



Addison Theatre Centre Study

May 2024

Guide the future development and growth of the Addison Theatre Centre as a Town asset

- Current operations – facility management by Town staff and community users
- Current use of space – agreements, rental structure & fees
- Industry standards – strategies for multi-year implementation

Odyssey Associates is a consulting practice advising on fundraising and strategy for arts and culture organizations and initiatives.

25+ years of experience as an arts executive, consultant, and trustee.

Faculty member at the Yale School of Drama.

Led the Tony Award-winning Long Wharf Theatre.

Representative clients include:

Writers Theatre (IL)
Connecticut General Assembly
Gaston County Museum of Arts and History (NC)



**Joshua Borenstein,
Principal**



**Lloydia Alicia Garrett,
Associate Consultant**

20+ years of experience as a consultant, theatre producer and artist, and public official (Guyana).

Ph.D. candidate at Ohio University.

Representative clients include:

Goodspeed Musicals (CT)
White Heron Theatre Company (MA)

Opened in 1992, the Addison Theatre Centre is an award-winning distinct performing arts complex with a unique architectural character.



(Clockwise starting from left) *Ann*, WaterTower Theatre; *The Hobbit*, Outcry Theatre; *The Burlesque Nutcracker*, MBS Productions; *The Seagull*, Classics Theatre Project

- WaterTower Theatre has been in residence at the Theatre Centre, producing a variety plays and musicals.
- Other companies also produce at the Theatre Centre as well, including Classics Theatre Project, MBS Productions, and Outcry Theatre.

INCLUDED:

- Comprehensive organizational assessment
- Staff engagement in developing the plan

