

The Woodlands Township

# **Cultural Facility Needs Assessment**

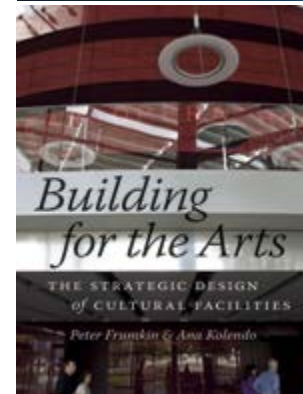
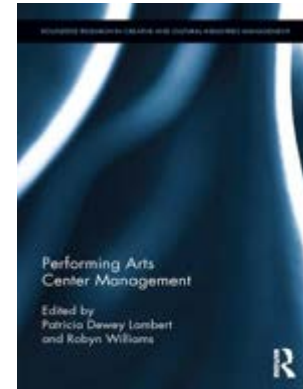
Board of Directors Presentation

March 22, 2017



## Webb Management Services

- \* Webb Management Services, Inc. is a management consulting practice for the development and operation of arts and cultural facilities. We work for governments, schools, developers, and arts organizations on facility feasibility, business planning, and strategic planning. Our practice was founded in 1997, and we recently started our 381<sup>st</sup> assignment.
- \* We have conducted two previous studies in The Woodlands in 1998 and 2006. Other recent projects in Texas include the MATCH project in Houston, the Dallas Arts District Business Plan, and the Buddy Holly Performing Arts Center in Lubbock.
- \* Duncan Webb authored *Running Theaters* in 2005, a best practices guide to the operation of multi-user performing arts facilities in North America.



## Assessment methodology

- \* Our assessment of needs considers the case for facilities in terms of audience demand, user demand, the existing supply of facilities, and how such a project supports the broader goals of the community and the region.
- \* To complete the assessment, we have:
  - \* Interviewed a cross-section of cultural, political, and community leaders;
  - \* Toured and assessed local and regional cultural facilities;
  - \* Studied the size and characteristics of the market area (including full-time and part-time residents, as well as short-term visitors); and,
  - \* Conducted a community survey.



## Forces + trends

### \* The bad news:

- \* Declining audiences for traditional performing and visual arts.
- \* Political and economic challenges for direct funding of the arts by the government.
- \* Competition for private-sector funding.
- \* The fragility of the nonprofit arts sector.

### \* The good news:

- \* Increasing active arts participation.
- \* Sector-driven education and outreach programs.
- \* The improving value proposition.



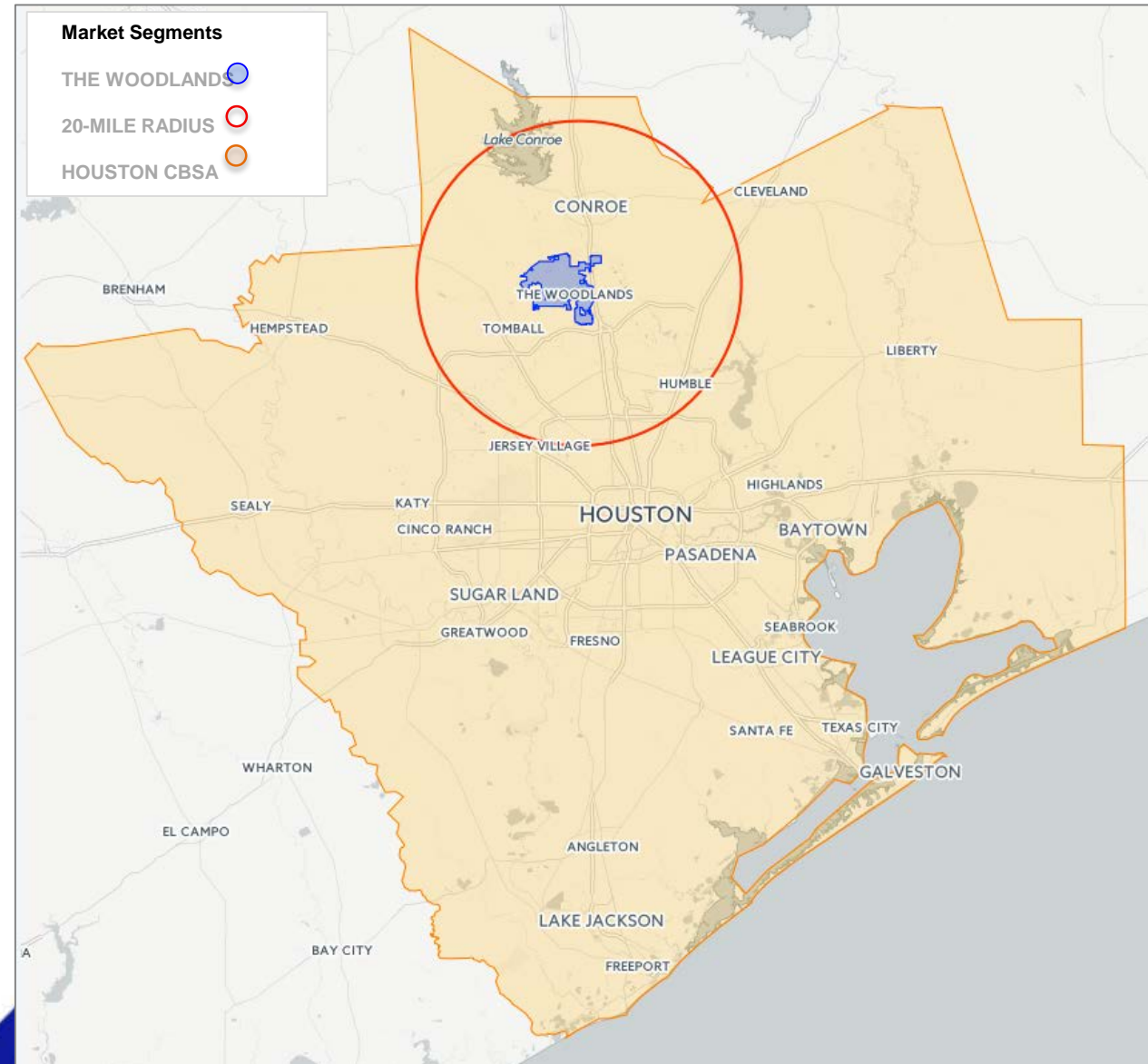
## Facilities responding to change

- \* Arts facilities are responding to these challenges and opportunities, as follows:
  - \* By embracing a broader definition of cultural activity that reflects the diversity, heritage, and creativity of all people;
  - \* By shifting from “Friday Night Lights” to the community living room;
  - \* By moving from cultural palaces to cultural districts;
  - \* By placing new focus on active programs;
  - \* By focusing on the social experience of attending an event;
  - \* By finding ways to maintain a low cost of access for nonprofit arts groups; and,
  - \* By adding secondary, temporary, and outdoor spaces.



## Defining the market: market segments

- \* **Market Segment 1:** The Woodlands Township
- \* **Market Segment 2:** A 20-mile radius around The Woodlands Township Building
- \* **Market Segment 3:** The Houston Core Based Statistical Area





