



Community Update

July 28, 2025

Our Mission and Value Proposition: Enduring Assets

Chautauqua Institution is dedicated to the exploration of the best in human values and the enrichment of life through a program that explores the important religious, social and political issues of our times; stimulates provocative, thoughtful involvement of individuals and families in creative response to such issues; and promotes excellence and creativity in the appreciation, performance and teaching of the arts. (Established Circa 2010)

Chautauqua invites
all to relax and
renew with purpose.

Our Mission and Value Proposition: Enduring Assets



Early 2025 survey results tell us patrons are increasingly satisfied with the service experience this year, and they are increasingly likely to refer Chautauqua to a friend or family member.



Our Net Promoter Scores (NPS) in these areas exceed industry benchmarks. A score above 50 is excellent, and above 80 is world class.

Our scores to date in 2025: 64 for Customer Service and 73 for Likely to Refer

A Net Promoter Score (NPS) is a customer experience metric that measures customer loyalty and satisfaction. It is calculated by asking customers how likely they are to recommend a company's product or service on a scale of 0 to 10. Based on their responses, customers are categorized as Promoters (9-10), Passives (7-8), or Detractors (0-6), and the NPS is calculated by subtracting the percentage of Detractors from the percentage of Promoters.

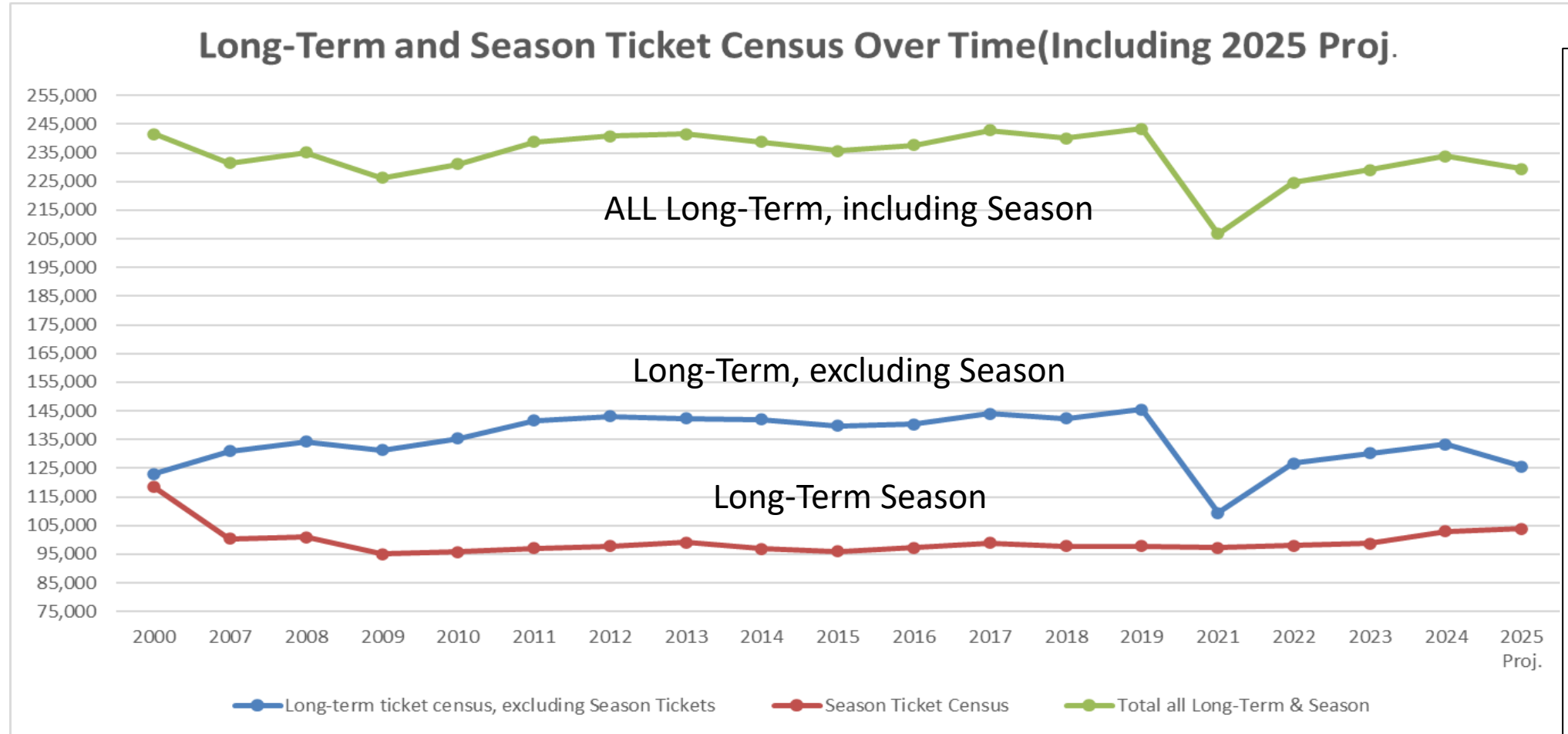
Why do we need to change?

