

Research Findings and Recommendations

Submitted by Stephen Dignazio | 2024



Franklin Opera House

TABLE OF CONTENTS

Introduction	3
SWOT Analysis.....	4
Action Plan	5
Economic Impact of Renovated NH Opera Houses	7
PAC Landscape Report.....	12
Financial Assessment & Projected Budgets	22
Survey Findings & Recommendations	28
Appendices	30
A. Survey Results	
B. Social Media Landscape	
C. PAC Demographics	
D. The Economic Impact of Nonprofit Arts & Cultural Organizations and Their Audiences	

INTRODUCTION

This report seeks to offer the foundation for a comprehensive strategic plan based on the 3-part mission of Historic Preservation, Economic Development and Performing Arts Presentation.

Establishing a successful and sustainable Performing Arts Center in a rural community is as much art as science. It requires meeting the entertainment needs of your community and building a collaborative working relationship with all of its stakeholders. It requires foregrounding its value in economic and cultural terms while at the same time offering your community the opportunity to grow in the way it perceives itself and the world. The continued health and growth of the institution depends on discovering, educating and nurturing new audiences within the community, and in a locale of relative low-density population, attracting audiences from outside its boundaries. In short it requires an inclusive and ever-expanding vision of what might be possible.

It should be noted, as pointed out by the Iowa Economic Development Authority's Report on Historic Theaters, "The skills needed to rescue and rehabilitate a historic theater are not necessarily the skills needed to operate a performing arts center. Once a historic theater has been rehabilitated and reopened, it will have a continuing need for some board members with the skills to maintain a historic building—but it will also need board members knowledgeable about theater programming, audience development, marketing and other aspects of performing arts center administration."

Beginning with an assessment of its potential strengths and weaknesses, a survey of the impact of other renovated opera houses in the state, a review of the landscape of Performing Arts Centers (PAC) within a one-hour drive time from the FOH, an analysis of a recent community survey and finally, a list of operational recommendations, this document represents a preliminary survey that hopefully contributes to the successful future of a renovated Franklin Opera House.

Thank you to Executive Director Dan Darling and the Board of Franklin Opera House for the opportunity to contribute this report.

Stephen Dignazio

SWOT ANALYSIS

Strengths

- Loyal and supportive audience
- Knowledgeable leadership and event planning team
- Well-equipped and appropriately sized venue
- Downtown location

Weaknesses

- Marketing budget and resources
- Timeline for necessary number of events
- Compelling event concept/brand
- Established sponsorships
- Lack of A-list performers
- Grow volunteer base
- Succession planning

Opportunities

- Grants and donations
- New audiences/demographics
- More diverse events: workshops, business meetings
- Partnerships with community organizations (LGBTQ, Healthcare, etc.)
- Audience data utilization

Threats

- Competition within 50 miles
- Ultimate expense for theatre use and improvements
- Local economy
- Economic downturn

ACTION PLAN

Maximize Strengths

Engage Your Audience: Develop loyalty programs and exclusive offers for your supportive audience/members to encourage repeat visits.

Leverage Leadership: Utilize the expertise of your event planning team to curate unique and memorable events that can become signature experiences for your venue.

Utilize Your Space: Offer the FOH for a variety of events, including private functions, to maximize its use and revenue potential and to form partnerships.

Promote Location: Highlight the FOH's downtown location in all promotional materials, emphasizing accessibility and nearby hospitality businesses.

Address Weaknesses

Optimize Marketing: Expand digital marketing strategies that require lower budgets but can effectively target local and specific demographics. Create surveys to sharpen the FOH's target audience and discover overlooked demographics. Partner with other community organizations in order to reach their networks.

Event Planning: Create a detailed timeline for events. Punctuate longer running events (Foot Light Theater, school programs) with high revenue one night only events.

Brand Development: Explore hiring a marketing firm to craft a compelling brand story that resonates with your target audience and reflects the uniqueness of the FOH.

Sponsorship and Partnerships: Create and promote a sponsorship program to attract business partners invested in downtown economic development and attracted to association with the arts.

Attract Talent: Consider hiring a Booking Agent to assist in identifying A-list performers and negotiate beneficial terms.

Volunteer Engagement: Create events to make your volunteers feel valued: annual volunteer party, periodic Volunteer Spotlight. Implement a volunteer recruitment and retention program to support your events and operations.

Leadership Continuity: Start a mentorship program within your organization to prepare for leadership succession.

Seize Opportunities

Funding: Apply for grants and actively campaign for donations highlighting the cultural, economic, community and historical value of the FOH. Consider a one-time crowdfunding campaign.

Expand Audience: Reach out to new demographics by hosting diverse events and collaborating with community organizations to promote exclusivity.

Event Diversification: Introduce workshops, business meetings, and other non-traditional events to attract a broader audience. Consider flexible schedules for events to attract new audience (e.g. after school family programs).

Community Integration: Forge strong partnerships with community organizations to co-create events that resonate with local interests and causes. Create avenues for audience and community data collection (ticket sales, surveys, in person interviews, community gatherings). Consider the Diversity, Equity and Inclusion (DEI) Spectrum Tool to help assess where the FOH is on its DEI journey and to identify potential areas for future work.

Mitigate Threats

Analyze Competition: Create a research document on your competitors within 50 miles to include types of events, pricing, accessibility and find ways to offer something they don't, whether it's unique events, better pricing, or a superior experience.

Sustainability: Review financial strategies to assess sustainability and resilience.

Economic Strategy: Develop flexible pricing strategies and offers to retain audiences during economic downturns.

Develop a 3 Year Strategic Plan with budgets and benchmarks to assess progress on all fronts.

ECONOMIC IMPACT OF RENOVATED OPERA HOUSES OPERATING AS CULTURAL VENUES IN NH

While it is difficult to quantify the specific economic impact of Opera Houses in New Hampshire, there is information on the broader arts and culture sector's economic contribution to the state. Here are some key points:

The arts and culture sector represented 3.2% of NH's Gross Domestic Product (GDP), amounting to \$3.4 billion in 2022.

This sector supported 21,021 jobs, which is 3% of the state's workforce, with a total compensation of \$1.9 billion.

In Greater Portsmouth, NH, the non-profit arts industry alone generated \$70.2 million in economic activity annually and supported 1,250 jobs.

The economic activity from the non-profit arts industry led to \$13.1 million in total tax revenue to federal, state, and local governments in 2022.

These figures suggest that the arts, including Opera Houses, have a significant positive impact on economic development in New Hampshire. (See Appendix D, page 37.)

The Total Economic Impact of specific venues was calculated using The Americans for The Arts – Arts and Economic Prosperity Calculator.

Impact Calculator Definitions

Total Expenditures: The total dollars spent by your nonprofit arts and cultural organization and its audiences; event-related spending by cultural audiences is estimated using the average dollars spent per person, per event by cultural attendees in similarly populated communities.

FTE Jobs: The total number of full-time equivalent (FTE) jobs in your community that are supported by the expenditures made by your arts and cultural organization and/or its audiences. An FTE job can be one full-time employee, two half-time employees, etc. Economists measure FTE jobs, not the total number of employees, because it is a more accurate measure that accounts for part-time employment. **Household Income:** The total dollars paid to community residents as a result of the expenditures made by your arts and cultural organization and/or its audiences.

Household income includes salaries, wages, and entrepreneurial income paid to residents. It is the money residents earn and use to pay for food, shelter, utilities, and other living expenses. **Government Revenue:** The total dollars received by your local and state governments as a result of the expenditures made by your arts and cultural organization and/or its audiences.

continued...

Government revenue includes revenue from local and state taxes (e.g., income, sales, lodging, real estate, personal property, and other local option taxes) as well as funds from license fees, utility fees, filing fees, and other similar sources. Local government revenue includes funds to governmental units such as city, county, township, and school districts, and other special districts.

When using estimates derived from this calculator, always keep the following caveats in mind: (1) the results of this analysis are based upon the averages of similarly populated communities, (2) a unique input-output model was customized for each of these similarly populated communities, providing very specific employment, household income, and government revenue data, and (3) your results are therefore estimates, and should not be used as a substitute for conducting an economic impact study that is customized for your community.