## Market size + growth

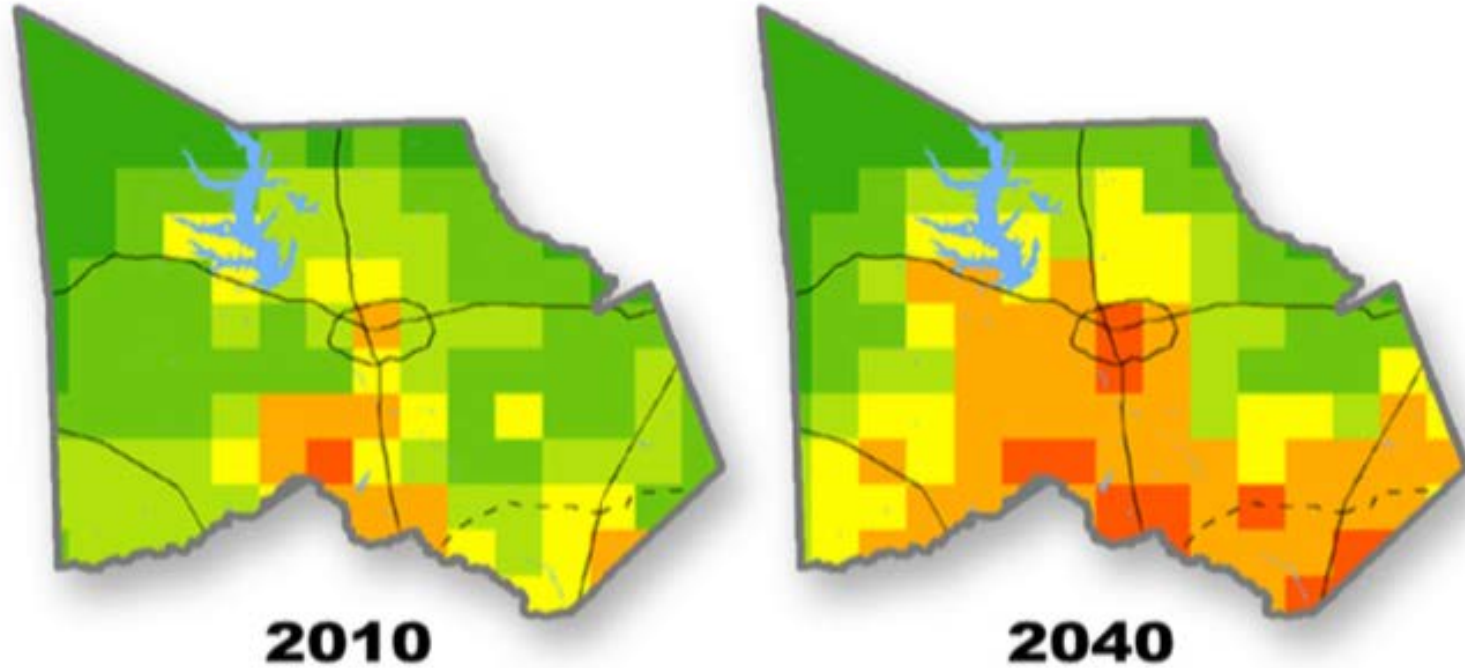
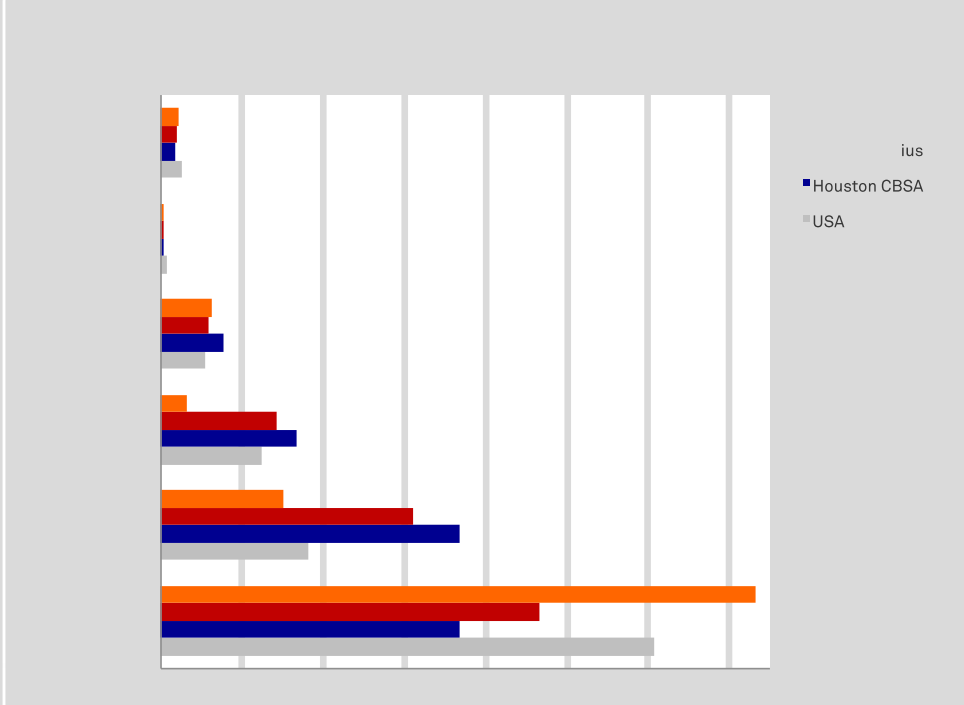
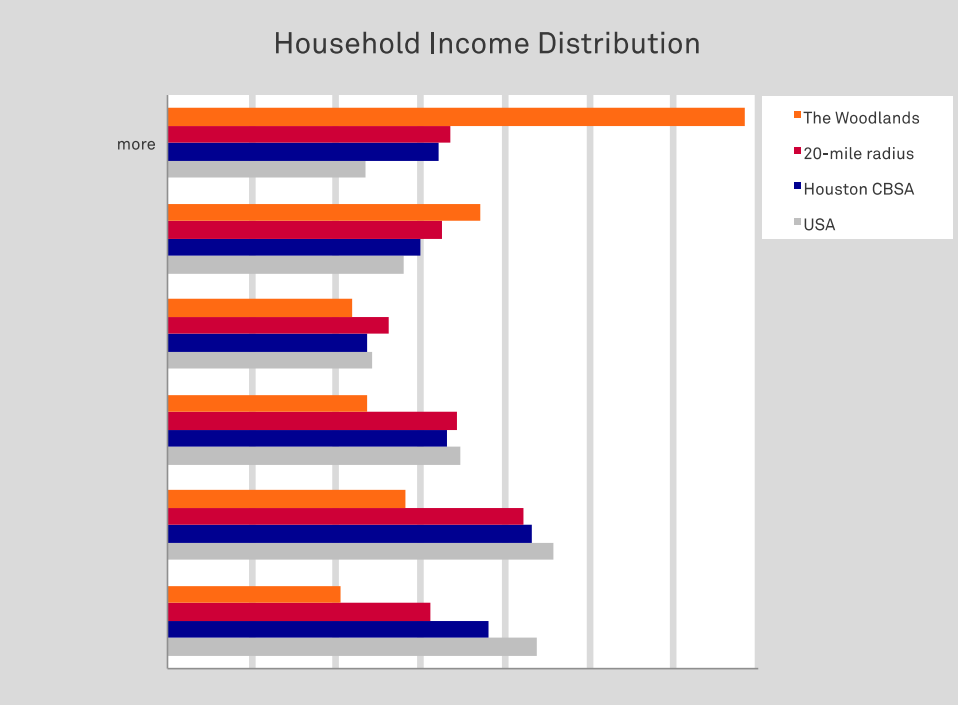
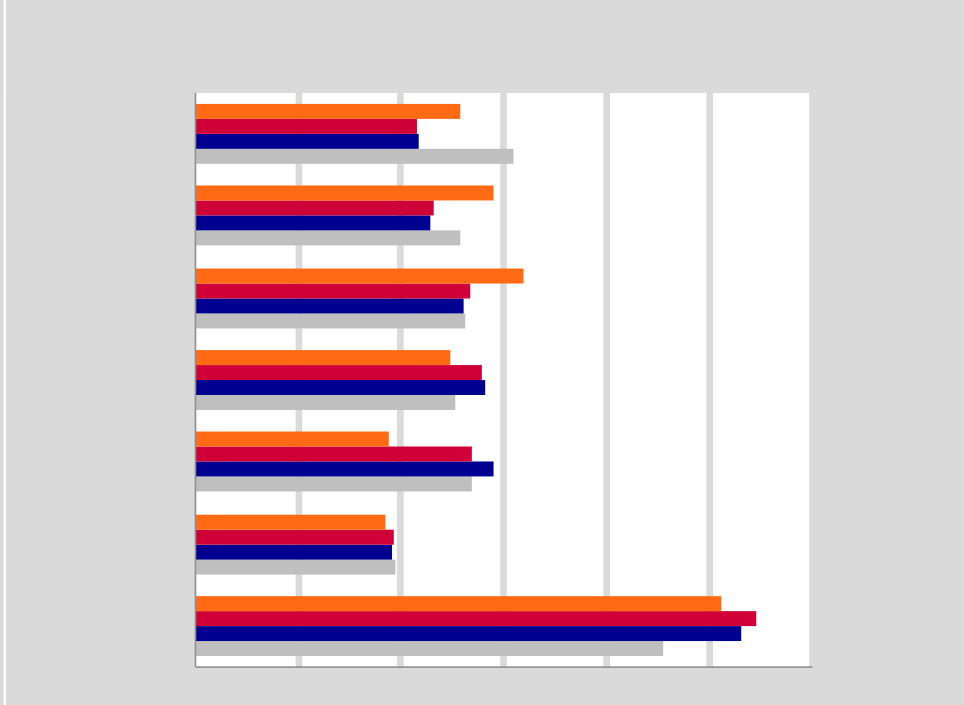
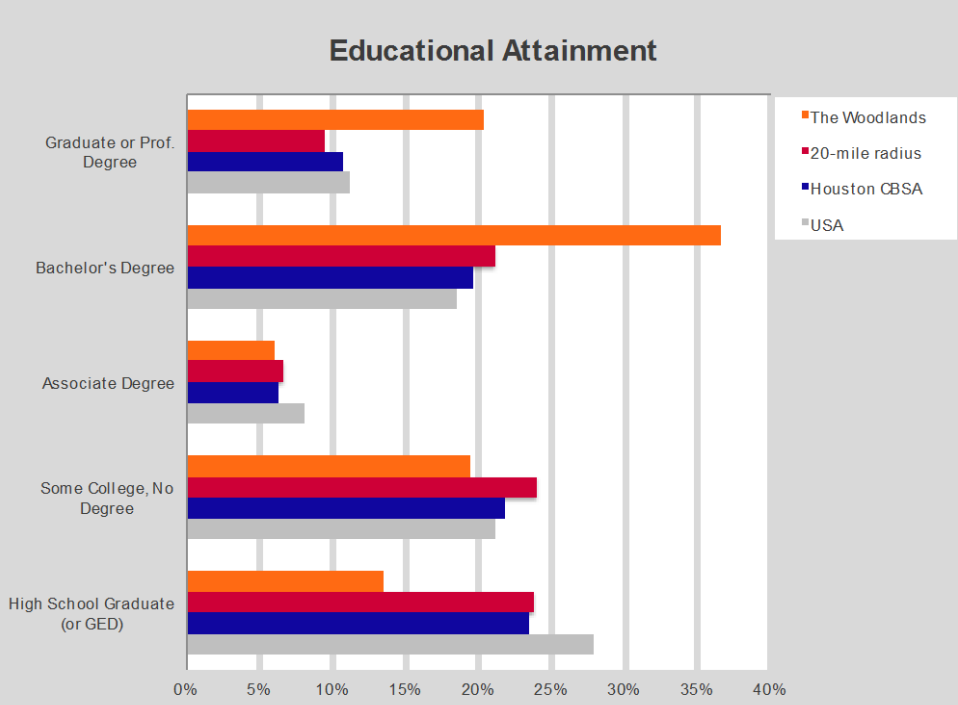


