A major workforce center, with over 8,000 employees commuting to the ½ square mile area, with stable employer base from hospitals, educational institutions and State government institutions.

**Despite these facts, there is a obvious shortage of “after dinner” entertainment venues.**

## **Peer Organization Comparison**

It is always helpful to look at a similar organization that undertook a similar expansion.

Imagination Stage in Bethesda, Maryland

- 33 year old theater arts organization
- In 2003, a new theater facility was built downtown and attached to municipal garage.
- Education programs mirror Oddfellows afterschool programming
- Company also operates a professional, equity children’s theater with performances targeting family audiences.
- (Education programs are equivalent to Oddfellows classes – while overall organizational growth is connected to the main stage professional, equity children’s theater they run)
- **After opening the new building, the organization grew by 500%**
- **Educational programs grew by 250%.**

**Market Capacity**

Theaters in the market area of 20 miles have an annual attendance of almost 1 million patrons. This is an average of 1.1 visits to an entertainment venue per person. The 10 mile market area had the highest number visits per person at 2, which indicates that theaters like the Oakdale, Palace, and Bushnell are servicing a much larger area than the immediate vicinity.

The market as a whole has opportunity to grow and by 2016 there will be the opportunity to serve an additional half-a-million visits to entertainment facilities. **The 5 mile area immediately around Middletown will see the need to serve an additional 34,000 patrons.**

Current Inventory

Town	Theater	Annual Att.	Cumulative Att.	Per Capita Attendance
Middletown	CFA	49,000		
Hartford	Bushnell	300,000		
West Hartford	Lincoln	100,000		
Wallingford	Oakdale	118,000		
Waterbury	Palace	140,000		
East Haddam	Goodspeed	120,000		
Waterbury	Seven Angels	60,000		
Ivoryton	Playhouse	30,000		
Waterbury	MainStage	8,000		
Hamden	Buckman	2,800		
5 Mile Market Area Total			49,000	0.6
10 Mile Market Area Total			567,000	2.0
20 Mile Market Area Total			927,800	0.7
Average				1.1

2016 Market Potential

	Est. Pop	Avg. Per Capita Seats	Attendance Potential
5 Mile Market Area	75,781	1.1	83,359
10 Mile Market Area	290,312	1.1	319,343
20 Mile Market Area	1,332,147	1.1	1,465,361

2016 Market Potential

Current Attendance	Attendance Potential	Difference
<b>49,000</b>	<b>83,359</b>	<b>+34,359 additional seat potential</b>
567,000	319,343	-247,657 pulls from underserved markets
927,800	1,465,361	+537,561 additional seat potential

Sources CERC, Book of Lists Hartford Business Journal

**Entertainment Spending**

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Households in the market study area spend approximately 3% of annual income on entertainment expenses. (2010 Census)

There is opportunity to capture more of this spending locally. One method of measuring the ability of a local market to capture spending is through the use of a pull factor. The pull factor is a ratio that is created by comparing a small market to a larger market. For this study spending within a 60 mile area was compared to spending within the 5, 10 and 20 mile areas.

“This quantitative assessment looks at how many shoppers are visiting local stores in contrast to its potential market. A pull factor of "1.0" suggests that all people living in a given market are shopping locally. Less than "1.0" indicates that people are leaving to shop in other areas, while greater than "1.0" indicates that an area is pulling shoppers from outlying areas.”  
 ([http://www.ehow.com/facts\\_7466618\\_pull-factor\\_.html](http://www.ehow.com/facts_7466618_pull-factor_.html))

The 10 and 20 mile areas showed that there are sufficient entertainment opportunities for local customers to spend their entertainment dollars. However, the 5 mile market area shows a significant opportunity to create venues for entertainment, since most residents are going elsewhere for entertainment.

