



## Final Report

## Neptune Theatre Economic Impact Study: Findings Report

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## Executive Summary

Since Neptune was founded in Halifax more than 50 years ago, the theatre has had a seminal impact on its community and the region as a whole.

As a regional theatre founded by the Canada Council in 1963, Neptune has evolved from being a small professional theatre company that operated out of revamped movie theatre, into a multi-million dollar organization that owns and operates a 56,000 square foot theatre complex at the heart of the regional core.

This Economic Impact Study, commissioned by Neptune Theatre from Group ATN in October 2014, shows conclusively that Neptune's impact reaches beyond being a major cultural influencer and employer. The theatre's economic clout permeates throughout Nova Scotia, driving job creation in a variety of sectors, while generating more than \$1.5 in tax revenues and contributing an estimated \$9.5 million to Nova Scotia's GDP.

**For every dollar spent at Neptune Theatre, another dollar is spent off-site in area businesses.**

**For every Neptune Theatre ticket sold, Neptune generates nearly \$41 in revenue for local area businesses.**

Over the course of the 2013-2014 season, Neptune's 72,958 audience members spent an estimated \$6 million on tickets, meals, beverages, transportation, and related goods and services. Of this total, approximately \$3 million was spent on Neptune tickets.

### Neptune's Impact in 2013-2014

- *\$7.37 million in direct NS spending*
- *\$1.54 million in tax revenues*
- *\$9.5 million in GDP*
- *244 full-time equivalent positions*
- *\$5.5 million in wages and salaries*
- *Every Neptune ticket generates \$41 in revenues for other area businesses*
- *Of the 400 people who work at Neptune, 80% are NS residents*

On the operational side, Neptune spent approximately \$5.3 million during the 2013-2014 season on a variety of goods and services. The vast majority of this, or 90%, was spent on goods and services produced within Nova Scotia, with the balance being spent on goods and services originating from outside the province.

Direct Nova Scotia-based patron spending (excluding Neptune ticket purchases), and Neptune's own Nova Scotia-based operational spending, amounted to \$7.37 million during the 2013/14 season.<sup>1</sup>

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<sup>1</sup> For the Economic Impact Study's input-output analysis, only the portion that patrons spend on off-site purchases of goods and services is accounted for. Neptune's operational spending includes the costs the theatre incurs to stage its productions – and this cost is inclusive of ticket spending.

Neptune's last completed year – 2013-2014 – was used as the basis for the study results. The 2013-2014 Season has revealed the following impacts:

- **Contribution to Tax Revenue:** Neptune and Neptune-related patron spending generates nearly \$1.54 million in direct and spinoff tax revenues for all levels of government. Neptune and Neptune-motivated patron spending generates \$1.24 million in tax revenue in Halifax, including more than \$425,000 in federal tax revenues, \$600,000 in provincial tax revenues and approximately \$211,000 in municipal tax revenues generated through direct and spinoff impacts.
- **Gross Domestic Product (GDP):** Neptune's contribution to the GDP amounts to nearly \$9.5 million, comprised of an estimated \$7.9 million in GDP within the Halifax area and nearly \$1.7 million elsewhere within the province.
- **Employment:** Neptune directly employs 21 full-time staff, and 225 part-time and /or seasonal staff and 154 local and out-of-town artists. Of the combined 400 positions, more than 80% of the staff is from the local area. The combined patron and operational spending generates 244 full-time equivalent positions within Nova Scotia.
- **Household Income:** Through direct, indirect and induced effects, Neptune activities generate \$5.5 million in wages and salaries for Halifax-based workers as well as \$1.02 million for workers based in other parts of Nova Scotia. Province-wide, and through direct, indirect and induced impacts, Neptune generates \$6.5 million in wages and salaries.

*In this era of extraordinary change and globalization, many acknowledge that creativity and innovation are now driving the new economy ....Culture and creative industries have been increasingly integrated into the policy agenda of both developed and developing countries*

*Key Role of Cultural and Creative Industries in the Economy, Hendrik van der Pol, Director, UNESCO Institute for Statistics Canada*

Interviews with local businesses confirm the increased exposure and traffic generated by Neptune results in increased customer traffic, as well as higher sales, providing a significant economic benefit to the local business community. In response to Neptune's impact, local businesses increase their staffing, extend their staff hours and make adjustments to both operational schedules and service offerings.

Interviews with economic development and culture sector leaders affirm Neptune's impact more broadly. These stakeholders highlight the following key effects of Neptune:

- **Supporting the Growth and Development of the Cultural Community:** Neptune provides locally-based artists with mentoring and networking opportunities that would otherwise not be available. This creates greater critical mass in the local performing arts community and enhances the region's cultural and artistic reputation.

- **Providing Vital Cultural Infrastructure:** Not only is Neptune a key contributor to the attraction, growth, and development of artistic talent, it maintains and provides state-of-the-art infrastructure that benefits other theatre companies throughout the province. Because of Neptune's brand reputation, the strategic location of its facilities, and the technical and administrative support the theatre provides, emerging companies benefit from increased marketing exposure, learn advanced technologies and realize the potential to expand their audience base.
- **Promoting Theatre Outreach and Education:** Neptune's outreach programming – offered through the Neptune Theatre School and the theatre's Annual School Tour – creates a variety of benefits. These range from exposing children to theatre-related creativity to providing professional teaching opportunities for local artists.
- **Driving the Creative Economy:** In a modern knowledge-based economy that relies on innovation and our ability to attract highly qualified professionals to our region, Neptune attests to a vibrant arts and cultural sector and plays a vital role in business recruitment and retention.

**"In other careers, there is a corporate ladder. Neptune is 'the ladder' for theatre [in the region].**

**- Martha Irving, Halifax Actor**





## Section 1 – Introduction

The Neptune Theatre Foundation is a registered not-for-profit organization with charitable status that is governed by a volunteer Board of Directors and administered by a professional staff.

