

Ogunquit Playhouse

Economic Impacts Study



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Prepared for:
Ogunquit Playhouse

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ECONOMIC IMPACTS OF OGUNQUIT PLAYHOUSE

Introduction

ConsultEcon was retained by the Ogunquit Playhouse (Playhouse) to evaluate and quantify its annual economic impacts and fiscal benefits for York County, (Local Economy) and the State of Maine (Regional Economy). A fiscal benefit analysis for the State is included. This economic impact analysis is based on current Playhouse attendance, revenue by type, staffing, and operations budgets of the Playhouse as well as trip spending data for visitors to the Maine Beaches Tourism Region. Perhaps of equal importance to its economic impacts are its general support for the tourism economy and the Ogunquit brand, its community benefits and contribution to York County's quality of life.

ConsultEcon, Inc.

ConsultEcon, Inc. was established in 1991 to provide strategic business advisory services to clients in the fields of visitor attractions and cultural venues, museums, tourism, real estate, economic and fiscal impacts and community economic development. Our services include:

- ◆ Market and Financial Feasibility Studies
- ◆ Business and Master Plans
- ◆ Management and Operations Strategies
- ◆ Socio-Economic Impact Evaluations
- ◆ Project Implementation

The senior staff at ConsultEcon have many years of experience serving a wide range of clients, including non-profit organizations, private companies, financial institutions, municipalities, county and state governments, and developers. The staff of ConsultEcon has completed more than 1,000 assignments throughout the United States and internationally. More information on our firm can be found at our web site, www.consultecon.com.

Overview of Ogunquit Playhouse

Since 1933, the Ogunquit Playhouse has been a fixture in the Ogunquit community and the lives of its patrons, actors and staff. Over the years, the theater company built a state-of-the-art facility in 1937, evolved into a critically claimed and industry-renowned production company, and quickly outgrew its Summer Stock origins, earning national and international recognition, with its historic 750 seat Playhouse earning a coveted spot in the National Register of Historic Places. In addition the Ogunquit Playhouse owns an administrative building, a set shop and temporary housing for performers and technical personnel for its changing casts. These facilities have been continually reinvested in to support the quality of the audience experience, to sustain the Playhouse's long-term economic viability and to support Ogunquit's attractive image.

Today, Ogunquit Playhouse's 25-week season runs from May through October, with its productions created in Ogunquit running continuously around the country and the world. The cavalcade of stars who have graced the stage range (in alphabetical order) from Carol Channing to Bette Davis, Steve McQueen to Bernadette Peters, Willam Shatner, Sally Struthers, to Betty White; and so many more. The stars of yesterday and today have acted in Ogunquit Playhouse produced plays and musicals from the classics to modern shows including *Singin' in the Rain*, *Spamalot*, and *Beautiful*. The Playhouse does not present touring shows but rather produces its unique shows.

The 2024 season features

- The hit Broadway musical *Waitress*
- Gershwin's classic, *Crazy for You*
- Stephen Sondheim's *A Little Night Music*
- the ever popular *Little Shop of Horrors*
- a new musical, *My Best Friend's Wedding*.

What they are saying

"Many people who go to a show extend their stay and make it a weekend."

- Ogunquit restaurateur

In 2023, Playhouse productions attracted over 96,000 attendances, which is approaching its pre-COVID audiences of up to 112,000. Two-thirds of attendees are from out-of-state, including international visitors, reflecting the quality and attractiveness of its productions.

Governance and Organization

Ogunquit Playhouse is a 501(c)3 non-profit organization. A distinguished fourteen-member volunteer board of directors governs the Playhouse.

Ogunquit Playhouse is a substantial business enterprise. Its 2023 operating budget was \$13.6 million, with 48% for payroll. The Playhouse had 41 full-time and 3 part-time year-round employees and 339 seasonal employees. York County is home to 23 year-round employees and 34 seasonal employees. While a non-profit corporation, Ogunquit Playhouse pays \$59,000 in property taxes annually to the Town of Ogunquit.

Ogunquit Playhouse Mission

Building upon a legacy of leadership in American theatre, the Ogunquit Playhouse produces world-class performances, cultivates new works for the stage, and preserves an iconic and historic playhouse for future generations.

Sustaining the Musical Theater Art Form

Ogunquit Playhouse has provided opportunities for performers and technical crews to advance their careers over the decades and has been a cornerstone of the continued popularity and success of musical theater. Maine residents have had the distinct benefit of enjoying a wide array of musical favorites and new productions that are produced specifically for the Playhouse and its audiences.