Claremont Opera House

58 Opera House Square, Claremont, NH 03743

Date Established.....	1897
Date of Renovations	1996
Cost of Renovations.....	?
Number of Seats	788
Number of Shows per season.....	47
Total Annual Attendance.....	12,000
Total operating expense for last FY.....	\$322,444
Taxpayer portion of renovation costs.....	?
Town Population.....	13,350
Total Economic Development Impact	
Audience and Organization Expenditures.....	\$592,084
Full-Time Equivalent Jobs	17.2
Household Income	\$371,265
Local Government Revenue	\$24,825



Franklin Opera House

Date Established	2000
Number of Seats	325
Number of Shows per season	87
Total Annual Attendance	12,480*
Total Operating Expense	\$425,490*
Date of Renovations	
Cost of Renovations	
Taxpayer portion of renovation costs	
Town Population	8,828
Projected Total Economic Development Impact	
Audience and Organization Expenditures	\$797,845
Full-Time Equivalent Jobs	22
Household Income	\$439,529
Local Government Revenue	\$27,477

**Projected Operating Expense and Attendance*



Lebanon Opera House

51 N Park St, Lebanon, NH 03766

Date Established	1924
Number of Seats	750
Number of Shows per Season	100
Total Annual Attendance (approx.)	25,000
Date of Renovations:	on-going
Cost of Renovations	\$3.4M to date (privately raised)
Total operating expense for last FY	\$1,042,748
Taxpayer portion of renovation costs	\$0
Town Population	14,515
Total Economic Development Impact	
Audience and Organization Expenditures	\$1,604,498
Full-Time Equivalent Jobs	47.8
Household Income	\$1,045,133
Local Government Revenue	\$64,840



Medallion Opera House

20 Park St, Gorham Town Hall, Gorham, NH 03581

Date Established 1915

Date of Renovations 2011

Cost of Renovations \$400,000

Number of Seats 224

Number of Shows per season 30

Total Annual Attendance 6,000

Total operating expense for last FY \$22,000
(Town assumes responsibility for utilities)

Taxpayer portion of renovation costs \$100,000

Town Population 2,698

Total Economic Development Impact

Audience and Organization Expenditures \$156,820

Full-Time Equivalent Jobs 4.1

Household Income \$83,684

Local Government Revenue \$7,488



Newport Opera House

20 Main St, Newport, NH 03773

Date Established 1886

Number of Seats 496

Number of shows and events per season 20

Total Annual Attendance (approx.) 5,000

Total operating expense for last FY \$171,477

Date of Renovations 2020-2023

Cost of Renovations ?

Taxpayer portion of renovation costs ?

Town Population 6,133

Total Economic Development Impact

Audience and Organization Expenditures \$283,827

Full-Time Equivalent Jobs 8.4

Household Income \$181,879

Local Government Revenue \$11,657



Rochester Opera House

31 Wakefield St, Rochester, NH 03867

Date Established 1908

Date of Renovations 1997 on going

Cost of Renovations Our (ROH) initial spend was about 300K, the city came up with about 500K. It was a joint project with ROH doing all interior theater upgrades and the city, as landlord upgrading fire, ADA etc.

Number of Seats 700 Fully reopened after 2 years of fire code upgrades

Number of Shows per season 200

Total Annual Attendance 50,000

Population 33,822

Total operating expense for last FY..... \$1.5

Burden on Taxpayers \$500K

Total Economic Development Impact

Audience and Organization Expenditures.....\$2,623,500

Full-Time Equivalent Jobs 76.7

Household Income\$1,661,526

Local Government Revenue \$108,972

In summary, the renovated NH Opera Houses listed here contribute in total:

Audience & Organization Expenditures: \$5,811,772

Full Time Equivalent Jobs: 170.2

Household Income: \$3,689,138

Local Government Revenue: \$240,879

“I happen to own and operate a 20 room Inn with two restaurants a few blocks from ROH and I can personally confirm that the impact of ROH’s operation on our sales there is significant. When the theatre is producing our dining rooms and hotel are typically filled to capacity and I know that goes for the other restaurants in the area. ROH is poster child for the downtown revitalization!”

PERFORMING ARTS CENTERS LANDSCAPE REPORT

PAC's within 60 miles of FOH

(See Appendix C, page 36 for PAC Demographics)

Capitol Center for the Arts

Capitol Center for the Arts in Concord is a prominent venue offering a variety of shows including [theater, music, and dance](#). Stages include, The Chubb Theater and Bank of New Hampshire (BNH) Stage.

Seating Capacity: The Chubb Theater features a **1,304-seat** theater designed with an Egyptian motif. It's a spacious venue that can accommodate a substantial audience.

The Bank of New Hampshire Stage can accommodate up to **296 people** in a fully seated theater-style gathering.

Price Range: Prices range significantly (\$10-\$100) depending on the production. Many Chubb Theater tickets are a single price especially for literary, educational and children's events.

Programming: The Chubb Theater has events weekly. The center hosts a richly varied program that includes national and international touring artists as well as locally produced events and attracts diversified audiences. You'll find everything from Broadway shows to rock concerts, tribute bands, ballet performances, country music events, family entertainment and author's literary events.

Tie-Ins with Other Businesses and Non-Profits: The Capitol Center collaborates with various organizations, businesses, and non-profits to [enhance its cultural impact, outreach and community engagement](#).

Ticket Packages / Subscriptions: [The Capitol Center offers a 4-tiered membership program](#). Ticket packages or subscriptions for regular attendees. Visit their website or inquire with their box office for details.

Sponsor Support: The Capitol center has a well-developed sponsorship program lead by the Bank of NH, Binni Media, I Heart Media and Lincoln Financial Group. In addition, they offer a [well-developed sponsorship program ranging from \\$20,000 to \\$500](#) as well as a donor leadership program: [The Ovation Society](#).

Venue Facility and Amenities: The Capitol Center's facilities include the Chubb Theatre, Governors Hall, BNH Stage and Lounge. They offer rental spaces for weddings, conferences, and events that include cash bar for beer and wine.

Branding Position: Two amazing venues in the heart of Concord, NH.

Accessibility: The venue complies with accessibility standards, including wheelchair access, assistive listening devices, and accessible seating. They also provide wheelchairs for patrons.

Audience Focus: The Capitol Center caters to a diverse audience, attracting people of all ages and interests. Their programming reflects this exclusivity.

The Winnepesaukee Playhouse

The Winnepesaukee Playhouse is a courtyard-style theater in Meredith, New Hampshire, in the heart of New Hampshire's Lakes Region. In addition, the theater hosts a summer theater camp, invites guest productions and supports fundraising events and off-campus events.

Seating Capacity: 194 seats.

Price Range: 4-tiered ticketing system ranging from \$25 - \$50.

Programming: The Playhouse produces both a professional summer stock season and a community theater season and is arguably the only theater in the United States to do so.

Tie-Ins with Other Businesses and Non-Profits: The Winnepesaukee Playhouse collaborates with other organizations and businesses to enhance community engagement including hosting fundraisers.

Education: Educational programming at the Winnepesaukee Playhouse takes the form of fully realized productions, classroom instruction and exploration, field trips, professional apprenticeships, school and community outreach, teacher training, arts advocacy, and educational materials in support of professional and community theatre productions.

Ticket Packages / Subscriptions: They offer subscription packages ranging from \$115 to \$215.

Sponsor Support: The Playhouse offers [Director's Circle](#) sponsorship program ranging from \$25,000 to \$1,000 with a wide variety of benefits.

Venue Facility and Amenities: Located on a brand-new, state-of-the-art theater campus, the Playhouse provides a comfortable and modern venue.

Branding Position: Best events in the Lakes Region.

Accessibility: ADA accessible throughout with assisted listening devices and ADA seating.

Audience Focus: Children and adults.

New London Barn Playhouse

[New London Barn Playhouse in New London, NH is one of New England's most cherished summer-stock theaters](#)

Seating Capacity: 292 seats. [No seat is more than 30 feet from the stage.](#)

Price Range: Ticket prices vary based on the performance and range from \$34-\$54.

Programming: The Barn features a blend of professional Broadway actors and emerging young artists. Their shows include a mix of national, regional, and local talent. Including touring productions. Primarily summer stock and a children's theater series.

Tie-Ins with Other Businesses and Non-Profits: None other than sponsorship.

Education: They offer well-developed year-round educational programs, internships, summer camp and partnerships with schools during the school year.

Ticket Packages / Subscriptions: Adult Subscription rate: \$270 for 6 Main Stage productions. Children's Subscription: \$198 for 6 Main Stage productions. Tickets range from \$34 - \$54.

Sponsor Support: [They offer various opportunities for membership and support.](#)

Branding Position: The New London Barn Playhouse is the oldest continuously operating summer theater in New Hampshire, a distinction which has gained it inclusion in the state's Register of Historic Places and is housed in a historic converted barn with an intimate, air-conditioned setting.

Accessibility: Accessible from the parking lot to the orchestra by elevator with wheel-chair seating. No accessibility to the balcony.

Audience Focus: [Adults and children.](#)

Lakeport Opera House

[Lakeport Opera House](#) An elite for profit venue in Laconia offering primarily live musical and comedy performances from Columbus through Memorial Day with private events year-round.

Seating Capacity: The Lakeport Opera House offers a 200-seat layout. Every seat provides unobstructed views, cocktail service, and an exceptional sound system.

Price Range: Ticket prices vary depending on the event. \$20-\$65

Programming: The venue features diverse acts from local, regional, and national levels with an emphasis on tribute bands. **Tie-ins with Other Businesses and Non-Profits:** None apparent.

Connections with Schools: No apparent connection to schools, or education.

Ticket Packages / Subscriptions: [Tiered season tickets packages \(30 shows\) from \\$2,500 to \\$25,000 VIP package plus a member's club for private events. 2 VIP Booths with VIP amenities.](#)

Sponsor Support: No apparent sponsors.

Venue Facility and Amenities: The completely restored 1882 landmark incorporates modern design elements while preserving original fixtures. The venue offers a dance floor and an in-house lounge with full-liquor license, complete with specialty cocktails, beer, wine and champagne. They also offer the finest bartenders and cocktail servers in the area and will deliver drinks right to your seat during the shows.

Branding Position: Historic Elegance with a Modern Vibe.