Figure E5: Population Projection Locations







## Market conclusions

- \* The market for the arts is large and growing.
- \* In The Woodlands, the population is well-educated and affluent, both of which indicate a propensity to support the traditional performing arts.
- \* Regionally, the population is somewhat more diverse, indicating opportunities for a mix of traditional and non-traditional arts and cultural programs.
- \* Each market segment has a large '17 and under' population, indicating opportunities for family programming.
- \* Tourism in The Woodlands generates \$10.6 million in local tax revenue. Many visitors travel to The Woodlands to shop or eat out. Others consider the community a short trip or getaway destination, and view it as a suitable location for conventions, corporate meetings, concerts, and events.
- \* Montgomery County has a population that attends and spends more on the arts and entertainment than other areas, but the actual number of arts and cultural organizations is well below national averages.



# Community survey

## Overview

- \* A survey was designed to collect community input on the arts and culture in The Woodlands Township and was open online for responses from Feb. 2-27, 2017. In total, there were 1,422 survey responses.

## Findings

- \* Residents of The Woodlands and surrounding communities actively attend the arts.
- \* Key barriers to participation in the arts in The Woodlands are marketing and content.
- \* Most respondents support the development of additional arts and cultural programs and facilities, and most are likely or somewhat likely to contribute financially.
- \* More than 50% of survey respondents are supportive of facilities and programs that support the creative process and focus on multi-media arts and technology.
- \* Respondents indicated that supporting quality of life and livability are the most important things when it comes to increasing arts and cultural activity in the community.
- \* The demographics of survey respondents are representative of the population.

## User demand

[illegible]

*estimated use*

User Demand Summary: Performance Facilities (16 Users)*		Rehearsal/ Tech			
00 or fewer seats (7 users)		19	303	443	765
Total Days of Use:		197	354	508	1,059

## User demand

User Demand: Small Performance + Rehearsal Space (Days)	Performance	Rehearsal	Other	Total	Capacity
atre Arts	6	-	120	126	50
<i>Total Days of Use:</i>	6	40	120	166	-

User Demand: Exhibition Space (Days)	Exhibitions	Capacity
my*	60	50
<i>Total Days of Use:</i>	830	-

*\*indicates estimated capacity*

User Demand: Classroom Space (Hours)	Classes/Workshops	Capacity
ontgomery: Theatre Arts*	432	50
Lone Star Community College-Montgomery: Art Department	16	50
The Woodlands Methodist School	6	-
<i>Total Hours of Use:</i>	4,614	-

*\*indicates estimated capacity*



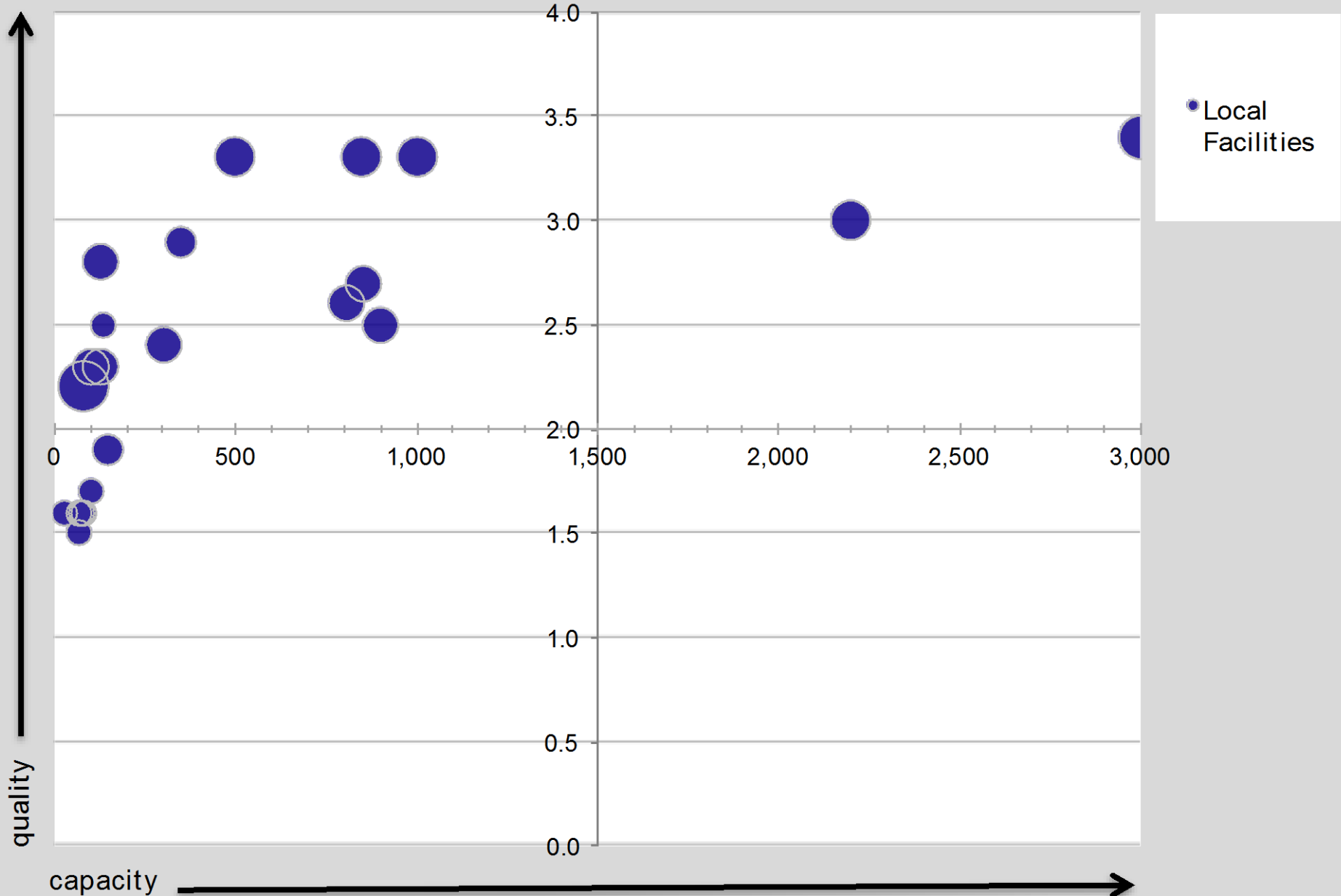
## Facility supply

- \* We developed inventories of four different facility types:
  - \* Regional Performance Facilities
  - \* Local + Regional Museums + Galleries
  - \* Local + Regional Participatory Program Facilities
  - \* Local + Regional Meeting + Event Facilities