Current expense paradigm depended upon:

- Attendance Growth
 - *Pandemic interrupted that trajectory, and we have not recovered.*
 - *2025 attendance will not meet projections and could be as low as -13% vs. 2019. (Season-long attendance has recovered and improved a bit since 2019.)*
- Annual Fund Growth:
 - *Projected Annual Fund for 2025 is essentially flat with 2019.*
- Revenue Growth From Year-Round Operations:
 - *We are beginning to deliver outcomes from some, not all initiatives.*

We need to improve net operating performance by \$4-\$6 million (up to 13% of budget) starting in 2026.

Historical Chautauqua Attendance



- 2019 peak was 145,475 (Gate passes other than season-long)
- 2025 is forecasted at 125,000
- Our 2026 budget will assume flat with attendance with 2025.

We grew attendance between 2009 and 2011 when we added housing. Attendance also grew when we added housing on the north end in the 1980s. Housing capacity is critical to attendance growth.

The Imperative

We need to recalibrate Chautauqua's financial framework

1. Focus on the Nine-Week Summer Assembly
2. Invest approximately \$4.2M in annual capital preservation, funded by annual earned and contributed revenue
3. Maintain adequate cash balance
4. Position Chautauqua to attract and retain the best talent, including our next president

Decisions will be made following thoughtful, detailed analysis of data, community and staff input.

Three Areas of Change

Year-Round Personnel

Personnel expense reductions

\$2.5 - \$3 M

From:

- Retirements
- Unfilled positions
- Staff reductions and area reorganizations

Operations

Non-direct program-related expense and revenue loss reductions

\$1- \$1.5 M

From:

- Reduce staff housing expense
- Eliminate Grounds Access Pass (GAP)
- Rethink and/or eliminate enterprise activities
- Achieve break even status on selected activities
- Close DC Office
- Improve Hotel financial performance

Programming

Modifications within “Four Pillars”; investments aligned with demand and philanthropic funding

\$1 M

From:

- Reduce investments in targeted areas
- Solicit endowment/annual philanthropy to support

2025 Budget

Direct Revenue, Direct Expense & Investment by Program Support & Enterprise Areas

2025 Budget	Enterprise	Operations	G&A	Advancement	Gate/Pkg	Unrestricted	Total
Earned Revenue	\$ 5,183,055	\$ 1,812,000	\$ 1,187,000	\$ -	\$ 18,151,401		\$ 26,333,456
Philanthropy	\$ 1,793	\$ 389,723	\$ 1,416,454	\$ -	\$ -	\$ 6,202,041	\$ 8,010,011
% of expenses	0%	7%	14%				
Expenses	\$ (4,827,346)	\$ (5,314,867)	\$ (10,482,777)	\$ (2,606,653)*	\$ (1,698,425)		\$ (24,930,068)
Net	\$ 357,502	\$ (3,113,144)	\$ (7,879,323)	\$ (2,606,653)*	\$ 16,452,976	\$ 6,202,041	\$ 9,413,399
Allocations	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Net after Allocations	\$ 357,502	\$ (3,113,144)	\$ (7,879,323)	\$ (2,606,653)*	\$ 16,452,976	\$ 6,202,041	\$ 9,413,399