The theatre's mission is to inspire its audiences with great stories and its vision embodies Neptune's role as a dynamic culture anchor for the region: *"We see ourselves as an enduring cultural organization that enriches our community across the Atlantic Region, earning a national reputation through artistic and creative excellence in our programming and the practice of our craft."*

Neptune is the largest professional theatre company in Atlantic Canada. Neptune's Fountain Hall Main Stage is a state-of-the-art technical facility that seats 479 patrons, while its Scotiabank Studio accommodates up to 200 audience members.

Within the region, Neptune's main economic interactions occur through ticket sales to the 300 or more shows its stages between September and May, through its theatre school programs, and through venue rentals.

Neptune engages with local businesses through marketing partnerships like Club Neptune, a benefits and discounts program available to Neptune subscribers at participating merchants throughout the region. The theatre also purchases goods and services from more than 200 regional businesses, to supply its production, hospitality, and technical needs.

Neptune's previous Economic Impact Study was completed in 2010. Since that time, the theatre's annual operating budget has risen from \$4.4 million during the 2010-2011 season, to \$5.3 million during the 2013-2014 season. The fixed costs of hiring professional theatre artists and operating a 56,000 square foot theatre facility have been the leading contributors to Neptune's budget increases.

During the past seven years, while the theatre's fixed costs have risen by more than 20 per cent, Neptune's public sector support has either stagnated or declined. In 2008-2009, Neptune received \$808,466 in combined operating and project support from all three levels of government; in 2013-2014, public sector operating support accounted for only \$502,000 (9%) of the theatre's revenues.

Against this backdrop of declining government operating support, Neptune has diversified its funding base by building strong relationships with corporate sector and by creating new revenue streams.

The theatre launched the Neptune Endowment Fund in August 2012 and with the partnered support of individual donors and Canadian Heritage, the fund has now grown to more than \$2.2 million. Neptune has also enhanced its sponsorship, fundraising and donor base, raising its overall development revenue from \$470,000 in 2010-2011 to \$655,000 in 2013-2014. As this study demonstrates, the key beneficiaries of these activities are professional artists within the region – and the regional businesses which Neptune impacts.

## Purpose of the Study

Neptune's key objective in undertaking this study is to create an objective profile of the theatre's impact on the local and provincial economy. The study addresses the following key research questions:

- What does Neptune contribute to the provincial economy in terms of: employment (jobs); household income; federal, provincial and municipal taxes; Gross Domestic Product (GDP); and gross production (the value of all business transactions generated or supported by Neptune)?
- How does Neptune impact surrounding businesses?
- What is Neptune's contribution to the cultural community within Halifax and Nova Scotia?

In completing this study, Group ATN has explored Neptune's quantitative and qualitative impacts. Quantitative information was gleaned through analysis of Neptune's Audited Financial Statements for 2013-2014, and by conducting a patron survey with a broad sampling of Neptune ticket buyers. Stakeholder interviews were also conducted with local area business owners and operators and with leaders in economic development and cultural industries.

## The Study Context

The province's culture sector is a significant economic generator and a critical element in creating new prosperity for Nova Scotia.

Nowhere has the province's future been more extensively examined than in the Report of the Nova Scotia Commission on Building the New Economy – *Now or Never* – also called the Ivany Report. The *Assets and Opportunities* section of the report focuses on future growth opportunities generated by expanding our creative enterprises. The Ivany Report also underscores the importance of the cultural sector to the economic and social fabric of our province.

There is global recognition that culture is an important element in the knowledge economy and in supporting the kind of “innovation ecosystem” that the Ivany report envisages. Against this backdrop, Neptune Theatre has an important role to play in fostering a more promising and prosperous future for Nova Scotia.

The strategic priorities of Neptune – which are attuned to fostering creative innovation – are consistent with the directions espoused by the Nova Scotia Department of Communities, Culture and Heritage (CCH). The study has been completed while CCH is in the process of reviewing its own programs and operations and is undertaking the first-ever comprehensive culture strategy for Nova Scotia.

At the municipal level, Neptune continues to play a leadership role in partnering and collaborating with local theatre companies and the cultural community. The theatre has been a key proponent of the recently initiated Professional Arts Funding program by HRM, and is a strong advocate for sector growth and cultural infrastructure development within the region.

*Recent studies link the arts, culture and the creative sectors to positive impacts in employment, community development, social inclusion and well-being. In 2009, the broader culture sector contributed \$871 million to the provincial economy, a 66% increase from 2001. These numbers reflect the dynamism and breadth of the sector, as well as the depth of the local creative industries supply chain.*

*The Nova Scotia Commission on Building the New Economy*

Nationally, Neptune is recognized by the Canada Council for the Arts as being one of a dozen regional centres within the country. As such, it is mandated to provide audiences with a diverse range of programming, while supporting the aspirations of theatre artists and organizations throughout the region.



