building creativity

management
services
incorporated

May 3, 2016

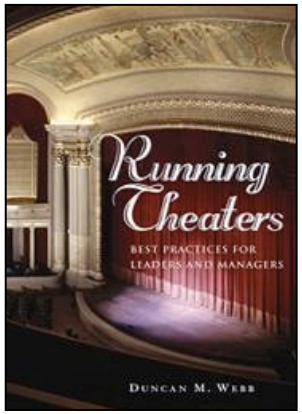
Nashua Performing Arts Center Feasibility Study

The City of Nashua

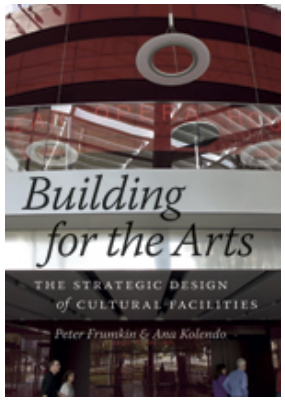
Webb Management Services

Background

- Management consulting practice for cultural facility development and operations
- Small and focused company based in NYC
- Clients are governments, arts groups, developers, and educators
- In our 19th year, starting our 363rd project
- In 2001, we completed the original feasibility study for this project.
- Other regional projects in Laconia, Peterborough, Keene, Lowell (MA), Framingham (MA), Lynn (MA), Worcester (MA), and Fitchburg (MA).



the performing arts center of 2032



Study brief + background

- The idea of building a performing arts center in Downtown Nashua has been under consideration for nearly 15 years.
- Significant cultural development has been accomplished since the genesis of the idea.
- While some community leaders and local residents think that a performing arts center would be another important catalyst for downtown development, there is much work to be done around the idea.
- Webb Management Services has been hired to establish whether or not building a theater in downtown Nashua is feasible. Our work will assess the market for the arts in Nashua, demand for performance space, the current supply of performance facilities in the region, and the goals of the City for the future.

Study informants

To complete this study, we have conducted a series of confidential in-person and telephone interviews. We would like to take this opportunity to thank all of the people who have participated in the study to date.

- Lauren Boss, Nashua Area Artists' Association
- Craig Brennan, Actorsingers
- Alec Buchanan, Alexander S. Buchanan, PLLC
- Judy Carlson, City Arts Nashua
- Karin Cevasco, Gate City Charter School for the Arts
- Jim Donchess, Mayor of the City of Nashua
- John Egan, Nashua Arts Commission
- Carol Eyman, Nashua Public Library
- Walter Freeman, Nashua School District
- Jill Gage, Fortin Gage Flowers + Gifts
- Peggy Gilmour, State Senator
- David Gottesman, Gottesman + Hollis, PA
- Jean Gottesman, Courier Art Museum
- Meri Goyette, Community Member
- Ken Grabeau, Monarch Instrument
- Dave Grebowski, Fay's Fine Cabinetry
- Bonnie Guercio, Artist
- Jamison Hoff, NH Charitable Foundation
- Morgan Hollis, Gottesman + Hollis, PA
- Sheetal Kelkar, Mrs. India New England
- Emerson Kelly, Peacock Players
- John Koutsos, Alec's Shoe Store
- Paul LaFlamme, Spartans Drum + Bugle Corps
- Richard Lannan, The Lannan Company, Inc.
- Amber Logue, Positive Street Art
- Donnalee Lozeau, Former Mayor, City of Nashua

Study informants

- Ginnie Lupi, New Hampshire State Council on the Arts
- Latha Mangipudi, State Representative
- Jonathan McPhee, Symphony New Hampshire
- Mary Ann Melizzi-Golja, City of Nashua
- Teresa Moler, Blue String Marionettes
- Greg Newton, Symphony New Hampshire
- Kristin Olsen, Symphony New Hampshire
- Bob Oot, Symphony New Hampshire
- Kathleen Palmer, The Telegraph
- Rob Prunier, Harvey Construction Corporation
- Liz Racioppi, Elizabeth Grady Salon
- Manuel Ramirez, Positive Street Art
- Susan Randazzo, Indian Hill Music
- Lindsay Rinaldi, Nashua Community Music School
- Sarah Roy, North Main Music
- Steve Ruddock, Riverwalk Café + Music Bar
- George Russell, WSMN 1590
- Paul Shea, Great American Downtown
- Jacqueline Shima O'Dowd, Nashua Chamber Orchestra
- Jon Spira-Savett, Temple Beth Abraham
- Daniel D.Rok Swain, Positive Street Art
- Eric Valliere, Symphony New Hampshire
- James Vayo, Renaissance Downtowns
- Keith Weirich, Peacock Players
- Chris Williams, Velocity Performance
- Lori Wilshire, City of Nashua
- Gary Wingate, Wingate's Pharmacy

Forces + trends

Forces + trends

- Decline in traditional performing arts audiences
- Decline in traditional public sector arts funding
- Increasing competition for private sector philanthropy
- Increasing fragility of nonprofit arts organizations

At the same time…

- Increasing active arts participation
- Sector-driven education and outreach
- Improving arguments for the “value” of the arts

Forces + trends: the improving value proposition

- The arts and:
  - Economic development
  - Creative place-making
  - Downtown revitalization
  - Cultural tourism
  - Quality of life
  - Business and workforce development and retention
  - Community development
  - Arts in education
  - Healing—physical, mental, spiritual, and community

Source: Getting In On the Act: How Arts Groups are Creating Opportunities for Active Participation, 2011

Forces + trends: how facilities respond

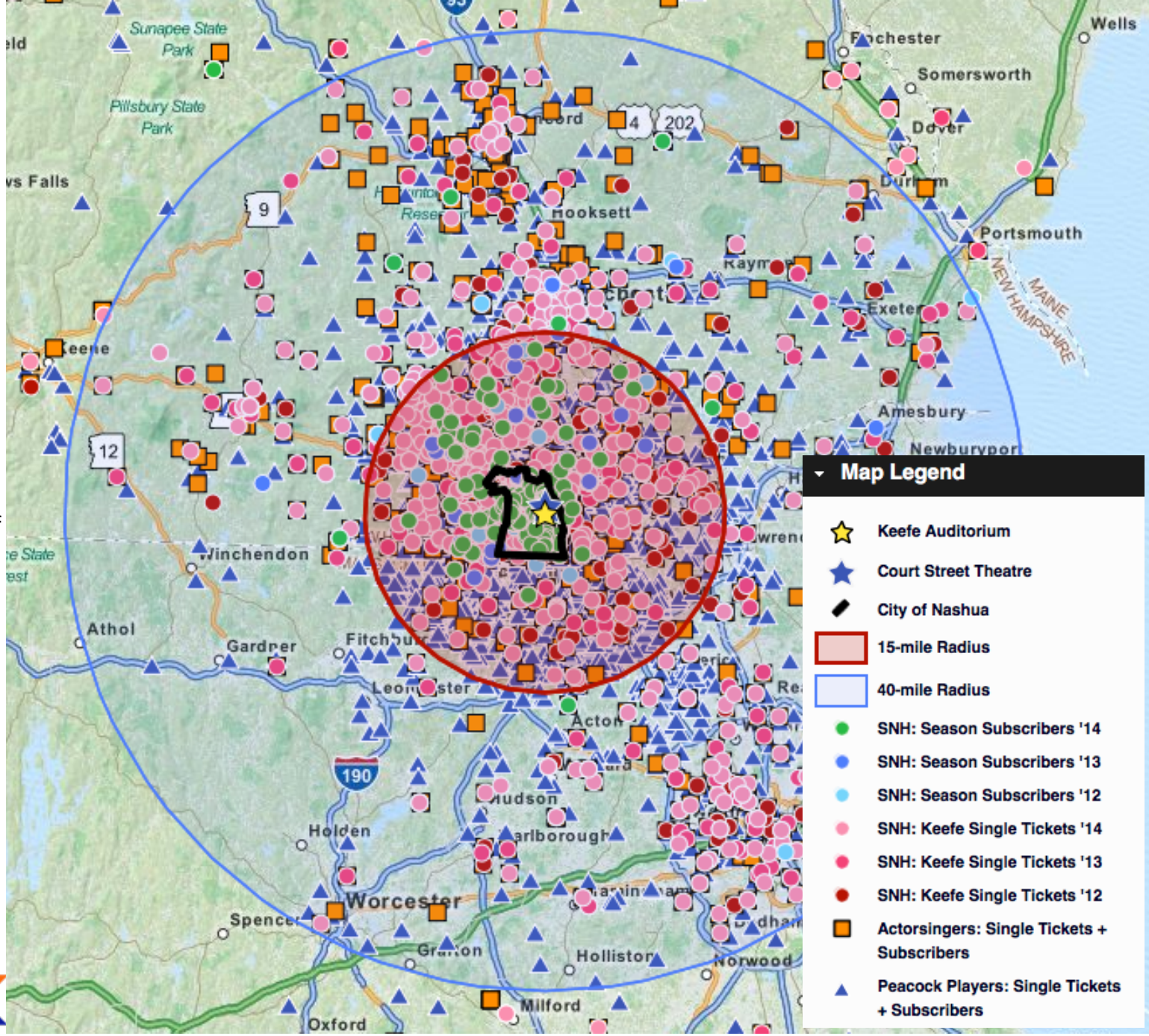
- Moving from “Friday Night Lights” to “the Community Living Room”
- Enhancing the social experience
- Including participatory programs and spaces
- Providing low cost of access
- Supporting a broad range of programs and audiences, integrating the traditional, the popular, the new, and the challenging
- Responding to the particular needs, challenges, and opportunities of the community

Market analysis

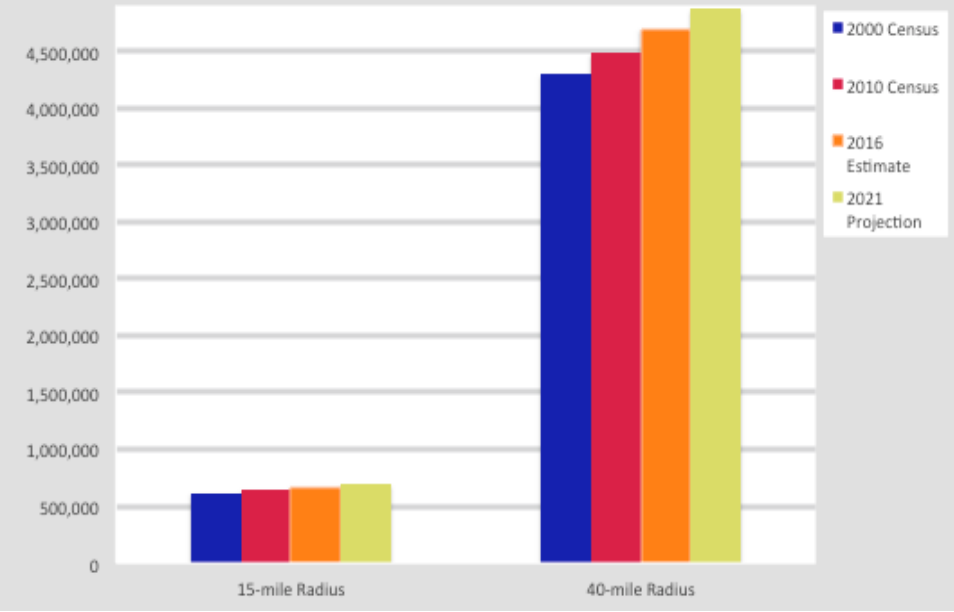
webb management services incorporated

Market analysis: segments one, two + three

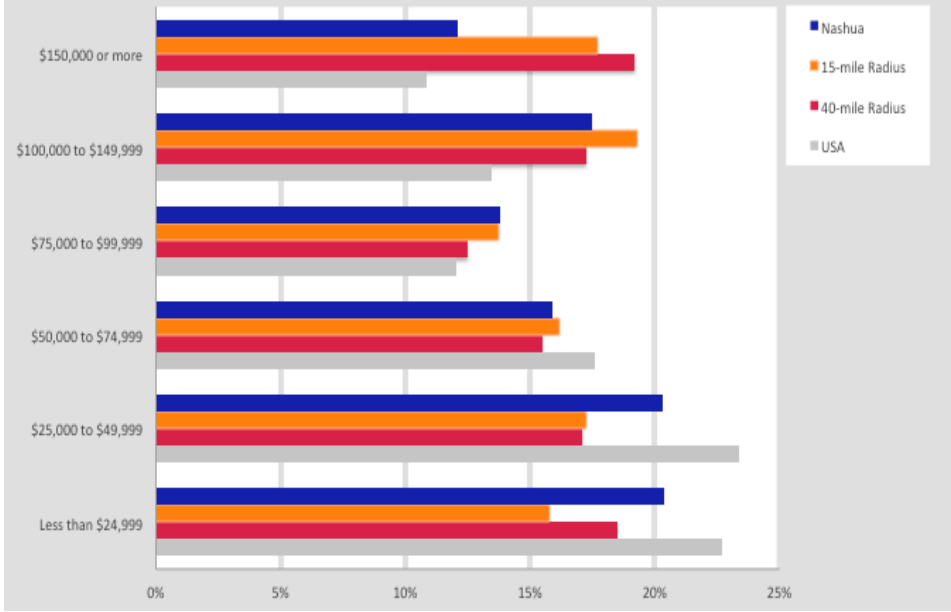
- Market segment 1 is defined as the City of Nashua.
- Market segment 2 is defined as the 15-mile radius surrounding the Keefe Auditorium.
- Market segment 3 is defined as the 40-mile radius surrounding the Keefe Auditorium.



