

Broadway Theater Feasibility Study

Phase 1

Market Assessment & Options Analysis

August 24, 2022

by AEA Consulting for Sullivan County Land Bank



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1. Background & Process



Project Background

The Sullivan County Land Bank Corporation, launched in 2017, has been instrumental in the revitalization efforts in the villages of Monticello and Liberty, where it has demolished, rebuilt, and rehabilitated abandoned and derelict properties, allowing for resales to provide opportunities for current and new residents to build community, increase homeownership, and invest in new initiatives to stimulate economic growth.

Sullivan County Land Bank recently acquired the Broadway Theater in downtown Monticello after it being vacant for nearly three decades, with the hopes of revitalizing it as a performance space and community anchor. While the building's original design includes both a theater space and two retail store fronts, the deterioration of the spaces inside the building offers a blank slate opportunity to create a new space that is accessible to residents in Monticello and the rest of Sullivan County; serves historically underserved people in the community; and furthers Sullivan County's existing commitment to the arts and culture.

The Theater has had initial shoring work completed to prevent the structure from further deterioration before additional plans can be developed. The Land Bank sought the assistance of AEA Consulting to conduct a feasibility study to best understand the likely uses of the spaces, the economics of the venue's operations, and the impact on the surrounding community. The work AEA has been conducting includes:

- Confirming the likely usage and programming for the space — understanding community needs and opportunities to expand beyond local arts;
- Determining the physical project that matches the likely uses; and
- Developing a sustainable operating and business model for its eventual operation.

Project Location: Sullivan County Context

Nestled in New York's scenic Catskill Mountain range just ninety miles northwest of New York City, and named after the residence of Thomas Jefferson, Monticello is the largest village in Sullivan County. Famous for the Monticello Raceway, Monticello Motor Club, Resorts Catskills Casino, a variety of year-round recreational opportunities, and nearby cultural and historic destinations, the village of approximately 6,400 residents hosts tens of thousands of visitors contributing to the millions of tourists dollars spent in the County each year.

Having been home to hundreds of hotels and resort complexes between 1920 and 1970, this area of Sullivan County, previously known as the Borscht Belt, was a desirable location for city dwellers and new residents alike to escape and enjoy leisure, entertainment, and nature. While the Borscht Belt area eventually came to an end in the 1960s, the County found itself attractive to the hippies of the counterculture movement in the late 1960s and early 70s — hosting the Woodstock Festival in Bethel, declining again in the 1980s and 90s. In recent years, entrepreneurs and artists have settled in the area, bolstering the local economy and bringing new life to the County. Nevertheless, there continues to be significant inequality across Sullivan County. In 2019, households in Monticello had a median annual income of \$31,723, which was less than the median annual income of \$65,712 across the entire United States.

The rise of tourism following renewed interest in the Catskills and landmark destinations of Sullivan County have led to an opportunity for the County to focus on a new vision of revitalization. Towns such as Monticello and nearby Liberty are now centerstage to transform into destinations where residents can have a high quality of life surrounded by historic architecture and a vibrant mix of entertainment and nature, benefiting from local and surrounding world-class attractions. A variety of performing arts spaces, theaters, and multi-disciplinary arts and culture spaces have popped up in the area, offering different types of arts for the community to participate in and enjoy.



Background & Process

Process

For Phase I of the Feasibility Study, AEA conducted 20 stakeholder interviews to understand the market environment, community aspirations and needs, and potential challenges and opportunities associated with the redevelopment of the Broadway Theater. AEA conducted demographic and market analysis using publicly available census and public data, as well as a review of other materials (American Community Survey, Tourism Economics Reports, Data.NY.Gov). Demographic and economic data has been collected to encompass the Sullivan County area and its towns and villages, as well as the surrounding towns within a 60-minute radius from Monticello, which include: Forestburgh, Bethel, Liberty, Callicoon, Port Jervis, Tusten, Narrowsburg, Middletown, Newburgh, and Poughkeepsie.

Venue information for benchmarking has been gathered through desk research using publicly available resources and organizational subscriptions.

Additional information gathering interactions include:

- Meeting with the representative of the Land Bank and members of the Task Force, which include leaders of arts and culture organizations in Sullivan County, on June 14, 2022, to align research focus and confirm project planning;
- An initial site visit to the Broadway Theater and various arts and culture organizations in the County on June 27, 2022;
- Additional weekly check-in calls.

Drawing from the market assessment and options development and further discussion with the Land Bank representative, the options will be narrowed down with a selected configuration being examined in detail through the lens of operational and financial impact. These final options can later be further tested with the community, in a Town Hall or similar setting.



2. Market Assessment



Market Assessment Summary

Summary

Social and economic indicators show that the Village of Monticello ranks consistently below regional and state averages on most fronts. The median income of the region is 96% higher than Monticello, and unemployment rates are 6% higher than regional averages. Monticello residents are about 12% less likely to have a Bachelor's degree than the rest of the region. Public health is of great concern as Sullivan County consistently places 61st of New York's 62 Counties in health rankings.,

Despite these challenges, Monticello is well-positioned for a potential “renaissance” as Broadway sees new commitments and investments in the availability of space at a relatively low cost. The recent addition of the art space Assembly, created by artist Bosco Sodi, and a new Healthy Kids childcare space to the town's main street signals potential steps towards rejuvenation aligned with cultural and community needs.

Any sustained revitalization would be reliant on anchor institutions like the future Broadway Theater. Partnerships with community organizations or public health entities could be powerful. In a Village with much more ethnic diversity than the surrounding region and increasing popularity among second-home owners, tourists, and seasonal residents, the Broadway Theater could fill a gap for both locals and visitors alike.

Methodology

This market assessment analyzed a variety of demographic, economic, and tourism indicators as well as trends from a five-county region, including Sullivan County, Delaware County, Ulster County, Orange County, and Rockland County in the Mid-Hudson Valley Region.

Along with the pre-existing economic delineation, the five-county region was chosen due to the proximity and range to Monticello. Commutes to and from Monticello to other indicator cities range from 15-60 minutes, which is assumed to be within travelling distance for audiences to attend potential events. Cities outside of the region, like Hudson to the north and New York City to the south, are not considered part of the direct market, as they are either too far for direct competition, or highly saturated and unique in the case of New York City. Visitors from these regions are to be considered part of Monticello's larger tourism draw.



Demographic Indicators: The Village of Monticello in Summary

Monticello has a significant Black / African American population...

- 22% of Monticello identifies as Black or African American compared to the regional average of 7.2%.

...as well as a Spanish-speaking / Latino population...

- Hispanic / Latino residents make up 37.2% of Monticello, while they represent only 13.9% regionally.
- 17.6% of residents speak Spanish spoken at home.

Inclusive programming that consistently centers these communities will be important for bringing in diverse local audiences. The Broadway Theater will also need to consider Spanish language programs, signage, marketing materials, etc. when targeting local markets.

...and educational attainment levels are lower than the rest of the region

- 76.5% of Monticello residents finished high school versus 91.1% of Sullivan County and 90% of the region on average.
- While 30.8% of Sullivan County and 31.6% of the region on average has a Bachelor's degree or higher, for Monticello it is only 20.6%.

Programs that are considered inaccessible – that require prior experience or expertise to engage with – are unlikely to perform as well with this local audience.



[Image:Thompson New York website]

Demographic Indicators in detail available in the Appendix.



Demographic Indicators: Region in Summary

The surrounding region – including Sullivan County, Delaware County, Ulster County, Orange County, and Rockland County – is similar in age but differs in racial demographics...

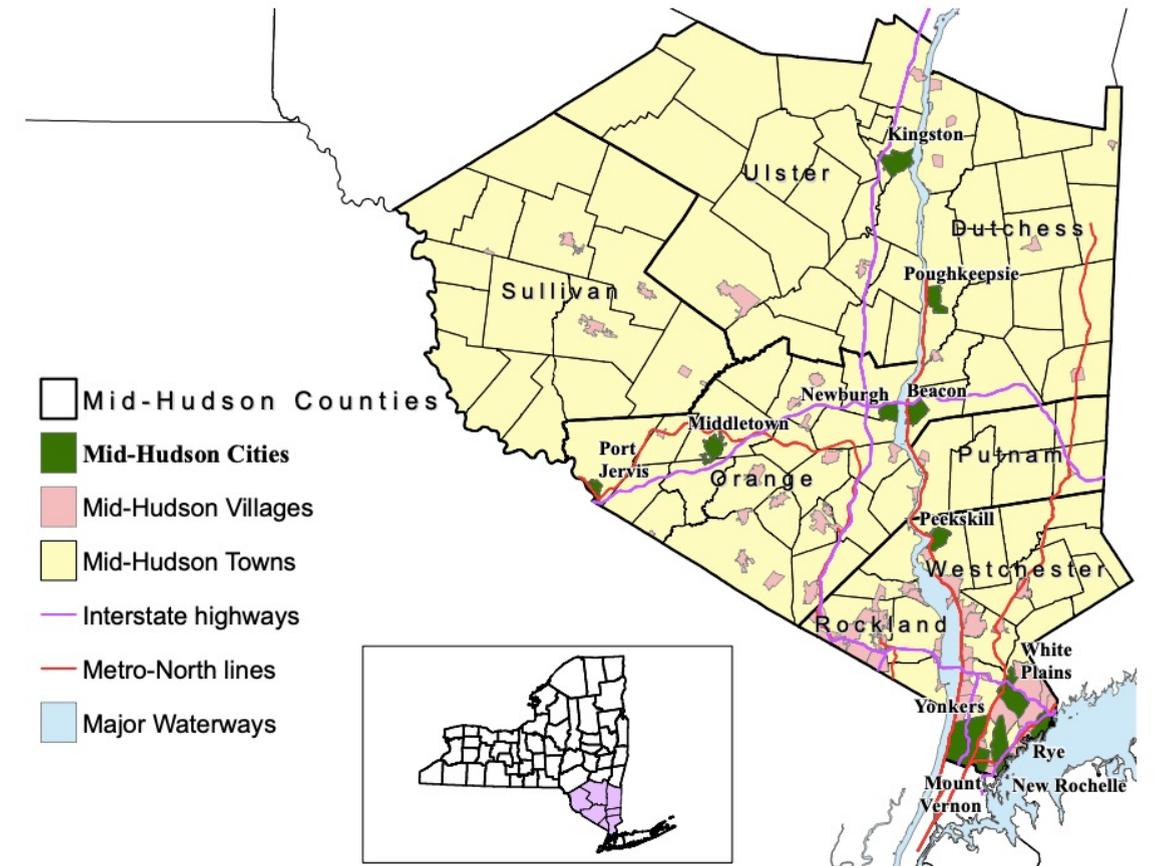
- The region on average is predominately white (73%) followed by Hispanic or Latino (13.9%).
- The median age of the region is 42, older than Monticello by 6 years.

The regional audience profile in terms of age is in line with age groups that are typically highly engaged with arts consumption, however given that Monticello is more locally diverse than the rest of the region, programming should consider a more expansive audience

...and is generally more economically well-off.

- The median income of the region is \$70,268 – 96% higher than Monticello.
- Similarly, the unemployment rate of the region is far lower (5%) than that of the Monticello (11.2%)

The region is significantly more wealthy compared to Monticello averages. While community programming and reduced ticket prices will be key in attracting local audiences, higher priced events targeted at surrounding audiences can help generate revenue streams.



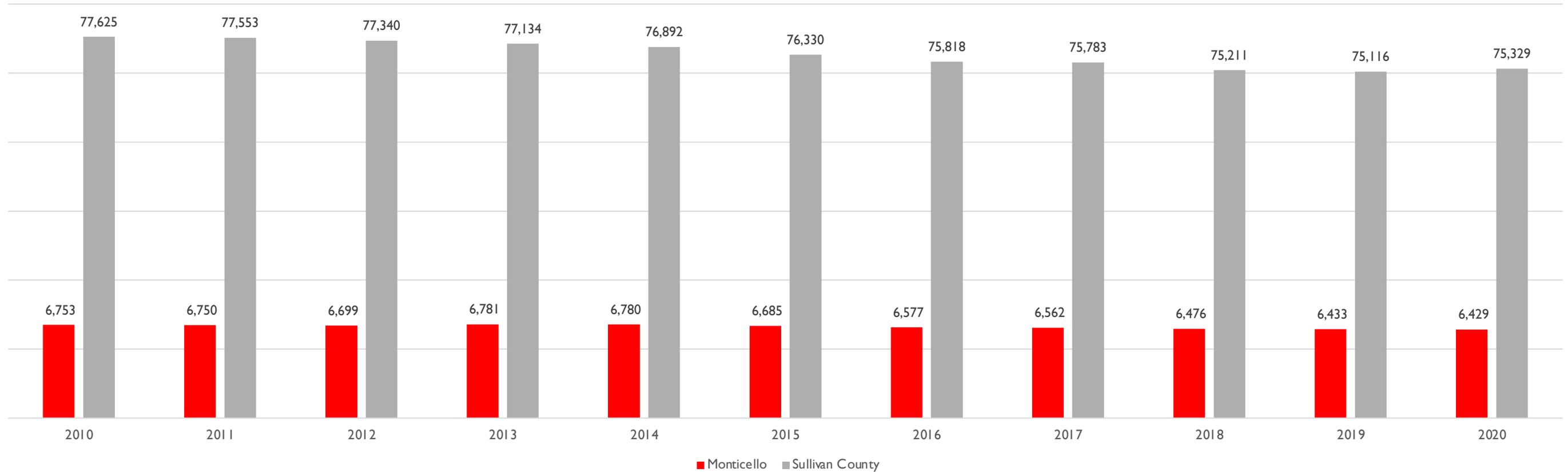
Source: Mid-Hudson Valley Region / New York State Economic Profile Report



Population Trends

Population rates in the Village of Monticello and Sullivan County have trended downward from 2010-2020, with Sullivan County's population decreasing by about 3% and Monticello decreasing by about 5%. Conversely, within the same time period, New York State population increased by 4.3% and the U.S. population increased by 7.4%.

