



Nantucket Cultural Programming Study

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Prepared for:
ReMain Nantucket

Prepared by:
EBP US (formerly EDR Group)

Table of Contents

1.	Executive Summary	2
2.	Introduction	3
	2.1 Study Purpose	3
	2.2 Methodology	3
3.	Overview of Cultural Programming	5
4.	Detailed Findings	7
	4.1 Partnerships	7
	4.2 Programming Gaps & Overlaps	8
	4.3 Attendance Barriers	10
	4.4 Event & Fundraiser Ticketing	12
	4.5 Ticket Distribution	13
	4.6 Promotional Opportunities	16
5.	Conclusion & Recommendations	17
	5.1 Program Expansion & Consolidation	17
	5.2 Co-marketing	18
	5.3 Ticket Booth & Online Clearinghouse	18
	5.4 Research Needs and Capacity Building	19
6.	Acknowledgements	20
7.	Appendix	21
	7.1 List of Survey Respondents	21
	7.2 List of Interviewees	23
	7.3 Survey Questions	24
	7.4 Interview Questions	28

1. Executive Summary

Nantucket enjoys an abundance of cultural programming offered by nonprofits and other organizations. In that context, this study explores Nantucket's cultural landscape and reveals opportunities for collaboration among the island's many organizations. Cultural organizations will benefit from this research by gaining a greater understanding of where too much (or too little) programming exists. Ideally, this will help organizations make effective use of their resources while also limiting confusion among residents and visitors who have many cultural events and activities from which to choose.

The research team used a multi-pronged approach to complete this study, including an online survey of 66 organizations and follow-up interviews with 14 nonprofit organization leaders. To generate the list of survey recipients, the research team first retrieved a list of all nonprofit organizations on Nantucket from Guidestar.org. ReMain then reviewed the list and added additional organizations (both nonprofit and for-profit). To identify potential interviewees, the research team added a question to the survey that asked respondents if they would be willing to participate in a brief phone call. ReMain then reviewed the list of respondents willing to be interviewed and selected 14 who represented a cross-section of organizations on Nantucket.

This research effort found that 76 percent of organizations provide cultural events. Educational events are the most common, followed by film screenings, musical performances, and live theater. Over 80 percent of organizations surveyed cater to both Nantucket residents and visitors, covering a wide range of audiences for their programming. This report offers detailed findings that expand on the areas below.

Organizational partnerships are common. Ninety-four percent of cultural organizations partner with others to hold events. Nonetheless, some organizations lack the personnel or knowledge required to form effective partnerships. More strategic event partnerships could help lessen donor fatigue.

There are programming gaps and overlaps. There is some overlap in the programming offered on Nantucket. Some interviewees view this redundancy as a strength because it encourages organizations to provide unique programs and events. There are also gaps in programming, especially for families and children who would like instructional classes.

Organizations face barriers to increasing attendance. Many organizations face barriers to increasing attendance for their programs and events. These include competition from other events and difficulty marketing. This suggests a need for co-marketing or other options for advertising events. Interviewees also cited difficulty reaching the island's immigrant community, service industry employees, people with disabilities, and last-minute visitors.

One-stop ticketing options have support. This study gauged interest in a physical downtown ticket booth and an online "clearinghouse" for events. The online clearinghouse received slightly more support than the ticket booth. Interviewees thought a clearinghouse would help them reach new audiences, coordinate scheduling, and reconcile competing events calendars.

2. Introduction

Nantucket is fortunate to have many nonprofit organizations that provide cultural programming to residents and visitors. They include theaters, museums, schools, clubs, and more. Their programming covers the arts, music, film, science, and history, among other topics. Collectively, cultural nonprofits create vitality on the island and offer opportunities for people of all ages and backgrounds. They also contribute to a sense of place, especially in the Nantucket Cultural District located downtown. This “creative placemaking” is a proven community and economic development strategy that has helped places like Nantucket remain vibrant and prosperous.¹

2.1 Study Purpose

There are at least 120 nonprofits on Nantucket, or one for every 90 year-round residents.² While not every nonprofit provides cultural programming, ReMain Nantucket’s understanding is that many do. Given how many there are, it is difficult to keep track of the amount, timing, and beneficiaries of the programming offered. There is also evidence that residents sometimes feel overwhelmed by the sheer number of events offered. This suggests that there may be overlap among various organizations in terms of the types of programs they offer and the people they serve. In addition, residents and visitors lack a single place to go to learn about cultural programs and purchase tickets to events, classes, and other offerings.

What is cultural programming?

Cultural programming includes events, classes, or activities designed around the fine arts, music, theatre, film, science, conservation, history, or education.

The purpose of this study is to shed light on Nantucket’s cultural landscape and reveal opportunities for collaboration, consolidation, and co-marketing among different organizations. This study will directly benefit nonprofits by revealing areas where too much (or too little) programming exists. The information collected through the study will help nonprofits make more effective use of their resources while also limiting confusion among residents and visitors. In addition, ReMain Nantucket can use this study to support discussions with its partners around the island’s future and the important role cultural programming will play.

2.2 Methodology

This study includes several components. First, it inventories Nantucket’s cultural nonprofits and the programming they offer. Second, it takes a deep dive into nonprofit leaders’ thoughts regarding the island’s cultural landscape. Third, it provides recommendations for ReMain and its partners that will hopefully ignite a broader conversation about Nantucket’s future.

The research team used a multi-pronged approach to complete this study. The team worked with ReMain to assemble a list of known nonprofits that provide cultural programming to residents, visitors, or both. Then the online software SurveyMonkey was used to survey 66 organizations,

¹ American Planning Association, “Creative Placemaking,” <https://www.planning.org/knowledgebase/creativeplacemaking/>

² According to Guidestar.org and estimates by ReMain Nantucket. Population based on a 2018 estimate from the U.S. Census Bureau.

representing more than half of known organizations that provide cultural programming.³ To achieve the highest response rate possible, follow-up calls were made to organizations that had not completed the survey. Also, a \$5 coffee gift card was offered to each respondent. All survey respondents were guaranteed confidentiality in order to protect sensitive information regarding their finances and other details.

Following the survey, the research team conducted phone interviews of the leaders of 14 nonprofits that included asking them to expand on their survey responses and tell the research team more about Nantucket's cultural landscape. Interviewees provided permission to include their direct quotes in this report. On March 30, 2020, the research team presented the results of the study at the Nantucket Atheneum.

The appendix to this report includes a list of organizations surveyed, leaders interviewed, and questions asked to both groups.

³ Not all the organizations we surveyed are nonprofits. Some are for-profits that provide cultural programming.