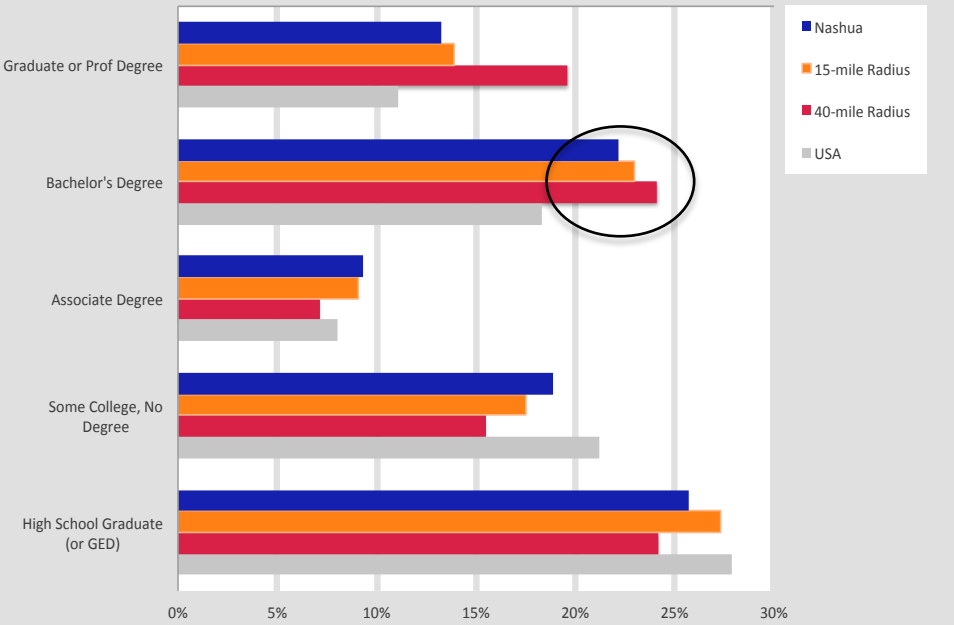
Population Growth: Regional Market



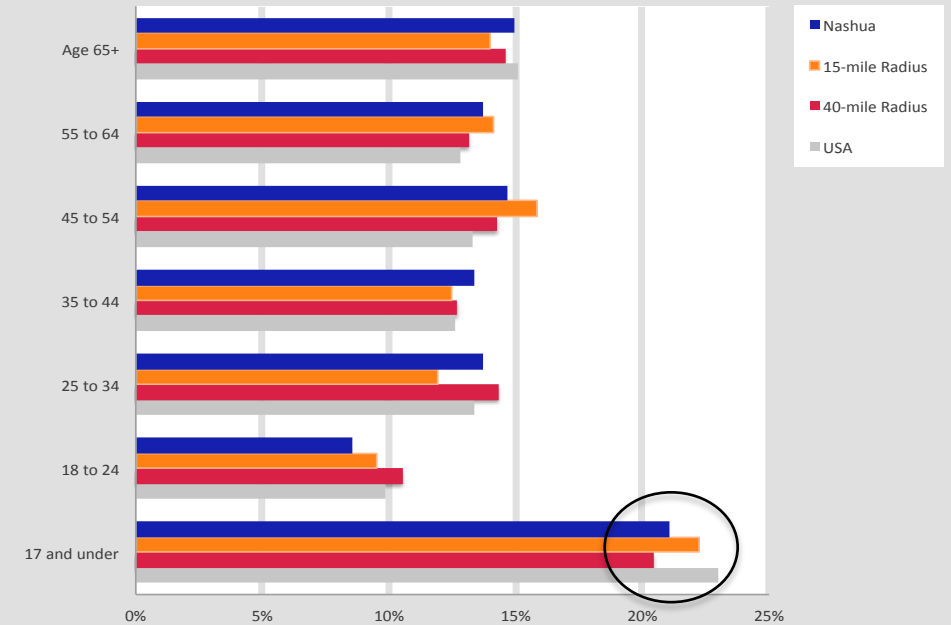
Household Income Distribution



Educational Attainment



Age Distribution



Market Conclusions: By Segment

	Size*	Growth	Characteristics	Conclusions
Nashua	87,477	↑	Slowly growing population; Diverse in age with a large number of families; Varying household incomes + levels of educational attainment; Racially + ethnically diverse with a large Indian American community	Opportunities for increased family, culturally specific + hands-on programming; Need for price-sensitive programs and facilities
15-mile Radius	668,901	↑	Growing population; Diverse in age with a large number of families + Millennials; Affluent; Varying levels of educational attainment; Racially + ethnically diverse	Opportunities for increased family, culturally specific + hands-on programming; Propensity for supporting traditional arts
40-mile Radius	4,693,531	↑	Growing population; Diverse in age with a large number of families; Affluent; Well-educated; Racially + ethnically diverse	Opportunities for increased family + culturally specific programming; Propensity for supporting traditional arts; Possible demand for jazz events and programs
Tourism	38.4M	↑	Outdoor recreation oriented with arts + entertainment participation	Recreation-based programs + events; Partnership development with Visit NH

*2026 Estimate

Existing facilities

Regional Performing Arts Facility Inventory: Nashua, NH

	Type	Facility	Cap.	Event Types Supported	Facility Rating: Facility Condition	Staff and Support	Theatrical Functionality	Acoustics	Customer Amenities	User Amenities	Atmosphere/Character	Suitability for Users	Rating
Local Facilities	School/Univ.	Elm Street Middle School: Keefe Auditorium	1,500	2	2	1	2	3	1	1	2	2	1.7
	School/Univ.	Nashua High School North	750	2	4	2	2	2	1	2	2	2	2.3
	School/Univ.	Nashua High School South	750	2	4	2	2	2	1	2	2	2	2.3
	School/Univ.	Nashua Community College: Judd Gregg Hall Auditorium	310	2	3	1	1	2	1	1	2	1	1.6
	Performance	Court Street Theatre: Janice B. Streeter Theatre	277	1	1	1	1	2	1	1	1	1	1.1
	Other	The Peddler's Daughter	200	1	3	1	1	1	3	1	2	1	1.7
	Other	Stella Blu	104	2	3	1	1	1	3	1	3	1	1.8
	Other	Chunky's Cinema Pub (Headliners Comedy Club)	100	2	3	2	1	1	3	1	2	1	1.9
	Church	Unitarian Universalist Church: Auditorium*	100	1	3	3	2	2	2	1	3	3	2.5
	Other	Hunt Building	99	1	3	1	1	2	1	2	3	2	1.9
	Other	Riverwalk Café + Music Bar	80	1	3	1	1	1	3	1	2	1	1.7
	Other	Public Library: NPL Theater	75	5	2	2	1	1	1	1	2	1	1.5
	School/Univ.	Nashua Community Music School: Recital Hall	75	2	2	2	1	1	1	1	1	1	1.4
	Other	Fody's*	75	2	2	1	1	1	2	1	2	2	1.5
	Other	Country Tavern: Loft	60	2	3	1	1	1	2	1	2	2	1.7
	Other	Country Tavern: Tack Room	50	2	3	1	1	1	2	1	2	2	1.7
	Other	Public Library: Music/Art/Media Wing*	40	1	3	2	1	1	1	1	1	1	1.6
	Other	Public Library: Children's Room*	40	2	3	2	1	1	1	1	2	2	1.8
Regional Facilities	Performance	Lowell Memorial Auditorium	2,800	6	3	2	2	3	1	2	2	2	2.2
	Performance	Chevalier Theater	1,900	4	3	1	3	3	2	2	2	3	2.3
	Performance	Robinson Theatre	1,083	2	3	2	3	3	1	2	2	3	2.4
	Performance	Undisclosed Facility: Concert Hall•	1,000	2	4	3	3	4	4	4	4	4	3.7
	Performance	Palace Theater	890	5	2	2	3	3	2	2	3	3	2.4
	School/Uni.	Stockbridge Theatre	881	7	3	2	4	3	2	3	3	4	2.9
	Performance	Somerville Theatre	876	3	4	3	3	3	3	2	4	3	3.2
	Performance	Millford Town Hall: Grand Ballroom	700	1	3	1	2	3	2	2	3	2	2.2
	School/Uni.	St. Anselm College Dana Center for the Humanities: Koonz Theatre	660	10	3	2	3	3	3	2	2	3	2.6
	Other	Peterborough Town House	600	2	2	1	2	3	1	1	3	2	1.8
	Performance	Amato Center for the Performing Arts	460	2	2	2	3	2	2	2	2	2	2.1
	School/Uni.	Derryfield Theatre: Nancy S. Boettiger Theatre	400	3	2	2	2	2	1	2	2	2	1.9
	Performance	Stoneham Theatre	350	5	3	3	2	3	2	2	3	3	2.7
	Performance	Derry Opera House	327	1	3	3	2	3	2	2	3	2	2.6
	Performance	Undisclosed Facility: Recital Hall•	300	2	4	3	2	4	4	4	4	4	3.6
	Performance	Peterborough Players	250	2	3	3	2	2	3	3	3	3	2.8
	School/Uni.	Southern New Hamphsire University: Walker Auditorium	218	1	3	1	2	2	1	1	2	2	1.8
	Performance	Leddy Center	215	2	4	1	2	2	2	2	2	2	2.2
	Other	Tupelo Music Hall	200	2	2	2	2	1	3	2	2	2	2.0
	Other	The Executive Court Banquet Facility	170	1	3	3	1	1	3	1	3	1	2.2
	School/Uni.	Franklin Pierce University: Warehouse Theatre	150	1	1	1	1	2	1	1	1	1	1.1
	Other	The Radisson Hotel (Headliners Comedy Club)	144	1	3	2	1	1	1	1	2	2	1.8
	Other	Old Town Hall	140	1	3	1	1	1	1	1	4	1	1.7
	School/Uni.	Franklin Pierce University: Cheney Music Hall	100	2	3	2	1	3	2	2	3	3	2.4
	Performance	Andy's Summer Playhouse	100	1	2	2	2	1	2	2	3	2	2.0
		ions made											

Facility	Presenting Activity: Broadway	Off-Broadway	Dance	Music	Theatre	Film	Headliner/Popular Music	Opera	Family	Comedy	Spoken Word	Lectures	Puppetry	Cultural	Producing Activit: Performing Arts	Academic/Educational	Festivals	Cultural	Cultural Organizations	Touring Broadway	School/College	Private Events	Promoter
Elm Street Middle School: Keefe Auditorium																			■				
Nashua High School North																			■				
Nashua High School South																			■				
Nashua Community College: Judd Gregg Hall Auditorium												■							■				
Court Street Theatre: Janice B. Streeter Theatre																			■				
The Peddler's Daughter				■																			
Stella Blu				■																		■	
Chunky's Cinema Pub (Headliners Comedy Club)						■				■													
Unitarian Universalist Church: Auditorium*																			■				
Hunt Building																			■			■	
Riverwalk Café + Music Bar				■																			
Public Library: NPL Theater				■		■			■			■										■	
Nashua Community Music School: Recital Hall																			■			■	
Fody's*				■																		■	
Country Tavern: Loft				■																		■	
Country Tavern: Tack Room				■																		■	
Public Library: Music/Art/Media Wing*				■																			
Public Library: Children's Room*				■																			
	0%	0%	0%	44%	0%	11%	0%	0%	6%	6%	0%	11%	0%	0%	28%	6%	0%	0%	44%	0%	0%	39%	0%
Lowell Memorial Auditorium	■			■			■		■					■					■		■	■	■
Chevalier Theater				■			■		■										■			■	
Robinson Theatre																							
Undisclosed Facility: Concert Hall•				■															■				
Palace Theater				■			■			■									■		■	■	
Stockbridge Theatre			■	■	■				■										■		■		
Somerville Theatre				■		■													■				
Millford Town Hall: Grand Ballroom																			■			■	
St. Anselm College Dana Center for the Humanities: Koonz Theatre			■	■	■	■			■				■	■					■				■
Peterborough Town House									■										■				
Amato Center for the Performing Arts																			■				
Derryfield Theatre: Nancy S. Boettiger Theatre																			■				
Stoneham Theatre				■						■									■				
Derry Opera House																			■		■		
Undisclosed Facility: Recital Hall•				■															■				
Peterborough Players						■																	
Southern New Hamphsire University: Walker Auditorium				■																			
Leddy Center																							
Tupelo Music Hall				■																			■
The Executive Court Banquet Facility																			■			■	
Franklin Pierce University: Warehouse Theatre																							
The Radisson Hotel (Headliners Comedy Club)																			■			■	
Old Town Hall																			■			■	
Franklin Pierce University: Cheney Music Hall																						■	
Andy's Summer Playhouse																							
	4%	0%	8%	44%	8%	12%	12%	0%	20%	8%	0%	0%	4%	8%	48%	24%	0%	0%	68%			32%	12%