Customer Experience: The Opera House aims to provide an unforgettable experience, not just a show. Luxurious lounges, comfortable seating, and attentive service enhance the guest experience.

Accessibility: Limited ADA accessibility.

Audience Focus: High end adult venue for a distinctive night out.

Colonial Theatre Laconia

[Colonial Theatre Laconia](#) A historic theatre complex in Laconia, recognized by the National Register of Historic Places. [It was beautifully restored from its original 1914 design and character.](#) The Colonial Theatre is a Neocolonial style theatre with heavy Venetian influence, including an original hand painted fire curtain of the Venetian coast, opened in 1914. The entire building is being renovated to its original beauty and opened in 2021. The is managed by Spectacle Management, Lexington, MA.

Seating Capacity: 761 seats

Price Range: Tickets range broadly according to the show with Powerhouse Theater in the \$20 range.

Programming: The Colonial Theatre hosts a wide range of performances, including music (tribute bands, dance shows), local theater (Partnership with Powerhouse Theater), comedy, and civic events. Acts vary from local to regional and national talent. The theater is available to rent.

Tie-ins with Other Businesses and Non-Profits: Partners with community-based Powerhouse Theater.

Connections with Schools: None apparent.

Ticket Packages / Subscriptions: [Membership program that includes ticket discounts on selected shows and reduced ticketing fees through Spectacle Live, the management company.](#)

Sponsor Support: [Limited sponsorship program \(6\) led by Path Vacations.](#)

continued...

Venue Facility and Amenities: The beautifully restored theater offers modern production capabilities while preserving its historic charm.

Branding Position: Historic theatre restored to its original 1914 look and character with modern production capabilities.

Customer Experience: The Colonial Theatre aims to create a memorable experience for patrons through quality performances and attentive service.

Accessibility: ADA accessible with wheelchair seating and assisted listening devices.

Audience Focus: Mostly adults with limited children's programming.

Hatbox Theatre

Hatbox Theatre [An intimate performing arts venue in Concord featuring locally produced works³](#). After 9 years of performances, THE STEEPLEGATE MALL VENUE IS CLOSED. As we are looking for a new home, we are continuing programming in other spaces.

Seating Capacity: The Hatbox Theatre is an intimate performance space located at 270 Loudon Road in Concord, NH. It holds up to **99 people** and engages the audience through proximity. The close-to-the-stage seating promotes a direct experience with the performance.

Price Range: Tickets for most productions (except when noted) are: Adults: \$22; Students/Seniors/Members: \$19; Senior Members: \$16. Tickets for musical productions are: Adults: \$25; Students/Seniors/Members: \$22; Senior Members: \$19. They offer a 15% veteran discount upon request.

Programming: The Hatbox Theatre features locally produced works, including original and produced plays, musicals, concerts, and variety shows.

Tie-ins with Other Businesses and Non-Profits: Hatbox is a cooperative theatre space and partners with local producers to create their annual program. Each year they hold an annual Pitch Night for producers interested in being part of the upcoming season. For one night only, groups are given two minutes to pitch their project for the upcoming season of Hatbox Theatre (season runs September through August). Hatbox is all about live performance, so we ask that pitches be focused on that aspect, but any discipline is welcome to pitch: music, theatre, cabaret, dance, magic, variety, burlesque, comedy, improv, poetry/spoken word, game shows, whatever! If a program is selected for performance, then the producer receives 55% of the gate receipts. Not included in this are: processing fees charged to patrons, donations, concessions, etc.

Connections with Schools: Currently productions are being staged at the MCTP Theatre at the North End Montessori School.

Ticket Packages / Subscriptions: [The Hatbox theater, when operating, has a membership which includes ticket discounts.](#)

Sponsor Support: Currently there are no sponsors. They also offer program advertising.

Venue Facility and Amenities: The Hatbox Theatre is currently programming in other spaces while looking for a new home. [Discovering Magic, Heathers The Musical, and Cruel Intentions: The 90s Musical are among their upcoming events.](#)

Branding Position: Locally grown performances

Accessibility: None

Audience focus: All ages

The CAKE Theatre

[The CAKE Theatre Recycled Percussion's performance venue in Laconia, providing a Vegas show experience.](#) The uniquely transformed space isn't a typical venue. The moment you walk through the doors, your visual experience begins and continues to the second level. Our custom stage was created with rock & roll in mind and brings the multi-million dollar production and thrill of a Las Vegas-style experience blended with Justin's eccentric vision right here to Laconia, New Hampshire.

Seating Capacity: 99 people

Price Range: Ticket prices vary based on the show.

Programming: The Cake Theatre hosts Recycled Percussion's high-energy, captivating show. It fuses music, percussion, comedy, and audience participation, all with re-purposed instruments. Also the occasional touring artists.

Tie-ins with Other Businesses and Non-Profits: None apparent. Rentals are available.

Connections with Schools: None apparent.

Ticket Packages / Subscriptions: Check their [ticket information](#) for details on subscriptions and packages.

Sponsor Support: Like many venues, The Cake Theatre likely relies on sponsorships. Explore their promotional materials for sponsor information.

Venue Facility and Amenities: Designed by Justin Spencer, The Cake embodies a Las Vegas experience.

Branding Position: Intimate adult rock N roll Las Vegas experience.

Customer Experience: The Cake Theatre aims to knock you out of your seat and onto your feet.

Accessibility: None

Audience Focus: Adults

Bank of New Hampshire Pavilion

[Bank of New Hampshire Pavilion One of the largest venues in NH, located in Gilford, known for big-name concerts and events⁹. Award winning.](#)

Seating Capacity: The Bank of New Hampshire Pavilion, originally known as Meadowbrook Farm, is an outdoor amphitheater near Lake Winnepesaukee. It seats nearly **9,000 guests**:

Covered Pavilion: 5,997 seats

Reserved Lawn Seats: 540

General Admission Lawn Seats: 2,850

Price Range: Multi-tiered offerings through Live Nation from lawn to VIP. (Ex. \$97-\$476)

Programming: The venue hosts a diverse range of first-class national touring artists. Expect performances from artists like Luke Bryan, Phish, Dave Matthews Band, Willie Nelson and more.

Tie-ins with Other Businesses and Non-Profits: None apparent outside of a partnership with Live Nation.

Connections with Schools: None apparent.

Ticket Packages / Subscriptions: VIP Season Tickets: amazing seats, premium parking, VIP Club access, and personalized service can all be yours.

continued...

Sponsor Support: The Pavilion has a well-developed sponsorship program which offers on-site activation, venue signage, digital marketing, naming rights, and experiential marketing that starts at \$25,000.

Venue Facility and Amenities: The Bank of New Hampshire Pavilion has evolved from a grass field vision to a premier concert venue which includes VIP lounges, several clubs, brewpubs, and eating establishments scattered throughout the campus.

Branding Position: Outdoor festival experience. Tickets are sold through Live nation and attract audiences from throughout New England.

Customer Experience: The Pavilion aims to provide an unforgettable high-quality experience for patrons, whether in the covered pavilion or on the spacious lawn.

Accessibility: ADA seating and parking compliant with interpretive assistance available.

Audience Focus: [According to their website The Pavilion hosted 33,300 patrons in 2022 for over 50 shows. Their audience is 45/55% male/female, 92% are over 24, and 50% of their fans have an annual income of over \\$75,000.](#)

Hampton Beach Casino Ballroom

[Hampton Beach Casino Ballroom A historic beach-side venue in Hampton Beach with a variety of performances.](#)

Open April–November.

Seating Capacity: The Casino Ballroom has either seated or non-seated shows, depending on the artist's preference:

If **seated**, the capacity is **1,800**

If the show is **General Admission** (no seats on the dance floor), the capacity is **2,200**.

Price Range: General admission shows are a flat rate plus fees. Seated shows are tiered between general admission and seats. Tickets range from \$25 - \$90 depending on the show.

Programming: The Casino Ballroom hosts a wide range of acts, including rock, country, blues, disco, emo, and progressive music and tribute bands and has played host to most of the greatest names in Live Entertainment. Paige, Plant, Morrison, Hendrix, Joplin, Bono, Seinfeld just to name a few.

Tie-ins with Other Businesses and Non-Profits: The Casino Ballroom collaborates with the community, creating memorable experiences for both audiences and artists.

Connections with Schools: While details aren't provided, they may have educational programs or partnerships. Inquire directly with the venue.

Ticket Packages / Subscriptions: [For \\$250 The Insider Club Membership includes ticket sales notifications before they go public.](#)

Sponsor Support: None apparent.

Venue Facility and Amenities: Setbreak Café.

Branding Position: The intimate size and rich history provide one of the most up close and authentic concert experiences you'll ever have.

Customer Experience: The Casino Ballroom aims to provide an unforgettable experience for patrons, whether they're dancing on the floor or enjoying a seated show.

Accessibility: They likely comply with accessibility standards, ensuring comfort and mobility for all patrons.

Audience Focus: All shows are 18+

The Flying Monkey Movie House & Performance Center

The Flying Monkey Movie House & Performance Center: A renovated vaudeville theater in Plymouth, offering live performances and movies.

Seating Capacity: The for-profit Flying Monkey Performance Center features intimate seating for up to 486 guests:

Theater Style Seats: 361 seats on an inclined floor.