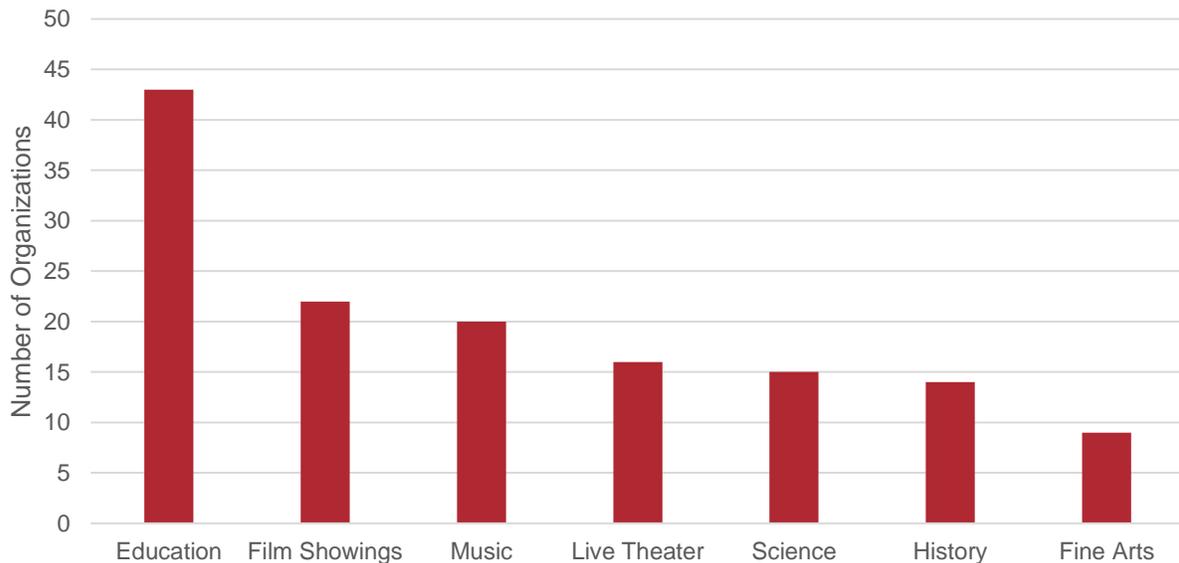
3. Overview of Cultural Programming

Seventy-six percent of the organizations surveyed provide cultural events. The median number of paid employees at these organizations is seven while the median number of volunteers is 21.⁴ These organizations include those that do not offer cultural events but do offer other events, including fundraisers.⁵ The organizations surveyed have a wide variety of mission statements that reflect the diversity of programming on Nantucket. When analyzed together, the words below appeared in multiple mission statements.

Adults	Community	Education
Children	Education	Need
Families	Preservation	Promote
Nantucket	Professional	Services

Among the organizations that offer cultural events, **education events are the most common** (Figure 1). These events could include book discussions, lectures, demonstrations, and walking tours, among others. Film showings are the second most common event type, followed by music, live theater, science and conservation, history, and fine arts. Science events include conservation activities like clean-up days, or bird and other nature walks. Fine arts events include gallery nights, including participation in downtown art walks.

Figure 1. Types of Events Held by Cultural Organizations



⁴ Medians were used instead of averages because several survey respondents included off-island locations, which resulted in some organizations reporting several hundred employees or volunteers. The midpoint was used if a respondent provided a range of values.

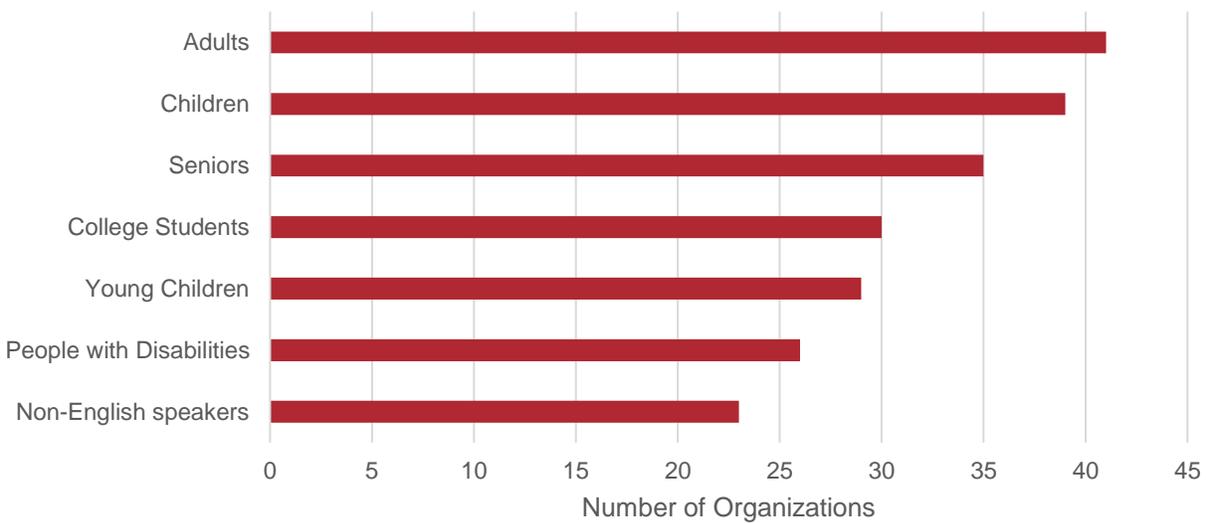
⁵ These organizations are still referred to as “cultural organizations.” They are included in the analysis because they were selected by ReMain for inclusion in the study and provided useful information on the events they do hold.

Over 80 percent of organizations surveyed cater to both Nantucket residents and visitors.

The remaining 20 percent primarily serve residents, meaning no organizations serve only visitors. Even though Nantucket is a major tourism destination, this fact highlights the focus on serving the year-round community.

Cultural organizations target different audiences for their events and programming (Figure 2). Adults are the most common audience, followed by children (K-12) and seniors. Some organizations also target pre-school age children. Age is not the only determining factor for target audiences. College students are an audience for some organizations, as are people with disabilities and non-English speakers.

Figure 2. Target Audiences Among Cultural Organizations



4. Detailed Findings

The following sections summarize detailed findings from the survey and interviews. These findings highlight how active Nantucket’s cultural organizations are, in terms of both partnerships and the amount and diversity of programming they offer. While the organizations included in this study are clearly successful, there are still opportunities to enhance their effectiveness and serve even more residents and visitors.