Regional Performing Arts Facility Inventory: Nashua, NH

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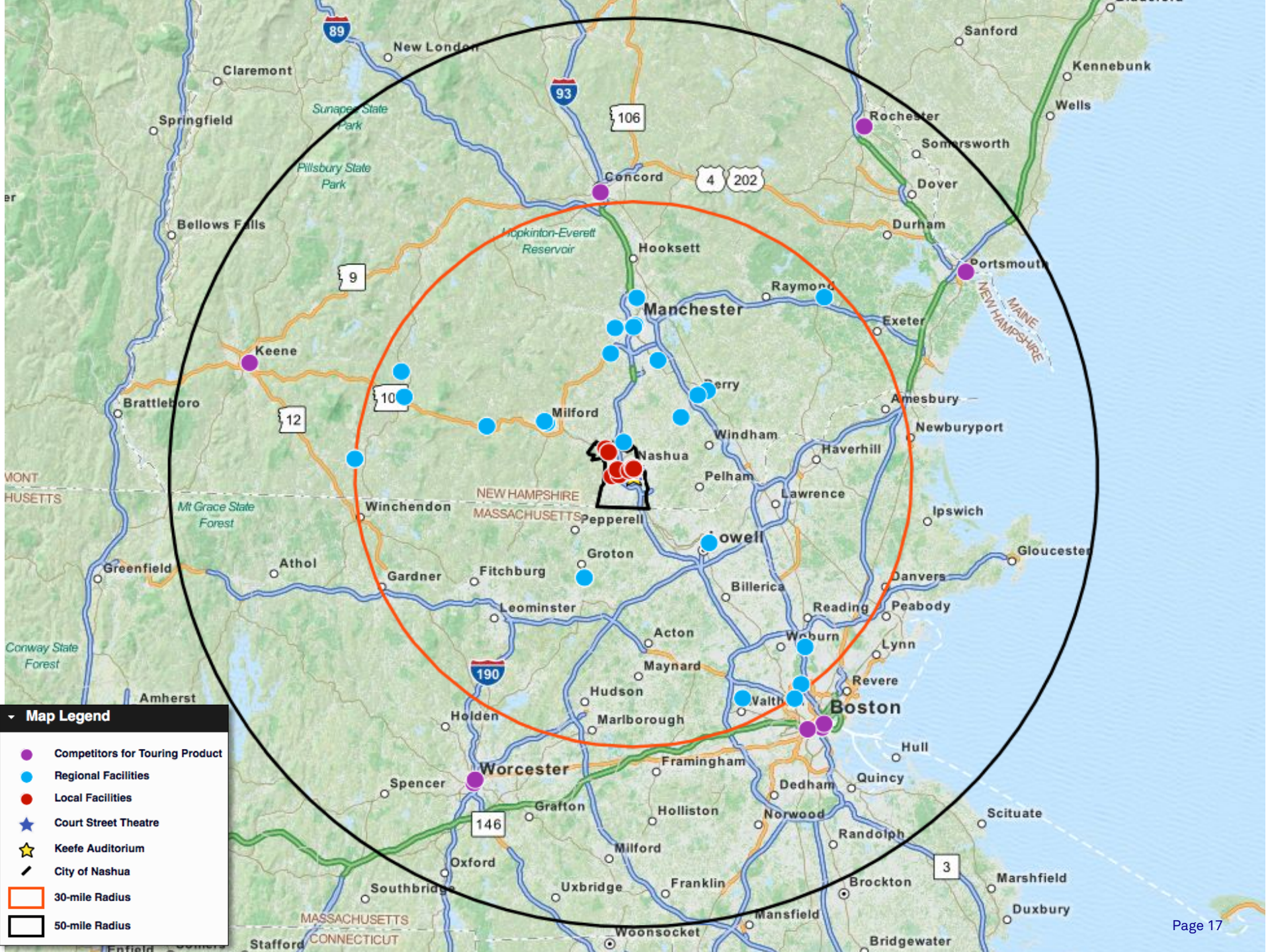
	nce	Andy's Summer Playhouse	100	1	2	2	2	1	2	2	3	2	2.0																	
														40%	8%	40%	8%	24%	24%	52%	60%	12%	60%	72%	56%	52%	16%	40%	28%	16%

*Some estimations made


Map Legend
Competitors for Touring Product
Regional Facilities
Local Facilities
Court Street Theatre
Keefe Auditorium
City of Nashua
30-mile Radius
50-mile Radius
New London
Claremont
Springfield
Sunapee State Park
Pillsbury State Park
Bellows Falls
Hopkinton-Everett Reservoir
Hooksett
Concord
Rochester
Sanford
Kennebunk
Wells
Somersworth
Dover
Durham
Portsmouth
NEW HAMPSHIRE
MAINE
Raymond
Manchester
Exeter
Keene
Brattleboro
Milford
Amesbury
Newburyport
Windham
Haverhill
Nashua
Pelham
Lawrence
Ipswich
Winchendon
Mt Grace State Forest
NEW HAMPSHIRE
MASSACHUSETTS
Pepperell
Lowell
Gloucester
Groton
Athol
Greenfield
Gardner
Fitchburg
Billerica
Danvers
Leominster
Reading
Peabody
Acton
Woburn
Lynn
Conway State Forest
Maynard
Revere
Amherst
Hudson
Boston
Holden
Marlborough
Hull
Worcester
Framingham
Quincy
Spencer
Dedham
Grafton
Holliston
Norwood
Scituate
Randolph
Milford
Oxford
Brockton
Marshfield
Southbridge
Uxbridge
Franklin
Duxbury
MASSACHUSETTS
Mansfield
CONNECTICUT
Woonsocket
Stafford
Bridgewater
89
93
106
4
202
9
10
12
190
146
3

Existing performance facilities: capacity + quality

Local Performance Facilities:
Keefe Auditorium
Nashua High School North
Nashua High School South
Nashua Community College: Gregg Hall Aud.
Court Street Theatre
The Peddler's Daughter
Stella Blu
Chunky's Cinema Pub
Unitarian Universalist Church: Auditorium
Hunt Building
Riverwalk Café + Music Bar
Public Library: NPL Theater
Nashua Community Music School: Recital Hall
Fody's
Country Tavern: Loft
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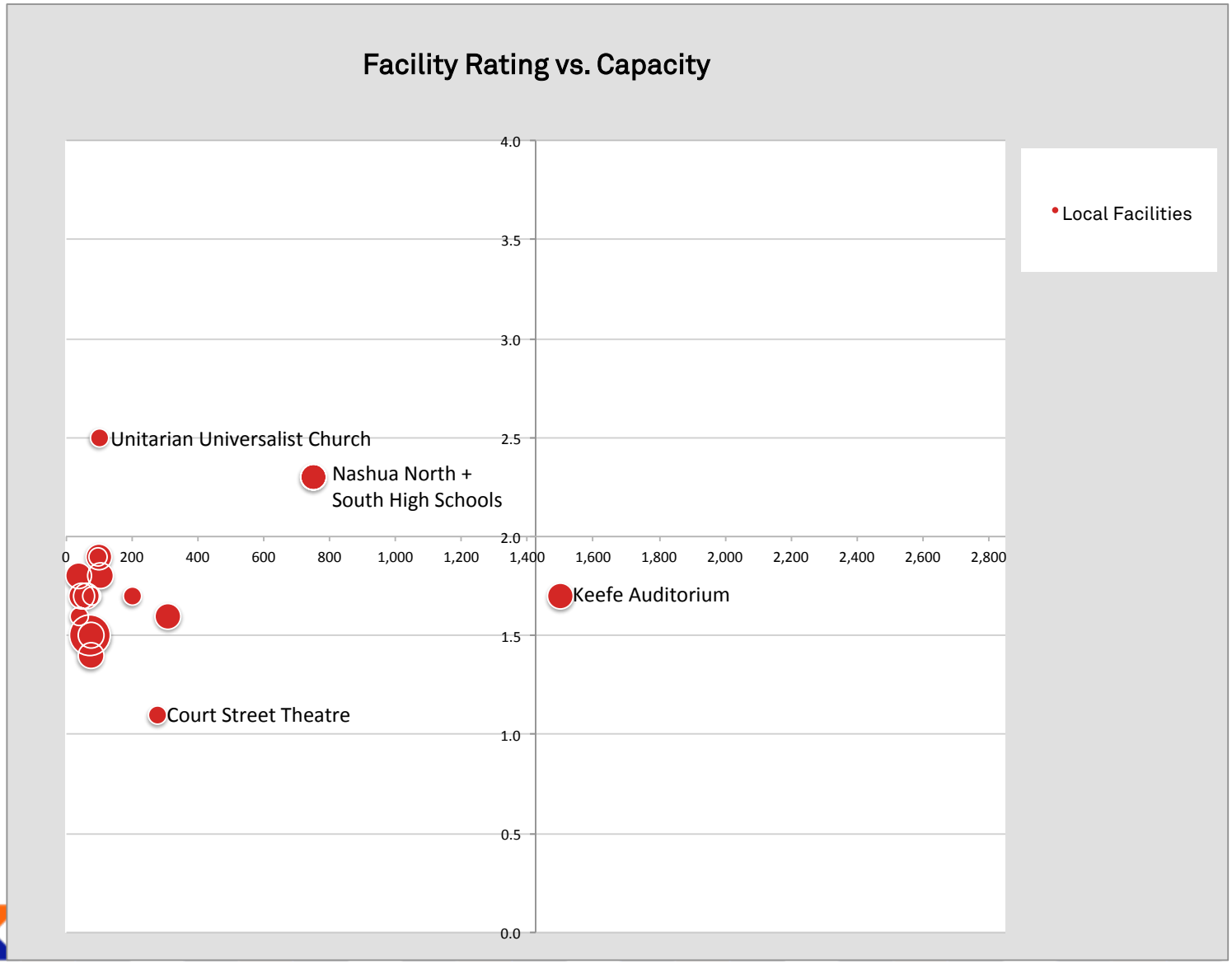
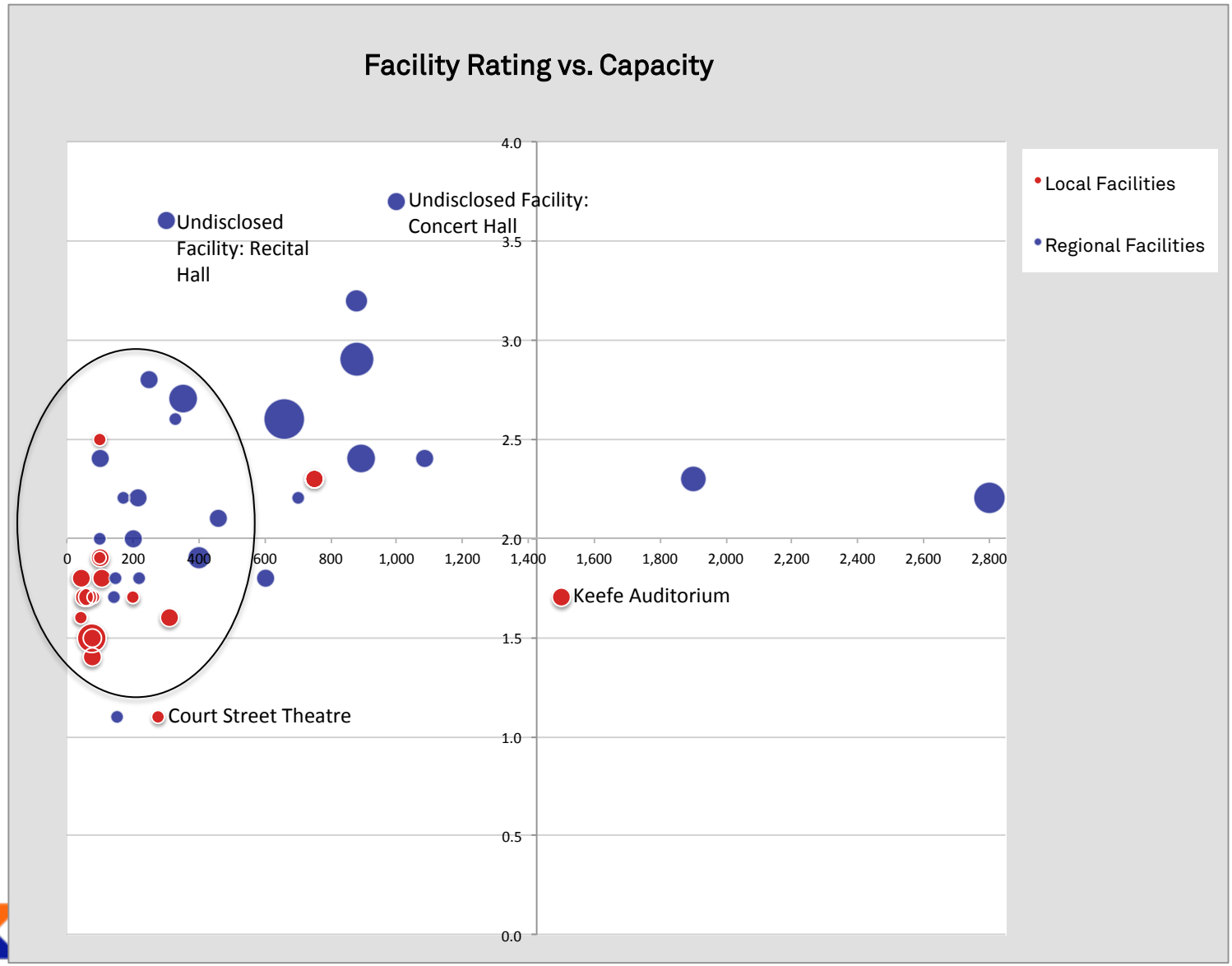
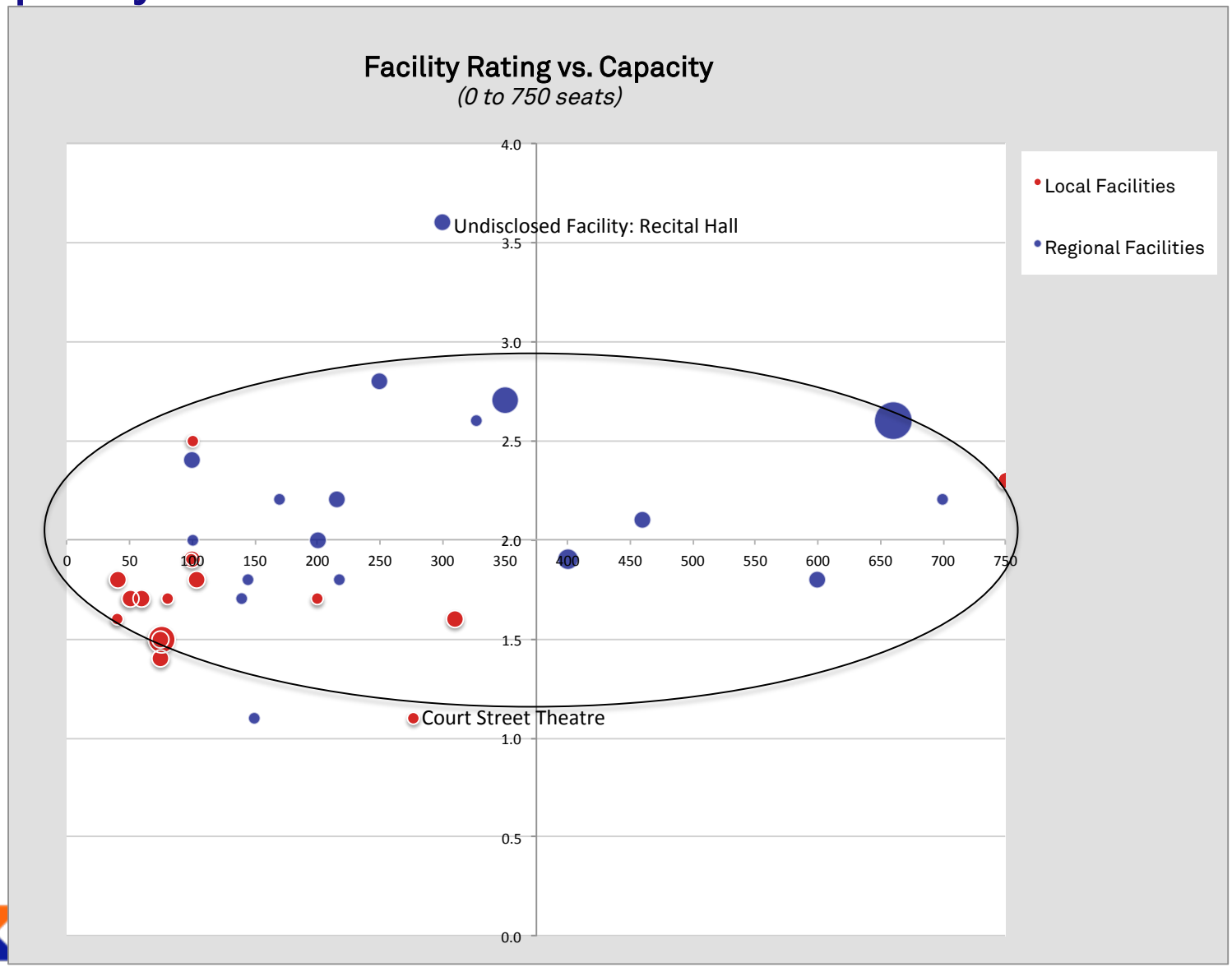
Public Library: Music/Art/ Media Wing
Public Library: Children's Room