Population Change (2010-2020)



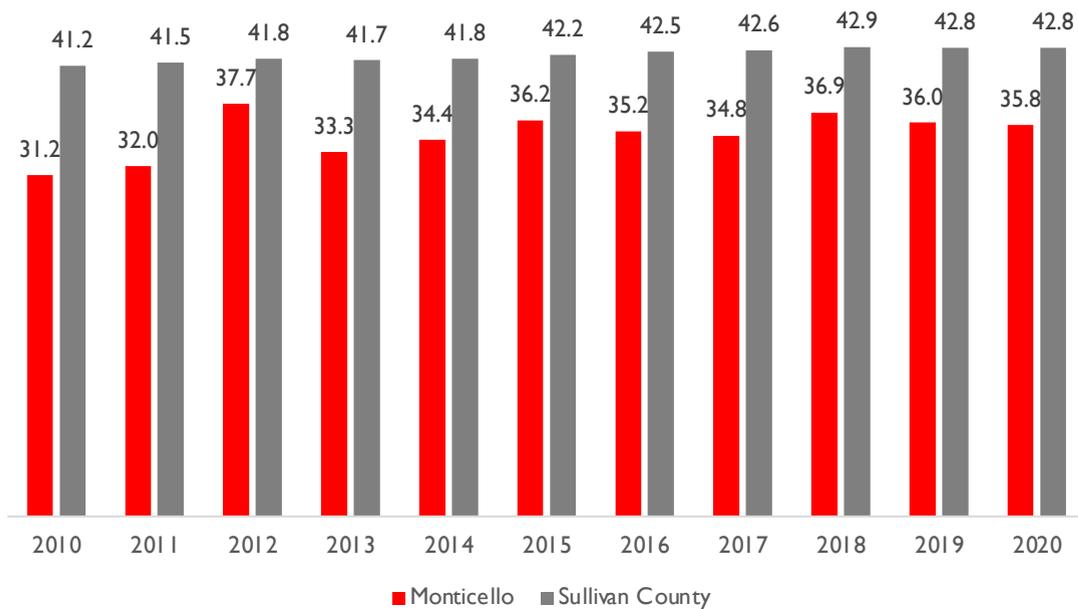
Demographic Trends

Age & Education

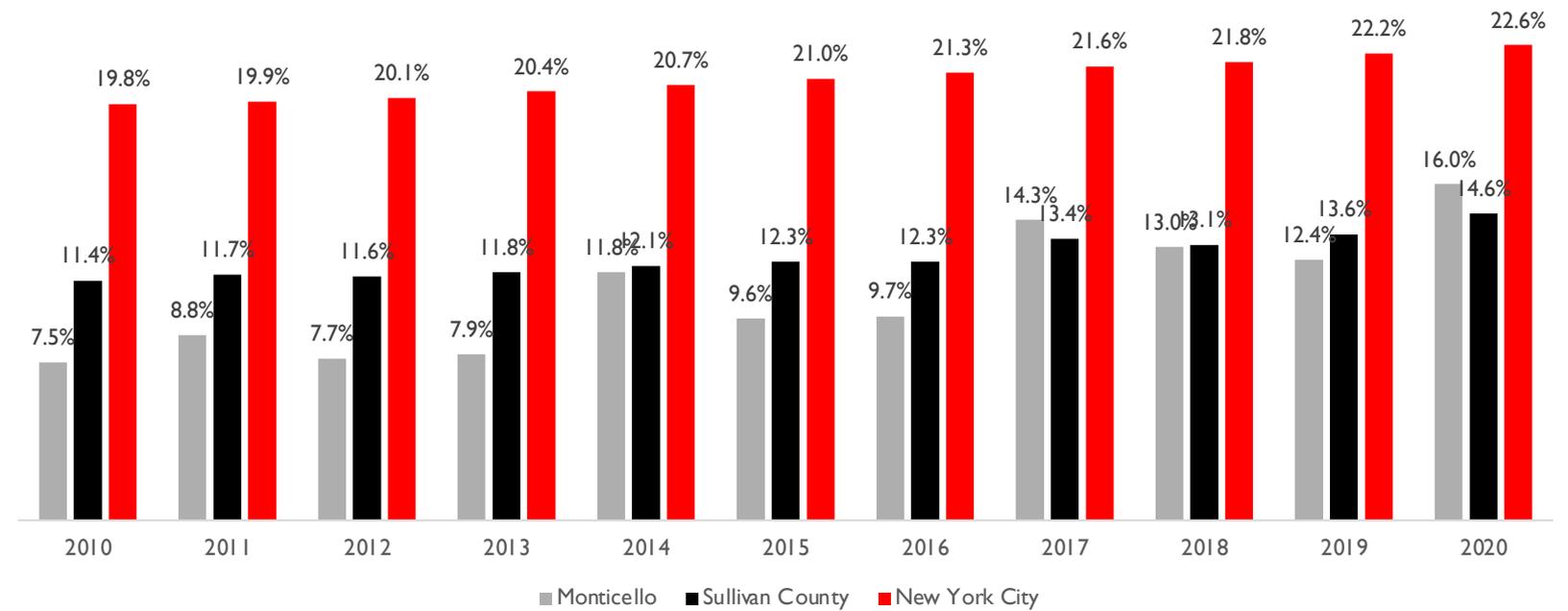
Median age for the Village of Monticello has remained between about 35 to 37 from 2010 to 2020. Sullivan County's median age has consistently been about 43. Programming that considers a slightly younger demographic will be important in attracting local audiences, while regional audiences might respond to a wider array of programs.

College education levels in Monticello have increased from 7.5% in 2010 to a high of 16% in 2020 (surpassing Sullivan County's 14.6%). However, those rates are still low, especially in comparison to New York City, a place where cultural consumption is high and there is a definite pull factor that draws in outside demand. This may suggest that more academic or niche programming could be perceived by local residents as inaccessible.

Median Age (2010 - 2020)



Percent Bachelor's Degree or Higher (2010 - 2020)



Economic Indicators Summary

Income levels vary across the region, though Thompson incomes are lower on average.

- Thompson's median income is lower than Sullivan County, the regional average, and the New York State average. Unemployment rates are highest in the region, and poverty rates are second-highest behind Delaware County.
- Sullivan County's median income is lower than the regional and New York State averages by about 14%, indicating proclivity to spend on entertainment is likely lower.

This points towards the need for programs to be accessible in terms of pricing. Expensive tickets (or even priced tickets) might deter local residents from participating and embracing the Broadway Theater's programming, as it may be viewed as inaccessible.

There are also longer commutes than normal given the geographic spread of the region.

- The average commute in the region is 30 minutes and 25 minutes in Monticello.

This suggests a population that is used to making 20-30 minute drives and a larger regional opportunity.



[Image: Thompson New York website]

Economic Indicators in detail available in the Appendix.

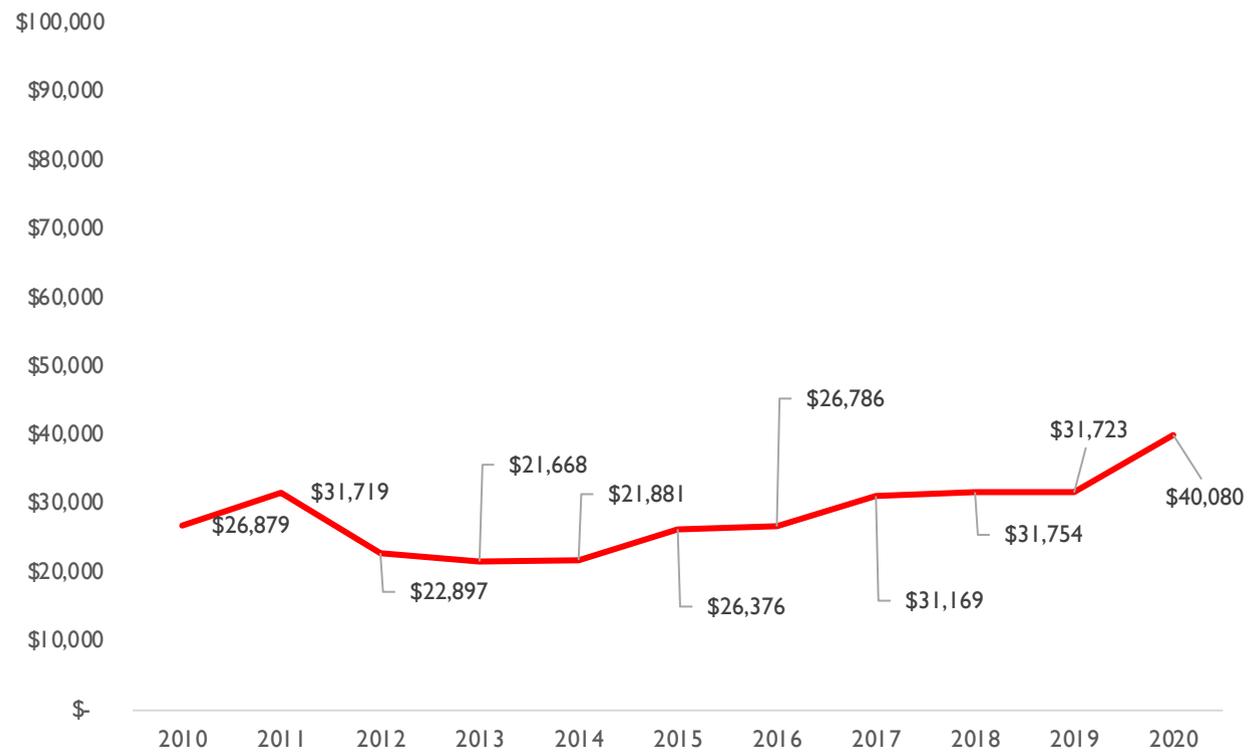


Income Trends

Monticello

Median household income in the Village of Monticello remained below \$32,000 from 2010 to 2019. From 2019 to 2020, there was an uptick from about \$31,000 to \$40,000—reaching the highest median income since 2010.

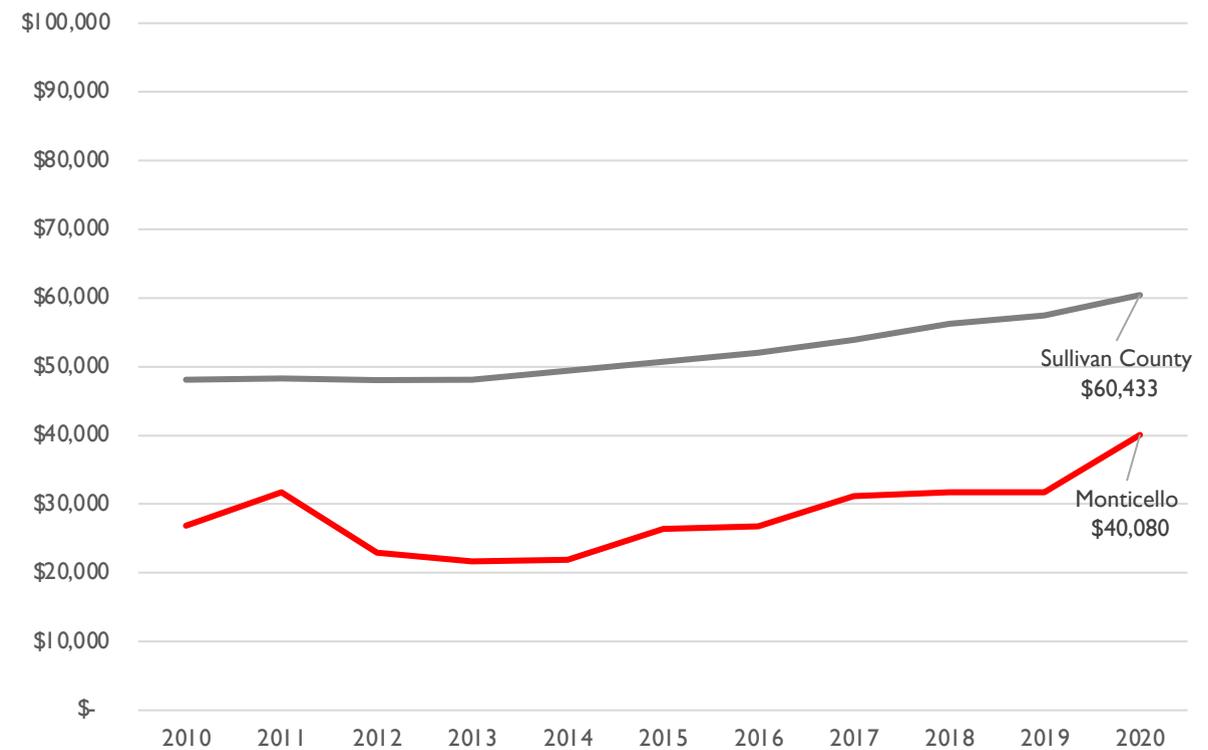
Median Household Income, Monticello (2010 - 2020)



Sullivan County

Sullivan County has had a steady, significantly higher median income, consistently trending upward. While local programming will have to be highly conscious of cost restraints for visitors, more regionally focused programming could charge a higher ticket price.

Median Household Income (2010 - 2020)



Market Assessment

Demographic Indicators in Detail, by Municipality

The municipalities highlighted below make up a cohort of indicator communities within roughly a one-hour drive of Monticello.

Like the previously noted demographic indicators, the municipality indicators show that Monticello is on average slightly younger and much less affluent than peer urban areas—meaning programming and prices will need to reflect those differences

The diversity of Monticello stands out again and will be a key consideration in planning and marketing.

Monticello’s population has been slightly declining over the past ten years, while other surrounding areas have had a wide range of population booms and decreases. The regional average is about +32%.

	Monticello	Forestburgh	Bethel	Liberty	Callicoon	Port Jervis	Tusten	Narrowsburg	Middletown	Newburgh	Poughkeepsie	Average
Distance from Monticello (miles)	-	7.1	10.1	12.9	22.7	23.1	24.9	25	26.9	47.6	64.1	
Population	6,429	914	4,135	9,407	559	8,541	1,571	372	28,018	31,104	44,079	12,284
Population Growth (2010 - 2020)	-4.80%	7.53%	-4.08%	-5.30%	399.11%	-4.10%	2.61%	-35.53%	0.76%	4.97%	1.41%	32.96%
Median Age	35.8	54.2	45.5	42.1	47.0	37.4	49.7	44.8	33.0	41.7	35.6	42.4
Hispanic or Latino	37.2%	6.8%	10.6%	17.4%	24.7%	10.2%	4.6%	0.0%	38.0%	16.7%	7.6%	15.8%
White	33.4%	85.6%	87.1%	72.2%	52.2%	78.5%	76.0%	85.8%	40.9%	67.2%	75.7%	68.6%
Black or African American	22.4%	1.9%	0.5%	3.2%	14.5%	6.4%	16.7%	10.7%	15.7%	11.4%	7.2%	10.1%
Native American	0.6%	0.1%	0.3%	0.5%	0.9%	0.3%	0.3%	0.0%	0.6%	0.0%	0.1%	0.3%
Asian	2.2%	0.5%	0.0%	1.1%	0.9%	2.6%	0.0%	0.0%	1.7%	2.4%	6.8%	1.7%
Other	1.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.3%	0.1%	0.2%
Two or more	3.0%	4.9%	1.5%	5.7%	6.1%	2.0%	2.4%	3.5%	2.4%	1.9%	2.5%	3.3%
Foreign-born	11.7%	7.7%	4.0%	17.7%	3.4%	6.6%	6.3%	9.1%	16.1%	11.4%	15.7%	10.0%
Languages other than English spoken at home	21.9%	9.8%	6.4%	21.5%	2.2%	10.4%	7.6%	9.1%	32.8%	18.0%	19.3%	14.5%
Median household income	\$ 40,080	\$ 99,896	\$ 61,855	\$ 49,976	\$ 67,880	\$ 32,500	\$ 49,079	\$ 44,306	\$ 58,235	\$ 92,407	\$ 77,822	\$ 61,276
Bachelor's degree or higher	20.6%	41.9%	22.3%	18.7%	25.8%	18.1%	30.3%	47.8%	19.4%	32.4%	40.0%	28.8%
Owner-occupied housing units	32.8%	94.3%	70.0%	53.5%	78.4%	51.9%	79.5%	68.9%	54.8%	82.0%	66.9%	66.6%
Persons per household, average	2.63	2.24	2.35	2.75	2.39	2.28	2.05	1.71	2.80	2.71	2.44	2.4
Median value of owner-occupied housing units	\$ 135,900	\$ 237,700	\$ 186,400	\$ 130,200	\$ 184,300	\$ 137,800	\$ 177,900	\$ 181,400	\$ 186,200	\$ 269,700	\$ 249,200	\$ 188,791
Owner costs exceeding 30% of income	9.6%	22.0%	23.6%	27.8%	29.7%	34.7%	40.6%	46.6%	31.7%	30.3%	26.3%	29.4%
Renters costs exceeding 30% of income	63.6%	0.0%	24.2%	45.7%	7.6%	60.5%	22.0%	14.1%	61.5%	38.2%	57.7%	35.9%
Poverty rate	22.7%	8.0%	10.1%	15.5%	6.6%	23.4%	18.7%	3.8%	14.8%	7.2%	8.6%	12.7%



Tourism Indicators

Sullivan County receives a healthy percentage of tourism / traveler spend from the Hudson Valley region. Pre-pandemic, tourism in the Hudson Valley regularly increased by about \$1 million annually, with a 12%-13% proportion staying constant for Sullivan County. However, in 2020 tourism decreased by about \$1.9 million and though Sullivan County's decreased less, such that its proportion increased to 17%.

