

The Woodlands Township
AD HOC ECONOMIC DEVELOPMENT COMMITTEE MEETING
Thursday, January 4, 2018
MINUTES

The Ad Hoc Economic Development Committee of The Woodlands Township Board of Directors met in regular session, open to the public, on Thursday, January 4, 2018 posted to begin at 3:00 p.m. The Committee meeting was held in a meeting room at the office of The Woodlands Township, 2801 Technology Forest Boulevard; The Woodlands, Texas 77381 within the boundaries of The Woodlands Township.

DIRECTORS PRESENT: Committee Chair Dr. Ann Snyder, Committee Member John McMullan and Committee Member Carol Stromatt.

STAFF ADVISORS: The Woodlands Township Director of Community Relations, Nick Wolda; The Woodlands Township President, Don Norrell; The Woodlands Township Attorney, Robin Cross; The Woodlands Township Community Relations Manager, Mary Connell; The Woodlands Township Assistant to the President, Karen Dempsey; The Woodlands Township Transit Director, Chris LaRue and The Woodlands Township Administrative Assistant, Danielle Gatlin.

OTHER ATTENDEES: Jonathan Shelledy, Gensler; Rhonda Ruth, Sterling and Associates; John Marshall, Houston Chronicle; Andrew White, Community Member; Karen White, Community Member and Alfred Johnston, Community Member.

Call to order; 3:00 p.m.

Committee Chair Ann Snyder called the meeting to order at 3:00 p.m. There was a quorum of members present; the Committee proceeded to conduct business regarding the following matters.

Public Comment;

None.

Receive, consider and act upon adoption of the meeting agenda;

Motion to adopt agenda was made by Carol Stromatt and seconded by John McMullan. Motion passed unanimously.

Receive, consider and act upon minutes from December 20, 2017 meeting;

Motion made by Carol Stromatt to adopt the minutes and John McMullan seconded. Motion passed unanimously.

Receive, consider and act upon a proposal for Phase III of the Cultural Arts Study;

Committee Chair Snyder began by introducing Jonathan Shelledy from Gensler. Mr. Shelledy discussed the Phase III Scope:

Project Initiation & Definition

- Develop strategy/process for partner selection
- Develop project scope & visualization materials
- Establish / advance partnerships

Architectural programming & Business Planning

- Determine partner / operator needs
- Reconcile facility size & scope
- Activity Profiles
- Pro-forma Operating Budget
- Economic Impact Analysis
- Critical Path Plan

Pre-design analysis

- Capital campaign feasibility
- Develop Site Master Plan
- Coordination with cost estimator

Mr. Shelledy explained that he had reached out to cost estimators and asked the Committee for their input. One option is to hire a firm that specializes in estimating. Another option is to hire a contractor who can also estimate. Committee member John McMullan motioned to recommend Phase III to The Woodlands Township Directors at a cost not to exceed \$175,000 and have Gensler recommend a solution for a cost estimator. Motion was seconded by Carol Stromatt. Motion passed unanimously.

Receive, consider and act upon a presentation by Sterling and Associates;

Committee Chair Snyder introduced Rhonda Ruth with Sterling and Associates who presented on the Feasibility Campaign.

Here are the points discussed:

OBJECTIVES OF THE FEASIBILITY STUDY

- Evaluate the feasibility of a campaign to fund an arts-focused capital project(s) in The Woodlands
- Validate or recommend adjustments to the proposed campaign goal (goal to be determined)
- Outline a case for support that is focused on the needs of the community and the priorities that are most compelling to prospective donors
- Determine potential volunteer leadership for a capital campaign

CAMPAIGN SUCCESS FACTORS

- A strong case for support that articulates:
 - The strengths of the partner nonprofit organization who will operate the facility(ies)
 - The facility needs of the vibrant arts community in The Woodlands and surrounding areas and an explanation of why the proposed campaign is necessary to meet those needs
- Prospects who will be motivated to support the campaign and who have the capacity to make major gifts needed to ensure success
- Leadership that is both prepared and motivated to drive the campaign to the goal

INFORMATION NECESSARY TO CONDUCT THE STUDY

- Scope and timeline of the capital project(s)
- Nonprofit partner(s) who will spearhead the campaign and operate the new arts facility(ies)
- Projected amount of public funding
- Estimated amount needed from philanthropy

PROCESS

1. **Convene an ad hoc feasibility committee** of key volunteer and staff leadership from the partnering organization and/or arts-minded leaders in The Woodlands to work with Sterling Associates and provide guidance and information as needed throughout the process, including the development of the list of individuals to be interviewed.
2. **Review the fundraising landscape in The Woodlands** to determine the competitive context in which a capital campaign could be launched.
3. **Draft a case for support outline** with brief background information, a statement of the need for the new facility(ies), an explanation of the positive impact that the facility(ies) and the programs offered there will have on The Woodlands and surrounding communities.
4. **Draft interview guidelines** to ensure that consistent input is gathered from all those who are interviewed.

5. **Research and identify foundations** that may be willing to support the project.
6. **Develop alternative scales of gifts** for the proposed campaign goal.
7. **Compile a list of 40 - 50 prospects** who will be contacted for personal conversations, with a list of 10 - 15 alternates in case any individuals in the top group decline or are unable to meet.
8. **Personally interview up to 50 individuals** who are involved in and/or support the arts in The Woodlands and also have the financial capacity to make a major gift. We want to learn as much as we can about their commitment to advancing the arts in our community and their propensity to support a campaign.
9. **Augment the interview results with independent research.**
10. **Synthesize research and interview feedback.**
11. **Present the findings** in a summary report to staff and volunteer leadership.

DELIVERABLES

- Specific assessment of the capacity for raising the proposed campaign goal, or a suggested alternative goal if warranted
- Strategies for reaching the campaign goal
- Feedback from prospective donors about the project, the nonprofit partner, and the campaign
- A scale of gifts that supports the goal recommendation, with prospects identified at each giving level
- Concepts for donor recognition, if requested
- Campaign leadership recommendations
- Recommendations about issues that might require attention before a campaign is launched
- A timeline for implementing the recommendations contained in the summary report

TIMETABLE

Sterling Associates is prepared to begin this work in January of 2018. We anticipate it will take three to four months to complete the study. This timeline assumes that interviews can be scheduled relatively efficiently and quickly. We will do our best to accelerate the pace at every step to deliver the report in 4 months or less.

Ms. Ruth explained how to build a successful campaign. Motion was made by John McMullan to receive and accept a presentation by Sterling and Associates and seconded by Carol Stromatt. Motion passed unanimously

Recess to the Executive session with counsel, staff and/or affected third parties to discuss matters relating to real property, deliberation of economic development negotiations, discuss

personal matters, consult with The Woodlands Township attorney, and discuss funding alternatives and potential agreements with other local, state and federal agencies;

No Executive Session necessary.

Reconvene in Public Session; and take action on matters from Executive Session;

Receive, consider and act upon the next meeting date of the Economic Development Committee;

The decision was made to hold the next meeting on Wednesday, January 31, 2018 at 8:00 a.m. at The Woodlands Township at The Woodlands Township. Motion was made by Carol Stromatt and seconded by John McMullan. Motion passed unanimously.

Consideration of items to be placed on the agenda for the next meeting;

Items to be placed on the next meeting's agenda are to include Gensler regarding the Phase III update and any updates by Sterling Associates.

Adjournment;

Motion made by Carol Stromatt to adjourn meeting. John McMullan seconded. Motion passed unanimously. Meeting adjourned at 3:58 p.m.