## Section 2 – Summary of Direct Impacts Findings

### Patron Survey Highlights and Direct Spending

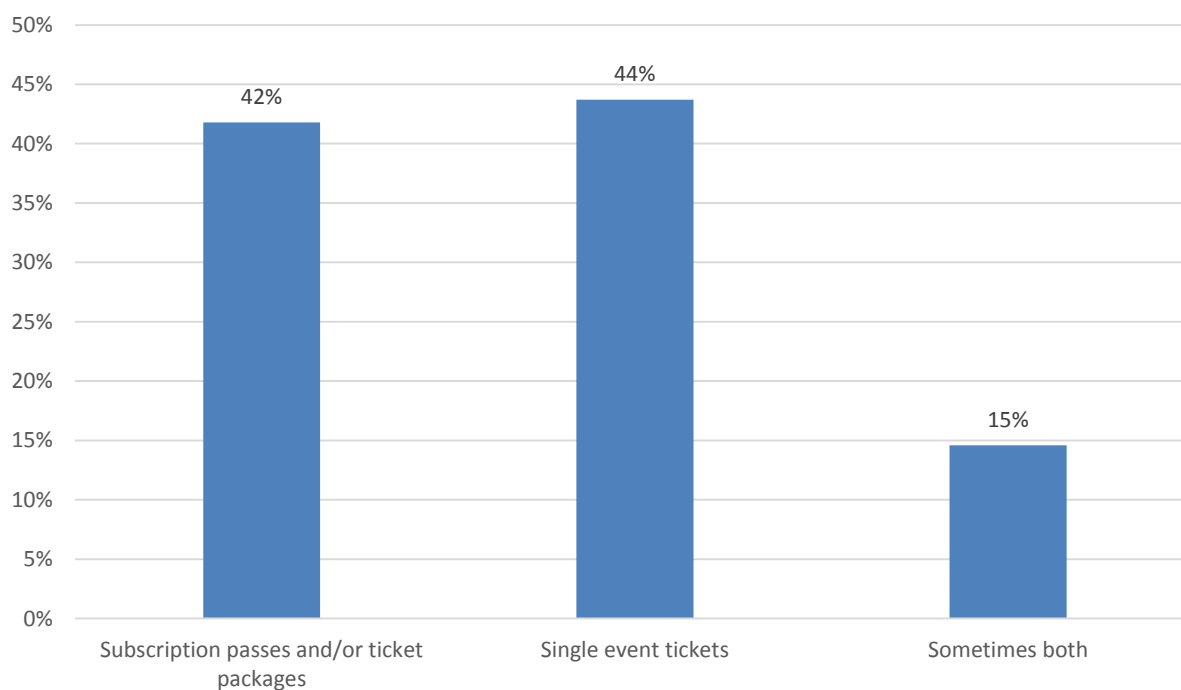
The patron survey was deployed on 28/11/2014 and remained open until 22/12/2014, providing 24 days for participants to submit responses. Ultimately, the survey generated **1,736 responses** (from a listing of 6,000 patrons), yielding a survey participation rate of approximately 29%. At this level of response, the survey is a very reliable representation of the responses for all Neptune patrons (a survey-wide confidence interval of approximately +/- 2%, 19 times out of 20).

### Attendance

The average survey respondent attended 3 performances during the 2013-14 season. Predictably, Halifax area residents accounted for the majority of attendees at performances, fundraising events and open houses, followed by Nova Scotia residents who live outside the HRM.

### Ticket Types, Patron Origin, and Spending

Within the sample, single event ticket purchases were slightly more common (44%) relative to subscriptions and / or ticket packages (42%). Approximately 15% of respondents indicated that they purchased single event and subscriptions / ticket packages. Within this segment, survey participants purchased a total of 11,168 individual tickets for themselves and guests during the 2013-2014 season, with an average of 8 tickets per purchaser.



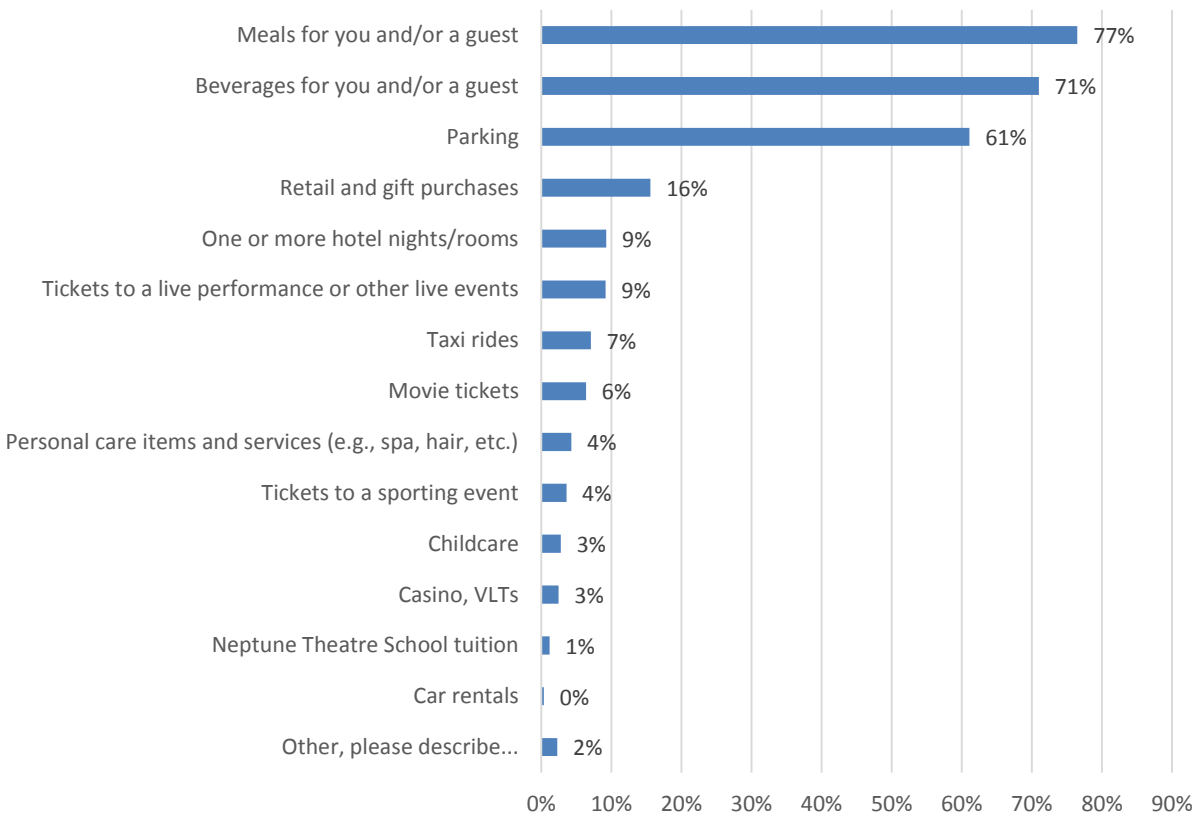
**Figure 1: Ticket types purchased**

In terms of usual place of residence, the majority of respondents were from within the greater Halifax area (73.3%), with the remainder being from elsewhere in Nova Scotia (24.3%). Other places of residence included the following:

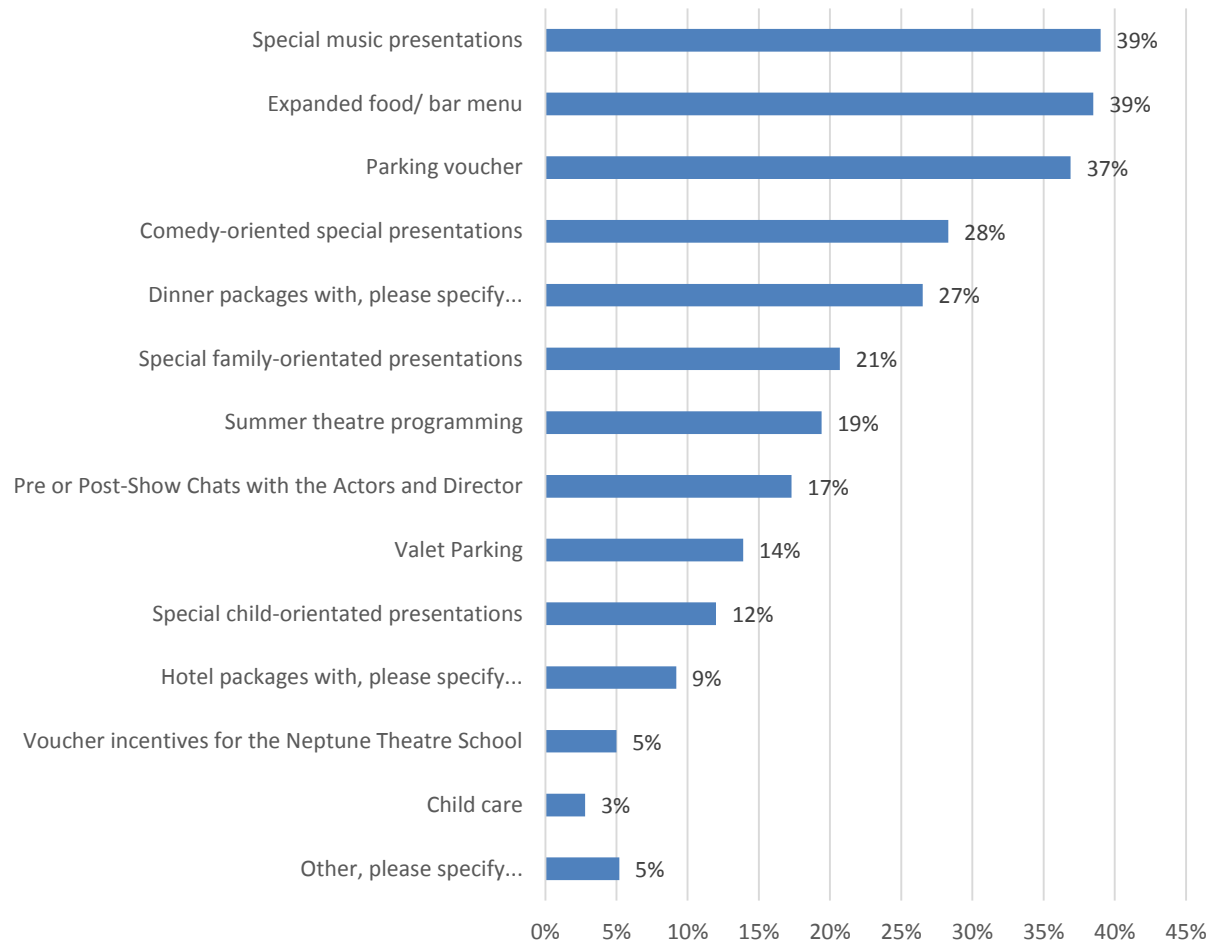
- New Brunswick: 0.9%
- Prince Edward Island: 0.5%
- Newfoundland: 0.1%
- Ontario: 0.5%

In terms of travel distance to and from their residences to attend 2013-14 Neptune events, 1,439 survey respondents indicated they travelled a total of 113,964 km in return travel. Looking solely at the greater Halifax area residents (1,050 respondents), with an average in-city, two-way commute of 19.8 km, the total return trip distance amounts to 21,000 km. In-province attendees travelled an average of 195 km in two-way travel between their home and Neptune.

Survey respondents were asked about their types of purchases in relation to visits to, and participation at, Neptune in 2013-14 (see Figure 2). Survey participants commonly purchased meals for themselves and/or a guest (77%), beverages for themselves and/or a guest (71%), parking (61%), as well as retail and gift purchases (16%).



**Figure 2: Frequency of purchases by category during the 2013-14 season**



**Figure 3: Additional goods and services of interest**

When asked about additional programming and services that might be of interest to them at Neptune (Figure 3), respondents showed a high level of interest in special music presentations (39%), comedy presentations (28%) and family-orientated presentations (29%). Desired services included an expanded bar menu (39%) and parking incentives (37%).

### Summary of Direct Patron Spending

To accurately identify spending in 2013-2014, patrons were asked to focus on their most recent visit to Neptune and to indicate how much they spent in Nova Scotia on items specific to their theatre visit.