Traveler Spend (in millions)	2018	2019	2020
Hudson Valley	\$ 4,366	\$ 4,466	\$ 2,574
Sullivan County	\$ 515	\$ 578	\$ 427
Sullivan County as % of HV	12%	13%	17%

Direct sales of goods and services are the largest factor driving economic impact from tourism, following by tourism-related wages, and then taxes. Considering the scale of the Broadway Theater, the project presents an opportunity to contribute a significant amount to sales and labor impact, as well as employment in the region. Currently, the two largest private employers are Resorts World Catskills and the Center for Discovery.

Economic Impact 2020	Direct Sales (in millions)	Labor Income (in millions)	Employment, Persons	Local Taxes (in millions)	State Taxes (in millions)
Hudson Valley	\$ 2,574	\$ 1,818	42,547	\$ 255	\$ 158
Sullivan County	\$ 427	\$ 199	4,128	\$ 34	\$ 26
Sullivan County as % of HV	17%	11%	10%	13%	17%

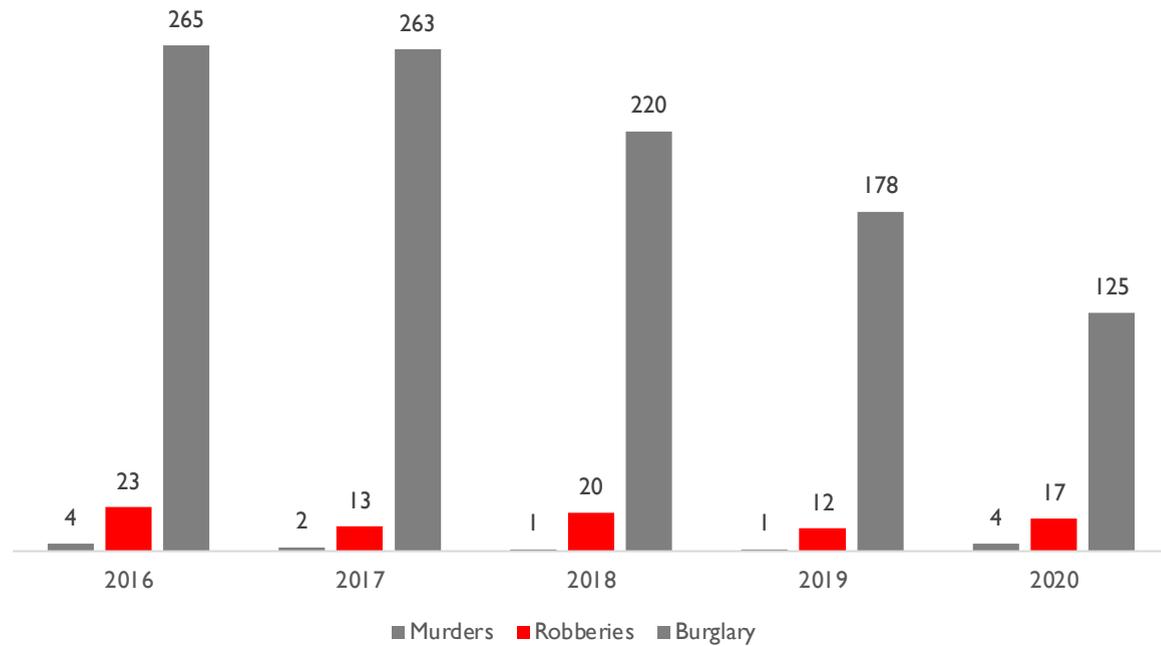
Lodging and Second Homes are the highest categories for traveler spend, followed by Retail and Service and F&B. This indicates Sullivan County's popularity among second-home owners, tourists, and seasonal residents.

Traveler Spend 2020 (in millions)	Transport	F&B	Lodging	Retail and Service	Recreation	Second Homes
Sullivan County	\$1.4	\$39.7	\$186.0	\$44.1	\$6.6	\$148.8



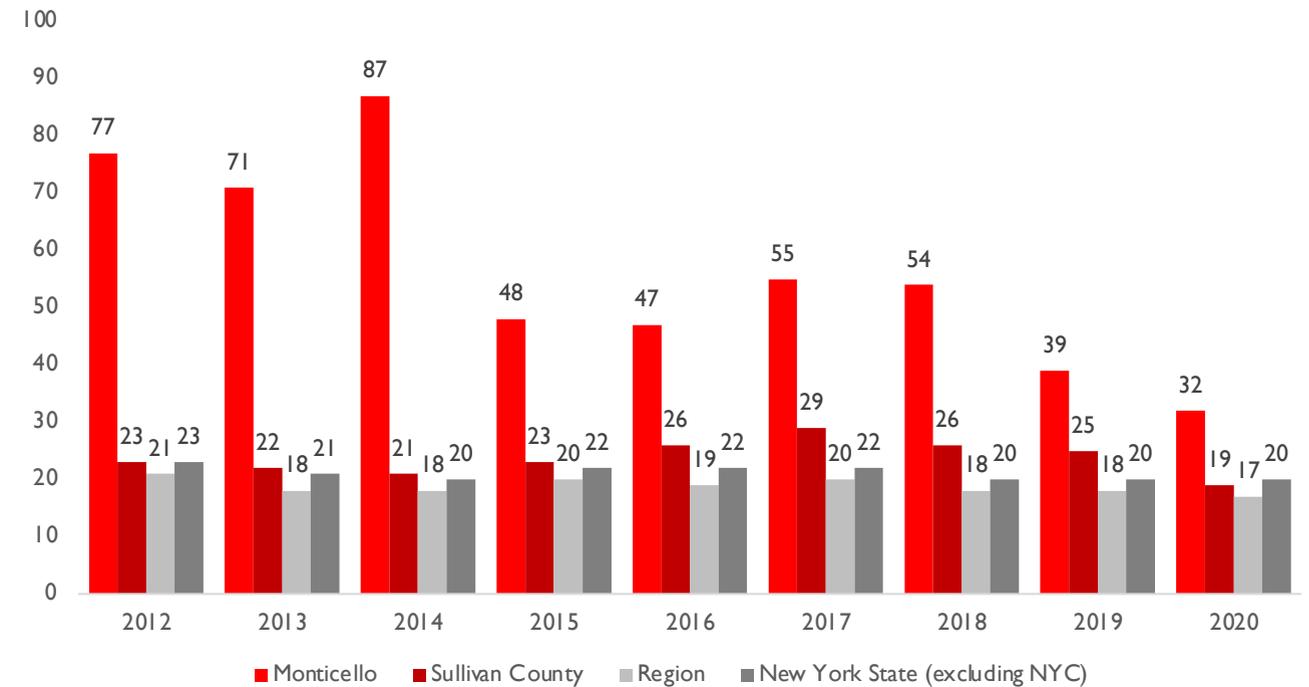
Crime & Safety

Monticello Violent Crimes (2016-2020)



The issue of safety – and whether valid or not, the perception of danger in downtown Monticello – was brought up consistently throughout consultation. However, violent crimes have been dropping dramatically over the past five years – from a total of 292 incidents in 2016 to 146 in 2020, largely consisting of burglaries.

Violent Crime Rate (per 10,000 residents)



The Mid-Hudson Valley region has a violent crime rate of 32 per 10,000 residents, the same as the Village of Monticello has a rate of 32 per 10,000. (The highest rate in the county is in Newburgh, with a rate of 99 per 10,000.)

Note this count is higher compared to the chart on the left because they include all violent crimes (murder, rape, robbery, and aggravated assault).



Public Health

Opioid death rates in Sullivan County have been historically double state averages, increasing from 14 deaths to 32.1 deaths per 100,000 residents since 2016. 15% of all the county deaths in 2021 were attributed to opioid abuse. Sullivan County has also consistently placed 61st of New York's 62 Counties in health rankings.

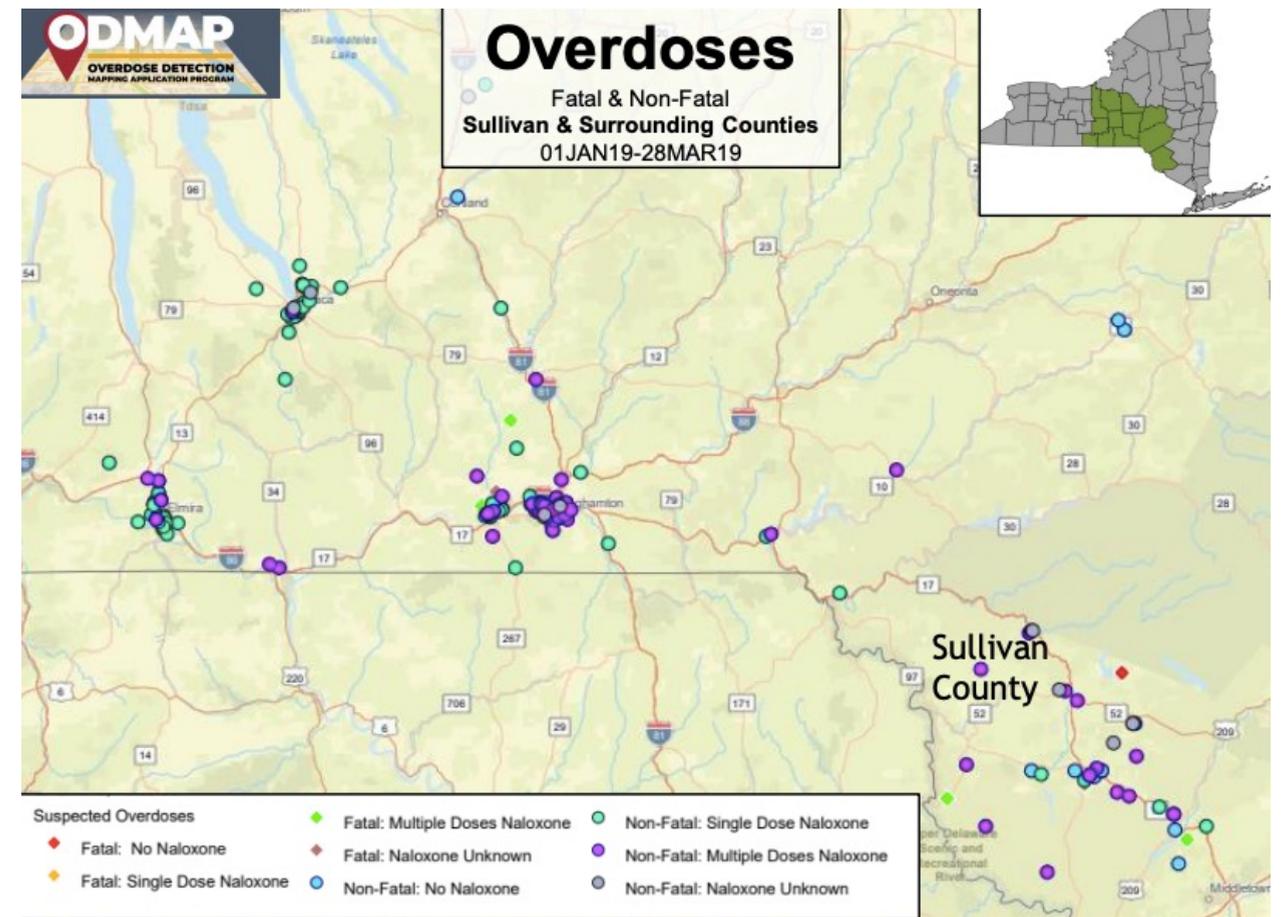
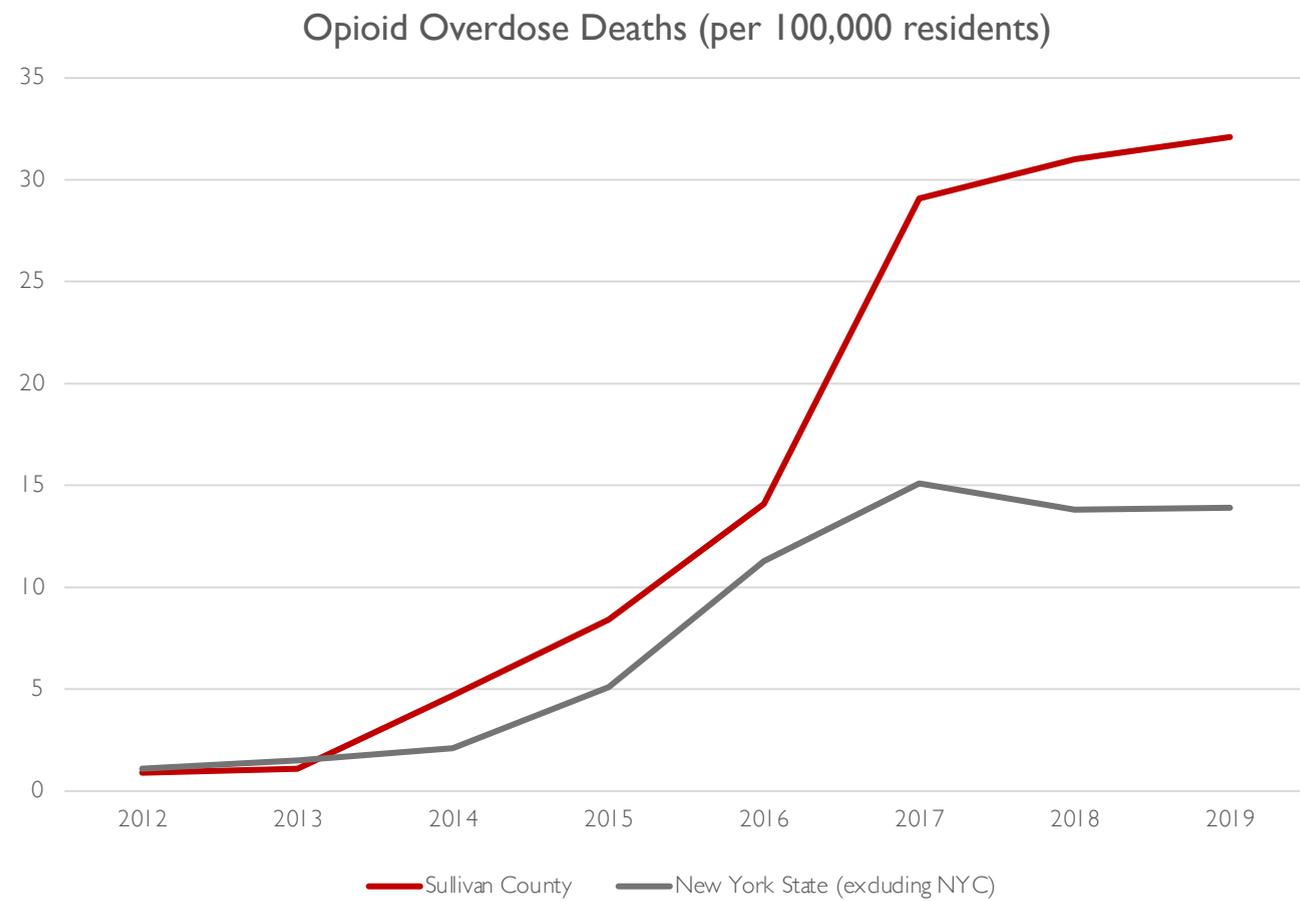


Image: Sullivan County Update: the Opioid Crisis



Venue Scan Summary

The venue scan looked for cultural venues mainly in Sullivan County and in the other 6 surrounding counties, within a 30-minute and 60-minute drive radius from Monticello. This included theaters/performing arts spaces, music venues, and “other” types of spaces, which include organizations whose space or programming is not mainly focused on performing arts, but on a variety of arts. The organizations have been classified per their primary programmatic focus.

