

**NOTICE OF JOINT CITY COUNCIL AND TOMBALL ECONOMIC
DEVELOPMENT CORPORATION
CITY OF TOMBALL, TEXAS**



**Tuesday, May 12, 2026
3:00 P.M.**

Notice is hereby given of a Joint meeting of the Tomball City Council and Tomball Economic Development Corporation, to be held on Tuesday, May 12, 2026 at 3:00 P.M., City Hall, 401 Market Street, Tomball, Texas 77375, for the purpose of considering the following agenda items. All agenda items are subject to action. The Tomball City Council reserves the right to meet in a closed session for consultation with attorney on any agenda item should the need arise and if applicable pursuant to authorization by Title 5, Chapter 551, of the Texas Government Code.

The public toll-free dial-in numbers to participate in the telephonic meeting are any one of the following (dial by your location): +1 312 626 6799 US (Chicago); +1 646 876 9923 US (New York); +1 301 715 8592 US; +1 346 248 7799 US (Houston); +1 408 638 0968 US (San Jose); +1 669 900 6833 US (San Jose); or +1 253 215 8782 US (Tahoma) - Meeting ID: 860 5475 2849 Passcode: 880409 . The public will be permitted to offer public comments telephonically, as provided by the agenda and as permitted by the presiding officer during the meeting.

- A. Call to Order
- B. Presentations
 - 1. Presentation by Duncan Webb, Webb Management, regarding the Tomball Legacy Square Feasibility Study.
 - 2. Presentation and discussion by the Tomball Legacy Square Board Committee regarding the Webb Management Feasibility Study.
- C. Public Comments and Receipt of Petitions; *[At this time, anyone will be allowed to speak on any matter other than personnel matters or matters under litigation, for length of time not to exceed three minutes. No Council/Board discussion or action may take place on a matter until such matter has been placed on an agenda and posted in accordance with law - GC, 551.042.]*
- D. Adjournment

CERTIFICATION

I hereby certify that the above notice of meeting was posted on the bulletin board of City Hall, City of Tomball, Texas, a place readily accessible to the general public at all times, on the 6th day of May 2026 by 3:00 p.m., and remained posted for at least three consecutive business days preceding the scheduled time of said meeting.

Thomas Harris III, TRMC
City Secretary

This facility is wheelchair accessible and accessible parking spaces are available. Requests for accommodations or interpretive services must be made 48 hours prior to this meeting. Please contact the City Secretary's office at (281) 290-1019 for further information.

Special Joint Agenda Item Data Sheet

Meeting Date: May 12, 2026

Topic:

Presentation by Duncan Webb, Webb Management, regarding the Tomball Legacy Square Feasibility Study.

Background:

The purpose of this agenda item is to present the findings and recommendations of the Tomball Legacy Square Feasibility Study prepared by Webb Management and facilitate discussion regarding the redevelopment potential of the former First Baptist Church campus as a cultural and community destination.

In the of Fall 2025, the TEDC engaged Webb Management to conduct a two-phase feasibility study evaluating the redevelopment of the approximately 4.6-acre Tomball Legacy Square campus in Old Town. The study examined market demand, operational feasibility, governance, economic impacts, and redevelopment opportunities for the site's three primary buildings: the former sanctuary, 1949 chapel, and fellowship hall.

STUDY FINDINGS

The study concluded there is a strong case for redeveloping Tomball Legacy Square as a cultural campus that supports economic development, tourism, quality of life, and Old Town revitalization goals. Key findings include:

- Strong regional demand for live entertainment, arts education, and community event space;
- A shortage of high-quality mid-sized performing arts venues in the Tomball market area;
- Opportunities to support tourism, local businesses, and workforce attraction; and
- Significant alignment with TEDC and City strategic planning initiatives.

RECOMMENDED CAMPUS COMPONENTS

The report recommends redevelopment of the campus into three complementary components:

- **Performing Arts Hall (Former Sanctuary):** An 800–1,000 seat flexible performance venue for concerts, theatre, comedy, dance, speakers, and community events.
- **1949 Chapel / Visual Arts Center:** Exhibition and arts education space featuring local and regional art displays, event rentals, and potential restaurant/café activation.
- **Fellowship Hall / Arts Education Center:** Classroom, rehearsal, dance, music, and support space for educational and community arts programming.

GOVERNANCE & OPERATIONS

Webb Management recommends TEDC retain ownership of the campus while utilizing a competitive RFP process to recruit qualified operating partners for each facility component. This approach is intended to reduce operational risk while ensuring alignment with community and economic development objectives.

The report outlines a phased implementation strategy that includes:

- Recruitment of operating partners;
- Development of funding and financing strategies;
- Advancement of design and construction planning; and
- Public/private fundraising efforts.

Origination: Duncan Webb, Webb Management

Recommendation: Presentation item only.

Party(ies) responsible for placing this item on agenda: Kelly Violette

FUNDING (IF APPLICABLE)

Are funds specifically designated in the current budget for the full amount required for this purpose?

Yes: _____ No: _____ If yes, specify Account Number: # _____

If no, funds will be transferred from account # _____ To account # _____

Signed _____
Staff Member-TEDC Date

Approved by _____
Executive Director-TEDC Date

Tomball Legacy Square Feasibility Study Summary

May 12, 2026



Introduction

Study Context

- EDC purchased the 4.6-acre campus of the First Baptist Church Tomball in 2023.
- May of 2025 the EDC commissioned Studio Red Architects to investigate what might be physically possible.
- Fall of 2025, Webb Mgmt was hired by the EDC to conduct a feasibility study on the possible redevelopment of the Legacy Square property into a community-serving arts and entertainment facility.

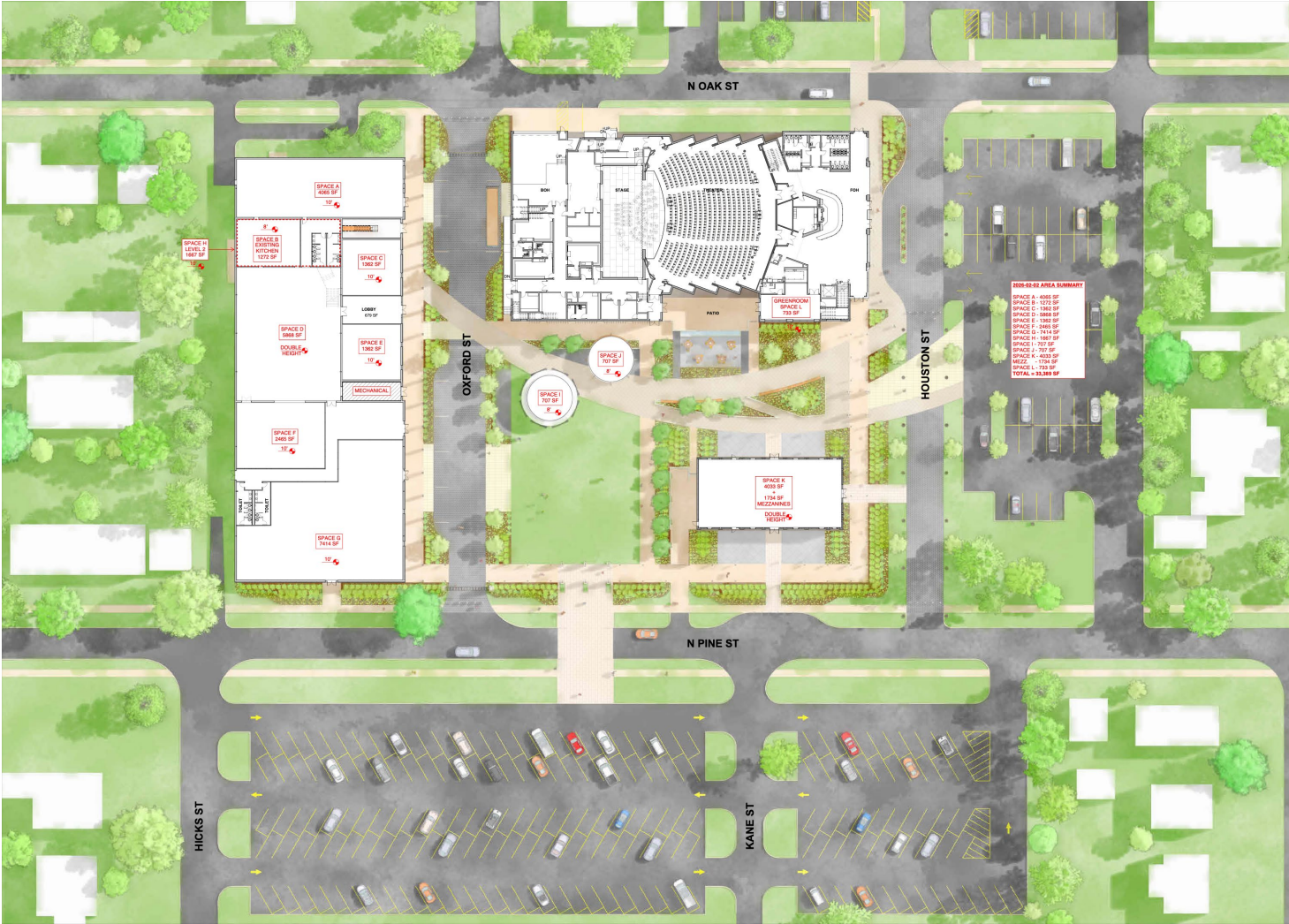


Photo credit: Studio Red Architects

Process Review

Scope of Services

Phase One: Needs Assessment

- Forces & trends
- Market analysis
- Existing facilities
- Uses & users
- Aligning with goals
- Conclusions
- Recommendations

Phase Two: Business Plan

- Operating goals
- Benchmarking
- Programming plan
- Facility management plan
- Staffing plan
- Pro-forma operating budget
- Economic impacts
- Critical path plan
- Report & presentations

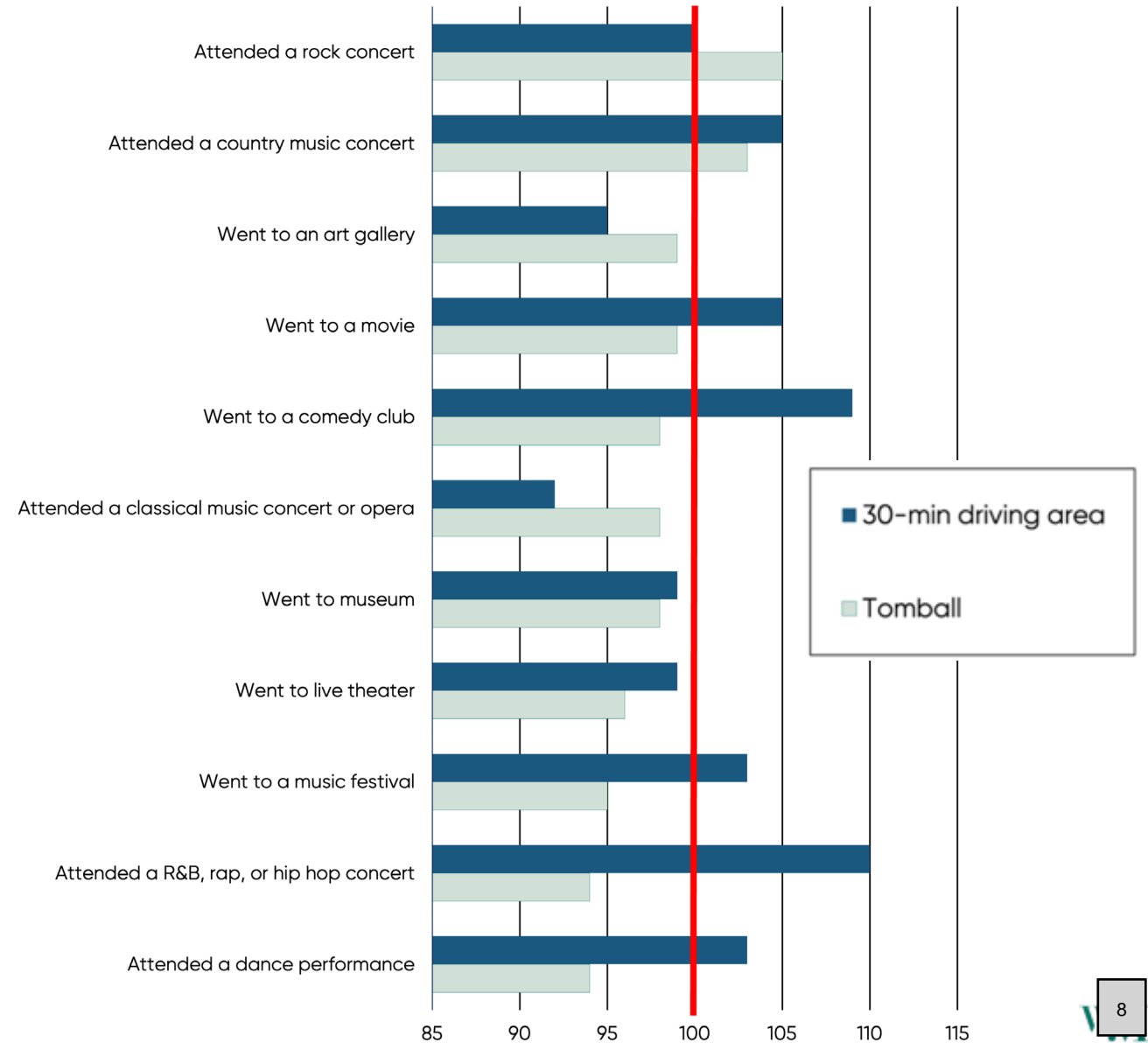
Market Analysis

Strong indicators of participation

- By 2030 there will be over 1.5 million people living within 30 minutes of Legacy Square
- Many of those regional residents have the demographic characteristics that suggest likely participation in a range of live arts and cultural programs.
- Local and regional residents are also more likely than average Americans to participate in various arts activities and attend a range of arts performances.

Market Potential Indexes – Attendance

Item 1.



Facility Uses and Users

Community arts organization needs

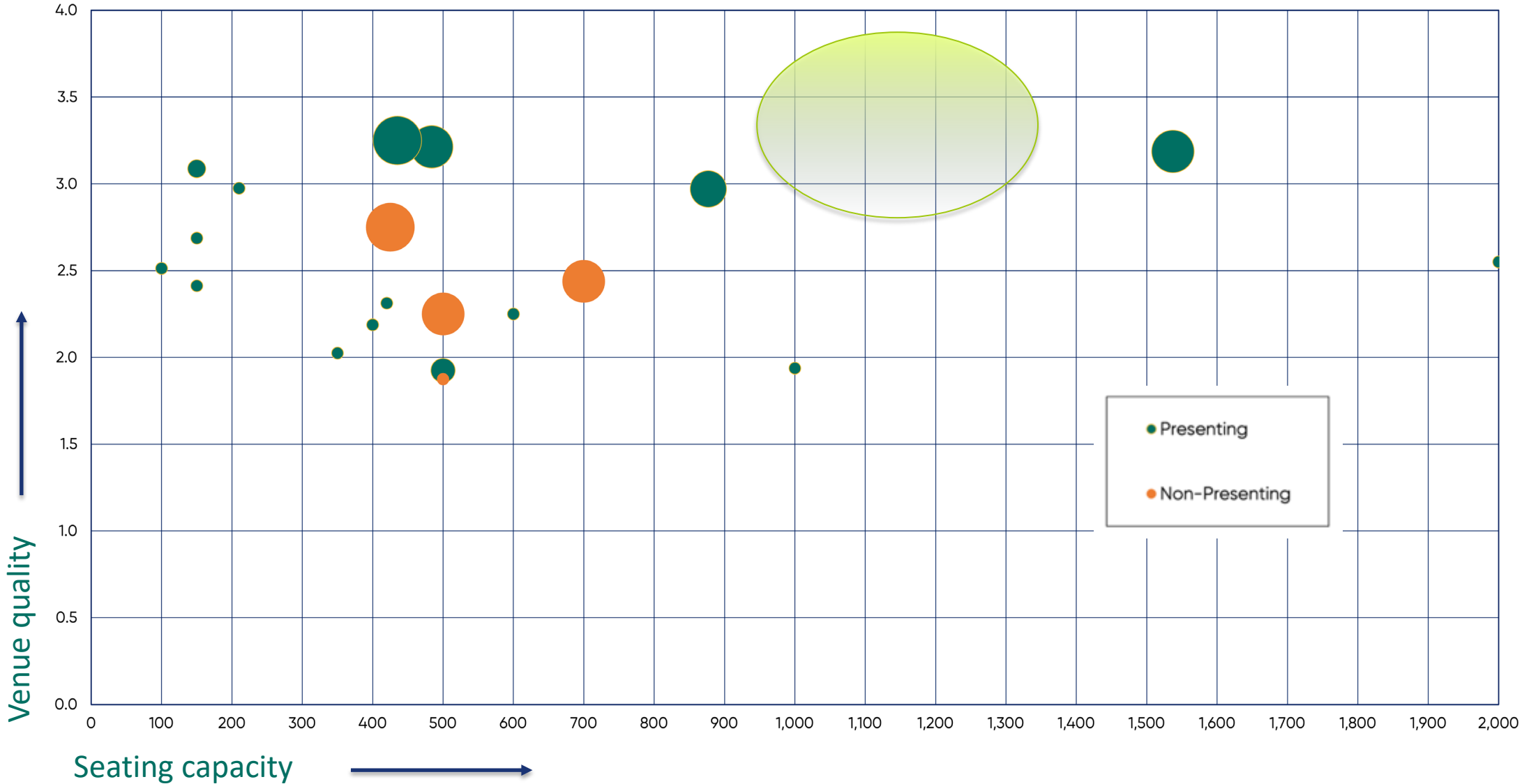
Legacy Square Theater Uses and Users				Event	Prep	Dark	Total	
Users	Based in	Capacity Range	Discipline	Perfs. Days	Days	Days	Days	
From the Ashes Theatre Company	Spring	500-600	Theatre	45	45	30	40	115
Symphony North of Houston	Tomball	500+	Unamplified Music	5	5	10		15
The Prevailing Winds	Tomball	600+	Unamplified Music	6	6	6		12
Tomball Dance Studios	Tomball	600-1,000	Dance	12	12	0		12
Main Street Crossing	Tomball	750-1,000	Amplified Music	50	50	0		50
National Youth Theatre	The Woodlands	800-1,000	Theatre	64	64	90		154
Texas Master Chorale	Houston	1,000-1,500	Unamplified Music	4	4	8		12
				186	186	144	40	370

There are a number of local and regional arts groups seeking access to a new theater for a range of programs.

Local & Regional Facilities

There are gaps in the regional inventory of facilities, notably for higher quality space in the 900 to 1,200-seat range.

Item 1.



Recommendations

Main space

800 to 1,000 seats with a large stage and seating area but does not need to have a fixed-proscenium, a full fly tower nor an orchestra pit.

Include strong technical systems that allow for multiple stage and house configurations, meaning a stage that can have a proscenium form with ample wings to support theatre and dance but also a more open form conducive to music, film and speakers.

Consider flexibility on the orchestra (main) level of the space such that it might be configured theater-style, cabaret-style or with a flat floor for banquets, exhibits or special events.



Photo credit: Studio Red Architects

Recommendations

Exhibit space

In the 1949 chapel that can be curated with local partners (the Art League and Pearl Fincher) to exhibit the work of local and regional artists.

Include classrooms focused on visual arts programs.

Rent space for special events along with other campus venues.

Include a restaurant?



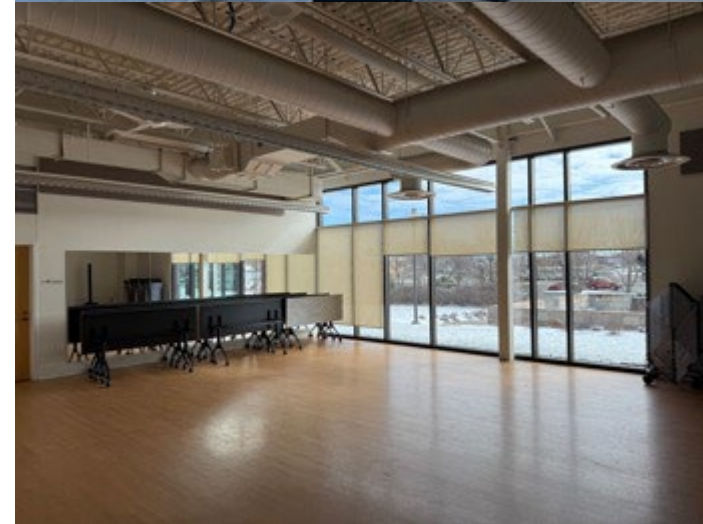
Recommendations

Education Center in Fellowship Hall

A set of rehearsal, teaching, administrative and support spaces that would accommodate one or more educational partners and their teaching programs.

Number, size, and shape dictated first by what is possible within the existing building envelope that can be adapted for these programs at a reasonable cost.

Include music rehearsal halls, dance studios, theatre rehearsal rooms, practice rooms. classrooms and large meeting rooms, kitchen facilities Administrative offices & storage areas for all campus venues.



Recommendations

Outdoor event hub

Create an outdoor venue that can do four things:

- 1. Serve as hub for community events such as runs, rides or fairs
- 2. Become a passive park when not hosting events
- 3. Include and embrace public art



Photo credit: Midtown Farmers Market

Business Planning

Governance & Operations

- Tomball EDC should remain as owner of the Legacy Square campus
- Run a competitive RFP process to recruit tenants for each of the three venues separately, for the following reasons
- One slight variation on this structure would be to have the EDC set up a separate nonprofit to act as the fundraising entity and operating overseer for the project.



Photo credit: Studio Red Architects

Business Planning

Historic Chapel Plan

- 2,500 sf might be set aside to recruit a commercial restaurant partner to provide day-time and evening service as well as supporting catering needs for the campus.
- Then a nonprofit operator recruited to provide opportunities for local artists to show their work, to recruit high-quality touring exhibitions and create new visual arts education opportunities for Tomball residents.
- That visual arts center would require a segmented marketing strategy,



Photo credit: Studio Red Architects

Business Planning

The Sanctuary/Performing Arts Center

- Hall could be operated by a commercial or nonprofit organization, focused on attracting live arts and entertainment programs to Tomball for the benefit of residents and visitors.
- Also provide affordable access to well-equipped facilities to local and regional organizations and contribute to the economic vitality of Tomball with active facilities that align with economic and community development goals.



Photo credit: Studio Red Architects

Business Planning

Fellowship Hall/Arts Education Center

- Most likely a nonprofit arts educator seeking an additional location, creating new opportunities for local and regional residents to take classes in various disciplines.
- Partnerships with local healthcare providers to support personal and public health through the arts.
- Animated with a combination of after-school, evening and weekend programs in music, dance & theater.
- Classes, camps and programs developed in conjunction with Tomball healthcare partners, speakers and lecture programs, and special events.



Photo credit: Studio Red Architects

Business Planning

Shared services and programs

- Larger campus events like the Tomball German Heritage Festival
- Event ticketing
- Food and beverage options
- Merchandise and point of sale options
- Technical labor and equipment systems



Photo credit: Tomball EDC

Business Planning

Tomball Legacy Square Base Year Summary	Chapel Café	Chapel Visual Arts Center	Performing Arts Center	Arts Education Center
Earned Revenue				
Admission/Box Office		\$ 84,000	\$ 1,800,000	\$ 78,125
Program Income		\$ 10,000		\$ 750,000
F&B income	\$ 375,000		\$ 562,500	\$ 39,063
Ticketing Fees			\$ 225,000	\$ 15,625
Rental Income		\$ 30,000	\$ 300,000	\$ 45,000
Total Earned Revenue	\$ 375,000	\$ 124,000	\$ 2,887,500	\$ 927,813
Total GSF	2,500	3,840	36,662	30,762
Rent/GSF	\$ 26	\$ 5	\$ 10	\$ 5
Annual rent	\$ 84,200	\$ 19,200	\$ 366,620	\$ 153,810
Rent as a % of earned revenue	22%	15%	13%	17%

- Total base year rent of \$624,000

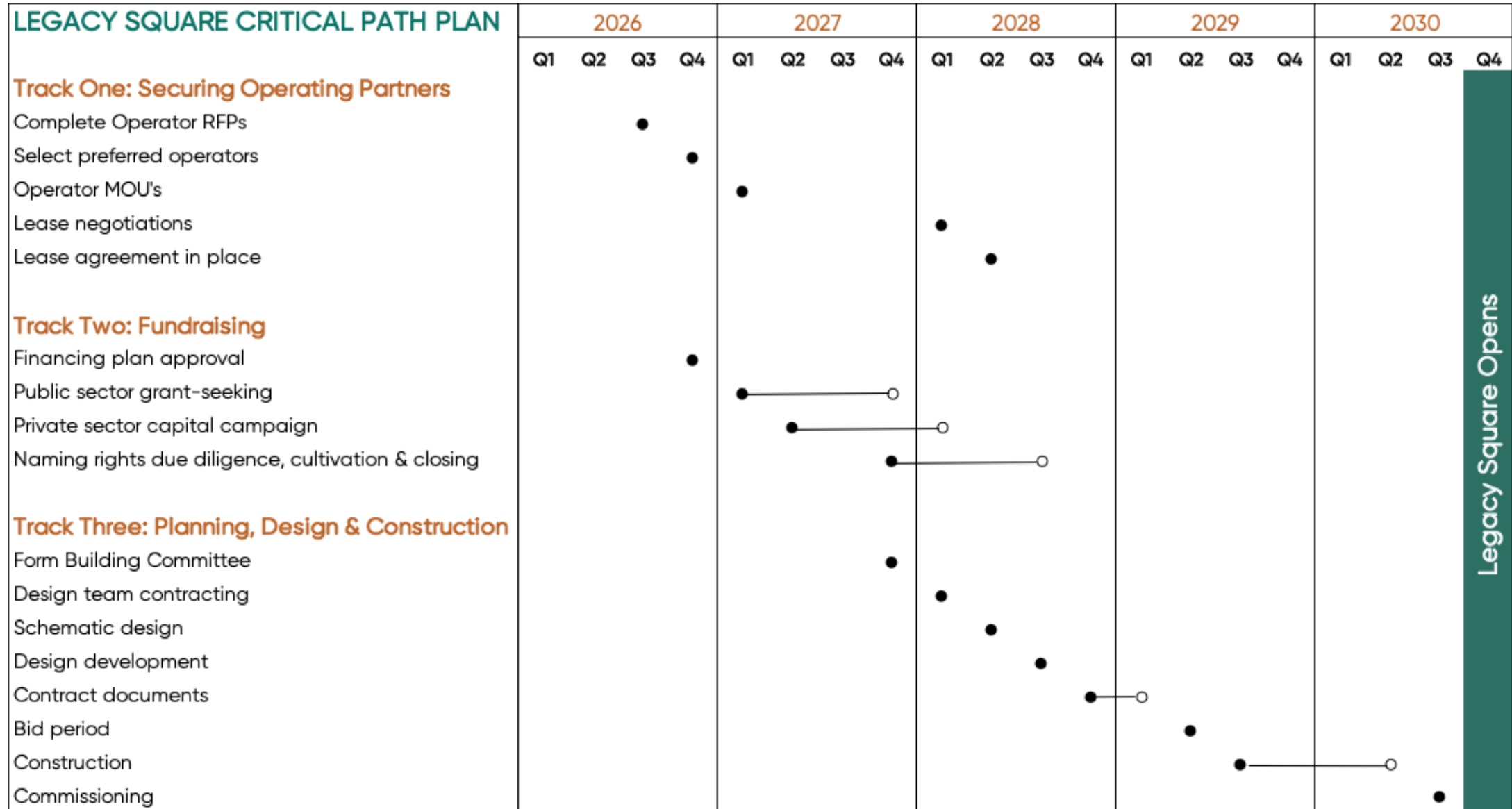
Business Planning

Economic Impacts

- Impacts of construction, operations and audiences
- Rims II model from Bureau of Labor.
- Audience expenditures from AFTA

Summary of Harris County Impacts	
One Time Construction Impacts	
Estimated Capital Budget	\$25,000,000
New One-time Economic Output (Sales)	\$36,377,500
New One-time Earnings	\$9,002,500
New Employment (person years) in construction	144
Operations	
Estimated Annual Non-personnel Spending	\$2,200,000
New Annual Economic Output (Sales)	\$3,211,523
New Annual Earnings	\$836,879
New Annual Employment (person years)	19.3
Audience Spending	
Estimated New Annual Audience Spending	\$1,769,495
New Annual Economic Output (Sales)	\$2,584,137
New Annual Earnings	\$746,956
New Annual Employment (person years)	21.5
Total Annual Operating Impacts (Operations + Audience Spending)	
New Annual Economic Output (Sales)	\$5,795,659
New Annual Earnings	\$1,583,835
New Annual Employment (person years)	40.8

Business Planning



Business Planning

Things to remember

- Best practices: Lean into education
- Unique to Tomball: Integrate arts and health
- Mitigating risk: Find operating partners before spending any money
- A very cost-effective project:
 - Distinct pieces with relatively low costs to adapt
 - The ability to advance in phases
- Significant quantitative and qualitative impacts

Next Steps

What do we need to know in order to move forward?

- What are the highest and best uses for each structure?
- What is the cost to adapt each structure for that use?
- Who are the best operators for each component?
- How much money can we reasonably raise to get started?
- On that basis, what is the right phase one?





building creativity



Tomball Legacy Square Feasibility Study Final Report

Date: 5/1/2026

Webb Mgmt
webbmgmt.org



Table of Contents

- 1. Executive Summary..... 3
- 2. Needs Assessment Review..... 9
- 3. Advancing Physical Plans27
- 4. Governance and Operators29
- 5. Three Venue Operating Plan31
- 6. Operating Budgets37
- 7. Economic Impact Analysis.....40
- 8. Critical Path Plan.....42

Appendices

- A. Study Informants
- B. Market Data
- C. Facility Inventories
- D. Comparable Projects
- E. Benchmarking Project Elements
- F. Economic Impact Data



1. Executive Summary

Webb Mgmt was hired by the Tomball Economic Development Corporation (the EDC) in the Fall of 2025 to conduct a two-phase study on the possible redevelopment of the former First Baptist Church campus into a cultural campus that would support the EDC's economic and community development goals for Tomball. The brief for the study was to identify the highest and best uses for three buildings on the campus (the former sanctuary, the historic chapel, and the Fellowship Hall) and then to suggest how those three buildings should be programmed, operated and financially sustained.

The first phase was a market and needs assessment that explored community needs and market opportunities for Tomball Legacy Square as an arts-based campus. And the second phase was a business plan for the recommended facilities, developed in parallel with preliminary physical plans.