Notes: Does not include allocation of administration or overhead costs.
 Operations=Buildings and Grounds (bulk of revenue is service charge, garbage fee and real estate transaction fees).
 Gate and Parking revenue (minus Ticket Office and Gates Expense) are reflected in totals here.
 *Advancement expenses are presented here, but the companion fundraising goals are distributed across the areas they will benefit. The “Unrestricted” column is both Chautauqua Fund and Endowment contribution.

Year-Round Personnel

Year-Round Personnel

Personnel Expense Reductions

\$2.5 - \$3 M

From:

- Retirements
- Unfilled positions
- Staff reductions and area reorganizations

- Look for opportunities to consolidate operations
 - For example: Restructure retail operations; consider integration of youth, family and recreation activities
- Preserve patron experience gains
 - Selectively reduce services or implement or adjust service-related fees
- Identify and mitigate risks associated with staff reductions
- Identify philanthropic opportunities

Operations

Operations

Non-direct program-related expense and
revenue loss reductions

\$1- \$1.5 M

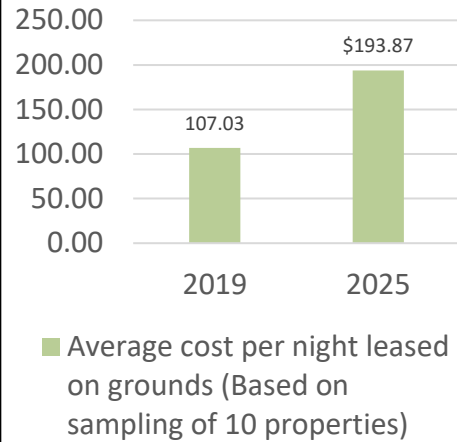
From:

- Reduce staff housing expense
- Eliminate Grounds Access Pass (GAP)
- Rethink and/or eliminate enterprise activities
- Achieve break even status on selected activities
- Close DC Office
- Improve Hotel financial performance

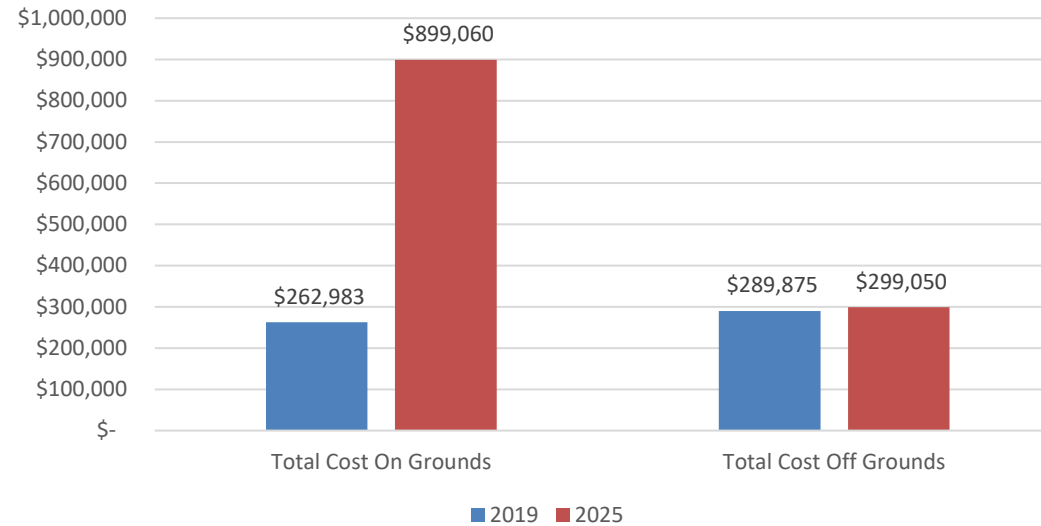
- Prioritize philanthropy efforts toward rehabilitating the Athenaeum Hotel and identifying staff housing solutions.