- The regional market for theaters and performing arts spaces is not lacking. There are various theater options close to Monticello (18 within a 60-minute drive radius and 7 within a 30-minute drive radius).
- Because of the geography of Sullivan County, arts and culture organizations are dispersed across the county and the majority of organizations are not located in Monticello itself, making accessibility an issue.
- Some music venues in these radii are not solely music-focused, but they offer F&B or other experiences like camping (Arrowhead Ranch & Retreat).
- Most organizations within a 60-minute drive radius are not family or children-oriented. While some of these may offer programming for children or shows for families to attend, the target audience of these spaces are not likely to be children and families, which could be a gap for the Broadway Theater space to fill.

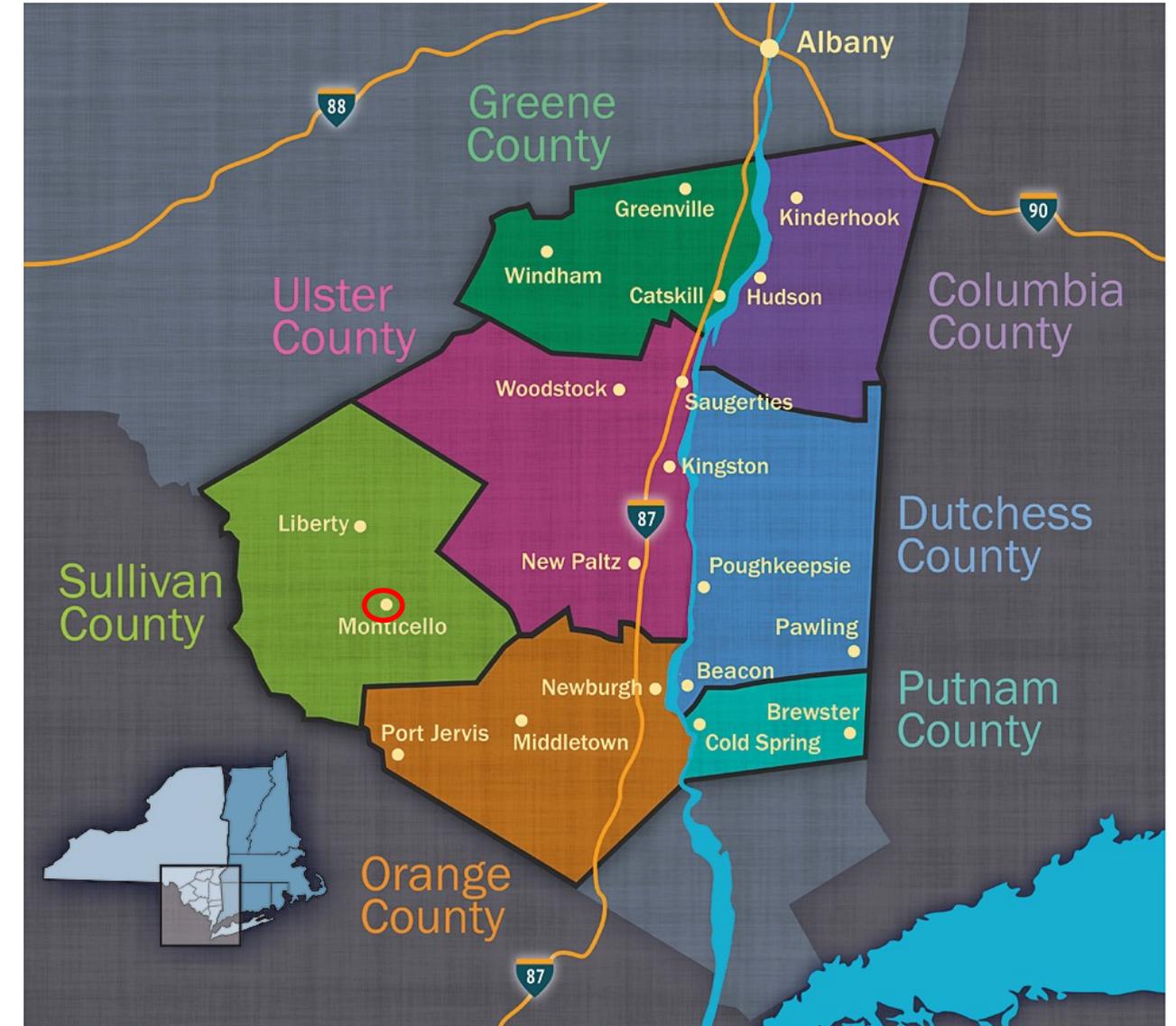


Image: Mid-Hudson Valley Community Profiles



Venue Scan

Longlist of Regional Arts and Culture Spaces

The longlist of regional arts and culture spaces was determined by four types of venues: theater, music, cinema, and other. “Other” encompasses organizations whose space or programming is not focused mainly on performing arts, but on a variety of arts. These 39 organizations are within a 1-hour drive radius from Monticello, and the average distance for each type of venue is approximately 30 miles. The following slides show the venues on a map by radius and type of venue.

<i>Theater Venues - 14 TOTAL</i>	<i>Capacity</i>	<i>Distance (mi)</i>
Rivoli Theater	350	6
Hurleyville Performing Arts Center	106	6.6
Forestburgh Playhouse	270	9
Stagedoor Manor Performing Arts Training Center		10
Shadowland Stages	99	22
Delaware Arts Alliance	160	24.5
Cornerstone Playhouse	100	37
Sugar Loaf Performing Arts Center	689	39
Denizen Theatre	70	44
Rosendale Theater	260	45
Newburgh Performing Arts Academy		49
Beacon Performing Arts Center	900	51
Eisenhower Hall Theatre	4400	56
Antrim Playhouse	190	64
Average		33

<i>Music Venues -9 TOTAL</i>	<i>Distance (mi)</i>
Bethel Woods	12
Cabernet Franks	16
Arrowhead Ranch	18
Cochecton Pump House	22
The Falcon	24
Harmony Presents (Harmony in the	42
Towne Crier Café	50.9
Heartbeats Music Hall	51
Beacon Music Factory	54
Average	32

<i>Cinemas - 4 TOTAL</i>	<i>Distance (mi)</i>
Callicoon Theater	22.8
Paramount Theater	27
Middletown Cinemas	31.3
Palace 4D Cinema	33.4
Average	29

<i>Other Arts/Culture Venues - 12 TOTAL</i>	<i>Distance (mi)</i>
Assembly	
Nesin Cultural Arts	0.6
Resorts World Catskills	4.1
North American Cultural Laboratory	18
The Janice Center	19
Catskill Arts Society	21.9
Farm Arts Collective	24
The Martinfield Ranch	25
Hudson Valley Conservatory	35
The Cooperage Project	38
Honesdale Dance Studio	39
Mid-hudson Children's Museum	63.8
Average	26



Venue Scan

Venues in a 60-minute radius from Monticello

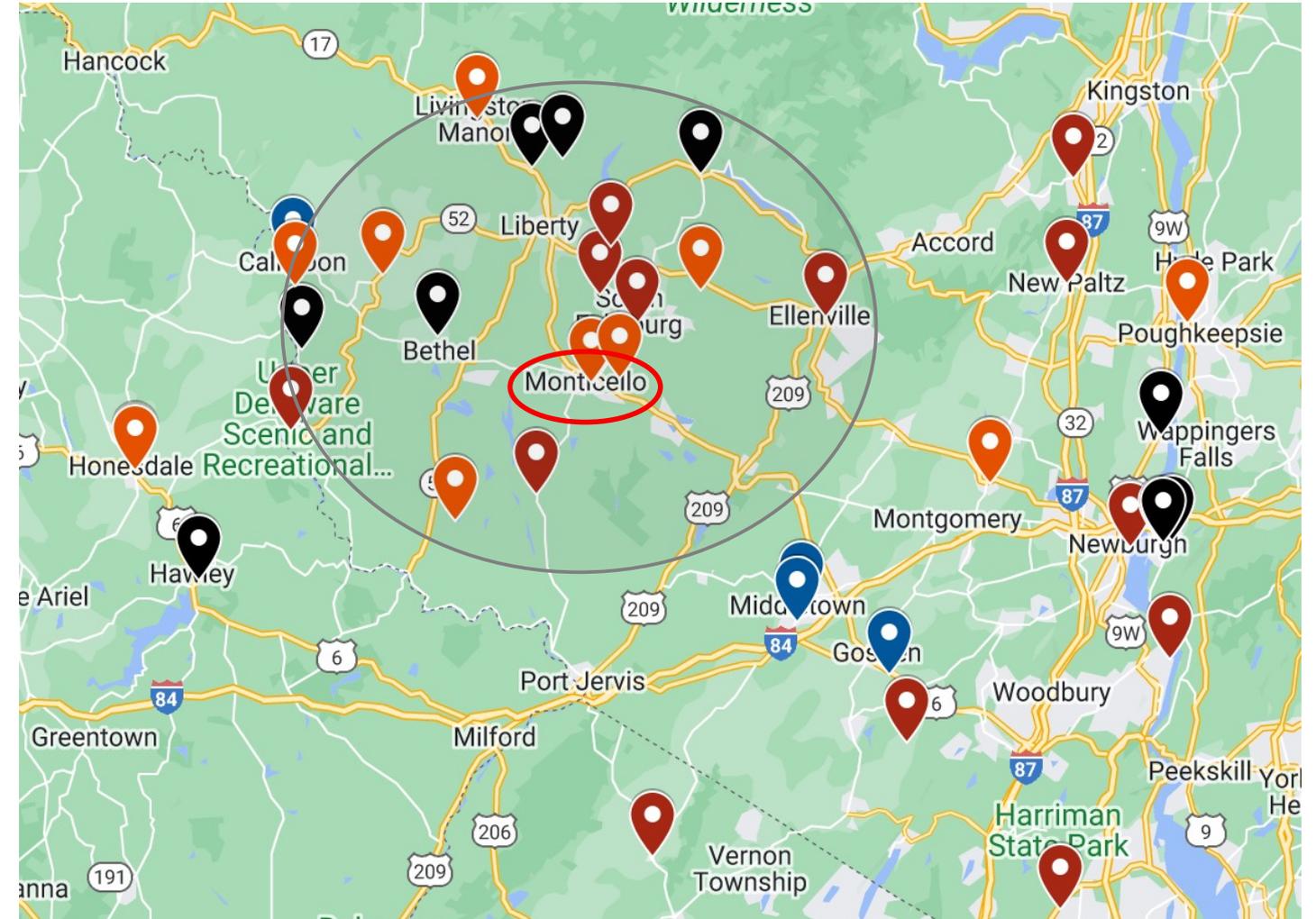
The longlist of regional arts and culture spaces was determined by a 60-minute radius from Monticello and encompassed 39 organizations. The shaded diamond-shaped area outlined in gray shows the organizations in a 30-minute radius.

This includes:

- 14 theaters (in dark red)
- 9 music venues (in black)
- 4 cinemas (in blue)
- 12 “other” venues (in orange)

The circle in red highlights Monticello, with two organizations (Nesin Cultural Arts and Assembly) currently located in Monticello itself.

- For the purposes of this exercise, Hurleyville Performing Arts Centre has been classified as a theater, but it is also the only cinema within a 30-minute drive from Monticello. As noted on the map, all other cinemas (in blue) are over a 30-minute drive, and none in Monticello itself. A price-accessible cinema in the town could be appealing to the community
- It is important to note that the only children’s museum in the region, Mid-Hudson Children’s Museum, is 63.8 miles or a 1-hour drive from Monticello, showcasing the lack of specifically children-focused cultural spaces and organizations near the town



Note: Monticello is circled in red.