Based on these patrons' most recent trip to Neptune, and with an average of 3.19 people in the group, the overall average spent per visit to Neptune was in the vicinity of \$261.00.

Table 1 provides the average spending per category for all groups types, with per ticket total spending of \$81.68. **Based on an average ticket price of \$41, for every dollar of ticket revenue Neptune takes in, another dollar is spent in the local area on a variety of goods and services that patrons consume relating to Neptune attendance.**

The group composition for the respondents' most recent visit to Neptune, as well as the number of tickets per group, is summarized in the following table.

**Table 1: Average Spending by Spending Category, by Group**

Expenditure Categories	Overall Average	Estimated Spending of All Neptune Attendees
Tickets	\$40.49	\$2,954,012
Transportation & Parking	\$5.84	\$426,192
Accommodations	\$4.60	\$335,593
Meals and beverages in restaurants	\$23.17	\$1,690,607
Retail	\$4.66	\$339,623
Other live entertainment	\$0.31	\$22,944
Museums, art galleries	\$0.05	\$3,303
Casino, VLTs and Recreational activities	\$0.64	\$47,138
Personal	\$0.59	\$42,763
Movies	\$0.18	\$13,213
Other	\$0.58	\$42,098
<b>Total Spending</b>	<b>\$81.11</b>	<b>\$5,917,485</b>

**In total, Neptune's 72,958 attendees for the 2013-14 season spent an estimated \$5.9 million on Neptune-related purchases of goods and services. The breakdown of expenditures is as follows: tickets to Neptune (50%), purchases of meals and beverages in restaurants (29%), transportation (7%), accommodations (6%), retail services (6%) and other items (3%).**

For the input-output analysis, only the portion that patrons spent on off-site purchases of goods and services is used, since Neptune's operational spending includes what Neptune incurs to stage its productions, which for this analysis, is inclusive in the ticket price. To include all of Neptune's operational spending as well as all patron spending would effectively be double-counting the ticket expenditure.



## Direct Operational Spending

**Neptune's operational spending during the 2013-14 season amounted to approximately \$4,738,232 in direct spending within Nova Scotia.** This includes only the proportion of Neptune spending that occurred within Nova Scotia (i.e., \$4.74 million is the amount of Neptune's \$5.3 million operating budget spent on Nova Scotia-produced goods and services). This is based on an assembly of detailed financial information provided by Neptune for the season, coupled with an assessment of the locality of suppliers and labour utilized during the season.

A summary of Neptune spending on goods and services in 2013-14 is listed below and includes the following spending categories:

- Administration
- Bar services
- Box office activities
- Building operations
- Contingency spending
- Development activities
- Front of house activities
- Marketing
- Merchandizing
- Main stage productions
- Production overhead
- Recoveries
- Studio productions
- Summer productions
- Theatre rentals
- Theatre School
- Young Neptune Company School Tour
- Patron spending on goods and services relating to patron participation in the 2013-14 season
- Patron spending on Neptune tickets in 2013-14
- Spending to accommodate overnight guests

We exclude from this report the specific details of the financial analysis.

The spending in relation to Neptune's annual operation is mapped to the requirements of the input-output model using net Nova Scotia-based Neptune expenditures (spending on goods and services produced within Nova Scotia, net of purchases of goods and services from outside the province).

Provincially, this results in an adjusted amount of \$4.7 million in total direct spending.

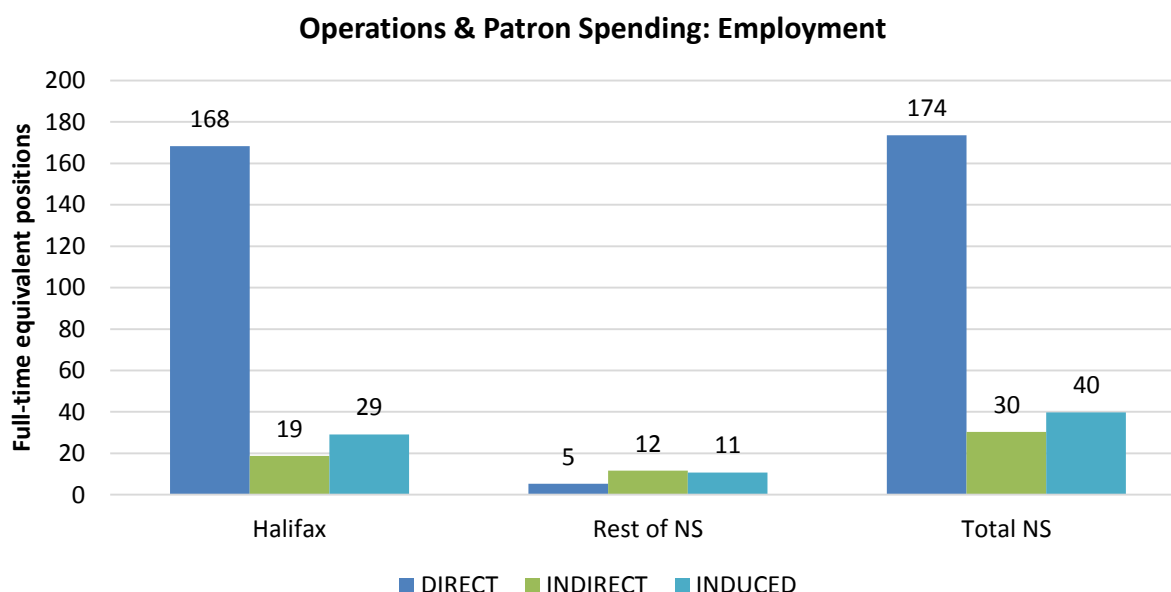
## Section 3 – Economic Impacts

**Combined direct patron expenditures on goods and services attributed to attending Neptune events, coupled with Neptune’s own operational spending, amounted to \$7.37 million during the 2013-14 season.**

This level of spending is allocated to specific expenditure categories based on Neptune’s own accounting records and in conjunction with spending categories reported in the patron survey – categories that assess the economic impact of direct spending.