The Housing Challenge: CHQ Staff Leased Property Comparison 2019 vs. 2025

On Grounds Cost Per Night



Cost Comparison

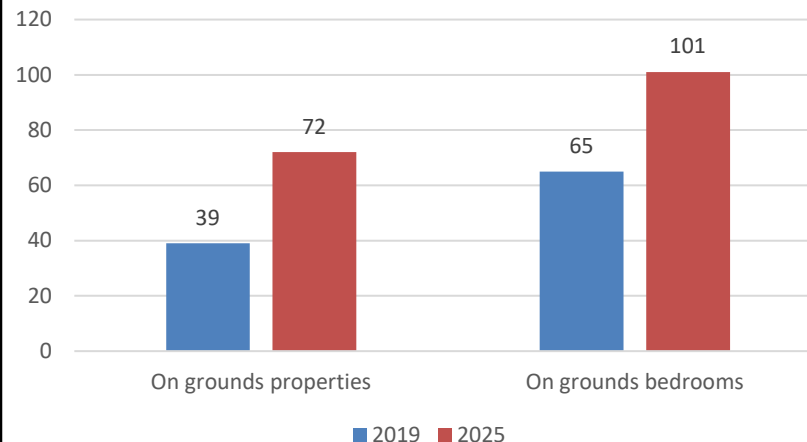


On-grounds per night housing costs increased approx. 80% since 2019.

Our usage of housing has increased for on-grounds properties.

We need to reduce overall housing usage, especially from on-grounds properties.

On-Grounds Comparison



Portfolio Management & Analysis - Enterprise

<u>Enterprise & Other Activities Portfolio</u>	<u>Direct Investment Rev. & Exp. 2025 Budget (000)</u>	<u>Attendance 2024</u>	<u>Direct Investment/ Attendee</u>	<u>Direct Philanthropy</u>		
				<u>CHQ Fund 2025 (000)</u>	<u>Endowment 2025 (000)</u>	<u>Other Support 2025 (000)</u>
CHQ Assembly	(\$243)	9.7 Million Views 2,500 Members	(\$0.025) (\$97.2)			
<i>The Chautauquan Daily</i>	(\$170)				\$2	
Festivals	(\$4)					
Food Service Summer Dorms	(\$4)					
Conferencing	\$385					
Bookstore	\$253					
Chautauqua Travels	\$172					
Scooter Rentals	\$91					
Plaza Market	\$29					
Cinema	\$21	6,592 tickets (2023)	\$3			
IT Store	\$2					

Need to reduce investment requirements for CHQ Assembly and *The Chautauquan Daily*

Note: Does not include allocation of administration or overhead costs.

Programming

Programming

Modifications to “Four pillars”
investments aligned with demand and
philanthropic funding

\$1 M

From:

- Reduce investments in targeted areas
- Solicit endowment/annual philanthropy to support

- Preserve the core activities within each Summer Assembly program pillars.
- Consider setting fundraising targets by program for a combination of annual funding and endowment funding to create resilience long-term.

What we offer and what you value

We need to maintain investments and grow endowment in top priority areas

Data is based on the 2024 Chautauqua General Survey, distributed annually to all long-term gate pass purchasers with a valid email address. Responses to this question yield consistent year-over-year results.