Approximate 30-minute radius indicated within larger gray circle



Market Assessment

Venue Scan

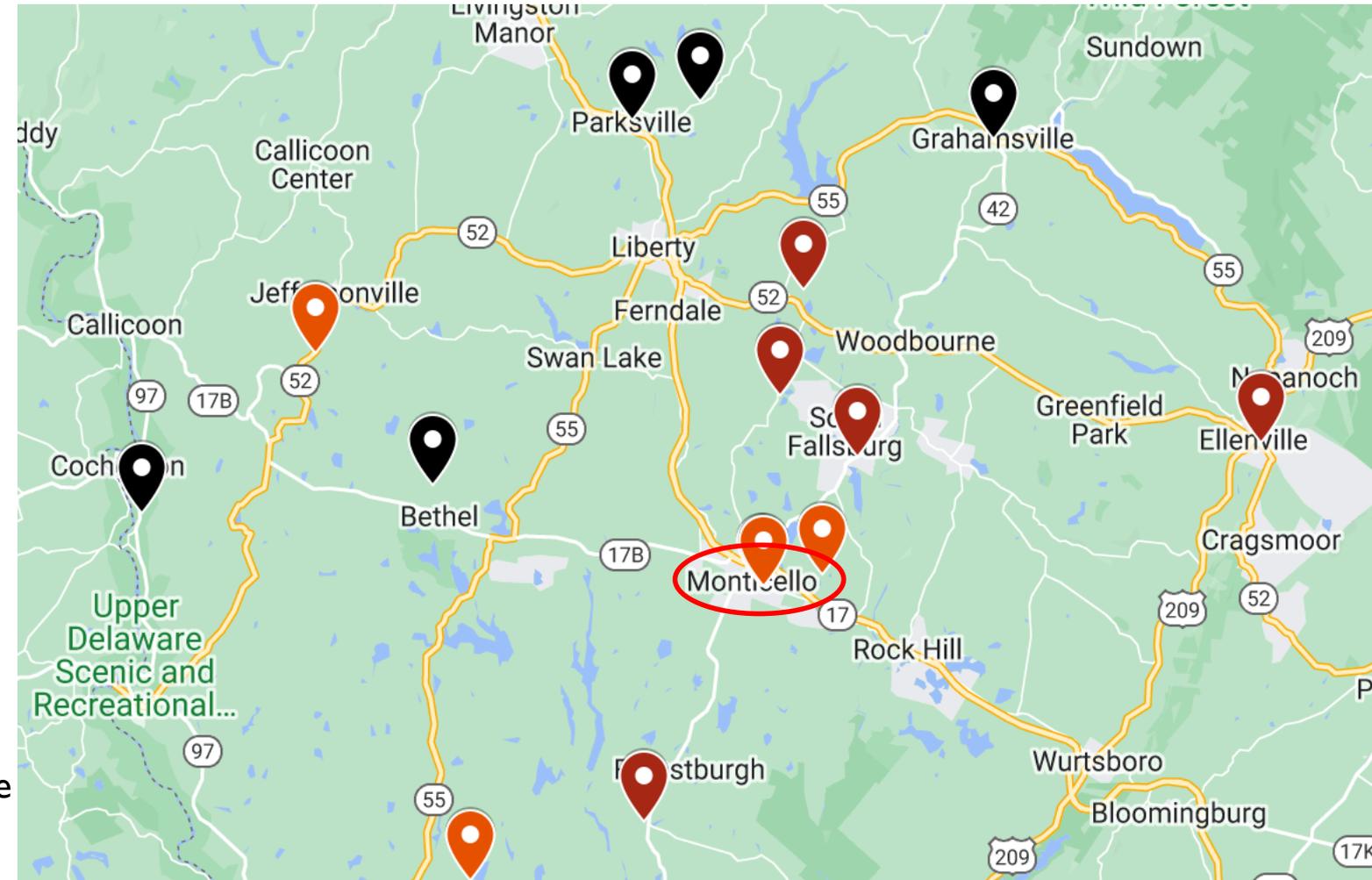
Venues in a 30-minute drive radius from Monticello

Within a 30-minute drive radius from Monticello, there are 15 venues, which include:

- 5 theaters (dark red)
- 5 music venues (black)
- 5 “other” organizations (orange)

Aside from Hurleyville Performing Arts Centre, there are no cinemas within a 30-minute drive radius from Monticello

- Most music venues near Monticello are within a 30-minute radius, with Bethel Woods as the closest, and biggest venue
- As demonstrated by the map, while these 15 venues showcasing a variety of art forms are within a 30-minute drive from Monticello, they are widely dispersed and not as accessible without a car
- There are 5 theaters, 5 music venues, and 5 “other” types of organizations within a 30-minute drive radius from Monticello; therefore, there may not be a significant demand for another one of those venues, but rather a different space that is not currently accessible (e.g., a cinema or children’s museum)



Note: Monticello is circled in red



Venue Scan

Capacity

Out of the 39 organizations within a 1-hour radius from Monticello, we looked at capacity for theaters, music venues, and cinemas. Many of the organizations with out data do not have fixed capacities because of the flexibility of the spaces. We were unable to find information for 16 organizations. Some key takeaways from the analysis below:

For theaters within a 60-minute drive radius:

- There are 4 theaters that have **0-150 seats**
- There are 7 theaters that between **151-500 seats**
- There are 3 theaters with **500+ seats**

For the information available for music venues within a 60-minute drive radius:

- Most venues have between **50-150 seats**
- Some venues have outdoor spaces, which make capacity more flexible (Arrowhead Ranch)

The outliers in terms of capacity are Bethel Woods, Eisenhower Hall Theater, Sugar Loaf Performing Arts Center, Beacon Performing Arts Center, and the Paramount Theater.

- **There is a market gap for venues ranging between 300-500 seats, although it is possible that the market cannot support that size venue. Although some existing organizations with capacities between 0-149 seats have mentioned that they could benefit from a larger space to perform in, it is unclear the frequency in which they would do so.**



[Bethel Woods. Image: Westlake Reed Leskosky]



3. Consultation Overview



Consultation Overview

Consultation Overview

Summary

AEA conducted nearly two dozen interviews of potential stakeholders and partners for a revitalized Broadway Theater, a full list of which can be found in the appendix. Each interview yielded new insights into potential uses of the facility, the history of Monticello and its surrounding community, as well as the health and priorities of the broader Sullivan County cultural ecosystem. Although no consensus opinion was found among all interviewees, several key themes emerged throughout the conversations, which may provide the Land Bank assistance in determining the best course of action regarding the redevelopment of the Broadway Theater.

Those themes can be found on the following pages.



OneKey MLS

[Image: LoopNet]



Consultation Feedback

Key Takeaways

1. While several options emerged for what the Broadway Theater could become, there is no consensus on what it should become.

Interviewees provided several potential uses of the Broadway theater itself. Although most found it difficult to imagine the building being used for a single purpose, several combinations of uses were suggested. Some imagined a traditional theater space – similar to the building's origins – but with enhanced retail or food and beverage offerings to balance the business model. Others suggested a single screen cinema with similar amenities as there is no pure movie theater in the downtown Monticello area. Some interviewees were less interested in a traditional arts and culture offering and were more interested in something that could increase the vibrancy and foot traffic of Main Street. Those suggestions included hospitality offerings such as a restaurant and bar, educational offerings including classroom space and physical education opportunities, and health and wellness offerings such as a yoga studio or mental health clinic to aid the county's longstanding health issues.

2. A long-term viable model was top of mind for most interviewees.

Regardless of the Broadway Theater's ultimate function, stakeholders were generally concerned about the operation's long-term viability. They noted several businesses that opened in the area and shortly closed thereafter as either revenue projections fell short, expenses increased including an inability to find qualified talent, or a combination of both that resulted in unsustainable operating losses. For this reason, many stakeholders believe a nonprofit organization that could capitalize on contributed revenue may be the most sensible business model, however, that would only be the case if long term regular funding could be found. Interviewees also expressed a desire that the building be put to regular use throughout the year rather than only a few times per week or during certain seasons.



Consultation Feedback

Key Takeaways

- 3. There is no clear preference on who, or what type of organization, would operate the building; however there is a desire that a “local face” be affiliated with management.**

Interviewees were uncertain and often deferential regarding potential management of a revitalized Broadway Theater. They universally recognized that it would need to be operated by a nongovernmental entity, however, that organization could be non-profit or for profit and currently existing or be brand new. Consensus did emerge regarding the operator having a “local face” in order to better connect to and be successful with the local community. Of note, all interviewees that currently run local businesses, including arts organizations, were uninterested in their organization taking on sole management of a new facility. Several were however interested if there were to be partnership opportunities in which local organizations could play a role in the operations of the building while not being the primary management entity.

- 4. Multiple target audiences were identified as potential users of the space, with many believing that local engagement was paramount.**

Stakeholders were split among desired audiences for the building. Many highlighted a potential “either/or” situation regarding locals and seasonal tourists, however, many interviewees expressed an interest in an organization that would equally attract both parties – although they were unsure exactly what offering that would be. Age demographics were raised by several stakeholders, with many suggesting that any new offering in Monticello have a distinct engagement opportunity for local children and young adults, providing additional after school activities and potential physical education activities in the colder months. There was also consensus regarding engagement of Monticello's underserved communities including African Americans, Latinos, and observant Jews.



Consultation Feedback

Key Takeaways

5. Residents, broadly speaking, are unwilling to travel moderate distances for cultural events

The distance between attractions and community centers was a regular point highlighted by interviewees. Many noted that although Sullivan County is relatively small (~40 miles in diameter), residents are often unwilling to travel more than 15 or 20 minutes for events or cultural activities, potentially limiting a regular local audience base. The Broadway Theater's location was highlighted as a key opportunity by some, however, as it would allow those who live in downtown Monticello to walk to the venue and those who need to drive ample parking behind the venue in the municipal lot. Accessible and consistent transportation to the Broadway Theater came up as a concern throughout, as that has tended to alienate many communities who may want to engage with arts and culture in the county but cannot due so because they lack a car or reliable public transportation. While a bus route already exists, adding more stops, extending services, having clearer signage for bus stops and generally improving the bus line can be considered.



4. Options Overview + Analysis



Project Goals

As identified during consultation

Mission of the Sullivan County Land Bank

The Sullivan County Land Bank's mission is to strengthen neighborhoods by mitigating blight through strategic property acquisition that will **create vibrant neighborhoods, increase homeownership, stimulate economic growth** and **support community development** by returning properties to productive use and improve quality of life.

Target Audiences

By location

- Local communities
 - Residents
 - Artists/Local Arts Organizations
- Seasonal tourists
 - Second homeowners
 - AirBnB tenants

By age group

- Children and young adults (primary)
- Adults and seniors (secondary)

DRAFT Criteria for Success / Goals

1. Sustainable Business Model

- Cost-effective operations – breakeven or better, including any contributed revenue
- Contingency funding (e.g., donations) if necessary

2. Engaging Programming Calendar

- Year-round operations to prevent seasonal use
- Engaging content multiple nights per week

3. Audience Capture

- Local audiences the main draw; tourists a plus
- Ensures youth and children participation

4. Main Street Rehabilitation

- Encourages cross-over business with other organizations
- Catalyzes further Main Street development

5. Capital Funding Opportunity

- Clear source of capital funds for rehabilitation



Options Overview + Analysis

Gap Analysis

Based on the market assessment and the consultations, the different takeaways below show the existing gap in the market and the opportunities for the Broadway Theater to fill this gap.

Venue Size

- Several venues exist with fewer than 300 seats, although they are spread throughout the county
- Market gap for venues between 300 – 500 seats, although unclear if such capacity would result in a sustainable business model
- Venues over 500 seats are unsustainable
- Consultation revealed a desire for local organizations to occasionally use the space, but at different configurations and capacities
- **Opportunity: performance space with 300 seats or fewer, although a flexible space (i.e., movable risers and seats) may result in greater use)**

Primary Use

- Several performing arts and music venues exist throughout the county
- There are no cinemas in Monticello, and the closest ones are over 30-minutes
- Consultation suggested:
 - A multi-use venue would be beneficial for multiple organizations
 - Restaurant/bar would be a welcome addition
 - Community space that serves other purposes aside from entertainment could be interesting
- **Opportunity: flexible art space, cinema, or multi-use (e.g., arts and F&B)**

Audience

- Consultation suggested children and youth are a prime audience and engagement opportunity
 - Nearest children's museum is over an hour away; little to none existing offer for young children and families
 - Even fewer opportunities for children in the colder/winter months
- Monticello is more locally diverse than the rest of the region, indicating an opportunity to engage more BIPOC and non-native English speakers
- **Opportunity: focus on families and children or have varied programming for different age groups; involve or focus on works by and for BIPOC audiences**

Management/Operations

- Consultation suggested:
 - Ideal if a local “face” is the primary operator, although no local organization to date has expressed interest in doing so
 - Collaborative operations between local nonprofits could be interesting
 - Working with public health entities or other organizations to offer wellness services could be appealing
- **Opportunity: Single-facility operators, collaborations or partnerships, or outsource some components of the operations (i.e.. F&B)**



Potential Models

Options Overview

Discussed in the following section is a breakdown of four potential AEA-developed options that are based on our gap analysis and initial understanding of project goals.

In considering the options emerging from the interviews, there was no clear consensus direction, and the recurring option of a theater does not appear to be viable based on our review (included in this document). There are other options for the space that may be more promising, and we have identified several that appear to be worth pursuing further. However, these are not all fully commercial options, and would require bringing together partners to create a context for capital fundraising and potentially some ongoing revenue support to enable the wider social, cultural, and economic benefits that cultural assets can bring. This document therefore presents key questions for the Sullivan County Land Bank to consider about how to proceed.

Options and their individual elements will be examined through the lens of their impact on desired goals, operational feasibility, and funding opportunities.

The Land Bank may also choose to consider non-arts-based commercial options (e.g., commercial retail, hospitality, etc.), or to simply “do nothing” with the current space. Those opportunities have not been explored as a part of this study.

OPTION 1: Traditional Stage/Cinema

OPTION 2: Multi-Use Flexible Cultural Venue

OPTION 3: Cabaret/Music Venue with Hospitality Operations

OPTION 4: Cultural Activity-Based Community Center



Traditional Stage/Cinema Summary

OPTION 1
(see slides 39-43)

Overview

A traditional end-stage performance hall that harkens back to the building's history and original intended use.

A single performance space with capacity for up to 300 people and a stage equipped with production quality lighting and sound fixtures that would allow for regular theater, dance, and music performances throughout the year.

A high-definition projector and cinema quality screen would also allow for regular movie theater style operations when there are no live performances.

A fixed concessions area and bar would be included in a large lobby that would also allow for ancillary activities (e.g., workshops, small art exhibitions, etc.) outside the main venue.

One retail storefront would serve as the primary box office with the other leased to an outside business.



[Image: Theater Row, New York City]



Multi-Use Flexible Cultural Venue

Summary

OPTION 2
(see slides 44-52)

Overview

A multi-use, large open flexible space that can serve a broad base of users. Venue could have adjustable riders at one end of the venue that can be moved as needed.

Modular staging, lighting, and sound grid would enable performance content in multiple mediums and allows for multiple performance locations throughout the venue. This could include semi-permanent partitions that allow for custom green room/dressing room areas within the larger space itself.

One retail storefront could serve as the primary box office with the other leased to an outside business.

There would be no permanent concessions stand but rather a dedicated pantry with a refrigerator and oven that could be a part of the retail storefront if it is food-based.



[Image: ISSUE Project Room]



Cabaret/Music Venue with Hospitality Operations Summary

OPTION 3
(see slides 53–61)

Overview

A cabaret/music venue with a hospitality offering that provides cultural content alongside food and beverage options that would bring new dining options, nightlife, and music to Monticello.

A single performance space apt for theatrical or musical performances with capacity for up to 200 people, with a stage equipped with production quality lighting and sound fixtures that would allow for regular cabaret, music, and theatrical performances throughout the year.

A restaurant-grade kitchen and bar would provide food and drinks to patrons all year round regardless of what and when programming is presented (i.e., the restaurant is open even if there are no performances).



[Image: City Guides NY]



Cultural Activity-Based Community Center Summary

OPTION 4
(see slides 62-74)

Overview

A cultural activity-based community center would be a custom outfitted facility that combines a cultural offering with community needs. Ideally, there would be weekly and after-school programming, and depending on the chosen option, certain spaces could have extended hours. The options for this space could include:

- Maker space
- Wellness center
- Children's play center

All these options would include space for cultural activities or programming. A flexible interior that could be broken up into several suites/rooms to provide different services or programming would facilitate having different activities in the space. The storefronts could be used as separate retail spaces or related to the interior business/programming.



[Image: NAI Wisinski of West Michigan]



Options Analysis

Criteria Comparison

Each option was evaluated across the draft criteria established in slide 30 showing the challenges and opportunities they would present in those categories.