# The Woodlands Performance Facility Inventory

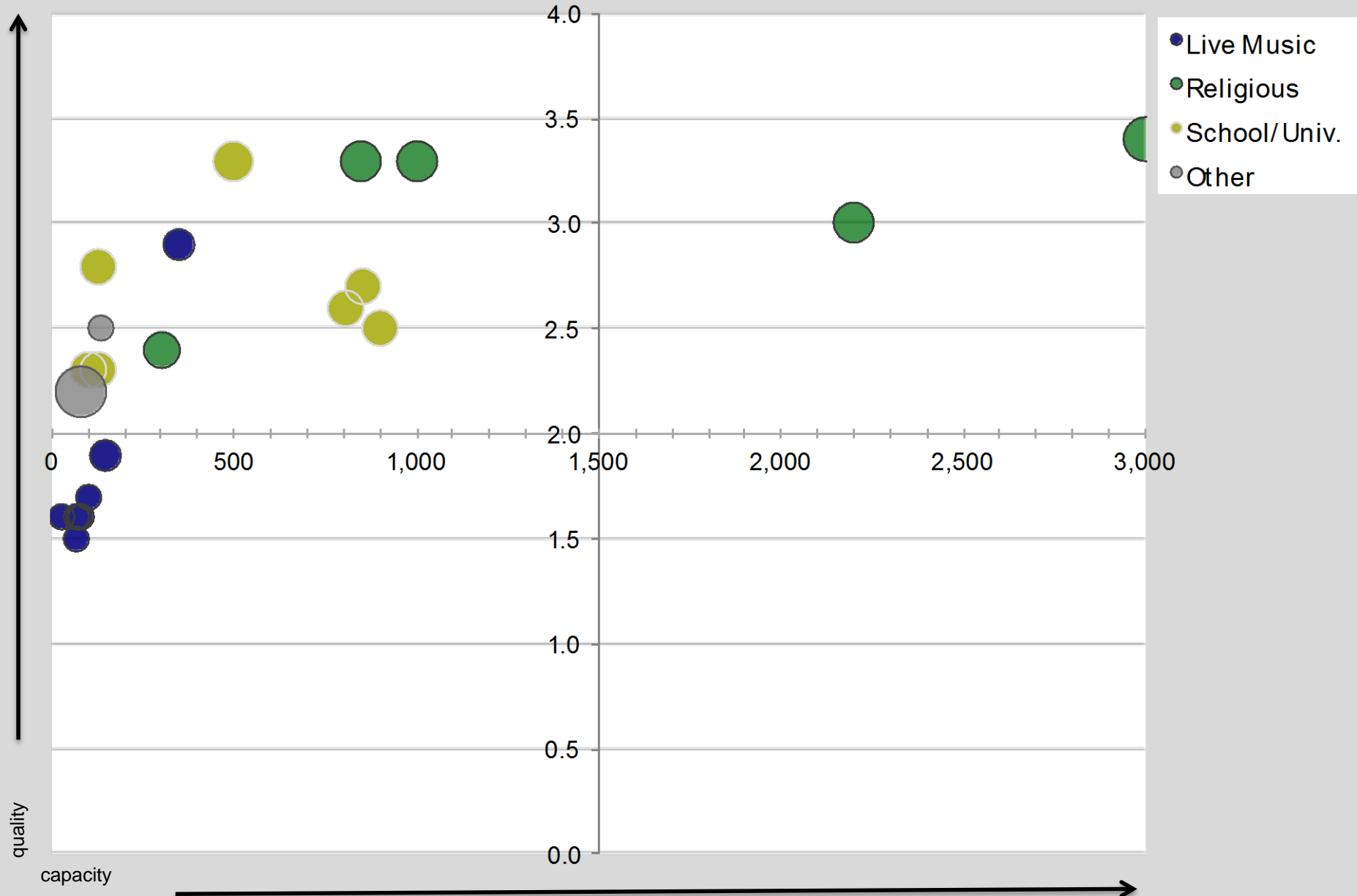
*Capacity vs. Quality*  
(3,000 seats or fewer)





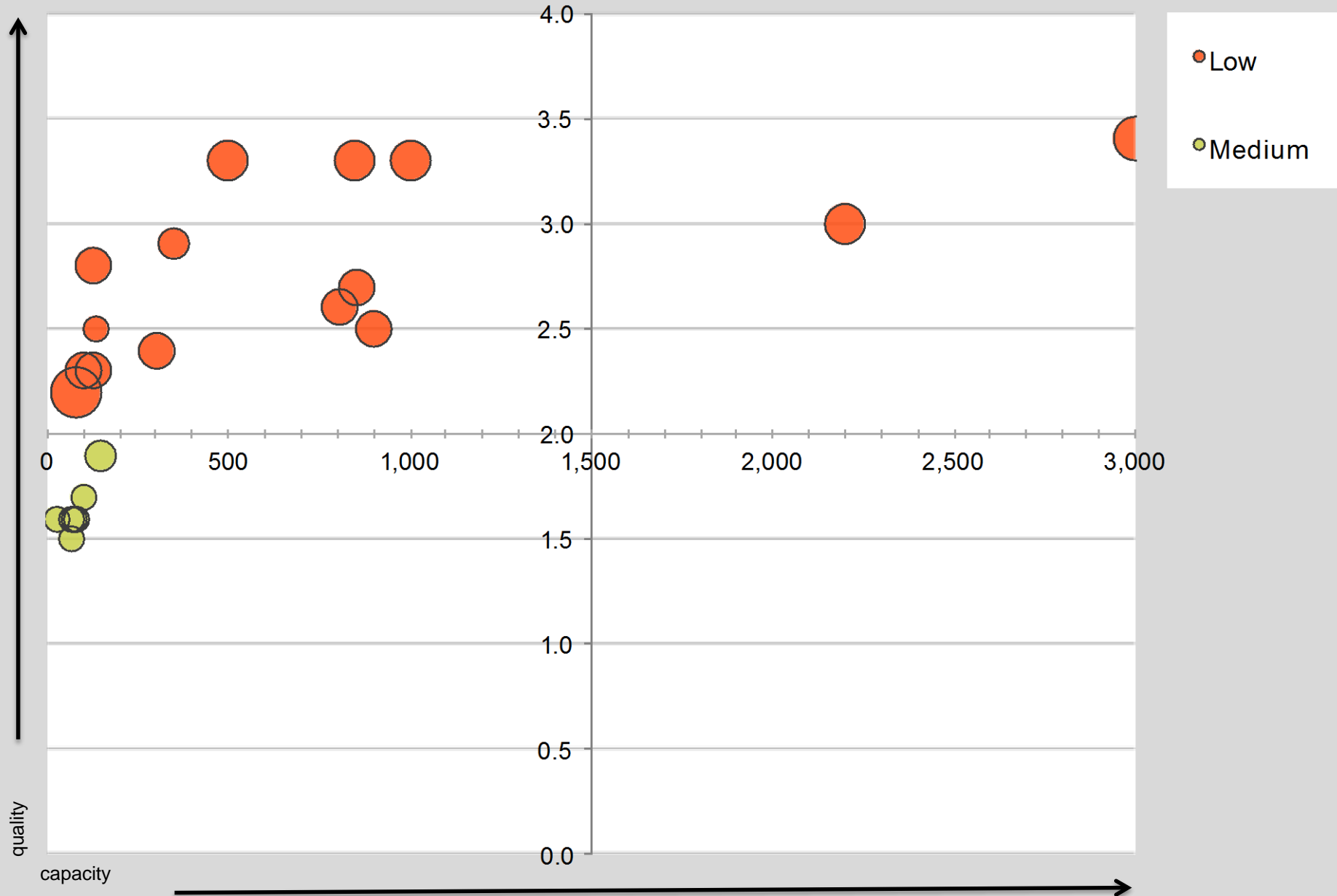
# The Woodlands Performance Facility Inventory