Program Area	Patron Enjoy_Most_Score
Chautauqua Lecture Series (10:45 a.m.)	22.00%
Chautauqua Symphony Orchestra Performances	15.00%
Ambiance/Sense of Community	13.90%
Morning Worship	8.10%
Interfaith Lectures (2 p.m.)	5.50%
Popular Entertainment Concerts	5.20%
Chautauqua Theater Company Performances	4.90%
Accommodations	4.50%
Other	3.70%
Chamber Music Performances	3.30%
Special Studies Classes	2.70%
Recreational Offerings	2.70%
Chautauqua Literary and Scientific Circle Lectures	1.90%
Masterclasses	1.90%
Chautauqua Opera Company Performances	1.60%
Youth Activities	1.40%
Customer Service	1.10%
Dining Options	0.80%

2025 Budget

Direct Revenue, Direct Expense & Investment by PROGRAM Area

2025 Budget	PAVA	Religion	Recreation	Education	Youth
Earned Revenue	\$ 2,859,902	\$ -	\$ 2,488,708	\$ 774,670	\$ 799,770
Philanthropy	\$ 2,963,735	\$ 564,174	\$ 32,892	\$ 1,184,569	\$ 110,035
% of expenses	23%	49%	2%	40%	13%
Expenses	\$ (13,132,985)	\$ (1,161,111)	\$ (2,107,345)	\$ (2,757,686)	\$ (870,390)
Net	\$ (7,309,348)	\$ (596,937)	\$ 414,255	\$ (798,447)	\$ 39,415
Allocations	\$ 231,854	\$ (115,927)	\$ -	\$ (115,927)	\$ -
Net after Allocations	\$ (7,077,494)	\$ (712,864)	\$ 414,255	\$ (914,374)	\$ 39,415

Outside of Chautauqua, performing arts are generally supported 50%-70% by philanthropy.

Recreation and Youth programs are competitive markets that generally break-even or achieve positive returns.

Notes: PAVA= Performing and Visual Arts
 All of program administration staff costs are in PAVA right now and will later be allocated to other program areas.
 Referenced allocations are production expenses only.

Portfolio Management & Analysis – Education and Youth & Family

<u>Education and Youth & Family Portfolio</u>	<u>Direct</u> <u>Investment</u> <u>Rev. & Exp.</u> <u>2025 Budget</u> <u>(000)</u>	<u>Attendance 2024</u>	<u>Direct</u> <u>Investment/</u> <u>Attendee</u>	<u>Direct Philanthropy</u>		
				<u>CHQ</u> <u>Fund</u> <u>2025</u> <u>(000)</u>	<u>Endowment</u> <u>2025</u> <u>(000)</u>	<u>Other</u> <u>Support</u> <u>2025</u> <u>(000)</u>
Chautauqua Lecture Series	(\$244)	76,055	(\$3)	\$69	\$487	
Climate Change	(\$103)				\$247	\$150
Archives	(\$161)	886 visitors	(\$182)			
Library	(\$132)	2,301 program attendance	(\$57)	\$43	\$32	
CLSC	(\$71)	75 avg. per year	(\$947)	\$1	\$26	
Writer Center	(\$27)	150 registrations	(\$180)	\$30	\$2	
Special Studies	\$313	7,318 registrations	\$43			
B&G Club	\$224	2,817 weeks sold	\$80	\$40	\$18	
Children's School	\$20	621 weeks sold	\$32	\$3		
YAC	\$40			\$21*	\$29*	

Notes: Does not include allocation of program administration, production or overhead costs.
Climate Change does not include cost of net zero carbon initiatives.
Library attendance does not include daily visitors, which exceeded 57,000 in 2024.
*Includes building preservation and other restrictions that may not offset operating costs.

Lecture is #1 reason people come to Chautauqua. Low cost per person because of endowment.

Special Studies and Youth drive strong performance.

Need to look at Archives and CLSC.

Climate Change will be break-even in 2026 and beyond.