### Employment

In 2013-14, the combined patron and operational spending generated 244 full-time equivalent positions within Nova Scotia. For direct and spinoff effects, the employment impacts are summarized in Figure 4. Neptune directly employs 21 full-time staff and 225 part-time and /or seasonal staff and 154 local and out-of-town artists. **Of the combined 400 positions, over 80% of the staff is from the local area. The combined patron and operational spending also generates 244 full-time equivalent positions annually within Nova Scotia.**

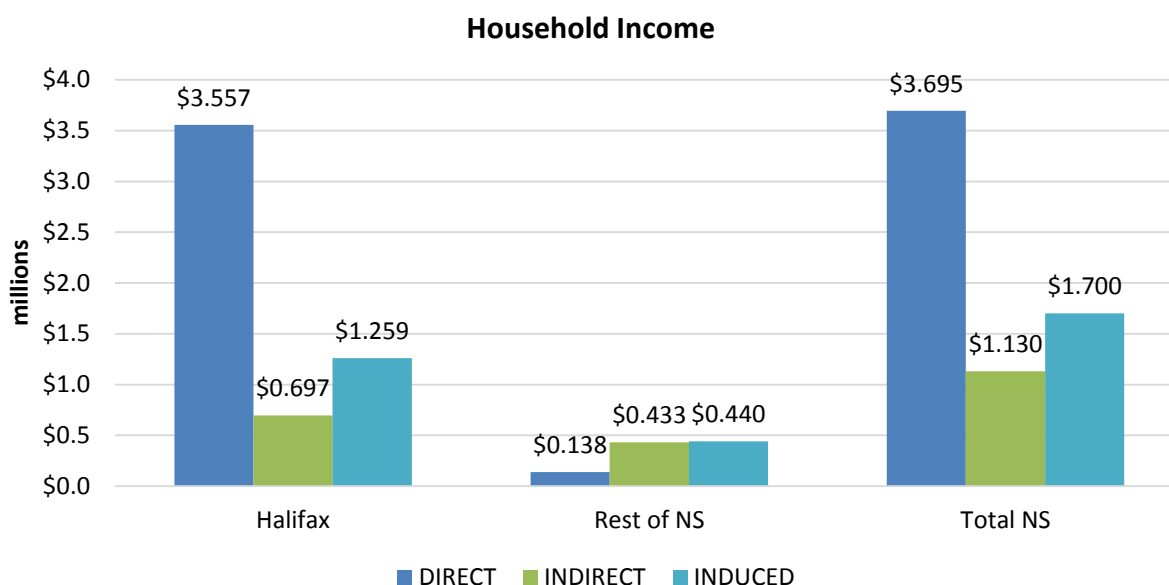


**Figure 4: Operations & Patron Spending – Employment Impacts**

### Household Income

Through direct, induced and indirect effects, Neptune activities generated \$5.5 million in wages and salaries for Halifax-based workers and \$1.02 million for workers based in other parts of Nova Scotia. Through direct, indirect and induced impacts, Neptune generated \$6.5 million in wages and salaries during the 2013-14 season, province-wide.

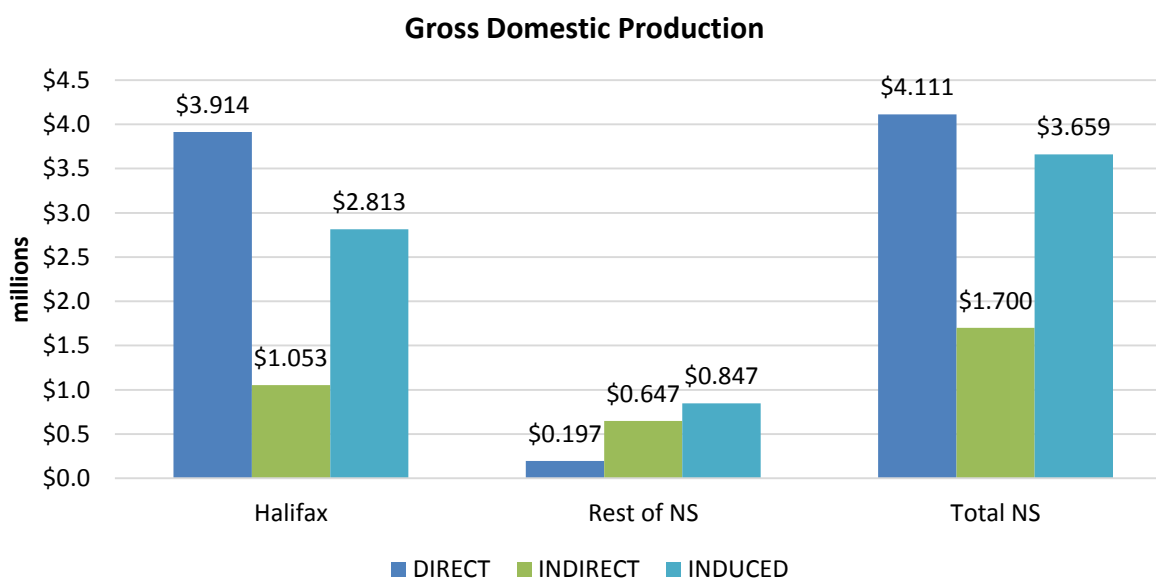
Household income impacts are shown in **Figure 5**:



**Figure 5: Operations & Patron Spending – Household Income**

## Gross Domestic Product (GDP)

Neptune’s contribution to GDP in 2013-14 amounted to almost \$9.5 million, comprised of approximately \$7.9 million in GDP within the Halifax area and approximately \$1.7 million throughout the remainder of Nova Scotia. The Gross Domestic Product (GDP) impacts are summarized in Figure 6.