4.1 Partnerships

Partnerships are very common on Nantucket—another unique and defining feature of the island. **Among the organizations surveyed, 94 percent partner with other cultural organizations and 80 percent partner with downtown businesses to hold events.** A key theme in the interviews conducted was the value of these partnerships. The project team collected several stories of successful partnerships that led to cultural programming, including the following selection of highlights:

- The White Heron Theatre Company regularly collaborates with over 15 nonprofits on the island to advertise and offer performances
- Nantucket Safe Harbor for Animals described successful partnerships with the Boys and Girls Club, Nantucket Lighthouse School, Montessori Children’s House of Nantucket, and other organizations that support their education programs
- Some cultural organizations partner with off-island groups to expand their reach. For example, American Legion Post 82 hosts an off-island Veterans of Foreign Wars (VFW) post to host events

Partnerships are most successful when there is complementarity. This includes incorporating an arts component into an event that is not directly related to the arts. Partnerships like these broaden the appeal of events for attendees. Most cultural organizations have experience partnering with others to offer events. However, there are other organizations that lack the personnel or knowledge required to form effective partnerships.

“For many nonprofits, collaboration with other organizations falls to volunteers, who may have other jobs and limited time and experience for building partnerships.”

Scott Leonard, Director of Operations
Marine Mammal Alliance Nantucket

Partnerships between nonprofits and island businesses take many forms. Retail businesses such as Cold Noses, Geronimo’s, Black Dog General Store, Blue Beetle, and Lilly Pulitzer partner with nonprofit organizations to host charitable events whose proceeds support island causes. Interviewees indicated that these partnerships are mutually beneficial. Businesses benefit from the positive publicity they gain while nonprofits fulfill their missions.

Some nonprofit interviewees think that businesses and individual donors are asked to support auctions and other events so often that they need to be cautious when choosing which causes to get behind. This has resulted in a sense of “donor fatigue” among some businesses and individuals, especially during the busy summer season.

Another theme that emerged was the sharing of venues and meeting space. Nantucket is a small island with limited space, especially for large events. This issue is compounded by the fact that not all of the island’s organizations have their own space. **Eighteen percent of organizations surveyed said that insufficient event space was an impediment to attracting attendees.**

“There is a chance we have already hit donor fatigue. People go to many fundraising events each summer. There could be opportunities, for example, to consolidate fundraising events, particularly in the summer, so that potentially donors aren’t expected to attend events every night in July and August.”

Jessica Sosebee, Executive Director
Nantucket Safe Harbor for Animals

Businesses like the Nantucket Hotel and Resort and the White Elephant Hotel often host fundraisers and other events for island nonprofits. Among nonprofits, many partnerships formed between organizations without venues and those with available space. This includes off-island organizations looking for space to gather on Nantucket. Organizations that regularly share their space include:

- American Legion
- Atheneum
- Boys and Girls Club
- Dreamland Theater
- Nantucket Culinary Center
- Nantucket Historical Association (including the Whale Museum)
- Nantucket Music Center
- Nantucket Theatre Workshop
- Town of Nantucket

4.2 Programming Gaps & Overlaps

Nantucket is fortunate to have a rich variety of year-round cultural programming. **While there is some overlap in the programming offered, interviewees generally view redundancy as a strength.** This is because organizations must differentiate themselves to stay competitive. (Over 30 percent of organizations surveyed say they face competition from other events.) Examples of efforts to differentiate include organizing performances of multiple dance styles, showcasing various types of art, or offering different types of theater productions (e.g., musicals, comedies).

4.2.1 Program Content

One identified gap is the lack of availability of family programming, especially instructional classes for children. While extracurricular activities like gymnastics or karate are widely available off-island, they can be difficult or impossible to find on Nantucket. Furthermore, participants

explained that small nonprofits such as youth groups, sports teams, and scouts are under-resourced and that their community leaders are over-extended during the summer.

Many cultural organizations are already planning ways to address gaps in programming. Several are developing new events or expanding existing events for 2020. This includes offering more family events and building partnerships with schools to better reach children. Other organizations are hiring employees or broadening their membership base so they can offer more events. Few organizations reported that they intend to reduce their programming in 2020, which is a positive sign for Nantucket as long as organizations collaborate to ensure that gaps are addressed without adding to the amount of overlap.

“There’s so much going on in the summer that it’s hard to figure out what to do. In the off-season, there is a need for more programming and activities for children and families.”

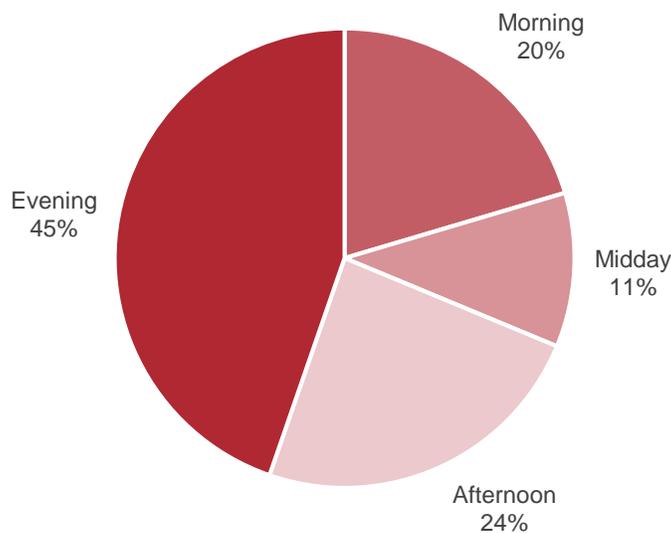
Gennifer Costanzo, Director of Development
Habitat for Humanity Nantucket

4.2.2 Program Scheduling

Some nonprofit leaders feel that overlap in programming can pose challenges when scheduling events during the summer season and popular fundraising periods. Holiday weekends are especially competitive as many organizations seek attention then. For example, the American Legion struggles to find an audience for their commemorative programming on Memorial Day weekend.

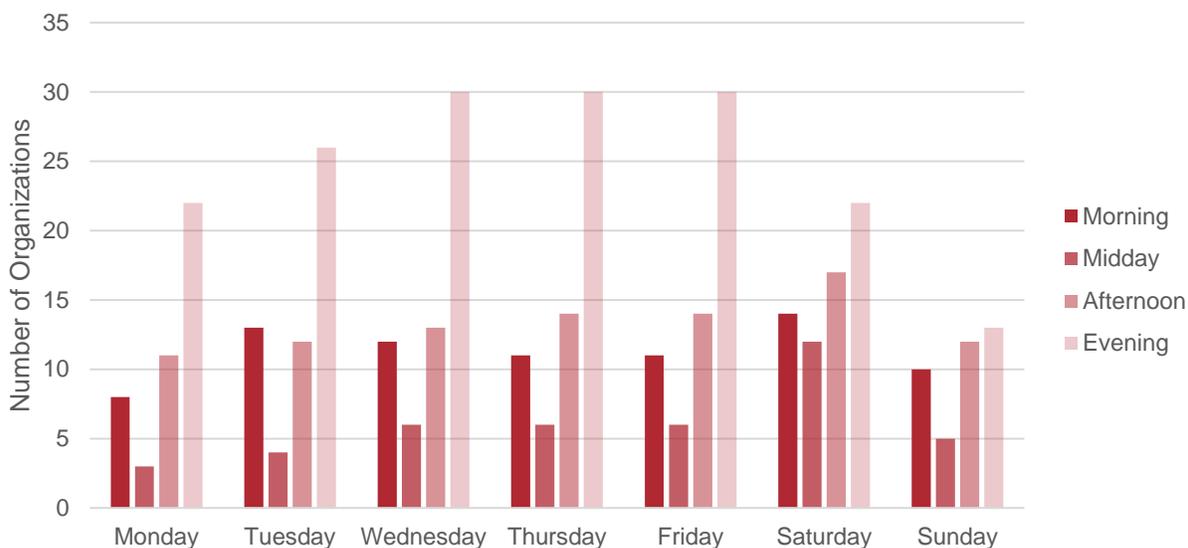
During a typical week, 45 percent of events are held in the evening (Figure 3). Another 44 percent of events are in the morning or afternoon. Midday is the least common time for events.