Portfolio Management & Analysis – Performing and Visual Arts (PAVA)

<u>PAVA Portfolio</u>	<u>Direct</u> <u>Investment</u> <u>Rev. & Exp.</u> <u>2025 Budget</u> <u>(000)</u>	<u>Attendance 2024</u>	<u>Direct</u> <u>Investment/</u> <u>Attendee</u>	<u>Direct Philanthropy</u>		
	<u>CHQ</u> <u>Fund</u> <u>2025</u> <u>(000)</u>			<u>Endowment</u> <u>2025</u> <u>(000)</u>	<u>Other</u> <u>Support</u> <u>2025</u> <u>(000)</u>	
Orchestra	(\$2,049)	39,223 attendance	(\$52)	\$40	\$313	
Theater	(\$764)	7,644 tickets	(\$100)	\$92	\$82	\$233
Opera	(\$119)	868 tickets	(\$137)	\$76	\$279	\$65
Evening & Pop Entertainm	(\$83)	83,564 attendance	(\$1)	60	75	
Chamber Music	(\$68)				\$42	
Schools -- (Also generates venue attendance)						
Dance	(\$238)	85 students	(\$2,800)	\$89	\$166	
MSFO	(\$175)	82 students	(\$2,134)	\$181	\$35	
Opera Conservatory	(\$121)	26 students	(\$4,654)	\$66	\$63	
Piano	(\$30)	20 students	(\$1,500)	\$49	\$47	
School of Music	\$43				\$150	
CVA	\$3	24 students	\$125	\$47	\$258	
Other --						
Gallery & Gift shop	\$27	9,229 visits	\$3		\$16	
Arts Education	\$13	67 schools	\$194	\$128		

Notes: Does not include allocation of program administration, production or overhead costs.
Includes allocation of scholarship revenue.

There is very little that we do in Program that doesn't receive philanthropic revenue.

Outside of Chautauqua, performing arts programs are generally funded 50%-70% from philanthropy.

The reimagination of opera put us in better balance between earned and contributed revenue.

Schools require a \$600K investment annually.

Can we agree on targets for earned and philanthropic revenue by program?

Portfolio Management & Analysis: Religion

<u>Religion Portfolio</u>	<u>Direct Investment Rev. & Exp. 2025 Budget (000)</u>	<u>Attendance 2024</u>	<u>Direct Investment/ Attendee</u>	<u>Direct Philanthropy</u>		
				<u>CHQ Fund 2025 (000)</u>	<u>Endowment 2025 (000)</u>	<u>Other Support 2025 (000)</u>
Worship & Interfaith Lecture Series (2 p.m.)	(\$470)	22,533 Worship 19,830 Interfaith	(\$11)	\$243	\$321	
Abrahamic Program for Young Adults	(\$80)					
Educational Programs	(\$41)					
Sunday School	(\$6)					
*Interfaith Education: Mystic Heart, Islam 101, Death & Dying, Jummah, CHQ Dialogues						

Need to better manage expenses.

Opportunities for increased philanthropy.

Note: Does not include allocation of program administration, production or overhead costs.

Portfolio Management & Analysis - Recreation

<u>Recreation Portfolio</u>	<u>Direct Investment Rev. & Exp. 2025 Budget (000)</u>	<u>Attendance 2024</u>	<u>Direct Investment/Attendee</u>	<u>Direct Philanthropy</u>		
				<u>CHQ Fund 2025 (000)</u>	<u>Endowment 2025 (000)</u>	<u>Other Support 2025 (000)</u>
Beaches	(\$35)	8,883 attendance	(\$4)			
Sailing	(\$12)	2,274 attendance	(\$5)	\$11		
Fitness Center	\$170	45,974 attendance	\$4			
Golf	\$399	35,579 rounds played	\$11		\$1	
Sports Club	\$32	9,283 attendance	\$3	\$8		
Tennis	\$37	7,123 attendance	\$5	\$1		

Does not include allocation of program administration or overhead costs.

Next Steps

1. Continue to hone the analysis and create a detailed plan
2. Work with staff, artistic directors, and “friends of” groups to consider opportunities for change
3. Provide next update early August

How you can help

Share your feedback and ideas. We will have both online and physical suggestion boxes for you to provide input.

Forum Dialogues for Weeks 7,8,9 will be focused on this topic

Please support Chautauqua philanthropically

- Start, continue or increase your CHQ Fund giving

- Consider supporting Athenaeum Hotel Rehabilitation, Staff Housing, or specific program endowments and/or multi-year pledges

Please support our staff

Questions