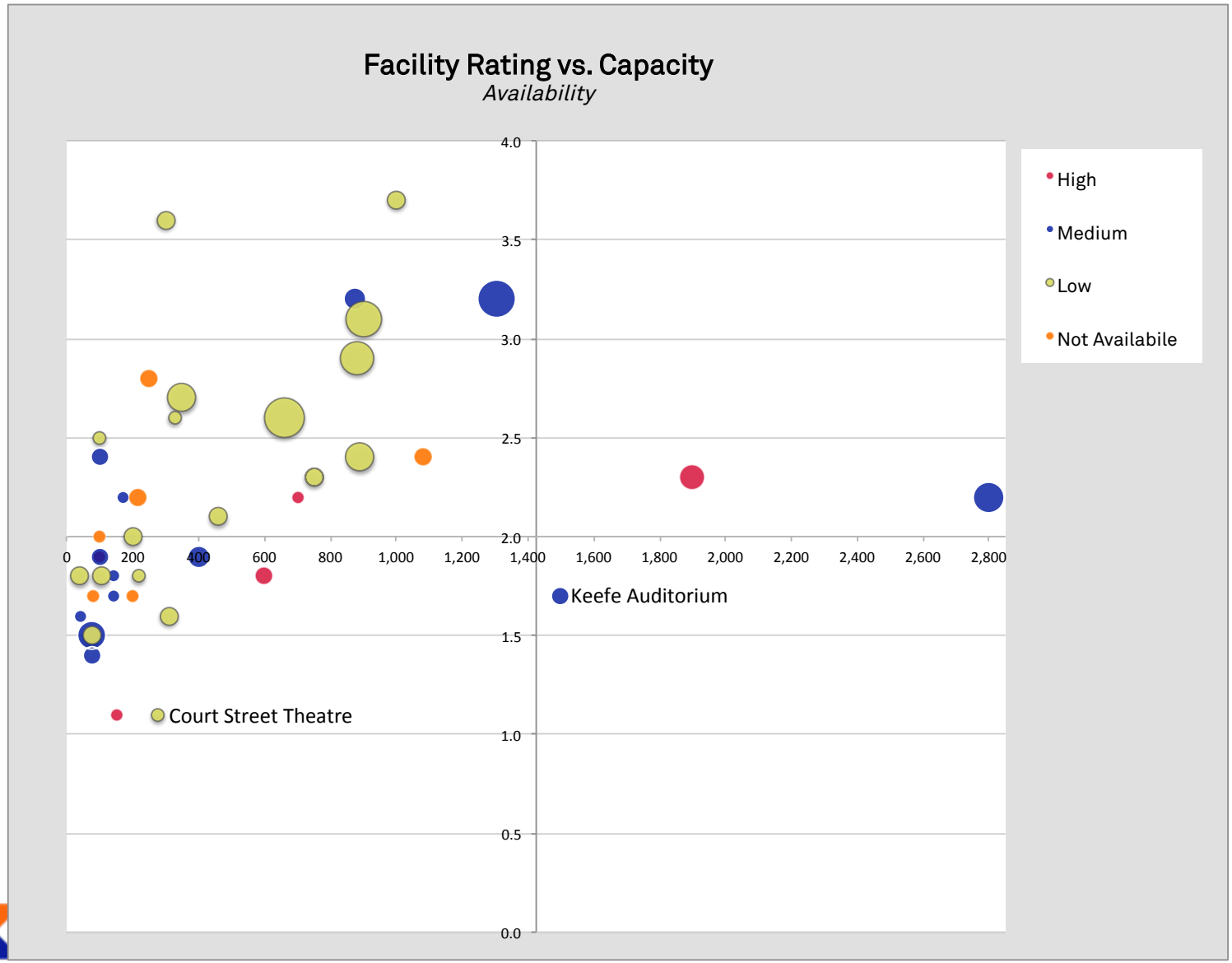
Existing performance facilities: capacity + quality