**Figure 6: Operations & Patron Spending – Gross Domestic Production**

## Taxation

In total, Neptune and Neptune-related patron spending generated approximately \$1.54 million in direct and spinoff tax revenues for all levels of government in 2013-14. Neptune and Neptune-motivated patron spending generated approximately \$1.24 million in total tax revenue in Halifax, including just over \$425,000 in federal tax revenues, \$600,000 in provincial tax revenues, and approximately \$211,000 – through direct and spinoff impact – in municipal tax revenues.

## Interview Findings

### Suppliers and Business-Focused Interview Findings

A total of 13 interviews were conducted to assess the broader impacts and socio-economic contribution of Neptune Theatre on local business activities:

- Eight interviewees were Club Neptune members,
- Four interviewees were marketing partners with Neptune, and
- One interviewee represented an additional local business within the regional core.

The interviews focused on determining the extent to which businesses are impacted by Neptune's programming activities, and, specifically, whether they benefit from the traffic generated prior to, and following, Neptune performances and events. Club Neptune program participants were asked to rate the marketing value of their direct exposure to Neptune audiences.

**The majority of the Club Neptune interview respondents confirmed that the exposure and traffic generated by Neptune's programming activities provided significant economic benefit in the form of incremental customer traffic and increased sales.**

For the most part, respondents indicated that when Neptune events and activities take place, they experience a higher volume of customers and higher than usual sales. Most businesses indicated that they engage more staff to work during such periods or have existing staff work additional hours.

Key impacts of Neptune activities were cited as:

- Increased sales related to Neptune events as a result of more customers,
- Increased customer numbers,
- Increased staff numbers due to a surge in customer volume, and
- More hours for existing staff due to a surge in customer volume.

Many of the business owners who were interviewed were actively seeking new ways to partner with Neptune and to change the nature of their service and product offerings so as to better suit Neptune-related clientele.



## Economic and Cultural Development Interviews

The second level of stakeholder interviews was conducted with regional economic development representatives and government stakeholders who hold senior leadership positions within the cultural sector. The focus of these interviews was to explore the role and perceived impact of Neptune on the region's cultural community and the creative economy.

The interview findings from these stakeholders point to Neptune's broader impact in the following key areas:

- **Creative Talent Development:** As an anchor organization in the performing arts, Neptune is of a size and scale to attract high-level and noteworthy talent in a range of creative areas, including design, production, and performance. This enables local artists to receive mentoring and networking opportunities that would not otherwise be available in the local market. Neptune also creates greater critical mass in the local performing arts community and enhances the region's reputation as a cultural hub.
- **Capacity Building:** In addition to staging its own productions, Neptune has a recognized mandate to engage in the capacity building of other performing arts organizations through the provision of its infrastructure and its technical, administrative, artistic and marketing expertise. In performing this mandate, Neptune enriches communities and performing arts organizations across the region.
- **Outreach and Professional Development:** Neptune's programming encompasses a wide variety of professional development opportunities for artists and outreach opportunities for young audiences. Neptune is a key resource for training theatre professionals in arts administration, production, design, directing, and performance – and its theatre school and school touring activities impact more than 1,000 local theatre school participants and 20,000 students throughout the province.
- **Contributions to the Regional Economy:** Successful, knowledge-based economies that support innovation and attract highly qualified workers share several distinguishing features. One of these features is the presence of a vibrant arts and cultural sector. Economic development agencies like Nova Scotia Business Inc. and the Halifax Partnership, promote the presence of cultural anchors like Neptune in the local economy when attracting new business and recognize Neptune's pivotal role in business recruitment and retention.

In a global environment where regions compete to attract investment and talent, economic development organizations place emphasis on both the 'hard' assets, as well as the 'soft' assets of their community – the environment, culture, and creativity. Interview participants highlighted the importance of Neptune as a cultural driver and anchor within Halifax, Nova Scotia and the Atlantic Region.

## Section 4 – Summary of Overall Annual Impacts

On an annual basis, based on the 2013-2014 season, the combination of Neptune operational spending and patron spending generated the following economic impacts as summarized below:

**Table 2: Summary of Impacts**

	Halifax	Rest of NS	Total NS
Employment (full-time equivalent positions)	216	28	244
Household income (million)	\$5.513	\$1.011	\$6.524
Gross Domestic Product (million)	\$7.780	\$1.690	\$9.470
Total government tax revenues (million)	<b>\$1.237</b>	<b>\$0.299</b>	<b>\$1.536</b>

The \$7.37 million in direct Neptune-related spending during the 2013-2014 season generated an estimated:

- 244 in total direct and spinoff jobs (full-time equivalent positions),
- \$6.52 million in total direct and spinoff household income,
- \$9.47 million in total direct and spinoff GDP, and
- \$1.54 million in total direct and spinoff Government tax.

### Concluding Remarks

The Neptune Economic Impact Study indicates that Neptune, as an anchor asset to Nova Scotia's culture sector, continues to have a major economic impact and is a key contributor to the Halifax and Nova Scotia economies.

In economic analysis, there is always a discussion of what impacts are incremental (new spending) and what spending would have occurred if the entity being studied did not exist. As the largest professional theatre company in Atlantic Canada, it can be argued that there is no similar alternative to the overall magnitude of programming and events offered through Neptune. As several leaders in culture have noted, alternatives would not exist, in the volume that they do, were it not for Neptune's 50-year presence in the region.