Arts Academy

For younger audiences, Ogunquit Playhouse offers the opportunity to experience and become engaged in theater through its Arts Academy. Arts Academy Summer Camp students perform in musical productions as well as provide the back-stage support needed for a successful production.

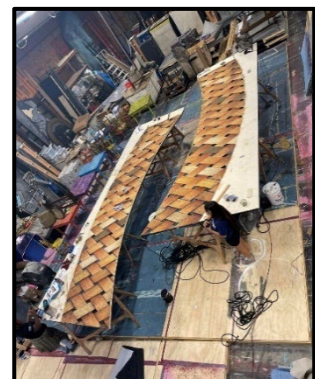
- ◆ Six productions are offered annually for youth ages 5 to 18.
- ◆ Camps are offered for performers and technical theatre.
- ◆ This growing program served 230 students in 2023, a 40 percent increase from previous years. The students are split equally between Maine residents and out-of-state. This reflects the educational benefits to Maine youth, and the economic benefits of attracting out-of-state residents and their spending.
- ◆ Scholarships offered for 25% to 100% of tuition depending on need.

Arts Academy Camps aren't just for those considering a career in the performing arts

"Our programs strive to increase self-confidence, strengthen collaborative skills, learn professional etiquette, and enable students to achieve their personal best." - *Ogunquit Playhouse*

Set Design Production and Rental

In addition to revenues from its performances and sponsorships, the Playhouse has an active and profitable business in renting its sets and costumes to other theaters. This is new revenue for the local economy. The Playhouse's capacity supports local and regional theater to obtain the highest quality custom sets and a variety of costumes.



Owned and Leased Properties

In addition to its historic 654 seat theater and its newly acquired and adjacent “Cottage” administration building, Ogunquit Playhouse offers housing for its rotating casts and crews. A unique feature of Playhouse operations is the large number of out-of-state seasonal employees needed for staging productions. The playhouse owns several properties with 75 rooms and 93 beds to accommodate cast, musicians and crew during its various productions. During their temporary stay, they spend in the local economy for meals, retail, gas and services.



Source: Ogunquit Playhouse

Playhouse Attendance Profile

The core of the Ogunquit Playhouse contribution to the York County and Maine economies has been its attracting out-of-state visitors to Ogunquit to attend performances. The Playhouse is a national draw as well as from throughout New England. The Playhouse draws attendance not only in the summer, but into the Fall season as well.

In 2023, Playhouse productions attracted over 96,000 attendances, which is approaching its pre-COVID audiences of up to 112,000.

What they are saying

“Ogunquit Playhouse has helped extend the tourist season beyond Labor Day to the pre-Christmas period...and the Ogunquit Playhouse is a big part of that.”

- *Ogunquit retailer*

Data in **Table 1** provides the attendance distribution for the 2023 season which is typical for the Playhouse. While there is always some variation season to season on monthly attendance, generally due to the relative popularity of various productions, this attendance distribution demonstrates how the Playhouse extends tourism beyond the core Memorial Day to Labor Day period.

Table 1
Distribution of 2023 Ogunquit Attendance by Month

	Percent to Total
May	10%
June	18%
July	19%
August	19%
September	15%
October	19%
Total	100%