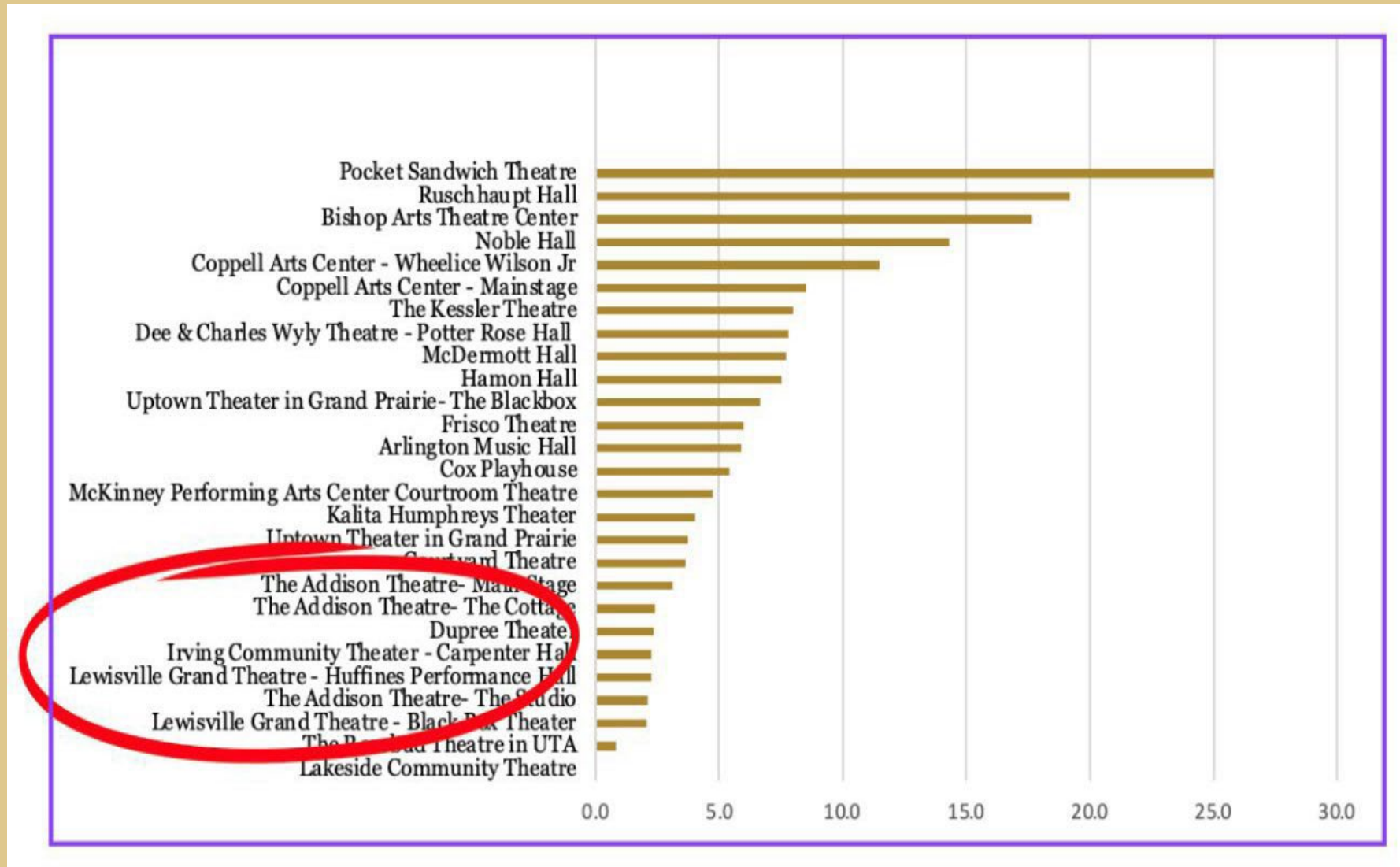


STRENGTHS	OPPORTUNITIES	ASPIRATIONS	RESULTS
<ul style="list-style-type: none"> • Great location • Well-equipped venue • Competitive pricing structure • WaterTower's programming 	<ul style="list-style-type: none"> • Can build off of the 72 lit nights which you have now • Additional users' interest in resident status • Special Events Department can support programming 	<ul style="list-style-type: none"> • Become a sought-after destination • Attract diverse audiences • Regional draw • Be a catalyst for the area from restaurants on Belt Line to the Circle 	<ul style="list-style-type: none"> • 150 lit nights by year 3 • Variety of appropriate content • Professional rental offerings

The Theatre Centre has *few peers* in terms of resources, equipment, and availability.

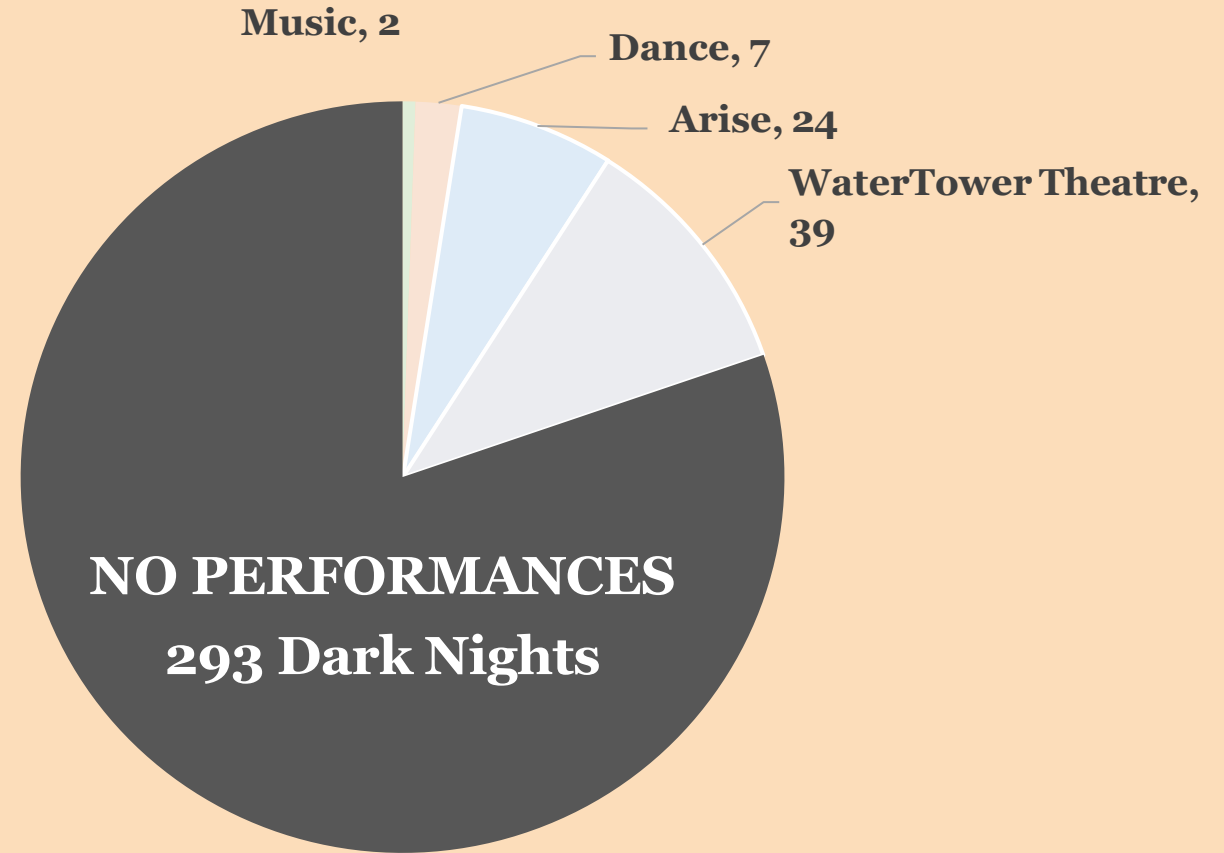
- The venue is well-equipped for small companies
- The Theatre Centre's staff gets high marks
- Location, location, location -- (with parking!)

The Theatre Centre's competitive pricing is a market advantage.



Availability of the Mainstage serves as a substantial opportunity for increased programming.