The needs assessment explored forces and trends in the live arts and entertainment sectors, the demand for new facilities on the part of audiences and users, and gaps and challenges with the current set of performance facilities in the area. Consideration was also given to the broader goals of the community and how Tomball Legacy Square might support those efforts. That assessment concluded:

- Forces and trends in the live arts sector suggest the importance of having Tomball Legacy Square redeveloped with a set of high-quality, flexible and affordable spaces that create new opportunities for live performance, education programs, community events and other programs that connect to Tomball's priorities around economic and community development.
- There is a large potential audience within a reasonable distance of Tomball Legacy Square with a high propensity to attend and participate in a wide range of performing arts and live entertainment events.
- There are gaps in the regional inventory of theaters, with very few nearby having more than 500 seats. There are a number of arts education programs and spaces nearby, but their spaces tend to be limited and lack a place for performance.
- There is some demand to use the renovated sanctuary on the part of local nonprofit and commercial arts organizations. Most of these groups are focused on arts education, with a limited capacity to pay a market-rate rent.
- Touring commercial entertainment will likely be a mainstay of programming in the renovated sanctuary, but this is a very competitive sector and success will depend on having a professional operating partner able to book and promote shows in the market area.
- The Tomball Legacy Square project has the potential to advance a number of important community goals, including support of the Old Town area, enhancing residents' quality of life, driving regional tourism and helping to recruit companies and workers to locate in Tomball.

On the basis of those conclusions, we recommended that Tomball Legacy Square be developed as a cultural campus with the following elements and programmatic components:



- A multipurpose performance hall located in the main sanctuary that has a seating capacity in the range of 800 to 1,000 seats. It should have a large stage and seating area but does not need to have a fixed-proscenium, a full fly tower nor an orchestra pit. It would be beneficial to have strong technical systems that allow for multiple stage and house configurations, meaning a stage that can have a proscenium form with ample wings to support theatre and dance but also a more open form conducive to music, film and speakers. We would also encourage some level of flexibility on the orchestra (main) level of the space such that it might be configured theater-style, cabaret-style or with a flat floor for banquets, exhibits or special events.
- An exhibit space in the 1949 chapel that can be curated with local partners (the Art League and Pearl Fincher) to exhibit the work of local and regional artists. Also, if there is space available within the current building envelope, there could be classrooms focused on visual arts programs. The space should also be available to rent for special events along with other campus venues. It may also be possible to include a commercial restaurant tenant in the chapel to provide day-time service, support evening visitors and cater special events.
- An arts education center in the fellowship hall, essentially a set of rehearsal, teaching, administrative and support spaces that would accommodate one or more educational partners and their teaching programs. The number, size, and shape of these spaces should be dictated first by what is possible within the existing building envelope that can be adapted for these programs at a reasonable cost.

The needs assessment was delivered to the Tomball EDC and reviewed with the Tomball Legacy Square Subcommittee, which led to refinements of the work and a green light to proceed with the business plan for Tomball Legacy Square, working in parallel with Studio Red Architects as they began to advance physical plans for the project.

The business plan began with recommendations on how and by whom the project and its three components should be governed. We would recommend that the Tomball EDC remain as owner of the Legacy Square campus so as to ensure that EDC and community goals are pursued in the redevelopment and operation of these venues. We would then recommend that the EDC run a competitive RFP process to recruit tenants for each of the three venues separately. RFPs will encourage bidders to make the very best possible proposal based on clear goals and expectations coming from the EDC.

We cannot know for certain how potential operating partners will respond to the RFP process, but we have established likely operating goals, programming plans, marketing plans and desired physical and operating features for each of the three buildings.

For the historic chapel, we are suggesting that 2,500 sf be set aside to recruit a commercial restaurant partner to provide day-time and evening service as well as supporting catering needs for the campus. For the balance of the chapel, we are suggesting that a nonprofit operator be recruited to provide opportunities for local artists to show their work, to recruit high-quality touring exhibitions and create new visual arts education opportunities for Tomball residents. That visual arts center would require a segmented marketing strategy, working closely with local regional artists, promoting exhibitions, and offering exhibition space for rent for meetings and special events.



For the sanctuary building, we are proposing a performing arts hall that can be operated by a commercial or nonprofit organization, focused on attracting live arts and entertainment programs to Tomball for the benefit of residents and visitors. That operator would also provide affordable access to well-equipped facilities to local and regional organizations and contribute to the economic vitality of Tomball with active facilities that align with economic and community development goals. The most important element of the sanctuary will be the development of a programming plan based on a combination of presenting touring artists and entertainers that are attractive to various segments within the original market. That operator should also be prepared to offer some subsidized access to the theater for local groups, and also to the City of Tomball and the EDC.

Finally, we are recommending the redevelopment of Fellowship Hall as an arts education center, most likely with a nonprofit arts educator seeking an additional location. The arts education center should create new opportunities for local and regional residents to take classes in various disciplines and should have a strong orientation towards partnerships with local healthcare providers to support personal and public health through the arts. The art education center would likely be animated with a combination of after-school, evening and weekend programs in music, dance & theater. There would likely be summer camps and other programs developed in conjunction with Tomball healthcare partners, speakers and lecture programs, and other special events.

In this plan we are focused on placing three different operating partners into Legacy Square facilities and giving each of them maximum flexibility so as to ensure that they are in a strong position to program and manage these venues with no operating risk to the EDC. Having said that, there will be opportunities for shared programming and shared services between the project elements. Those include:

- Larger campus events like the Tomball German Heritage Festival, for which the Tomball EDC and festival planners should be able to secure dates and plan events in multiple campus facilities as long as they are booked far enough in advance and the operating partners have some financial incentives to make their spaces available for these programs
- Event ticketing – Ideally there would only be one event ticketing system needed for the campus, with multiple users under that agreement. Ideally the operating partners are prepared to share some customer data for cross-promotion purposes.
- Food and beverage options – Similarly, there could just be one food and beverage provider on the campus managing concessions and catering options across different facilities.
- Merchandise and point of sale options – there could be one point-of-sale system to manage any merchandise across the venues.
- Technical labor and equipment systems – Specialized labor and equipment systems could be centralized, most likely within the theater operation, to manage and maintain equipment for the smaller theater and for special events in the chapel.

Overall, we believe that operations of the three venues can each pursue different goals and plans in order to be busy and successful. And then we see the additional opportunity to streamline operations, increase revenue-generating programs and reduce costs by fostering a high level of coordination between the three venue operators. This will be the ongoing role of the EDC.



The ongoing financial performance of the three renovated components of the Legacy Square campus depends on the proposals received and leases negotiated with potential operating partners. Nevertheless, we have developed projections of potential earned revenue for each of the operating components and then rent/sf numbers, testing to see if total annual rent represented a reasonable percentage of earned revenue for each component. Here is a summary of that exercise based on a base year of operations.

Legacy Square Activity and Rent	Chapel Café	Chapel Visual Arts Center	Performing Arts Center	Arts Education Center
Base Year Activity				
Visual Arts Center				
Number of exhibitions		6		
Average exhibition attendance		2,800		
Total exhibition attendance		16,800		
Average admission fee		\$ 5.00		
Total admission income		\$ 84,000		
Number of program teaching hours		200		5,000
Average class size		10		15
Average program fee/hour		\$ 5.00		\$ 10.00
Total program income		\$ 10,000		\$ 750,000
Number of presented performances			75	25
Average performance attendance			600	125
Total performance attendance			45,000	3,125
Average ticket price			\$ 40.00	\$ 25.00
Total ticket revenue			\$ 1,800,000	\$ 78,125
F&B revenue/event attender			\$ 12.50	\$ 12.50
F&B revenue			\$ 562,500	\$ 39,063
Total ticketing fees/attender			\$ 5.00	\$ 5.00
Total ticketing fees/attender			\$ 225,000	\$ 15,625
Average nonprofit rental rate		\$ 600	\$ 3,000	\$ 450
Number of nonprofit rental		10	50	50
Nonprofit rental income		\$ 6,000	\$ 150,000	\$ 22,500
Average commercial rental rate		\$ 1,200	\$ 6,000	\$ 900
Number of commercial rentals		20	25	25
Commercial rental income		\$ 24,000	\$ 150,000	\$ 22,500
Total Earned Revenue		\$ 124,000	\$ 2,887,500	\$ 927,813
Sales/SF	\$ 150			
Annual Sales	\$ 375,000			
Total GSF	2,500	3,840	36,662	30,762
Rent/GSF	\$ 26	\$ 5	\$ 10	\$ 5
Annual rent	\$ 84,200	\$ 19,200	\$ 366,620	\$ 153,810
Rent as a % of earned revenue	22%	15%	13%	17%

The first two columns are for the chapel based on the goal of leasing a portion of the building to a commercial restaurant tenant. The proposed lease rate of \$26 square foot is based on current commercial lease rates in downtown Tomball. We also suggest that the lease rate is appropriate if the tenant can achieve an annual sales target of \$150/sf.



The visual arts center in the chapel has the lowest earned revenue potential with some exhibition fees, some program fees from classes and the occasional nonprofit and commercial rental of the space. Rent is thus set at \$5/sf, which still represents 15% of earned revenue.

For the theater, earned revenue potential is much higher with a combination of ticket sales from presenting, food and beverage income, ticket fees and external rentals. In this case we suggest a rent of \$10/sf, which then equates to an annual rent of \$366,620, which itself represents 13 % of the possible earned revenue in the building.

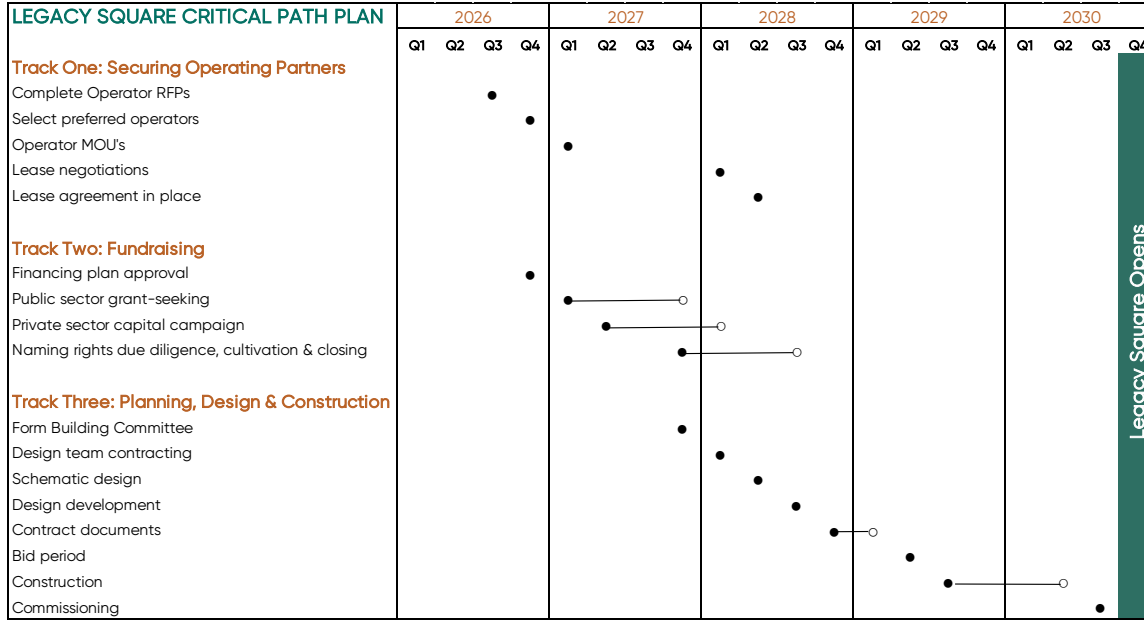
And for the education center, revenue comes mostly from program fees with some additional income from nonprofit and commercial rentals. Here we have suggested rent based on \$5/sf, or \$153,810, which is a healthy 17% of earned revenue.

In this scenario, there is \$623,830 of rent is collected by the EDC. That income could be used to support some amount of borrowing to fund the renovation, but only a portion of the total capital requirement.

Summary of Harris County Impacts	
One Time Construction Impacts	
Estimated Capital Budget	\$25,000,000
New One-time Economic Output (Sales)	\$36,377,500
New One-time Earnings	\$9,002,500
New Employment (person years) in construction	144
Operations	
Estimated Annual Non-personnel Spending	\$2,200,000
New Annual Economic Output (Sales)	\$3,211,523
New Annual Earnings	\$836,879
New Annual Employment (person years)	19.3
Audience Spending	
Estimated New Annual Audience Spending	\$1,769,495
New Annual Economic Output (Sales)	\$2,584,137
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New Annual Employment (person years)	21.5
Total Annual Operating Impacts (Operations + Audience Spending)	
New Annual Economic Output (Sales)	\$5,795,659
New Annual Earnings	\$1,583,835
New Annual Employment (person years)	40.8

The redevelopment and operation of Legacy Square will have significant economic impacts on Harris County, driving new economic activity (new sales, new earnings for workers, and new jobs) in the market area. This will include the impacts of construction, based on a placeholder amount of \$25,000,000. Then there are the annual impacts of the operating organization, essentially the non-personnel components of the operating budgets for each of the development scenarios. And finally, we add the annual impacts of audiences coming to the venue either from outside Harris County or those who

would have gone outside the County but for the presence of the Theater at Legacy Square.



As a final step in the development of this feasibility study, we have developed a critical path plan that suggests how leadership should prepare for the redevelopment and operation of Tomball Legacy Square facilities. Here is a visual representation of the plan, suggesting that the redevelopment of the campus might be completed by 2030. This assumes that the entire redevelopment is completed all at once. A phased approach could be somewhat more compressed depending on which components are included in the initial phase.



2. Needs Assessment Review

In the Fall of 2025, Webb Mgmt was hired by the Tomball Economic Development Corporation (the EDC) to conduct a feasibility study on the possible redevelopment of the Legacy Square property into a community-serving arts and entertainment facility. The first half of that study was a needs assessment that explored community needs and market opportunities for these facilities. Following are highlights from that work.

INTRODUCTION AND METHODOLOGY

The EDC purchased the 4.6-acre campus of the First Baptist Church Tomball in 2023 and has been evaluating various redevelopment options and opportunities since then. In 2025, the EDC identified the option of redeveloping the campus as a cultural center that might include a multipurpose arts and entertainment venue, a restaurant/banquet hall, and leased spaces for appropriate community businesses and organizations. In May of 2025 the EDC commissioned Studio Red Architects to investigate what might be physically possible on the campus. Various interior and exterior plans have been developed since then, suggesting that the redevelopment concept might work from a physical perspective. But two questions remain:

1. Are there community needs and market opportunities that support the redevelopment of the campus as a cultural center?
2. If those opportunities are pursued, can the campus be programmed, operated and sustained successfully, providing significant value to the community?

Webb Mgmt was hired to address these two questions. The first phase of the study addressed the first question as a needs assessment that included a review of relevant forces in the sector, an analysis of local demand and existing facilities, potential facility uses and user groups, and an exploration into how such a venue might support broader community goals. Appendix A names all of the individuals and groups who participated in the study.

The assessment addresses five critical questions:

1. What are the broader forces and trends impacting the live arts and entertainment sectors, and how do those issues influence the opportunity and need for arts facilities on the Legacy Square site?
2. Is there a potential audience for new and/or improved arts facilities at Legacy Square?
3. What are the facility needs of key performing artists and performing arts organizations in and around Tomball?
4. What are the deficiencies and missing pieces in the current inventory of performing arts venues in and around Tomball?
5. Finally, how might new or improved facilities at Legacy Square align with the broader goals of Tomball and Harris County?

The following sections work through each of those questions.



FORCES AND TRENDS

The arts and cultural sectors have experienced rapid changes in recent decades, particularly following the seismic impacts of the COVID-19 pandemic on in-person programming and arts participation. Arts sectors are still observing those effects several years later in terms of rebuilding audiences and the financial capacity of nonprofit arts organizations. Overall, we would highlight the following forces and trends as being relevant to the Legacy Square project:

- Studies show a decline in attendance for various types of more traditional live performing art events over the last forty years. Genres like classical music, opera, and dance have been hit particularly hard. One bright spot is a significant uptick in attendance for other performing arts events, including popular music concerts.
- While attendance for several genres of more passive arts viewing events has dropped, there is a growing interest in more active arts programs. Today's consumers want to engage with the arts through learning and practice in a broad range of disciplines. And as those individuals seek out opportunities where they can sing, dance, and act in formal and informal ways, they also become more likely audience members for professional artists and troupes showing those forms at the highest level.
- A fundamental challenge for the arts is the lack of productivity gains over time in the way that their work is created and performed. This is different than most other sectors, where productivity gains help to mitigate cost increases. Ultimately, this continuing pressure is forcing arts organizations to become more reliant on fundraising each and every year to balance budgets. This also constrains facilities, limiting the rent they can charge to nonprofit users.
- Direct government support of the arts is under pressure in many communities. In fact, direct support of the arts is often replaced by indirect support, meaning that funding for artists and organizations now comes from budgets and departments related to economic development, education, tourism, social justice, and so on. The challenge for artists and arts organizations is making the case that support of artistic activity leads to positive change and growth in these broader areas.
- Private sector fundraising has also become more competitive, with the increased funding prioritization for causes like environmental sustainability. Again, the arts sector has had to adjust by emphasizing the role and value of the arts in advancing broader causes like public health and educational attainment.
- There is now a broad understanding and acceptance of the value proposition for the arts, starting with the economic benefits of arts and culture on U.S. communities and society. The real value added by arts and culture (i.e., in inflation-adjusted dollars) has doubled over a 25-year period. In 2023 the arts added more to U.S. GDP than the sectors of agriculture, forestry, fishing, and hunting; mining; outdoor recreation; and transportation and warehousing. In Tennessee alone the arts added \$21.2 billion, making up 4% of the state's economy and employing an estimated 108,773 people.
- Arts education in schools has been under increasing pressure, with substantial program cuts in schools. The nonprofit arts sector has recognized this trend as an opportunity to expand their offerings by delivering educational and outreach programs in their communities, often partnering with schools and other community-based organizations. This is an excellent way to build bridges and generate goodwill



within the community. Additionally, arts education programs can activate performance facilities during the day when they are usually dark.

- Another growth area in the sector has been the convergence of the arts and health, with new programs and funding emerging to support artists and programs that directly benefit individual and community health and wellness.
- Safety and security issues are becoming much more critical at public assembly venues, with operators now obliged to invest in systems, staffing and training that prepares venues for a wide range of threats.
- From an urban planning perspective, we have evolved from the idea of developing palaces of the arts to a much stronger and inclusive goal of creating arts districts – sprinkling arts, entertainment and other cultural activities in an urban setting and then creating physical, programmatic, and marketing connections between these elements. Districts are far more impactful than palaces in that they can be developed over time with a combination of new construction, adaptive re-use and renovations. They are also more authentic, more inclusive, more likely to attract visitors, and tend to have greater long-term impacts on the community.
- New technologies allow for the automation of various building systems, from rigging and lighting to food and beverage operations, as well as venue security. We see these as opportunities to help venues deliver a high-quality experience for consumers and to reduce variable costs like labor. We were hopeful that the live event streaming that emerged during the pandemic could have long-term value for venues and artists, but at this point it does not appear that streaming will continue at a meaningful level. However, online marketing channels now proliferate, allowing venues to market programs effectively and inexpensively.
- New technologies also present challenges to the sector. Performing arts venues are competing with immersive programs that offer consumers rich experiences at affordable prices. And many consumers, particularly younger ones, are getting their entertainment primarily online without leaving their home. Generative AI represents a new form of competition for artists in terms of copyright and job security. Looking ahead, arts venues and practitioners will have to adopt various technologies to stay competitive. Nonetheless, we believe that attending live arts is even more vital today as a shared communal experience.

These trends suggest that the addition of new performing arts facilities in Tomball Legacy Square represents an opportunity to:

- Embrace a broader definition of cultural activities;
- Become the “community living room,” spaces that are always open, always active, and welcoming to all;
- Partner with educators on programs and their delivery;
- Develop programs and partnerships with the local healthcare sector to design and deliver programs focused on individual and community health and wellness;
- Become an anchor in the creation of an arts district in downtown Tomball;



- Support active as well as passive arts participation and enhance the social experience around a performance;
- Maintain a low cost of access for artists and arts organizations;
- Invest in systems, personnel, and training to make the venue safe and secure;
- Support the economic development goals of Tomball;
- And, face outward into the community, responding to relevant economic and community development issues.

MARKET REVIEW

We have conducted a market scan to understand the potential for the Tomball Legacy Square project to attract audiences and program participants. This includes an analysis of demographic, geo-demographic, spending, and time-use data, all of which is presented in Appendix B. Following are highlights of that analysis.

Market Definition

Considering what we know about the region's audiences and factoring in community distance, we set two key market areas: the City of Tomball, and the 30-minute driving radius around the Tomball Legacy Square site.

Market Size and Characteristics

With our two market areas established, we then used Esri to extract demographic information for the two areas of focus. Esri is widely considered the most powerful mapping and spatial analytics tool currently on the market. Its demographic data pulls from numerous highly accredited sources, including the US Census, American Community Surveys (ACS), and consumer spending reports. Here are highlights of that analysis:

- Over the last twenty years, both Tomball and the larger market areas have experienced steady growth, with Tomball reaching an estimated 2025 population of 15.4k and the 30-minute driving area growing to an estimated 1.4 million.
- Both market areas are expected to experience further growth over the next five years, with Tomball expected to hit 17k by 2030, and the 30-minute driving area expected to reach 1.5 million. Anecdotally we have heard of higher growth estimates for the area and would consider the Esri projections to be fairly conservative.
- Household incomes for Tomball residents are more unevenly distributed than what we see nationally. Compared to the national distribution, Tomball has more households in the \$150,000 or more and the \$24,999 or less per year brackets, as well as fewer households in the \$100,000-\$149,999 per year bracket. Thus, Tomball has a slightly lower median household income (\$79,111) than the national median of \$81,624.
- The 30-minute driving area had an estimated 2025 median household income of \$91,896, \$10k above the US median.
- Educational attainment is the key indicator for prospective arts and culture engagement. Of Tomball residents aged 25 or older, 38.8% have a bachelor's degree or higher. Of driving area residents aged 25 or older, 40.3% have a bachelor's degree



or above. Both of these metrics are slightly elevated compared the national estimate of 37.1% of people aged 25 or higher.

- The median age for a Tomball resident is 41.6, two years older than the national median. This is due in large part to the higher number of Tomball residents in the 65 or older age bracket.
- Residents of the 30-minute driving area around Tomball Legacy Square have a median age of 36.2%. This younger median is likely due to the number of young families in the driving area, many with children aged 14 or younger.
- Tomball is less diverse than the US as a whole, but the 30-minute driving area around the Tomball Legacy Square site is more diverse. Of the population in the driving area, 35% identifies as Hispanic/Latinx, 16.8% identify as Black or African American, and 14.7% identify as something else or "other."

Market Potential

Esri's Market Potential Indexes (MPI) show the propensity for residents in a given area to engage in various types of events. The charts are included in Appendix B. The active arts index chart shows that Tomball residents were 6% more likely to participate in local theatre, 5% more likely to play a musical instrument, 4% more likely to paint, draw, or sculpt, and 2% more likely to practice photography. In terms of passive participation, the index suggests that Tomball residents are 5% more likely to attend a rock concert and 3% more likely to attend a country music concert.

Compared to the average American, residents of the 30-minute driving area are 9% more likely to participate in karaoke and 8% more likely to go dancing. They are also 10% more likely to attend an R&B/hip-hop concert, 9% more likely to visit a comedy club, and 5% more likely to attend a country music concert.

We also looked at Esri's Spending Indexes for the two areas in 2025. Both areas had slightly elevated spending indexes on various types of arts spending.

Market Assessment Conclusions

This market analysis shows that both market areas have high potential as active participants in arts and culture programs, as well as high potential for attendance at certain types of performance events, particularly for music and comedy. Key indicators such as educational attainment, arts and culture spending, and propensity to engage all point to strong market support. Additionally, both market areas are projected to continue to grow between now and 2030, and the larger 30-minute driving area has a high number of families with young children who might be interested in more places to bring their families for active arts programs. Overall, the market supports active, engaging arts and culture programs with a mix of arts education, community user groups, and live entertainment.

COMPETITIVE FACILITIES

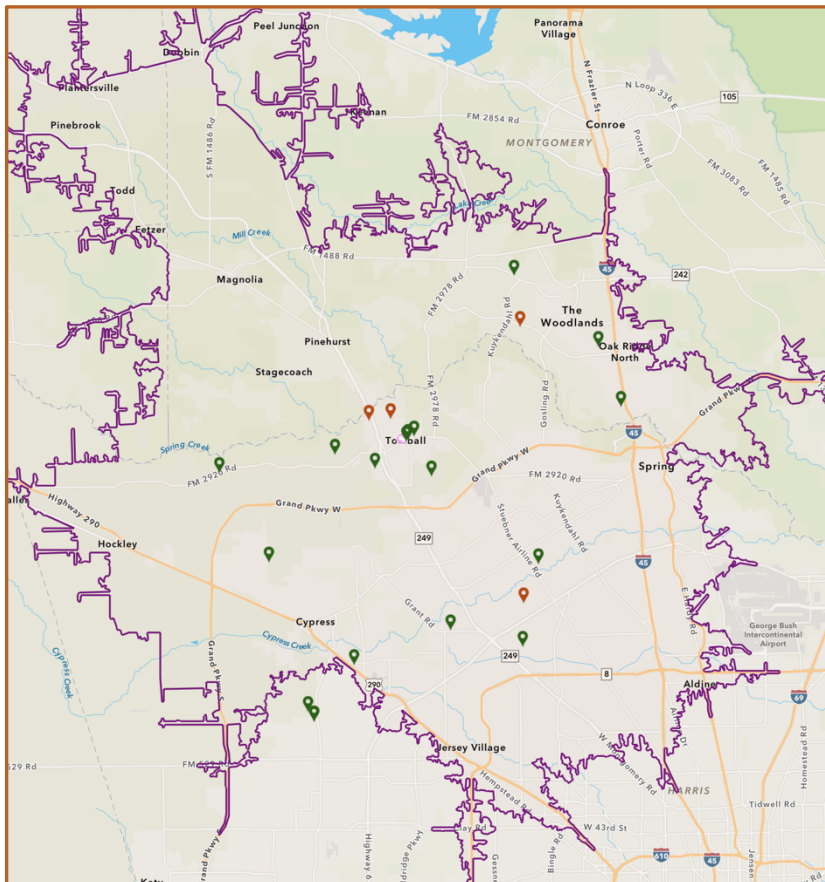
To assess the competitive situation for the redeveloped Tomball Legacy Square property, we developed inventories of existing facilities in the market area, including:

1. Performance Facilities - performance facilities that seat 500 or more and host live performances four or more times a year.



2. Presenting Facilities - with some overlap, indoor and outdoor presenting venues in the market area, so long as a venue regularly programs outside performers/presentations.
3. Meeting and Event Facilities - located in the market area with seated capacity for 150 or more people.
4. Exhibition Facilities - spaces that consistently host exhibitions.
5. Arts Education Program Spaces - where arts education programs regularly occur within a 30-minute drive of the Legacy Square site.

Each of these inventories is included in Appendix C. Following are highlights from our research into the competitive landscape.



Competitive Map

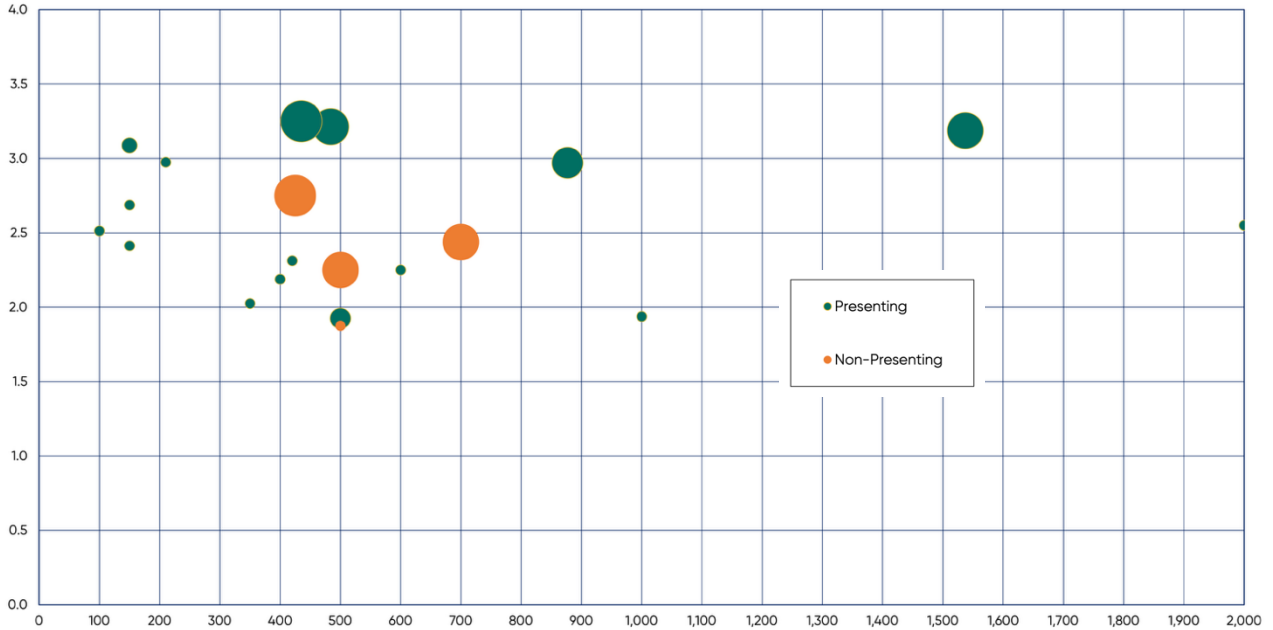
The map on the left shows the 30-minute driving distance around the Tomball Legacy Square site outlined in dark purple.

On the map, we have also included two sets of tear drops for performance venues in, or just outside of the market area. The **dark green** teardrop markers indicate venues that offer some amount of presented programs. The **red** teardrop markers indicate venues that produce performances and/or host rental performances, but do not curate presented programs.

PERFORMANCE SPACES

Within our market area, we identified 22 venues

where performances take place. Eighteen of those venues had some amount of presenting. The presenting venue sizes ranged in seated capacities from 150 through 8,300.

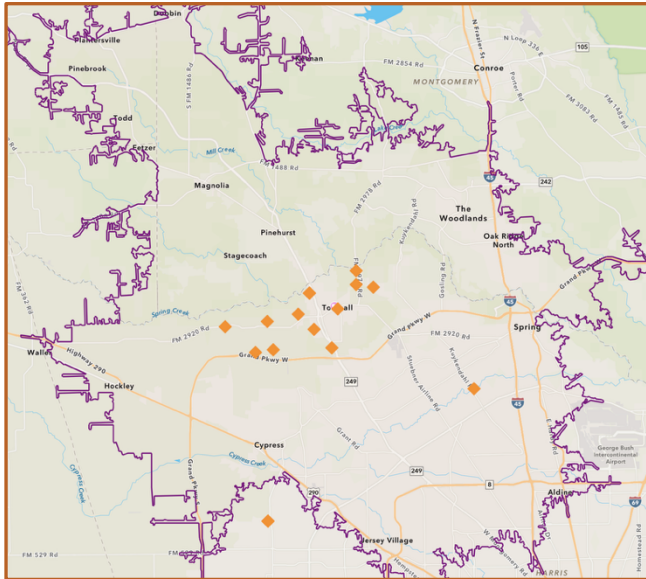


The above matrix shows the presenting and other performing venues in our inventories that seat up to 2,000. Each venue is shown as a bubble, with the size of the bubble indicating the number of disciplines the venue supports, the vertical/y-axis shows the venue’s relative quality rating for live performance, and the bubble’s placement on the horizontal/x-axis shows the venue’s relative seating capacity. This matrix helps illustrate the current gaps in venue options when seeking out options for more attendees and the higher quality spaces. The gap that we see for the Tomball Legacy Square project is to add a high-quality venue within the 900 to 1,500-seat capacity range.