The spending Neptune generates off site is because Neptune has created the opportunity for the level of theatre activity that ticket holders seek. Because of this, patrons combine a dinner or beverage as part of their 'night at the theatre.'

This study quantifies that impact and provides useful intelligence to Neptune with respect to its customer base and their perception of the theatre's value proposition. Through their participation in the patron survey, Neptune audience members telegraphed a high level of support for the theatre and an enthusiasm for seeing new products and services develop. These indicators will impact Neptune's capital development plans and its production model going forward.

At the qualitative level, key informants in economic development and the cultural sector have affirmed the importance of Neptune to the Nova Scotia economy and to the province's future prosperity. Strategically located within the regional centre for Atlantic Canada, Neptune is viewed as a vital asset in

the innovation ecosystem and to the region's knowledge economy. This impact, combined with Neptune's economic reach, is an important dimension of Neptune's overall value to the region.

## Acknowledgements

Group ATN Consulting Inc. would like to thank the Neptune Theatre Foundation's Board of Directors and the Senior Management and Education and Advocacy Committee Chair, Virginia Jones, for their participation in the study.

The committee's guidance, support, and insights were valuable throughout the research process and the preparation of the final report.

We would also like to thank the following businesses, organizations and individuals for their participation in the stakeholder interview process that was part of this study:

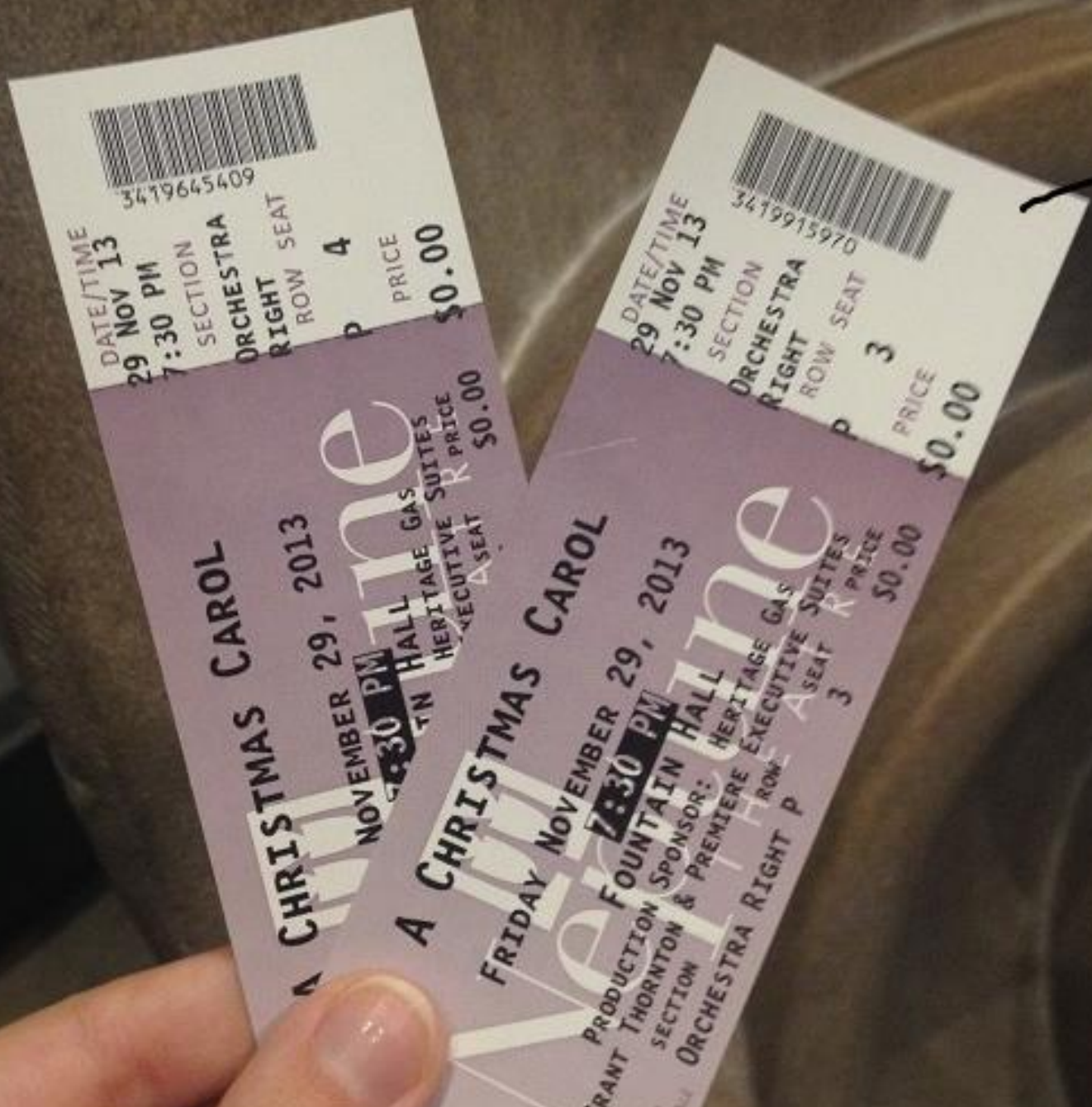
- Direct Energy
- Robert Bury & Co.
- Ryan Duffy's Steak & Seafood
- Stories at The Halliburton
- World Tea House
- White Point Beach Resort
- Bistro Le Coq
- Cambridge Suites
- Prince George
- FireWorks Gallery
- The Press Gang
- Durty Nelly's
- Communities, Culture and Heritage
- Argyle Street Entertainment District
- The Halifax Partnership
- Arts Nova Scotia
- Theatre Nova Scotia
- Canada Council
- Halifax based actor, Martha Irving

Finally, our appreciation is also extended to the many patrons of Neptune Theatre who invested their time providing thoughtful responses to the research questions.

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