*Local Facilities by Type  
(3,000 seats or fewer)*



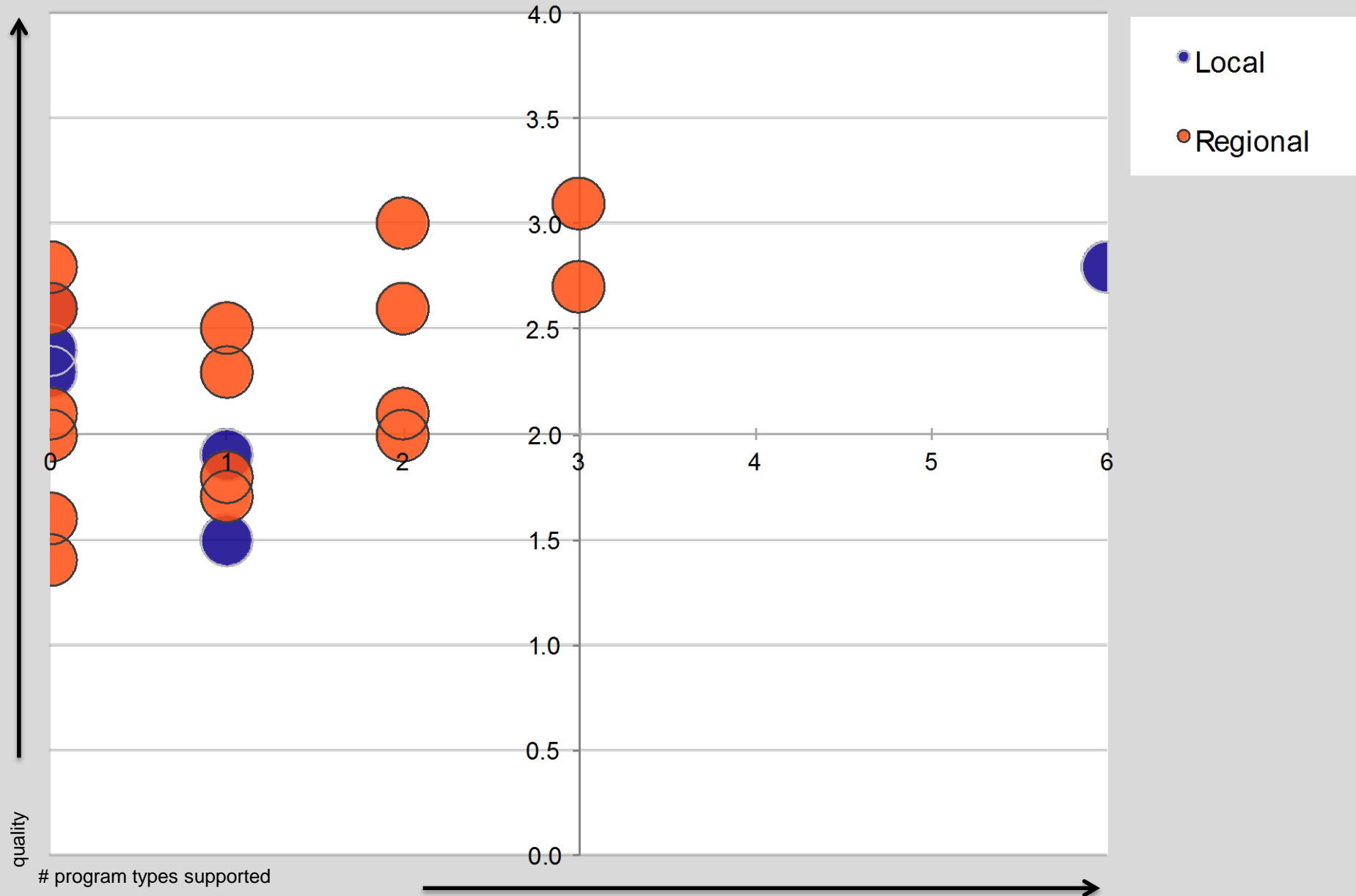
# The Woodlands Performance Facility Inventory