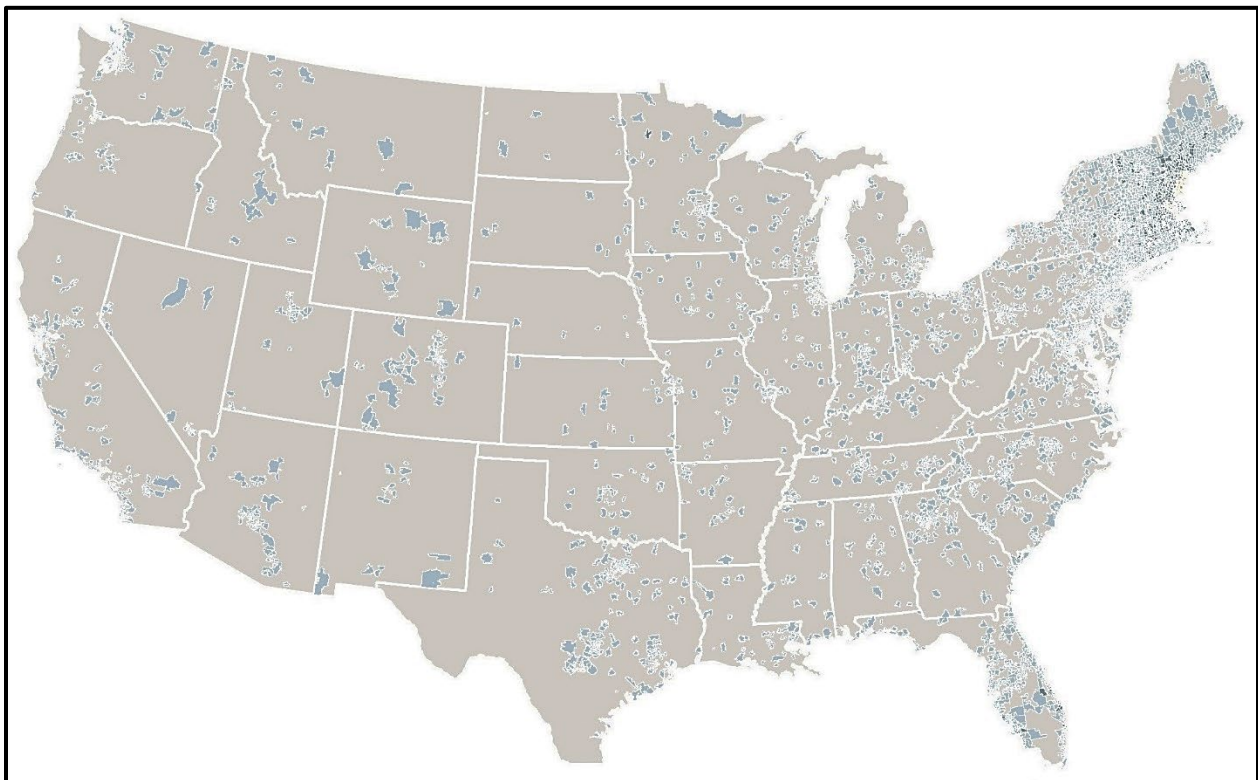
Attendee Origin

Figure 1 shows the national Playhouse attendance patterns for the 2017 through 2023 period based on attendee zip code data. During these years:

- ◆ 67 percent of attendance has been by out-of-state residents
- ◆ 31 percent York County residents