Many of the performance venues in the area specialize in music, with fewer options available in Tomball and the immediate area for quality performance spaces able to support dance, theatre, musicals, or film series. The venues that could support more disciplines were primarily connected to schools, which results in limited calendar availability for outside nonprofit renters.

Meeting & Event Venues

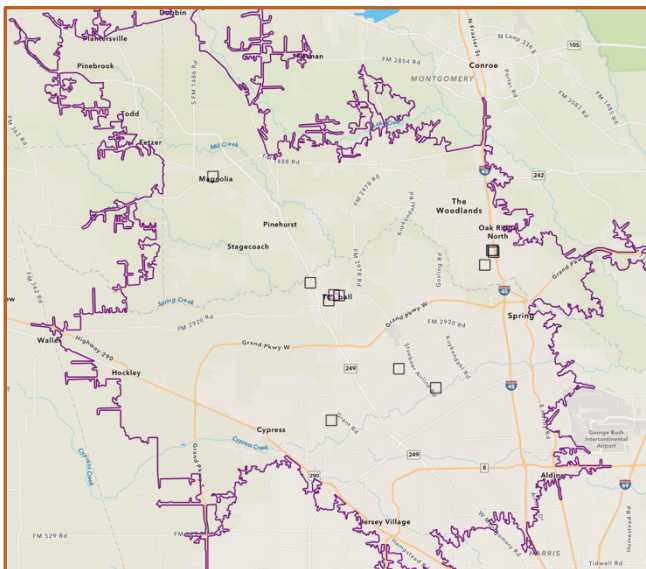
During our interviews, many people mentioned the limited number of quality or unique event spaces within Tomball available for hosting large events with 150 or more guests. For this reason, we focused on identifying meeting and event facilities in the market area that could host at least 150 people when seated.



The map on the left shows the 30-minute driving distance around the Tomball Legacy Square site outlined in dark purple. The orange diamond markers indicate venues that can host 150 or more guests for seated meetings and special events. Thirteen of these spaces had Tomball-proper addresses.

The seating capacities of the meeting and event venues we found ranged from 180 to 8,300, with the Berry Center’s Arena being on the high end. Nine of the sixteen venues sat less than 400, and three-quarters of the venues sat 600 or less. Few of the event options offered particularly unique spaces.

Exhibition Spaces



This next map shows the exhibiting spaces we inventoried in the market area. Each exhibition venue is shown on the map with a black square.

Of the 12 spaces we identified, several were focused on history, archival exhibitions, and other sorts of memorabilia centered programs. Of those spaces that focused on contemporary art, fewer still offered consistent open call opportunities for local artists. Instead those spaces primarily operated as dedicated places for exhibiting current students, collective members, or more internally curated works.

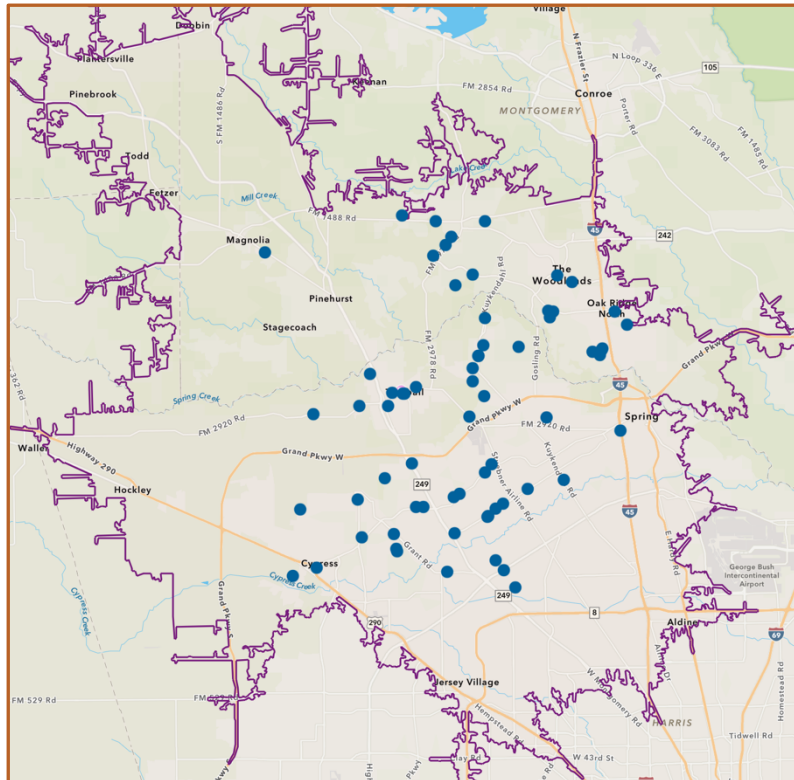
This reflects what we heard in our interviews with local artists, who suggested that there were few spaces local artists could consistently depend on for exhibiting their work in/near Tomball, with opportunities to both present and sell their work. Moreover, in several conversations with local educators, we heard a desire for more



opportunities for k-12 students to be able to exhibit their work in places outside of Tomball ISD facilities.

Arts Education Spaces

The map on the top of the next page shows the arts education program and practice spaces we inventoried in the market area. Each facility location is indicated with a blue circle marker.



Given the Tomball area's heavy focus on families and education, we were not surprised to find 64 arts learning and rehearsal facilities in the area.

The facilities we found hosted a wide range of disciplines, with the most options available for students and practitioners interested in dance and music. Fewer options were available for learning and practicing theatre or visual art.

Culinary arts was the least available option. This, too, aligns with feedback from our interviews. We heard a strong desire for a learning or incubator kitchen in Tomball, a

space where culinary artists and emerging businesses could develop and connect with Tomball's many resident foodies.

FACILITY USES AND USERS

There is a range of possible uses and users that might come to the Legacy Square campus, as follows:

Nonprofit Rentals

Projects like this are often driven by the need to serve a set of local artists and nonprofit arts organizations requiring more and/or better space for performance and rehearsal. Supporting these groups is often seen as part of the project's mission and vision to build and support the



local arts community. In this situation, there is a relatively small set of local nonprofit users, as follows:

The Prevailing Winds, Tomball: This is a large regional band based in Tomball and largely using venues at Lone Star College. They are seeking access to a hall with a minimum of 600 seats for their season of 6 performances, as well as a space for rehearsal. The stage would have to hold 65 plus musicians. They are also interested in running classes.

Symphony North of Houston: This is a well-established community orchestra with 65-70 musicians seeking a new home with a capacity range of 500 to 1,000 seats for their season of 5 concerts as well as weekly rehearsals. They would like to be a resident organization in Tomball Legacy Square with the ability to book their dates early and have the best possible rental arrangements.

From the Ashes Theatre Company, Spring: This is a new community theatre group founded in 2023, now working on its third production. They are seeking a home and have already developed a proposal to the Tomball EDC expressing their interest in being housed at Tomball Legacy Square. They are seeking access to a formal proscenium theater with a capacity of 500-600 seats, full fly tower, and orchestra pit where they might run a full season of musicals and plays. They might also use a smaller 100-seat venue for one annual production and would also seek space to run youth shows and camps. They also require space to rehearse, build sets, and store costumes and props. The affordability of these spaces will be an important consideration.

National Youth Theatre, The Woodlands: This is a 12-year-old organization based in The Woodlands that produces a season of musicals and also runs a growing set of education programs teaching dance, acting, and singing after school and with camp programs. They draw youth (ages 8-19) from Tomball, Conroe, and The Woodlands and run classes for that group and others down to 5 years of age. They are seeking a home for a season of shows, wanting a hall of 800-1,000 seats with fly spaces, ample dressing rooms, shops, rehearsal rooms, storage areas, and classrooms. Again, affordability is a major issue.

Texas Master Chorale, Houston: This is a 42-year-old nonprofit now based in the John Wesley Methodist Church in Houston. They are seeking a new home with 1,000 to 1,500 seats for their season of four concerts, three of which are with an orchestra. There are typically 80-100 voices in the choir and would also want to rent a hall for weekly rehearsals.

The one additional group missing to this point is dance studios seeking a place for annual or semi-annual recitals. We have heard anecdotally that there are a number of these groups active in and around Tomball that struggle to find recital venues large enough for their programs, so we would suggest that there could be another 10-15 days of use in a venue having a capacity range of 600-1,000 seats. These users would also need a large stage with ample wing space.

Presenting

We see a strong opportunity for the venue to present touring cultural programs and commercial entertainment - mostly music, comedy, and speaker series.



Main Street Crossing is a local promoter and commercial organization that has come forward as a potential renter and/or operating partner in the main sanctuary at Tomball Legacy Square. In fact, they represent a key part of the project as a successful local presenter of commercial music. While they are best known for concerts in their local 150-seat home, they have been renting and presenting in larger regional venues with capacities of up to 1,200 seats and are enthusiastic about becoming the presenting partner in the main sanctuary at Tomball Legacy Square. We will explore how arrangements might be made to have Main Street as a preferred or exclusive presenting partner in the next phase of our work. For now, it is enough to say that they are an established local organization with a strong reputation who might bring considerable skills and resources to the project.

Other Commercial Rentals

It is certainly possible that other commercial renters might emerge as and when the building is renovated. There could be event promoters wanting to rent the venue to put on their shows. Allowing them into the venue would depend mostly on the arrangements made with Main Street, but it is conceivable that other promoters might be welcome to reach unserved groups. For example, there are several regional promoters who specialize in artists and acts serving the Hispanic community.

Here is a summary of demand for performance spaces expressed by the various groups interviewed over the past month:

Legacy Square Theater Uses and Users				Event	Prep	Dark	Total	
Users	Based in	Capacity Range	Discipline	Perfs. Days	Days	Days	Days	
From the Ashes Theatre Company	Spring	500-600	Theatre	45	45	30	40	115
Symphony North of Houston	Tomball	500+	Unamplified Music	5	5	10		15
The Prevailing Winds	Tomball	600+	Unamplified Music	6	6	6		12
Tomball Dance Studios	Tomball	600-1,000	Dance	12	12	0		12
Main Street Crossing	Tomball	750-1,000	Amplified Music	50	50	0		50
National Youth Theatre	The Woodlands	800-1,000	Theatre	64	64	90		154
Texas Master Chorale	Houston	1,000-1,500	Unamplified Music	4	4	8		12
				186	186	144	40	370

Meeting & Event Rentals

The main hall at Tomball Legacy Square might also be rented by private or corporate groups for meetings, conferences, and special events. These commercial rentals could be very important to improve the financial sustainability of the campus, particularly if there are multiple rentable spaces and if there are strong options for food/beverage and technical services to support those events. Representatives of the regional Chamber suggest that there is a shortage of high-quality, larger-capacity venues in Tomball and that there are multiple groups that are now obliged to hold annual galas outside of the community.

Education Programs

Many theaters support a range of educational programs. For some theaters this means hosting annual recitals for local children practicing dance, music, or theater. For other venues, it can mean the presentation of touring educational programs and events targeted to



children in partnership with local schools. In this case, the set of facilities available at the Tomball Legacy Square campus would be for an educational partner that can use a set of teaching spaces (classrooms and rehearsal halls) as well as the main performance space for semester-end recitals and performances. **Tomball Dance Studio** is an educator that has its own studios but could use the main sanctuary for performances. **National Youth Theatre** could use a suite of teaching spaces for a range of teaching programs that lead to performances in the main hall. And **From the Ashes** has expressed an interest in starting camps and classes in conjunction with their season productions.

We have also introduced the Tomball Legacy Square project to **Theatre Under the Stars (TUTS)**, a major regional producing company and arts educator based in Houston. We interviewed their Communications Manager, who lives nearby and is known in the community. And we also spoke with TUTS' Executive Director Hillary Hart. Both interviews suggest that there is an opportunity to bring a major educational partner like TUTS to the Tomball Legacy Square project.

One of the most interesting features of TUTS is their focus on programs for the disabled. **The River** is an arts education program designed for individuals with disabilities. It was founded in 1996 as an independent organization but was acquired and merged into TUTS ten years ago. They run a full set of classes, camps, and performance opportunities for disabled youth alongside their other programs and students, creating a supportive and inclusive environment that celebrates creativity. The program has been recognized nationally and continues to grow.

We believe that arts education programs and partners (both local and regional) would bring great value to the Tomball Legacy Square project. They would create new opportunities for Tomball youth to engage in the arts at a level beyond what is available in schools. These programs would animate the full Tomball Legacy Square campus at different times of the day, week, and year. Programs in the parish hall would lead to performances in the main sanctuary. If done well, these programs would attract both earned and contributed income to improve the sustainability of the project. And finally, we see the opportunity to extend from traditional education programs to those focused on health issues and outcomes.

Community Gatherings

The redeveloped Tomball Legacy Square property could also be a wonderful location for community gatherings and celebrations, from political debates to commemorations. These kinds of events are unlikely to contribute significantly to revenues for sustaining the venue, but might still be considered a secondary element in the programming strategy and a way to bring more of the community into the venue.

ALIGNMENT WITH BROADER COMMUNITY GOALS

In this chapter we review current plans and planning efforts on the part of the community in the region that might be relevant to the Tomball Legacy Square development and then determine if and how the project might be shaped to align with those broader goals.



Community Planning

Tomball Economic Development Corp Strategic Plan 2020–2025: The EDC’s current strategic plan includes four goals:

1. Engage and assist in the success of Tomball businesses
2. Recruit and secure new business/industry that are suitable for Tomball
3. Encourage quality investment in Tomball’s Old Town
4. Partner with education, institutions and others to further develop youth, workforce programs and workforce initiatives

The Tomball Legacy Square project can support these goals by:

- Attracting event audiences to Tomball who will spend money in local restaurants and retailers, supporting existing businesses and attracting new ones.
- Bringing those audiences to the Old Town area of Tomball, and thus motivating investment in that area.
- Partnering and hosting a wide range of youth and workforce development programs on the Legacy Square campus.
- Hosting events and festivals that build cultural tourism and thus bring additional business to local restaurants, retailers and hotels.

City of Tomball Comprehensive Plan Update – Adopted June 2025

The recently adopted comprehensive plan starts with the following vision statement:

“Tomball is a vibrant destination that embraces its rich history, culture, and diversity while ensuring strategic growth and preserving its small-town charm.”

The goals arising out of that vision statement are:

1. Systematically provide high-quality public infrastructure to support current and projected development in a quality, cost-effective manner.
2. Work with the development community to meet the needs of a growing community while protecting the valued small-town character of Tomball.
3. Strive to address mobility concerns by partnering with other jurisdictions as well as promoting alternative routes and modes across the community.
4. Continue to recognize Old Town as an important cultural center and historic asset of the community and enhance Tomball’s sense of place and quality of life.
5. Identify areas of reinvestment and reimagining so that all parts of Tomball contribute to a prosperous future.

The Tomball Legacy Square redevelopment effort aligns with these goals by:

- Adding a new cultural center to the old town district that strengthens the community sense of place and quality of life.
- Creating a new focus for reinvestment and reimagining that contributes to a prosperous future for Tomball.



City of Tomball Strategic Plan Action Items for Fiscal 2025-2026

The City's latest annual update on strategic planning tracks progress across five focus areas. Within the "Fun City" focus area are a number of initiatives relevant to the Tomball Legacy Square project:

- Create engaging content for social media
- Develop new amenities, activities and programs to draw visitors to Old Town Tomball
- Develop partnerships to foster the growth of events, promotions, and activities in Tomball
- Explore new opportunities to attract young visitors, residents, and businesses to Tomball.

Community Views on Project Goals

Community stakeholders were invited during our interviews to share their perspectives on how the Tomball Legacy Square project should be advanced so as to deliver the most possible value to the community. Responses included:

- What is most important is to enhance quality of life for residents and attract new visitors to Tomball.
- Build the regional profile of Tomball as a destination.
- Offer local programs and events that might otherwise force people to drive to Houston.
- Support the future growth and development of the Tomball Museum by creating a cultural district.
- Create new educational opportunities for our children and further enhance the quality of education in our schools.
- Draw people to visit, and give them new reasons to stay.

CONCLUSIONS AND RECOMMENDATIONS

This assessment has led us to conclude that there is a strong case to redevelop Tomball Legacy Square as a cultural campus given:

- Forces and trends in the live arts sector suggest the importance of having Tomball Legacy Square redeveloped with a set of high-quality, flexible and affordable spaces that create new opportunities for live performance, education programs, community events and other programs that connect to Tomball's priorities around economic and community development.
- There is a large potential audience within a reasonable distance of Tomball Legacy Square with a high propensity to attend and participate in a wide range of performing arts and live entertainment events.
- There are gaps in the regional inventory of theaters, with very few nearby having more than 500 seats. There are a number of arts education programs and spaces nearby, but their spaces tend to be limited and lack a place for performance.



- There is some demand to use the renovated sanctuary on the part of local nonprofit and commercial arts organizations. Most of these groups are focused on arts education, with a limited capacity to pay a market-rate rent.
- Touring commercial entertainment will likely be a mainstay of programming in the renovated sanctuary, but this is a very competitive sector and success will depend on having a professional operating partner able to book and promote shows in the market area.
- The Tomball Legacy Square project has the potential to advance a number of important community goals, including support of the Old Town area, enhancing residents' quality of life, driving regional tourism and helping to recruit companies and workers to locate in Tomball.

On that basis we would recommend that Tomball Legacy Square be developed as a cultural campus with the following elements and programmatic components:

A Multipurpose Performance Hall located in the main sanctuary that has a seating capacity in the range of 800 to 1,000 seats. It should have a large stage and seating area but does not need to have a fixed-proscenium, a full fly tower nor an orchestra pit. It would be beneficial to have strong technical systems that allow for multiple stage and house configurations, meaning a stage that can have a proscenium form with ample wings to support theatre and dance but also a more open form conducive to music, film and speakers. We would also encourage some level of flexibility on the orchestra (main) level of the space such that it might be configured theater-style, cabaret-style or with a flat floor for banquets, exhibits or special events.

It will be important for this space to have ample lobbies, strong food and beverage capabilities (for both concessions and catered events), a welcome area that supports the ticketing function, excellent loading space and appropriate backstage accommodations for artists and other users.

We see this space being animated in a number of ways:

- The presentation of live music and other commercial entertainment through an active partnership with a group like **Main Street Crossing**.
- Periodic rentals to regional nonprofits for their performances of music, theatre and dance.
- Periodic rentals to community and commercial renters for meetings, events and gatherings.
- Recitals and productions arising from education programs based on the campus.

An Exhibit Space in the 1949 chapel that can be curated with local partners (the **Art League** and **Pearl Fincher**) to exhibit the work of local and regional artists. Also, if there is space available within the current building envelope, there could be classrooms focused on visual arts programs. The space should also be available to rent for special events along with other campus venues. It may also be possible to include a commercial restaurant tenant in the chapel to provide day-time service, support evening visitors and cater special events.

An Arts Education Center in the fellowship hall, essentially a set of rehearsal, teaching, administrative and support spaces that would accommodate one or more educational



partners and their teaching programs. The number, size, and shape of these spaces should be dictated first by what is possible within the existing building envelope that can be adapted for these programs at a reasonable cost. Here are descriptions of most likely spaces needed to support various programs:

- Acoustically isolated ensemble and choral rehearsal halls with platforms and storage.
- One or more dance studios with a sprung floor, mirrors, barres and storage areas.
- One or more theatre rehearsal rooms with appropriate flooring, some tech and storage.
- Small ensemble and individual music practice rooms.
- Desk and chair classrooms and large meeting rooms.
- Kitchen facilities that might be used for some combination of culinary arts programs, a community kitchen or support of catered events on the campus.
- A suite of administrative offices for the campus operator and educational partners.
- Ample storage areas for all campus venues.

The number and configuration of spaces in the fellowship hall should be based on what is relatively easy and inexpensive to create within the current building envelope. That might change if an educational partner emerges who has requirements beyond what is currently possible as adaptive re-use. But for now it would be prudent to start with the spaces made possible in a renovation effort.

As described in Chapter 5, we see an opportunity to recruit one or more educational partners to the project. This could be via hourly or daily rentals to groups for specific spaces that are operated by an entity connected to building ownership. Alternatively, there could be a more ambitious partnership whereby one or more groups lease sets of spaces in the Parish House and build a broad set of programs.

We would also take the position that Tomball is in a unique position to develop programs and partnerships that are focused on the relationship between the arts and health. We see this as a natural extension of the large healthcare presence in Tomball and the opportunity to work with groups like the Tomball Regional Health Foundation.

Outdoor programs and events may also be possible on the green spaces proposed within and around the campus. We would not recommend the development of any sort of formal outdoor performance space given the residential neighborhood, but it would make sense to have the capacity to run informal programs and events in conjunction with festivals and other community events, suggesting the need for power, reinforced surfaces and load-in areas.

We believe that these elements can attract local and regional audiences, support local artists, attract children, youth and adults to a range of education programs, encourage the development of programs focused on the arts and health, serve as an anchor in the development of a cultural district for Old Town Tomball, and support the EDC's goals for local businesses, recruiting workers and businesses and driving new regional tourism.

Additional research was undertaken to confirm that this combination of performance, exhibition, education and outdoor facilities has been developed in other communities. We identified eleven example facilities, seven of which are in Texas, to confirm that similar sets of



facilities have been developed and are working in both large and smaller communities. Appendix D shows all of the information collected from these venues.

We focused our benchmarking research on suburban arts centers located in communities outside of large urban centers. Each of these has a main stage hall, one or more multipurpose spaces, and often include classroom and educational studios. The median main stage seating capacity for the venues we benchmarked was 1,300. Each of them provided some level of arts educational programming, ranging from special family and kid focused performances, to offering day-time/field trip shows, through to developing training camps, after school programs, and continuing education opportunities for all ages. Additionally, most of the arts centers we found offered some degree of art exhibitions and display opportunities for local artists. This ranged from making use of existing lobby spaces to display artwork to having dedicated gallery rooms in the same building as the facility's main stage hall. Often times the artwork on display in these suburban art centers connects back to the community in some form, be it artwork reflective of the region's natural environment, artwork produced by local artists, or art created by local school groups, with the exhibitions offered as special opportunities to encourage young practitioners to further develop their craft.

Given the strong focus on local community and family-friendly programs at these centers, it is no surprise that many are now starting to branch out offering more programs that leverage arts for the benefit of community and individual well-being. For example, in suburban New Jersey, the **Mayo Performing Arts Center's** Miracle Project provides theater, music, and movement training to people on the autism spectrum, providing space for artistic creation, skill development, and social connection. Students in the Mayo PAC's youth theatre are also partnered with Miracle Project students to provide mentorship and further relationship building.

Similar programs are also happening closer to Tomball. **North Texas Performing Arts (NTPA)**, a nonprofit youth theatre based in Plano, is dedicated to providing every child with a stage and a voice. Their Starcatchers program offers therapeutic theatre tailored for individuals with developmental, cognitive, emotional, and physical disabilities. Balancing a structured routine of rehearsals and performances with a creative environment for self-expression, NTPA has been able to track progress and quality of life changes in their program participants, demonstrating the transformative impact of the arts on personal growth and inclusion for the participating children.

Texas arts and health organizations, hospitals, and museums are tackling dementia through innovative programs like ReCollections: Art Conversations to Stimulate the Mind. Hosted by **UT Health San Antonio** and the **San Antonio Museum of Art**, ReCollections offers enriching experiences designed to meet the unique needs of those with dementia. Attendees view art with guided discussions, sparking memories and meaningful connections, and participants are then able to use that inspiration to create their own work. The program reduces social isolation and enhances mood, helping those living with dementia and their families feel valued and connected through shared artistic experiences.

Research continues to show the many benefits of engaging with the arts. New findings are coming out regularly, a few indicators include:

- Attending a cultural event once a month reduces the risk of developing depression by 48%;

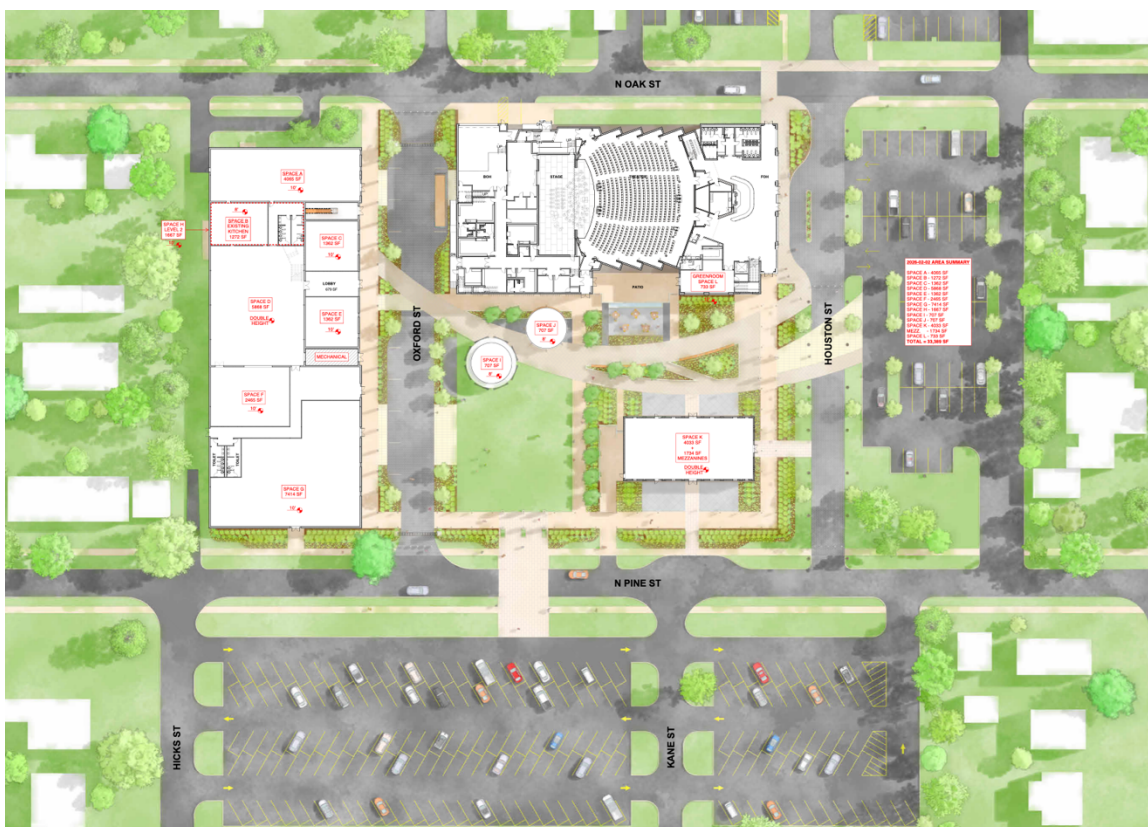


- Visiting an arts institution can increase feelings of well-being by 40% and decrease cortisol by 60%;
- Adults who participated in dancing for a decade had 46% lower risk of cardiovascular death compared to those who rarely danced;
- And, singing can increase blood flow in individuals with heart disease. Studies found that 22% of individuals who sang "Amazing Grace" experienced an increased blood flow.



3. Advancing Physical Plans

Starting in January 2026, Webb Mgmt engaged with the Studio Red physical planning team to confirm that our assessment recommendations could be embraced and advanced in physical plans. The Studio Red team has confirmed that our recommendations are physically possible within the three buildings and are now advancing plans based on those parameters. Here is the most recent lay-out the of three spaces and then descriptions of what is included in each of the three project components.



The Sanctuary/Theater – The building is 36,662 gross square feet and includes a 1,000-person audience chamber. There is a proper stage (73' wide and 26' 6" deep) with a proscenium width of 45'. There is an expansive lobby area (3,645sf) with concessions areas and a suite of backstage spaces that includes dressing rooms, a green room, load-in areas and storage. We are also encouraging the idea of having flexibility on the main level of the theater such that it can be configured theater-style, cabaret-style and also as a flat floor for exhibits, dances and other community events.

Fellowship Hall is a 30,762 gross square foot building. For now, we are designating the main spaces in that building for the following uses:

Space A - two dance studios that can be combined



Space B - stays as a working kitchen
Space C - music rehearsal room
Space D - a flexible 150-seat theater built within the current envelope
Space E - office/admin
Space F - backstage support for the theater
Space G - a set of three class or meeting rooms

The historic chapel is a 6,340 gross square foot building that includes 4,000 sf of exhibit space, a classroom, storage and admin space. We would also encourage some exploration of how a commercial restaurant tenant might be included in this building.



4. Governance and Operators

OVERALL GOVERNANCE

We would recommend that the Tomball EDC remain as owner of the Legacy Square campus so as to ensure that EDC and community goals are pursued in the redevelopment and operation of these venues.

We would then recommend that the EDC run a competitive RFP process to recruit tenants for each of the three venues separately, for the following reasons:

- An external operator is preferred given the EDC's lack of experience as a venue operator and the expressed desire to avoid operating risk.
- We have not encountered an existing organization willing and interested in operating the entire campus, and it is unlikely that one organization might emerge to operate all three venues.
- We have had discussions with groups who might theoretically be interested in operating each of the three components.
- The uses for each of the three buildings is very different.
- It would be much easier to replace operators for each of the three project elements rather than having to replace one overall campus operator.

One slight variation on this structure would be to have the EDC set up a separate nonprofit to act as the fundraising entity and operating overseer for the project. This option might be preferable if there is a concern that operational oversight and fundraising might distract from other EDC programs and projects. But given the EDC's nonprofit status and the recent formation of a committee to oversee the Legacy Square project, the simpler and direct oversight model might be appropriate.

RECRUITING OPERATORS

We would recommend that the EDC develop and issue Requests for Proposals (RFPs) for each of the project components, for the following reasons:

- The process of writing these RFPs will ensure alignment of goals between the City of Tomball and EDC leadership.
- RFPs provide clear and comprehensive instructions and expectations to potential bidders
- RFPs motivate responders to make the best possible proposal knowing that they are in a competitive process
- An RFP process is objective, open and inclusive, with opportunities for public comment and access to satisfy Tomball residents and taxpayers

RFPs must encourage bidders to make the very best possible proposal based on clear goals and expectations coming from the EDC. That RFP should at a minimum include the following:



- Expression of a vision and goals for each element of the project - what we want the building to be and do for the benefit of our community.
- Guidelines on how the community might access and use project elements.
- Expectations regarding the programming level and mix, including subsidized community access to key spaces.
- Additional expectations on the community's ability to have input on how project elements are programmed and operated.
- The definition of financial goals, whether related to support of the renovation (via leasehold improvements) or operating support (potentially by the payment of rent).