## Local Facilities by Availability (3,000 seats or fewer)



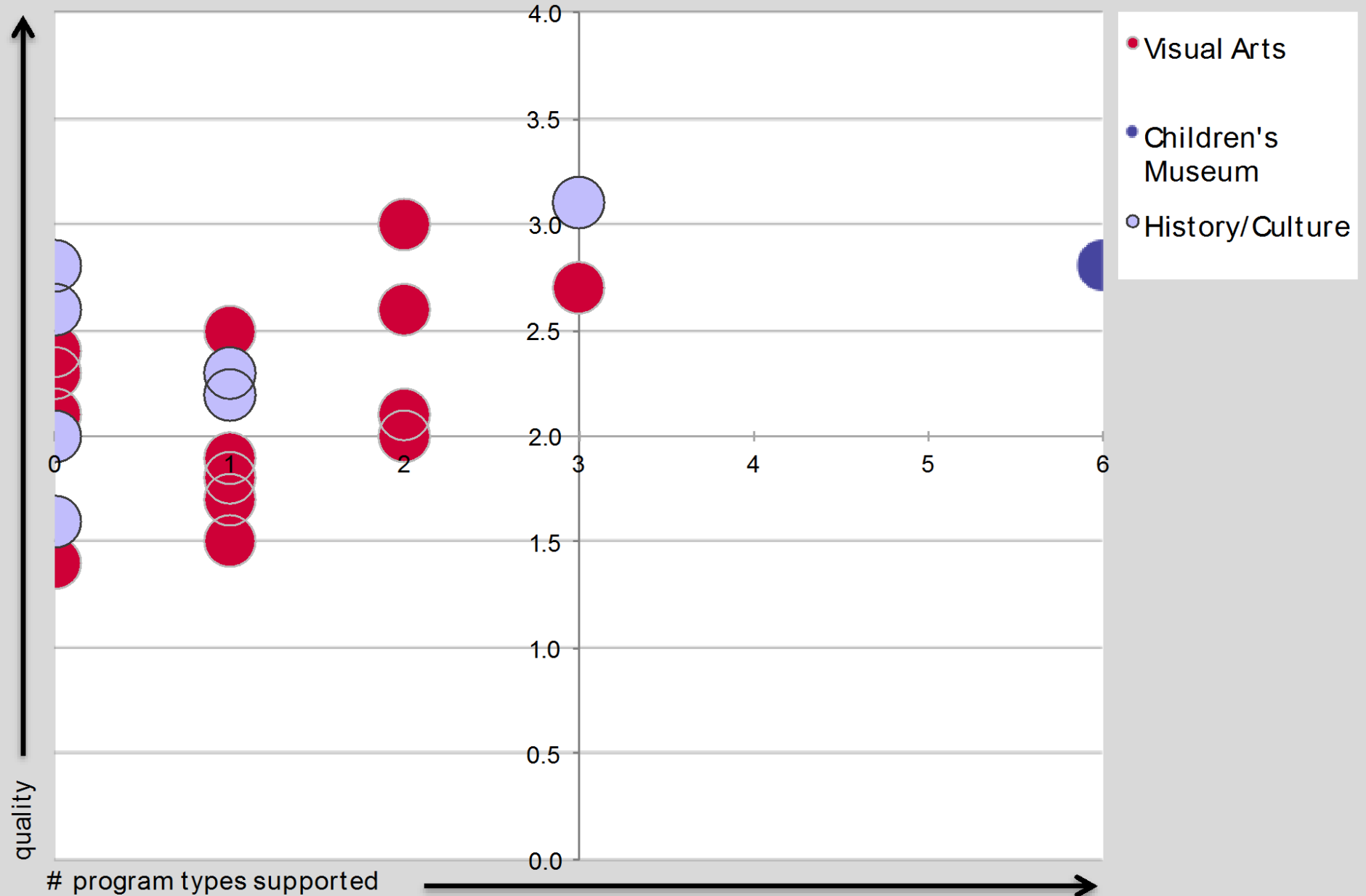
# The Woodlands Museums+ Galleries

## Program Types Supported vs. Rating



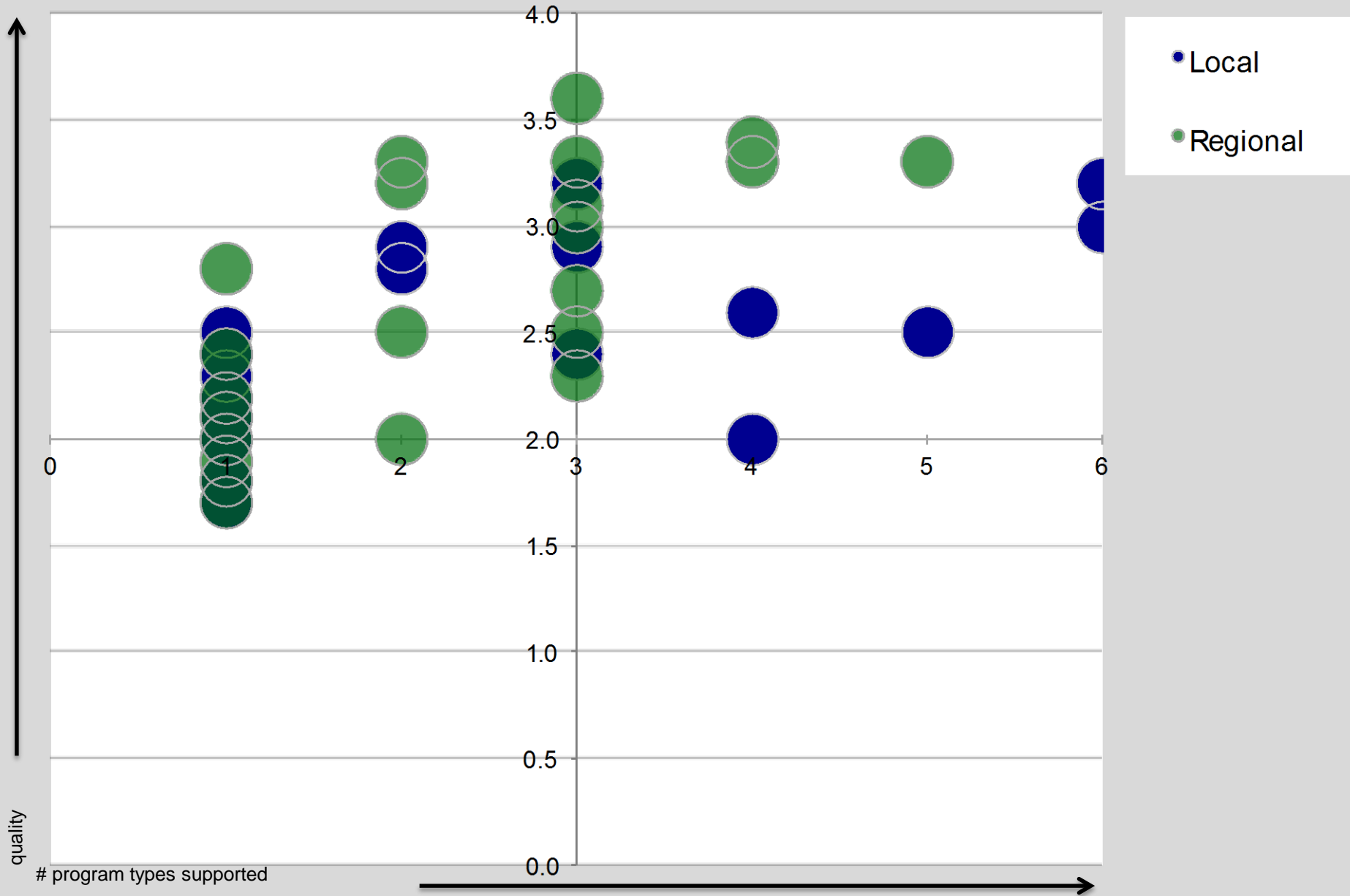
# The Woodlands Museums+ Galleries

## Program Types Supported vs. Rating, by Discipline



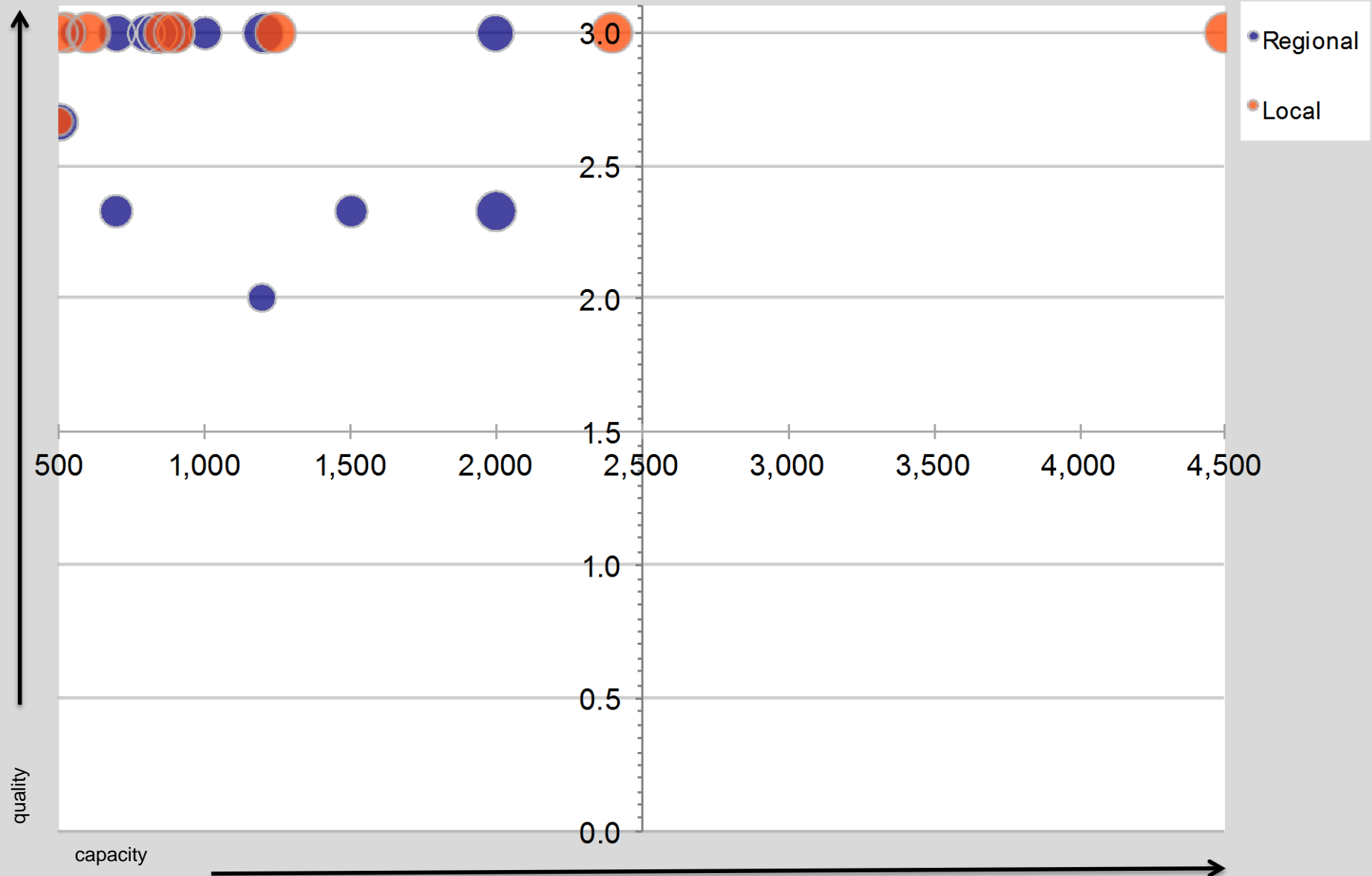
# The Woodlands Participatory Programs Facility Inventory

*Program Types Supported vs. Rating*



## The Woodlands Meeting + Event Facilities Inventory

### Capacity vs. Rating





## Benefits + impacts

\* *Vision 2034: The Woodlands Township Strategic Plan (July 2014)* identified a number of goals relevant to our work:

- \* To provide special event opportunities that foster community spirit, family values, and healthy lifestyles;
- \* To identify and establish alliances with organizations that will help the Township achieve its vision and carry out its mission as needs arrive;
- \* To attract, retain, and promote high quality businesses;
- \* To encourage the expansion of employment and education opportunities;
- \* To support events, venues, and programs to bring visitors to The Woodlands;
- \* To expand, support, and create new cultural, sporting, and entertainment venues; and,
- \* To produce and sponsor high quality community events.



## Conclusions

- \* All of this research indicates that there is a case to develop cultural facilities in and for The Woodlands based on:
  - \* ***The Market:*** The local market is growing, affluent, and well-educated, indicating a propensity to support the traditional performing arts and culture.
  - \* ***Community Support + User Demand:*** The community survey indicates that there is support for new cultural facilities.
  - \* ***Facility Supply:*** Our inventories suggest that there are gaps to be filled by new or improved facilities.
  - \* ***Benefits + Impacts:*** The Woodlands would benefit from the presence of cultural programs and facilities in terms of various broader goals.