- ◆ 2 percent other places in Maine.

The strength of the national audience supports local business owners' observation that the Playhouse contributes to tourists' decision to stay in Ogunquit and nearby areas.

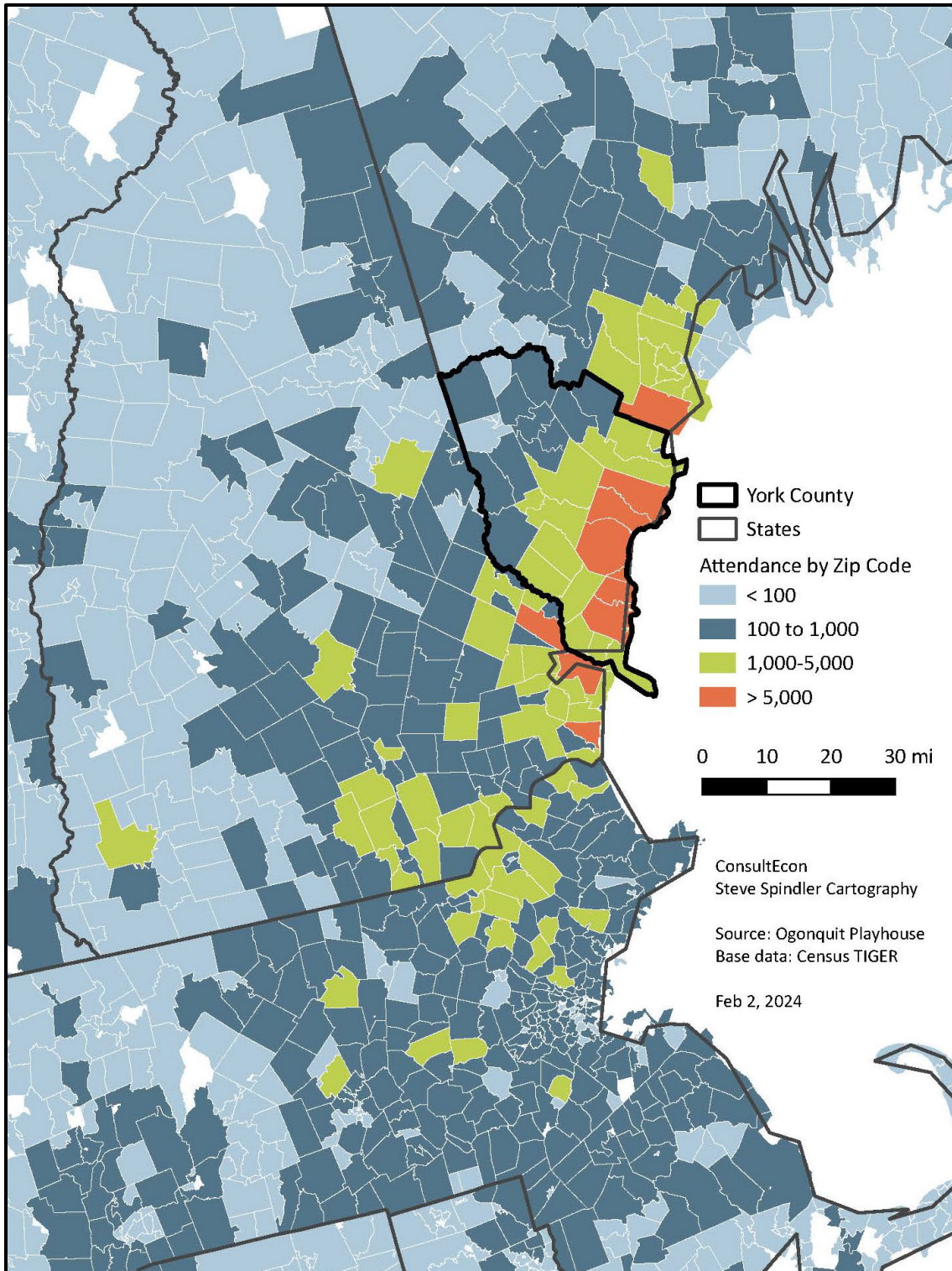
Figure 1
Map of Ogunquit Playhouse National Draw