5. Three Venue Operating Plan

In this chapter we will outline operating goals and likely operating characteristics for each of the three project elements.

HISTORIC CHAPEL/VISUAL ARTS CENTER

This is the simplest of the three project components, but it can play a significant role in supporting local artists and attracting visitors. The recruitment of a commercial restaurant tenant for something like 2,500 sf in the chapel should be relatively straightforward. Following are the elements for the visual arts center.

Operating Goals

We would propose the following operating goals for the visual arts center:

- Provide opportunities for local artists to show their work in a professional environment.
- Recruit high-quality touring exhibitions to Tomball for the benefit of residents and visitors.
- Create new visual arts education opportunities for Tomball residents.
- Contribute to the economic vitality of Tomball with active facilities that align with economic and community development goals, drive tourism, and enhance quality of life.
- Recruit an operating partner that takes on the risks and responsibilities of operating the chapel, with no operating risk to the EDC.

Programming Plan

The chapel would likely be animated with the following programs:

- Exhibitions of the work of local artists, including exhibits coming from Tomball schools.
- Touring exhibitions of regional and national art and artists.
- Visual arts classes, most likely drawing and painting, that can be held in a small classroom and/or a separate classroom.
- Occasional meetings, receptions and special events that are booked separately or in conjunction with other Legacy Square events.

Marketing Plan

The chapel would require a segmented marketing strategy with the following elements:

- Soliciting local and regional artists to submit work for exhibition.
- Promoting touring exhibits to regional residents and visitors, potentially with an admissions fee.
- Offering the exhibition space to rent for meetings and special events.



These elements could largely be promoted using online tools, including social media postings and email blasts to potential artists, exhibit attendees and renters. Offline channels might include the use of flyers and posters promoting specific shows and exhibits.

Physical & Operating Features

The chapel should have some space and a list of preferred vendors that can be used to accommodate catering for special events and meetings.

External rentals can be promoted along with other Legacy Square spaces in one integrated website.

The chapel will require professional environmental controls, exhibition lighting systems, comprehensive security systems and movable partitions to hang exhibitions.

SANCTUARY/PERFORMING ARTS HALL

Operating Goals

Operating goals for the Sanctuary/PAC might start with the following:

- Attract live arts and entertainment programs to Tomball to benefit residents and visitors.
- Provide affordable access to well-equipped performance and support spaces to local and regional artists, arts educators, and other community groups.
- Contribute to the economic vitality of Tomball with active facilities that align with economic and community development goals, drive tourism, and enhance quality of life.
- Recruit an operating partner that takes on the risks and responsibilities of programming and operating the venue, with no operating risk to the EDC.

Programming Plan

Given the above, we would propose a programming strategy based on these principles:

- Programming should start slowly and build incrementally in the early years of operations based on partnerships with organizations in and around the community.
- We would encourage the operator to recruit other programming partners and presenters in the region to bring a wider range of programs to the venue.
- This curatorial approach can be extended in a number of directions, such as programs for contemporary dance, programs targeted to the local South Asian and regional Hispanic/Latina/o/x communities, presentations of regional comedians, specialized film series, spoken word events, and so on. This is a good way to reduce fixed costs and share risk for the early years of operation as demand builds on the part of audiences and users.
- A lease agreement with the operator should stipulate a certain number of days that the venue should be made available to local and regional nonprofits at a subsidized



rental rate. The EDC might also want to build in several free days of access to the space for EDC-sponsored events.

- The venue should also accommodate occasional meetings, receptions and special events that are booked separately or in conjunction with other Legacy Square events.

Marketing Plan

A marketing strategy for the renovated sanctuary has several elements: competing for audiences, competing for the opportunity to book and present touring artists and entertainment, and competing for rental events.

The first step is a positioning strategy, considering how the venue should be positioned in the minds of audiences, booking agents, and donors. We would recommend a strategy based on the following principles:

- The new theater is a local option to see high-quality entertainment, a compelling alternative to venues further away.
- The new theater is a home for local artists and arts organizations, giving them a place to share their creativity and cultural heritage for the benefit of Tomball residents.
- The new theater will provide an intimate setting and great experiences for both artists and audiences.
- The new theater will be easy to access, with nearby parking options and walkable opportunities to shop, drink, and eat as a part of the overall visit.

Overall, we would propose that an operating partner pursue a segmented marketing strategy in tandem with a segmented programming strategy, reflecting the fact that there are a series of different groups within the market area in terms of age, affluence, educational attainment, and interests. Here are additional elements to that plan:

- Traditional subscription programs, in which consumers are given the opportunity to purchase a set of tickets to specific shows over the course of a season, are being replaced by membership programs, which offer a broader set of benefits (discounted ticket prices, early access to tickets, discounted concessions and merchandise, information about upcoming programs and so on) at different price points. These programs can be a very effective way to build loyalty and a community of supporters, with higher levels of membership becoming more oriented to fundraising.
- Online marketing channels can be employed to promote almost all programs and events, starting with the development of regular and high-quality email blasts to a carefully cultivated and maintained list of attendees.
- Event sponsorship should be approached creatively and with the resources required to go beyond transactions towards relationships whereby theater staff work closely with sponsor organizations to design special programs and events of mutual benefit.
- It will be important to invest in sales and marketing modules within ticketing systems, including customer relationship management (CRM) systems and other analytical tools to support event marketing, building customer loyalty, and making these services available to sell to organizations who rent the theater and use the ticketing system. In the short term, it will be critically important for theater staff to capture more and better customer information.



- Ticket pricing should be approached strategically, with the goal of training the market to pay more over time. At the same time, there should be more intentional scaling of ticket pricing to ensure that there are low-cost options to attend for as many events as possible. Special perks should also be employed to create premium pricing opportunities.
- The redeveloped theater is physically located close to the Tomball business district and should develop a strong working relationship with downtown partners to share event information and develop special events and programs that support the goal of a vibrant downtown.

Physical & Operating Features

Scheduling: Master calendars should be developed and maintained by the facility manager and an annual scheduling template should be created 18 months in advance to assure sufficient annual dates and spaces. There could be several resident organizations who request dates between 12 months and 18 months in advance of the upcoming year. Other nonprofit and commercial organizations interested in utilizing these spaces may request dates starting 12 months in advance. Building management should reserve the right to retain certain days or weeks for facility maintenance and improvements. Renters should be made aware of facility booking policies at the time of booking, including insurance requirements, deposits and payment schedules.

External Rentals: Rental rates should be scaled for nonprofits and commercial users. Those rates must also remain affordable for local nonprofits, who currently pay very little for what spaces there are in the region.

Labor Expense & User Fees: Renters of the theater should have access to the facility's technical staff but would be required to pay additional fees for technical labor, event staff, and use of the facility's ticketing service and box office. Facilities will come with a basic equipment package, with specialized theatrical and audiovisual equipment made available at an additional cost.

Ticketing Services: The venue should have its own ticketing system and also require all renters to sell tickets on that platform. The key for the theater will be the capture and use of valuable data on ticket buyers for audience development purposes.

Food Service: Food and beverage operations are important, including great concessions and a strong catering function to support special events in the facility. The focus should be on maximizing food and alcohol sales with multiple vending locations and efficient serving and payment systems.

Volunteer Opportunities: Volunteers at the theater can play an important role as marketers, promoting various programs and events in the community and building goodwill. At the same time, they must be effectively trained, managed, and evaluated in order to ensure that they are effective brand ambassadors.

Safety & Security: It is a sad but important reality of our world that all public facilities must be developed and operated to be safe and secure, able to respond to all forms of human and natural disasters with trained staff and safe facilities. Though many of the choices for safe



and secure facilities are already embedded in building codes, the facility should go through a risk assessment process before re-opening and then the deployment of appropriate technologies and ongoing staff training.

FELLOWSHIP HALL/ARTS EDUCATION CENTER

Operating Goals

The arts education center starts with a unique set of operations goals:

- Create new opportunities for Tomball and regional residents to take classes in various performing arts disciplines at a higher level than other regional options and in better facilities.
- Develop partnerships with local healthcare providers and supporters to promote personal and public health through the arts.
- Foster new performance programs that drive additional activity to the renovated sanctuary/theater.
- Recruit an operating partner that takes on the risks and responsibilities of operating the education center, with no operating risk to the EDC.

Programming Plan

The education center would likely be animated with the following programs:

- After-school, evening and weekend programs in music, dance and theater.
- Summer camps and other special holiday programs.
- Programs developed in conjunction with Tomball health care partners.
- Speakers and lecture programs on the role and relationship between health and the arts.
- Occasional meetings, receptions and special events that are booked separately or in conjunction with other Legacy Square events.

Marketing Plan

Marketing of the education center is focused on attracting students, teachers and local healthcare partners. Again, the key step is a positioning strategy based on the following principles:

- The education center is a local option to see high-quality arts programs, a compelling alternative to venues and programs further away.
- The education center is operated by a strong and experienced educator with a proven pedagogy and track record.
- Students taking classes at the center will have the opportunity to have their performances presented in one of two on-site performance venues – the 150-seat theater in the education center or the 1,000-seat venue next door.
- The education center will be easy to access, with nearby parking options.



Physical & Operating Features

External Rentals: While the core activity in the center will be classes and camps, there should be the opportunity to rent out the theater and rehearsal spaces to local groups, also charging for labor and services provided to those users.

Ticketing Services: The venue should have access to a ticketing system and also require all renters to sell tickets on that platform. The key for the theater will be the capture and use of valuable data on ticket buyers for audience development purposes.

Food Service: Food and beverage operations are again important, including concessions for performances, catering for special events and also some food and beverage options for parents and caregivers delivering students to the center.

Safety & Security: Security will be particularly important given the volume of students moving in and out of facilities each day.

OPPORTUNITIES FOR SHARED SERVICES AND PROGRAMMING

In this plan we are focused on placing three different operating partners into Legacy Square facilities and giving each of them maximum flexibility so as to ensure that they are in a strong position to program and manage these venues with no operating risk to the EDC.

Having said that, there will be opportunities for shared programming and shared services between the project elements. Those include:

- Larger campus events like the Tomball German Heritage Festival, for which the Tomball EDC and festival planners should be able to secure dates and plan events in multiple campus facilities as long as they are booked far enough in advance and the operating partners have some financial incentives to make their spaces available for these programs
- Event ticketing – Ideally there would only be one event ticketing system needed for the campus, with multiple users under that agreement. Ideally the operating partners are prepared to share some customer data for cross-promotion purposes.
- Food and beverage options – Similarly, there could just be one food and beverage provider on the campus managing concessions and catering options across different facilities.
- Merchandise and point of sale options – there could be one point-of-sale system to manage any merchandise across the venues.
- Technical labor and equipment systems – Specialized labor and equipment systems could be centralized, most likely within the theater operation, to manage and maintain equipment for the smaller theater and for special events in the chapel.

Overall, we believe that operations of the three venues can each pursue different goals and plans in order to be busy and successful. And then we see the additional opportunity to streamline operations, increase revenue-generating programs and reduce costs by fostering a high level of coordination between the three venue operators. This will be the ongoing role of the EDC.



6. Operating Budgets

The ongoing financial performance of the three renovated components of the Legacy Square campus depends on the proposals received and leases negotiated with potential operating partners.

To get a sense of what that might look like, we have done an additional round of benchmarking research, collecting information on smaller visual arts centers, stand-alone theaters and arts education centers. Those three spreadsheets are attached as Appendix E. Following are insights coming from that exercise:

- There are ample precedents for small visual arts centers in smaller communities in Texas like Tomball. Most of them have a combination of exhibition and teaching spaces, some as small as 4,600 sf. All of our examples are owned and operated by nonprofits.
- There are good examples of performing arts venues in Texas operated nonprofits, local government and commercial entities. In all cases the centers are animated by a combination of presented events, nonprofit rentals, commercial entertainment rentals, and meeting & event rentals.
- There are a number of comparable arts education centers in Texas. Most of them offer classes across the disciplines, also offering a combination of camps and classes.

The challenge with this research is that it is very difficult to separate the budget of the building from the budget of the operating organization. Nevertheless, we can say a few things about the financial performance of these organizations:

- Operating budgets for visual arts centers vary widely in terms of size and the split between earned and contributed income. Most of our examples have only limited earned revenue, with an average of 40% of operating expenses covered by earned income.
- We were able to collect financial information for some of our example PACs, essentially the nonprofit-operated examples. Those operating organizations were covering between 46% and 88% of operating expenses with earned revenue. The one commercial entity should be sustainable with only earned revenue.
- Arts education organizations typically are covering more than half of their operating expenses with earned income. In our set the average was 59%.

Again, it is difficult to project how the Legacy Square operating partners might perform, and how much rent they are willing to pay. Nevertheless, we have developed projections of potential earned revenue for each of the operating components and then rent/sf numbers, testing to see if total annual rent represented a reasonable percentage of earned revenue for each component. Here is a summary of that exercise based on a base year of operations.



Legacy Square Activity and Rent Base Year Activity	Chapel Café	Chapel Visual Arts Center	Performing Arts Center	Arts Education Center
Visual Arts Center				
Number of exhibitions		6		
Average exhibition attendance		2,800		
Total exhibition attendance		16,800		
Average admission fee		\$ 5.00		
Total admission income		\$ 84,000		
Number of program teaching hours		200		5,000
Average class size		10		15
Average program fee/hour		\$ 5.00		\$ 10.00
Total program income		\$ 10,000		\$ 750,000
Number of presented performances			75	25
Average performance attendance			600	125
Total performance attendance			45,000	3,125
Average ticket price			\$ 40.00	\$ 25.00
Total ticket revenue			\$ 1,800,000	\$ 78,125
F&B revenue/event attender			\$ 12.50	\$ 12.50
F&B revenue			\$ 562,500	\$ 39,063
Total ticketing fees/attender			\$ 5.00	\$ 5.00
Total ticketing fees/attender			\$ 225,000	\$ 15,625
Average nonprofit rental rate		\$ 600	\$ 3,000	\$ 450
Number of nonprofit rental		10	50	50
Nonprofit rental income		\$ 6,000	\$ 150,000	\$ 22,500
Average commercial rental rate		\$ 1,200	\$ 6,000	\$ 900
Number of commercial rentals		20	25	25
Commercial rental income		\$ 24,000	\$ 150,000	\$ 22,500
Total Earned Revenue		\$ 124,000	\$ 2,887,500	\$ 927,813
Sales/SF	\$ 150			
Annual Sales	\$ 375,000			
Total GSF	2,500	3,840	36,662	30,762
Rent/GSF	\$ 26	\$ 5	\$ 10	\$ 5
Annual rent	\$ 84,200	\$ 19,200	\$ 366,620	\$ 153,810
Rent as a % of earned revenue	22%	15%	13%	17%

The first two columns are for the chapel based on the goal of leasing a portion of the building to a commercial restaurant tenant. The proposed lease rate of \$26 square foot is based on current commercial lease rates in downtown Tomball. We also suggest that the lease rate is appropriate if the tenant can achieve an annual sales target of \$150/sf.

The visual arts center in the chapel has the lowest earned revenue potential with some exhibition fees, some program fees from classes and the occasional nonprofit and commercial rental of the space. Rent is thus set at \$5/sf, which still represents 15% of earned revenue.

For the theater, earned revenue potential is much higher with a combination of ticket sales from presenting, food and beverage income, ticket fees and external rentals. In this case we suggest a rent of \$10/sf, which then equates to an annual rent of \$366,620, which itself represent 13 % of the possible earned revenue in the building.



And for the education center, revenue comes mostly from program fees with some additional income from nonprofit and commercial rentals. Here we have suggested rent based on \$5/sf, or \$153,810, which is a healthy 17% of earned revenue.

In this scenario, \$623,830 of rent is collected by the EDC. That income could be used to support some amount of borrowing to fund the renovation, but only a portion of the total capital requirement.



7. Economic Impact Analysis

The redevelopment and operation of Legacy Square will have significant economic impacts on Harris County, driving new economic activity (new sales, new earnings for workers, and new jobs) in the market area.

There are several components to these impacts: the direct impact made up of spending on the renovation and then by the venue operator and its audiences, the jobs that it provides and the spending by people who visit the area in order to go to Legacy Square events. Then there are indirect impacts resulting from extra business generated for suppliers of goods and services to Legacy Square and its visitors. And finally, there are the induced impacts of increased consumption spending in the region as a result of larger wages and increased organizational revenues being returned to the local economy by the campus, its suppliers and their suppliers.

Direct or primary impacts can be calculated from primary data—a facility’s expenditures and records, plus other data about its visitors. Notably, visitor spending is a significant contributor to overall economic impact. However, indirect and induced impacts (together making up what are known as ‘secondary impacts’) can only be estimated on the basis of a good understanding of the local region’s overall economy and the interrelationships among various industries within the economy. Economic models depicting these relationships are increasingly available, but they are region-specific and relate to a particular period of time.

Multipliers provide a numeric way of describing the secondary impacts stemming from new facilities in a particular market area, most often a specific county. The Multiplier Model is derived mathematically using an input-output model and Social Accounting formats. The Social Accounting System provides the framework for the predictive multiplier model used in economic impact studies. Purchases for final use drive the model. Industries that produce goods and services for consumer consumption must purchase products, raw materials and services from other companies to create their product. These vendors must also procure goods and services. This cycle continues until all the money is leaked out of the County economy.

To predict the economic impacts of the renovated Legacy Square, we have purchased RIMS II multipliers for Harris County from the Bureau of Economic Analysis at the Department of Labor, which are based on the 2017 Benchmark Input-Output Table for the national data and 2023 for the regional data. The full set of multipliers is attached as a part of Appendix E along with our worksheets that project:

1. The impacts of construction. Preliminary construction budgets are currently in process. For now, we are using \$25,000,000 as a placeholder so that leadership can see the economic impact of a construction project to that level.
2. The annual impacts of the operating organization, essentially the non-personnel components of the operating budgets for each of the development scenarios.
3. The annual impacts of audiences coming to the venue either from outside Harris County or those who would have gone outside the County but for the presence of the renovated Theater.



Here is a summary of those impacts:

Summary of Harris County Impacts	
One Time Construction Impacts	
Estimated Capital Budget	\$25,000,000
New One-time Economic Output (Sales)	\$36,377,500
New One-time Earnings	\$9,002,500
New Employment (person years) in construction	144
Operations	
Estimated Annual Non-personnel Spending	\$2,200,000
New Annual Economic Output (Sales)	\$3,211,523
New Annual Earnings	\$836,879
New Annual Employment (person years)	19.3
Audience Spending	
Estimated New Annual Audience Spending	\$1,769,495
New Annual Economic Output (Sales)	\$2,584,137
New Annual Earnings	\$746,956
New Annual Employment (person years)	21.5
Total Annual Operating Impacts (Operations + Audience Spending)	
New Annual Economic Output (Sales)	\$5,795,659
New Annual Earnings	\$1,583,835
New Annual Employment (person years)	40.8

If construction costs for the project are \$25,000,000, the project leads to \$36 million in new sales, \$9 million in new earnings and 144 new person-years of employment in Harris County.

On the operating side, we estimate that the operating organization would spend \$2.2 million annually in Harris County (excluding personnel) in the base year of operations, which leads to \$3.2 million in new sales, \$837,000 in new earnings and 19.3 jobs in addition to those working at Legacy Square.

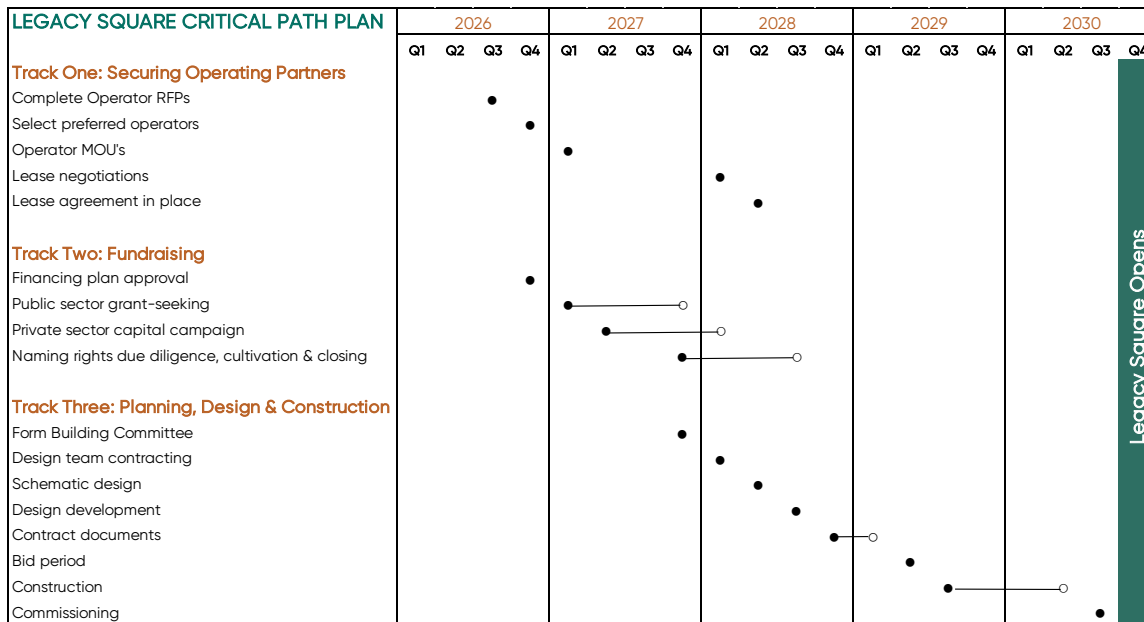
We then project the impact of event audiences, counting only those who come to an event from outside Harris County or those who would have left Harris County for an event if Legacy Square wasn't there. Those audience expenditure numbers are taken from the Arts and Economic Prosperity Version 6 Report published by Americans for the Arts. That report provides significant data on how much people spend on various things in conjunction with their attendance at performances. We then apply our multipliers to these direct impacts and add the totals for each industry to arrive at total impacts associated with the expenditures of audiences. Again, we are using the third operating year as our base. The analysis suggests that an impactful (non-County and re-captured) audience of 32,500 will spend \$1.8 million in conjunction with their attendance, which then drives \$2.6 M in new sales, \$747,000 in new earnings and 21.5 jobs in addition to those working at Legacy Square.

The combination of annual operating and audience impacts suggests that in the base year of operations, Legacy Square will drive \$5.8 million in new sales, \$1.6 million in new earnings and create 41 new jobs in Harris County in addition to those working at Legacy Square.



8. Critical Path Plan

As a final step in the development of this feasibility study, we have developed a critical path plan that suggests how the leadership should prepare for the redevelopment and operation of Legacy Square facilities. Here is a visual representation of the plan, based on an approach of taking on the redevelopment of the entire campus in one phase of work.



We are suggesting that there are three parallel tracks to advance the project, all of equal importance.

TRACK ONE: SECURING OPERATING PARTNERS

Our business plan is based on the idea that Legacy will be feasible as and when operating partners have been identified for the three building components. Thus, the effort to find those partners is the first-step, going so far as to complete MOUs for each group. Later on, once the building is in construction, those MOUs can be advanced into lease agreements.

TRACK TWO: FUNDING AND FINANCING

Once MOUs are in place, it will be appropriate to develop a funding plan and then pursue those funds. Again, this approach recognizes the importance of finding operating partners before funds are raised and expended.

TRACK THREE: PLANNING, DESIGN & CONSTRUCTION

The final step here is to advance physical plans, which we would suggest beginning when major grants and pledges are in place.

We would characterize our approach as being fairly conservative, based on the idea that the project can and should move forward in a methodical and careful manner.

Appendix A

Study Informants

Study Informants

Members of the Legacy Square Advisory Committee

Belinda Abbott-Shaw, Interior Designer/ Home Stylist

Hal Aber, Retired

Lisa Covington, TEDC Board Member

Matt Davis, Main Street Crossing

Michael Dean Pierce, Entrepreneur at IdeaCo – Cloud Chief & Co.

Florine Ellis, CPA

Ella Farrell, Student – Tomball Memorial High School

Kay Glasscock, Real Estate Agent

Wayne Hall, TEDC Board Member

Bill Hightower, Electrical Contractor

Lorel Hohl, Volunteer/Retired

Patrick Howard, Business Owner

Danny Hudson, TEDC Board Member

Bryan Hutson, Attorney, Tomball Historic District Developer

Ester Mera, Artist

Lisa Morales, Music Faculty – Director of Program, Lone Star College Tomball

Randy Parr, Tomball City Council

Benjamin Sedberry, Business Owner

Latrell Shannon, TEDC Board Member

Kayla Thompson, Student, Tomball High School

Other Interviewees

Brandy Beyer, Greater Tomball Chamber of Commerce

Brad Bouley, Texas Master Chorale

Marlisa Briggs, North Houston Association

Stephanie Burke and Wayne Krennerich, From the Ashes Theatre Company

Todd Burrer, The Prevailing Winds and Lone Star College

Becky Clepper, (Tomball EDC Board) and Rosemarie Hubbard, Tomball Museum Center

Tom Condon, Jr., Colliers Brokerage

Dana Daigle, Tomball Art League

Lisa Daniels, Neighborhood Resident

Diane Garcia, Hampton Inn & Suites Tomball



Dennis Henderson and Laura Wilson, Cisco's Salsa Co.
Brock Hendrickson, Tomball EDC Board
Chris Hendrix and Justin Parks, National Youth Theatre in the Woodlands
Charles Herd, Herd Law & Greater Tomball Chamber of Commerce
Lisa Holmes, TUTS
Amanda Kelly, Tomball Farmers Market
Lori Klein Quinn, Mayor, City of Tomball
Jeffrey Klein, Tomball Regional Health Foundation
Rob Marmerstein, HCA Houston Healthcare - Tomball
Danielle Nugent, City of Tomball Community Center
Colleen Pye, downtown resident and real estate agent
Landon Reed, Harris County Precinct 3 Commissioner's Office
Martha Salazar-Zamora, Tomball ISD
Steve Sands, Symphony North of Houston
Chrislord Templonuevo, City of Tomball Marketing
Crystal Tidball, Tomball Pregnancy Center
Paulette Torchia, Tomball ISD
Kathy Wortham, Tomball Art League and Pearl Fincher Museum Board

Appendix B

Market Data

Esri Data	Tomball	30-min driving area	National
POPULATION			
2000 Total Population	9,315	702,060	281,421,906
2010 Total Population	10,743	1,046,147	308,745,538
2020 Total Population	12,341	1,326,416	331,449,281
2025 Total Population	15,399	1,441,220	339,887,819
2030 Total Population	17,045	1,534,321	347,149,422

INCOME	Tomball	30-min driving area	National
2025 Household Income less than \$15,000 (%)	9.63%	6.29%	8.3%
2025 Household Income \$15,000-\$24,999 (%)	7.38%	5.06%	5.9%
2025 Household Income \$25,000-\$34,999 (%)	6.16%	5.16%	6.3%
2025 Household Income \$35,000-\$49,999 (%)	8.84%	9.04%	9.8%
2025 Household Income \$50,000-\$74,999 (%)	14.86%	15.22%	15.6%
2025 Household Income \$75,000-\$99,999 (%)	14.87%	12.63%	12.5%
2025 Household Income \$100,000-\$149,999 (%)	12.51%	18.18%	17.8%
2025 Household Income \$150,000-\$199,999 (%)	10.57%	11.19%	9.8%
2025 Household Income \$200,000 or greater (%)	15.18%	17.23%	14.0%
2025 Median Household Income	\$79,111	\$91,896	\$81,624.00
2030 Median Household Income	\$85,454	\$104,526	\$92,476.00

EDUCATIONAL ATTAINMENT (25+ YRS)	Tomball	30-min driving area	National
2025 Population Age 25+: Less than 9th Grade (%)	5.25%	5.30%	4.0%
2025 Population Age 25+: 9-12th Grade/No Diploma (%)	4.08%	4.94%	5.3%
2025 Population Age 25+: High School Diploma (%)	17.09%	18.58%	22.4%
2025 Population Age 25+: GED/Alternative Credential (%)	4.87%	3.57%	4.1%
2025 Population Age 25+: Some College/No Degree (%)	20.21%	18.03%	17.2%
2025 Population Age 25+: Associate's Degree (%)	9.71%	9.24%	9.8%
2025 Population Age 25+: Bachelor's Degree (%)	24.35%	26.31%	22.7%
2025 Population Age 25+: Graduate/Professional Degree (%)	14.43%	14.03%	14.50%

2024 AGE	Tomball	30-min driving area	National
2025 Total Population Age 0-4 (%)	5.06%	6.35%	5.40%
2025 Total Population Age 5-9 (%)	5.34%	6.85%	5.75%
2025 Total Population Age 10-14 (%)	6.23%	7.22%	5.98%
2025 Total Population Age 15-19 (%)	5.77%	7.28%	6.47%
2025 Total Population Age 20-24 (%)	6.38%	6.91%	6.69%
2025 Total Population Age 25-29 (%)	6.32%	7.01%	6.71%
2025 Total Population Age 30-34 (%)	6.31%	6.77%	6.93%
2025 Total Population Age 35-39 (%)	6.69%	6.97%	6.67%
2025 Total Population Age 40-44 (%)	5.77%	7.24%	6.56%
2025 Total Population Age 45-49 (%)	5.28%	6.67%	5.98%
2025 Total Population Age 50-54 (%)	5.63%	6.51%	6.01%
2025 Total Population Age 55-59 (%)	4.97%	5.67%	5.92%
2025 Total Population Age 60-64 (%)	6.19%	5.20%	6.18%
2025 Total Population Age 65-69 (%)	5.97%	4.67%	5.83%
2025 Total Population Age 70-74 (%)	5.51%	3.58%	4.87%
2025 Total Population Age 75-79 (%)	4.42%	2.56%	3.74%
2025 Total Population Age 80-84 (%)	3.59%	1.49%	2.32%
2025 Total Population Age 85+ (%)	4.57%	1.06%	1.99%
2025 Median Age	41.6	36.2	39.60

2010 Race & Ethnicity	Tomball	30-min driving area	National
2010 White Population (%)	82.69%	64.30%	72.4%
2010 Black/African American Population (%)	6.34%	15.21%	12.6%
2010 American Indian/Alaska Native Population (%)	0.78%	0.62%	1.0%
2010 Asian Population (%)	1.12%	6.23%	4.8%

2010 Pacific Islander Population (%)	0.07%	0.08%	0.2%
2010 Other Race Population (%)	6.61%	10.60%	6.2%
2010 Hispanic Population (%)	16.97%	29.51%	16.4%