Dining Seats: Four downstairs table sections with 69 seats.

Premier Balcony: 56 of the best seats in the house, with its own bar.

Price Range: Ticket prices vary based on the event and seating and range from \$30 - \$100.

Programming: Musical acts are booked and promoted by Bright & Lyon Productions. Bright & Lyon Productions is a multi-faceted production company dedicated to the promotion and production of quality live music events serving New Hampshire's greater Seacoast region, Maine, and Massachusetts. The Monkey hosts a variety of live touring artists, tribute bands, comedy, and free classic and silent movies on Taco Tuesdays. Rentals are also available.

Tie-Ins with Other Businesses and Non-Profits: None apparent.

Connections with Schools: None apparent.

Ticket Packages / Subscriptions: [Membership in the Prime-Mates Club includes, \\$100 gift card for food, beverages and merch, advance notice on ticket sales, no fee refundable tickets, and special offers.](#)

Sponsor Support: None apparent.

Venue Facility and Amenities: The Flying Monkey offers state-of-the-art facilities, including an inclined floor, dining options as well as beer, wine and craft cocktails served throughout the house, and a premier balcony.

Branding Position: The revived theater has brought the heartbeat of the arts back to downtown Plymouth

Customer Experience: The Monkey aims to provide a unique and intimate performance experience for patrons.

Accessibility: ADA accessible seating.

Audience Focus: Primates.

The Word Barn Meadow

[The Word Barn Meadow](#) A small, beautiful outdoor setting in Exeter for live music and performances. The Word Barn was created to promote the sharing and cultivation of the arts in an open and welcoming setting, and contribute to an already existing and thriving arts community.

Seating Capacity: The Word Barn serves as an intimate gathering space, both indoor and outdoor. Barn 100. Meadow 150.

Price Range: Musical acts are generally between \$12 and \$25.

Programming: The Word Barn hosts a variety of live music concerts, comedy shows, poetry readings, workshops, and private events. Live acts range from local artists to national and international performers, and tribute bands, creating a vibrant arts community. The Word Barn also offers a variety of engaging workshops meant to develop new or hone known skills in a welcoming setting. We have enjoyed hosting everything from writing to fermenting, visible mending to songwriting, birdwatching to mixology, baking to playwriting. Rentals are available.

continued...

Tie-ins with Other Businesses and Non-Profits: The venue collaborates with NHPR to broadcast *Live at The Word Barn* musical events.

Connections with Schools: The Word Barn partners with MusicalArts Academy for a summer theatre day camp for kids age 6-17 that helps gain valuable teamwork skills, experience theater arts, and build confidence—complete with the performance of a musical from our stage!

Ticket Packages / Subscriptions: [Membership program through Patreon, which, while not huge on benefits, does include a jar of honey.](#)

Sponsor Support: [The Word Barn has a 3-tiered well developed sponsorship program: Leading, Season Underwriting and Single Event.](#)

Venue Facility and Amenities: The Word Barn offers an intimate, rustic setting—in the Barn and in the Meadow. Perfect for experiencing live performances and connecting with artists.

Branding Position: An intimate gathering space—both indoor and outdoor—focused on the arts and community, featuring local, national, and international performing artists.

Customer Experience: Intimate. Homey. Friendly.

Accessibility: They likely comply with accessibility standards, ensuring comfort and mobility for all guests.

Audience Focus: Regional with an emphasis on building community.

Claremont Opera House

Claremont Opera House: A historic venue in Claremont hosting plays, music performances, and children's theater.

Seating Capacity: The Claremont Opera House has a total seating capacity of **783 persons**. It continues to serve the Sugar River Region as a magnificent cultural gathering space for concerts, theatrical performances, and other cultural events.

Price Range: Children's theater is \$10. Bands \$20 - \$35.

Programming: The Opera House hosts a wide range of events, including concerts, plays, comedy acts. Acts vary from local artists to regional touring tribute bands and performer as well as children's theater. Rentals are available.

Tie-ins with Other Businesses and Non-Profits:

Connections with Schools: None apparent.

Ticket Packages / Subscriptions: [Membership through their Inner Circle Program for \\$99 includes presale access, ticket discounts, reduced fees, preferred seating, concession discounts and VIP lounge access.](#)

Sponsor Support: [Sponsorship program led by the Claremont Savings Bank includes print and media advertising.](#)

Venue Facility and Amenities: The Claremont Opera House is a beautiful Victorian-era building, serving as a focal point of downtown Claremont. Beer and wine, drinks, candy and snacks are available at most events. VIP lounge access for members.

Branding Position: The mission of the Claremont Opera House is to build community through diverse arts experiences.

Accessibility: Claremont Opera House has four designated wheelchair seating positions at the rear of the house.

Audience Focus: Adults and children.

The Newport Opera House

[The Newport Opera House in Newport, New Hampshire, is a historic venue with a rich legacy.](#)

Seating Capacity: The Newport Opera House has a total seating capacity of **250-300 for a dance** and **675 for an assembly**

Price Range: \$15-\$35

Programming: Limited programming in-house September–May. Primarily local theater with some school outreach. Dance bands.

Tie-ins with Other Businesses and Non-Profits: The venue collaborates with local businesses and non-profits, fostering community connections including The Upper Valley Paranormal Society, United Way of Sullivan County, The New London Barn, Mount Royal Academy Knights Theater Playhouse among others.

Connections with Schools: Nothing on-going.

Ticket Packages / Subscriptions: [a 6-tiered membership/donor program includes ticket discounts, complimentary tickets and advertising.](#)

Sponsor Support: None apparent.

Venue Facility and Amenities: The Newport Opera House, with its historic charm, serves as a gathering place for cultural events and community celebrations.

Brand Position: Entertainment for the entire community at affordable prices.

Customer Experience: The Opera House aims to provide a memorable experience for patrons, whether attending a performance or community event.

Accessibility: Accessible seating is available on the main floor.

Audience Focus: Local community.

Lebanon Opera House

Lebanon Opera House [The Upper Valley's premier inclusive, community-centered nonprofit hub for the performing arts.](#)

Seating Capacity: The Lebanon Opera House has a total seating capacity of **803 seats**.

Price Range: Depending on the event \$30-\$75. Three tiers for in-house concerts.

Programming: The Opera House hosts a variety of high-quality events, including opera, classical and jazz music, Nexus Music Festival, tribute bands, comedy shows, community theater, and much more.

Acts range from local performers to national touring artists, creating a vibrant arts scene in Lebanon.

Rentals are available.

Tie-Ins with Other Businesses and Non-Profits: [LOH has cultivated an expansive list of partnerships from arts, corporations and Social Profit Partners \(defined as an organization whose work is done well for the good of those they help and the community as a whole.\)](#)

Connections with Schools: Lebanon School District (“the big stage for little kids”) residency.

Ticket Packages / Subscriptions: None.

continued...

Sponsor Support: [LOH has a well-developed sponsorship program led by Alloy Therapeutics and Higgerson and company.](#)

Venue Facility and Amenities: Food and non-alcoholic beverages are sold and must be consumed in the lobby.

Branding Position: LOH is an organization focused on the value of building an inclusive community through the arts and education. They spotlight diverse local, national, and international artists. This work aligns with their mission to serve as a catalyst for connections between artists and audiences—regardless of age, ability, race, religion, gender identity, sexual orientation, or economic standing.

Customer Experience: The Opera House aims to provide a memorable experience for patrons attending various events.

Accessibility: The lobby, box office, restrooms, and orchestra level of the theater are accessible by elevator. **The balcony is not accessible by elevator.**

Audience Focus: Regional, diverse, all-ages.

“We went recently to an event at the Colonial in Lakeport. I think the restoration on that building should be inspiration for the FOH to a scale. The FOH is a treasure and every effort should be made to bring it to the standards of the new Colonial Theatre. My wife and I would like to support the effort in any manner, with labor or financially, but we don’t always receive updates or pleas for help. We don’t know the big picture and how to be more involved.”

FINANCIAL ASSESSMENT & PROJECTED BUDGETS

The Composite Financial Index (CFI) is a tool used to assess the financial health of an organization. It combines four key financial metrics into a single number:

- 1. Primary Reserve Ratio:** This measures financial strength and flexibility by comparing expendable net assets to total expenses.

This ratio is calculated as follows:

$$\text{Primary Reserve Ratio} = \text{Total Expenses} / \text{Expendable Net Assets}$$

Expendable Net Assets are those assets that can be spent or used up, and *Total Expenses* are the total costs incurred by the organization.

- 2. Net Operating Revenues Ratio:** This measures an organization's ability to operate in a surplus condition by comparing adjusted net operating income to total adjusted operating revenue.

This ratio is calculated as follows:

$$\text{Net Operating Revenues Ratio} = \text{Total Adjusted Operating Revenue} / \text{Adjusted Net Operating Income}$$

Adjusted Net Operating Income is the income from operations, adjusted for any unusual or nonrecurring items, and *Total Adjusted Operating Revenue* is the total revenue from operations, adjusted for any unusual or nonrecurring items.

- 3. Return on Net Assets Ratio:** This measures total economic return during the fiscal year by comparing the change in net assets to the beginning net assets.