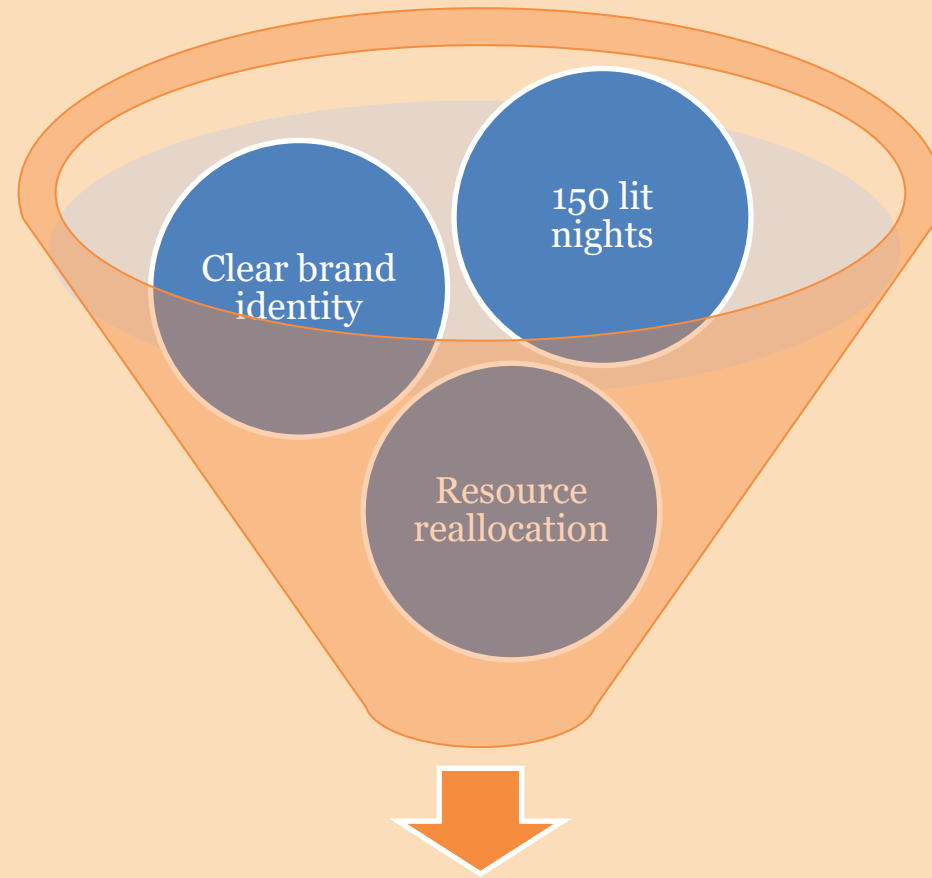
**Mainstage Theatre:
2023 Content Mix (72 Lit Nights)**



**Stakeholders
articulated
what the
Theatre Centre
could be.**

*To revitalize the Addison Theatre
Centre as a dynamic cultural hub
that attracts diverse audiences
and serves as a destination in its
own right.*

Three goals were consistently articulated as top priorities.



A revitalized Theatre Centre

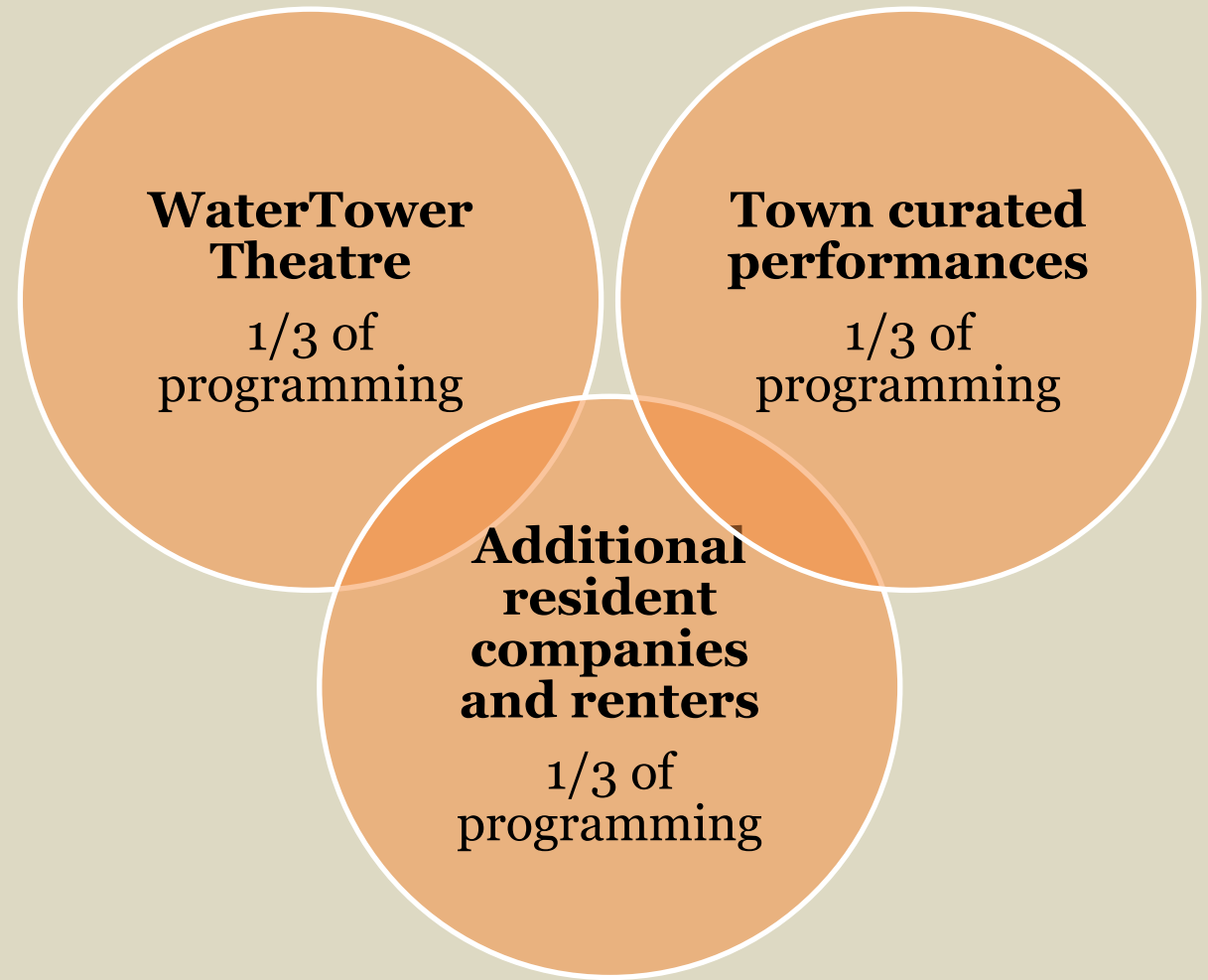
Barriers that prevent this vision of the Addison Theatre Centre.