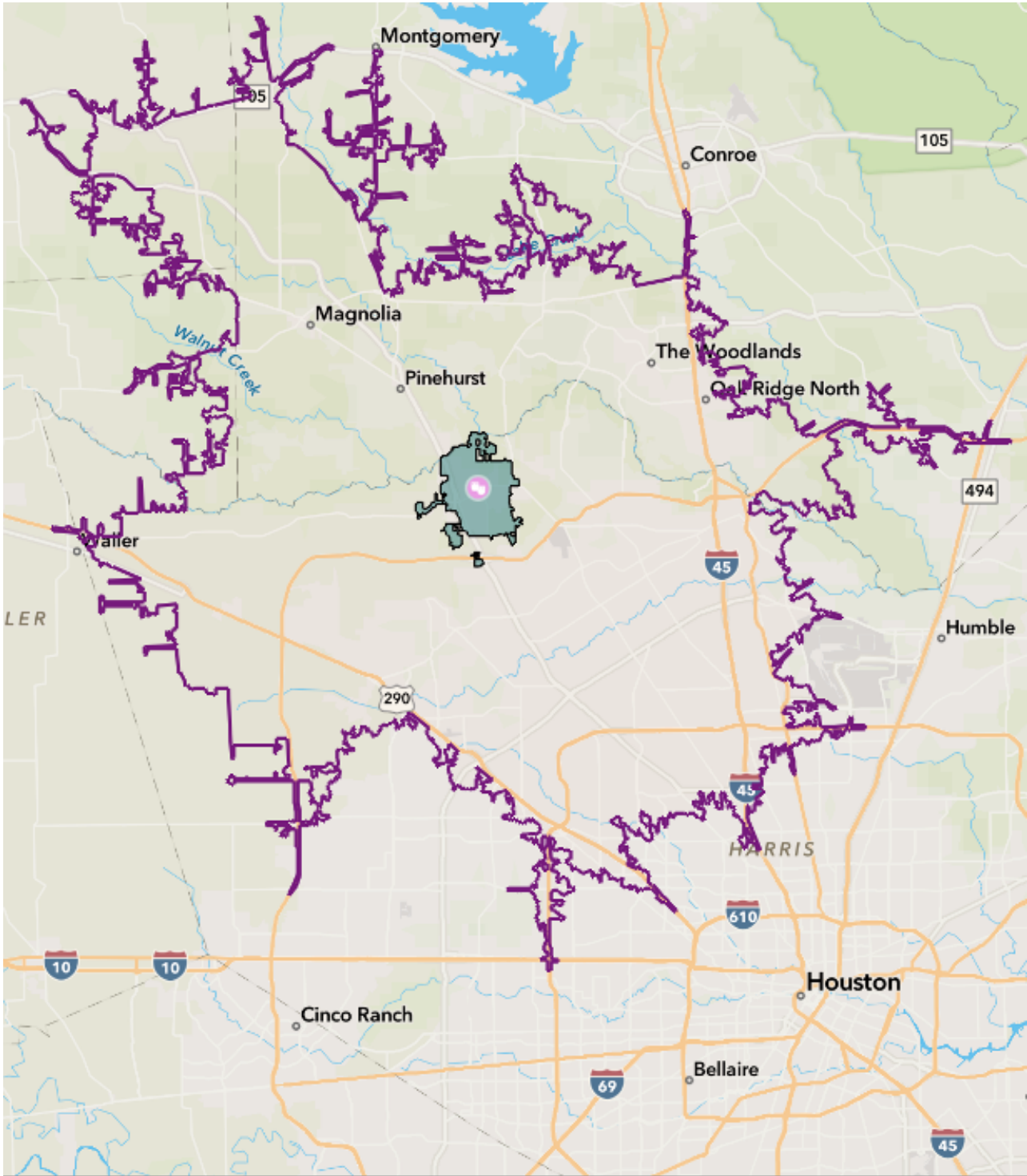
2020 RACE & ETHNICITY	Tomball	30-min driving area	National
2020 Population of 1 Race: White (%)	72.26%	45.56%	61.63%
2020 Population of 1 Race: Black/African American (%)	6.93%	16.44%	12.40%
2020 Population of 1 Race: Amer Indian/Alaska Native (%)	0.56%	1.05%	1.12%
2020 Population of 1 Race: Asian (%)	1.47%	7.46%	6.00%
2020 Population of 1 Race: Pacific Islander (%)	0.15%	0.11%	0.21%
2020 Population of 1 Race: Other Race (%)	6.68%	14.26%	8.42%
2020 Hispanic Population (%)	20.13%	33.37%	18.73%

2025 RACE & ETHNICITY	Tomball	30-min driving area	National
2025 White Population (%)	68.75%	43.42%	60.0%
2025 Black/African American Population (%)	7.52%	16.79%	12.5%
2025 American Indian/Alaska Native Population (%)	0.62%	1.10%	1.1%
2025 Asian Population (%)	1.47%	7.82%	6.4%
2025 Pacific Islander Population (%)	0.16%	0.12%	0.2%
2025 Other Race Population (%)	8.23%	14.69%	8.8%
2025 Hispanic Population (%)	23.53%	35.00%	19.7%

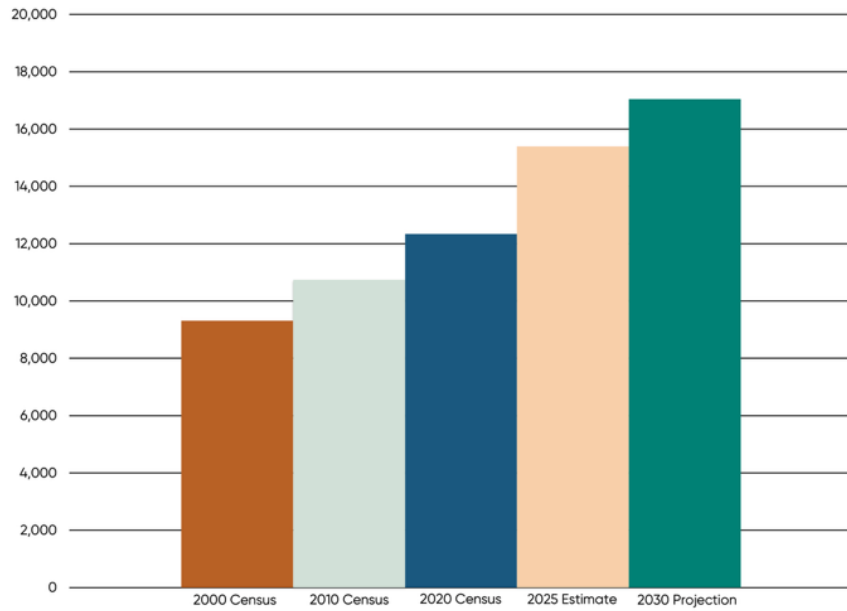
MARKET POTENTIAL INDEX (Active)	Tomball	30-min driving area	National
2025 Contributed to Arts or Cultural Org/12 Mo (Index)	95	85	100
2025 Did Woodworking/12 Mo (Index)	100	96	100
2025 Did Photo Album or Scrapbooking/12 Mo (Index)	100	98	100
2025 Did Photography/12 Mo (Index)	102	99	100
2025 Did Painting/Drawing/Sculpting/12 Mo (Index)	104	96	100
2025 Danced or Went Dancing/12 Mo (Index)	97	108	100
2025 Participated in Karaoke/12 Mo (Index)	93	109	100
2025 Played Musical Instrument/12 Mo (Index)	105	97	100
2025 Sang in Choir or Band/12 Mo (Index)	97	94	100
2025 Participated in Local Theater/12 Mo (Index)	106	98	100
2025 Participated in Book Club/12 Mo (Index)	101	105	100
2025 Attended Adult Education Course/12 Mo (Index)	103	101	100

MARKET POTENTIAL INDEX (Passive Attendance)	Tomball	30-min driving area	National
2025 Attended Movie/6 Mo (Index)	99	105	100
2025 Went to Art Gallery/12 Mo (Index)	99	95	100
2025 Went to Museum/12 Mo (Index)	98	99	100
2025 Attended Dance Performance/12 Mo (Index)	94	103	100
2025 Attended Classical Music/Opera Performance/12 Mo (Index)	98	92	100
2025 Attended Rock Music Performance/12 Mo (Index)	105	100	100
2025 Attended Country Music Performance/12 Mo (Index)	103	105	100
2025 Attended R&B/Rap/Hip-Hop Music Performance/12 Mo (Index)	94	110	100
2025 Attended Music Festival/12 Mo (Index)	95	103	100
2025 Went to Live Theater/12 Mo (Index)	96	99	100
2025 Went to Comedy Club/12 Mo (Index)	98	109	100

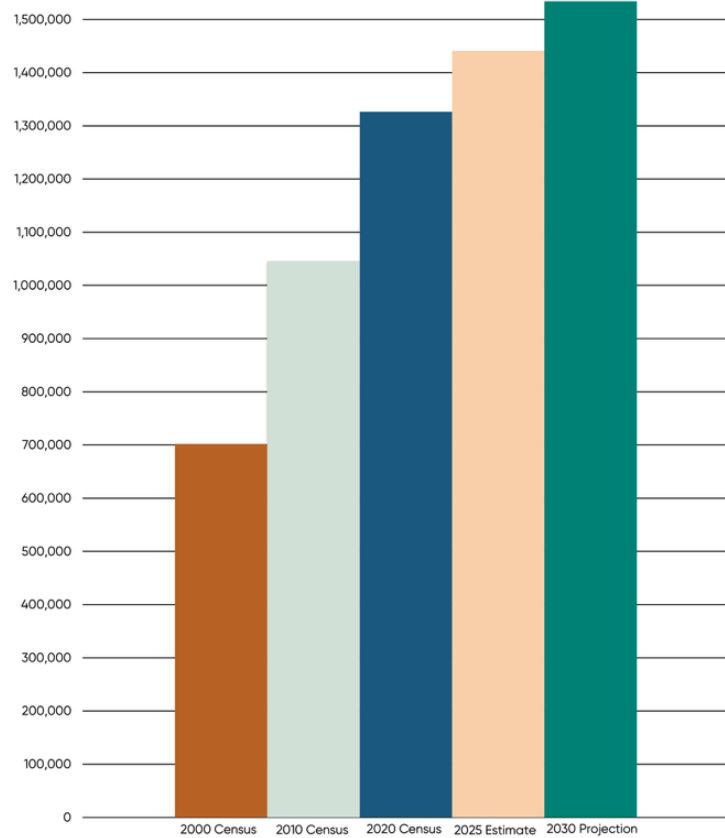
2025 SPENDING INDEX POTENTIAL	Tomball	30-min driving area	National
2025 Entertainment/Rec Fees/Admissions (Index)	101	112	100
2025 Tickets to Theatre/Operas/Concerts (Index)	102	106	100
2025 Tickets to Movies (Index)	104	119	100
2025 Tickets to Parks or Museums (Index)	99	112	100



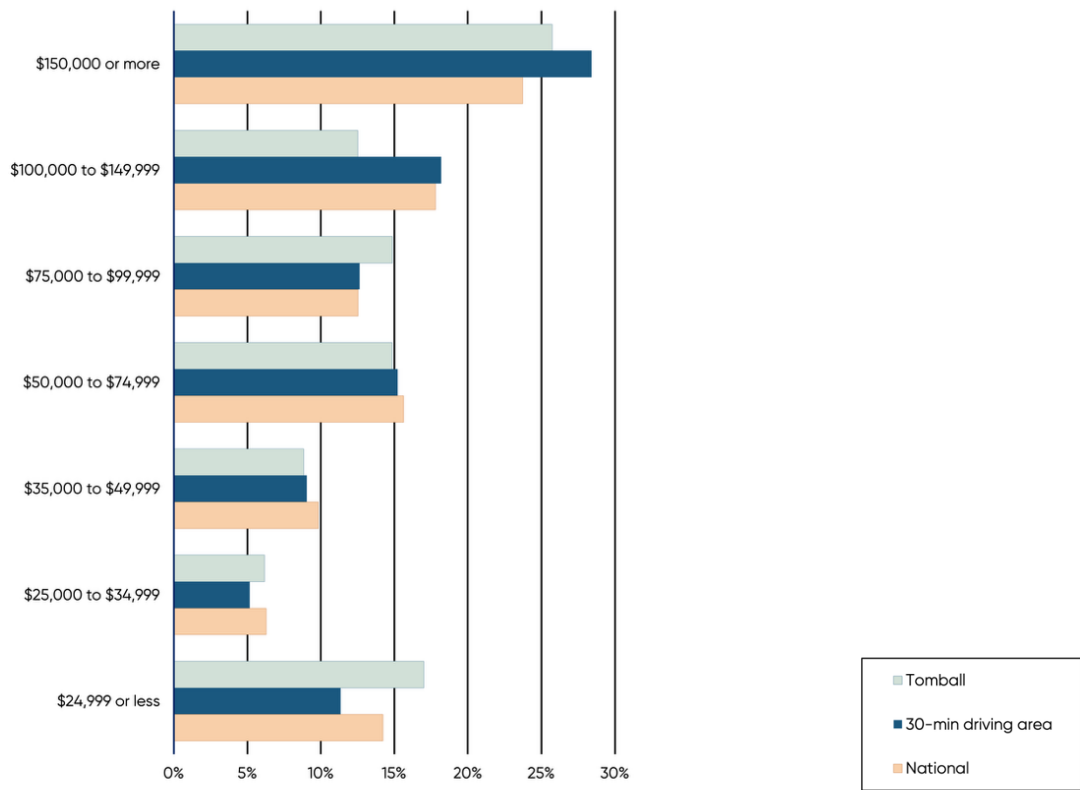
Market Definition – Tomball and the 30-minute drive time from Legacy Square, data: Esri/ArcGIS



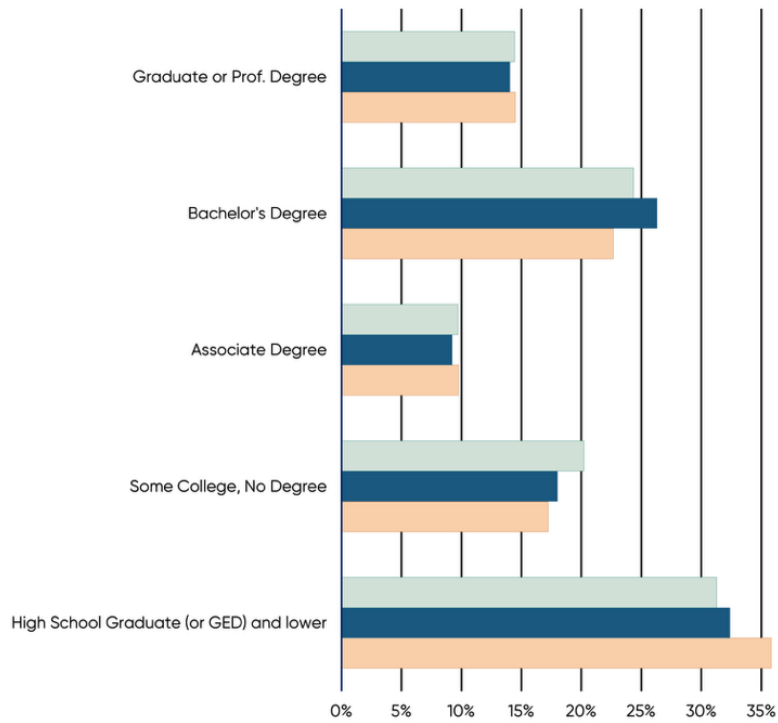
Population trends for Tomball, data: Esri/ArcGIS



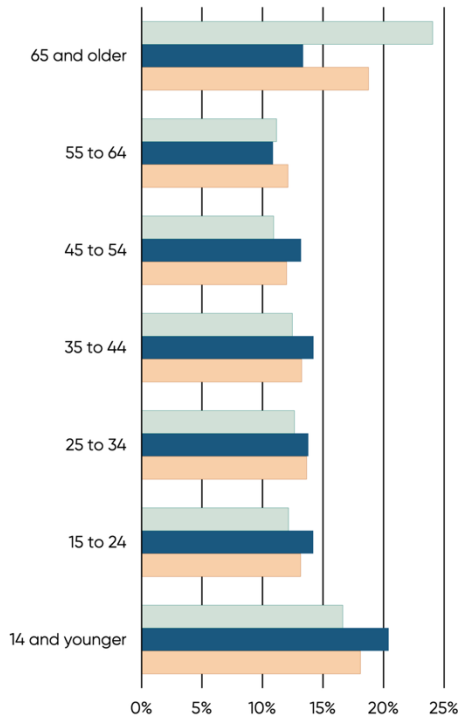
Population trends for Legacy Square 30-minute driving area, data: Esri/ArcGIS



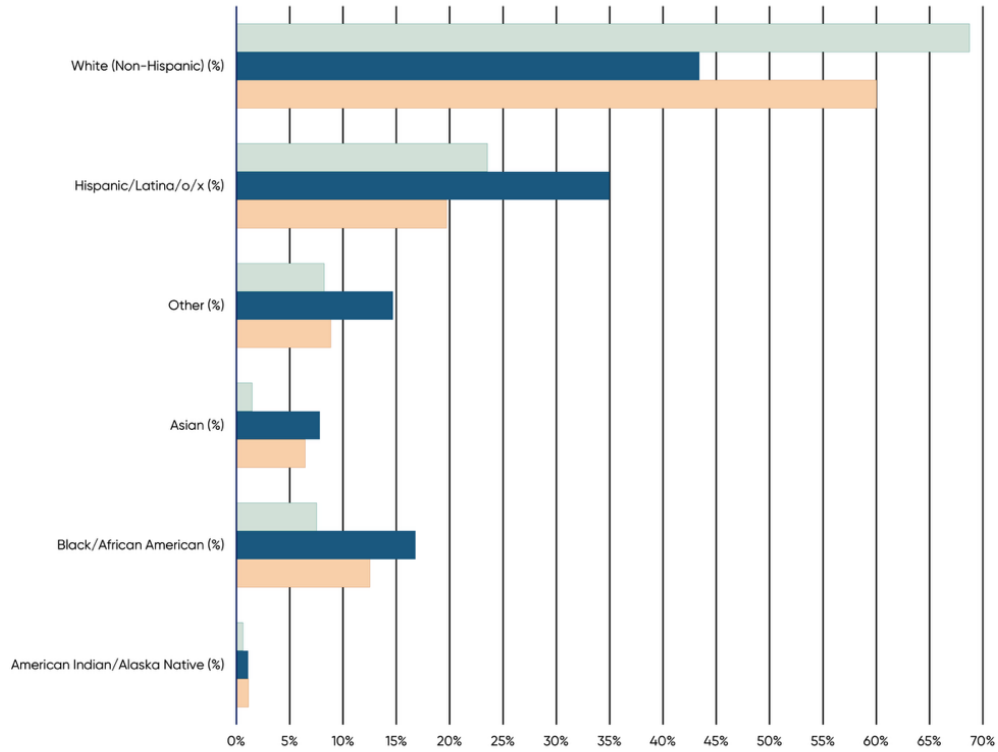
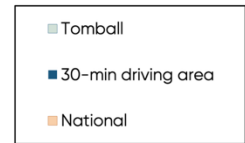
Market areas income distributions for 2025, data: Esri/ArcGIS



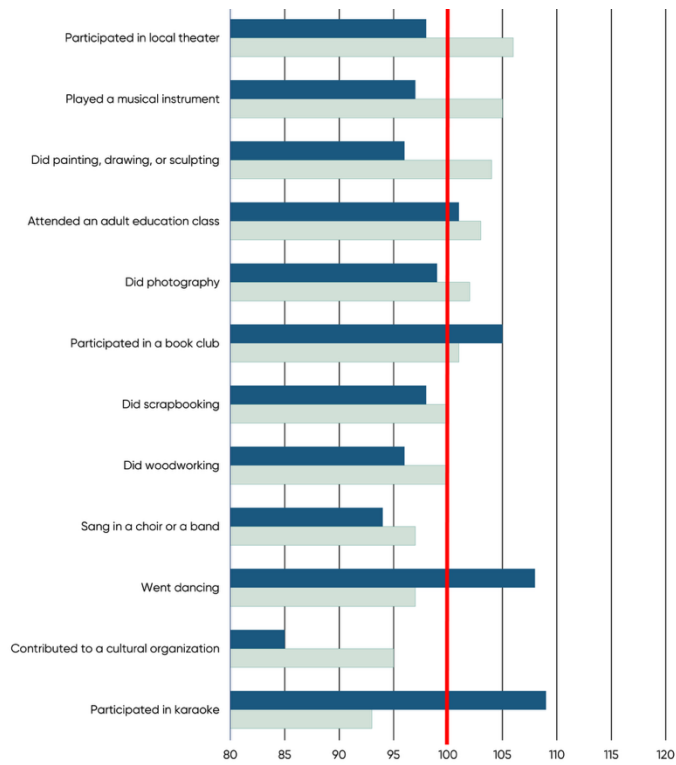
Educational attainment distribution for the two market areas in 2025, data: Esri/ArcGIS



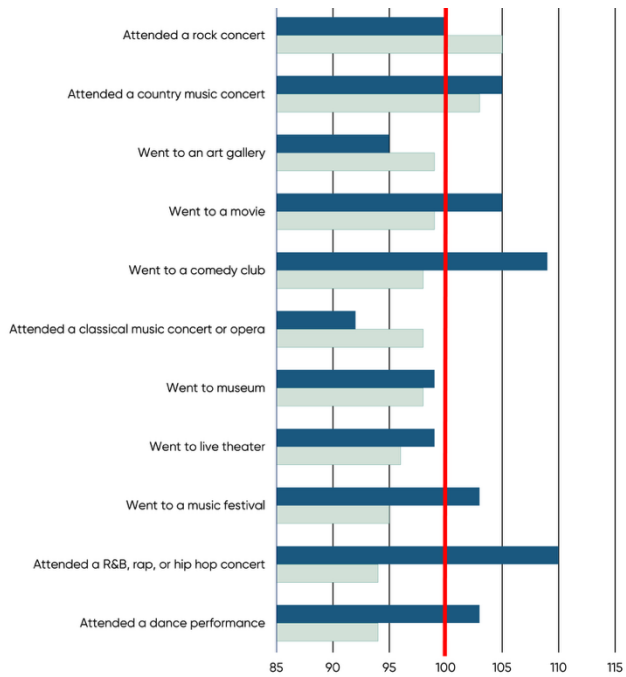
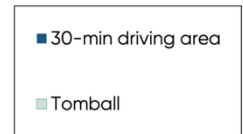
Age distribution for the two market areas in 2025, data: Esri/ArcGIS



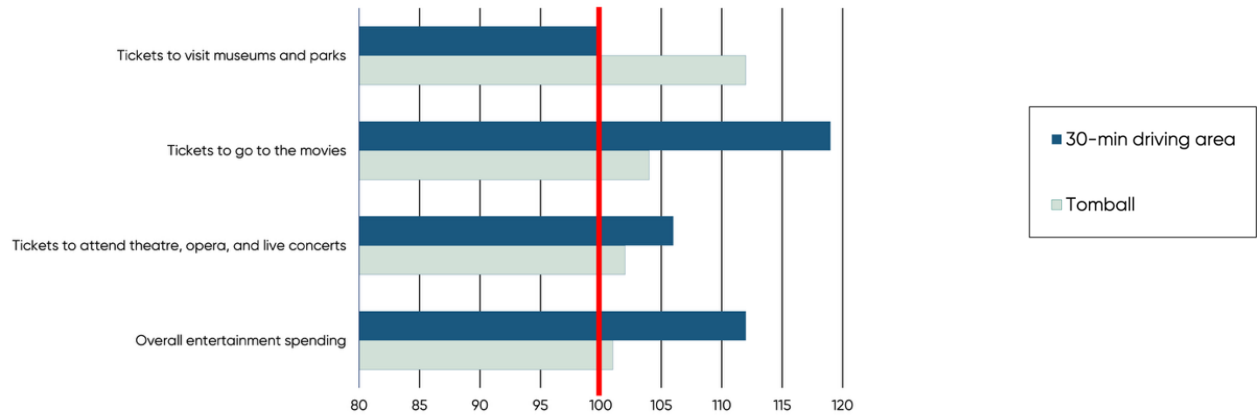
Racial and ethnic distribution for the two market areas in 2025, data: Esri/ArcGIS



2025 market potential index for active arts engagement in the two areas, data: Esri/ArcGIS



2025 market potential index for arts attendance in the two areas, data: Esri/ArcGIS



2025 market potential index for arts & entertainment spending, data: Esri/ArcGIS

Appendix C

Facility Inventories

Performance Spaces

Theaters with 500+ seats located within a 30-minute drive of Legacy Square, 401 Oxford Street, Tomball, TX

Item 1.

Building					Operations					Features & Amenities enter "X" where applicable													
Venue	Street Address	City	Year Built	Max. Seated Capacity	Presenter	Owner Type	Operator Type	Venue Type	Rental Availability	Average Quality Score Rating	Total Disciplines Served	Green Room	Dressing Rooms	Sound & Lighting Equipment	Projection Equipment	Stable Wing Space	Fly Tower	Orchestra Pit	Concessions	Catering Facilities	Alcohol Permitted	Box Office	
Berry Center - Arena	8877 Barker Cypress Rd.	Cypress	2006	8,300	Yes	School/University	School/University	Community performance space	Restricted	2	3.0												
Berry Center - Theatre	8877 Barker Cypress Rd.	Cypress	2006	484	Yes	School/University	School/University	Community performance space	Restricted	7	3.1												
Cypress/Fairbanks ISD Visual & Performing Arts Center	11420 Matzke Rd.	Cypress	2009	1,537	Yes	School/University	School/University	School/University	Restricted	7	3.3												
John Cooper School - Glenn Performing Arts Center Main Stage	1 John Cooper Dr	The Woodlands	2008	500	No	School/University	School/University	School/University	Restricted	7	2.3												
John Wesley Methodist Church	5830 Bermuda Dunes Dr	Houston	1971	500	No	Nonprofit	Nonprofit	Church	Restricted	3	1.9												
Lone Star College - CyFair Center for the Arts - Main Stage	9191 Barker Cypress Rd.	Cypress	2008	435	Yes	School/University	School/University	School/University	Restricted	7	3.3												
Lone Star College - Tomball Performing Arts Center - Theater	30555 Tomball Pkwy	Tomball	2012	425	No	School/University	School/University	School/University	Restricted	7	2.8												
Sawyer Park Icehouse - Outdoor Area	314 Pruitt Rd.	Spring	2021	2,000	Yes	Commerical	Commerical	Bar & Restaurant	Restricted	2	2.6												
The Barn at Frio Grill - Outdoor Stage	16416 Mueschke Rd.	Cypress	1907/2017	1,000	Yes	Commerical	Commerical	Bar & Restaurant	Medium	2	1.8												
The Centrum at Cypress Creek Community Church	6823 Cypresswood Dr.	Spring	1997	877	Yes	Nonprofit	Nonprofit	Community performance space	High	6	3.0												
The Cynthia Woods Mitchell Pavilion	2005 Lake Robbins Dr.	The Woodlands	1990	6,500	Yes	Public-Private Partnership	Public-Private Partnership	Outdoors	Restricted	4	3.7												
Tomball High School - Auditorium	30330 Quinn Road	Tomball	1973	~700	No	School/University	School/University	School/University	Restricted	7	2.4												

Presenting Venues

All presenting venues located within a 30-minute drive of Legacy Square, 401 Oxford Street, Tomball, TX

Item 1.

Building				Operations					Features & Amenities											
Venue	Street Address	City	Year Built	Max. Seated Capacity	Owner Type	Operator Type	Venue Type	Rental Availability	Total Disciplines Served	Presenting Venue Quality Rating	Green Room	Dressing Rooms	Sound & Lighting Equipment	Stable Wing Space	Fly Tower	Orchestra Pit	Concessions	Catering Facilities	Alcohol Permitted	Box Office
2920 Roadhouse	21835 Farm to Market 292	Hockley	1967	~600	Commerical	Commerical	Bar & Restaurant	Restricted	3	2										
403 EATS	403 E. Main St., Tomball	Tomball	2017	400	Commerical	Commerical	Outdoors	High	2	2										
Berry Center - Arena	8877 Barker Cypress Rd.	Cypress	2006	8,300	School/University	School/University	Community performance space	Restricted	2	3										
Berry Center - Theatre	8877 Barker Cypress Rd.	Cypress	2006	484	School/University	School/University	Community performance space	Restricted	7	3										
Cypress/Fairbanks ISD Visual & Performing Arts Center	11420 Matzke Rd.	Cypress	2009	1537	School/University	School/University	School/University	Restricted	7	3										
Dosey Doe Coffee	8120 Research Forest Dr.	Spring	2006	420	Commerical	Commerical	Community performance space	Restricted	3	2										
Lone Star College - CyFair Center for the Arts - Main Stage	9191 Barker Cypress Rd.	Cypress	2008	438	School/University	School/University	School/University	Restricted	8	3										
Main Street Crossing	111 W. Main St., Tomball	Tomball	2004	150	Nonprofit	Nonprofit	Community performance space	Restricted	2	3										
Paradigm Brewing	2130 S. Persimmon	Tomball	2021	150	Commerical	Commerical	Bar & Restaurant	High	2	2										
Playhouse 1960	6814 Gant Rd #116	Houston	1973	210	Nonprofit	Nonprofit	Community performance space	None	2	3										
Salem Lutheran Church	22601 Lutheran Church Road	Tomball	1852	350	Nonprofit	Nonprofit	Church	Restricted	3	2										
Sawyer Park Icehouse - Indoor Space	314 Pruitt Rd.	Spring	2021	100	Commerical	Commerical	Bar & Restaurant	Restricted	3	3										
Sawyer Park Icehouse - Outdoor Area	314 Pruitt Rd.	Spring	2021	2,000	Commerical	Commerical	Bar & Restaurant	Restricted	3	3										
Stageworks Theatre	10760 Grant Rd	Houston	2005	150	Nonprofit	Nonprofit	Community performance space	None	3	3										
The Barn at Frio Grill - Outdoor Stage	16416 Mueschke Rd.	Cypress	1907/2017	1,000	Commerical	Commerical	Bar & Restaurant	Medium	2	2										
The Centrum at Cypress Creek Community Church	6823 Cypresswood Dr.	Spring	1997	877	Nonprofit	Community performance space	High		3	3										
The Cynthia Woods Mitchell Pavilion	2005 Lake Robbins Dr.	The Woodlands	1990	6,500	Public-Private Partnership	Public-Private Partnership	Outdoors	Restricted	3	3.7										
FWW Tomball	14408 Alice Rd.	Tomball	1940	500	Nonprofit	Nonprofit	Community performance space	High	4	2										

Meeting & Event Facilities Inventory

Meeting and event facilities with capacities of 100+ within a 30-minute drive of Legacy Square, 401 Oxford Street, Tomball, TX

Item 1.