**Entertainment Spending Per Household**

	<u>Total Entertainment Spending</u>	<u>Total Household Spending</u>
5 Mile Market Area	\$3,478	3%
10 Mile Market Area	\$3,631	3%
20 Mile Market Area	\$3,586	3%

**Entertainment Spending Pull Factor**

	<u>Total Entertainment Spending</u>	<u>Pull Factor</u>	<u>Potential for Increase</u>
5 Mile Market Area	\$107,242,000	0.37	+\$182,601,000
10 Mile Market Area	\$406,311,000	1.00	\$0
20 Mile Market Area	\$1,811,244,000	0.97	+\$56,017,855

**Increased Market Penetration**

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Within a 20 mile radius of the proposed Oddfellows Theater there are over 500,000 children. Oddfellows currently has students from many of these towns. Participation rates for the market pool are 0.31% and it is believed that **there is unmet demand in most communities in the market area due to facility space constrictions at the current Oddfellows Playhouse Theater.**

The proposed Oddfellows Playhouse Theater would allow for a significant increase in educational and entertainment offerings. Most of the growth would continue to exist within Middletown. Using the mean participation rate for towns within the 5 mile, 10 mile and 20 mile radii a forecast can be created for what the possible participation rates could be.

2016 Current and Targeted Participation Rate

	Current Students	Current Participation Rate	Target Participation Rate	Students
Entire 20 Mile Area	1,612	0.31%	0.96%	5,068
Middletown	999	8.9%	22%	2,499
5- Mile Towns	378	1.4%	1.8%	1,210
5-10 Mile Towns	145	0.12%	0.3%	605
10-20 Mile Towns	89	0.02%	0.2%	755

**Applying the results of the following ratio as follows: Current Attendance / Current students to the projected enrollment suggests a future annual attendance of over 20,000.**

### Oddfellows "Captive" Audience

Since Oddfellows Playhouse is essentially a school for young actors, the theater has a built in market for patrons. Children that participate will attract not only their parents, but siblings, grandparents, relatives and other friends. The majority, currently 83%, of the audience has a connection to a performer. Oddfellows is also experiencing double digit growth in its theater school; therefore the audience will grow in step. Experiences of a very similar youth theater in Bethesda, Maryland reveal an increase of 250% to 500% in student registration. **Using that growth rate, audience attendance can be estimated to a range between 16,000 and 32,000.**

#### 2016 Student Generated Audience Potential

	Growth Rate	Registered Students	Generated Audience Per Student	Audience Size
Actual 2007	-	1,414	3.33	4,615
Actual 2011	14%	1,612	3.33	5,368
Low Estimated 2016	250%	4,030	3.33	13,420
High Estimated 2016	500%	8,060	3.33	26,839

#### 2016 Audience Potential

	Student Generated Audience Size	General Public Participation	Total Audience
Actual 2007	4,615	20%	6,377
Actual 2011	5,368	20%	6,441
Low Estimate 2016	13,420	20%	16,103
High Estimate 2016	26,839	20%	32,207

## Interviews with stakeholders, students, parents and community leaders

*Oddfellows Playhouse contracted with Fio Partners, LLC to lead a strategic planning process. As part of the process, Fio Partners and Oddfellows Playhouse conducted stakeholder interviews, and focus groups for students, parents and community members. The following excerpts come from the 23 page report detailing perspectives of external stakeholders, and were compiled by Anne Yurasek, MBA.*

### **Students**

When asked to envision the future of Oddfellows, students responded with a resounding: MORE! They were clear that program expansion should be focused around the theater production and allow for more opportunities for student led-initiatives and contributions to the theater as a whole. They also wanted to ensure that staff continues to play a supportive role in their growth while at the theater.

#### *Expansion of Oddfellows*

- More spaces, multiple buildings
- Keep this building – add another building
- More kids, more excitement – keep Circus!
- More opportunities at OP for everyone
- Oddfellows should not expand into dance/visual – should expand around theatrical productions
  - o Add improve courses, playwriting, set design – more opportunities to do those things
  - o Student directed productions
  - o Let students do more at OP!
- Bring alumni into help with productions
- Everyone is from all over CT

### **Parents**

The parents also agreed with the students that expansion around the theatrical production should be the future of the organization.