Existing performance facilities: capacity + quality

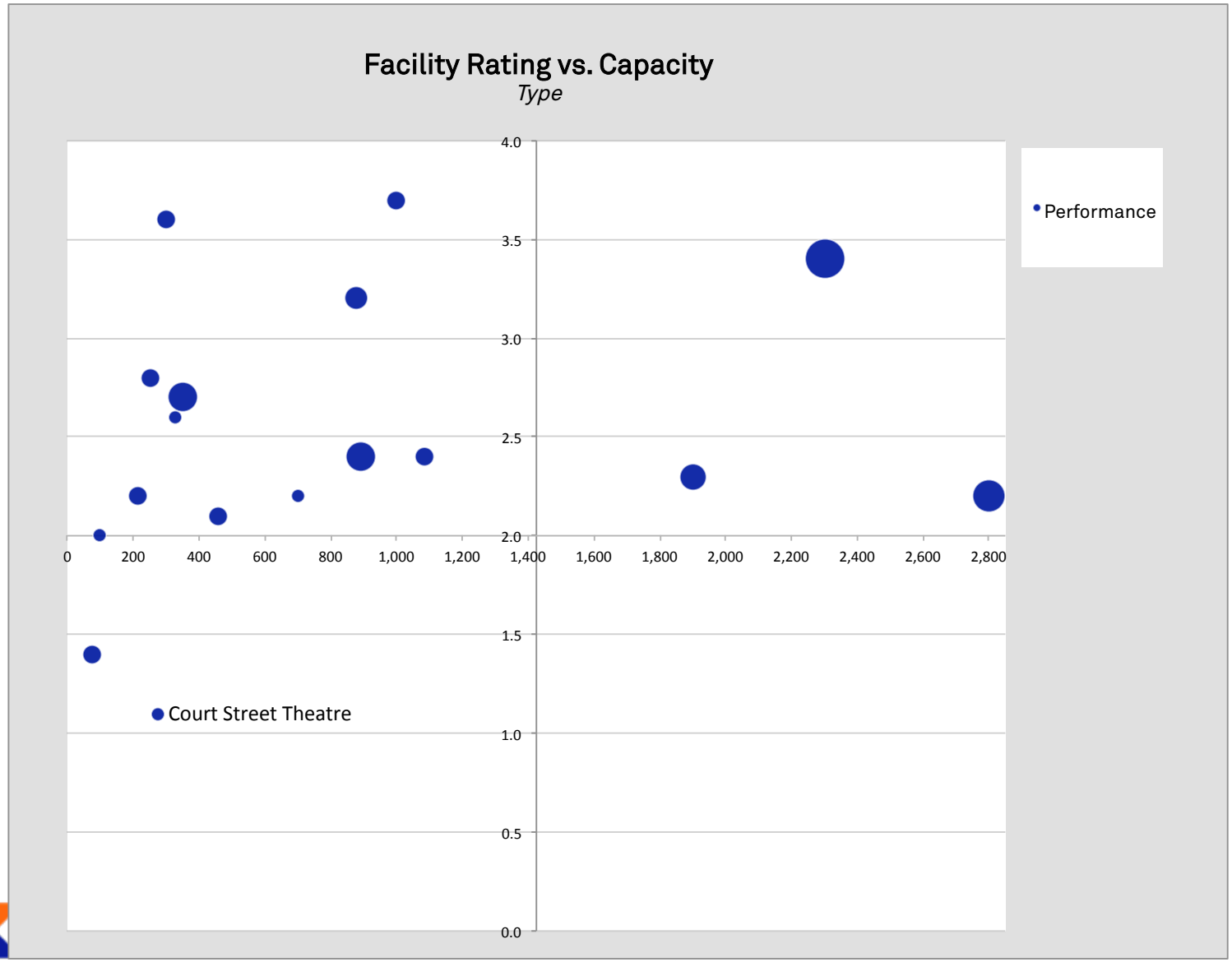


Existing performance facilities: availability

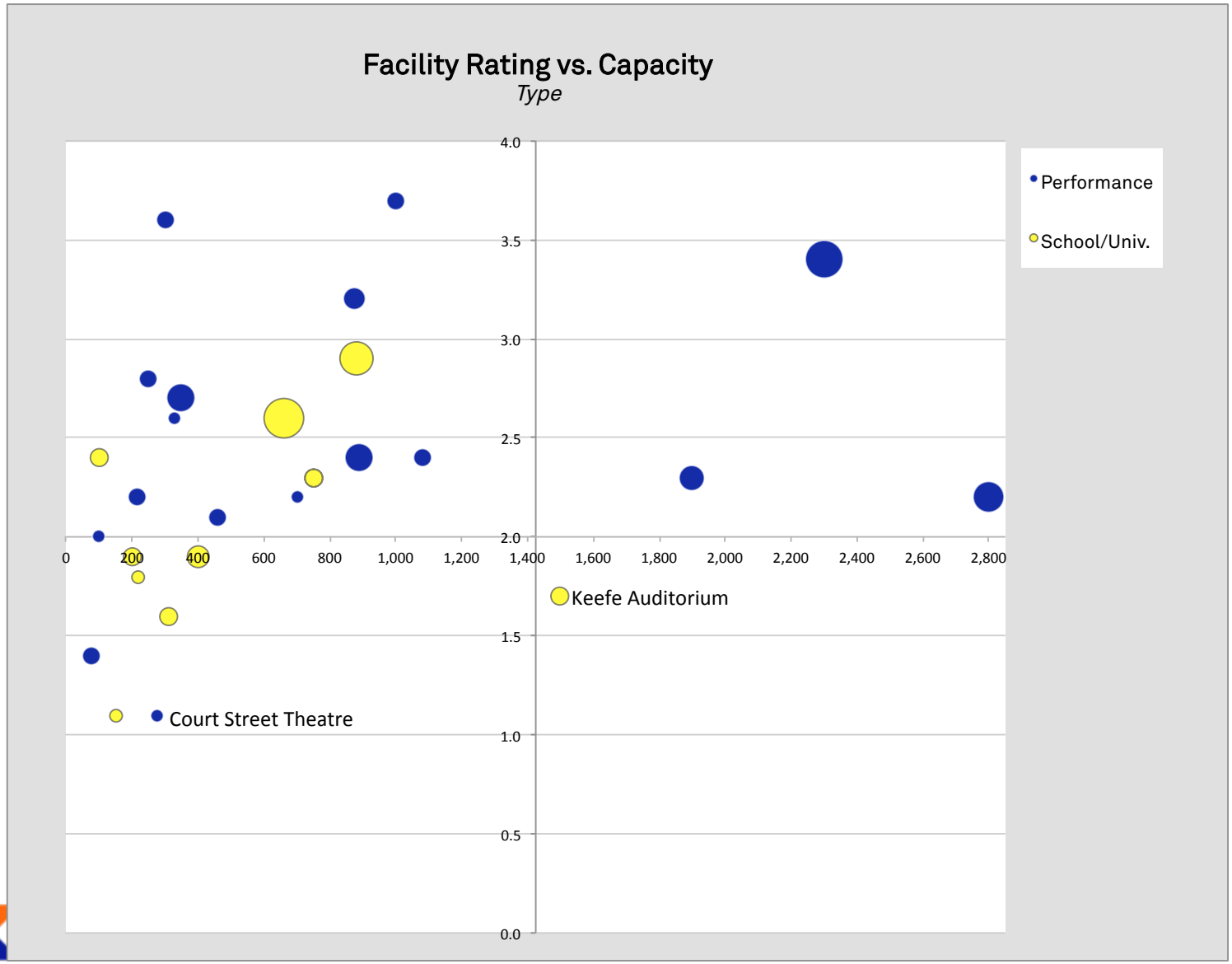


**Availability is determined by how open a facility's schedule is for outside groups to book on prime days (Thursday, Friday, and Saturday).*

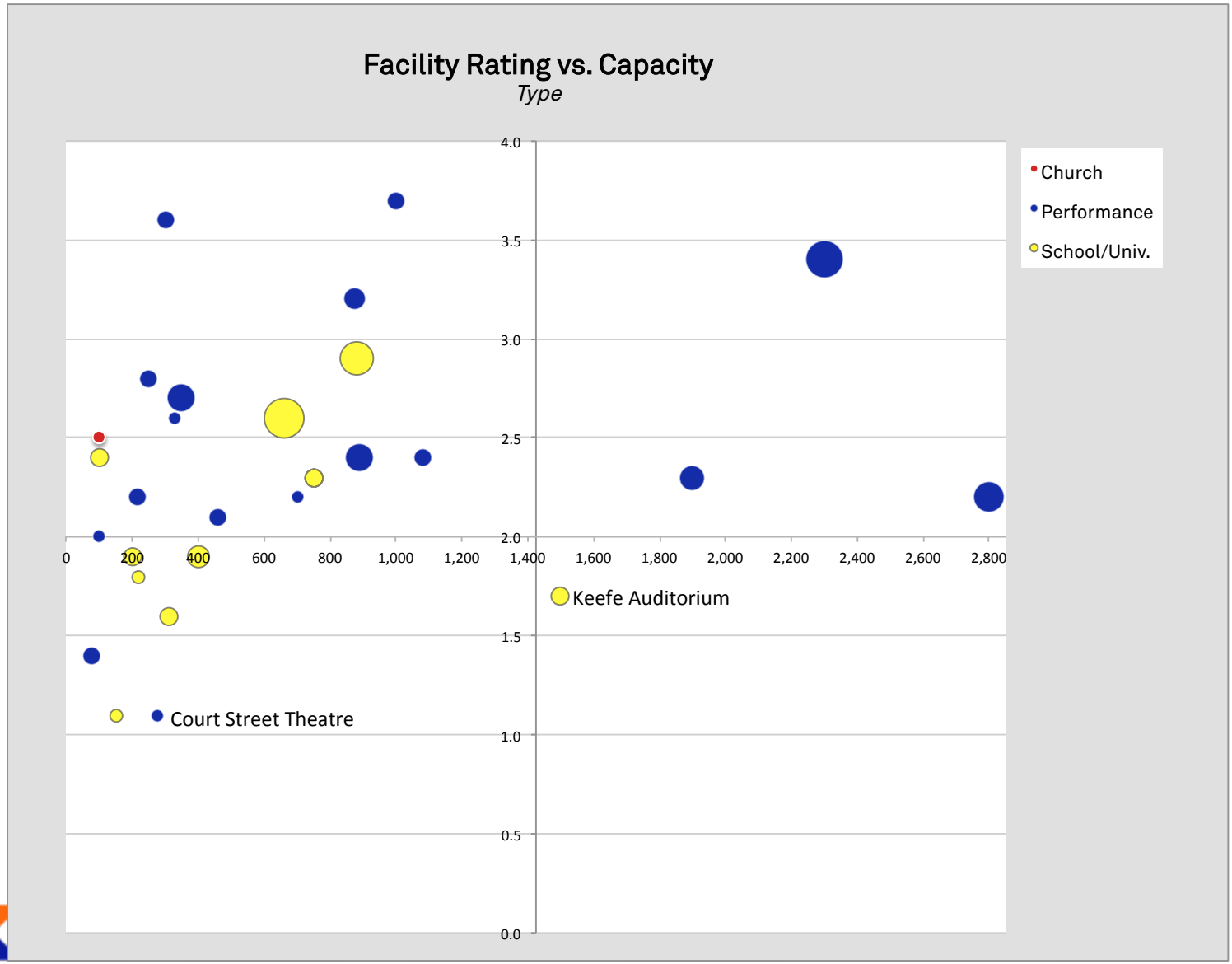
Existing performance facilities: venue type



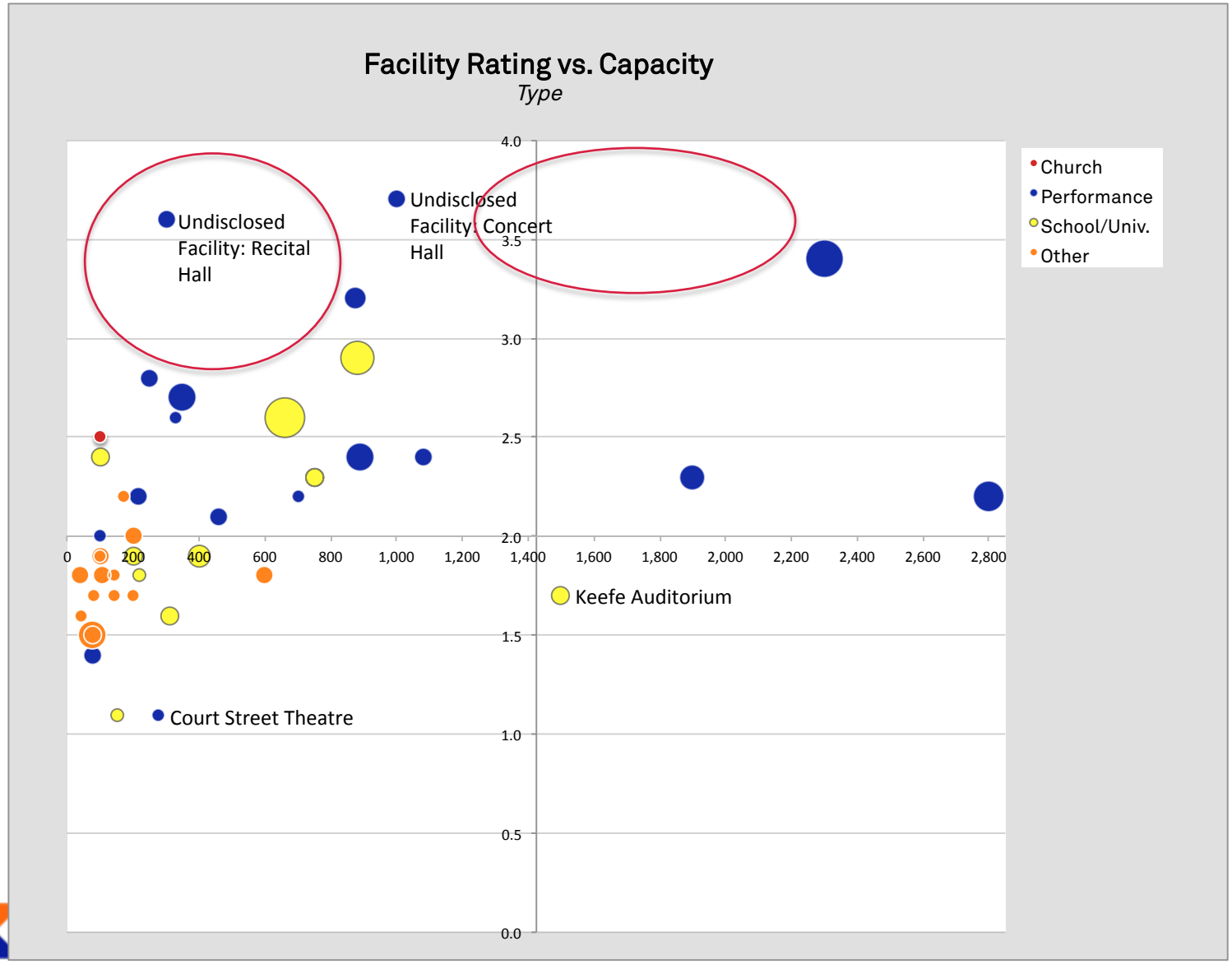
Existing performance facilities: venue type



Existing performance facilities: venue type



Existing performance facilities: venue type



Existing performance facilities: conclusions

- In total, 43 facilities were inventoried: 18 locally and 25 regionally.
- Locally, facilities have low quality ratings (scoring between 1.0 and 2.0) and are small in size: more than half have capacities below 100 and are categorized as 'other'.
- Regionally, venues have much higher quality ratings (scoring between 2.0 and 4.0) and cover a variety of capacities.
- When it comes to availability, more than half of the facilities inventoried have low or no availability. Those facilities with medium to high availability tend to be lower in quality and smaller in size.
- Seventeen of the inventoried facilities are performance spaces, and an additional eleven are performance spaces associated with schools. These facilities tend to vary in capacity and have higher quality ratings.
- A new arts complex is planned to enter the market in 2017. Proposed facilities include a 300-seat recital hall and a 1,000-seat concert hall. Programming will be music oriented and will include presenting. Even with these facilities in mind, we see a gap for new, or renovated, facilities that can accommodate dance and theatre in the 200-600 and 1,200 to 2,000 capacity ranges.