This ratio is calculated as follows:

$$\text{Return on Net Assets Ratio} = \text{Beginning Net Assets} / \text{Change in Net Assets}$$

Change in Net Assets is the difference in net assets from the beginning to the end of the fiscal year, and *Beginning Net Assets* is the total net assets at the start of the fiscal year.

- 4. Viability Ratio:** This ratio is calculated as follows:

$$\text{Viability Ratio} = \text{Debt} / \text{Expendable Net Assets}$$

Expendable Net Assets are those assets that can be spent or used up, and *Debt* is the total debt of the organization.

This measures the availability of expendable net assets to cover debt by comparing expendable net assets to certain types of debt.

The CFI is calculated as follows:

$$\text{CFI} = 0.3 \times \text{Primary Reserve Ratio} + 0.2 \times \text{Net Operating Revenues Ratio} + 0.2 \times \text{Return on Net Assets Ratio} + 0.3 \times \text{Viability Ratio}$$

Each of these ratios is then converted into a strength factor, which is a number between -1 and 10. The strength factors are then multiplied by the weights (0.3 for Primary Reserve Ratio and Viability Ratio, and 0.2 for Net Operating Revenues Ratio and Return on Net Assets Ratio) and summed to calculate the CFI.

FOH CFI Ratios are as follows:

Primary Reserve Ratio (Expendable Net Assets divided by Total expenses)

Expendable Net Assets \$181,780
Total expenses \$106,150

The Primary Reserve Ratio for FOH is **1.71**, is a measure of financial strength and flexibility. Here's how to interpret this ratio:

A Primary Reserve Ratio of 1.71 means that the FOH has 1.71 times its total expenses in expendable net assets. In other words, the organization could function for approximately **1.71 years** using only its expendable net assets, without additional net assets.

This ratio is a measure of the organization's liquidity and financial flexibility. A higher ratio indicates that the organization has more expendable net assets relative to its expenses, which suggests greater financial strength and flexibility.

Net Operating Revenues Ratio

Net Operating Income is \$18,708
Total adjusted Operating Revenue is \$124,330

The Net Operating Revenues Ratio **0.15** is a measure of an organization's ability to operate in a surplus condition. Here's how to interpret this ratio:

A Net Operating Revenues Ratio of 0.15 means that the FOH's adjusted net operating income is 15% of its total adjusted operating revenue. In other words, for every dollar of revenue the organization generates, it retains \$0.15 after accounting for operating expenses.

The Return on Net Assets Ratio

Beginning Net Assets \$219,179
Ending Net Assets \$227,769

The Return on Net Assets Ratio, which is **0.04** or **4%**, is a measure of how effectively an organization is using its net assets to generate a return. Here's how to interpret this ratio:

A Return on Net Assets Ratio of 0.04 means that your organization has a 4% return on its net assets. In other words, for every dollar of net assets your organization has, it generated a return of \$0.04 in the fiscal year.

This ratio is a measure of your organization's profitability and efficiency. A higher ratio indicates that your organization is more efficient at using its net assets to generate income, suggesting a greater return on investment.

Viability Ratio

Expendable Net Assets of \$181,779

Debt of \$4,405

The new Viability Ratio, given your Expendable Net Assets of \$181,779 and Debt of \$4,405, is 41.27. This means that your organization has **41.27** times its debt in expendable net assets.

A Viability Ratio of 41.27 is quite high, indicating that your organization has a significant amount of expendable net assets compared to its debt. This suggests that your organization has strong financial flexibility and is well-positioned to cover its debts.

CFI=12.18 The Composite Financial Index (CFI) for the FY year ending June 30, 2023

$$\text{CFI} = 0.3 \times 1.71 + 0.2 \times 0.15 + 0.2 \times 0.04 + 0.3 \times 41.27$$

A Composite Financial Index (CFI) of **12.18** is relatively high, indicating that your organization is in strong financial health according to the metrics used in the CFI calculation. Here's how you can interpret this index:

A CFI of 12.18 suggests that your organization has a good balance of expendable net assets, operating surplus, return on net assets, and ability to cover debt. This balance is a positive sign of financial health.

While there are still a lot of variables to be formalized, a projected operating budget for the first year of operations in the renovated Franklin Opera House follows.

"I am very impressed with what Franklin Opera House does with limited funds and help. We are very blessed to have such great entertainment in a small city."

FOH 2026-2027 Operating Budget

Ordinary Income/Expense	<u>Operating Budget</u>		<u>Operating Budget</u>	
	2026 -2027		incl. Occupancy	
	\$		\$	
Income				
Operating Income				
Contributed Income				
Event Sponsorships	25,000	5.9%	35,500	7.8%
Grants	25,000	5.9%	30,000	6.6%
Other Fundraising	21,250	5.0%	24,250	5.3%
Membership	15,800	3.7%	16,800	3.7%
Private Donations	12,000	2.8%	13,500	3.0%
Total Contributed Income	99,050	23.3%	120,050	26.3%
Earned Income				
Advertising	5,250	1.2%	5,250	1.2%
FOH Box Office	190,800	44.8%	190,800	41.8%
Other Box Office	94,860	22.3%	94,860	20.8%
Concessions	23,480	5.5%	23,480	5.1%
Merchandise	0	0.0%	10,000	2.2%
In-Kind Support	500	0.1%	500	0.1%
Theater Rental	11,050	2.6%	11,050	2.4%
Total Earned Income	325,940	76.6%	335,940	73.6%
Total Operating Income	424,990	100%	455,990	100%
Other Income				
Interest Income				
Sale of Fixtures				
Gain/Loss on Investments				
Total Other Income	500	0%	500	0%
Total Income	425,490	100%	456,490	100%

Expense				
Administrative				
Accounting and Bookkeeping	0	0.0%	0	0.0%
Paypal Charges	100	0.0%	100	0.0%
Board Insurance	1,000	0.2%	1,000	0.2%
Copies	75	0.0%	75	0.0%
Credit Card / Tix Processing Fees	26,535	6.2%	26,535	5.8%
Fees, Dues & Subscriptions	350	0.1%	350	0.1%
Fundraising & Stewardship Expense	5,500	1.3%	5,500	1.2%
Legal & Professional Fees	0	0.0%	0	0.0%
Office Equipment	1,500	0.4%	1,500	0.3%
Office Supplies	895	0.2%	895	0.2%
Payroll Subscription	300	0.1%	300	0.1%
Penalties, Late Fees	0	0.0%	0	0.0%
Postage	2,000	0.5%	2,000	0.4%
Professional Development	500	0.1%	500	0.1%
Telephone	625	0.1%	625	0.1%
Travel	200	0.0%	200	0.0%
Administrative - Other	0	0.0%	0	0.0%
Total Administrative	39,580.00	9.3%	39,580.00	8.7%
Advertising & Promotional				
Graphic Design	2,000	0.5%	2,000	0.4%
Merchandise	0	0.0%	5,000	1.1%
Live Event Posters	1,500	0.4%	1,500	0.3%
Newspaper	3,200	0.8%	3,200	0.7%
Other Advertising	4,000	0.9%	4,000	0.9%
Promotional - Other	0	0.0%	0	0.0%
Radio	0	0.0%	0	0.0%
Programs/printing	2,000	0.5%	2,000	0.4%
Website Hosting & Services	400	0.1%	400	0.1%
Website Updates & Social Media	0	0.0%	0	0.0%
Total Advertising & Promotional	13,100.00	3.1%	18,100.00	4.0%
Event Expense				
Artist Fees	101,200	23.8%	101,200	22.2%
Artist Room & Board	1,000	0.2%	1,000	0.2%
Booking Agent	10,000	2.4%	10,000	2.2%
Tickets sold for others (FFT/SAU)	68,320	16.1%	68,320	15.0%
Concessions	8,400	2.0%	8,400	1.8%
Concession Supplies	840	0.2%	840	0.2%
Equipment Rental & Backline	1,000	0.2%	1,000	0.2%
Liquor License	360	0.1%	360	0.1%
Misc Event Expense	1,000	0.2%	1,000	0.2%
License Fees	2,500	0.6%	2,500	0.5%
Lighting Technician	8,000	1.9%	8,000	1.8%
Sound and Instrument Tech	13,500	3.2%	13,500	3.0%
Total Event Expense	216,120	50.8%	216,120	47.3%

Facility Expense				
Cleaning & Other Misc. Labor	0	0.0%	0	0.0%
Electric	2,000	0.5%	2,000	0.4%
Equipment Repairs	740	0.2%	740	0.2%
Facility Equipment	500	0.1%	500	0.1%
Heat	0	0.0%	0	0.0%
Insurance	4,000	0.9%	4,000	0.9%
Occupancy	0	0.0%	36,000	7.9%
Total Facility Expense	7,240	1.7%	43,240	9.5%
Personnel				
Director's Payroll Expense	60,000	14.1%	60,000	13.1%
Admi. Assistant (PT)	25,000	5.9%	25,000	5.5%
Stage Mgr / Tech Dir	40,000	9.4%	40,000	8.8%
Health Insurance Stipend	10,000	2.4%	0	0.0%
Simple IRA	0	0.0%	0	0.0%
Merit Compensation	0	0.0%	0	0.0%
Payroll Tax	12,500	2.9%	12,500	2.7%
Workmans Comp. Insurance	1,950	0.5%	1,950	0.4%
Total Personnel	149,450	35.1%	139,450	30.5%
Total Expense	425,490	100.0%	456,490	100.0%
Net Ordinary Income	0		0	

SURVEY FINDINGS & RECOMMENDATIONS

Survey Findings

The following insights and recommendations are based on a survey conducted by mail in August of 2024 and sent to residents of Franklin and the contiguous communities of Andover, Tilton, Boscawen, Salisbury, Hill, and Sanbornton. It should be noted that this was a one-time survey and care should be taken not to overstate the importance of the findings. It would be useful to compare the survey results with a statistical analysis of website traffic over a similar period and a random survey conducted at local community events. Survey data can be found in Appendix A, page 30.