Source Ogunquit Playhouse and ConsultEcon, Inc.

As is shown in the Figure 1 map, the majority of out-of-state visitation is from other New England states. **Figure 2** provides for those years a detail map of attendance distribution in New England. The substantial attendance from New England indicates that Ogunquit Playhouse is a popular regional destination that sustains repeat attendance through the quality of the theater experience and its ever-changing musical offerings.

Figure 2
Map of Ogunquit Playhouse Attendee Residence 2017-2023



Source Ogunquit Playhouse and ConsultEcon, Inc.

Overview of Economic Impacts and Methodology

Economic impacts are measurements of net economic activity that occurs in a defined geographic region. In this case the impacts of the Playhouse are analyzed in the Local Economy, defined as York County; and, in the Regional Economy, defined as the State of Maine. Direct economic impacts are a result of the initial spending or investment, while the

What they are saying

“Many people book rooms specifically for a play - 15% of shoulder season bookings.”

- *Ogunquit hotelier*

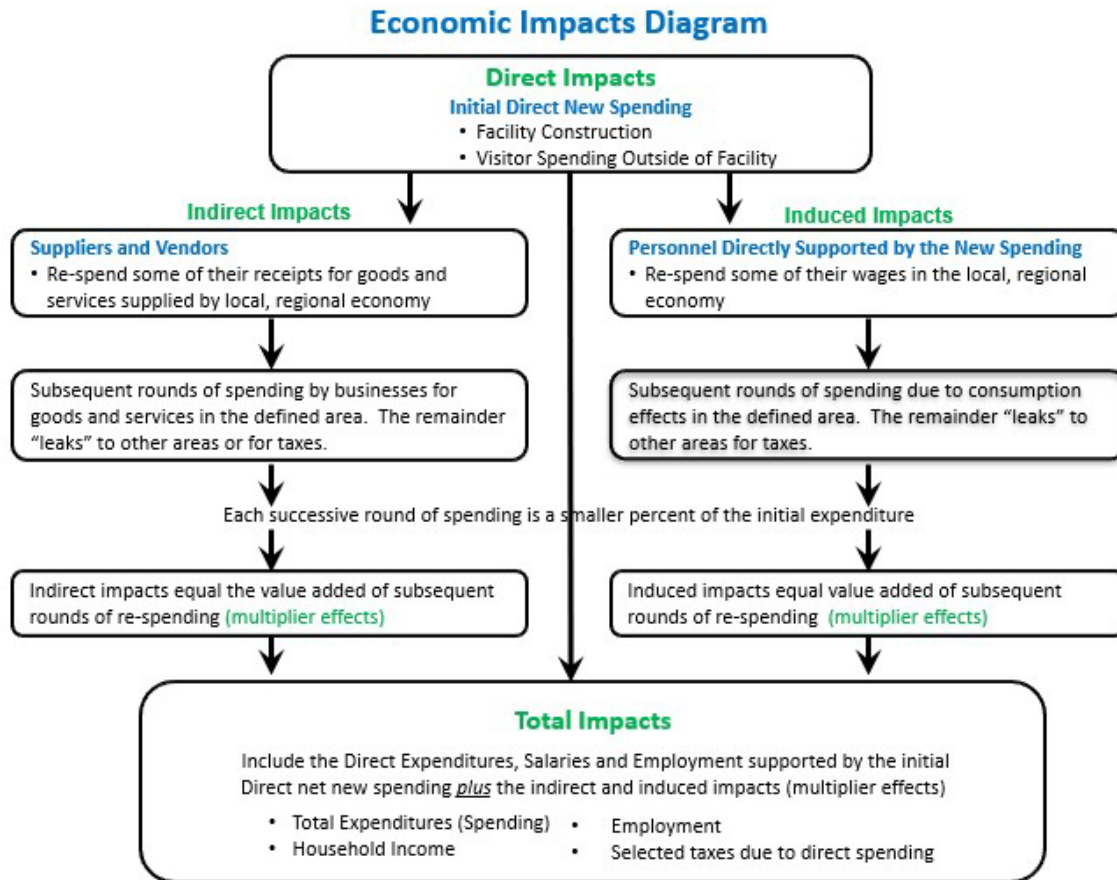
multiplier effect (indirect and induced economic activity) is a result of the recirculation of the initial direct spending within the defined geographic region. Total economic impacts include initial direct spending plus multiplier effects. It is important to note that the local and regional economic impacts are not additive and represent separate economic analyses for Ogunquit Playhouse.

While the operations of the Playhouse have far-ranging impacts in the State, the locus of direct economic impacts is York County. The Playhouse is a key anchor of Ogunquit’s economy and essential to Ogunquit’s profile as a tourism destination. The Playhouse is a tourism draw and increases repeat visitation as it becomes an important part of its patron’s lives. As a seacoast destination Ogunquit has historically had a very short high season. With its presentation season stretching to the end of October, the Playhouse has improved its economic sustainability but also enhanced the Fall tourism “Shoulder Season” Fundamentally, the Playhouse enhances York County as a place to live, work and visit, thus improving all aspects of the local and regional economy.

To focus on the net new spending to the local area, the analysis includes direct operations spending by the Playhouse in the local area and spending by non-local (or regional) area residents in conjunction with their Playhouse attendance. For 2023, 67 percent of attendance was from out-of-state and international visitors, 31 percent from York County residents and 2 percent elsewhere in Maine. This very high ratio of attendance by out-of-state residents is an important factor in the economic benefits of Ogunquit Playhouse in bringing “new” money into the Maine economy.

Figure 3 depicts the flow of spending due to the operations and audience spending of the Playhouse in the York County and Maine economies. As illustrated in this graphic, economic impacts begin with the introduction of “Initial Direct Net New Spending” into a given economic region. Then subsequent rounds of re-spending of the initial new dollars in the economy occur with the resulting total economic impacts due to the Ogunquit Playhouse.

Figure 3
Diagram of Economic Impacts Expenditure and Employment Flows



Source: ConsultEcon, Inc.

Direct economic impacts are a result of the initial net new direct spending, while the multiplier effect (indirect and induced economic activity) is a result of the recirculation of the initial direct spending within the defined geographic regions being evaluated (York County and State of Maine). As the direct spending due to the operation of the Ogunquit Playhouse and its attendees' spending in conjunction with their attendance flows to local businesses, the money is, in turn, re-spent by the businesses for personnel, business expenses, and the costs of goods sold that originate in the economy of the economic region being evaluated. The portion of operations spending for wages and salaries (employment) is also in turn re-spent by the employees for housing, retail, services, and other categories in the defined region's economy. Subsequent rounds of spending occur, with the total effect on a region's economy of the initial round of new direct spending estimated through a "multiplier" analysis. The U.S. Department of Commerce's Bureau of Economic Analysis provides mathematical factors for discrete geographies for an array of spending types that result in an estimate of total economic impacts from new spending due to the defined economic region. This RIMS II approach and multipliers by direct expenditure category for York County and the State of Maine are the analytical approach used.