Figure 3. Most Common Times of Day When Events are Held



The timing of events varies based on the day of the week (Figure 4). **Cultural organizations are more likely to hold evening events during the work week than on the weekends** (although evenings are most popular even on the weekends). For people who want to attend events throughout the day, Saturdays are likely the best option.

Figure 4. Most Common Times of Day When Events are Held, Separated by Day of the Week



Considering all times of day, **Saturdays are the most common days for events** on Nantucket. In fact, nearly all organizations surveyed hold events on Saturdays. The next most popular days for holding events are Wednesdays, Thursdays, and Fridays. Mondays, Tuesdays, and Sundays are the least popular days.

Study participants also noted that cultural programming on Nantucket is very seasonal. Residents and visitors are busiest attending events in the summer and during the “shoulder” seasons. Events are less common in the winter. **During the entire peak season, cultural organizations offer an average of 51 events. During the off-peak season, they offer an average of 29 events.**⁶ The number events offered by any single organization can vary significantly, however. Some offer just one event during an entire season while others offer multiple events every day. One participant noted that there has been a concerted push to increase off-season offerings. This has been a challenge because Nantucket is more isolated during the winter due to weather and fewer visitors.

4.3 Attendance Barriers

Attendance at Nantucket’s cultural events varies widely. Activities like classes and book talks might attract less than 10 attendees while festivals and other large events can attract

“Advertising is the biggest barrier for nonprofits without a budget for it... Saltmarsh Senior Center is able to reach their membership easily but has limited outreach capacity to non-member seniors and other populations.”

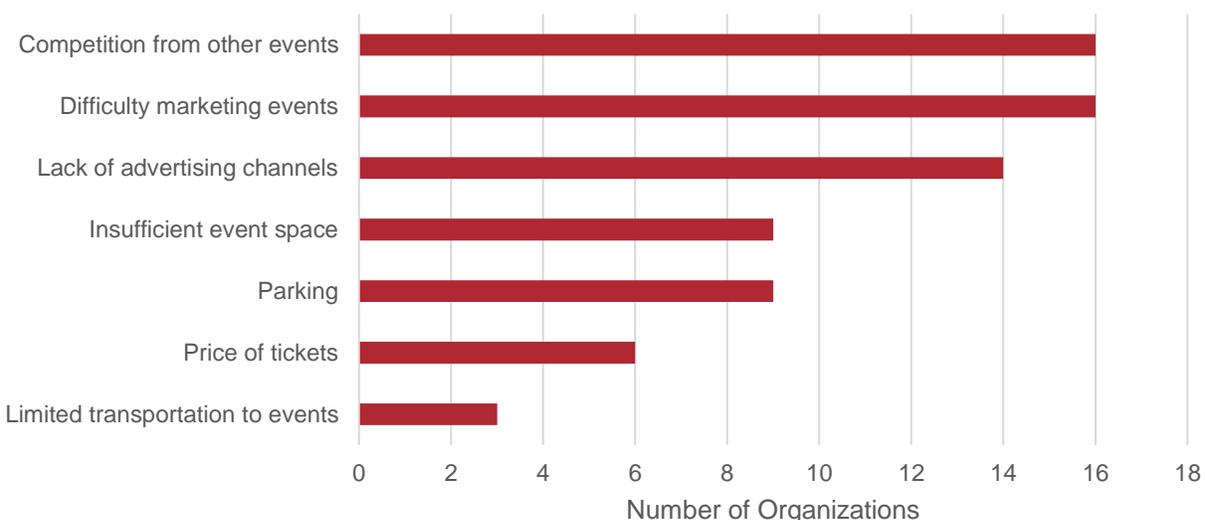
Laura Stewart, Program Coordinator
Saltmarsh Senior Center

⁶ The peak season is considered to run from May through September. The off-peak season is considered to run from October through April.

thousands. Among survey respondents, the median number of attendees at a typical event is 100.⁷ Still, many cultural organizations face barriers to increasing participation in their programming (Figure 5).

The most common barriers to increasing attendance at a particular event are competition from other events and difficulty marketing. More specifically, 27 percent of organizations that responded to the question lack advertising channels. This suggests a need for co-marketing or additional options for getting the word out about events. There are also logistical barriers to increasing attendance, including insufficient event space, limited parking and transportation options for potential attendees, and the price of tickets. Organizations also cited other barriers not listed in Figure 5. These include time commitments among potential attendees (e.g., caring for children), language barriers, stigma about certain events and organizations, and the cost of hotel rooms for visitors.

Figure 5. Barriers Cultural Organizations Face to Increasing Event Attendance



“Scheduling and the knowledge gap are the two biggest barriers for getting people to events. Many people don’t know that they can come to an event, or that the events are free, unless they are already in the Association’s network.”

Courtney Bridges, Executive Director
Artists Association of Nantucket

Some organizations described a “knowledge gap” that limits attendance at their events. People who are not already familiar with an organization’s programming might not know that they are welcome at events or that certain events are free. (That said, some organizations with ticketed events are concerned that their ticket prices may deter attendees and noted that they try to keep their prices as low as possible to remain accessible to diverse audiences.) Marketing can help close this knowledge gap, but only if smaller organizations can find ways to overcome

⁷ The midpoint was used if a respondent provided a range of values.

advertising costs and the limited reach of free advertising channels (e.g., social media, newsletters, island calendars).

Overall, the organizations interviewed are welcoming to a range of population groups and would like to diversify their audience. Several organizations specifically mentioned the immigrant community as a group with whom they would like to better engage. While the island's population is quite diverse, participants noted that this diversity is not always visible downtown or at popular events.

While language barriers were cited as a barrier to increasing attendance among immigrants, one interviewee believes it is not as important as cultural barriers. Some population groups are not accustomed to participating in the types of events offered on the island. There is a desire to overcome this barrier by developing relationships with immigrant families and partnering with groups that offer events reflective of their own cultures.