webb management services incorporated

Nashua, NH Meeting + Event Facilities

Spaces with capacities of 30-1,000

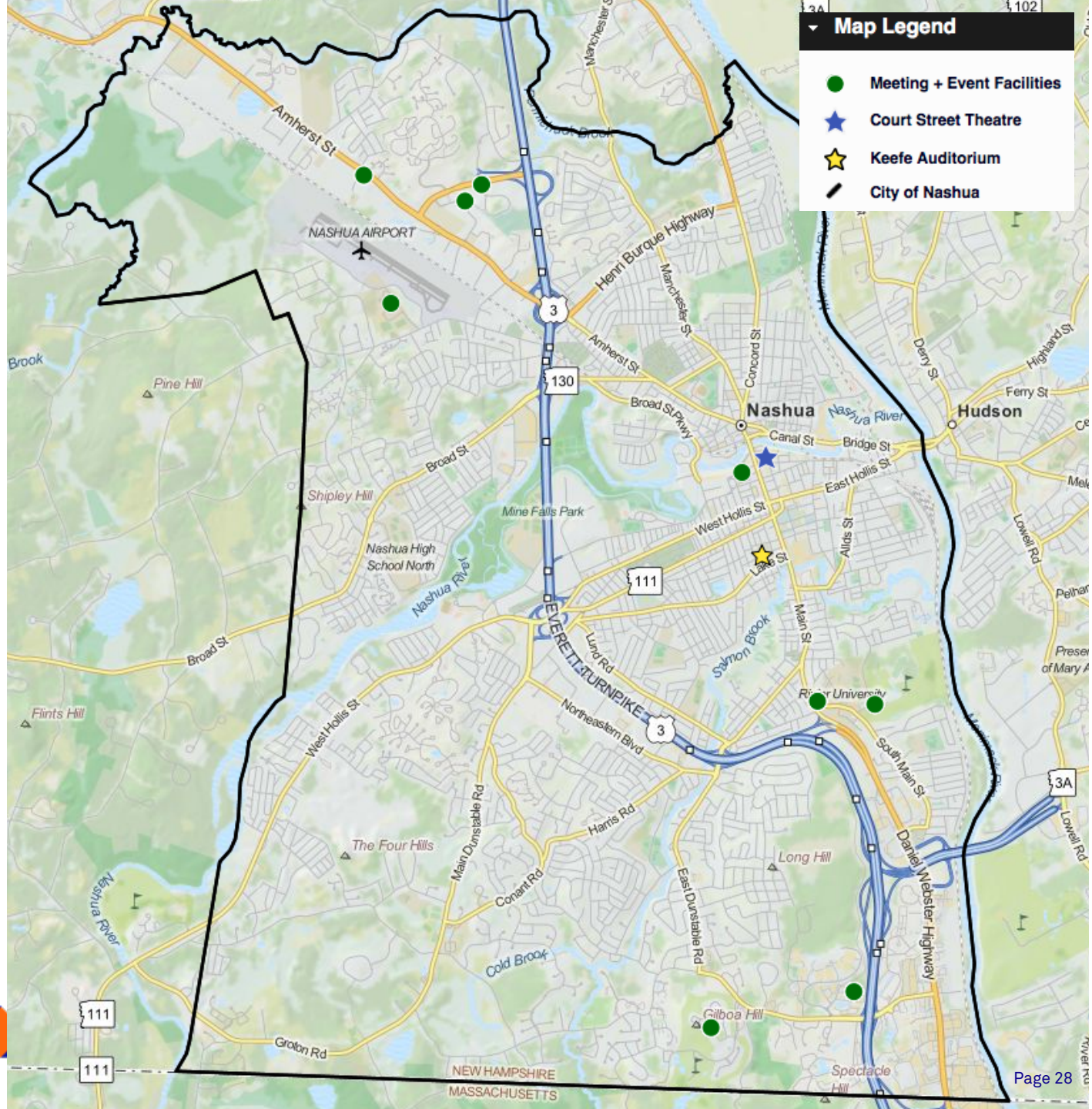
Local Facilities

Type	Facilities	Score	Reception	Banquet	Conference	Theatre	Classroom	On-site Staff	Atmosphere	Divisible Space	Other Event/Meeting	Sound Equipment	Lighting Equipment	Projection Equipment	Equipment for Rent	Free Wireless/Internet	Business Center	On-site Catering	Preferred Caterers List	Restaurant/Café/Bar On-site	Hotel Rooms On-site	Outdoor Space
Hotel	Radisson Hotel Nashua: Nashua Grand Ballroom	8	###	700	-	1,000	500	■			■					■	■	■		■	■	
Other	Sky Meadow Country Club: Grand Ballroom	6	600	250	-	-	-	■	■						■	■		■				■
Hotel	Crowne Plaza Nashua: Somerset Ballroom	11	500	400	-	600	275	■		■	■	■		■		■	■	■		■	■	■
Hotel	Radisson Hotel Nashua: Wentworth Ballroom	8	400	300	70	450	200	■			■				■	■	■	■		■	■	
Hotel	Radisson Hotel Nashua: Ashwood Court	8	300	130	35	200	100	■			■				■	■	■	■		■	■	
Hotel	Courtyard Marriott Hotel Nashua: Grand Ballroom	11	280	380	-	500	275	■		■	■	■		■		■	■	■		■	■	■
Hotel	Courtyard Marriott Hotel Nashua: Granite State Ballroom	11	250	200	-	240	150	■		■	■	■		■		■	■	■		■	■	■
Hotel	Radisson Hotel Nashua: Balsam Room	8	250	170	60	225	120	■			■				■	■	■	■		■	■	
Hotel	Radisson Hotel Nashua: Windsor	8	250	15	-	-	-	■			■				■	■	■	■		■	■	
Hotel	Holiday Inn Hotel + Suites Nashua: Granite State Ballroom	10	220	220	-	350	200	■			■	■	■	■		■	■	■		■	■	
Other	Welcoming Light, Inc.: Small Meeting Room	4	200	-	-	125	-	■				■		■		■						
Hotel	Holiday Inn Hotel + Suites Nashua: Franklin Pierce Room	10	125	125	-	180	125	■			■	■	■	■		■	■	■		■	■	
Hotel	Holiday Inn Hotel + Suites Nashua: Hampshire Ballroom	10	120	120	-	175	75	■			■	■	■	■		■	■	■		■	■	
Hotel	Holiday Inn Hotel + Suites Nashua: Hillsborough Ballroom	10	120	120	-	150	75	■			■	■	■	■		■	■	■		■	■	
Hotel	Crowne Plaza Nashua: The Hunt Club	8	120	100	30	120	50	■			■					■	■	■		■	■	■
Hotel	Crowne Plaza Nashua: Trafalgar Suite	11	100	80	35	120	70	■		■	■	■		■		■	■	■		■	■	■
Hotel	Radisson Hotel Nashua: Northwood	8	90	80	35	120	60	■			■				■	■	■	■		■	■	
Hotel	Radisson Hotel Nashua: Chesterfield	8	60	50	25	70	40	■			■				■	■	■	■		■	■	
Hotel	Radisson Hotel Nashua: Bedford	8	60	50	25	70	40	■			■				■	■	■	■		■	■	
Hotel	Radisson Hotel Nashua: Hollis	8	60	50	25	70	40	■			■				■	■	■	■		■	■	
Hotel	Radisson Hotel Nashua: Amherst	8	60	50	25	70	40	■			■				■	■	■	■		■	■	
Restaurant	Country Tavern: The Loft	3	60	40	-	-	-	■								■				■		
Other	Nashua Country Club:The Lounge	7	60	20	-	-	-	■	■		■							■	■	■		■
Hotel	Radisson Hotel Nashua: Berkeley	8	50	30	20	50	24	■			■				■	■	■	■		■	■	
Hotel	Radisson Hotel Nashua: Windham	8	50	30	20	50	24	■			■				■	■	■	■		■	■	
Hotel	Radisson Hotel Nashua: Hanover	8	50	30	20	50	24	■			■				■	■	■	■		■	■	
Hotel	Radisson Hotel Nashua: Bristol	8	50	30	20	50	24	■			■				■	■	■	■		■	■	
Hotel	Radisson Hotel Nashua: Portsmouth	8	50	30	20	50	24	■			■				■	■	■	■		■	■	
Hotel	Radisson Hotel Nashua: Hampton	8	50	30	20	50	24	■			■				■	■	■	■		■	■	
Hotel	Radisson Hotel Nashua: Conway	8	50	30	20	50	24	■			■				■	■	■	■		■	■	
Hotel	Crowne Plaza Nashua: Library	8	40	40	-	-	-	■			■					■	■	■		■	■	■
Hotel	Holiday Inn Hotel + Suites Nashua: Robert Frost Room	9	40	40	-	70	50	■				■	■	■		■	■	■		■	■	
Hotel	Courtyard Marriott Hotel Nashua: Amherst Room	10	40	40	15	40	18	■			■	■		■		■	■	■		■	■	■
Hotel	Courtyard Marriott Hotel Nashua: Merrimack Room	10	40	40	15	40	18	■			■	■		■		■	■	■		■	■	■
Hotel	Courtyard Marriott Hotel Nashua: Portsmouth Room	10	40	40	15	35	18	■			■	■		■		■	■	■		■	■	■
University	Daniel Webster College: Dining Hall	6	-	350	-	-	-	■			■	■		■		■		■				
Other	Nashua Country Club: Ballroom	9	-	200	-	200	-	■	■		■	■		■				■	■	■		■
University	Rivier University: Dion Reception Room	5	-	120	36	225	66	■			■	■		■		■						
University	Rivier University: Memorial Event Hall	5	-	110	28	180	36	■			■	■		■		■						
University	Rivier University: DeMoulas Room	5	-	70	28	110	40	■			■	■		■		■						
Other	Nashua Country Club: Fairway Room	7	-	50	-	-	-	■	■		■							■	■	■		■
Restaurant	Country Tavern: The Tack Room	3	-	50	-	-	-	■								■				■		
Restaurant	Country Tavern: East Private Dining Room	3	-	48	-	-	-	■								■				■		
Restaurant	Country Tavern: West Private Dining Room	3	-	48	-	-	-	■								■				■		
University	Rivier University: Perreault Room	5	-	42	24	50	36	■			■	■		■		■						
Hotel	Crowne Plaza Nashua: Board Room	8	-	30	20	-	-	■			■					■	■	■		■	■	■
University	Rivier University: Dion Board Room	5	-	-	30	-	30	■			■	■		■		■						
University	Rivier University: Learning Commons (Large)	5	-	-	18	50	18	■			■	■		■		■						
University	Daniel Webster College: Auditorium	6	-	-	-	300	-	■			■	■		■		■		■				
Other	Welcoming Light, Inc.: Large Meeting Room	4	-	-	-	200	-	■				■		■		■						
University	Rivier University: Amphitheater 1	5	-	-	-	160	-	■			■	■		■		■						
University	Rivier University: Amphitheater 2	5	-	-	-	160	-	■			■	■		■		■						
Hotel	Crowne Plaza Nashua: Brooklfield Room	8	-	-	-	20	12	■			■					■	■	■		■	■	■
Hotel	Crowne Plaza Nashua: Amphitheater	8	-	-	-	-	50	■			■					■	■	■		■	■	■
								100%	7%	7%	85%	46%	9%	46%	33%	94%	63%	74%	6%	76%	63%	30%

Webb Management Services Inc.