Types of Economic Impacts

For the purposes of this analysis the segments of total economic impacts for the Local and regional economies are defined as:

- ◆ **“Expenditures”** represent the total amount of direct, indirect, and induced economic activity (output) in either the Local York County Economy or Regional Maine economy that can be attributed to Ogunquit Playhouse and its audience.
- ◆ **“Employment”** represents the total number of direct, indirect, and induced jobs in York County or Maine that can be attributed to Ogunquit Playhouse and its audience.
- ◆ **“Wages”** represent the share of Total Expenditures represented by the wages and salaries paid to directly and indirectly supported employees residing in York County and Maine.
- ◆ **“Taxes”** include direct sales and hotel taxes for the State of Maine, and property taxes to the Town of Ogunquit.

Direct Spending Inputs

The economic impacts of Ogunquit Playhouse on the local and regional economies are based on the following direct expenditure types and amounts.

- ◆ **Playhouse Operational Spending** – The economic impacts of Ogunquit Playhouse on the local economy are based partially on direct net expenditures by the Playhouse itself. The overall Playhouse operating budget for 2023 was \$13.2 million, excluding depreciation and amortization. Of this amount, an estimated \$3.9 million was spent within York County. Local impacts include \$2.1 million in wages paid to Playhouse employees residing in York County and \$1.8 million paid to local vendors.
- ◆ **Playhouse Employment** – The Playhouse directly employs 383 employees, of which 44 are year-round and 339 are seasonal. All but 3 of the year-round staff are employed full-time. Some seasonal workers stay for the entire 6-month season, others stay for one-month during a production. Maine resident payroll is \$2.5 million plus benefits.
- ◆ **Playhouse Attendee Spending** – The economic impacts for the Playhouse are also based on direct expenditures by attendees in conjunction with their visit. Net new offsite spending in York County by Playhouse visitors is estimated at \$9.1 million annually for accommodations, restaurant, retail, fuel and other relevant categories.

What they are saying

Everyone benefits, that’s why we advertise at the Playhouse, because it directly generates business

- *Ogunquit hotelier*

- ◆ **Out-of-State Employee Spending in Maine** – It is the nature of musical productions that new casts and stage technicians are brought in for each production, thus there is a high number of seasonal employees. Importantly, these seasonal employees live in Playhouse accommodations during their stay. In addition some permanent staff commute to Ogunquit from out-of-state. These out-of-state employees' local spending adds to the Playhouse's economic impacts. This analysis estimates \$1.4 million in additional spending in local restaurants, grocery stores, retail stores and service providers, most of which is in York County.

The determination of Direct New Spending compared to total spending by the attendees varies based on the geographic area being studied. In this analysis, a larger portion of audience spending is determined to be net new for out of state visitors than for York County residents and Maine residents. Also note that the multiplier effects at the Regional Economy level are greater than at the Local Economy level.

Ogunquit Playhouse Economic Impacts on York County

- ◆ **Total Local Economic Impacts** – The annual total impacts of the Playhouse on the York County economy are estimated as direct, indirect, and induced impacts of \$13.0 million. Of that amount, \$5.2 million is estimated to be wages and salaries supporting 156 total jobs, of which 57 are directly employed by Ogunquit Playhouse and 99 who are indirectly employed due to its operations.¹
- ◆ **Local Fiscal Impacts** – Ogunquit Playhouse pays \$59,000 in property taxes annually to the Town of Ogunquit.

Data in **Table 2** provide the estimated total economic impacts in York County, including employment, wages, and property tax revenue to Ogunquit.

¹ Total jobs include permanent full time and part time employment, assumed to be in ratio with that of York County and Maine respectively. Total employment includes jobs in businesses receiving the direct spending as well as a range of other industries which are suppliers to those businesses.

Table 2
Total Economic Impacts and Fiscal Revenue in York County
Due to the Ogunquit Playhouse

<i>Ogunquit Playhouse</i>	
2023 Attendance	96,248
Total Net New Spending in York County	
<i>Ogunquit Playhouse Operations</i>	
Direct Operating Expenditures ^{1/}	\$3,907,000
Direct Jobs Held by York County Residents	57
Direct Out of County and Out of State Jobs	325
<i>Estimated Ogunquit Playhouse Attendee and Out of State Employee Net New Direct Off-Site Spending</i> ^{2/}	
Accommodations	\$3,342,000
Restaurants	2,016,000
Groceries	1,211,000
Shopping	1,746,000
Transportation	345,000
Other	456,000
Total Off-Site Spending	\$9,116,000
Total Direct On-Site and Off-Site Expenditures	\$13,023,000
Total Direct, Indirect and Induced Effects of Visitor Spending and Ogunquit Playhouse Operations on Expenditures, Earnings and Employment in York County	
Total Economic Impacts ^{3/}	
Expenditures	\$17,079,000
Earnings	\$5,186,000
Employment ^{4/}	156
Property Taxes to Ogunquit	\$59,000