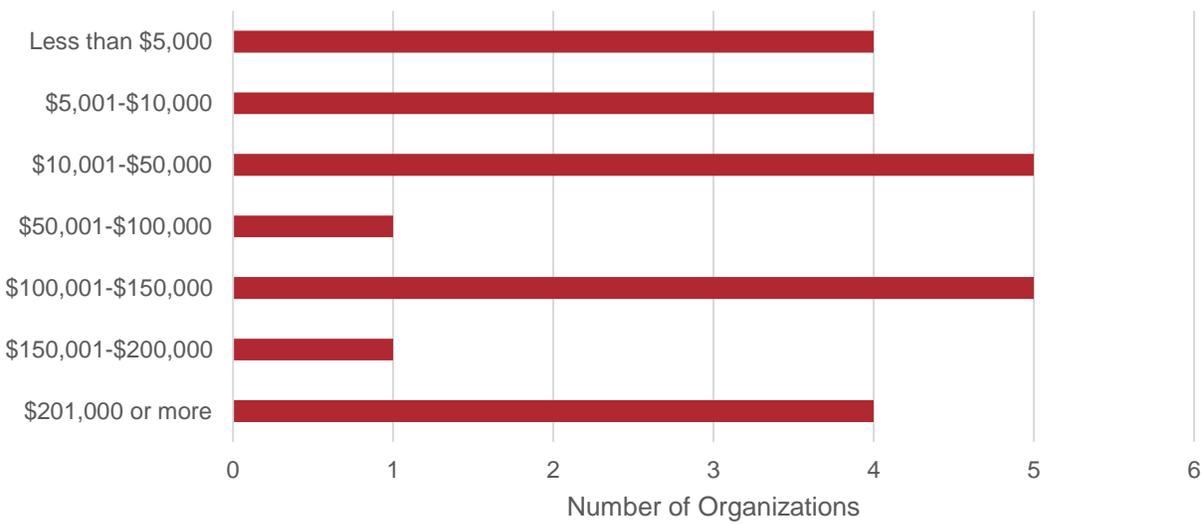
Other groups that organizations have had difficulty reaching include service industry employees, people with disabilities, and last-minute visitors, as well as specific age groups including high school students, millennials, and seniors.

4.4 Event & Fundraiser Ticketing

About 63 percent of organizations surveyed require a ticket or registration for their regular cultural events (not fundraisers). Just over 78 percent charge a price for most of their programs and events. Among these organizations, prices range from \$5 for one-time events to \$500 for multi-day classes or workshops. Some organizations offer discounts to Nantucket residents, which can help lessen the cost burden.

Figure 6 shows how much revenue organizations surveyed generated in 2018 through ticket sales. This includes revenue from cultural programs and events and does not include fundraisers or other revenue sources. Fifty-eight percent of organizations generated under \$100,000 in ticket revenue in 2018 while the remaining 42 percent generated over \$100,000.

Figure 6. Revenue Generated in 2018 through Ticket Sales for Cultural Programs and Events



About 68 percent of cultural organizations hold fundraising events that raise money through ticket sales. The average price of a fundraiser is \$178, although tickets range from \$5 to \$1,000.

In open-ended comments, survey respondents described the importance of ticket sales to their organization’s financial well-being. In fact, tickets are the main revenue source for many organizations. For some organizations, ticket sales are mostly used to cover event-related expenses. Organizations that do not depend on ticket sales tend to rely instead on grants, donations, or membership fees.

Selected Comments from Surveyed Organizations on the Importance of Ticket Sales

“Very important...critical.”

“Primary source for all charitable activity.”

“We run our business on ticket sales and private donations and grants.”

“Ticket sales have historically been a small portion of our income.”

“Very important. We rely on event ticket sales for our operations.”

“It is somewhat important. Our largest income is with memberships and fundraising.”

“Ticket sales to fundraising events are critically important.”

“Ticket revenue accounts for slightly more than half of our annual revenue.”

“We would not survive without ticket sales.”

4.5 Ticket Distribution

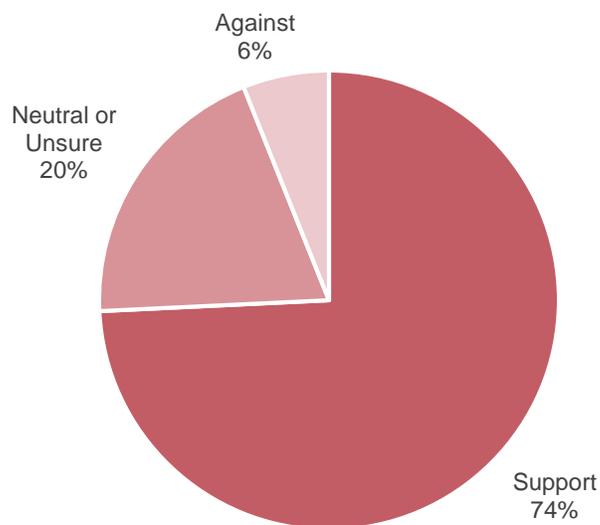
Cultural organizations would clearly benefit from new ways to advertise their events. The research team gauged interest in two proposals that could help address this issue. The first proposal was a physical ticket booth located downtown, with the Thomas Macy Warehouse being one possible location. The second proposal was an online “clearinghouse” for island

events. Both options would allow cultural organizations to advertise and sell tickets to their events. An important objective of this research was to determine if organizations see a need for either of these options.

4.5.1 Physical Ticket Booth

Those interviewed mostly support the idea of a physical ticket booth. Some interviewees think that a ticket booth could help visitors easily grasp all the events taking place on Nantucket. While the Nantucket Department of Culture and Tourism currently plays a similar role, interviewees pointed out that it does not advertise or sell tickets. A ticket booth could appeal to day-trippers who visit the island and would not otherwise attend an event. **Among survey respondents, 74 percent expressed support for a ticket booth while six percent said they were against the idea** (Figure 7). Another 20 percent were neutral or unsure.

Figure 7. Support for a Physical Ticket Booth Among Survey Respondents



Those who were less supportive of a ticket booth voiced a variety of concerns. Some think that a ticket booth would not be used by younger people who are used to learning about events and purchasing tickets on a computer or smartphone. Organizations that charge money for their events were concerned that they might struggle to compete for the attention of visitors if free events were advertised alongside theirs. Another concern is that providing printed tickets to booth operators could add additional work for organizations (e.g., by complicating sales tracking and accounting).

Several interviewees recalled that a physical ticket booth has been implemented on Nantucket at least twice before, including once in the Atheneum garden. The Atheneum booth was discontinued due to the cost of staffing it. There was also a ticket booth in the Macy Warehouse that lasted a couple years. While some interviewees considered the booth successful, others noted that it succumbed to a lack of available volunteers.