	Option 1: Traditional Stage/Cinema	Option 2: Multi-Use Flexible Cultural Venue	Option 3: Cabaret/Music Venue with Hospitality Operations	Option 4: Cultural Activity-Based Community Center
Sustainable Business Model	Financially sustainable; dependence on donations may vary	Sustainable if there are ticketed events. Strong dependence on contributed income	Sustainable if there are ticketed events. Restaurant and bar sales would also result in earned income	Financially sustainable if there is a membership model, ticketed activities/events, or other revenue streams; dependence on donations may vary
Programming Calendar	Year-round calendar with nightly or weekly shows	Year-round calendar with a range of after-school activities, weekly classes/workshops, and evening shows	Year-round calendar with nightly or weekly shows	Year-round calendar with after-school activities or weekly classes/workshops
Audience Capture	Local audiences would be main draw, but appealing to tourists and outsiders	Local audiences would be main draw, but appealing to tourists and outsiders	Local audiences would be main draw, but appealing to tourists and outsiders; older audiences	Local audiences would be main draw, especially children and families
Main Street Rehabilitation	Increased foot traffic could be a catalyst for restaurants, bars, and other Main Street businesses.	Increased foot traffic could be a catalyst for restaurants, bars, and other Main Street businesses.	Partnership opportunities with F&B operator for the restaurant/bar; could be a catalyst for more businesses	Catalyst for Main Street development: Maker Space – yes Wellness Center – yes Children Play Area – less so
Capital Funding Opportunity	Clearer sources of capital funding though a theater would be more challenging due to competition	More challenging to find sources of capital funding; partnerships may be necessary if non-profit	Clearer sources of capital funding; single venue operator with subcontractors for hospitality	More challenging to find sources of capital funding; partnerships may be necessary if non-profit



Options Analysis

Scoring [to be completed live]

The criteria below was weighed on a scale of Low to High, with 1 being Low and 3 being High. The weight of the criteria and the scoring for each of the options is based on the work above and the operational assumptions for each of the options. These are up for discussion.

Criteria Categories	Weighting	Weighting		Option 1: Traditional Stage/Cinema	Option 2: Multi-Use Flexible Cultural Venue	Option 3: Cabaret/Music Venue with Hospitality Operations	Option 4: Cultural Activity-Based Community Center
Sustainable Business Model	High	3					
Programming Calendar	Medium	2					
Audience Capture	Medium	2					
Main Street Rehabilitation	Low	1					
Capital Funding Opportunity	High	3					
<i>Weighted Total Score</i>				0	0	0	0



5.

Options Details and Case Studies



Traditional Stage/Cinema Operational Assumptions

OPTION 1

Programming Summary

- Rotating performance calendar for both touring/produced productions as well as local (e.g., school/community) performances
- Opportunities for speaking engagement rentals and meetings
- Daily cinema use with multiple showings per day when programming necessitates
- The lobby can be open daily for walk-ins and/or meetings, with the concessions stand acting as a café if demand allows

Revenue Streams

- Ticket sales to productions and cinema screenings could be offered at market rate (\$30-\$50 for productions and \$10-\$12 for cinema), but total revenue would depend on percent capacity and the number of offerings
- Concessions sales are likely to be break-even (or a loss leader) as COGS and staffing often outweigh prices
- Retail rent and event rentals provide ancillary revenue opportunities

Management Structure

- Single facility operator in charge of productions, concessions, and rentals
- Likely a nonprofit entity yet to be created, although potential exists for an existing company to take on operations
- Partnership opportunities for front-of-house gallery shows and events

Audience(s)

- General population, although higher percentage of local audiences given the cinema offerings
- Primarily local audiences for community shows, with touring shows providing a tourist draw



OPTION 1
Case Study

Hurleyville Performing Arts Centre

Hurleyville, New York

Hurleyville Performing Arts Centre

Hurleyville, New York

OPTION 1
Case Study

Programming Summary

- HPAC presents quality classes, fine arts programming, and a diverse performing arts series that emphasizes accessibility
- This includes:
 - First Run Features: blockbuster films and independent releases
 - HPAC LIVE!: music, dance, and theatre performances
 - HPAC Connects: community-based arts and film events offered in partnership with local nonprofits
 - Gallery222: art gallery showcasing local and national artistic talent
 - Dance and yoga classes

Space

- 6,800 square foot ballroom event space with chandeliers
- 130-seat cinema with plush seating and top of the line audio visual equipment
- Dance and yoga studio
- Upscale restaurant/bar/café that supports in-house catering operations and provides an additional attraction for patrons
- 808 square foot white-walled gallery space



Hurleyville Performing Arts Centre

Hurleyville, New York

OPTION 1
Case Study

Takeaways for the Broadway Theater

- Even with ticketed programming, about 79% of HPAC's 2022 revenue came from donations, grant revenue, and auction income. With this option, the Broadway Theater would likely still be reliant on contributed income
- HPAC spends more than \$60,000 every year marketing to local audiences. This signals a potential expense for the Broadway Theater as community outreach and marketing will be essential
- Out of 10,000 tickets sold in 2019 80% of customers were Sullivan County residents, 25% were families with children under 12 years old, and 20% were seniors
- As a newly independent arts center, one of HPAC's strategic imperatives is to develop a reserve fund to ensure sustainability. The Broadway Theater may want to consider something similar
- HPAC is only 12 miles from the Broadway Theater and one of 14 theaters/performing arts spaces within a 60-minute radius. HPAC is the closest venue with a proper cinema screen in a 60-minute radius from Monticello. While there is not a strong need for another traditional stage/cinema venue with a smaller size and similar offering, a local, affordable cinema could be appealing



[Image: HPAC website]



Case Studies

Hurleyville Performing Arts Centre

Hurleyville, New York

OPTION 1
Case Study

Revenue Streams

- General admission cinema tickets are \$12
- Performances and workshops range from \$15-\$40
- Cinema and ballroom are rented out for special events
- The restaurant/bar/cafe offers is open Thursday-Saturday for lunch and dinner, with prices ranging from \$10-\$30 per plate, which attracts visitors even if there are no shows
- Rely heavily on contributions and grants to cover costs

Audience(s)

- General population, all ages and demographics
- Emphasis on local outreach and marketing

Management Structure

- Independent non-profit
- Five full-time employees and three part-time employees, all local



[Image: HPAC website]



Multi-Use Flexible Cultural Venue

Operational Assumptions

OPTION 2

Programming Summary

- Programming could include theater, music, dance, and other interdisciplinary mediums as well as speaking engagements and other convenings
- Rotating performance calendar for both touring/produced productions as well as local (e.g., school/community) performances
- Opportunities to partner with or rent the space to performing arts organizations

Revenue Streams

- Ticket sales to events, performances, and screenings could be offered on a sliding scale depending on the type of event, but total revenue would depend on percent capacity and the number of offerings
- Retail rent and event rentals provide ancillary revenue opportunities

Management Structure

- Operated by an independent 501C3, which could be an existing organization taking it over that curates and rents out the space
 - E.g. Nesin Cultural Arts
- Potential Board or Advisory Council made up of community members

Target Audience(s)

- General population, both residents and tourists
- Community based groups, schools
- Primarily local audiences for community shows



Safe Harbors on the Hudson Ritz Theater

Newburgh, New York

Safe Harbors on the Hudson Ritz Theater

Newburgh, New York

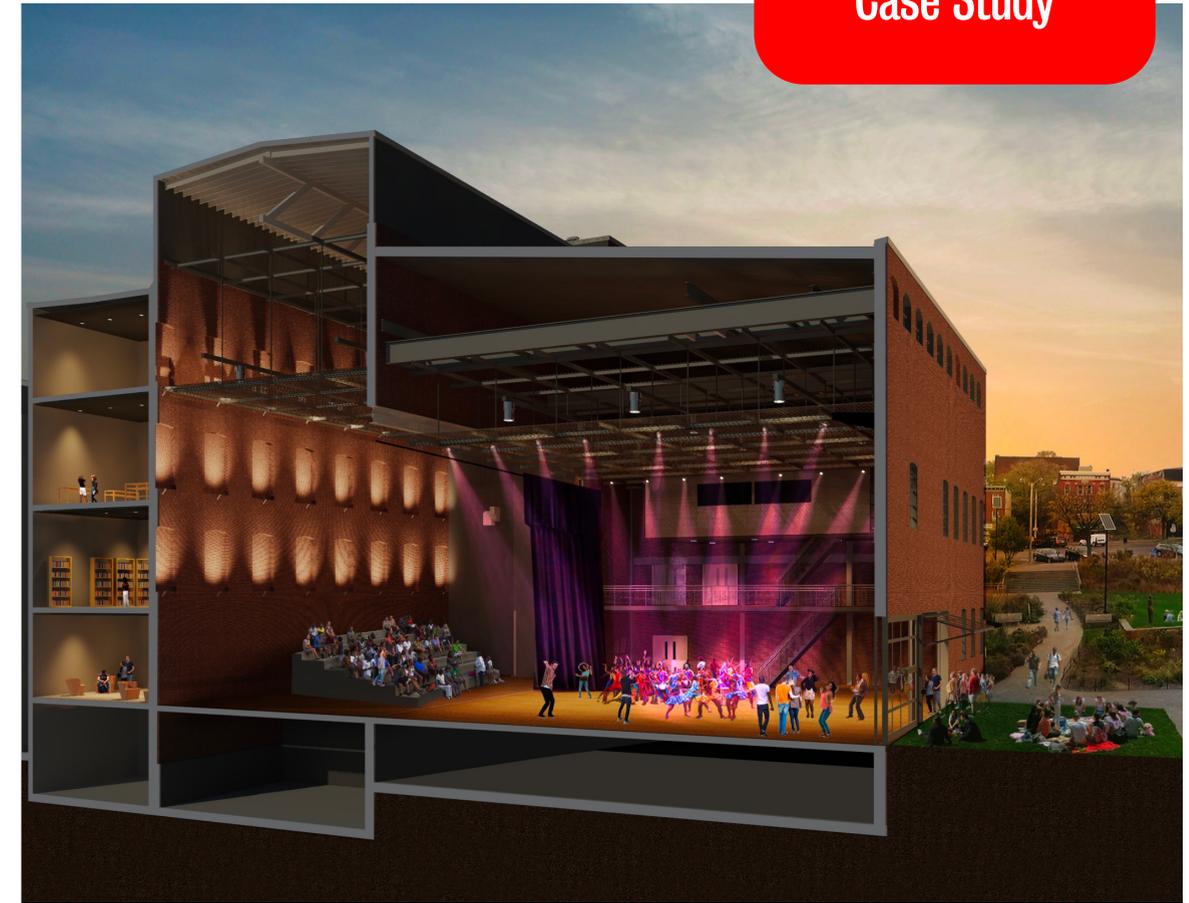
OPTION 2
Case Study

Introduction

AEA recommended reopening the Ritz as a flexible event and performance space that could accommodate a range of events up to 1,000 capacity. The new design will be created through a “light touch” process, preserving the theater’s unique character, while focusing on creating large, open spaces with adaptable lighting and the capacity for quick, cost-effective change-over room configurations. There will be no fixed stage or fixed seating. An open connection to the Safe Harbors Green, a community green space, will enhance the event and rental opportunities.

Space

- Fits 720 standing, 410 seated, and 400 in a banquet arrangement
- Adaptable “polished” warehouse Main Hall with a flat floor to maximize flexibility of configurations, and a seating system that can be deployed as needed
- Two or three flexible “prep” rooms that could serve as a back of house, an artist green room, a wedding bridal suite, or a catering prep room.



[Image: Ritz Theater Rendering by DPB Architects]

Note: The Ritz Theater restoration has not yet been completed. These projections are from AEA’s final operating feasibility study with Safe Harbors of the Hudson in May 2020.



Case Studies

Safe Harbors on the Hudson Ritz Theater

Newburgh, New York

OPTION 2
Case Study

Takeaways for the Broadway Theater

- Creating a large, flexible, industrial-chic “warehouse” space minimizes both initial investment and operating overheads compared to a traditional theater venue.
- The flexibility in configuration, ease of use of on-site lighting and sound technology, and options to scale pricing to the size and needs of users will ensure the space can be used for a wide range of event types.
- Similar to the Broadway Theater, the new Ritz aims to bring together diverse communities and constituencies that have historically been isolated each from the others. The Ritz will target both residents of, and visitors to, Newburgh and the region, with an emphasis on providing local artists and residents with opportunities to engage with the arts.
- For rental events, the Ritz will compete for visitors from regional hubs (New York City, Poughkeepsie, Westchester, etc.) that may have limited space, a different character, or price flexibility. The Broadway Theater would also face some competition due to the existing theater offer in the region.
- To support financial stability, the Ritz will ensure that both strong producing partners and dedicated funding outside of the core operations budget are in place before booking programs.



[Image: Safe Harbors on the Hudson Ritz Theater]



Safe Harbors on the Hudson Ritz Theater

Newburgh, New York

OPTION 2
Case Study

Programming Summary

- Varied annual programming building from 35 annual to 70 events after 5 years of operations
- Range from small-scale community events (open mics, evening educational programs) to larger-scale festivals and parties.
- In the opening years, the programming strategy will rely on commercial rentals and a limited number of co-production events
- As the market grows, the balance of events will shift from rentals to more co-productions, productions, and presentations with Hudson Valley arts organizations and select visiting productions

Management Structure

- Owned and operated by Safe Harbors (likely through the existing Ritz Theater entity) employing 6 additional full-time staff tasked with venue production and management, bookings, and expanded marketing/development capacity

Audience(s)

- General audience, both residents and visitors
- For rental events, the Ritz will compete for visitors from regional hubs (New York City, Poughkeepsie, Westchester, etc.)
- Approximately 25,000 people are projected to attend the Ritz annually

Revenue Streams

- Net income from an estimated 40-50 private rental events per year (after 3+ years in market) will help support self-programmed, community focused initiative
- To support financial stability, the Ritz will need to ensure that both strong producing partners and dedicated funding outside of the core operations budget are in place before booking programs.