## A. Nonprofit performance, rehearsal + teaching spaces

- \* This recommendation is for a set of facilities that respond to local and regional demand for performance, rehearsal, and teaching spaces.
- \* Such a facility does not currently exist in the region and will serve the cultural development of The Woodlands.



## B. Nonprofit exhibition space

- \* In addition to nonprofit performance space, we also recommend the creation of a nonprofit exhibition space to showcase local and regional nonprofit artists.
- \* Such a facility could be developed on its own or, more likely, as part of a larger project.





## C. A local museum

- \* As a master planned community, The Woodlands has a unique history. A small museum aimed at telling The Woodlands story and, with the community's help, capturing it as it evolves is a way to celebrate The Woodlands and engage residents in a community-building process.



## D. Science/nature museum

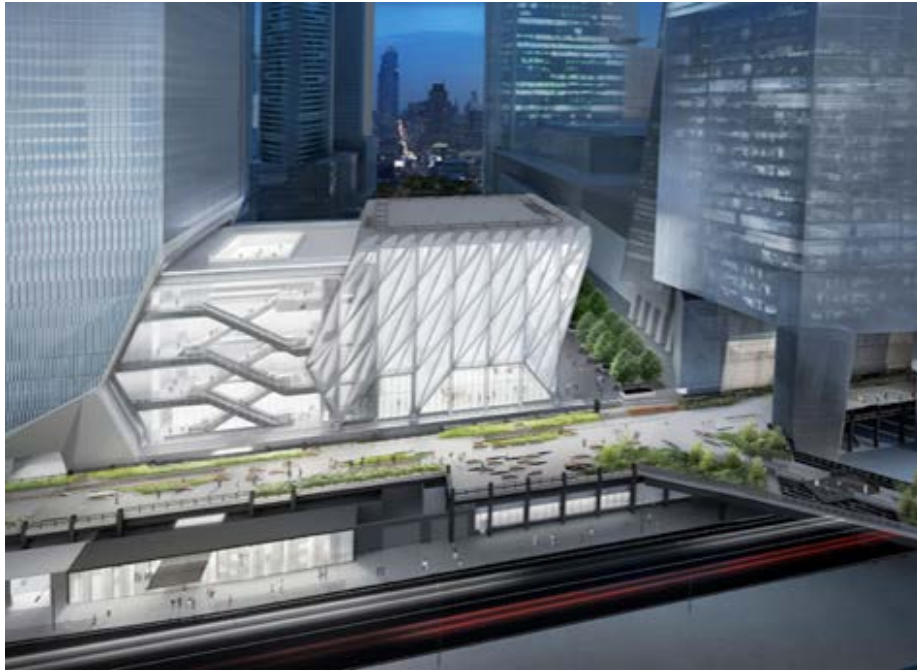
- \* Our previous work in The Woodlands recommended that the Township work with the Houston Museum of Nature and Science to develop a satellite location. There is still an opportunity for such a project given that the Museum of Nature and Science remains interested in being involved with it.





## E. Event + exhibit hall

- \* This recommendation is for a large, open, and flexible space for events that range from large exhibits to community gatherings. A facility like this does not exist in The Woodlands, although it does share some similarities with the House of Blues/ice rink at the Cynthia Woods Mitchell Pavilion.



## F. Digital media center

- \* Spaces for digital creativity (such as computer labs, spaces for recording and broadcast, equipment lending, and teaching) do not currently exist in The Woodlands. They are a great way to engage young people in culture and also support a business start-up and incubator culture.





## G. Culinary arts center

- \* Food is an inherent part of culture and is important to The Woodlands community. A culinary arts center is a space in which new food styles and cuisines can be explored while raising awareness to local supply and agricultural issues. Facilities should include space for food preparation, teaching, and displays.



## H. Healing arts center

- \* The healing arts is a growing discipline. The Woodlands is becoming a medical hub with major hospitals coming online this year joining other long-time facilities. A healing arts center could include space for performance, teaching, exhibition, and rehearsal space as well as research on the relationship between health and the arts.





## I. Neighborhood-based program spaces

- ✧ This recommendation is not for a capital investment, but rather the deployment of staff, equipment, and policy to make existing spaces work for a range of cultural programs. The goal is to get more cultural activity out into existing facilities in the Villages and neighborhoods.



## Assembling projects + finding partners

- \* In the following slides we suggest how these various components might be combined and advanced with a series of potential partners. These are not the only combinations, but rather a suggestion of possibilities that make sense today.





## Pieces

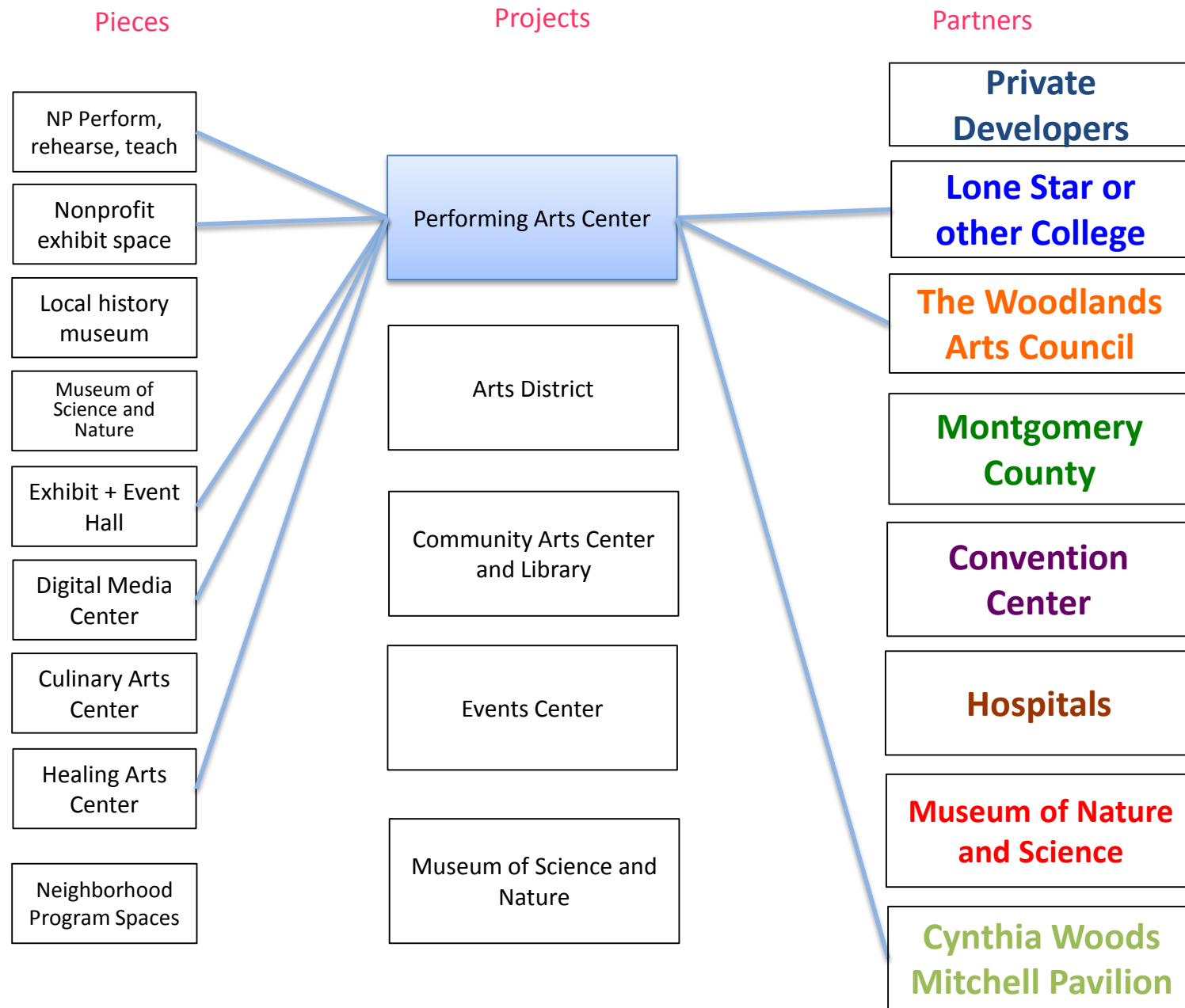
NP Perform, rehearse, teach
Nonprofit exhibit space
Local history museum
Museum of Science and Nature
Exhibit + Event Hall
Digital Media Center
Culinary Arts Center
Healing Arts Center
Neighborhood Program Spaces