webb management services incorporated

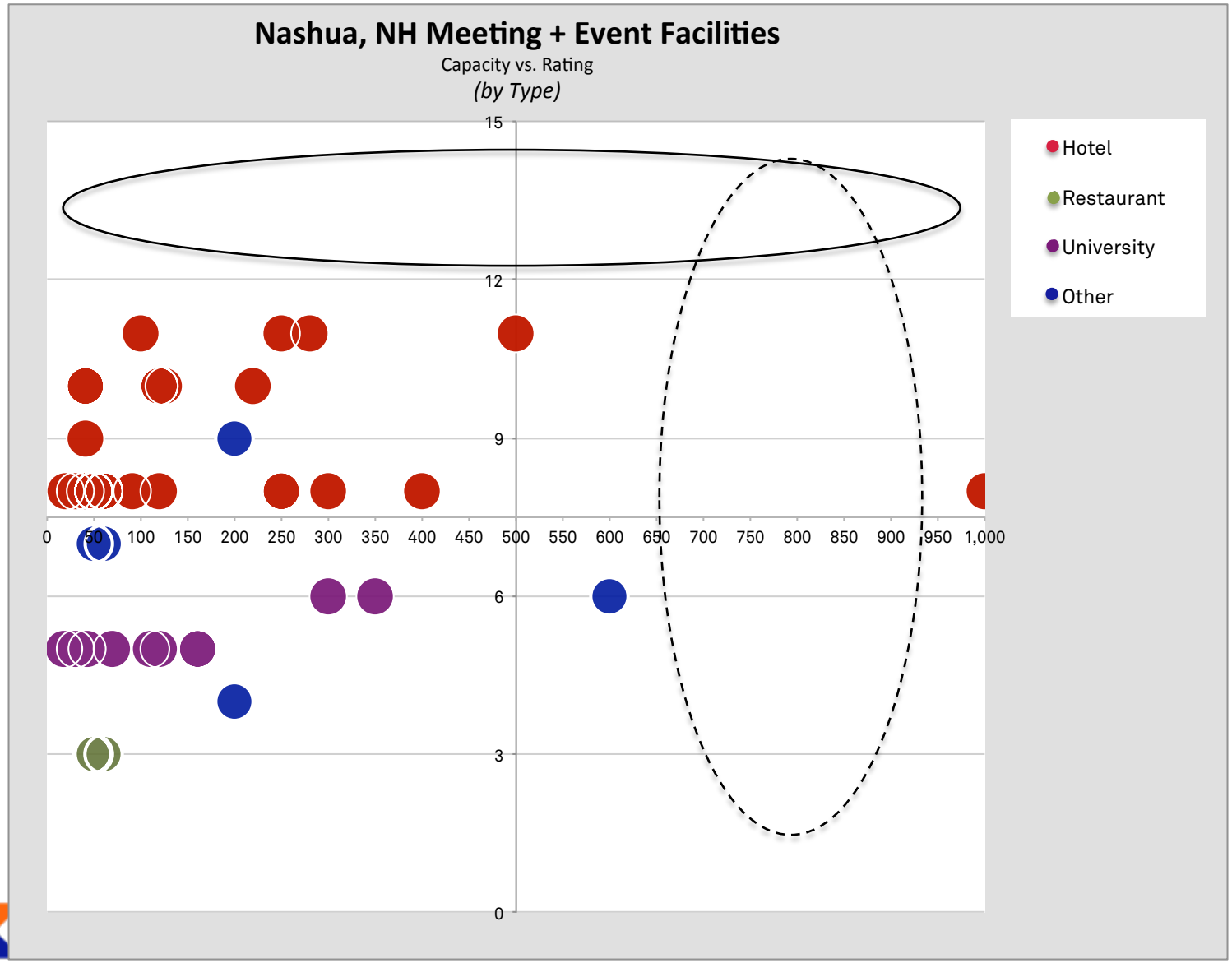
Existing meeting + event facilities



Local Meeting + Event Facilities:

Courtyard Marriott Hotel
Crowne Plaza
Holiday Inn Hotel + Suites
Radisson Hotel
Nashua Country Club
Sky Meadow Country Club
Welcoming Light, Inc.
Country Tavern
Daniel Webster College
Rivier University

Existing meeting + event facilities: type

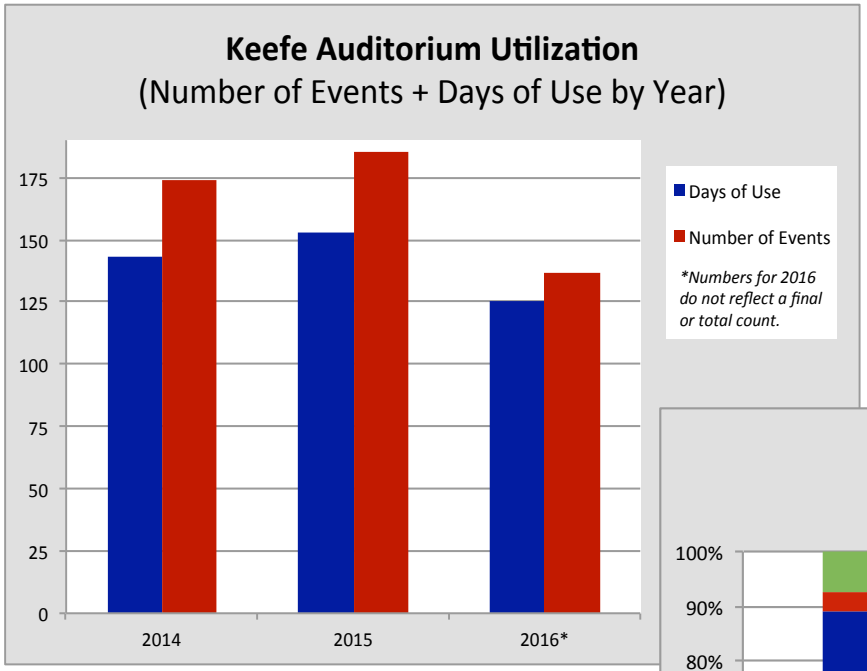


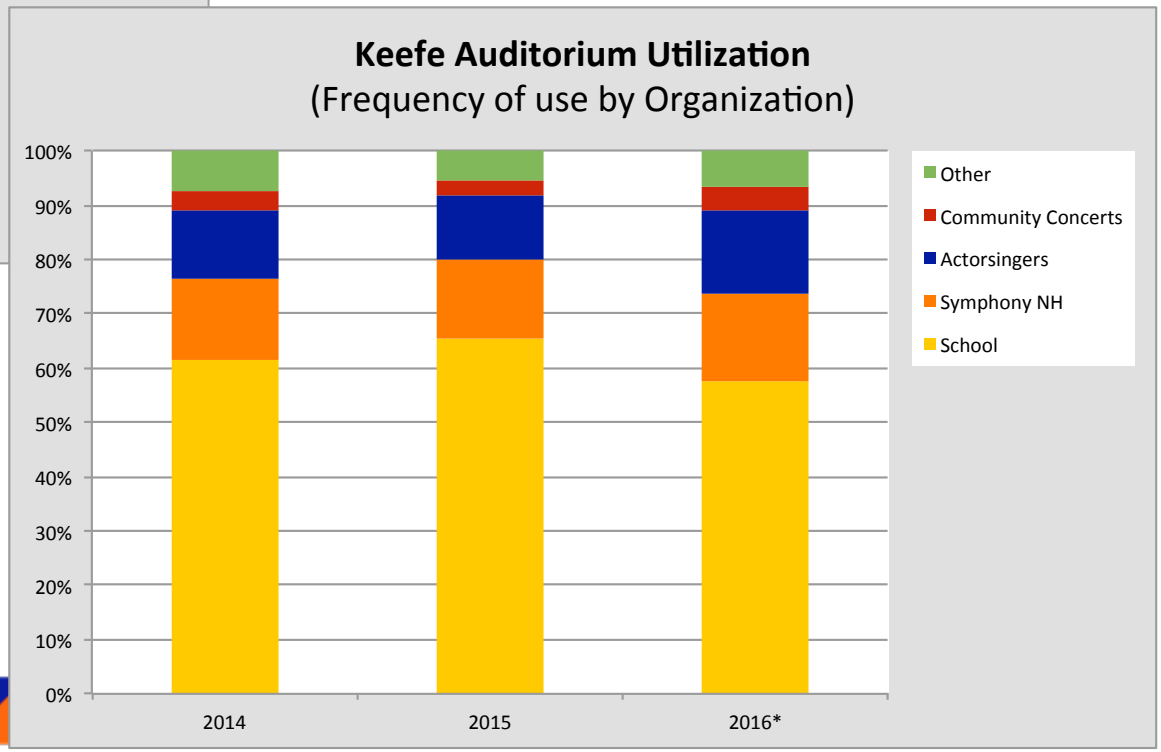
Meeting + Event Facilities Conclusions:

- Based on the meeting and events inventory, we can say that there is a gap in the market for a high quality meeting and events facility with a unique atmosphere, outdoor space, and state-of-the-art tech and A/V equipment.

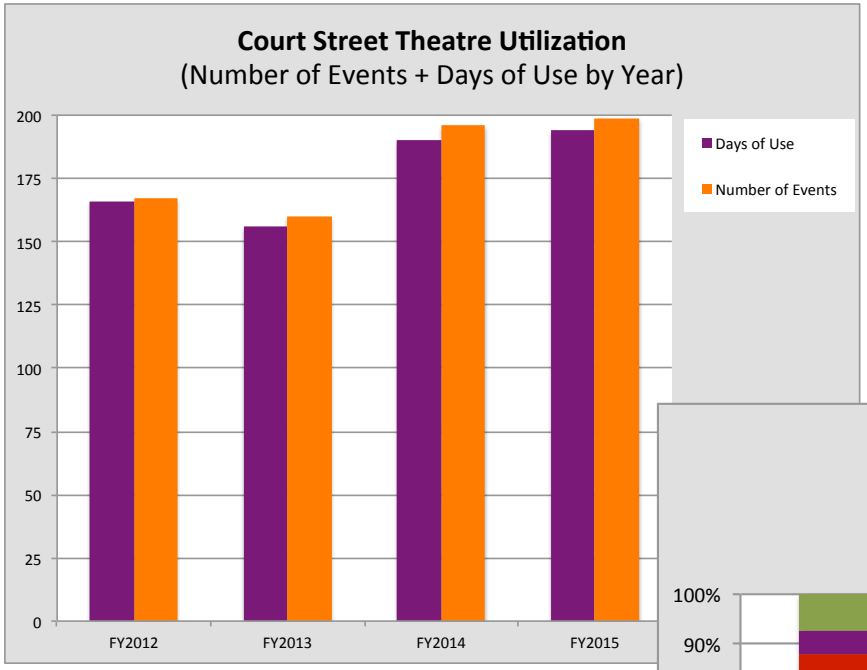
Utilization

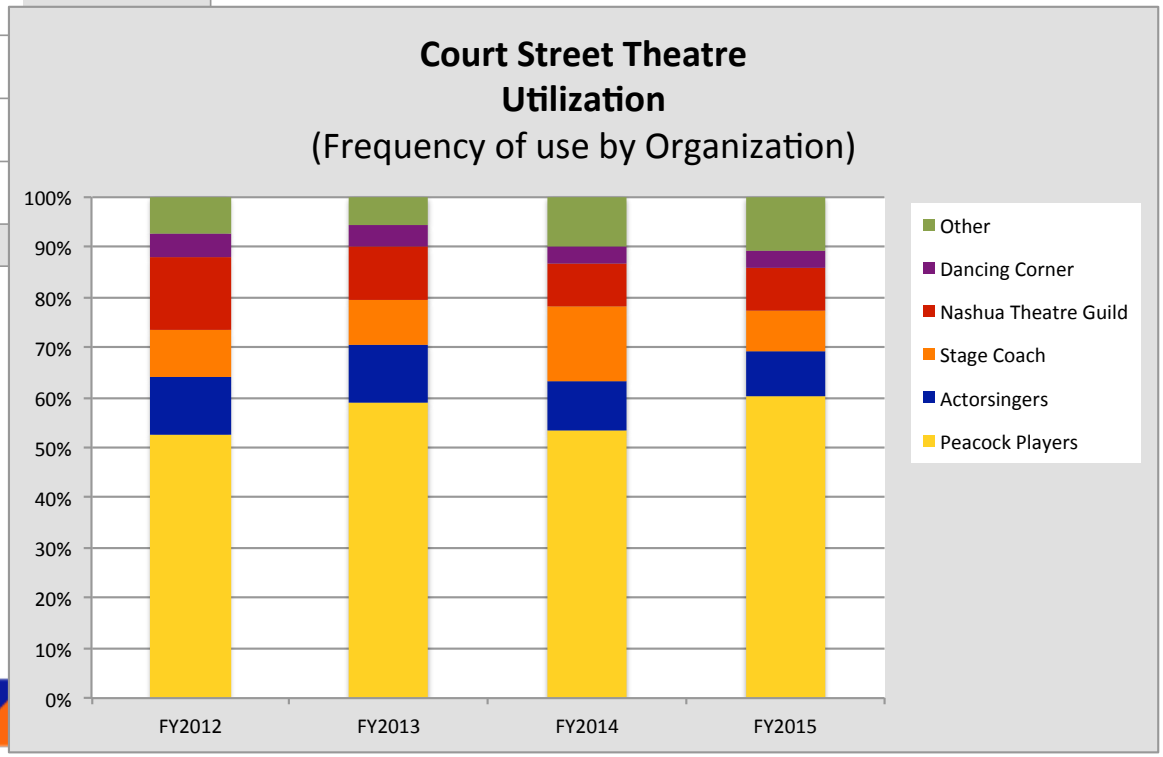
Utilization: keefe auditorium





Utilization: court street theatre





Utilization: user demand

User Demand: Performance + Classroom Space	Rehearsal/ Tech	Performances	Other	Total	Capacity	Classroom Space Demand
Symphony New Hampshire	7	15	1	23	1100	-
Actorsingers (Large Space)	16	6	-	22	750	-
Gate City Charter School for the Arts	-	2	45	47	500	-
Positive Street Art	4	4	-	8	500	-
Spartans Drum + Bugle Corps*	-	-	2	2	500	-
Steve Ruddock/Riverwalk Café	-	24	-	24	400	-
Peacock Players	30	36	166	232	350	*166*
Actorsingers (Small Space)	16	6	-	22	350	-
North Main Muisc School	2	2	-	4	300	*2*
Nashua Community Music School	10	10	-	20	250	*312*
Nashua Chamber Orchestra	-	9	-	9	200	-
Blue String Marionettes	-	4	-	4	200	-
Nashua North High School: Theatre Arts	8	6	-	14	100	-
Daniel D. Rok Swain (Dance Instructor)	-	-	-	0	-	*208*
Sheetal Kelkar (Indian Dance Instructor)	-	-	-	0	-	*3*
Total Days of Use:	**93**	**124**	**214**	**431**	**-**	***691***