Building - Room/Hall (if ap	Building				Attributes enter "X" where applicable						Type enter "X" where applicable			
	Address	City	Theater Style Seating Cap	Banquet Style Seating Cap	Unique Venue	On-site Accommodations	A/V Equipment	Alcohol Permitted	On-Site Catering	Outside Catering Allowed	Hotel, Casino & Resorts	Private Event Space	School & University	Community
Diamond Hall and Conference Center	25435 FM 2978, Ste. 110	The Woodlands	700	500			X		X			X		
Sandlewood Manor	22402 Holly Creek Tr.	Tomball	NA	400	X							X		
The Estates at Pecan Park	22633 Park Rd.	Tomball	NA	300			X		X			X		
Lone Star College - Beckendorf Center	30555 Tomball Pkwy	Tomball	300	260			X		X				X	
Lone Star College - Room E-100 Teaching Theater	30555 Tomball Pkwy	Tomball	180	NA			X		X				X	
Shirley Acres	217 Woerner Rd	Houston	350	400			X		X			X		
VFW Tomball	14408 Alice Rd.	Tomball	NA	500			X		X					X
Grand Rose Events	19829 FM-2920	Tomball	NA	250			X		X			X		
La Tranquila Ranch	9418 Stuebner Airline Rd.	Tomball	NA	280			X		X			X		
Majestic Oaks	20125 Cedar Ln.	Tomball	NA	200			X		X			X		
Berry Center - Arena	8877 Barker Cypress Rd.	Cypress	8,300	8,300			X		X					X
Berry Center - Conference Center	8877 Barker Cypress Rd.	Cypress	NA	1,500			X		X					X
Sans Souci Ballroom	26511 TX-249	Tomball	NA	1,000		X	X		X			X		
Tomball Community Center - Main Event Room	221 Market St	Tomball	NA	180			X		X					X
Tomball Agricultural Center	11211 Farm to Market 2920	Tomball	7,000*	5,000*			X		X				X	
Tomball Event Center - Indoor Capacity	20235 Cypress Rose Hill Rd	Tomball	NA	600			X		X				X	
Sammy Matthews Community Center (Planned)	1728 E Hufsmith Rd	Tomball	NA	200			X		X					X

Art Galleries and Exhibition Spaces

Active art galleries and exhibition spaces within a 30-minute Legacy Square

Item 1.

Venue				Exhibition Types											Uses			
Facility Name	Street Address	City	Description of Exhibition Spaces	Traveling	Commerical/Sales	Regularly Changing	Permanent	Open Call	Contemporary	Historic	2-D	3-D	Digital arts	Crafts	Opportunities for Local Artists	Allows space rentals	Has special events	Charges Admissions
Tomball Museum Center	510 N Pine St.	Tomball	Historic buildings, living history															
Tomball Railroad Depot Museum	201 S. Elm St,	Tomball	Restored depot, model railroads, train memorabilia															
Sallie Fisher Art Gallery	914 W Main St.	Tomball	Western, wildlife, landscape paintings															
Pearl Fincher Museum of Fine Arts	6815 Cypresswood Dr.	Spring	Exhibits of local and established visual artists															
Lone Star College - Tomball Art Gallery	30555 State Highway 249	Tomball	Rotating student, community exhibits															
Ardest Gallery	25200 Grogan's Park Dr.	The Woodlands	Rotating exhibitions															
Tartaglia Fine Art	26106 Oak Ridge Dr.	The Woodlands	Traditional, contemporary fine art															
Mossrock Studio & Fine Art Gallery	26002 Oak Ridge Dr.	The Woodlands	Studio, paintings, sculpture, ceramics															
The Woodlands Art Gallery & Studios	208 Nursery Rd.	The Woodlands	Regional artists, small gallery studio															
Historic Magnolia Depot	426 Melton St.	Magnolia	Historic memorabilia and ephemera															
Wunderlich Farm Interactive History Park	18218 Theiss Mail Rt Rd.	Klein	Historic buildings, living history															
Yellow Door Art Community	12802 McSwain Rd,	Cypress	Artist collective, exhibiting space															

Active Arts Facilities

Active arts proram facilitieswithin a 30-minute drive of Legacy Square, 401 Oxford Street, Tomball, TX

Facility Name	Street Address	City	Disciplines
The Woodlands Academy of Art	1018 Sawdust Rd #18	Spring	Visual arts
Stageworks Theatre	10760 Grant Rd	Houston	Theatre
Houston School of Music	11611 Balthamwood Ln	Tomball	Music
Cypress School of Art & Design a.d.b.a. Artist Within	12639 Kluge Rd	Cypress	Visual arts
I Love Art Studio	12802 Mcswain Rd	Cypress	Visual arts
Bach to Rock Cypress	13215 Grant Rd	Cypress	Music
Fred Astaire Dance Studios - Champions	134 Vintage Park Blvd F	Houston	Dance
Full Out Dance	13455 Cutten Rd #2-1	Houston	Dance
Young Chefs Academy Tomball	1417 Graham Dr	Tomball	Culinary arts
Hintze Dance Center	15014 Spring Cypress Rd #220	Cypress	Dance
The Classical Ballet School	15222 Farm To Market 2920 Ste N	Tomball	Dance
Steppin Time Performing Arts Center	16522 House Hahl Rd	Cypress	Dance
Cypress Elite Dance	16902 Telge Rd	Cypress	Dance
Flagship String Studio	17142 N Eldridge Pkwy Suite E	Tomball	Music
Glassblowing Houston	17442 Farm to Market 2920	Tomball	Visual arts
The Music Rack	17934 Kuykendahl Rd	Spring	Music
The Talent House	18311 Fenske Rd	Cypress	Theatre
Spark Foundatoin: Dance, Art Theater, Music	18603 Cedar Oaks Dr	Spring	Dance, Theatre, Music
TMHS Wildcat Theatre	19100 Northpointe Ridge Ln	Tomball	Theatre
School of Rock	21117 North Fwy #600	Spring	Music
Progressions Performing Arts	21631 Rhodes Rd Building B, Suite 204	Spring	Dance
TR Music and Voice Lessons	22803 River Birch Dr	Tomball	Music
Maestro Dance Academy	24913 Kuykendahl Rd A	Tomball	Dance
Teora Music School	24913 Kuykendahl Rd Suites C&D	Tomball	Music
Joee Shapiro School of Dance	24922 TX-249	Tomball	Dance
Auburn Lakes Recreation Center	25005 Northcrest Dr	Spring	Visual arts, Dance, Theatre, Music, Culinary Arts
Young Chefs Academy the Woodlands	2520 Research Forest Dr #475	The Woodlands	Culinary arts
Class Act Productions	25275 Budde Rd # 25	Spring	Theatre
Color Me Mine	25712 Northwest Fwy suite c	Cypress	Visual arts
MakeArt Studio	25903 Elmfield Dr Ste 200	Spring	Visual arts
Fred Astaire Dance Studios - Creekside	27030 Kuykendahl Rd Suite 140	Tomball	Dance
PAC of the Woodlands	27220 Glen Loch Dr	The Woodlands	Theatre, Music, Dance
The Rustic Brush, The Woodlands	27326 Robinson Rd Ste. 107A	Oak Ridge North	Visual arts
The Dance Vault	28519 Sweetgum Rd Ste A	Magnolia	Dance
The Craft Chicks	304 Market St	Tomball	Visual arts
Lone Star College - Tomball Performing Arts Center	30555 Tomball Pkwy	Tomball	Dance, Theatre, Music
Axis Aerial Arts	311 High St	Tomball	Dance
Paint & Bubbles Studio	31311 FM2978 Suite 107	Magnolia	Visual arts
Leading Note Studios - Magnolia	32207 Tamina Rd	Magnolia	Music
Black Cat Theater & Academy	331 Corporate Woods Dr a4	Magnolia	Theatre
Woodland Lane Ceramics	33218 Sweetgum Ln	Magnolia	Visual arts
StageCraft Studio	38900 FM 1774	Magnolia	Theatre
Tomball Rocks	407 W Main St	Tomball	Music
Painting with a Twist	570 Sawdust Rd	The Woodlands	Visual arts
Sassy Feet Dance Studio	6402 Louetta Rd Suite 120	Spring	Dance
Playhouse 1960	6814 Gant Rd #116	Houston	Theatre
Art & Vibez	6970 Cypress Creek Pkwy	Houston	Visual arts
McTeggart Irish Dancers South Texas	701 E Main St Suite 175	Tomball	Dance
The Woodlands Art League	701 Sawdust Rd	The Woodlands	Visual arts
Spring Music and Art Academy	7902 Louetta Rd Suite A	Spring	Music
Cordovan Art School & Pottery Parlor - Spring	8000 McBeth Way #130	The Woodlands	Visual arts
National Youth Theater	8103 FM 1488	Magnolia	Theatre
The PAC	8212 Spring Cypress Rd	Spring	Theatre, Dance, Music
Firehouse Music	8320 Louetta Rd #180	Spring	Music
Woodlands Dance Theatre Corporatoin	8755 West Ln	Magnolia	Dance
Cordovan Art School & Pottery Parlor - Spring	8905 Louetta Rd	Spring	Visual arts
DPAC Texas	8921 Louetta Rd	Spring	Dance, Theatre, Music
Ballare Dance Studio	9003 Hufsmith Kuykendahl Rd ste.A	Tomball	Dance
Natalie Dawn Music Studio	9015 Cedar Run Falls	Tomball	Music
Boni's Dance & Performing Arts Studio	9102 Forest Crossing Dr	Spring	Dance
Rehearsal Room Music School	9166 Farm to Market 2920 #200A	Tomball	Music
Just Danze Dance Studios	9702 Spring Cypress Rd 114	Spring	Dance
Allegro Music School	9834 Spring Cypress Rd, Houston	Houston	Music
Play it Right Music School	995 Pinyon Pine Dr	The Woodlands	Music

Appendix D

Comparable Projects

Tomball Legacy Square Comparable Project

	La Mirada Theatre	Lincoln Center	Chandler Center	Eisemann Center	Mesa Center	MATCH	McAllen PAC	Moody Performance Hall	The Gordy	Buddy Holly Center for Performing Arts	Item 1.	Center
City	La Mirada, CA	Fort Collins, CO	Chandler, AZ	Richardson, TX	Mesa, AZ	Houston, TX	McAllen, TX	Dallas, TX	Houston, TX	Lubbock, TX	Coppell, TX	
City Population	46,900	170,300	280,200	117,400	511,600	2,300,400	150,000	1,302,900	2,300,400	266,900	42,000	
Region	Los Angeles-Long Beach-Anaheim, CA MSA	Denver-Aurora-Greeley, CO CSA	Phoenix-Mesa-Chandler, AZ MSA	Dallas-Fort Worth-Arlington, TX MSA	Phoenix-Mesa-Chandler, AZ MSA	Houston-Pasadena-The Woodlands, TX MSA	McAllen-Edinburg-Mission MSA	Dallas-Fort Worth-Arlington, TX MSA	Houston-Pasadena-The Woodlands, TX MSA	Lubbock-Plainview, TX CSA	Dallas-Fort Worth-Arlington, TX MSA	
Regional Population	12,799,000	3,691,400	5,070,100	8,100,000	5,070,100	7,510,300	915,000	8,100,000	7,510,300	397,700	8,100,000	
Owner	City	City	City	City	City	City	City	City	City	Nonprofit	City	
Operator	City	City	City	City	City	Nonprofit	City	City	Nonprofit	Nonprofit	City	
Renov'd	1977	1978	1989	2002	2005	2015	2016	2006	2020	2021	2020	
Capital Budget In 2026\$				\$ 40,000,000	\$ 95,000,000	\$ 25,000,000	\$ 45,000,000	\$ 40,000,000	\$ 35,000,000	\$ 158,000,000	\$ 21,000,000	
				\$ 70,000,000	\$ 153,000,000	\$ 34,114,000	\$ 60,641,000	\$ 64,118,000	\$ 43,489,000	\$ 182,626,000	\$ 26,093,000	
Current Ann. Op. Exp.	\$11.3m per City of La Mirada budget, including funds to resident groups, costs 70% covered by revenue	~\$4.5m per City of Fort Collins budget, excluded specific funded upgrades/facility investments	\$2.9m per City of Chandler 2025 budget	\$5.5m for center and presenting costs per the City of Richardson 2025 budget	\$20.3m per City of Mesa 2025 budget	\$2,626,225 in FY2024 990	\$2.79m per City of McAllen 2025-2026 budget	standalone budget, some capital costs covered by city with some city staffing, but other costs covered as part of over-arching AT&T Performing Arts Center nonprofit	\$7,005,428 in FY2024 990	\$12,321,371 in FY2024 990, operator budget not public (ASM)	~\$2.2m per 2024-2025 city budget news, expenses not broken out in 2025-2026 budget	
Main Space	1,261-seat main stage	1,187-seat main performance hall	1,500-seat main stage	1,608-main hall	1,584-seat main stage hall	323-seat theater	1,800-seat theater	750-seat theater	251-seat theater	2,297-seat Helen DeVitt Jones Theater	440-seat theater	
2nd Space	4,200-sqft downstairs lobby with sit-down capacity for 288 people	226-seat capacity Magnolia Theatre	350-seat Hal Bogle Theatre	415-230 flex seating theatre	1,570-seats main stage	153-seats with permanent risers	Only one theater in Performing Arts Center, but additional, larger theaters in the McAllen Convention Center on the same campus	Multi-level lobby which can accommodate up to ~200 people for special events or performances	220 seats in arena style stage	415-person Crickets Theater	120-seat theater	
Additional spaces	Upstairs lounge with standing capacity for 125 people	art gallery with 200-guest capacity, 400-capacity ballroom, 250-capacity multipurpose meeting room, 100-person capacity meeting, and welcoming lobby	250-seat recital hall, two art galleries, foyer/lobby area	300-capacity multipurpose hall, large three-split level lobby, connected garage	550-seat theater	Two more venues: 116-seat theater in the round, plus a high flex 144 in the round or 123 end stage venue, plus a 3000-sqft gallery, and 60x32 rehearsal room	Outer and inner lobbies with multi-level staircase with view	-100 capacity high flex space/performance area, and lobby, gallery, and lounge	Includes a 6,000sf, subdividable multipurpose room, the 22,000-square-foot Ballet Lubbock Pre-Professional Academy, the restaurant, a 2,500-square-foot commercial kitchen, and the Christine DeVitt Lobby featuring a unique spiral staircase, as well as ample backstage areas	Front lobby/art gallery space, multipurpose glass enclosed reception hall, and studio workspace designed for workshops and artist demos		
Outdoor space	Downstairs patio with sit-down capacity for 56 people	300-capacity rooftop deck and 275-person capacity outdoor terrace area	Spacious entry patio area	NA	Additional 200-seat playhouse, 99-seat black box theater, alliance terrace, lecture hall, drama studio, acting studio, and dance studio, and connected to art museum in same complex	NA	Not its own, but next door to historic estate with large pond and green area	Spacious lawn used as entry area and for more casual events	Outdoor patio space with capacity for 200 people	Spacious plaza in front of the building		
Total Indoor GSF	40,000-sqft	79,000-sqft	~68,000-sqft	140,000-sqft	210,000-sqft	59,000-sqft	95,700-sqft	59,000-sqft	66,850-sqft	220,000-sqft	32,425-sqft	
Presenting Program	Actively books with producing and presenting partner	Active presenter; mix of touring Broadway, comedy, theatre, music, and dance	Active presenter, mix of touring Broadway, music, comedy, and special events such as dog stunt show and childrens/family educational performances	Presenting mix of music, speaker series	Presenting mix of Broadway touring, music, film, festivals	Annual "Mix and Match" festival presenting work by various artists and groups, otherwise calendar is reserved for the nonprofit users	Broadway musicals, comedy, orchestral, ballet, dance, and Latin-culture and Spanish language acts	Co-presenting by AT&T PAC and local arts organizations, including dance, opera, and music	Averages 12 theatrical productions a year, primarily dramatic theatre with some Broadway style musicals	Steady mix of Comedy, music, Broadway, and variety acts (such as Puppy Pals dog stunts)	Theatre, theatre on ice, touring music, dance, and family programs (such as craft afternoons)	
Arts Rental Program	Limited community rentals	Arts nonprofit rental partners from mix of disciplines	Active arts rental partners with mix of disciplines	Mix of recurring and new arts programmer rentals	Sculpture courtyard	Subsidized rental space to incubate arts talent is tenant of model, mix of dance, music, theatre, film, and multidisciplinary artists and arts groups as well as visual art in gallery space	Regional orchestral and dance companies regularly use the venue for performances	Prioritizes relationships with smaller and mid-size performing arts groups, serving as a development space to local artists and organizations, including dance, music, and theatre	Mix of theatrical productions, special events, and nonprofit festival partnerships	Regular presentations by local adult and youth orchestras	Four nonprofit resident organizations, including: Theatre Coppell, Coppell Community Chorale, Coppell Community Orchestra, and Ballet Ensemble of Texas; also used by other nonprofit groups for theater and community events	
Meeting and Event Business	Available for corporate meetings and conference rentals	Actively pursues corporate meetings, events, and commercial events, like weddings	Some calendar space available for corporate rentals	Designed to support mix of corporate rentals in multipurpose spaces	Corporate and special event rentals more available for certain spaces	Limited commercial meetings and events, calendar and spaces prioritize arts groups	Limited commercial event and meeting rentals, besides arts group galas. It is under the same management as city's convention center where most rental efforts are redirected	Commercial rentals are the lowest priority tier for calendar access (6 of 6), as such the venue has limited non-arts events, but is occasionally used by nonprofits for special forums or award ceremonies	For-profit meeting and conference style rentals, including offering of dedicated conference room spaces	Plays host to corporate events, weddings, photo shoots, and special events	Hosts for-profit meetings, conferences, weddings, special events, and occasional for-profit performance rentals	
Arts Ed Programs	Limited, family and children's theatre acts	Educational presented films and regular nonprofit partner family and children focused programs	Kids camps, youth arts council program, and youth and family presented programs and performances, field trip performances	Eisemann Educates program provides student access to performances and masterclasses	Adult and youth studio classes, educational community engagement programs	Not internally programmed, but heavily used by arts education programmers, educational performance groups, and arts education schools (such dance and youth orchestras)	NA	Occasionally presents lectures and hosts competitions for people to share their talents on a big stage	Student matinee program, internship and career training programs	Student Rush ticket program; Buddy Holly Songwriters Retreat provides mentorship to emerging song writers; Staging the Future program offers economically disadvantaged students live theater and performing arts education experiences; Theater Camp during the summer in partnership with the local ISD; and annual symposium to provide Kodaly Method certification of music education	Primarily provided through their resident organizations' youth and educational programs, as well as some family-focused programs, like Saturday afternoon crafting projects for the whole family	
Arts-based Health Programs	NA	NA	NA	NA	Arts in Service program for veterans and serve members to use arts experiences to find supportive community, stress relief, and overall working towards improved health and wellness	NA	NA	NA	NA	the symposium providing the Kodaly Method symposium is that the Kodaly music teaching method shows has been shown to improve perceptual functioning, concept formation, motor skills, and performance in other academic areas such as reading and math.	86	

Appendix E

Project Benchmarking

Tomball Legacy Square Comparable Projects - Visual Arts Centers

	Galveston Arts Center	Kerr Arts and Cultural Center	Sequin Art League	Rockport Center for the Arts	Fort Bend Art Center/Fort Bend Art League	The Kemp/Kemp Center for the Arts	Lost Pines Art Center	Center for Contemporary Arts
City	Galveston, TX	Kerrville, TX	Sequin, TX	Rockport, TX	Rosenberg, TX	Wichita Falls, TX	Bastrop, TX	Abilene, TX
City Population	53,695	24,532	29,433	11,000	38,282	100,000	9,688	123,240
Region	Greater Houston	San Antonio-New Braunfels	San Antonio-New Braunfels	Corpus Christi	Fort Bend County	Fort Worth/ North Texas	Austin	Abilene
Regional Population	7,122,240	2,550,960	2,550,960	327,423	7,122,240	918,915	2,283,371	171,219
Owner	Nonprofit	Nonprofit	Nonprofit	Nonprofit	Nonprofit	Nonprofit	Nonprofit	Nonprofit
Operator	Nonprofit	Nonprofit	Nonprofit	Nonprofit	Nonprofit	Nonprofit	Nonprofit	Nonprofit
Founded	1968	1995	1982	1969	1957	2002	1998	1989
Spaces	gallery, classroom	gallery, classroom	gallery, gift gallery, studio space for classes	galleries and classrooms*	galleries and classrooms*	auditorium, galleries, sculpture garden, classrooms, meeting areas	galleries, classrooms, studios, meeting areas	galleries, classrooms, studios, library
Total Indoor GSF	7,500	16,000	5,974	14,000*	10,000	12,000	12,000*	4,600
Programs								
Curated exhibitions	✓	✓	✓	✓	✓	✓	✓	✓
Painting Classes	✓	✓	✓	✓	✓	✓	✓	✓
Sculpture Classes	✓		✓	✓	✓	✓	✓	✓
Ceramics Classes	✓		✓	✓	✓	✓	✓	
After-school Programs	✓			✓	✓	✓		✓
Summer Camps	✓	✓	✓	✓		✓	✓	✓
External Space Rentals	✓	✓	✓	✓**		✓	✓	✓
Operating Budget								
Budget Year	2,024	2,024	2024	2024	2024	2024	2024	2024
Earned Income	\$89,599	\$113,623	\$48,276	\$775,810	\$100,609	\$247,523	\$174,366	\$18,081
Contributed Income	\$322,147	\$97,408	\$51,558	\$1,195,800	\$19,513	\$622,005	\$201,198	\$241,193
Total Income	\$433,471	\$211,031	\$99,834	\$1,876,468	\$137,743	\$1,085,653	(\$1,215,272)	\$315,227
Operating Expenses	\$648,935	\$241,770	\$60,621	\$2,467,430	\$119,649	\$1,224,712	\$430,833	\$374,099
Operating Result	(\$215,464)	(\$30,739)	\$39,213	(\$590,962)	\$18,094	(\$139,059)	(\$1,646,105)	(\$58,872)
Earned rev./op. exp.	14%	47%	80%	31%	84%	20%	40%	5%
		*6,500 square feet of gallery space.	*Listed in property records at 5,974 square feet, plans for renovation increase it to 10,000.	*4,000 square feet of gallery space. **Space rentals are offered by the affiliated RCC.			*4,000 square feet of exhibition space. **Revenue reflects a one-time loss on the sale of property (-\$1,570,619). Normalized operating revenue was ~\$393k.	

Item 1.

Tomball Legacy Square Benchmarking - Performing Arts Centers

	Moody Performance Hall	Moody Theater	Arlington Music Hall	Historic Paramount Theatre	Grand 1894 Opera House	Paramount Theatre
City	Dallas, TX	Austin, TX	Arlington, TX	Abilene, TX	Galveston, TX	Austin, TX
City Population	1,300,000	961,855	394,266	123,240	53,695	961,855
Region	DFW	Austin	DFW	Abilene	Greater Houston	Austin
Regional Population	7,637,387	2,283,371	7,637,387	171,219	7,122,240	2,283,371
Owner	City of Dallas	Ryman Hospitality Properties	Arlington Music Hall Foundation	Historic Paramount Theatre, Inc.	The Grand 1894 Opera House, Inc.	Austin Theatre Alliance
Operator	City of Dallas	Opry Entertainment Group	Arlington Music Hall Foundation	Historic Paramount Theatre, Inc.	The Grand 1894 Opera House, Inc.	Austin Theatre Alliance
Built/Reno'd	2012	2011	1950/Reno'd 2009, 2015, 2018	1930/Reno'd 1987	1894/Reno'd.1974-1990	1915/Reno'd 1930, 1977, 2011, (June) 2026
Main Space	750 seats - main stage	2,700 seats - main stage	730 seats - auditorium	1,187	1,040	1,200
Other Spaces	two-story lobby accomodating seating for 200 people, event/lounge space	1) ACL Live at 3TEN, below stage at 2,700 sq ft (sit-down capacity for 150 people or 350 standing) 2) PNC Hall at ACL Live at 2,000 sq ft (250 people) May combine 3 spaces (2,000 people reception-style)	Hospitality Room (150 people) with bar and concessions, prep kitchen; flexible floor plan with portable stage	1) Lobby at street/entry level for receptions and pre-event gatherings (100-125 people) 2) Second-floor mezzanine for smaller gatherings or auxiliary viewing (50-75 people)	Meeting space (11,000 sq ft): 1) Edna's Room, room off street-level lobby (130-150 people) 2) Orchestra Lobby, ground floor (80-100 people standing, 50-60 seated) 3) Mezzanine Lobby (same as Orchestra) 4) Grand Tier Lobby (same as Orchestra)	1) Full Bar, 1st Floor (350 people) 2) Houdini Lounge, Mezzanine (50 people) 3) JP's Lounge, 3rd Floor - with renovation (350 people) 4) State Theatre next door screens films
Total Indoor GSF	59,000	85,000	15,000	23,400	~20,000*	49,046*
Programming						
Presented Event	✓	✓	✓	✓	✓	✓
Nonprofit Rentals	✓	✓	✓	✓	✓	✓
Commercial Entertainment Rentals	✓	✓	✓	✓	✓	✓
Meeting & Event Rentals	✓	✓	✓	✓	✓	✓
Operating Budget						
Budget Year			2023*	2024	2024	2024
Earned Income			\$1,135,502	\$1,071,264	\$2,312,113	\$12,474,698
Contributed Income			\$122,180	\$459,995	\$2,533,210	\$20,376,096
Total Income			\$1,257,682	\$1,537,948	\$4,845,323	\$32,519,660
Operating Expenses			\$1,285,484	\$1,722,007	\$5,081,099	\$19,680,803
Operating Result			-\$27,802	(\$184,059)	(\$235,776)	\$12,838,857
Earned rev./op. exp.			88%	62%	46%	63%
	Note: Unable to locate specific budget figures, but located in Dallas OAC Department budget - \$30M for arts facilities, reports emailed	Note: Unable to offer venue-specific budget; owned by Ryman Hospitality Properties (NYSE: RHP), operated as part of Opry Entertainment Group	*2024 not published		*NRHP Building footprint: ~15,360 sq ft	*Travis Central Appraisal District data

Tomball Legacy Square Comparable Projects- Arts Education Centers

	Stage West Theatre	Midland Community Theatre	Kathleen C. Cailloux City Center for the Performing Arts	Coppell Arts Center	Cultural Arts Center	Willow Bend Center of the Arts (part of NTPA)	Doug Smith Performance Center (Georgetown Palace Theatre)
City	Ft. Worth, TX	Midland, TX	Kerrville, TX	Coppell, TX	Temple, TX	Plano, TX	Georgetown, TX
City Population	918,915	132,524	24,432	42,983	82,073	285,494	67,176
Region	DFW	Midland	Kerrville	DFW	Killeen-Temple	DFW	Austin
Regional Population	7,637,387	176,832	52,598	7,637,387	475,367	7,637,387	2,283,371
Owner	Nonprofit	Nonprofit	Government/ Publicly Owned	Government/ Publicly Owned	Government/ Publicly Owned	Nonprofit	Nonprofit
Operator	Nonprofit	Nonprofit	Nonprofit	Government/ Publicly Owned	Nonprofit	Nonprofit	Nonprofit
Founded	1979	1946	2003	1999	1958	1991	2020 (1990)
Spaces	2 theatres, rehearsal hall, lobby/lobby café, patio	2 theatres, conference room, rehearsal room, dance studio	2 theaters, rehearsal room, costume shop*	plaza/community space, gallery, main hall, theatre, studio	auditorium, multipurpose event spaces, classrooms, rehearsal rooms, galleries, courtyard/garden	2 mainstage theatres, 2 black box theatres, rehearsal rooms, dance studios	"performance space", dance floor, (7) classrooms, rehearsal space, outdoor terrace / event space*
Total Indoor GSF	16,000	31,200	35,000	30,000	35,000	30,000	14,500
Programs							
Dance Classes	✓				✓	✓	✓
Music Classes/ Lessons	✓	✓		✓	✓	✓	✓
Theatre Classes	✓	✓	✓	✓	✓	✓	✓
After-school Programs	✓	✓	✓		✓	✓	✓
Summer Camps	✓	✓	✓	✓	✓	✓	✓
External Space Rentals	✓	✓	✓	✓	✓	✓	✓
Operating Budget							
Budget Year	2024	2,024	2024**	2024	2024	2,024	2024
Earned Income	\$938,580	\$1,357,484	\$417,945	\$108,976.00	\$687,083	\$3,519,910	\$1,865,289.00
Contributed Income	\$1,104,152	\$1,800,483	\$309,977	\$40,153.00	\$342,882	\$1,510,754	\$303,345.00
Total Income	\$2,042,732	\$3,306,432	\$739,922	\$149,129.00	\$1,030,965	\$5,030,664	\$2,301,377.00
Operating Expenses	\$2,042,736	\$2,965,022	\$929,946	\$139,702.00	\$1,100,779	\$5,211,648	\$2,766,510.00
Operating Result	(\$4)	\$341,410	-\$185,024	\$9,427.00	-\$69,814	-\$180,984	(\$465,133.00)
Earned rev./op. exp.	46%	46%	45%	78%	62%	68%	67%
			*Playhouse 2000 operates year-round performing arts school (P2K Youth Theater), as well as other resident art organizations. **Used Playhouse 2000 for 990 reporting.	*Partnership with The Coppell Arts Council and resident groups.			*(2020) New building offers year-round education in the live and performing arts w/ classes, camps, Theatre for Young Audiences, student productions, and a performance company.

Appendix F

Economic Impact Data

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry in Harris County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
1111C0 Oilseed and grain farming	1.5612	0.2279	4.7354	0.5830	1.8389	1.5113
111200 Vegetable and melon farming	1.5104	0.2754	7.5599	0.7001	1.5294	1.2322
111300 Fruit and tree nut farming	1.3100	0.2702	9.4209	0.7726	1.2820	1.1071
111400 Greenhouse, nursery, and floriculture production	1.3803	0.3633	9.8588	0.7147	1.2553	1.1321
111900 Other crop farming	1.5477	0.3203	8.5739	0.6315	1.4743	1.2230
112120 Dairy cattle and milk production	1.6551	0.2474	5.5832	0.5802	1.9141	1.4468
1121A0 Beef cattle ranching and farming, including feedlots and dual-purpose ranching and farming	1.3005	0.1799	4.2778	0.4591	1.4513	1.2428
112300 Poultry and egg production	1.6571	0.2425	4.5897	0.4347	1.9562	1.5916
112A00 Animal production, except cattle and poultry and eggs	1.2172	0.1920	4.5561	0.8000	1.2778	1.1625
113000 Forestry and logging	1.1620	0.4303	13.7575	0.6601	1.1003	1.0610
114000 Fishing, hunting and trapping	1.2020	0.2342	10.8821	0.8732	1.1981	1.0524
115000 Support activities for agriculture and forestry	1.1869	0.5438	16.3848	0.9023	1.0732	1.0313
211000 Oil and gas extraction	1.4451	0.2867	2.1226	0.8908	1.5530	2.1488
212100 Coal mining	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
212230 Copper, nickel, lead, and zinc mining	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
2122A0 Iron, gold, silver, and other metal ore mining	1.5325	0.2167	2.2127	0.7137	1.9959	2.6971
212310 Stone mining and quarrying	1.5383	0.2377	2.9711	0.8502	2.0632	2.2013
2123A0 Other nonmetallic mineral mining and quarrying	1.5529	0.2645	3.0635	0.8359	1.8506	2.1049
213111 Drilling oil and gas wells	1.5645	0.2631	2.7908	0.7992	1.9368	2.6205
21311A Other support activities for mining	1.5909	0.2987	3.6223	0.8305	1.8465	2.5649
2211A0 Electric power generation, transmission, and distribution*	1.4322	0.2164	2.3075	0.8833	1.9212	2.9214
221200 Natural gas distribution	1.4199	0.2694	2.7701	0.9159	1.6549	2.5224
221300 Water, sewage and other systems	1.3899	0.2750	3.5509	0.8706	1.4901	1.5671
2332EH Education, hospital, and health structures	1.3462	0.3977	5.6641	0.7754	1.2112	1.2112
23030A Maintenance and repair construction	1.4841	0.4285	6.7426	0.7792	1.2959	1.2915
2332OC Office and commercial structures	1.5354	0.3556	5.1670	0.7765	1.4215	1.4165
2334OR Other residential construction	1.5691	0.3601	5.4329	0.7706	1.4972	1.5463
2332OT Other nonresidential structures	1.4551	0.3920	5.7633	0.8112	1.3054	1.2998
2332PC Power and communication structures	1.3562	0.3424	4.9901	0.8658	1.2745	1.2625
2334SF Single-family residential structures	1.4592	0.4085	5.8021	0.7851	1.3080	1.3632
2332TH Transportation structures and highways and streets	1.5389	0.3315	4.8267	0.8019	1.4731	1.4433
321100 Sawmills and wood preservation	1.4091	0.2045	3.2435	0.5070	1.7513	1.7952
321200 Veneer, plywood, and engineered wood product manufacturing	1.4999	0.2269	3.4761	0.6050	1.6931	1.6427
321910 Millwork	1.4239	0.2377	3.7807	0.5813	1.5449	1.5242
3219A0 All other wood product manufacturing	1.4478	0.2595	4.5604	0.5647	1.5236	1.4485

(Continued)

Region Definition: Harris, TX

*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.
4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.
6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry in Harris County (Type I)

Item 1.