1. Expansive use of the theatre for pre-production activity.
2. Awareness of space offerings and available dates.
3. Absence of standard configuration in the Mainstage

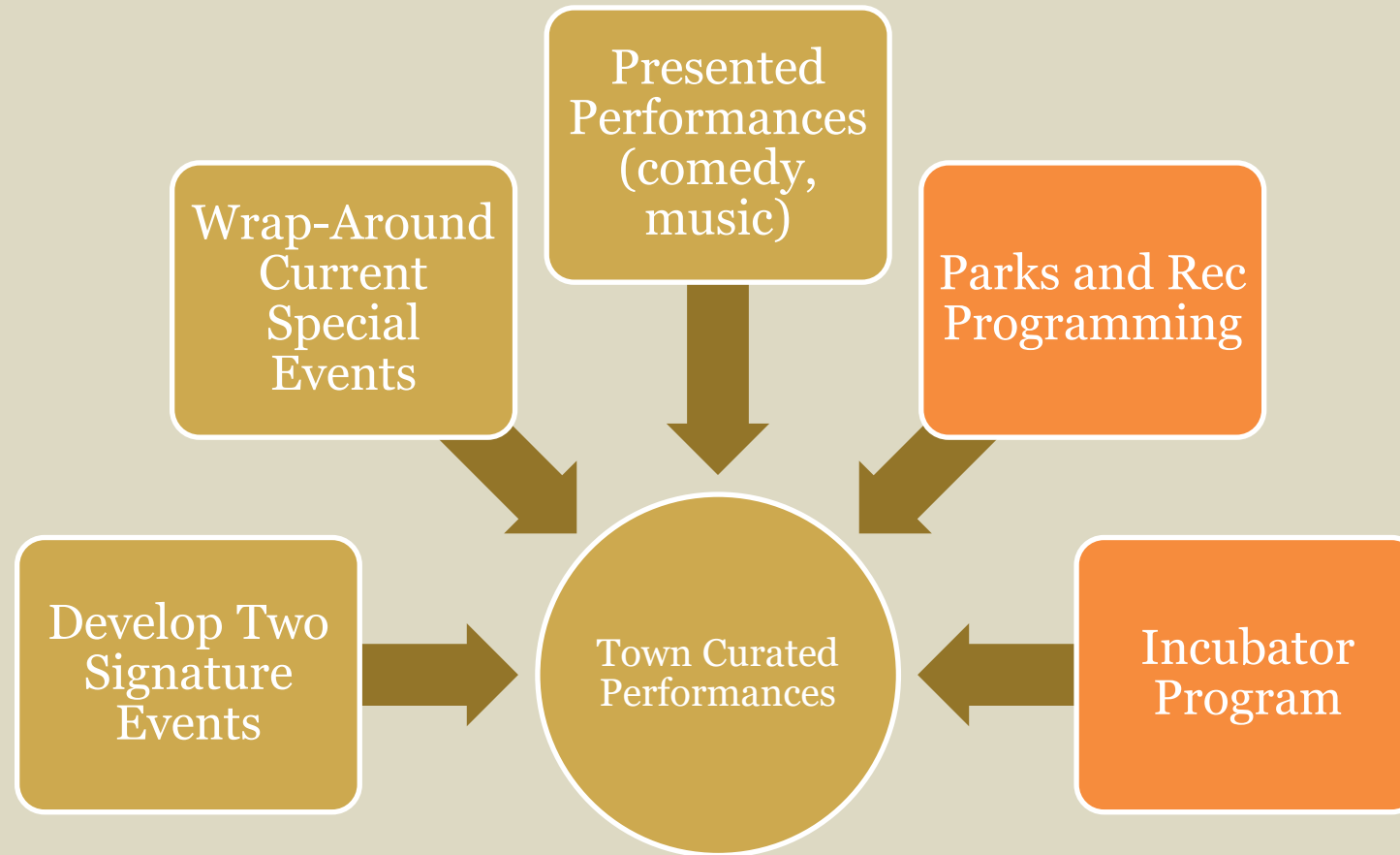
**Our
recommendations
can be grouped into
four categories**

- PROGRAMMING
- MARKETING
- TOWN STAFFING
- FACILITY USAGE

The business plan is built on a strategy for the Theatre Centre to be the premier small venue for professional organizations