Interviewees agreed that the success of a ticket booth would depend on the following factors:

- Logistics of obtaining tickets from organizations and returning unsold tickets.
- Successful implementation of payment systems.
- Advertising of the ticket booth itself.
- Responsibility for managing and staffing the ticket booth. Who would be responsible?
- Neutrality regarding the events featured. Would the booth favor certain organizations?
- Transaction fees associated with ticket sales. Would organizations forfeit a portion of their ticket revenue by participating?

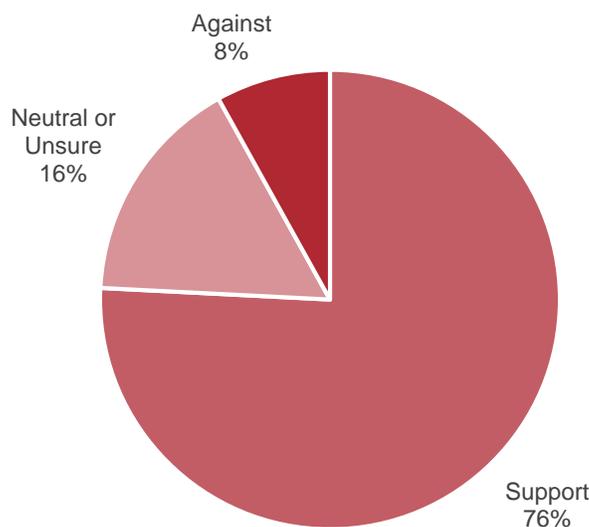
Ultimately, a physical ticket booth would require a high level of planning and coordination that could potentially fall on just one organization or set of leaders.

4.5.2 Online Clearinghouse

Among the organizations interviewed, an online clearinghouse found greater support than a physical ticket booth. Interviewees thought a clearinghouse would help their organization reach new audiences, including underrepresented demographic groups. A clearinghouse could also help organizations coordinate their event scheduling and reconcile competing events calendars on the island. One interviewee thought a clearinghouse could sell single tickets that were valid for multiple events—an offering that could be especially appealing to visitors. Another suggested that a clearinghouse could be accessible through a mobile app that would support functions other than ticket distribution (e.g., bidding on silent auctions).

Over three-quarters of survey respondents support the idea of an online clearinghouse. Sixteen percent of respondents have neutral feelings or are unsure, and just eight percent are against the idea (Figure 8).

Figure 8. Support for an Online Clearinghouse Among Survey Respondents



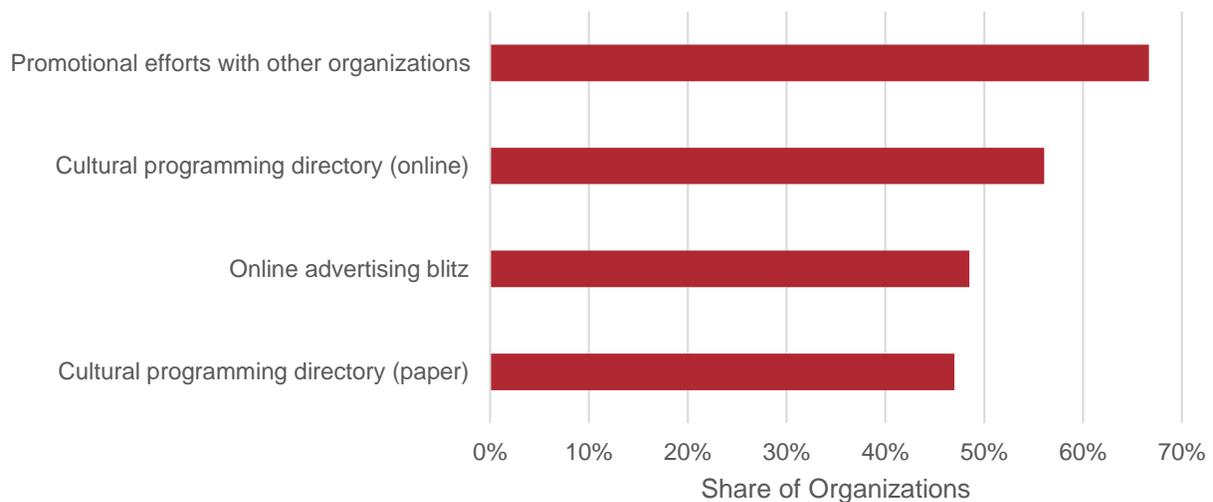
The respondents and interviewees who expressed reservations about a clearinghouse had several reasons for doing so. First, an online clearinghouse might not be accessible to older populations who are less comfortable using the internet to search for events and purchase tickets. Second, some organizations rely heavily on word-of-mouth to advertise their events, and an online clearinghouse would be a major change for some of their attendees.

Other respondents were concerned about the technicalities of an online clearinghouse. They wondered how visitors to their organization website would be re-directed to the clearinghouse and vice versa. Also, organizations that already have their own online ticketing platforms have an interest in maintaining control over their own sales. Having multiple websites could cause confusion among patrons and create more work for organizations that already have limited time to advertise events and manage ticket sales. Finally, one interviewee stressed that an online clearinghouse should advertise only Nantucket events in order to distinguish itself from happenings on Cape Cod.

4.6 Promotional Opportunities

Over 80 percent of surveyed organizations said they were interested in participating in promotional opportunities. The most popular opportunity suggested was promotional efforts with other organizations (Figure 9). An online cultural programming directory and advertising blitz were also popular options. (An online programming directory would not sell tickets as an online clearinghouse would.) A paper programming directory was the least popular option, with less than half of organizations expressing interest.

Figure 9. Promotional Opportunities Cultural Organizations are Interested in Participating In



5. Conclusion & Recommendations

Cultural organizations play a critical role on Nantucket. Through their mission-driven activities, they provide support and enrichment to countless residents and visitors. The research team found that there are several actions ReMain Nantucket and its partners can take to ensure that the island's cultural organizations remain successful in the future. These recommended actions are described below.