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
327100 Clay product and refractory manufacturing	1.5350	0.3253	4.6153	0.7890	1.5299	1.5268
327200 Glass and glass product manufacturing	1.6327	0.2702	3.7656	0.7836	1.8333	1.8880
327310 Cement manufacturing	1.4854	0.2149	2.6081	0.8207	1.8400	2.1879
327320 Ready-mix concrete manufacturing	1.6025	0.2638	3.5612	0.6902	1.8420	1.9476
327330 Concrete pipe, brick, and block manufacturing	1.5223	0.3022	4.1141	0.7890	1.5599	1.6364
327390 Other concrete product manufacturing	1.5396	0.3025	4.4627	0.7701	1.6138	1.6608
327400 Lime and gypsum product manufacturing	1.4381	0.2008	2.4233	0.7321	1.7199	1.9497
327910 Abrasive product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
327991 Cut stone and stone product manufacturing	1.5500	0.3466	5.5945	0.7445	1.4914	1.4884
327992 Ground or treated mineral and earth manufacturing	1.5652	0.2198	2.6369	0.7572	1.8820	2.1508
327993 Mineral wool manufacturing	1.5388	0.2485	3.1837	0.7909	1.7327	1.8863
327999 Miscellaneous nonmetallic mineral products	1.5400	0.2227	3.2466	0.7626	1.9067	1.8811
331110 Iron and steel mills and ferroalloy manufacturing	1.6175	0.2378	2.8783	0.5561	2.0366	2.6213
331200 Steel product manufacturing from purchased steel	1.4985	0.2175	2.7251	0.5363	1.7708	2.0163
331314 Secondary smelting and alloying of aluminum	1.6322	0.2444	3.3205	0.4800	2.0926	2.2441
331313 Alumina refining and primary aluminum production	1.5935	0.2249	2.2603	0.5624	1.9264	2.6203
33131B Aluminum product manufacturing from purchased aluminum	1.3825	0.1954	2.6853	0.4401	1.6734	1.7943
331410 Nonferrous metal (except aluminum) smelting and refining	1.4567	0.1985	2.1149	0.5148	1.6996	2.1243
331420 Copper rolling, drawing, extruding, and alloying	1.4912	0.2021	2.4221	0.3991	1.7309	1.9124
331490 Nonferrous metal (except copper and aluminum) rolling, drawing, extruding, and alloying	1.3894	0.1950	2.4960	0.5170	1.6697	1.9500
331510 Ferrous metal foundries	1.5430	0.2796	3.8543	0.7017	1.7013	1.8309
331520 Nonferrous metal foundries	1.4817	0.2863	4.4153	0.6668	1.6145	1.6477
332114 Custom roll forming	1.5953	0.2271	3.3427	0.5581	1.9447	1.9227
33211A All other forging, stamping, and sintering	1.6430	0.2801	3.9608	0.6647	1.8897	2.1568
332119 Metal crown, closure, and other metal stamping (except automotive)	1.4771	0.2934	4.7639	0.6462	1.4768	1.4407
332200 Cutlery and handtool manufacturing	1.4910	0.2955	4.5374	0.7203	1.5534	1.5326
332310 Plate work and fabricated structural product manufacturing	1.5734	0.2779	4.0169	0.6279	1.7602	1.9424
332320 Ornamental and architectural metal products manufacturing	1.5157	0.3017	4.8046	0.6690	1.5241	1.4971
332410 Power boiler and heat exchanger manufacturing	1.5265	0.2684	3.3655	0.6777	1.6676	1.9192
332420 Metal tank (heavy gauge) manufacturing	1.5277	0.3038	4.0805	0.6931	1.5451	1.6393
332430 Metal can, box, and other metal container (light gauge) manufacturing	1.4579	0.2177	2.7941	0.5498	1.5667	1.6334
332500 Hardware manufacturing	1.5550	0.2616	4.1462	0.6329	1.8269	1.7472
332600 Spring and wire product manufacturing	1.5704	0.3169	4.6566	0.6929	1.5792	1.6049

(Continued)

Region Definition: Harris, TX

*Includes Government enterprises.

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SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry in Harris County (Type I)

Item 1.

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
332710 Machine shops	1.4731	0.3935	5.9956	0.7669	1.3712	1.4191
332720 Turned product and screw, nut, and bolt manufacturing	1.5232	0.2330	3.6360	0.6738	1.8612	1.8771
332800 Coating, engraving, heat treating, and allied activities	1.5237	0.3133	4.7383	0.7547	1.5218	1.4993
332913 Plumbing fixture fitting and trim manufacturing	1.5195	0.2207	3.3929	0.6160	1.8903	1.8350
33291A Valve and fittings other than plumbing	1.5087	0.2849	3.4515	0.7183	1.6167	1.8755
332991 Ball and roller bearing manufacturing	1.4283	0.3015	4.0283	0.7237	1.4455	1.5183
332996 Fabricated pipe and pipe fitting manufacturing	1.4532	0.3345	4.4006	0.7165	1.3879	1.4490
33299A Ammunition, arms, ordnance, and accessories manufacturing	1.3890	0.2502	3.0167	0.6959	1.4846	1.6778
332999 Other fabricated metal manufacturing	1.4980	0.2972	4.4815	0.6533	1.5048	1.5006
333111 Farm machinery and equipment manufacturing	1.4141	0.2261	3.4656	0.6039	1.6037	1.5336
333112 Lawn and garden equipment manufacturing	1.4156	0.2541	4.0417	0.5634	1.4919	1.4104
333120 Construction machinery manufacturing	1.3995	0.2013	2.6933	0.5932	1.7237	1.7662
333130 Mining and oil and gas field machinery manufacturing	1.5911	0.2940	3.7639	0.6510	1.7252	1.9805
333242 Semiconductor machinery manufacturing	1.3714	0.3891	3.5364	0.7967	1.2906	1.5284
33329A Other industrial machinery manufacturing	1.6066	0.2963	3.7774	0.7028	1.8752	2.0393
333314 Optical instrument and lens manufacturing	1.4353	0.3747	4.5091	0.6942	1.3738	1.4766
333316 Photographic and photocopying equipment manufacturing	1.5259	0.4005	4.7762	0.7622	1.4466	1.5406
333318 Other commercial and service industry machinery manufacturing	1.5855	0.2937	3.6346	0.7042	1.7436	1.9271
333414 Heating equipment (except warm air furnaces) manufacturing	1.5248	0.2535	3.4460	0.7016	1.7889	1.8080
333415 Air conditioning, refrigeration, and warm air heating equipment manufacturing	1.5286	0.2236	3.2097	0.6632	1.9152	1.8580
333413 Industrial and commercial fan and blower and air purification equipment manufacturing	1.4573	0.3101	5.0242	0.6575	1.4488	1.3622
333511 Industrial mold manufacturing	1.4581	0.3711	6.4453	0.7130	1.3992	1.3037
333514 Special tool, die, jig, and fixture manufacturing	1.3815	0.4033	6.1368	0.7361	1.2914	1.2609
333517 Machine tool manufacturing	1.4627	0.3575	5.4221	0.6839	1.4174	1.3695
33351B Cutting and machine tool accessory, rolling mill, and other metalworking machinery manufacturing	1.5132	0.3261	4.5331	0.6950	1.6158	1.5986
333611 Turbine and turbine generator set units manufacturing	1.4584	0.2378	2.5422	0.6633	1.6641	2.1175
333612 Speed changer, industrial high-speed drive, and gear manufacturing	1.5989	0.2986	4.3012	0.7301	1.6887	1.6973
333613 Mechanical power transmission equipment manufacturing	1.4857	0.2298	3.2223	0.7019	1.8360	1.8736
333618 Other engine equipment manufacturing	1.5463	0.2274	2.9630	0.5159	1.9478	2.1301
333912 Air and gas compressor manufacturing	1.5343	0.2377	2.8452	0.6160	1.7972	2.0831

(Continued)

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SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry in Harris County (Type I)

Item 1.

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
333914 Measuring, dispensing, and other pumping equipment manufacturing	1.4935	0.2215	2.8569	0.6686	1.8972	2.1770
333920 Material handling equipment manufacturing	1.4961	0.2347	3.1063	0.6336	1.7950	1.9121
333991 Power-driven handtool manufacturing	1.4529	0.2390	3.4125	0.6720	1.7292	1.7743
333993 Packaging machinery manufacturing	1.4690	0.2686	3.5211	0.6602	1.6730	1.7733
333994 Industrial process furnace and oven manufacturing	1.5899	0.3205	4.4810	0.7047	1.6843	1.6884
33399A Other general purpose machinery manufacturing	1.4909	0.2366	3.1763	0.6680	1.7985	1.8362
33399B Fluid power process machinery	1.5345	0.2793	3.4326	0.6504	1.6998	1.8764
334111 Electronic computer manufacturing	1.3852	0.3845	3.2698	0.9307	1.3982	2.1270
334112 Computer storage device manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
334118 Computer terminals and other computer peripheral equipment manufacturing	1.2526	0.2790	2.5217	0.8037	1.2834	1.5146
334210 Telephone apparatus manufacturing	1.2534	0.3101	2.6633	0.8036	1.2493	1.5092
334220 Broadcast and wireless communications equipment	1.2082	0.3170	2.9492	0.8197	1.1792	1.3296
334290 Other communications equipment manufacturing	1.2383	0.3277	3.2722	0.8240	1.2013	1.3286
334413 Semiconductor and related device manufacturing	1.2040	0.2922	2.2353	0.8757	1.1945	1.4475
334418 Printed circuit assembly (electronic assembly) manufacturing	1.1832	0.3243	4.2765	0.7987	1.1477	1.1529
33441A Other electronic component manufacturing	1.2350	0.4305	5.2363	0.8300	1.1402	1.1692
334510 Electromedical and electrotherapeutic apparatus manufacturing	1.3304	0.2783	2.7042	0.8119	1.3092	1.5071
334511 Search, detection, and navigation instruments manufacturing	1.1888	0.3110	2.6989	0.8409	1.1700	1.3222
334512 Automatic environmental control manufacturing	1.2083	0.3518	4.5271	0.8575	1.1608	1.1832
334513 Industrial process variable instruments manufacturing	1.2090	0.5219	6.0904	0.8780	1.1160	1.1379
334514 Totalizing fluid meter and counting device manufacturing	1.3646	0.2618	3.3036	0.7536	1.5487	1.6485
334515 Electricity and signal testing instruments manufacturing	1.2281	0.3137	3.3446	0.8080	1.2097	1.3130
334516 Analytical laboratory instrument manufacturing	1.2323	0.3410	3.6470	0.8287	1.1733	1.2381
334517 Irradiation apparatus manufacturing	1.3096	0.3263	3.5503	0.8270	1.2391	1.3420
33451A Watch, clock, and other measuring and controlling device manufacturing	1.2532	0.3176	4.2211	0.8097	1.2118	1.2229
334300 Audio and video equipment manufacturing	1.3008	0.2876	3.4723	0.8211	1.3294	1.4070
334610 Manufacturing and reproducing magnetic and optical media	1.2990	0.3889	3.2287	0.9301	1.2720	1.4469
335110 Electric lamp bulb and part manufacturing	1.3893	0.3902	5.1881	0.7967	1.2893	1.2910
335120 Lighting fixture manufacturing	1.4418	0.2554	3.6873	0.7077	1.5618	1.5958
335210 Small electrical appliance manufacturing	1.4293	0.2416	4.1979	0.7550	1.5506	1.3871
335220 Major household appliance manufacturing	1.4905	0.2243	3.2222	0.7239	1.7017	1.6660

(Continued)

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Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry in Harris County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
335311 Power, distribution, and specialty transformer manufacturing	1.3617	0.3298	5.0253	0.7270	1.2701	1.2438
335312 Motor and generator manufacturing	1.4348	0.2578	3.2827	0.6040	1.5028	1.5525
335313 Switchgear and switchboard apparatus manufacturing	1.5430	0.2612	3.3205	0.7215	1.7107	1.8578
335314 Relay and industrial control manufacturing	1.4794	0.3628	4.4287	0.7341	1.3986	1.4804
335911 Storage battery manufacturing	1.5017	0.2186	2.6822	0.5961	1.7149	1.9098
335912 Primary battery manufacturing	1.2411	0.3368	3.8759	0.8249	1.1587	1.2101
335920 Communication and energy wire and cable manufacturing	1.4985	0.2087	2.7152	0.5775	1.7871	1.8882
335930 Wiring device manufacturing	1.3785	0.2329	3.0925	0.7395	1.4854	1.5507
335991 Carbon and graphite product manufacturing	1.6279	0.2234	2.8726	0.8416	1.9127	1.9410
335999 All other miscellaneous electrical equipment and component manufacturing	1.4086	0.2417	3.3878	0.6509	1.5965	1.6377
336111 Automobile manufacturing	1.3304	0.1806	2.0409	0.4725	1.5467	1.7895
336112 Light truck and utility vehicle manufacturing	1.3161	0.1759	1.9468	0.4240	1.5062	1.7070
336120 Heavy duty truck manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336211 Motor vehicle body manufacturing	1.5393	0.2618	4.0775	0.5512	1.7006	1.6284
336212 Truck trailer manufacturing	1.4640	0.2054	3.2186	0.4895	1.7492	1.6547
336213 Motor home manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336214 Travel trailer and camper manufacturing	1.3717	0.1872	2.9937	0.5265	1.6034	1.5142
336310 Motor vehicle gasoline engine and engine parts manufacturing	1.5131	0.2256	3.1897	0.4949	1.9318	1.9497
336320 Motor vehicle electrical and electronic equipment manufacturing	1.4600	0.2180	3.6696	0.5137	1.8673	1.6827
336350 Motor vehicle transmission and power train parts manufacturing	1.3973	0.1996	3.0417	0.5103	1.7096	1.6322
336360 Motor vehicle seating and interior trim manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336370 Motor vehicle metal stamping	1.5485	0.2219	3.4236	0.5563	1.9005	1.7680
336390 Other motor vehicle parts manufacturing	1.5323	0.2220	3.3856	0.5463	1.9008	1.8407
3363A0 Motor vehicle steering, suspension component (except spring), and brake systems manufacturing	1.5326	0.2262	3.4727	0.5083	1.9370	1.8167
336411 Aircraft manufacturing	1.2448	0.1684	1.6532	0.6291	1.4355	1.7093
336412 Aircraft engine and engine parts manufacturing	1.3269	0.2075	2.9526	0.5823	1.6976	1.9175
336413 Other aircraft parts and auxiliary equipment manufacturing	1.3154	0.2327	2.7062	0.6407	1.4364	1.6387
336414 Guided missile and space vehicle manufacturing	1.4790	0.3913	3.7081	0.7712	1.4384	2.0283
33641A Propulsion units and parts for space vehicles and guided missiles	1.6942	0.2801	3.5055	0.6134	2.2014	2.8558
336500 Railroad rolling stock manufacturing	1.6040	0.2353	3.0722	0.5417	2.0148	2.2122
336611 Ship building and repairing	1.4713	0.3695	5.2931	0.7376	1.4360	1.6143
336612 Boat building	1.5734	0.2492	4.3425	0.5600	1.8407	1.6094

(Continued)

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Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry in Harris County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
336991 Motorcycle, bicycle, and parts manufacturing	1.2683	0.2541	3.3276	0.6407	1.3188	1.3744
336992 Military armored vehicle, tank, and tank component manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
336999 All other transportation equipment manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
337110 Wood kitchen cabinet and countertop manufacturing	1.4464	0.3596	6.9595	0.6800	1.3298	1.2483
337121 Upholstered household furniture manufacturing	1.4741	0.2541	4.8340	0.5880	1.6018	1.4540
337122 Nonupholstered wood household furniture manufacturing	1.4347	0.3369	6.7280	0.6234	1.3563	1.2574
337127 Institutional furniture manufacturing	1.5475	0.3147	5.6125	0.6724	1.5461	1.4475
33712N Other household nonupholstered furniture	1.5612	0.2353	4.8194	0.5780	1.9155	1.6050
337215 Showcase, partition, shelving, and locker manufacturing	1.5084	0.3454	5.7945	0.6674	1.3996	1.3445
33721A Office furniture and custom architectural woodwork and millwork manufacturing	1.5174	0.2614	4.5156	0.6447	1.6813	1.5876
337900 Other furniture related product manufacturing	1.6664	0.2606	4.5938	0.6450	1.9380	1.7189
339112 Surgical and medical instrument manufacturing	1.3391	0.2798	3.5515	0.8197	1.3439	1.4095
339113 Surgical appliance and supplies manufacturing	1.3854	0.2744	3.3830	0.7943	1.4416	1.5570
339114 Dental equipment and supplies manufacturing	1.4398	0.2793	3.5223	0.7572	1.5053	1.6160
339115 Ophthalmic goods manufacturing	1.4184	0.2929	4.5295	0.8364	1.4178	1.4293
339116 Dental laboratories	1.4007	0.3868	6.6830	0.7796	1.3308	1.2712
339910 Jewelry and silverware manufacturing	1.4925	0.2412	4.1698	0.6502	1.8362	1.7189
339920 Sporting and athletic goods manufacturing	1.5120	0.3057	4.3643	0.7444	1.5529	1.5707
339930 Doll, toy, and game manufacturing	1.3381	0.4158	6.5768	0.8172	1.2058	1.1860
339940 Office supplies (except paper) manufacturing	1.5860	0.2809	5.3394	0.6299	1.6959	1.4343
339950 Sign manufacturing	1.5147	0.3387	5.2883	0.7028	1.4491	1.4084
339990 All other miscellaneous manufacturing	1.5517	0.3150	4.5056	0.7640	1.5905	1.6079
311111 Dog and cat food manufacturing	1.4857	0.1980	2.6572	0.5122	1.8308	1.9117
311119 Other animal food manufacturing	1.5297	0.2073	2.7059	0.4310	1.9168	2.0400
311210 Flour milling and malt manufacturing	1.5024	0.2067	2.6061	0.4849	1.9106	2.1917
311221 Wet corn milling	1.4908	0.2042	2.8888	0.4970	1.8881	1.9117
311225 Fats and oils refining and blending	1.3505	0.1751	2.2340	0.3397	1.6187	1.7097
311224 Soybean and other oilseed processing	1.4228	0.1910	2.5251	0.3489	1.7661	1.8916
311230 Breakfast cereal manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311300 Sugar and confectionery product manufacturing	1.4773	0.2046	3.0660	0.5183	1.8918	1.8253
311410 Frozen food manufacturing	1.4223	0.1924	2.9235	0.5077	1.7784	1.6822
311420 Fruit and vegetable canning, pickling, and drying	1.4977	0.2069	2.9160	0.4928	1.9124	1.8653
311513 Cheese manufacturing	1.3013	0.1689	2.3578	0.3267	1.5612	1.6328
311514 Dry, condensed, and evaporated dairy product manufacturing	1.3830	0.1821	2.3043	0.4982	1.6831	1.8379
31151A Fluid milk and butter manufacturing	1.3978	0.1889	2.6012	0.3997	1.7468	1.8504

(Continued)

Region Definition: Harris, TX

*Includes Government enterprises.

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3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.
4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.
6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry in Harris County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
311520 Ice cream and frozen dessert manufacturing	1.4912	0.2070	3.3991	0.5057	1.9140	1.6728
311615 Poultry processing	1.2266	0.1592	2.6703	0.3864	1.4714	1.4043
31161A Animal (except poultry) slaughtering, rendering, and processing	1.2877	0.1659	2.6680	0.3088	1.5339	1.5054
311700 Seafood product preparation and packaging	1.3445	0.1825	3.0401	0.4082	1.6870	1.5979
311810 Bread and bakery product manufacturing	1.5512	0.2765	4.7578	0.6500	1.8189	1.5696
3118A0 Cookie, cracker, pasta, and tortilla manufacturing	1.5243	0.2127	3.6436	0.5933	1.9662	1.6807
311910 Snack food manufacturing	1.4772	0.2009	2.9336	0.5803	1.8570	1.8168
311920 Coffee and tea manufacturing	1.5097	0.2036	2.9940	0.5008	1.8821	1.8515
311930 Flavoring syrup and concentrate manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
311940 Seasoning and dressing manufacturing	1.5766	0.2144	2.8533	0.5894	1.9818	2.1068
311990 All other food manufacturing	1.4799	0.2058	2.9964	0.4884	1.9026	1.9108
312110 Soft drink and ice manufacturing	1.5794	0.2192	3.2530	0.5871	2.0028	2.0067
312120 Breweries	1.5442	0.2020	3.5899	0.7269	1.8677	1.6564
312130 Wineries	1.3670	0.1886	4.0583	0.6253	1.6653	1.3939
312140 Distilleries	1.4636	0.1931	2.9369	0.7933	1.7847	1.6912
312200 Tobacco product manufacturing	1.2206	0.1568	1.6986	0.8596	1.4497	1.6317
313100 Fiber, yarn, and thread mills	1.5613	0.2163	5.1345	0.4964	1.8901	1.3549
313200 Fabric mills	1.6511	0.2588	4.4546	0.6391	1.8586	1.5648
313300 Textile and fabric finishing and fabric coating mills	1.5084	0.2576	5.2136	0.5751	1.6665	1.4077
314110 Carpet and rug mills	1.5373	0.2025	2.8532	0.6123	1.8685	1.7534
314120 Curtain and linen mills	1.4326	0.2434	5.9754	0.5895	1.5430	1.3030
314900 Other textile product mills	1.4561	0.2879	7.2593	0.6866	1.4258	1.2349
315000 Apparel manufacturing	1.2683	0.4208	16.1776	0.8189	1.1808	1.0724
316000 Leather and allied product manufacturing	1.5283	0.2995	7.1165	0.7536	1.5588	1.2691
322110 Pulp mills	1.6038	0.2288	3.2604	0.6116	2.1155	2.2578
322120 Paper mills	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
322130 Paperboard mills	1.5897	0.2248	2.7147	0.6480	2.0784	2.6176
322210 Paperboard container manufacturing	1.4342	0.1963	2.7576	0.4931	1.8148	2.0031
322220 Paper bag and coated and treated paper manufacturing	1.6270	0.2339	3.4406	0.6216	1.9429	1.8848
322230 Stationery product manufacturing	1.5606	0.2310	3.7149	0.5346	2.0184	1.8818
322291 Sanitary paper product manufacturing	1.0000	0.0000	0.0000	0.0000	0.0000	0.0000
322299 All other converted paper product manufacturing	1.4875	0.2491	3.3951	0.6318	1.7036	1.8184
323110 Printing	1.4857	0.2838	5.8075	0.7353	1.5389	1.4163
323120 Support activities for printing	1.4101	0.3892	8.1211	0.8179	1.3434	1.2796
324110 Petroleum refineries	1.7340	0.2609	2.0424	0.6232	2.4119	3.3487
324121 Asphalt paving mixture and block manufacturing	2.0556	0.2997	3.1967	0.7170	2.7705	3.1394

(Continued)

Region Definition: Harris, TX

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NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry in Harris County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
324122 Asphalt shingle and coating materials manufacturing	1.7809	0.2484	2.6444	0.7469	2.2961	2.9886
324190 Other petroleum and coal products manufacturing	1.8104	0.2514	2.6099	0.7066	2.3243	2.7032
325110 Petrochemical manufacturing	1.7961	0.2395	2.0933	0.7954	2.2138	2.9089
325120 Industrial gas manufacturing	1.7847	0.3133	2.9512	0.7930	1.9575	2.7948
325130 Synthetic dye and pigment manufacturing	1.5783	0.2358	2.6405	0.6601	1.9842	2.4280
325180 Other basic inorganic chemical manufacturing	1.6441	0.2302	2.4881	0.7936	2.1279	2.8421
325190 Other basic organic chemical manufacturing	1.8290	0.2501	2.6662	0.6592	2.3125	2.8922
325211 Plastics material and resin manufacturing	2.0475	0.2757	2.8612	0.7107	2.5492	3.0312
3252A0 Synthetic rubber and artificial and synthetic fibers and filaments manufacturing	1.9393	0.3117	3.3288	0.7658	2.0706	2.2554
325411 Medicinal and botanical manufacturing	1.3830	0.2502	3.0840	0.7135	1.5135	1.6283
325412 Pharmaceutical preparation manufacturing	1.2674	0.1710	1.7147	0.7733	1.5806	1.9915
325413 In-vitro diagnostic substance manufacturing	1.3752	0.1989	2.3249	0.7451	1.6700	1.8662
325414 Biological product (except diagnostic) manufacturing	1.2824	0.1662	1.6862	0.7694	1.5365	1.9497
325310 Fertilizer manufacturing	1.6759	0.2353	2.9568	0.8013	2.1755	2.3975
325320 Pesticide and other agricultural chemical manufacturing	1.7325	0.2310	2.3532	0.7159	2.1357	2.5949
325510 Paint and coating manufacturing	1.7543	0.2378	2.7634	0.7242	2.1984	2.3324
325520 Adhesive manufacturing	1.6977	0.2315	2.8340	0.7303	2.1406	2.2095
325610 Soap and cleaning compound manufacturing	1.4983	0.2030	2.7327	0.7594	1.8769	1.9089
325620 Toilet preparation manufacturing	1.4498	0.1981	2.7588	0.7652	1.8314	1.8353
325910 Printing ink manufacturing	1.8559	0.2656	3.1707	0.7236	2.4382	2.5210
3259A0 All other chemical product and preparation manufacturing	1.7943	0.2525	2.8917	0.7375	2.3343	2.6170
326110 Plastics packaging materials and unlaminated film and sheet manufacturing	1.9973	0.2668	3.7142	0.7148	2.4663	2.2089
326120 Plastics pipe, pipe fitting, and unlaminated profile shape manufacturing	1.9483	0.2614	3.3286	0.7526	2.3492	2.2943
326130 Laminated plastics plate, sheet (except packaging), and shape manufacturing	1.7866	0.3137	4.2536	0.7680	1.7308	1.7387
326140 Polystyrene foam product manufacturing	1.9280	0.2741	3.9118	0.6857	2.3191	2.2126
326150 Urethane and other foam product (except polystyrene) manufacturing	1.8519	0.2616	3.8657	0.6994	2.1719	1.9465
326160 Plastics bottle manufacturing	1.9797	0.2717	3.7796	0.7180	2.2853	2.0869
326190 Other plastics product manufacturing	1.8434	0.2608	3.7687	0.7088	2.2735	2.1279
326210 Tire manufacturing	1.6391	0.2477	3.6323	0.6705	1.9444	1.8858
326220 Rubber and plastics hoses and belting manufacturing	1.4691	0.2645	3.7474	0.6302	1.5245	1.5311
326290 Other rubber product manufacturing	1.6321	0.2390	3.4940	0.6482	2.0363	2.0040
420000 Wholesale trade	1.4661	0.2869	3.8121	0.8511	1.6754	2.2474
441000 Motor vehicle and parts dealers	1.3432	0.3262	4.6875	0.8685	1.3152	1.4869

(Continued)

Region Definition: Harris, TX

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NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry in Harris County (Type I)

Item 1.