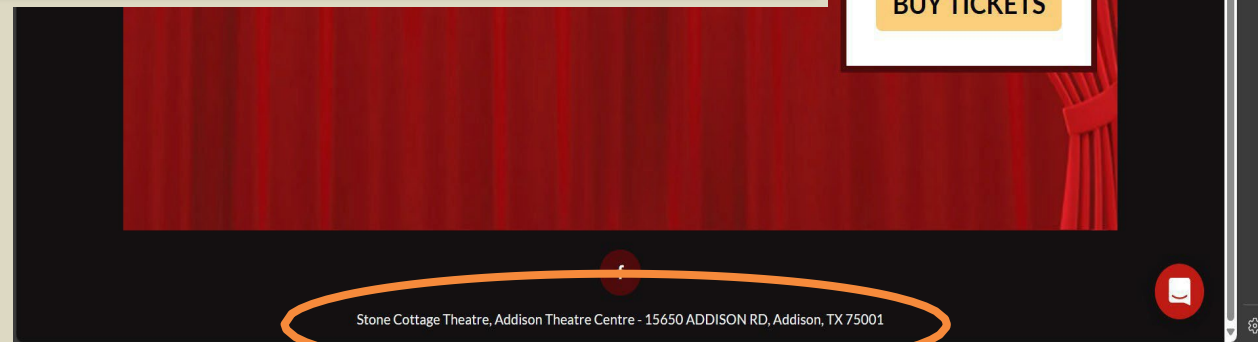
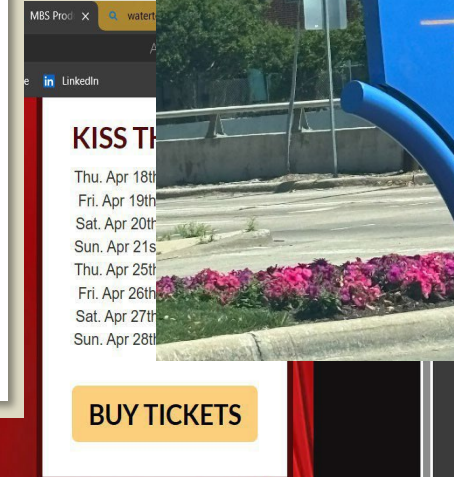
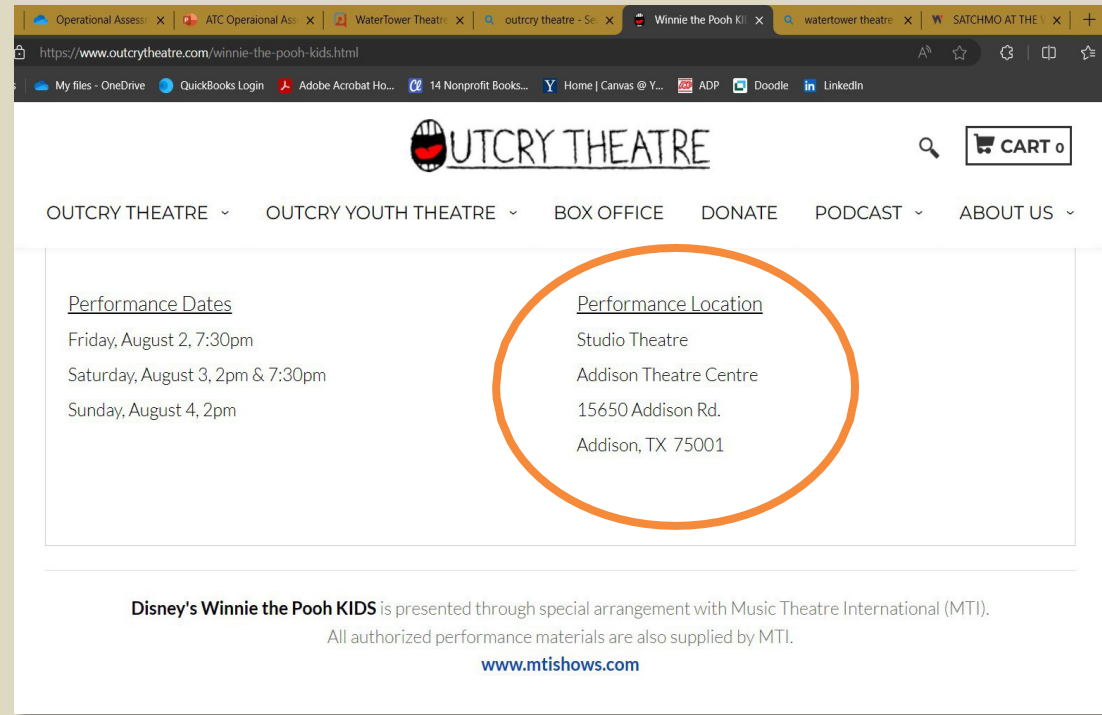
Town programming can come from a combination of expanded current activities and new content.



Current users of the Studio space could perform in the Mainstage if production activity was reduced.