Key Findings include:

1. Audience Demographics:

Majority are aged 51 and above.

Predominantly women (68%).

2. Preferences and Interests:

Most attend 1-5 events annually.

Willing to travel over 30 miles for a show (58%).

Popular performance types: Musicals/Musical Comedy, Dramatic Plays, Tribute Bands/Classic Rock.

3. Seating Preferences:

Majority prefer reserved seating (53%).

4. Influencing Amenities:

Positive reviews, family and friends, and concessions are significant factors.

5. Important Factors for Attendance:

Cost of tickets, ease of getting to the venue, and familiarity with the artists.

6. Feedback and Suggestions:

Many are unaware of the venue or were not informed about upcoming events.

Mostly positive experiences with some concerns about noise and ambiance.

7. Marketing Channels:

Word of mouth, internet search, Facebook, and direct website visits are the most effective channels.

Strategic Recommendations

1. Targeted Marketing & Programming Campaigns:

Continue to engage your older audience (51+) by highlighting popular performance types like musicals, dramatic plays, and tribute bands. Reach out to the 40-50 demographic through family events that

continued...

include children and parents with convenient scheduling. Attract the younger audience through platforms like Instagram, TikTok, and SnapChat (see Appendix B, page 35 for other venues social media) with events that are inexpensive and foster a sense of inclusiveness and budding creativity like open mic nights and local bands.

Consider creating a youth advisory board, perhaps in collaboration with local schools and offering the facility as a rehearsal space for young musicians.

Consider developing signature events or specialize in a particular genre of entertainment with A-list talents to draw attendees from outside the local area. Even if such high-profile events that may be marginally beneficial financially (depending on how they are priced) they will put eyes on FOH and add value to the FOH brand and future events.

2. Enhanced Online Presence:

Invest in SEO (Search Engine Optimization) to improve visibility in internet searches.

Regularly update your website and social media channels (especially Facebook) with upcoming events and positive reviews.

3. Community Engagement:

Leverage word of mouth by encouraging satisfied patrons to share their experiences. Perhaps create an audience forum page on your website.

Partner with local community organizations to access their networks and spread the word.

4. Promotions and Discounts:

Offer discounts or special promotions for first-time attendees or those who bring friends and family. Offer free tickets to advertisers.

Consider loyalty programs for frequent attendees.

5. Improved Communication:

Increase publicity about upcoming events through emails, social media, and local newspapers and posters.

Increase your marketing budget to accommodate additional publicity.

6. Venue Experience:

Address feedback about noise and ambiance to enhance the overall experience.

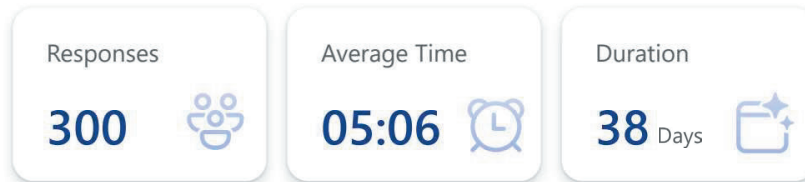
Ensure accessible seating and assisted listening devices are available and well-publicized.

7. Event Scheduling:

Schedule events at times that are convenient for your audience, considering feedback about work schedules and availability. Especially, as mentioned above, for working families.

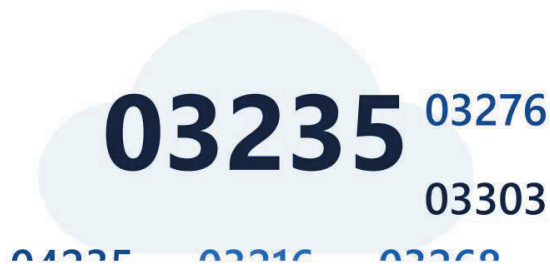
APPENDICES

A. Survey Results

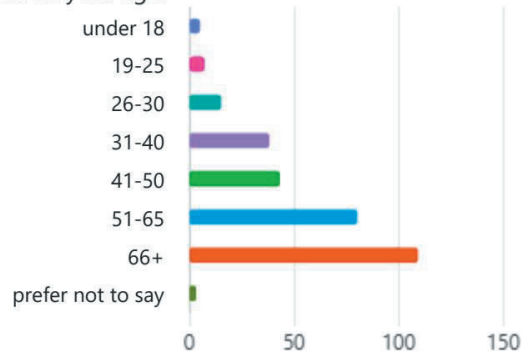


1. Please enter your zip code.

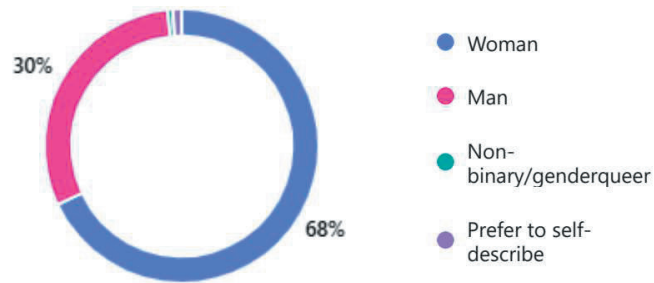
300 responses submitted



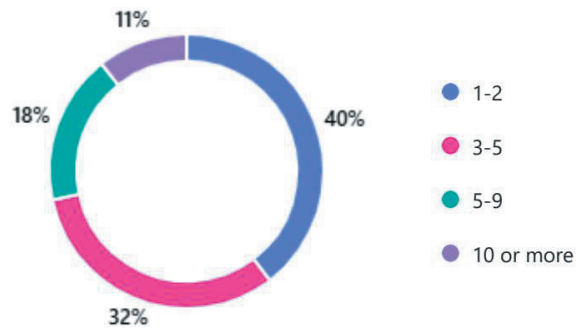
2. Please tell us your age.



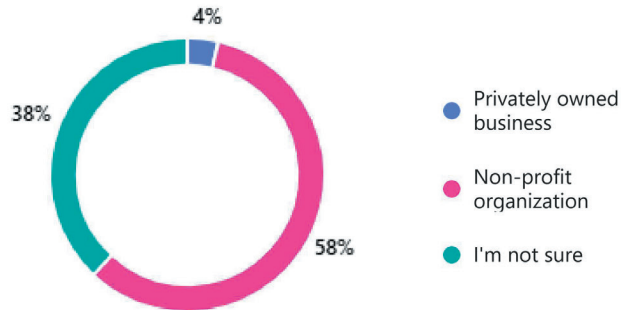
3. What is your gender?



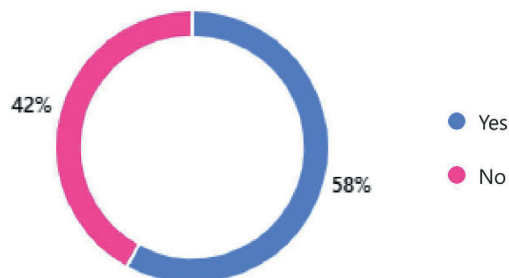
4. How many arts or live entertainment events do you attend annually, at any venue?



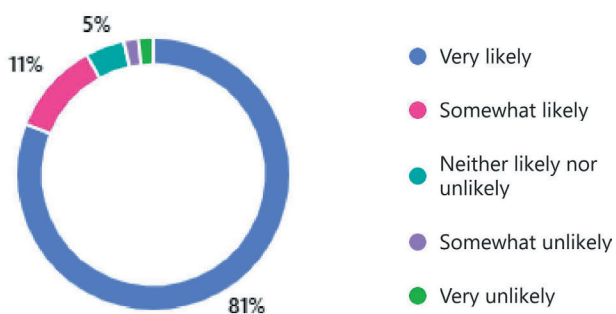
5. To my knowledge the Franklin Opera House is a