OPTION 2
Case Study

ISSUE Project Room

Brooklyn, New York

ISSUE Project Room

Brooklyn, New York

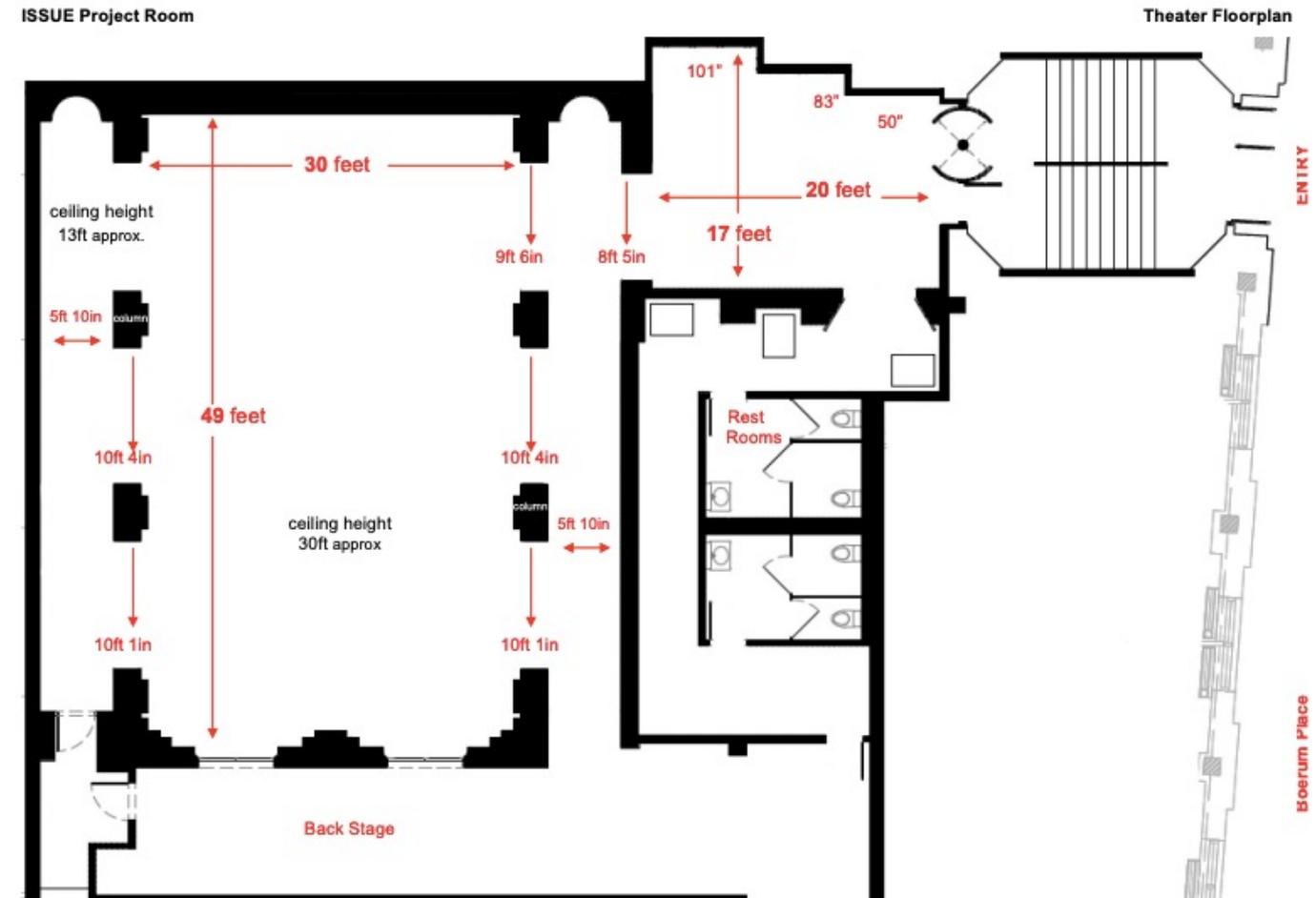
OPTION 2
Case Study

Introduction

ISSUE Project Room in downtown Brooklyn is an interdisciplinary performance center that presents projects by both emerging and established experimental artists. Once renovations are completed, the ground floor space will accommodate a variety of temporary set ups—from a platform stage to circular seating that fosters an “in-the-round” feel.

Space

- Highly flexible 5,000 square feet open main space that seats 150 comfortably
- 32-foot vaulted ceilings
- 150+ black folding chairs and six folding tables
- Full acoustic and theater systems
- Green room/recording studio
- Lobby with a box office and concessions
- Back of house and administrative offices.



[Image: ISSUE Project Room Renovation Renderings]



ISSUE Project Room

Brooklyn, New York

OPTION 2 Case Study

Takeaways for the Broadway Theater

- ISSUE Project Room's theater was originally built in 1926. The original stylistic features are being preserved and used as a marketing tool to attract renters. Any preservable elements of the original Broadway Theater could be maintained for the same purpose.
- The organization relies on a large network of un-paid interns to support performances. Interns gain experience in general operations, marketing and outreach, audio/video archiving, development, and technical/production skills.
- ISSUE participates in partnership and outreach events in a variety of community and educational contexts, offering presentations, workshops, symposia and discussions across disciplines.
- The only furniture used at ISSUE Project Room is folding chairs and tables. While this guarantees flexibility in configuration and options to scale pricing to the size and needs of users, some visitors may find the seats less aesthetically pleasing and uncomfortable.
- The space does not have a kitchen or a slop sink, which means any renters need to contracting catering services that are self-contained in terms of waste disposal.



[Image: ISSUE Project Room]



Case Studies

ISSUE Project Room

Brooklyn, New York

OPTION 2 Case Study

Programming Summary

- 100+ programs each year, including
 - music concerts, films, dance, and interdisciplinary performances
 - critical theory lectures and literary readings and discussions,
 - visual and sound art, new media, and site-specific work, commissions
 - educational workshops, and master classes
- Also hosts an annual Artists-In-Residence Program and Curatorial Fellowship

Revenue Streams

- Ticket prices range from \$15-\$30 per concert/event
- The theater is rented out for special events such as weddings
- Rely on donations to cover the bulk of their costs—memberships start at \$50

Management Structure

- Non-profit
- Have a 10-person Board and an Artistic Advisory Council
- Full-time staff is composed of 11 people

Audience(s)

- General population, though the type of shows and music tend to focus on older people, not necessarily families or children
- Visitors likely come from a wide range of places for performers, though most audiences tend to be from New York City



Cabaret/Music Venue with Hospitality Operations

Operational Assumptions

OPTION 3

Programming Summary

- Programs could have longer runs (i.e., a cabaret production that performs 6x per week for 6 months) OR be nightly (e.g., jazz club or comedy club)
- Opportunities to partner with or rent the space to performing arts organizations
- Performers would be a mix of locals and touring acts to maximize possible attendance and encourage mid-year outings
- The restaurant and bar can be open daily for walk-ins and/or meetings

Revenue Streams

- Ticket sales to shows and concerts could be offered at market rate (\$15 cover charge and a \$20 consumption minimum), but total revenue would depend on percent capacity and the number of offerings
- The restaurant could be profitable assuming people go regardless of the programming, and could help sustain operations if ticket sales are lacking
- Retail rent and event rentals provide ancillary revenue opportunities

Management Structure

- Single facility operator in charge of shows and concerts and rentals, but may subcontract out certain responsibilities (i.e., an arts organization is in charge, but hires F&B company for the restaurant or vice versa)
- Partnership opportunities for front-of-house gallery shows and other events

Target Audience(s)

- General population, although higher percentage of local audiences given the unique offer
- Restaurant is likely to attract the general population
- 21+ for most programs and events, with the possibility of appealing to families and youth with specific programming
- Primarily local audiences for community shows, with touring shows providing a tourist draw



OPTION 3
Case Study

Towne Crier Cafe

Beacon, New York

Case Studies

Towne Crier Cafe

Beacon, New York

OPTION 3 Case Study

Introduction

A music venue/restaurant that was originally housed in a former stagecoach stop, general store, and hotel in Beekman. In 2014, the Towne Crier moved to its current location in Beacon. The space has both a Main Stage area, a smaller performance space (Salon Stage), and a kitchen and bar. There is a retractable wall between the music and the dining areas that can be moved depending on the expected capacity.

Space

- Large, open-tiered room with a stage in one corner and a bar, adjacent to the main room
- 100-seat space just for diners, with its own entrance on the side of the building
- 170 seats for the Main Stage
- Tall ceilings and plenty of windows
- A Main Stage space and a Salon Stage space (a smaller, cozier, softly lit place)



[Image: Frank Becerra Jr., Poughkeepsie Journal]



Case Studies

Towne Crier Cafe

Beacon, New York

OPTION 3 Case Study

Takeaways for the Broadway Theater

- The cafe offers brunch, lunch, dinner and desserts and is open Thursday afternoons (4-9pm), Fridays (4-9:30pm), and Saturdays and Sundays from 10:30am-9pm
- Seating for the Main Stage shows are done in 30-minute increments for those who want to have dinner before the show
- Dinner is not included with the ticket price and dinner reservations require a consumption minimum. Those who do not wish to join for dinner can purchase a “Show Only” ticket. Guests joining for dinner have priority seating
- Kitchen is open until 9pm and the bar service is available throughout the night
- An additional, smaller space, Salon Stage, provides complimentary live music while you dine including a Tap Room



[Image: Harold Bonacquist, Flickr]



Towne Crier Cafe

Beacon, New York

OPTION 3 Case Study

Programming Summary

- Main Stage offers the bigger shows and performances, with 2-3 shows per week
- Salon Stage features local Hudson Valley and touring artists nightly

Revenue Streams

- Ticket prices range from \$20-\$45 advance and \$25-50 at the door, with a minimum Entrée per person
- The restaurant offers brunch, lunch, dinner and desserts, with prices ranging from \$9-30 per plate, which attracts visitors even if there are no shows

Management Structure

- Single facility operator (family-owned) in charge of the shows, concerts, and restaurant

Audience(s)

- General population, though the type of shows and music tend to appeal to a middle-aged or older demographic
- Restaurant is likely to attract the general population
- Visitors come from a wide range of places for a popular-enough artist, though most audiences tend to be from New York City, with diners from the area and the Tristate region



OPTION 3
Case Study

National Sawdust

Brooklyn, New York



National Sawdust

Brooklyn, New York

OPTION 3
Case Study

Introduction

National Sawdust is a non-profit, intimate performing arts and music venue located in a converted sawdust factory in Brooklyn. The state-of-the-art venue was opened in 2015 and required a \$16 million effort to outfit it with cutting-edge recording and streaming capabilities that help attract upcoming musical talent and established artists.

Space

- 2,000 square foot Main Hall with maximum 300 seat capacity with balcony on three sides
- 160 black chairs + 20 black cabaret tables; 125 capacity for cabaret seating and 150 capacity for theater seating
- State-of-the-art lighting plot, sound system, video projection and projection screen
- Restaurant seated 35 and 50 standing, and connected to the National Sawdust lobby



[Image: National Sawdust]



National Sawdust

Brooklyn, New York

Takeaways for the Broadway Theater

- High quality of sound, recording, and streaming capabilities attracts world-class talent and interested audiences. As a cabaret/music venue, the Broadway Theater could focus on the quality of a single performance space to attract artists
- National Sawdust ran a small restaurant and bar, Cosmico, connected to the venue, which brought in additional revenue before and after shows, and during “dark hours.” It has since closed.
- While the venue is a single space, there are a variety of programs that go beyond performance and utilize the space in unique ways such as the National Sawdust Tracks, the National Sawdust Projects, and the Artist-in-Residence program. While those may be too complex for the Broadway Theater in its beginning stages, it shows the possibility of using the space in a way that goes beyond concerts and performances
- Flexibility of seating (theater or cabaret style) facilitate adjustments in capacity
- National Sawdust’s contributed income allows it to offer tickets at much lower prices than a commercial venue; ideally, the Broadway Theater would be able to do the same but through earned income



[Image:Vicente Muñoz]



National Sawdust

Brooklyn, New York

OPTION 3 Case Study

Programming Summary

- Varied annual performances
- *National Sawdust Tracks* – Non-profit in-house record label that records and releases recordings by artists that use the National Sawdust facility to experiment with new approaches to their music and craft
- *National Sawdust Projects* – the producing arm, which focuses on producing, incubating, and touring new interdisciplinary music projects
- *Artist-in-Residence program* – one-year program that offers time, space, professional assistance, and access to cutting edge recording and streaming services in the facility for musicians to create new works based on pertinent social or political themes

Management Structure

- Non-profit operating under Original Music Workshop
- Have a 22-person Board, an Artistic Advisory Board, and a Founding Board/Philanthropic Investors
- Staff is composed of 21 people

Revenue Streams

- Ticket prices range from \$15-\$40 per concert/event
- The restaurant offered a rotating selection of natural wines, cocktails, and small plates
- The Main Hall and (previously open) restaurant space are all available for private rentals
- Rely on donations to cover the bulk of their costs

Audience(s)

- General population, though the type of shows and music tend to focus on older people, not necessarily families or children
- Restaurant is likely to attract the general population
- Visitors likely come from a wide range of places for performers, though most audiences tend to be from New York City



Cultural Activity-Based Community Center

Operational Assumptions

OPTION 4

Programming Summary

- *Maker space*— a series of craft studios to allow local artisans a space to work as well as provide classes and workshops to both locals and tourists; a separate area could be reserved to sell those crafts to the public with profits split between the artist and the primary organization
- *Wellness center* — a wellness studio that provides multiple health-based amenities to the community such as a yoga studio, a health-food store, art therapy workshops, a mental health center, and a juice bar
- *Children's play center* — an educational “play place” for children to play, exercise, and learn throughout the year. Classrooms could also be set up for workshops and after-school sessions

Revenue Potential

- Ticket sales to arts and yoga classes and workshops in the community center or subsidized ticketing
- Free programming would likely attract more people, but significant contributed revenue would be necessary
- Low, accessible studio space rental fees for local artisans
- The retail spaces can be used for a health-food store, a juice bar, coffee shop
- Flexibility of space could allow for event and space rentals

Management Structure

- The facility could be operated by a local government entity, a new non-profit, or an existing non-profit
- Partnership opportunities for gallery shows, workshops, and other events

Target Audience(s)

- General population, although higher percentage of local audiences given the possible weekly, after-school offerings
- A juice bar, health food store, or café is likely to attract the general population
- Programming will target audiences of all ages and demographics. Some of the options, like the Children's play center, will clearly target families and children, while the other options will have programming for more varied audiences



OPTION 4
Case Study

the cooperage.
ten thirty main

the cooperage.
ten thirty main

The Cooperage Project

Honesdale, Pennsylvania

Case Studies

The Cooperage Project

Honesdale, Pennsylvania

OPTION 4 Case Study

Introduction

The Cooperage Project was founded on the premise that strong communities are built upon strong relationships. The project started in the summer of 2009, through the work of local farmers who brought their weekly harvest to market and offered it for sale to the community. The Cooperage Project, located in a revitalized building, offers a range of instructive and entertaining activities and programs categorized in four primary areas: Performance Events, Learning Opportunities, Markets, and Good Times/Good Works Gatherings. Their strategy hinges upon the interplay of these complementary elements that bring the community together.

Space

- Flexible open space that can be adapted based on needs
- Projector and screen available for use
- State-of-the-art sound system
- Kitchen for cooking classes or private events
- Open space in the front of the building for markets
- Top floor is a multi-purpose space
- Space is shared with other non-profits



[Image: Discover NEPA]



The Cooperage Project

Honesdale, Pennsylvania

OPTION 4 Case Study

Takeaways for the Broadway Theater

- The Cooperage Project incorporates a multi-disciplinary approach to its programs, combining social issues like taking care of the environment or mental health with the arts. As a cultural-based community center, the Broadway Theater space could offer programming that focuses on different social issues relevant to the community through an arts lens.
- There are ways to use the space for programming but also letting the community use it for its own needs, such as a market for local farmers and artisans.
- The Cooperage Project's has a variety of educational programs for children, some of which occur after school, which would be something for the Broadway Theater to employ since there is a gap in accessible after school programming in Monticello.
- The flexibility and community focus of The Cooperage Project allows it to pivot to best serve the community's needs at any given time; for example, in March 2020, The Cooperage Project created a family food relief program.