Date	January		
	Martin	Studio	Cottage
1	Prod	No User	No User
2	Prod	No User	No User
3	Prod	No User	No User
4	Prod	No User	No User
5	Prod	No User	No User
6	Prod	No User	No User
7	Prod	No User	No User
8	Prod	Prod	No User
9	Prod	Prod	No User
10	Prod	Prod	No User
11	Prod	Prod	No User
12	Prod	Prod	No User
13	Prod	Perf	No User
14	Prod	Perf	No User
15	Prod	Perf	No User
16	Prod	Dark	No User
17	Prod	Dark	No User
18	Prod	Dark	No User
19	Prod	Dark	No User
20	Prod	Perf	No User
21	Prod	Perf	No User
22	Prod	Perf	No User
23	Prod	No User	No User
24	Prod	No User	No User
25	Prod	No User	No User
26	Prod	No User	No User
27	Prod	No User	No User
28	Prod	No User	No User
29	Prod	No User	No User
30	Prod	No User	No User
31	Prod	No User	No User

The Theatre Centre will need consistent branding standards among users.



**Action steps
to address
this challenge
in the first
year.**

- Explore renaming the facility to encompass all arts – i.e. The Addison; Addison *Cultural* Centre.
- Develop a visual identity through a logo and other branding standards.
- Require the use of that visual identity in contracting for all users.
- Replace public wayfinding to carry the new visual identity.

Additional staffing will be required to accommodate this increased activity.

THEATRE CENTRE MANAGER

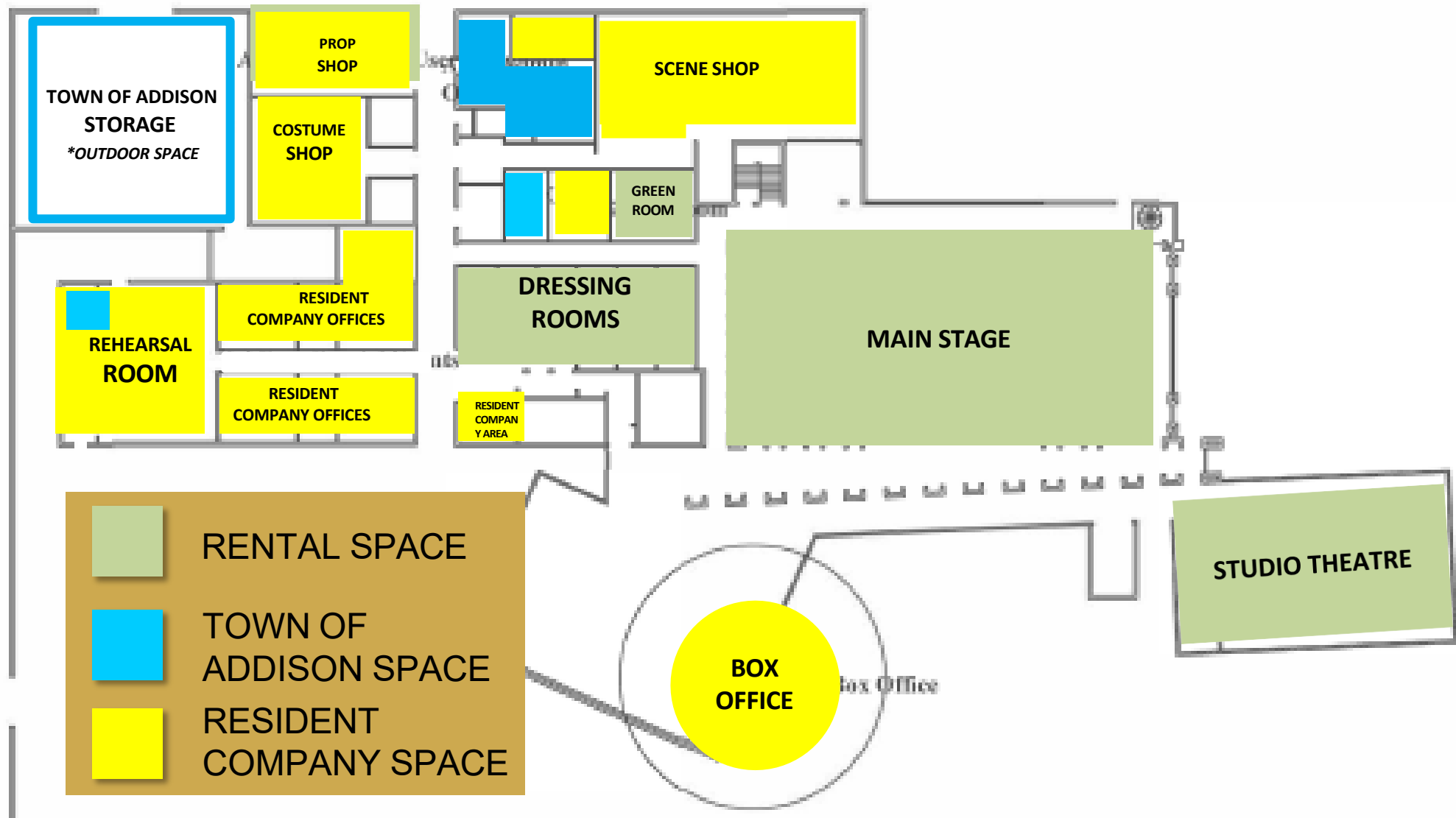
- Serve as the contractual liaison between facility users and the Town.
- Identify renters
- Curate additional content/signature events
- Supervise production staff