6. Have you ever attended a performance at the Franklin Opera House?



7. How likely would you be to recommend the FOH to a friend or colleague?

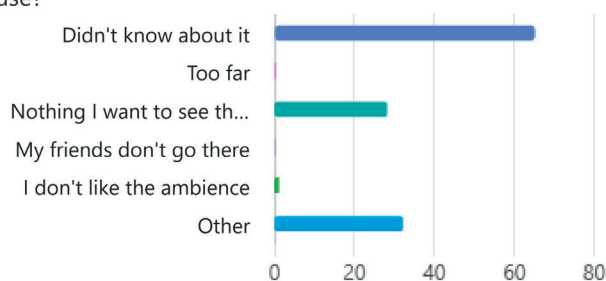


8. Please describe your experience at Franklin Opera House in 3 words or less

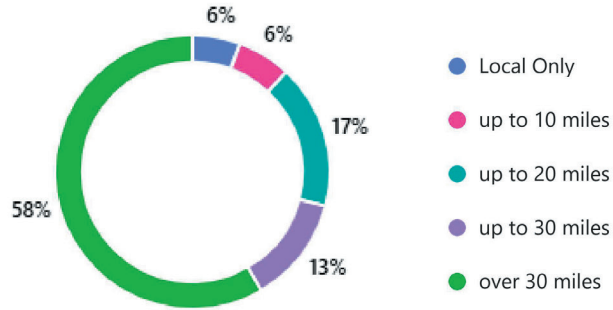
166 responses submitted



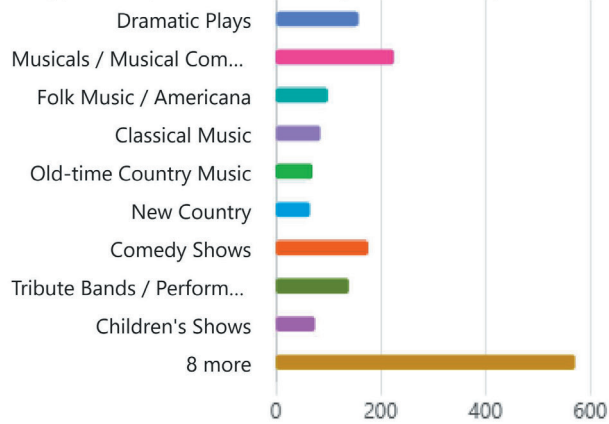
9. Why haven't you considered attending a show at Franklin Opera House?



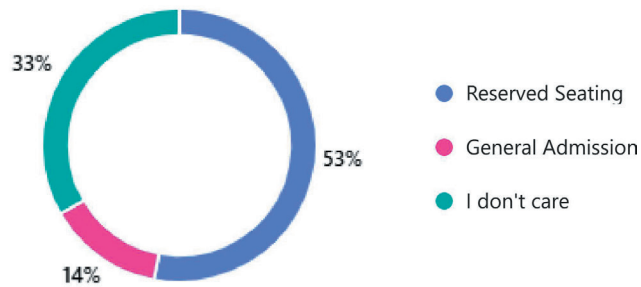
10. How far will you travel to see a show that appeals to you?



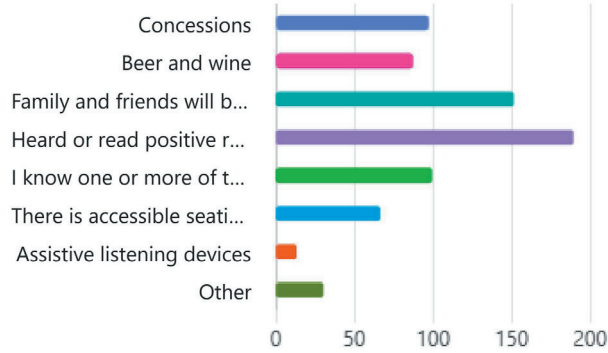
11. What type(s) of performances are you most likely to attend?



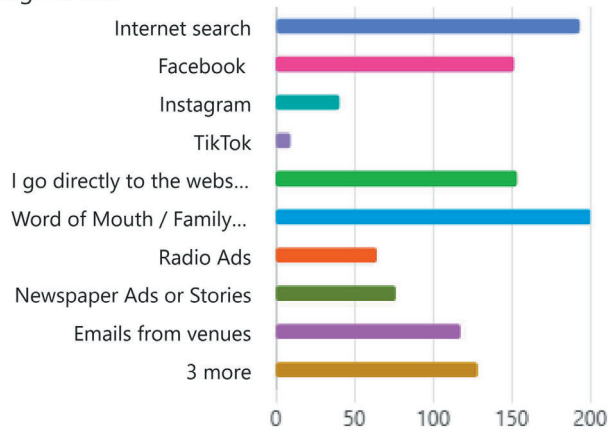
12. Do you prefer reserved seating or general admission?



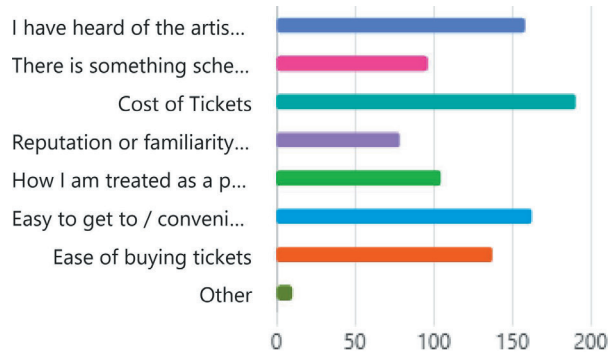
13. Are there other amenities that influence your decision to go out?



14. Which sources are you most likely to look to when looking for things to do?



15. What is most important to you when considering attending a performance?



16. Thanks so much for participating in our survey. Your feedback will help us plan the future of Franklin Opera House. If you'd like to be entered into our drawing for one of two \$50 gift certificates to Waterhorse Irish Pub in Franklin, please enter your email address here. Winners will be notified by email in September. Only one entry per person, please.

261 responses submitted

B. Social Media Landscape

	FB Followers	FB Posts	IG Followers	IG Posts	X/Twitter followers	X/Twitter Posts	Tik Tok Followers	Tik Tok Posts	TikTok Likes	Youtube subscribers	Youtube video posts	Youtube Video Views
Capitol Center for the Arts	30,000	1-5+ daily	1633	3075	1362	2691	4	0	30	358	172	137,102
The Winnetoesaukee Playhouse	4,900	1-5+ daily	2236	1570	550	1218	52	0	30	110	128	28,273
New London Barn Playhouse	6,200	1-3 daily	5147	755	0	0	865	11	3837	0	0	0
Lakeport Opera House	4,800	1-5 weekly	1292	109	29	29	37	36	191	0	0	0
Colonial Theatre Laconia	8,500	2-3 alternate days	2119	785	161	1078	0	0	0	0	0	0
Hatbox Theatre	2,900	random	498	98	52	241	0	0	0	0	0	0
The CAKE Theatre	13,000	1 daily	3147	240	17,100	7154	629	8	142	13800	5	14,061
Bank of New Hampshire Pavilion	205,000	1-5 daily	25,300	1437	4,129	2610	1,925	17	9,222	0	0	0
Hampton Beach Casino Ballroom	118,000	2-3 daily	11,900	2484	4913	3644	0	0	0	0	0	0
The Flying Monkey	25,000	2-3+ daily	2238	509	1383	6239	0	0	0	37	7	5304
The World Barn	8,100	1-2 alternate days	4639	1389	0	0	0	0	0	100	11	6680
Claremont Opera House	0	0	276	144	0	0	0	0	0	2	12	1091
The Newport Opera House	2,500	random	0	0	92	626	0	0	0	0	0	0
Lebanon Opera House	9,000	2-3 daily-ish	1778	761	710	1102	0	0	0	162	66	33,933

C. PAC Demographics

	Location	Population	Median Age	BA Degree or Higher %	Female/Male Ratio %	Median Household Income	Per Capita Income	Poverty Rate %
Bank of New Hampshire Pavilion	Gilford	7,875	47	48	52/48	\$112,522	\$53,046	7.4
BNH Stage	Concord	44,503	43.3	38	48/52	\$77,874	\$42,860	9.6
Capital Center for the Arts	Concord	44,503	43.3	38	48/52	\$77,874	\$42,860	9.6
Claremont Opera House	Claremont	13,011	44.1	23	50/50	\$53,697	\$35,331	15.9
Colonial Theatre Laconia	Laconia	17,142	43.7	27	50/50	\$67,856	\$39,171	10.2
Franklin Opera House	Franklin	8,918	44.8	19	56/44	\$66,942	\$37,323	6.3
Hampton Beach Casino Ballroom	Hampton Beach	2,650	57.7	39	50/50	\$73,269	\$58,513	10.4
Hatbox Theatre	Concord	44,503	43.3	38	48/52	\$77,874	\$42,860	9.6
Lakeport Opera House	Laconia	17,142	43.7	27	50/50	\$67,856	\$39,171	10.2
Lebanon Opera House	Lebanon	14,515	38	23	53/47	\$76,571	\$53,015	8.4
New London Barn Playhouse	New London	4,389	21.7	61	56/44	\$83,796	\$37,424	3.1
The CAKE Theatre	Laconia	17,142	43.7	27	50/50	\$67,856	\$39,171	10.2
The Flying Monkey	Plymouth	4,428	24	43	44/56	\$63,801	\$34,461	9.6
The Newport Opera House	Newport	5,018	43.7	16	47/53	\$74,263	\$35,998	13.5
The Winnepesaukee Playhouse	Meredith	6,779	55.4	15	49/51	\$65,372	\$48,622	11.0
The Word Barn	Exeter	10,109	45.9	48	55/45	\$79,813	\$55,413	7.4

The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the City of Rochester, NH (Fiscal Year 2015)

Direct Economic Activity	Arts and Cultural Organizations	+	Arts and Cultural Audiences	=	Total Industry Expenditures
Total Industry Expenditures	\$4,353,943		\$7,902,214		\$12,256,157

Economic Impact of Spending by Arts and Cultural Organizations and Their Audiences