5.1 Program Expansion & Consolidation

There are gaps and overlaps in cultural programming on Nantucket, specifically around content and scheduling. Recommendations for addressing these gaps and overlaps include the following:

- Consider consolidating events during the busy season by assigning a neutral third party to organize shared fundraisers, film festivals, concert series, etc. This way, patrons and donors will feel less conflicted or fatigued while organizations can still offer unique programming. Small organizations could benefit the most because shared events would help them reach larger audiences and attract greater turnout at events.
- Convene regular meetings of cultural organizations to encourage partnerships. This could lead to program expansion or consolidation. These would be akin to the Chamber of Commerce's Business-After-Hours events, except they would be targeted at cultural organizations.
- Organize a meeting among cultural organizations that could potentially provide more programming for families. This was an identified programming gap. Extracurricular activities for children like gymnastics or karate were mentioned as specific needs, especially during the off-season.
- Support program expansion and inconvenience by addressing transportation issues. Encourage patrons to use the Wave bus to get to events when feasible. Encourage organizations to hold events during times when parking is in lower demand (see below).
- Encourage organizations to schedule more midday events, especially on weekdays. This will fill a gap and potentially lessen the amount of overlap during peak periods (i.e., morning and evening). Midday events could require extra planning and creativity to attract attendees. Offering lunch at these events could help address the issue.
- Encourage organizations to schedule more events on Mondays, Tuesdays, and

“There are many opportunities for ReMain to facilitate non-profit collaboration. For example, it would be beneficial to have regular meetings of all island nonprofits to facilitate knowledge of resources available and partnership opportunities, much like the Chamber of Commerce's Business After Hours program and events.”

Rich Leone and Carolyn
American Legion

Sundays. Events on these days are less common, possibly because organizations have had difficulty attracting attendees. However, organizations may have success by focusing on audiences who are pulled in many directions on popular days (e.g., weekend concertgoers).

5.2 Co-marketing

As mentioned previously, over 80 percent of surveyed organizations said they were interested in participating in promotional opportunities. Two-thirds of these organizations expressed interest in co-marketing. The following are recommendations for making co-marketing a reality on Nantucket:

- Create a shared online calendar where cultural organizations can post events. This could be combined with a clearinghouse that supports ticket purchases (see below).
- Encourage co-marketing in newspapers and other media outlets. Coordinate a meeting among organizations that lack advertising dollars. These organizations could share the cost of consolidated advertisements that combine logos and event announcements.
- Ensure that co-marketing efforts do not create confusion among organizations that provide similar programming. Allow each organization to maintain its own branding and identify.
- Hire a marketing expert who would provide services to multiple organizations on an as-needed basis. The marketing expert could either have individual meetings with organizations or organize group seminars and trainings.
- Create a shared directory of available event space on Nantucket. This would benefit cultural organizations that lack space and facilitate co-marketing if venues advertise all the events happening during a certain month, regardless of the host organization.

5.3 Ticket Booth & Online Clearinghouse

A physical ticket booth and online clearinghouse were two specific proposals the research team presented to study participants. As discussed previously, both ideas were met with support and opposition. Recommendations for how to move forward with either idea include the following:

5.3.1 Ticket Booth

- Convene a diverse working group to discuss the feasibility of a physical ticket booth. There is general support for such an idea, but there are many details to work out. Involve young people in these discussions to help maximize the booth's potential use by this demographic group.
- Designate a single organization to spearhead the launch and management of the ticket booth.
- Locate the ticket booth in a highly visible location. According to interviewees, a previous ticket booth behind the Atheneum was not successful in part because of its location.
- Acquire enough funds to pay staff to operate the ticket booth. This will ensure that someone is consistently present for patrons.

- Develop an easy process for collecting tickets from organizations and returning unsold tickets. Develop a system to manage ticket inventory. Work with organizations to ensure that participating in the ticket booth requires little additional effort from an accounting and ticket inventory standpoint.
- Develop a plan to advertise the ticket booth to residents and visitors.
- Address concerns related to accessibility (for people with disabilities, non-English speakers, etc.) and integration with existing ticketing platforms.
- Work to build stakeholder buy-in and overall satisfaction before launching.

5.3.2 Online Clearinghouse

- Convene a diverse working group to discuss the feasibility of an online clearinghouse. There seems to be strong support for such an idea. Involve older adults in these discussions since they might be least likely to use it.
- Designate a single organization to launch and manage the online clearinghouse.
- Work to create a single ticket that can be used for multiple events. Market it to day-trippers especially.
- Consider developing a mobile app version of the clearinghouse that residents and visitors can use to view events and purchase tickets.
- Work with organizations to avoid confusion among their patrons by streamlining website integration and ticket purchasing systems.

5.4 Research Needs and Capacity Building

The research team asked study participants about future research that could benefit their organizations. In addition, the team gathered additional suggestions for ways ReMain could provide capacity support to island nonprofits. The following are several recommendations related to these needs:

- Following the release of this study, convene a group of cultural organizations to further discuss the need for an economic impact study. Include representatives from the Nantucket Data Platform and Worcester Polytechnic Institute, both of whom have conducted similar research.
- Use data collected through this study as a basis for conducting an economic impact study (e.g., number of employees, annual revenue).
- Gauge interest in conducting a comprehensive study of Nantucket that assess gaps related to healthcare, education, housing, infrastructure, and the economy. A study participant specifically suggested this idea.
- Support organizations with financial planning, potentially through seminars or other educational events. Long-term financial sustainability is an issue that many organizations lack the resources to plan for.
- Consider purchasing a community grant database that small nonprofit organizations could access. The Atheneum could potentially host such a database.

6. Acknowledgements

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7. Appendix

7.1 List of Survey Respondents

A Safe Place Nantucket
Addiction Solutions of Nantucket
Almanack Arts Colony
American Legion
Artists Association of Nantucket
Alliance for Substance Abuse Prevention
Bulgarian Education Center
Children's Cove - The Cape and Islands Child
Advocacy Center
Community Foundation for Nantucket
Egan Maritime Institute
Elder Services of Cape Cod & the Islands
Fairwinds - Nantucket's Counseling Center
Friends of Nantucket Public Schools
Gosnold
Graceline Institute
Great Harbor Yacht Club Foundation
Habitat for Humanity Nantucket
The Homestead of Nantucket
Hospital Thrift Shop
Housing Nantucket
Inky Santa's Toy Drive
Knights of Columbus
Linda Loring Nature Foundation
Maria Mitchell Association
Marine Mammal Alliance Nantucket
Montessori Children's House
National Alliance on Mental Illness
Nantucket Arts Council
Nantucket Atheneum
Nantucket Book Foundation
Nantucket Comedy Festival
Nantucket Community Music Center
Nantucket Community Sailing
Nantucket Community School
Nantucket Community Television
Nantucket Conservation Foundation
Nantucket Cottage Hospital
Nantucket Council on Aging
Nantucket Culinary Center & Corner Table
Nantucket Disc Golf
Nantucket Dreamland
Nantucket Film Festival
Nantucket Food Fuel Rental Assistance
Nantucket Historical Association
Nantucket Housing Authority
Nantucket Ice Company
Nantucket Island Chamber of Commerce
Nantucket Island Safe Harbor for Animals
Nantucket Land Council
Nantucket Lighthouse School
Nantucket Partnership for Children
Nantucket Pond Coalition
Nantucket Preservation Trust
Nantucket Shellfish Association
Nantucket Sports and Therapeutic
Accessible Recreation
Nantucket Skating Club
Nantucket Town Association
Nantucket Unitarian Universalists
Nantucket Yacht Club
Out to See Foundation
'Sconset Trust
Small Friends on Nantucket
Sustainable Nantucket
Theatre Workshop of Nantucket
Tom Nevers Civic Association
White Heron Theatre company