ADDITIONAL PRODUCTION PERSONNEL

- Increase to three production staff members

Town of Addison currently has:

- Little storage
- No access to the Box Office (level 1 or 2) for renters
- No access to costume/prop shop for renters
- No access to rehearsal room or scene shop for renters

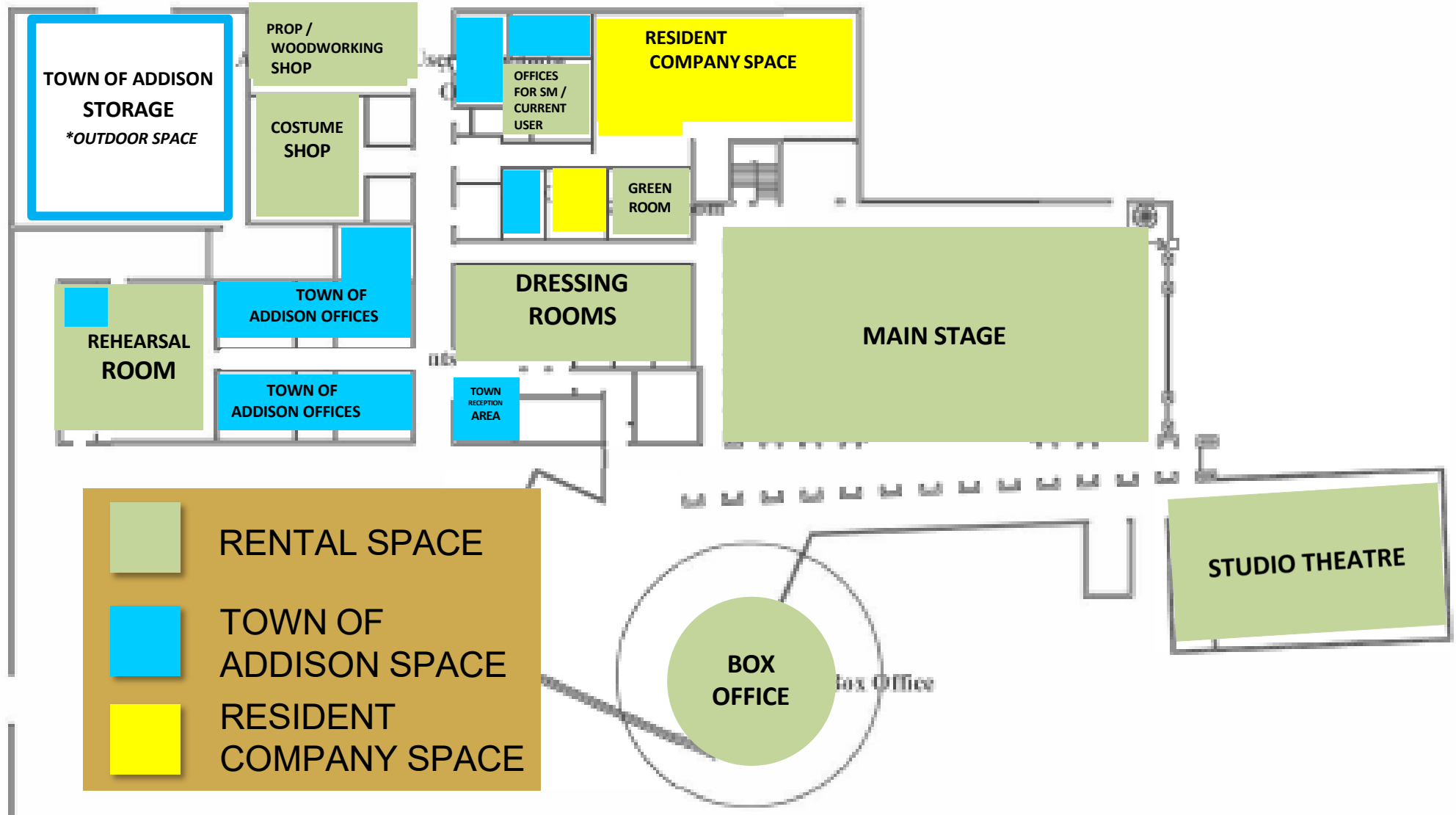


Town of Addison should manage the following areas to be made available to all users:

- Box Office
- Rehearsal Room
- Costume Shop
- Prop Shop

To manage the facility and oversee activity, the Town of Addison should occupy:

- Reception Area
- Theatre Offices



Assessment of grantmaking was not part of this scope of work, but some key themes arose out of this work.

- Limited pool of funds – only 15% of the hotel tax revenues may be used to support arts organizations.
- Municipal and county support of arts and culture organizations is a typical practice.
- WaterTower is a critical partner, and Town funding is currently instrumental in its ongoing sustainability.
- If there are going to be other resident companies, they should have equitable access to available funding.