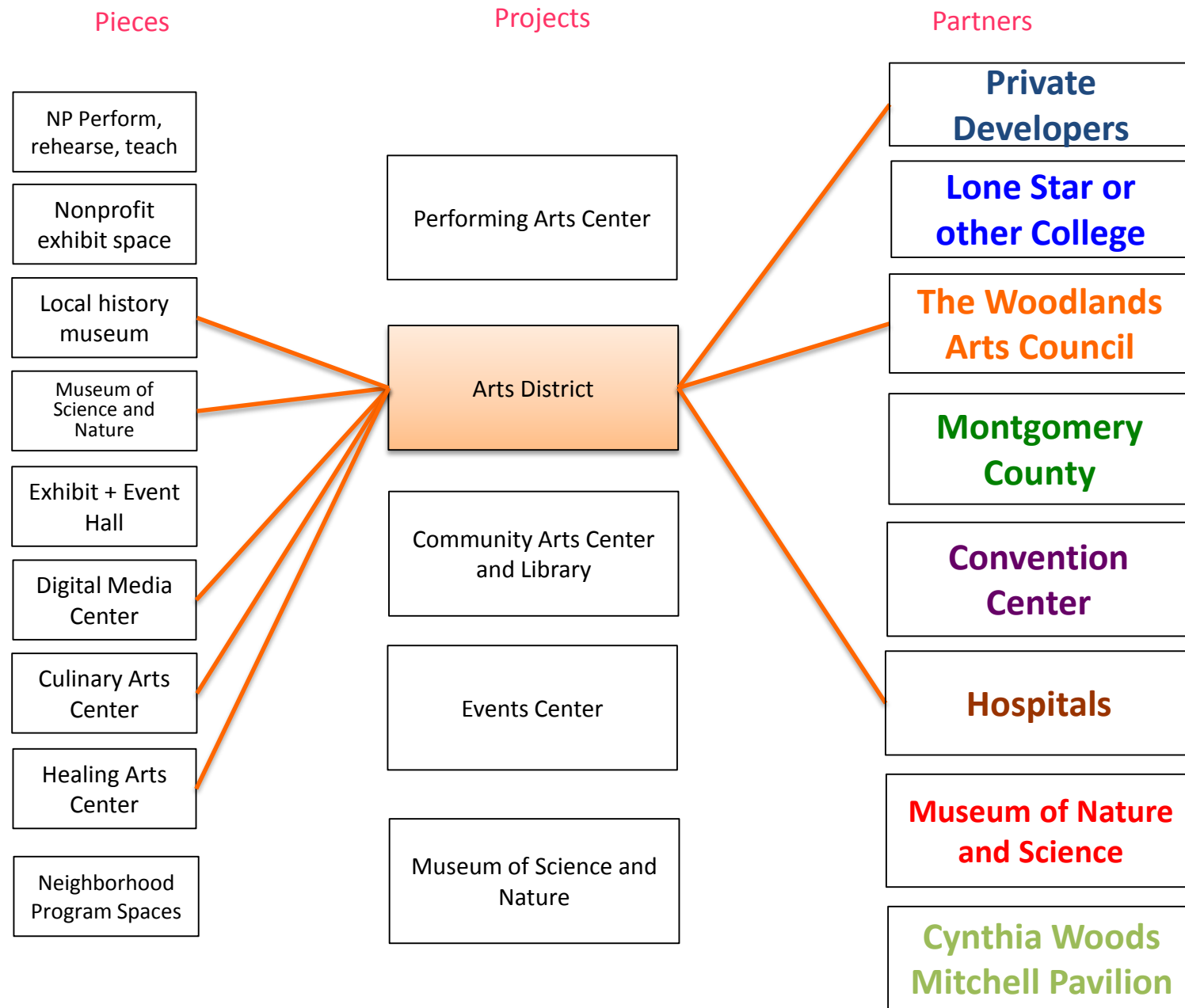
## Projects

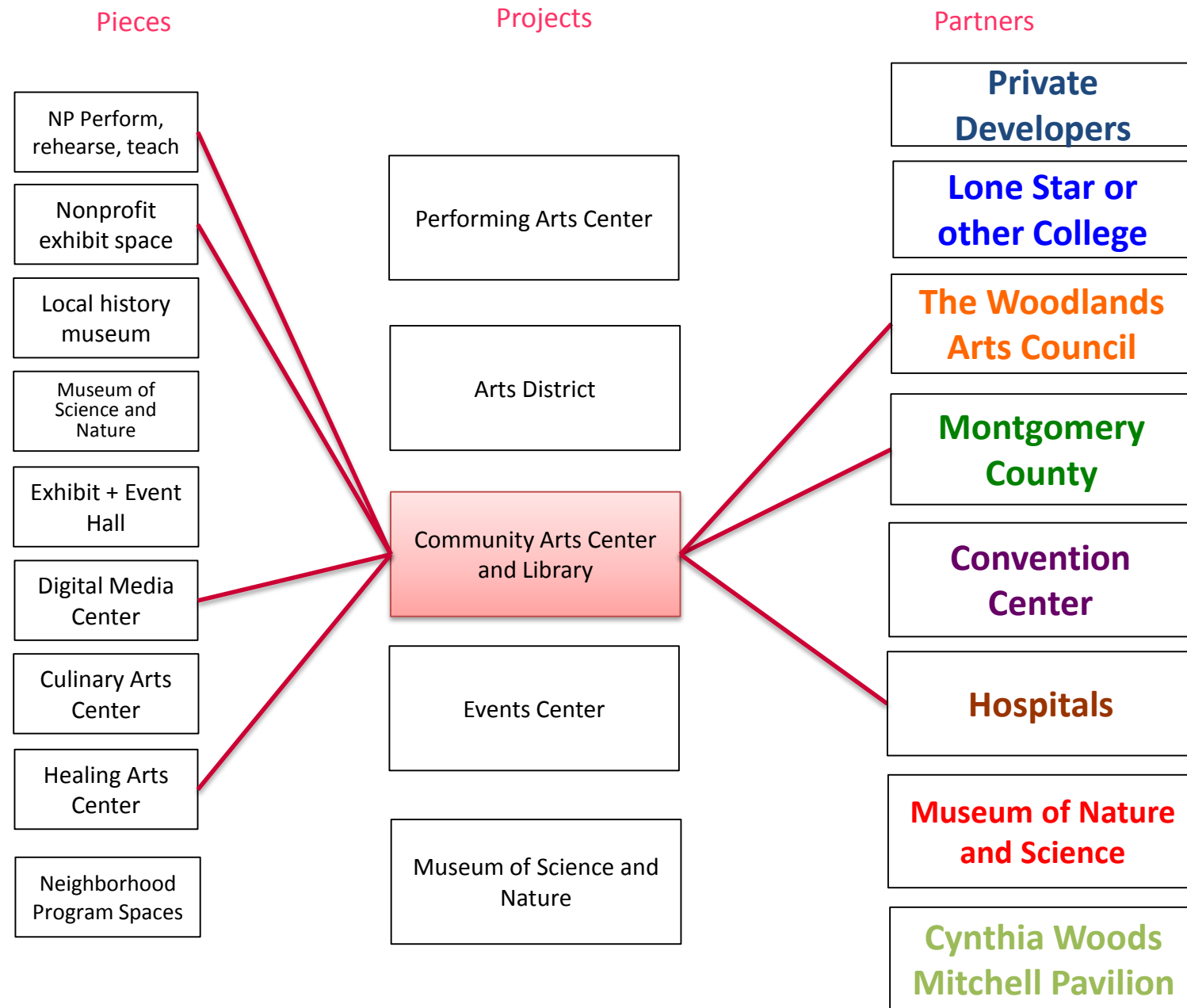
Performing Arts Center
Arts District
Community Arts Center and Library
Events Center
Museum of Science and Nature

## Partners

<b>Private Developers</b>
<b>Lone Star or other College</b>
<b>The Woodlands Arts Council</b>
<b>Montgomery County</b>
<b>Convention Center</b>
<b>Hospitals</b>
<b>Museum of Nature and Science</b>
<b>Cynthia Woods Mitchell Pavilion</b>







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## Discussion

- \* Have we fairly described the situation and the opportunities for additional cultural facilities in The Woodlands?
- \* What additional input and information is needed?
- \* Are our recommendations in line with your sense of needs?
- \* Are we showing the right combination of projects and partners? If so, which ones make the most sense?
- \* Can we prioritize recommendations without abandoning lower priorities?
- \* Where should we focus our attention for the balance of the study?