#### *Program Expansion*

- Expand in every way: more classes, plays, programs for after school - focused on all aspect of a theatrical production
- Theater is what Oddfellows is good at – should expand around that o Careful about expanding into too many forms
- “Circus can never go away!”: love that there is always a spot for a kid; possible to incorporate instrumentalists into performance?
  - o Circus – leads in to exposure to other programs at OP
- Bring more artistic talent from NYC – a major name; consider partnership with Hartford Stage/Long Wharf
- Continue exposure to the technical aspect
- Establish a more explicit mentoring program
- Use school holidays or weekends for intensive seminars or field trips to productions
- Could address bullying more specifically – either through taking about bullying and helping kids cope; or creating a production; teaching kids to accept their differences

### **Community**

General consensus of the Community Leaders focus group was that expansion should focus on elements around the theater and theatrical production.

- Could consider changing name to “Oddfellows Youth Theatre.”
- Offer an expanded program re: the artistic side of design, such as dance, costume design or lighting. But expansion should be in the *context of theatre*. Opportunity for collaboration is here, especially downtown. Space considerations.
- Consider using low- or no-cost external spaces in under-utilized venues, such as universities and churches.
- A fully developed curriculum committee. Possible virtual classes.

### **Future Vision**

Both interviewees and focus group attendees envision an expanded set of program offerings supported by partnerships with other major arts organizations in CT, increased stakeholder engagement, strengthened relationships with the schools and the library, and continuing to ensure a diverse environment for all students.

### **Programmatic Elements**

- Continue and expand creativity – come up with different options for participants – expand into other aspects of theater such as set design, etc. No one else does it.
- Bringing in special guest directors to attract a wider audience.
- Partnership with the Goodspeed.
- From a community perspective, creating an “external artists in residence” program” – may draw in new audiences
- “There aren’t a lot of “good serious musical theater opportunities” outside of the magnet schools. OP should consider this.
- Create an Improv Group that can be used to generate and brand social messaging campaigns – most specifically around bullying and alcohol and other drug

### **Conclusion**

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Oddfellows and the City of Middletown strongly believe that the market exists to support this endeavor. The information contained herein supports Oddfellows projection of an annual attendance of 24,000.



## Appendix A

## 2011-2016 Population Trends

	<u>2011 Population</u>	<u>2016 Population</u>	<u>Population Change</u>	
5 Mile Market Area	73,772	75,781	2,009	+3%
10 Mile Market Area	278,826	290,312	11,486	+4%
20 Mile Market Area	1,282,098	1,332,147	50,049	+4%

## 2011-2016 Household Trends

	<u>2011 Households</u>	<u>2016 Households</u>	<u>Household Change</u>	
5 Mile Market Area	30,833	33,082	2,249	+7%
10 Mile Market Area	111,908	119,667	7,759	+7%
20 Mile Market Area	505,052	535,286	30,234	+6%

## 2011-2016 Housing Unit Trends

	<u>2011 Housing Units</u>	<u>2016 Housing Units</u>	<u>Housing Units Change</u>	
5 Mile Market Area	32,750	35,135	2,385	+7%
10 Mile Market Area	119,381	127,656	8,275	+7%
20 Mile Market Area	541,245	573,582	32,337	+6%

## 2011-2016 Population with Income over \$50,000 Trends

	<u>2011 Over \$50,000</u>	<u>2016 Over \$50,000</u>	<u>Over \$50,000 Change</u>	
5 Mile Market Area	18,619	20,896	2,277	+12%
10 Mile Market Area	69,742	77,473	7,731	+11%
20 Mile Market Area	298,290	329,481	31,191	+10%