[Image: Discover NEPA]



The Cooperage Project

Honesdale, Pennsylvania

OPTION 4 Case Study

Programming Summary

- Offer a variety of programs ranging from Open Mic Night and Drag Bingo to musical performances and informative programs on local food producers
- Farmers market occurs weekly on Saturdays
- *Pop-Up Club* – free after-school program that brings hands-on learning opportunities for middle school students with an emphasis on STEAM subjects (Science, Technology, Engineering, Art, Mathematics)
- *Romping Radishes* – a hands-on learning program focused on physical, social and mental health and wellness for children, exploring topics such as healthy eating, art expression, and taking care of the environment
- *Bright Kids Yoga* – yoga classes for kids

Revenue Streams

- Funding comes from grants, individual and business donations, and donations collected at the door for programs
- The main space is rented out for special events such as weddings

Management Structure

- Non-profit
- Share the building with other organizations (WJFF Radio Catskills and SEEDS), and partner with them for events
- 9 staff members and a Board of Directors

Audience(s)

- General population, all ages and demographics





OPTION 4
Case Study

Futureworks NYC (Makerspace)

Brooklyn, New York



Makerspace NYC

Brooklyn, New York

OPTION 4 Case Study

Introduction

Makerspace NYC is a non-profit that started in 2013 and is a community-based manufacturing workspace that offers access to tools and equipment, and enables members to launch their own business, develop professional skills, or pursue a hobby. There are two locations: Futureworks NYC in Brooklyn, and Makerspace in Staten Island. The Futureworks location has a variety of industrial and advanced manufacturing equipment for both aspiring and experienced makers, as well classes and workshops for adults and children. Educational programming and classes for kids embed STEAM.

Space

- On-site wood shop and metal shop
- Open workspace and tables
- Community meeting room/kitchen
- Private studios: 200-400 square feet



[Image: Makerspace]



Makerspace NYC

Brooklyn, New York

OPTION 4 Case Study

Takeaways for the Broadway Theater

- A combination of membership model and free programming could be an interesting approach to a culture-based community center at the Broadway Theater. This would attract artists and makers who need a space but either can't find one in Sullivan County or cannot afford it. An accessible membership scheme could facilitate that. Free or low-cost tickets for classes and programming would allow other members of the community to use the space
- While the focus of Makerspace NYC is very niche, the idea of a maker space that allows artists and artisans to use the space through a membership model or accessible rental fees, could be applicable to the Broadway Theater space. As in the case of Makerspace NYC, aside from providing studio space for artists, the center could also offer programs and classes for children or amateurs
- Makerspace NYC focuses on knowledge-sharing and creating a space where creatives with different skillsets can come together and share their knowledge with each other. If a similar model were employed at the Broadway Theater, it would allow for children to learn from artists and for artists to learn from each other, promoting the value of the arts



[Image: Brooklyn Eagle]



Makerspace NYC

Brooklyn, New York

OPTION 4 Case Study

Programming Summary

- *Adult classes* – range from “Basic use and safety” to “Advanced skills classes.” The “Basic use and safety” class is a requirement to be able to use the machinery in the space
- *K-12 programs* – programs (currently virtual) include a “Maker Field Trip” where students get a 10-minute virtual tour of one of the MakerSpaces; a “Guided Activity Kit” where one of the teaching artists guides students through a 90-minute lesson; or “Live Demonstration” where students get a 30-minute discussion with a maker on subjects like molecular metals or plasma.
- *Family and group programming* – workshops for families offered at both locations
- *Residency* – 5-month residency with a public art exhibition at Maker Park

Management Structure

- Non-profit led by husband-and-wife co-founders that works with various partners and sponsors for programs

Revenue Streams

- *Adult classes*: Hourly rates \$75 non-members and \$60 members
- *K-12 programs*: some activities are free (Maker Field Trip), while others have a cost of \$12 per student or \$10 for Title I Schools (Guided Activity Kit), or \$60 for the Live Demonstration
- Membership consists of three tiers: Associate (\$150/year), Maker (\$150/month), or Pro (\$250/month)

Audience(s)

- Workshops in industrial machinery are limited to age 18+. Some non-industrial machine classes, such as laser cutting or 3D printing are suitable for ages 13+
- Programs available for K-12 and older



OPTION 4
Case Study

Lola & Tots
Brooklyn, NY



Case Studies

Lola & Tots

Brooklyn, New York

OPTION 4 Case Study

Introduction

Lola & Tots is a cultural education center redefining work-life balance with a new way to work and play that benefits the entire family. Through membership-based options, Lola & Tots offers working parents the opportunity to use co-working spaces in the space while their children engage in quality care and programming, focused on learning and play. Membership benefits include:

- Childcare and programming for up to 25 hours with free open play on weekends
- Co-working spaces
- Access to social media, newsletter, anti-racism resources & community
- Discounts for birthday events and after-school classes
- Free virtual, on-demand workouts, coffee, and wine
- Discounts to partner organizations and small businesses

Space

- Flexible desks, private offices, and conference space in the co-working area in the lower level
- Upper level is play area for kids



[Image: Lola & Tots]



Lola & Tots

Brooklyn, New York

OPTION 4 Case Study

Takeaways for the Broadway Theater

- Combining co-working spaces with childcare and play areas for kids is a way to serve the community by giving parents a space to work without being away from their children. Additionally, it gives children learning and play options that might not be readily available at home.
- Offering after-school programs and other programming for children like summer camps and play spaces on weekdays and weekends would give parents options for their younger children, and summer camps could even appeal to tourists spending time in the Catskills for the summer.
- Membership model could be made more affordable than that of Lola & Tots to tailor it to the household income of Monticello and the neighboring towns but could be a way of generating revenue for the space.
- A combination of free, subsidized, and ticketed programming would allow the space to be more accessible.
- While Lola & Tots uses the additional space for co-working, the Broadway Theater could utilize it for other community needs, programming, or events, including a smaller maker space or wellness space; parents could still utilize the other space for childcare and play.



[Image: Lola & Tots]



Lola & Tots

Brooklyn, New York

OPTION 4 Case Study

Programming Summary

- *Enrichment programs* – includes activities like sing-alongs, hip-hop, breakdancing, or exploring cultures and learning through language, movement and art. These come in the form of after-school classes, outdoor day and summer camps, or themed events, all with a Spanish focus
 - *Open play*
 - *Camps*
 - *Special events*
- *After-school programs* – tailored to the group of students and can be educational (e.g., homework help, art, little scientists), sports-related, or recreational (e.g., yoga, baking, music)

Management Structure

- For-profit company owned and managed by two women
- 4 main staff

Revenue Streams

- Camps range from \$450/week to \$105/day
- Some special events and programming is free
- Party packages range from \$450 to \$700+
- 4 membership plans: Grey (\$500/month), Yellow (\$880/month), Red (\$1200), Black (\$1800) → main difference is the number of hours of care per month and discounts on Open Play on Weekends
- Caregiver + Me Monthly Plans: Nanny Plan (\$200) and Parent + Me Plan (\$215)

Audience(s)

- Working parents and children
- Family-oriented



Appendix

- Demographic Indicators in Detail
- Economic Indicators in Detail
- Consultation List



Demographic Indicators in Detail

	Monticello	Sullivan County	Delaware County	Ulster County	Orange County	Rockland County	Total Region	New York State
Total Population (2020)	6,429	75,329	44,676	178,371	382,077	325,213	201,133	19,514,849
Age								
Under 5	8.8%	5.8%	3.9%	4.4%	6.7%	8.1%	5.8%	5.8%
5 - 9	7.1%	5.4%	4.5%	4.7%	6.9%	7.5%	5.8%	5.6%
10 - 14	6.6%	6.3%	4.9%	5.3%	7.4%	7.9%	6.4%	5.9%
15 - 19	2.7%	6.3%	7.1%	6.1%	7.6%	7.3%	6.9%	6.1%
20 - 24	2.4%	5.4%	6.1%	6.4%	7.5%	6.5%	6.4%	6.6%
25 - 34	21.5%	12.1%	9.9%	12.4%	11.8%	11.6%	11.6%	14.7%
35 - 44	13.6%	11.1%	9.5%	11.6%	11.8%	11.1%	11.0%	12.4%
45 - 59	15%	21.1%	20.6%	21.9%	20.4%	18.7%	20.5%	20.0%
60 - 74	16.2%	19.2%	22.9%	19.1%	14.4%	14.2%	18.0%	15.7%
75 and older	6.5%	7.4%	10.5%	8.1%	5.8%	7.2%	7.8%	7.2%
Median Age	35.8	42.8	48.3	44.1	37.1	35.9	41.6	39.0
Race								
Hispanic or Latino	37.2%	16.4%	4.0%	10.5%	21.0%	17.8%	13.9%	19.1%
White	33.4%	70.6%	91.6%	77.0%	63.1%	62.9%	73.0%	55.2%
Black or African American	22%	7.7%	1.6%	5.5%	10.1%	11.2%	7.2%	14.0%
Native American	0.6%	0.2%	0.1%	0.1%	0.2%	0.1%	0.1%	0.2%
Asian	2.2%	1.6%	0.8%	1.8%	2.8%	6.0%	2.6%	8.5%
Other	1.2%	0.9%	0.2%	0.6%	0.5%	0.5%	0.5%	0.6%
Two or more	3.0%	2.7%	1.6%	4.5%	2.3%	1.5%	2.5%	2.4%
Foreign Born	11.7%	9.5%	4.4%	7.7%	11.5%	21.2%	10.9%	22.4%
Languages other than English spoken at home	21.9%	15.8%	6.2%	10.7%	24.9%	29.4%	17.4%	30.3%
Spanish	17.6%	8.8%	2.8%	6.0%	13.2%	14.0%	9.0%	14.7%
Education								
Population 25 Years and over	4,651	53,315	32,831	130,502	244,598	203,609	132,971	13,649,157
Less than 9th grade	9.4%	5.1%	2.6%	2.8%	3.7%	5.3%	3.9%	6.0%
9th to 12th, no diploma	14.0%	8.0%	7.9%	6.0%	6.4%	6.2%	6.9%	6.8%
High School (includes equivalency)	34.0%	32.3%	39.2%	28.8%	28.6%	21.9%	30.2%	25.5%
Some college	14.4%	17.7%	16.6%	18.5%	19.8%	17.0%	17.9%	15.5%
Associate's degree	7.5%	10.4%	11.5%	10.7%	10.7%	7.7%	10.2%	8.9%
Bachelor's degree	16.0%	14.6%	11.8%	17.8%	17.7%	22.9%	17.0%	20.9%
Graduate or professional degree	4.5%	11.9%	10.3%	15.4%	13.1%	19.0%	13.9%	16.5%
High school graduate or higher	76.5%	91.1%	89.5%	91.2%	89.9%	88.5%	90.0%	87.2%
Bachelor's degree or higher	20.6%	30.2%	22.1%	33.2%	30.8%	41.9%	31.6%	37.5%

Note: The Village of Monticello is included here for comparison to the counties, but it is not included in the regional average. The same method is used in Economic Indicators.



Economic Indicators in Detail

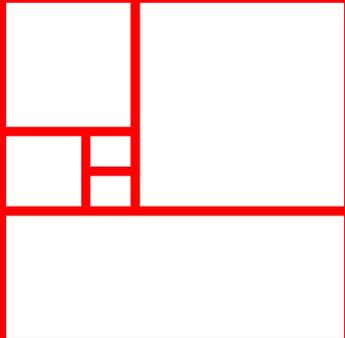
	Monticello	Sullivan County	Delaware County	Ulster County	Orange County	Rockland County	Total Region	New York State
Total Population (2020)	6,429	75,329	44,676	178,371	382,077	325,213	168,683	19,514,849
Labor								
Labor Force	2,874	35,687	20,792	90,821	188,580	154,956	98,167	10,032,721
Unemployed	11.2%	7.3%	4.3%	3.2%	4.8%	5.4%	5.0%	5.7%
Average travel time to work (Mins)	25	29.7	26.1	28.4	34.4	31.6	30.0	33.5
Occupation								
Management, business, science, and arts occupations	18.4%	35.5%	31.3%	39.3%	37.8%	46.4%	38.1%	42.6%
Service occupations	44.2%	23.5%	19.7%	20.5%	18.9%	17.9%	20.1%	19.6%
Sales and office occupations	10.6%	17.2%	19.5%	20.4%	22.6%	21.7%	20.3%	21.0%
Natural resources, construction, and maintenance occupations	9.8%	10.9%	11.8%	9.9%	8.9%	6.4%	9.6%	7.0%
Production, transportation, and material moving occupations	17.0%	12.9%	17.6%	9.9%	11.8%	7.6%	12.0%	9.8%
Income and Benefits								
Total households	2,324	28,762	18,930	70,088	130,428	101,167	69,875	7,417,224
Less than \$10,000	8.2%	5.7%	6.1%	5.4%	4.3%	3.4%	5.0%	6.4%
\$10,000 to \$14,999	13.8%	5.1%	6.8%	4.5%	4.0%	3.0%	4.7%	4.6%
\$15,000 to \$24,999	13.1%	9.6%	11.6%	8.8%	7.3%	6.9%	8.8%	8.1%
\$25,000 to \$34,999	9.7%	10.0%	10.6%	8.6%	6.8%	6.4%	8.5%	7.6%
\$35,000 to \$49,999	23.0%	12.9%	15.1%	11.1%	9.6%	8.5%	11.4%	10.4%
\$50,000 to \$74,999	10.2%	16.6%	18.6%	17.1%	14.6%	12.7%	15.9%	15.1%
\$75,000 to \$99,999	3.2%	12.6%	12.1%	12.8%	13.2%	11.3%	12.4%	12.0%
\$100,000 to \$149,999	8.7%	14.8%	12.3%	16.6%	19.1%	17.5%	16.1%	16.0%
\$150,000 to \$199,999	8.0%	7.2%	4.2%	7.7%	10.5%	11.8%	8.3%	8.4%
\$200,000 or more	2.1%	5.4%	2.7%	7.4%	10.7%	18.4%	8.9%	11.5%
Median	\$ 24,615	\$ 60,433	\$ 49,945	\$ 65,306	\$ 80,816	\$ 94,840	\$ 70,268	\$ 71,117
Mean	\$ 55,210	\$ 81,398	\$ 64,604	\$ 88,477	\$ 102,133	\$ 126,046	\$ 92,532	\$ 105,304
Poverty Rate	22.7%	13.3%	16.2%	13.7%	11.4%	14.5%	13.8%	13.6%



Consultation List (as of August 4, 2022)

- Ann Trombley, Board Member, Nesin Cultural Arts
- Ariel Shanberg, Executive Director, Delaware Valley Arts Alliance
- Douglas Shindler, Independent Artist
- Fiona Feltman, Executive Director, Nesin Cultural Arts
- Franklin Tapp, Producing Artistic Director, Forestburgh Playhouse
- George Nikolados, Mayor, Village of Monticello
- Harold Tighe, Treasurer, Sullivan County Dramatic Workshop (Rivoli)
- Jill Weyer, Executive Director, Sullivan County Land Bank
- Martin Colavito, SALT
- Sally Wright, Executive Director, Catskill Art Society
- Shannon Cilento, Community Development Program Manager, Sullivan Renaissance
- Suzanne Morris, Senior Director, Bethel Woods
- Tal Beery, Director of Finance and Development, Hurleyville Performing Art Centre





AEA Consulting