Total Economic Impact of Expenditures	Economic Impact of Organizations	+	Economic Impact of Audiences	=	Total Economic Impact
Full-Time Equivalent (FTE) Jobs Supported	217		188		405
Household Income Paid to Residents	\$3,902,000		\$4,178,000		\$8,080,000
Revenue Generated to <u>Local</u> Government	\$161,000		\$283,000		\$444,000
Revenue Generated to <u>State</u> Government	\$211,000		\$393,000		\$604,000

Event-Related Spending by Arts and Cultural Audiences Totaled \$7.9 million (excluding the cost of admission)

Attendance to Arts and Culture Events	Resident ¹ Attendees	+	Nonresident ¹ Attendees	=	All Cultural Audiences
Total Attendance to Arts and Culture Events	245,600		96,938		342,538
Percentage of Total Attendance	71.7%		28.3%		100.0%
Average Event-Related Spending Per Person	\$22.73		\$23.93		\$23.07
Total Event-Related Expenditures	\$5,582,488		\$2,319,726		\$7,902,214

Nonprofit Arts and Cultural Event Attendees Spend an Average of \$23.07 Per Person (excluding the cost of admission)

Category of Event-Related Expenditure	Resident ¹ Attendees	Nonresident ¹ Attendees	All Cultural Audiences
Meals and Refreshments	\$15.81	\$15.75	\$15.80
Souvenirs and Gifts	\$2.60	\$2.62	\$2.61
Ground Transportation	\$0.88	\$2.20	\$1.26
Overnight Lodging (one night only)	\$0.78	\$1.80	\$1.07
Other/Miscellaneous	\$2.66	\$1.56	\$2.35
Average Event-Related Spending Per Person	\$22.73	\$23.93	\$23.07

Source: *Arts & Economic Prosperity 5: The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the City of Rochester*. For more information about this study or about other cultural initiatives in the City of Rochester, visit the City of Rochester Department of Economic Development's web site at www.rochesternh.net/economic-development.

Copyright 2017 by Americans for the Arts (www.AmericansForTheArts.org).

The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the Greater Concord Area (Fiscal Year 2015)

Direct Economic Activity	Arts and Cultural Organizations	+	Arts and Cultural Audiences	=	Total Industry Expenditures
Total Industry Expenditures	\$17,833,550		\$13,351,816		\$31,185,366

Economic Impact of Spending by Arts and Cultural Organizations and Their Audiences

Total Economic Impact of Expenditures	Economic Impact of Organizations	+	Economic Impact of Audiences	=	Total Economic Impact
Full-Time Equivalent (FTE) Jobs Supported	618		344		962
Household Income Paid to Residents	\$14,735,000		\$7,703,000		\$22,438,000
Revenue Generated to <u>Local</u> Government	\$884,000		\$538,000		\$1,422,000
Revenue Generated to <u>State</u> Government	\$962,000		\$370,000		\$1,332,000

Event-Related Spending by Arts and Cultural Audiences Totaled \$13.4 million (excluding the cost of admission)

Attendance to Arts and Culture Events	Resident ¹ Attendees	+	Nonresident ¹ Attendees	=	All Cultural Audiences
Total Attendance to Arts and Culture Events	178,624		207,174		385,798
Percentage of Total Attendance	46.3%		53.7%		100.0%
Average Event-Related Spending Per Person	\$17.58		\$49.29		\$34.60
Total Event-Related Expenditures	\$3,140,210		\$10,211,606		\$13,351,816

Nonprofit Arts and Cultural Event Attendees Spend an Average of \$34.60 Per Person (excluding the cost of admission)

Category of Event-Related Expenditure	Resident ¹ Attendees	Nonresident ¹ Attendees	All Cultural Audiences
Meals and Refreshments	\$12.12	\$22.22	\$17.55
Souvenirs and Gifts	\$1.84	\$3.72	\$2.85
Ground Transportation	\$0.99	\$3.32	\$2.24
Overnight Lodging (one night only)	\$0.53	\$13.72	\$7.61
Other/Miscellaneous	\$2.10	\$6.31	\$4.36
Average Event-Related Spending Per Person	\$17.58	\$49.29	\$34.60

Source: *Arts & Economic Prosperity 5: The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the Greater Concord Area*. For more information about this study or about other cultural initiatives in the Greater Concord Area, visit the Greater Concord Chamber of Commerce's web site at www.ccanh.com.

Copyright 2017 by Americans for the Arts (www.AmericansForTheArts.org).

The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the Greater Portsmouth Area (Fiscal Year 2015)

Direct Economic Activity	Arts and Cultural Organizations	+	Arts and Cultural Audiences	=	Total Industry Expenditures
Total Industry Expenditures	\$21,456,627		\$36,585,032		\$58,041,659

Economic Impact of Spending by Arts and Cultural Organizations and Their Audiences

Total Economic Impact of Expenditures	Economic Impact of Organizations	+	Economic Impact of Audiences	=	Total Economic Impact
Full-Time Equivalent (FTE) Jobs Supported	839		986		1,825
Household Income Paid to Residents	\$18,810,000		\$19,598,000		\$38,408,000
Revenue Generated to <u>Local</u> Government	\$1,256,000		\$2,451,000		\$3,707,000
Revenue Generated to <u>State</u> Government	\$1,089,000		\$1,972,000		\$3,061,000

Event-Related Spending by Arts and Cultural Audiences Totaled \$36.6 million (excluding the cost of admission)

Attendance to Arts and Culture Events	Resident ¹ Attendees	+	Nonresident ¹ Attendees	=	All Cultural Audiences
Total Attendance to Arts and Culture Events	790,394		421,866		1,212,260
Percentage of Total Attendance	65.2%		34.8%		100.0%
Average Event-Related Spending Per Person	\$26.56		\$36.96		\$30.18
Total Event-Related Expenditures	\$20,992,865		\$15,592,167		\$36,585,032

Nonprofit Arts and Cultural Event Attendees Spend an Average of \$30.18 Per Person (excluding the cost of admission)

Category of Event-Related Expenditure	Resident ¹ Attendees	Nonresident ¹ Attendees	All Cultural Audiences
Meals and Refreshments	\$19.06	\$22.12	\$20.13
Souvenirs and Gifts	\$3.54	\$2.63	\$3.22
Ground Transportation	\$1.47	\$3.85	\$2.30
Overnight Lodging (one night only)	\$0.34	\$6.11	\$2.35
Other/Miscellaneous	\$2.15	\$2.25	\$2.18
Average Event-Related Spending Per Person	\$26.56	\$36.96	\$30.18

Source: *Arts & Economic Prosperity 5: The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the Greater Portsmouth Area*. For more information about this study or about other cultural initiatives in the Greater Portsmouth Area, visit Art-Speak (the City of Portsmouth's Cultural Commission)'s web site at www.art-speak.org.

Copyright 2017 by Americans for the Arts (www.AmericansForTheArts.org).

The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the Monadnock Region (Fiscal Year 2015)

Direct Economic Activity	Arts and Cultural Organizations	+	Arts and Cultural Audiences	=	Total Industry Expenditures
Total Industry Expenditures	\$13,271,384		\$5,280,101		\$18,551,485

Economic Impact of Spending by Arts and Cultural Organizations and Their Audiences

Total Economic Impact of Expenditures	Economic Impact of Organizations	+	Economic Impact of Audiences	=	Total Economic Impact
Full-Time Equivalent (FTE) Jobs Supported	528		131		659
Household Income Paid to Residents	\$9,938,000		\$2,786,000		\$12,724,000
Revenue Generated to <u>Local</u> Government	\$774,000		\$189,000		\$963,000
Revenue Generated to <u>State</u> Government	\$819,000		\$122,000		\$941,000

Event-Related Spending by Arts and Cultural Audiences Totaled \$5.3 million (excluding the cost of admission)

Attendance to Arts and Culture Events	Resident ¹ Attendees	+	Nonresident ¹ Attendees	=	All Cultural Audiences
Total Attendance to Arts and Culture Events	188,926		58,684		247,610
Percentage of Total Attendance	76.3%		23.7%		100.0%
Average Event-Related Spending Per Person	\$18.12		\$31.64		\$21.32
Total Event-Related Expenditures	\$3,423,339		\$1,856,762		\$5,280,101

Nonprofit Arts and Cultural Event Attendees Spend an Average of \$21.32 Per Person (excluding the cost of admission)

Category of Event-Related Expenditure	Resident ¹ Attendees	Nonresident ¹ Attendees	All Cultural Audiences
Meals and Refreshments	\$12.85	\$17.70	\$14.00
Souvenirs and Gifts	\$1.58	\$1.95	\$1.67
Ground Transportation	\$1.27	\$3.78	\$1.86
Overnight Lodging (one night only)	\$0.33	\$6.43	\$1.78
Other/Miscellaneous	\$2.09	\$1.78	\$2.02
Average Event-Related Spending Per Person	\$18.12	\$31.64	\$21.32

Source: *Arts & Economic Prosperity 5: The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the Monadnock Region*. For more information about this study or about other cultural initiatives in the Monadnock Region, visit Arts Alive!, Inc.'s web site at www.monadnockartsalive.org.

Copyright 2017 by Americans for the Arts (www.AmericansForTheArts.org).