	FY19	FY20	FY21	FY22	FY23
Outcry Theatre	---	\$5,000	\$2,500	\$2,500	\$2,500
WaterTower Theatre	\$437,900	\$500,000	\$375,000	\$375,000	\$425,000
	<ul style="list-style-type: none"> • Main Grant \$295,000 • Matching Funds \$142,900 • No in-kind 	<ul style="list-style-type: none"> • Main Grant \$300,000 • Matching Funds \$200,000 • No in-kind 	<ul style="list-style-type: none"> • Main Grant \$226,589 • Matching Funds \$100,000 • In-Kind Rent \$48,411 (\$16,400 Office, \$32,011 Production) 	<ul style="list-style-type: none"> • Main Grant \$226,589 • Matching Funds \$100,000 • In-Kind Rent \$48,411 (\$16,400 Office, \$32,011 Production) 	<ul style="list-style-type: none"> • Main Grant \$226,589 • Matching Funds \$150,000 • In-Kind Rent \$48,411 (\$16,400 Office, \$32,011 Production)

Strategies and tactics that ATC should implement over the 4 - 5 years

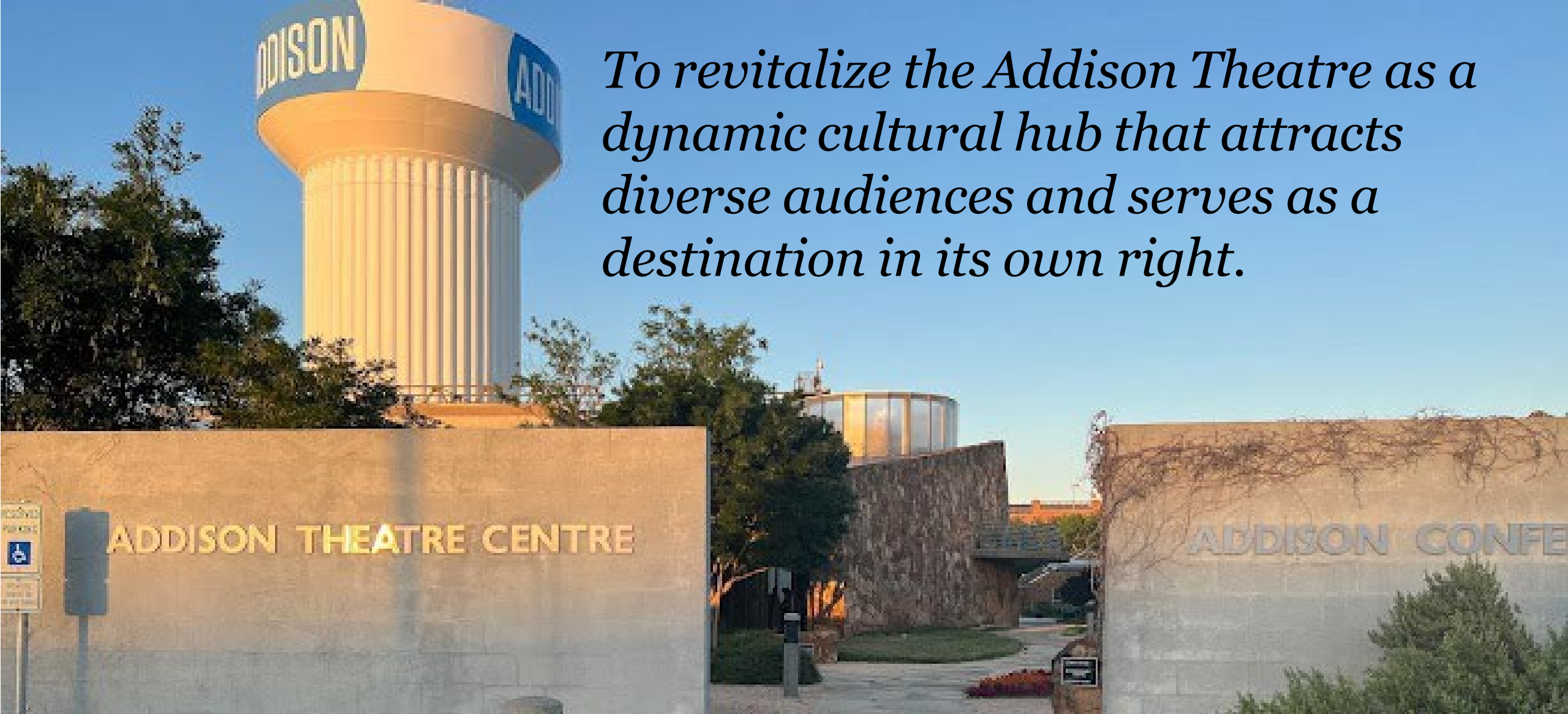
- MAJOR INFRASTRUCTURAL DEVELOPMENT/RENOVATIONS
- RE-EVALUATE RENTAL PRICING
- GRANTS AND SPONSORSHIPS
- BOX OFFICE CONSOLIDATION

**Areas where
additional
Town support
will be
critical.**

- Full brand development – possible outside firm for support of Town team
- Financial investment for facility renovation and update of Main Stage equipment
- Consider including the Theatre in the continued formation of tourist district in Circle Park area

**Our
recommended
plan begins
with these
first five steps.**

- Develop a marketing strategy to rebrand the space
- Begin reappropriation facility space to equitable and frequent use of the Town's asset
- Implement the special event department's programming for 2024 - 2025
- Lead efforts for a diverse range of programming
- Develop new contract provisions to make transitions from user to user more efficient and cost effective



To revitalize the Addison Theatre as a dynamic cultural hub that attracts diverse audiences and serves as a destination in its own right.