7.2 List of Interviewees

Artists Association of Nantucket
Bulgarian Education Center
Byron L. Sylvaro Post 82 of the American Legion
Fairwinds Counseling Center
Habitat for Humanity
Marine Mammal Alliance Nantucket
Nantucket Atheneum
Nantucket Center for Elder Affairs
Nantucket Community Music Center
Nantucket Culinary Center
Nantucket Safe Harbor for Animals
Nantucket Sports and Therapeutic Accessible Recreation
Theatre Workshop of Nantucket
White Heron Theatre Company

7.3 Survey Questions

1. Please provide your contact information.
2. What is your title at your organization?
3. How many paid employees does your organization have? Please include full-time, part-time, and seasonal employees.
4. How many volunteers does your organization have?
5. What is your organization's mission statement?
6. Does your organization offer cultural events? Cultural events could be related (but not limited) to the fine arts, music, theater, conservation, or education.

Yes
No

7. Please select the types of cultural events your organization offers. (Check all that apply)

Fine arts events (e.g., gallery night) Music (e.g., concert, recital)
Live theater performances Film showings
Science / conservation (e.g., clean-up day, bird walk) History
Education (e.g., book discussions, lectures, demonstrations, walking tours) Other (please specify)

8. Does your organization ever partner with other nonprofits to hold cultural events?

Yes
No

9. Does your organization ever partner with downtown businesses to hold cultural events?

Yes
No

10. Please provide the name of your partnering businesses and examples of events where you have partnered.

11. Does your organization primarily serve residents, visitors, or both?

Residents
Visitors
Both

12. How would you describe the target audience for your events? (Check all that apply)

- Young children (pre-school age)
- Children (K-12)
- College students
- Adults
- Seniors
- People with disabilities
- Non-English speakers
- Other (please specify)

13. Is there a group or audience that you have been unable to reach with your programming? If so, please describe who they are.

14. What do you see as the biggest impediments to getting people to attend your events? (Check all that apply)

- Difficulty marketing events
- Lack of communication channels to target audience
- Competition from other events
- Price of tickets
- Not enough transportation options to events
- Parking
- Insufficient event space
- Not applicable
- Other (please specify)

15. Approximately how many people attend a typical event? If your organization hosts multiple types of events, please provide an estimate for each event type (e.g. lectures, workshops, festivals).

16. What are the most common days and times of the week your events are held?

	Morning	Midday	Afternoon	Evening
Monday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuesday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wednesday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thursday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Saturday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sunday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (please specify)

17. Please describe any changes you anticipate to the scheduling or nature of your events planned for 2020.

18. About how many events do you offer during the entire peak season (May-September)?

19. About how many events do you offer during the entire off-peak season (October-April)?

20. Do most of your cultural events require a ticket or registration?

Yes
No

21. Are most of your events free, or do they cost money?

Free
Cost money

22. What does a typical event cost? If your organization hosts multiple types of events, please provide an estimate for each event type (e.g., lectures, workshops, festivals).

23. Approximately how much revenue did your organization generate from cultural events in 2018?

Less than \$5,000
\$5,001-\$10,000
\$10,001-\$50,000
\$50,001-\$100,000
\$100,001-\$150,000
\$150,001-\$200,000
\$201,000 or more Enter Amount (optional)

24. Please describe how important ticket sales are to your organization's financial well-being.

25. How are your tickets typically sold (or provided if they're free)? (Select all that apply)

In person
Over the phone
Online, managed by you Online, managed by third party Other (please specify)

26. Does your organization hold fundraising events that raise funds through ticket sales?

Yes
No

27. What is the average ticket price for a typical fundraiser?

28. ReMain Nantucket is exploring the idea of a physical ticket booth located downtown where residents and visitors could purchase or acquire tickets to events offered by different organizations (this includes free events). Do you think a physical ticket booth is a good idea? Please explain.

29. ReMain is also exploring the idea of an online "clearinghouse" for residents and visitors to purchase or acquire tickets to events (this includes free events). Do you think an online clearinghouse is a good idea? Please explain.

30. Are you interested in participating in promotional opportunities that showcase multiple Nantucket organizations?

Yes
No

31. Which of the following promotional opportunities are you interested in participating in? (Check all that apply)

Cultural programming directory (paper) Cultural programming directory (online) Promotional efforts with other island non-profits Online advertising blitz
Other (please specify desired format)

32. Would you like to participate in a follow-up phone call to discuss gaps and opportunities related to cultural programming on Nantucket?

Yes
No

33. Please provide any thoughts or recommendations related to Nantucket's cultural programming.

34. Would you find it useful to have an economic impact study of Nantucket cultural organizations conducted someday?

Yes
No

35. You have reached the end of the survey. As a token of our appreciation, we are offering a gift card to a downtown coffee shop. Please select one of the following businesses for your gift card:

Born and Bread
Handlebar Cafe
Island Coffee Roasters
Lemon Press
The Bean
The Beet
The Corner Table
The Hub
I would not like a gift card.

7.4 Interview Questions

1. You indicated that your organization offers cultural events such as INPUT TYPE OF EVENT FROM THE SURVEY RESULTS. What opportunities do you see, if any, for expanding type of offering on the island or for collaborating with other island nonprofits that offer such programming?
2. You indicated that your organization sometimes partners with downtown businesses to hold cultural events. Can you elaborate on these partnerships? Have they been effective? ONLY IF THEY INDICATE SUCH PARTNERSHIPS
3. What gaps do you see in cultural programming related to INPUT TYPE OF EVENT FROM THE SURVEY RESULTS?
4. Thinking more broadly, what gaps or needs do you see in Nantucket's cultural programming overall?
5. Thinking about INPUT TYPE OF EVENT FROM THE SURVEY RESULTS, to what extent is there overlap in the island's offerings? Do you see any opportunities for consolidating or co-marketing these programs?
6. In the survey you identified certain barriers to getting people to attend your events (e.g., INPUT BARRIER(S) FROM SURVEY RESULTS). Do you have any specific examples of a time when this barrier limited event attendance?
7. Do you have any suggestions or reactions to the idea of a physical ticket booth and/or an online clearinghouse for ticket sales?
8. Do you have other suggestions for further research into Nantucket's cultural nonprofits and their economic contributions to the island? Would you find it useful to have an economic impact study of Nantucket cultural organizations conducted?
9. ANY ADDITIONAL FOLLOW-UP QUESTIONS BASED ON RESPONSE TO QUESTION 33 (i.e., ADDITIONAL THOUGHTS AND RECOMMENDATIONS).