1/ This amount is the portion of total direct net operating spending by Ogunquit Playhouse that is estimated to be expended in the York County

2/ Total economic impacts to York County are based on analysis of the location of spending and the proportion of spending that is net to the area. Spending is adjusted for retail margins.

3/ All impact types are calculated by applying the RIMS II model to direct spending figures for York County.

4/ Employment includes year round and seasonal, full-time and part-time jobs.

Note: the impacts to York County are not additive to those for Maine as a

Note: All estimates are in current value of the dollar. The economic model includes rounding that is reflected in individual results, factors and totals.

Source: ConsultEcon, Inc.

Ogunquit Playhouse Economic Impacts on State of Maine

The State of Maine receives sales taxes and accommodations taxes from Ogunquit Playhouse attendees and out-of-state employee spending in Maine. In-State resident employees pay income tax and sales taxes on their taxable purchases. In total these sources of direct State revenues are estimated at \$773,000 for 2023. It is reasonable to assume that the indirect and induced economic impacts add additional tax revenues for the State.

- ◆ **Total Regional Economic Impacts** – The total impacts of the Playhouse on the local economy are estimated as direct, indirect, and induced impacts of \$14.4 million. Of that amount, \$7.2 million is estimated to be wages and salaries supporting 198 total jobs, of which 62 are directly employed by Ogunquit Playhouse and 136 who are indirectly employed due to its operations.¹
- ◆ **State Fiscal Impacts** – The estimated annual tax revenue generation to the State of Maine is \$773,000.

Data in **Table 3** provide the estimated total economic impacts for State of Maine. As analyses of different defined economic regions with differing multiplier effects, it is important to note that the economic impacts to the Local and Regional economies are not cumulative.

Table 3
Total Economic Impacts and Fiscal Revenue in the State of Maine
Due to the Ogunquit Playhouse

Ogunquit Playhouse	
2023 Attendance	96,248
Ogunquit Playhouse Operations	
	Total Net New Spending in Maine
Direct Operating Expenditures ^{1/}	\$4,673,508
Direct Jobs for Maine Residents	62
Direct Out of State Jobs	320
Estimated Ogunquit Playhouse Attendee Net New Direct Off-Site Spending ^{2/}	
Accommodations	\$3,969,000
Restaurants	2,016,000
Groceries	1,211,000
Shopping	1,746,000
Transportation	345,000
Other	456,000
Total Off-Site Spending	\$9,743,000
Total Direct On-Site and Off-Site Expenditures	\$14,416,508
Total Direct, Indirect and Induced Effects of Visitor Spending and Ogunquit Playhouse Operations on Expenditures, Earnings and Employment in Maine	
	Total Impacts in Maine
Total Economic Impacts ^{3/}	
Expenditures	\$21,554,000
Earnings	\$7,190,000
Employment ^{4/}	198
Fiscal Benefits - Net New Tax Revenue Generation in Selected Categories	
On and Offsite Spending	\$654,000
Employee Income and Spending	\$119,000
Estimated Tax Revenue Generation to State of Maine	\$773,000

1/ This amount is the portion of total direct net operating spending by Ogunquit Playhouse that is estimated to be expended in the York County

2/ Total economic impacts to York County are based on analysis of the location of spending and the proportion of spending that is net new to the area. Spending is adjusted for retail margins.

3/ All impact types are calculated by applying the RIMS II model to direct spending figures for the State of Maine.

4/ Employment includes full-time and part-time jobs.

Note: the impacts to Maine as a whole are not additive to those for York County.

Note: All estimates are in current value of the dollar. The economic model includes rounding that is reflected in individual results, factors and totals.

Source: ConsultEcon, Inc.

Community Benefits

In addition to the economic and fiscal impacts as analyzed above, the community and economic development benefits of the Ogunquit Playhouse may well have been the most profound and long-lasting to Ogunquit, York County and the State of Maine.

Economic Development

This report analyzes the Ogunquit Playhouse’s direct economic benefits from operations. But its economic benefits are so much more.