*estimated capacity

User Demand Summary: Performance Facilities (13 Users)*	Rehearsal/ Tech	Performances	Other	Total
750+ seats (2 users)	23	21	1	45
351 to 500 seats (4 users)	4	30	47	81
350 seats or fewer (7 users)	66	73	166	305
Total Days of Use:	**93**	**124**	**214**	**431**

*Actorsingers is counted twice to account for demand for multiple facilities

Utilization: key potential partners

- *The Educational Sector:* Nashua and the surrounding region are home to multiple educational institutions, including Rivier University, Nashua Community College, Daniel Webster College, the University of New Hampshire, and Southern New Hampshire University. A partnership with one or more of these entities would connect new arts spaces to an experienced facility operator, insure a certain level of use, and provide a certain amount of financial stability.
- *Local Developers:* There are handful of active developers in Nashua working to repurpose the city's former warehouses. Some of these projects have been very arts-friendly (The Nashua Area Artists' Association Gallery is currently housed in a commercial building downtown, which also displays the work of local artists throughout the building).
- *The Tech + Business Communities:* Nashua's tech and business communities are growing. New arts facilities could be used for product launches, retreats, customer appreciation events, and so on.

Utilization: conclusions

- Nashua has two primary performance facilities: Keefe Auditorium and Court Street Theatre. Keefe Auditorium is regularly used by Symphony NH, Actorsingers, and Nashua Community Concert Association. At Court Street, Peacock Players dominate facility use, renting the theatre for 30 weeks each year. There are, however, opportunities for increased use, specifically at Keefe Auditorium, which is not used at all during the months of July and August.
- Local demand for a facility with 750 seats or more is limited to 45 days a year. For a facility with 500 seats, there are only 81 days of demand.
- There is significant demand (305 days) for a facility with 350 seats or fewer, as well as 691 days of demand for classroom space.
- Peacock Players would be the primary user of a 350-seat facility, while Symphony NH and Actorsingers would be the primary users of a larger, 750-seat or more facility.
- Future uses for facilities might include meetings, weddings and other events, tech product launches or conferences, arts festivals or events, concerts presented by Riverwalk Café, and so on.

Benefits + impacts

Benefits + impacts

- The Nashua Arts Commission released the Nashua Arts + Cultural Plan in 2015. The plan outlined six primary goals for the arts in Nashua:

Identity: Create a unique brand to represent Nashua's culture that distinguishes the city within the region.	**Centralization:** Develop a collaborative citywide association of arts and culture by understanding and leveraging digital networks and existing venues and spaces within the city.
Education: Engage residents of all ages, backgrounds, and abilities in arts and culture by raising awareness from a young age and integrating culture into educational, recreational, and social activities.	**Marketing:** Attract visitors and residents to local events by publicizing the Nashua cultural brand through strategic outreach and promotion of the arts to both local and broader audiences.
Commerce: Produce new economic opportunities for the city by integrating the arts into public and business policies, stimulating Nashua to evolve as a sustainable, resilient, and livable community.	**Growth:** Encourage proliferation, prosperity, and visibility for both existing and emerging organizations in the arts.

The development of new arts facilities is in line with many of these goals, particularly identity, centralization, education, and commerce.

Benefits + impacts

- The City's Consolidated Plan for Community Development Block Grant + HOME Investment Partnership Program (2010) outlines the following goals:
  - Strengthening Neighborhoods
  - Improving Economic Opportunities
  - Improve the Quality of Local Infrastructure
  - Improve the Quality of Local Community Facilities
  - Improve the Quality of Public Services

Cultural facilities can help the city achieve these goals in addition to a number of the specific objectives listed in the report, including: improving quality of life issues contributing to neighborhood blight, enhancing the vitality of Downtown Nashua, and improving the quality and increasing the quantity of facilities.

Benefits + impacts

- Other benefits and impacts include:
  - *Sense of Place + Quality of Life:* Spaces with programs that engage the public, particularly facilities for arts, education, and outreach programs, have potential to contribute to the character and identity of a community. These types of programs and facilities provide opportunities for cross-sectorial and cross-cultural collaboration, socialization, enhancing sense of community, and providing hands-on experiences attractive to regional residents—all contributing to the community's quality of life.
  - *Quality of Workforce + Corporate Recruitment:* Studies suggest that strong arts and cultural communities rank among the top factors for decision makers when considering relocation for employment opportunities as they indicate an educated workforce and high quality of life.
  - *Neighborhood + Community Development:* Research has shown that community arts programs have enhanced and improved community development. The arts enable individuals and groups to express themselves, and in the process, become more involved in contributing to the development of their community.
  - *Teaching Innovation + Creativity:* Finally, the teaching of the arts is now being recognized as a fundamental need for the North American economy and its workforce, given the automation of many jobs and growing competition from lesser-developed economies.

Conclusions + recommendations

Conclusions + recommendations

- The case for building a brand new, large-capacity performing arts venue in Nashua is challenged by the city's proximity to multiple large, presenting performing arts centers, the development of a new concert hall nearby, and limited demand on the part of local users for a venue with 750 or more seats.
- Additionally, the city is already home to two performance venues that are regularly used by the community but that are greatly in need of renovation.
- With that said, we see tremendous opportunity in Nashua. The organizations that are currently active in the community offer a diverse product, maintain busy schedules, and have demonstrated an ability to grow and develop programs over time. If we look to Positive Street Art as an example, Nashua can be seen as the type of environment that can allow an emerging organization the time, space, and support needed to flourish.
- Our recommendations, then, are focused on harnessing the city and community's current arts-momentum and resources, directing them at three different options.

Options

1. Partner with a regional college or university on the development of a new downtown arts center
2. Develop a downtown meeting, events, and music center
3. Develop an arts district anchored by a renovated Keefe Auditorium and the Hunt Building

option 1: partner with a regional college or university

What?

- A partnership between the City of Nashua and one of the region's colleges or universities to create an arts hub along Nashua's Main Street.

Why?

- Colleges and universities are skilled facility operators. And, with their many programs, departments, and student organizations, they have considerable demand for space.
- A facility developed in partnership with a college or university would ensure that it is regularly active with programming, draw increased foot traffic to downtown (students, professors, and so on), and, depending on the partnership, take some or all of the pressures of operating a facility off of the City.
- It would be an opportunity for a college or university to develop a downtown presence in Nashua and could lead to future partnerships between university arts departments and Nashua's performing arts groups.

option 2: develop a downtown meetings, events + music center

What?

- A large, ballroom-like space that has the flexibility, functionality, and acoustics to host Symphony NH one night, a dj battle produced by Positive Street Art the next, and a State of the City address the following morning.

Why?

- There is demand in the market for flexible arts spaces, as well as a gap for a non-hotel based meeting and event space with a Downtown location.
- The Riverwalk Café can't accommodate all of the performance requests that are currently received and is interested in booking a larger venue.
- Portsmouth's 3S Artspace has set a precedent for such a facility and was frequently cited during interviews as an aspirational arts space.

webb management services incorporated

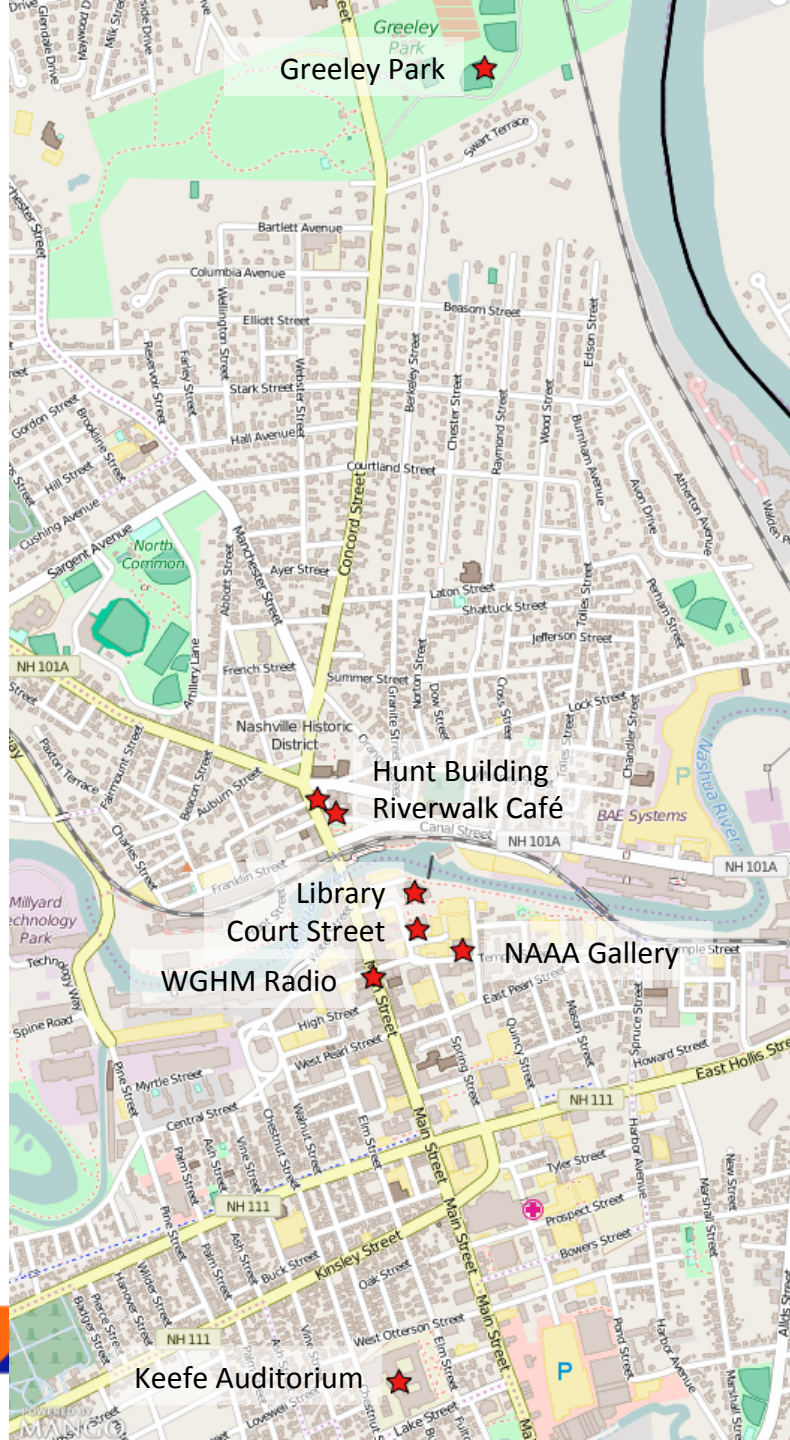
option 3: develop a downtown cultural district anchored by a renovated keefe auditorium + the hunt building

What?

- A collection of galleries, restaurants, shops, performance venues, and arts education facilities that stretch from a renovated Keefe Auditorium to the Hunt Building, and potentially Greeley Park.

Why?

- Nashua already has the makings of a walk-able arts district along Main Street, including a number of culturally-active facilities, residential projects in the works, and a community that is used to traveling downtown to go to places like Alec's Shoe Store or attend events like the Holiday Stroll.
- As part of this option, we would recommend renovating the Keefe Auditorium. This would mean improving the user and visitor experience (including improved concessions). We would also recommend increasing utilization at the Hunt Building.



Preferred option

- Our preferred option is for an arts district that includes the renovation and/or the development of two new, flexible arts facilities, one with a capacity between 300 and 400 seats and another with a capacity around 750 seats.
- We believe that the addition of meeting and event capabilities that also support contemporary music will strengthen the project, and we would also encourage continuing discussions with regional educational institutions.

Discussion

Questions

- Have we fairly described the situation and the opportunities for Nashua?
- What additional input and information is needed?
- Are our recommendations in line with your sense of needs?
- How should we move forward?