Tourism Attraction

The Maine Beaches Tourism Region (York County) attracted an estimated 4.8 million visitors in 2022 who spent \$2.7 billion which supported 42,100 jobs in the County. Ogunquit is one of the busiest tourism destinations in that Tourism Region. It is one of seven featured attractions on the front of the Maine Beaches website. The Ogunquit Playhouse is a top cultural attraction that balances York County’s many outdoor attractions.

What they are saying

Ogunquit has 3 major attractions:

- Beaches
- Marginal Way Footpath
- *Ogunquit Playhouse*

- *Ogunquit hotelier*

Anchoring The Entry to Ogunquit

Ogunquit Playhouse’s prominent and highly visible presence on Route 1, creates an entry anchor at gateway to Ogunquit and York County. The quality of landscaping and the Playhouse’s historic façade signal that travelers have reached a very special place.

Extend Tourism Season

Ogunquit – and York County tourism features water activities – beaches, paddling, sailing and fishing. Many attractions are highly seasonal in that the beaches and many attractions

What they are saying

“Ogunquit is less seasonal than many Maine tourist destinations – and the Ogunquit Playhouse is a big part of that.”

- *Ogunquit retailer*

are also summer oriented such as water parks and amusement parks. Ogunquit Playhouse has successfully extended its season through October which supports its operations, but also has proven to be a benefit to local businesses who rely on Playhouse attendees to fill hotel rooms, dine in town, and shop for gifts.

What they are saying

“We attract a before performance – and an after-performance crowd.”

- *Ogunquit restaurateur*

Quality of Life

In addition to its economic and fiscal benefits, the Playhouse greatly enhances community quality of life.

Attend First Rate Productions

It is not a surprise that fully a third of Ogunquit Playhouse performance attendance is from York County residents. This opportunity to attend national-caliber musical productions adds immeasurably to the appeal of living in York County.

What they are saying

“Ogunquit has an arts profile that distinguishes it from most Maine communities. This is in large measure due to the Playhouse.”

- Ogunquit retailer

Diversity, Equity, Accessibility, and Inclusion

As an employer, the Playhouse has always strived to create a workplace that welcomes and values diversity in all its staff and follows a proactive written Diversity, Equity & Inclusion plan with measurable goals.

Volunteer Opportunities

More than 180 Playhouse volunteers support the Playhouse productions each year. For many people having such fulfilling and entertaining volunteer opportunities supports the high quality of life in York County. In-turn, their effort and dedication helps to ensure the high-quality of the Playhouse experience.

Education and Personal Development

Arts Academy Summer Camp students not only hone their voice, acting and technical abilities, they gain self-confidence, communication and collaboration skills. Half of the camp attendees hail from Maine.

Community Spirit

For over 90 years, the Playhouse has been an integral part of Ogunquit. Its board members, staff, and volunteers all make positive contributions to the cultural fabric of the community.

Community Brand

The Ogunquit Playhouse has benefitted from Ogunquit as a high-quality community and visitor destination. In turn, the Playhouse has been central to the creation and sustainment of these qualities and to its popularity as a destination and a place to live.

Business Sponsorships

Demonstrate the importance of Ogunquit Playhouse to the economy and the community. For 2024, number of Playhouse sponsors by type:

17	Restaurants
5	Hotels
2	Retailers
6	Finance / Services
3	Healthcare
2	Media
4	Utilities

REPORT ASSUMPTIONS

In preparing this report, the following assumptions were made. This study is qualified in its entirety by these assumptions.

1. Every reasonable effort has been made in order that the data contained in this study reflect the most accurate and timely information possible and it is believed to be reliable. This study is based on estimates, assumptions and other information developed by ConsultEcon, Inc. from its independent research efforts, general knowledge of the industry, and consultations with the client. No responsibility is assumed for inaccuracies in reporting by the client, its agents and representatives, or any other data source used in the preparation of this study.
2. Possession of this report does not carry with it the right of publication. Because of the complex nature of the material presented, this report will be presented to third parties in its entirety or as the Executive Summary. Any report abstracts will be forwarded to ConsultEcon prior to dissemination to insure accurate summary.
3. This report may not be used for any purpose other than that for which it was prepared. Neither all nor any part of the contents of this study shall be disseminated to the public through advertising media, news media or any other public means of communication without the prior consent of ConsultEcon, Inc. which consent will not be unreasonably withheld.

This report was prepared during December through February 2024. It represents data available at that time.