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
445000 Food and beverage stores	1.3969	0.3611	9.7792	0.8909	1.3004	1.2148
452000 General merchandise stores	1.4105	0.3482	10.5441	0.9004	1.3647	1.1994
444000 Building material and garden equipment and supplies dealers	1.3089	0.3254	7.3799	0.9160	1.2653	1.2377
446000 Health and personal care stores	1.4077	0.4056	11.5798	0.9124	1.2568	1.2043
447000 Gasoline stations	1.4965	0.3429	8.4095	0.8665	1.4649	1.3674
448000 Clothing and clothing accessories stores	1.6204	0.3399	10.4452	0.8881	1.7156	1.3594
454000 Nonstore retailers	1.3917	0.2168	6.0219	0.8498	1.7564	1.4319
4B0000 All other retail	1.3982	0.4317	12.3687	0.9029	1.2413	1.1776
481000 Air transportation	1.5248	0.2573	2.8487	0.8110	1.8085	2.5109
482000 Rail transportation	1.5159	0.2544	3.0497	0.8357	1.8164	2.0792
483000 Water transportation	1.9010	0.3137	4.8104	0.7372	2.8600	2.7661
484000 Truck transportation	1.6537	0.3629	6.5897	0.8360	1.6639	1.6760
485A00 Transit and ground passenger transportation*	1.8299	0.4222	16.0960	0.7787	1.7181	1.2112
486000 Pipeline transportation	1.1913	0.4925	3.5368	0.9572	1.0981	1.2648
48A000 Scenic and sightseeing transportation and support activities for transportation	1.6112	0.3890	5.9197	0.8256	1.6107	1.8179
492000 Couriers and messengers	1.5108	0.3535	18.9884	0.8517	1.4782	1.1088
493000 Warehousing and storage	1.6446	0.3991	8.6630	0.8560	1.5543	1.4445
511110 Newspaper publishers	1.2832	0.3352	6.5984	0.8610	1.3032	1.2513
511120 Periodical publishers	1.4116	0.3597	5.8768	0.8669	1.4184	1.4521
511130 Book publishers	1.5140	0.2606	4.1564	0.7834	2.1548	2.3463
5111A0 Directory, mailing list, and other publishers	1.3862	0.2768	3.8375	0.8163	1.5294	1.8318
511200 Software publishers	1.3343	0.2592	3.0545	0.8332	1.5038	1.9205
512100 Motion picture and video industries	1.2021	0.2230	7.2814	0.7593	1.2703	1.1673
512200 Sound recording industries	1.1860	0.1675	3.1303	0.8669	1.3853	1.3654
515100 Radio and television broadcasting	1.3158	0.4033	5.5187	0.6424	1.3301	1.3993
515200 Cable and other subscription programming	1.3016	0.2890	3.1258	0.7487	1.3995	1.8153
517110 Wired telecommunications carriers	1.3487	0.2050	3.0290	0.7554	1.6955	2.1451
517210 Wireless telecommunications carriers (except satellite)	1.4616	0.2281	3.4588	0.8225	1.8862	2.3091
517A00 Satellite, telecommunications resellers, and all other telecommunications	1.4904	0.2390	3.4906	0.8129	1.7199	2.0464
518200 Data processing, hosting, and related services	1.4323	0.2700	3.1956	0.8092	1.6872	2.6131
519130 Internet publishing and broadcasting and web search portals	1.3558	0.2988	3.4559	0.8262	1.4621	1.9649
5191A0 News syndicates, libraries, archives, and all other information services	1.0736	0.5144	12.3759	0.9849	1.0405	1.0273
522A00 Nondepository credit intermediation and related activities	1.4926	0.3113	4.0378	0.8207	1.6980	2.2711
52A000 Monetary authorities and depository credit intermediation	1.3796	0.2647	3.5138	0.8949	1.5474	1.9620

(Continued)

Region Definition: Harris, TX

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NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry in Harris County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
523900 Other financial investment activities	1.5864	0.4920	11.1743	0.8676	1.4561	1.3281
523A00 Securities and commodity contracts intermediation and brokerage	1.3535	0.4250	8.9916	0.7422	1.2726	1.2150
524113 Direct life insurance carriers	1.4394	0.3737	5.2640	0.8482	1.4451	1.5730
5241XX Insurance carriers, except direct life insurance	1.5232	0.2629	3.6369	0.8361	1.9257	2.2023
524200 Insurance agencies, brokerages, and related activities	1.6481	0.3839	5.5214	0.9094	1.6678	1.7377
525000 Funds, trusts, and other financial vehicles	2.3110	0.4938	11.5402	0.7495	3.9829	2.9267
531000 Real estate	1.3677	0.2076	7.4882	0.9176	1.6674	1.2936
532100 Automotive equipment rental and leasing	1.5168	0.3262	4.5303	0.8597	1.6052	1.9237
532400 Commercial and industrial machinery and equipment rental and leasing	1.5256	0.2995	3.4168	0.8835	1.6837	2.4420
532A00 General and consumer goods rental	1.4857	0.4804	5.9122	0.8941	1.3064	1.4606
533000 Lessors of nonfinancial intangible assets	1.3884	0.2218	2.8915	0.8758	1.7816	2.9422
541100 Legal services	1.2747	0.4681	4.1622	0.9232	1.1619	1.4864
541511 Custom computer programming services	1.3020	0.5040	5.2475	0.9421	1.2153	1.5361
541512 Computer systems design services	1.3602	0.4416	5.0637	0.8705	1.2741	1.5343
54151A Other computer related services, including facilities management	1.3784	0.4348	4.9004	0.8745	1.2984	1.6278
541200 Accounting, tax preparation, bookkeeping, and payroll services	1.3164	0.4614	7.8248	0.9271	1.2162	1.2721
541300 Architectural, engineering, and related services	1.4191	0.4298	5.2888	0.8841	1.3417	1.5710
541610 Management consulting services	1.3445	0.4704	7.0029	0.8970	1.2348	1.3394
5416A0 Environmental and other technical consulting services	1.4607	0.4962	7.4757	0.8693	1.3447	1.4761
541700 Scientific research and development services	1.5507	0.3883	4.6008	0.8095	1.5981	2.1734
541800 Advertising, public relations, and related services	1.3040	0.3405	5.7080	0.8727	1.2771	1.3775
541400 Specialized design services	1.3238	0.4684	14.0623	0.8848	1.2053	1.1288
541920 Photographic services	1.4588	0.3244	9.7828	0.8713	1.4580	1.2901
541940 Veterinary services	1.2086	0.4714	10.6461	0.8215	1.1040	1.0778
5419A0 All other miscellaneous professional, scientific, and technical services	1.3675	0.4960	7.7025	0.8571	1.2282	1.2947
550000 Management of companies and enterprises	1.3963	0.4458	4.7103	0.8956	1.2740	1.6148
561300 Employment services	1.4064	0.4734	11.1271	0.8974	1.3248	1.2634
561700 Services to buildings and dwellings	1.4749	0.4068	11.8894	0.7954	1.3667	1.1902
561100 Office administrative services	1.4125	0.4999	6.9281	0.8898	1.2805	1.3984
561200 Facilities support services	1.6172	0.3661	6.5189	0.8114	1.7764	1.7946
561400 Business support services	1.4857	0.4463	10.2784	0.8296	1.3924	1.3059
561500 Travel arrangement and reservation services	1.5028	0.3713	5.9069	0.7489	1.5494	1.6837
561600 Investigation and security services	1.3484	0.5140	14.0232	0.8634	1.2051	1.1248
561900 Other support services	1.4726	0.4514	9.3986	0.8206	1.3584	1.3384

(Continued)

Region Definition: Harris, TX

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3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry in Harris County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
562000 Waste management and remediation services	1.6232	0.3208	4.7155	0.8006	1.7871	1.9649
611100 Elementary and secondary schools	1.2261	0.5155	16.5750	0.9044	1.0979	1.0662
611A00 Junior colleges, colleges, universities, and professional schools	1.3257	0.4475	9.2301	0.9224	1.1726	1.1939
611B00 Other educational services	1.4590	0.4492	12.7638	0.8010	1.3436	1.1945
621100 Offices of physicians	1.4273	0.4839	5.5287	0.8862	1.2900	1.5197
621200 Offices of dentists	1.2579	0.3871	6.4802	0.9207	1.1813	1.1987
621300 Offices of other health practitioners	1.2740	0.3597	7.0789	0.9147	1.1910	1.2017
621400 Outpatient care centers	1.4185	0.4173	6.3507	0.8776	1.3427	1.5098
621500 Medical and diagnostic laboratories	1.2621	0.3363	4.5278	0.8736	1.2262	1.2787
621600 Home health care services	1.3117	0.5075	12.9831	0.9103	1.1658	1.1175
621900 Other ambulatory health care services	1.5236	0.4309	6.8085	0.8350	1.4099	1.3772
622000 Hospitals	1.4618	0.4009	5.9770	0.8587	1.3996	1.6158
623A00 Nursing and community care facilities	1.4655	0.4282	10.6019	0.8752	1.3390	1.2860
623B00 Residential mental health, substance abuse, and other residential care facilities	1.3672	0.4461	10.2654	0.8929	1.2152	1.2107
624100 Individual and family services	1.3366	0.4581	15.3004	0.8416	1.1905	1.1046
624400 Child day care services	1.4955	0.4216	15.7604	0.8478	1.3036	1.1710
624A00 Community food, housing, and other relief services, including rehabilitation services	1.4673	0.3616	9.2643	0.7043	1.4099	1.2873
711100 Performing arts companies	1.4018	0.4227	25.0937	0.8513	1.2946	1.0944
711200 Spectator sports	1.2377	0.6038	10.4940	0.8931	1.1585	1.1840
711500 Independent artists, writers, and performers	1.2618	0.3273	12.8949	0.8753	1.3284	1.1380
711A00 Promoters of performing arts and sports and agents for public figures	1.4776	0.3593	19.5559	0.8080	1.4839	1.1763
712000 Museums, historical sites, zoos, and parks	1.4481	0.3326	8.0424	0.8597	1.3875	1.3476
713100 Amusement parks and arcades	1.3219	0.3309	13.3852	0.8522	1.2632	1.1035
713200 Gambling industries (except casino hotels)	1.4694	0.3237	7.4710	0.8412	1.5725	1.3595
713900 Other amusement and recreation industries	1.5087	0.4085	15.0404	0.8537	1.3235	1.1776
721000 Accommodation	1.3948	0.3367	7.4006	0.8577	1.4375	1.2937
722110 Full-service restaurants	1.4055	0.4109	12.4060	0.8298	1.2826	1.1427
722211 Limited-service restaurants	1.5294	0.3247	11.2409	0.7702	1.5383	1.2309
722A00 All other food and drinking places	1.4143	0.4902	15.1157	0.8744	1.2745	1.1334
811100 Automotive repair and maintenance	1.3037	0.4434	10.6916	0.7421	1.1804	1.1296
811200 Electronic and precision equipment repair and maintenance	1.3316	0.5357	9.5142	0.8397	1.1994	1.2044
811300 Commercial and industrial machinery and equipment repair and maintenance	1.4225	0.5077	8.0629	0.8205	1.2419	1.2734
811400 Personal and household goods repair and maintenance	1.4272	0.4332	10.7531	0.7901	1.2908	1.1914
812100 Personal care services	1.5150	0.5013	19.3383	0.8725	1.2884	1.1508

(Continued)

Region Definition: Harris, TX

*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.
4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.
6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

Table 1.5 Total Multipliers for Output, Earnings, Employment, and Value Added by Detailed Industry in Harris County (Type I)

INDUSTRY	Multiplier					
	Final Demand				Direct Effect	
	Output/1/ (dollars)	Earnings/2/ (dollars)	Employment/3/ (jobs)	Value-added/4/ (dollars)	Earnings/5/ (dollars)	Employment/6/ (jobs)
812200 Death care services	1.2732	0.4771	13.4592	0.7600	1.1269	1.0662
812300 Dry-cleaning and laundry services	1.3404	0.5201	16.8477	0.8667	1.1710	1.0980
812900 Other personal services	1.4751	0.4804	18.7315	0.8270	1.2724	1.1430
813100 Religious organizations	1.3876	0.4663	10.0943	0.9311	1.2058	1.2529
813A00 Grantmaking, giving, and social advocacy organizations	1.3523	0.4596	7.5273	0.8676	1.2533	1.3029
813B00 Civic, social, professional, and similar organizations	1.4038	0.4947	10.1728	0.8553	1.2419	1.1934
491000 Postal service	1.1777	0.4486	5.9049	0.9099	1.0819	1.0992
S00A00 Other government enterprises	1.7125	0.3251	4.5075	0.8285	2.2441	2.6062
H00000 Households	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000

Region Definition: Harris, TX

*Includes Government enterprises.

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2023 data, the output delivered to final demand should be in 2023 dollars.

4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.

5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.

6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

NOTE.--Multipliers are based on the 2017 Benchmark Input-Output Table for the Nation and 2023 regional data. Industry List A identifies the industries corresponding to the entries.

SOURCE.--Regional Input-Output Modeling System (RIMS II), Bureau of Economic Analysis.

TABLE 33

Average Per Person Event-Related Expenditures by RESIDENT Attendees at In-Person Activities to Eligible Arts and Culture Organizations Per Study Region During 2022-23

This table presents the average dollars spent per person by **resident** attendees as a result of their attendance to activities that were presented, produced, or hosted by eligible arts and organizations in each participating study region. Residents are attendees who reside within the county where the activity took place (or within the multi-community region for regional analyses, or within the state for statewide analyses). Residency is determined based on the ZIP code provided by each audience survey respondent (or, in the absence of a ZIP code, by the primary reason for being in the community). Summary statistics are calculated for each population cohort.

Column Two:

The average dollars spent per person by resident arts and culture attendees to purchase **food, drinks, and/or meals** (e.g., dinner at a restaurant, coffee at a cafe) before or after attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Three:

The average dollars spent per person by resident arts and culture attendees to make **retail purchases** (including souvenirs, gifts, books, recordings, art) as a result of their attendance at an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Four:

The average dollars spent per person by resident arts and culture attendees to purchase **groceries and/or supplies** as a result of their attendance at an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Five:

The average dollars spent per person by resident arts and culture attendees on **local transportation** (e.g., gas, parking, taxi/rideshare fares, tolls, car rentals) for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Six:

The average dollars spent per person by resident arts and culture attendees to purchase **clothing and/or accessories** for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Seven:

The average dollars spent per person by resident arts and culture attendees to pay for **childcare** for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Eight:

The average dollars spent per person by resident arts and culture attendees on **overnight lodging** (e.g., hotel, motel, bed-and-breakfast, Airbnb or other private rental) for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization. (The audience-intercept survey instrument requested that respondents limit their response by providing the cost of one night only.)

Column Nine:

The average dollars spent per person by resident arts and culture attendees on **miscellaneous goods and services** for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Ten:

The overall average dollars spent per person by resident arts and culture attendees in all categories for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization. This figure is the sum of Column Two through Column Nine.

Column Eleven:

The total number of audience-intercept surveys that were used to make this calculation. These surveys were collected by the local or statewide research partners.

TABLE 33

Average Per Person Event-Related Expenditures by RESIDENT Attendees at In-Person Activities to Eligible Arts and Culture Organizations Per Study Region During 2022-23

POPULATION COHORT A Population = Fewer than 50,000 Number of Communities = 43	RESIDENT Attendees Only								Average Per Person Expenditure
	Food & Drink	Retail Shopping	Supplies & Groceries	Local Transportation	Clothing & Accessories	Childcare	Overnight Lodging	Other/ Miscellaneous	
Tyrrell County (NC)	\$9.28	\$6.48	\$14.52	\$2.37	\$0.40	\$0.28	\$4.66	\$1.44	\$39.43
Taos County (NM)	\$12.90	\$4.06	\$4.22	\$1.59	\$1.91	\$0.18	\$3.96	\$1.68	\$30.50
Town of Hillsborough (NC)	\$9.35	\$5.72	\$2.38	\$1.17	\$1.04	\$1.09	\$0.10	\$1.24	\$22.09
Harney County (OR)	\$5.27	\$4.17	\$4.16	\$0.43	\$0.21	\$1.05	\$1.14	\$1.17	\$17.60
City of Monmouth (OR)	\$6.82	\$3.37	\$2.09	\$1.24	\$0.76	\$0.16	\$0.59	\$0.99	\$16.02
City of Sedona (AZ)	\$16.94	\$7.17	\$6.00	\$3.94	\$2.29	\$0.33	\$0.95	\$3.93	\$41.55
City of Yankton (SD)	\$4.64	\$1.53	\$1.64	\$1.45	\$0.37	\$0.34	\$0.48	\$0.65	\$11.10
City of Falls Church (VA)	\$9.13	\$2.43	\$1.80	\$0.80	\$1.05	\$0.98	\$0.82	\$1.64	\$18.65
City of Jamestown (ND)	\$7.77	\$2.68	\$3.62	\$0.96	\$1.04	\$0.54	\$0.47	\$0.64	\$17.72
Rutland County (VT)	\$14.99	\$2.33	\$2.69	\$1.03	\$1.79	\$0.39	\$0.15	\$0.97	\$24.34
Town of Elkton (MD)	\$12.94	\$6.73	\$1.62	\$1.18	\$1.75	\$0.90	\$0.34	\$2.84	\$28.30
City of Waterville (ME)	\$16.77	\$2.46	\$1.80	\$1.37	\$1.67	\$0.64	\$0.58	\$0.40	\$25.69
City of Pendleton (OR)	\$8.70	\$3.96	\$3.91	\$1.88	\$2.30	\$0.31	\$0.53	\$0.80	\$22.39
Haywood County (TN)	\$6.95	\$2.58	\$3.51	\$2.51	\$4.05	\$0.46	\$0.60	\$0.23	\$20.89
City of Hannibal (MO)	\$2.78	\$0.03	\$0.10	\$0.31	\$1.05	\$0.17	\$0.03	\$0.16	\$4.63
Johnson County (TN)	\$6.80	\$6.27	\$3.80	\$1.82	\$1.51	\$0.12	\$0.67	\$2.47	\$23.46
City of Safety Harbor (FL)	\$12.49	\$4.87	\$2.85	\$2.31	\$3.98	\$1.23	\$1.23	\$3.10	\$32.06
City of Tullahoma (TN)	\$9.51	\$3.15	\$2.16	\$1.86	\$4.46	\$0.74	\$0.11	\$0.38	\$22.37
City of Coralville (IA) ¹	\$15.73	\$7.11	\$2.03	\$1.91	\$1.90	\$1.32	\$0.96	\$1.45	\$32.41
Town of Carrboro (NC)	\$7.69	\$3.08	\$5.22	\$1.21	\$1.40	\$0.24	\$0.48	\$1.68	\$21.00
City of Coronado (CA)	\$18.44	\$4.66	\$4.54	\$2.10	\$3.31	\$1.03	\$2.11	\$0.67	\$36.86
City of Laguna Beach (CA)	\$20.70	\$6.47	\$6.26	\$4.20	\$1.08	\$0.25	\$0.61	\$1.00	\$40.57
City of Newberg (OR)	\$7.02	\$4.61	\$2.12	\$1.26	\$1.15	\$0.46	\$0.57	\$1.97	\$19.16
City of Fairfax (VA)	\$9.22	\$4.08	\$1.60	\$1.25	\$0.86	\$0.28	\$0.23	\$0.18	\$17.70
City of Brookings (SD)	\$7.35	\$4.13	\$1.15	\$1.32	\$0.48	\$0.58	\$0.06	\$0.59	\$15.66
Macon County (TN)	\$5.05	\$2.60	\$2.28	\$3.29	\$2.71	\$1.43	\$2.38	\$1.51	\$21.25
City of Paducah (KY)	\$14.73	\$1.18	\$1.17	\$1.04	\$1.90	\$0.32	\$0.33	\$1.00	\$21.67
City of Tarpon Springs (FL)	\$15.95	\$1.44	\$0.94	\$0.65	\$1.14	\$0.58	\$0.29	\$0.55	\$21.54
McNairy County (TN)	\$6.69	\$5.13	\$3.48	\$2.45	\$2.11	\$0.14	\$0.13	\$1.55	\$21.68
City of Mason City (IA)	\$8.91	\$3.23	\$1.69	\$1.36	\$1.06	\$0.15	\$0.79	\$0.75	\$17.94
Door County (WI)	\$14.72	\$5.33	\$3.03	\$4.39	\$2.97	\$0.17	\$0.36	\$1.90	\$32.87
City of Winter Park (FL)	\$13.38	\$5.70	\$1.92	\$2.89	\$2.42	\$0.23	\$0.54	\$1.90	\$28.98
City of Dover (NH)	\$9.86	\$5.33	\$1.88	\$2.44	\$2.62	\$0.45	\$1.18	\$1.35	\$25.11
Transylvania County (NC)	\$15.79	\$14.27	\$2.76	\$1.45	\$2.12	\$0.24	\$0.38	\$0.47	\$37.48
City of West Hollywood (CA)	\$15.55	\$5.66	\$4.87	\$5.69	\$7.90	\$0.72	\$2.55	\$2.51	\$45.45
Clatsop County (OR)	\$15.87	\$3.27	\$3.34	\$2.04	\$1.43	\$0.58	\$1.82	\$1.60	\$29.95

Some sample sizes are very small and may not represent the characteristics of the population surveyed.
SOURCE: Arts and Economic Prosperity 6, Americans for the Arts, 2023 (www.AEP6.AmericansForTheArts.org).

TABLE 33
Average Per Person Event-Related Expenditures by RESIDENT Attendees at In-Person Activities to Eligible Arts and Culture Organizations Per Study Region During 2022-23

POPULATION COHORT A Population = Fewer than 50,000 Number of Communities = 43	RESIDENT Attendees Only								Average Per Person Expenditure
	Food & Drink	Retail Shopping	Supplies & Groceries	Local Transportation	Clothing & Accessories	Childcare	Overnight Lodging	Other/ Miscellaneous	
City of Columbia (TN)	\$6.38	\$2.55	\$0.47	\$1.06	\$1.35	\$0.57	\$0.18	\$0.22	\$12.78
City of Marion (IA)	\$7.30	\$17.95	\$2.56	\$1.09	\$1.93	\$0.29	\$0.60	\$0.03	\$31.75
Summit County (UT)	\$17.52	\$19.82	\$3.33	\$3.22	\$3.55	\$1.04	\$1.41	\$1.76	\$51.65
Sullivan County (NH)	\$8.20	\$11.38	\$2.90	\$1.88	\$1.09	\$0.80	\$0.90	\$1.88	\$29.03
Monroe County (TN)	\$4.14	\$3.58	\$6.15	\$6.25	\$1.01	\$0.05	\$0.16	\$3.24	\$24.58
City of Cleveland (TN)	\$9.02	\$4.02	\$2.14	\$2.10	\$3.00	\$0.77	\$0.34	\$1.04	\$22.43
Lincoln County (OR)	\$10.06	\$2.36	\$1.99	\$1.37	\$1.17	\$0.06	\$0.89	\$1.06	\$18.96
Cohort A Average	\$10.56	\$5.04	\$3.11	\$2.01	\$1.94	\$0.51	\$0.87	\$1.31	\$25.35
Percent of Cohort A Total	41.7%	19.9%	12.3%	7.9%	7.6%	2.0%	3.4%	5.2%	100.0%
Cohort A Average (with counties & outliers removed)	\$9.67	\$4.61	\$2.35	\$1.68	\$1.99	\$0.60	\$0.62	\$1.32	\$22.84
Cohort A Median	\$9.25	\$4.07	\$2.63	\$1.52	\$1.59	\$0.42	\$0.58	\$1.12	\$22.41

Some sample sizes are very small and may not represent the characteristics of the population surveyed.
 SOURCE: Arts and Economic Prosperity 6, Americans for the Arts, 2023 (www.AEP6.AmericansForTheArts.org).

TABLE 35**Average Per Person Event-Related Expenditures by NON-Resident Attendees at In-Person Activities to Eligible Arts and Culture Organizations Per Study Region During 2022-23**

This table presents the average dollars spent per person by **non-resident** attendees as a result of their attendance to activities that were presented, produced, or hosted by eligible arts and organizations in each participating study region. Non-residents are attendees who reside outside the county where the activity took place (or outside the multi-community region for regional analyses, or outside the state for statewide analyses). Residency is determined based on the ZIP code provided by each audience survey respondent (or, in the absence of a ZIP code, by the primary reason for being in the community). Summary statistics are calculated for each population cohort.

Column Two:

The average dollars spent per person by non-resident arts and culture attendees to purchase **food, drinks, and/or meals** (e.g., dinner at a restaurant, coffee at a cafe) before or after attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Three:

The average dollars spent per person by non-resident arts and culture attendees to make **retail purchases** (including souvenirs, gifts, books, recordings, art) as a result of their attendance at an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Four:

The average dollars spent per person by non-resident arts and culture attendees to purchase **groceries and/or supplies** as a result of their attendance at an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Five:

The average dollars spent per person by non-resident arts and culture attendees on **local transportation** (e.g., gas, parking, taxi/rideshare fares, tolls, car rentals) for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Six:

The average dollars spent per person by non-resident arts and culture attendees to purchase **clothing and/or accessories** for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Seven:

The average dollars spent per person by non-resident arts and culture attendees to pay for **childcare** for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Eight:

The average dollars spent per person by non-resident arts and culture attendees on **overnight lodging** (e.g., hotel, motel, bed-and-breakfast, Airbnb or other private rental) for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization. (The audience-intercept survey instrument requested that respondents limit their response by providing the cost of one night only.)

Column Nine:

The average dollars spent per person by non-resident arts and culture attendees on **miscellaneous goods and services** for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization.

Column Ten:

The overall average dollars spent per person by non-resident arts and culture attendees in all categories for the purpose of attending an activity that was presented, produced, or hosted by an eligible arts and culture organization. This figure is the sum of Column Two through Column Nine.

Column Eleven:

The total number of audience-intercept surveys that were used to make this calculation. These surveys were collected by the local or statewide research partners.

TABLE 35**Average Per Person Event-Related Expenditures by NON-Resident Attendees at In-Person Activities to Eligible Arts and Culture Organizations Per Study Region During 2022-23**

POPULATION COHORT A Population = Fewer than 50,000 Number of Communities = 43	NON-Resident Attendees Only								Average Per Person Expenditure
	Food & Drink	Retail Shopping	Supplies & Groceries	Local Transportation	Clothing & Accessories	Childcare	Overnight Lodging	Other/ Miscellaneous	
Tyrrell County (NC)	\$22.52	\$21.29	\$35.16	\$21.29	\$4.52	\$0.78	\$30.76	\$5.76	\$142.08
Taos County (NM)	\$26.51	\$23.34	\$4.92	\$7.18	\$3.34	\$0.46	\$59.12	\$4.06	\$128.93
Town of Hillsborough (NC)	\$9.86	\$4.97	\$2.16	\$3.33	\$0.84	\$0.68	\$2.32	\$0.79	\$24.95
Harney County (OR)	\$6.74	\$12.65	\$9.24	\$9.55	\$2.61	\$2.95	\$32.86	\$1.59	\$78.19
City of Monmouth (OR)	\$10.68	\$2.22	\$1.38	\$2.95	\$1.15	\$0.37	\$2.55	\$2.49	\$23.79
City of Sedona (AZ)	\$30.90	\$28.07	\$18.21	\$11.37	\$9.47	\$0.05	\$57.19	\$4.65	\$159.91
City of Yankton (SD)	\$14.34	\$8.49	\$12.72	\$10.81	\$3.93	\$0.26	\$3.37	\$0.48	\$54.40
City of Falls Church (VA)	\$15.11	\$3.32	\$2.92	\$1.86	\$0.83	\$0.64	\$1.44	\$0.37	\$26.49
City of Jamestown (ND)	\$19.09	\$6.03	\$9.71	\$6.38	\$1.24	\$1.72	\$13.97	\$0.98	\$59.12
Rutland County (VT)	\$22.75	\$4.60	\$3.15	\$4.89	\$2.35	\$0.32	\$17.12	\$1.95	\$57.13
Town of Elkton (MD)	\$19.86	\$5.79	\$2.20	\$2.14	\$5.56	\$2.17	\$1.33	\$2.81	\$41.86
City of Waterville (ME)	\$24.50	\$7.14	\$2.91	\$5.05	\$2.12	\$0.22	\$9.92	\$1.74	\$53.60
City of Pendleton (OR)	\$24.45	\$8.34	\$6.17	\$8.96	\$4.44	\$0.43	\$23.61	\$10.86	\$87.26
Haywood County (TN)	\$9.70	\$11.03	\$4.33	\$7.67	\$4.65	\$1.22	\$9.30	\$1.59	\$49.49
City of Hannibal (MO)	\$8.80	\$0.67	\$0.91	\$4.52	\$0.61	\$0.61	\$3.66	\$0.24	\$20.02
Johnson County (TN)	\$10.73	\$5.44	\$4.74	\$4.53	\$1.72	\$0.23	\$7.21	\$1.49	\$36.09
City of Safety Harbor (FL)	\$16.95	\$5.50	\$0.52	\$5.73	\$1.22	\$0.98	\$14.51	\$2.74	\$48.15
City of Tullahoma (TN)	\$11.90	\$9.39	\$1.54	\$4.73	\$1.86	\$0.15	\$3.20	\$0.52	\$33.29
City of Coralville (IA) ¹	\$30.63	\$11.30	\$6.20	\$9.38	\$2.05	\$3.19	\$21.91	\$1.70	\$86.36
Town of Carrboro (NC)	\$13.54	\$6.01	\$4.88	\$4.80	\$3.58	\$0.54	\$5.56	\$4.56	\$43.47
City of Coronado (CA)	\$26.98	\$12.88	\$5.91	\$6.20	\$6.84	\$0.22	\$35.13	\$1.62	\$95.78
City of Laguna Beach (CA)	\$30.85	\$14.48	\$6.41	\$7.69	\$2.48	\$1.11	\$19.50	\$0.86	\$83.38
City of Newberg (OR)	\$12.95	\$6.35	\$4.04	\$2.88	\$0.87	\$0.67	\$3.87	\$3.22	\$34.85
City of Fairfax (VA)	\$17.78	\$8.52	\$1.98	\$3.22	\$4.27	\$0.81	\$2.34	\$1.05	\$39.97
City of Brookings (SD)	\$17.07	\$10.09	\$7.06	\$8.25	\$0.89	\$1.15	\$3.81	\$0.86	\$49.18
Macon County (TN)	\$6.37	\$7.13	\$4.31	\$7.24	\$1.38	\$0.86	\$1.72	\$2.54	\$31.55
City of Paducah (KY)	\$22.19	\$15.98	\$3.99	\$5.79	\$2.85	\$0.17	\$19.14	\$1.70	\$71.81
City of Tarpon Springs (FL)	\$20.13	\$3.37	\$0.61	\$1.53	\$1.79	\$0.34	\$5.11	\$0.45	\$33.33
McNairy County (TN)	\$9.84	\$7.25	\$2.06	\$5.61	\$1.71	\$0.48	\$2.93	\$2.45	\$32.33
City of Mason City (IA)	\$14.56	\$9.18	\$2.42	\$6.01	\$1.63	\$0.08	\$17.46	\$2.26	\$53.60
Door County (WI)	\$30.15	\$20.32	\$7.54	\$14.05	\$4.33	\$0.30	\$48.90	\$3.33	\$128.92
City of Winter Park (FL)	\$18.51	\$5.99	\$3.60	\$6.55	\$5.59	\$0.91	\$14.03	\$1.15	\$56.33
City of Dover (NH)	\$10.53	\$4.55	\$1.41	\$2.74	\$1.95	\$0.19	\$2.50	\$2.79	\$26.66
Transylvania County (NC)	\$14.49	\$19.24	\$4.24	\$7.74	\$0.54	\$1.47	\$13.81	\$0.81	\$62.34
City of West Hollywood (CA)	\$20.11	\$7.98	\$4.71	\$15.29	\$5.24	\$0.25	\$29.90	\$2.28	\$85.76
Clatsop County (OR)	\$33.76	\$18.69	\$9.67	\$9.55	\$3.66	\$1.44	\$58.53	\$6.43	\$141.73

Some sample sizes are very small and may not represent the characteristics of the population surveyed.
SOURCE: Arts and Economic Prosperity 6, Americans for the Arts, 2023 (www.AEP6.AmericansForTheArts.org).

TABLE 35**Average Per Person Event-Related Expenditures by NON-Resident Attendees at In-Person Activities to Eligible Arts and Culture Organizations Per Study Region During 2022-23**

POPULATION COHORT A Population = Fewer than 50,000 Number of Communities = 43	NON-Resident Attendees Only								Average Per Person Expenditure
	Food & Drink	Retail Shopping	Supplies & Groceries	Local Transportation	Clothing & Accessories	Childcare	Overnight Lodging	Other/ Miscellaneous	
City of Columbia (TN)	\$9.32	\$3.32	\$1.86	\$3.82	\$2.46	\$0.49	\$0.15	\$2.56	\$23.98
City of Marion (IA)	\$3.04	\$18.67	\$0.30	\$0.92	\$0.50	\$2.50	\$5.00	\$2.50	\$33.43
Summit County (UT)	\$25.23	\$17.55	\$7.06	\$10.34	\$7.04	\$1.17	\$36.08	\$2.58	\$107.05
Sullivan County (NH)	\$9.49	\$13.81	\$4.73	\$3.88	\$2.18	\$0.15	\$2.40	\$1.07	\$37.71
Monroe County (TN)	\$6.90	\$6.12	\$5.49	\$7.80	\$2.67	\$0.18	\$1.31	\$7.24	\$37.71
City of Cleveland (TN)	\$13.86	\$5.95	\$1.93	\$4.36	\$4.46	\$1.93	\$9.32	\$0.09	\$41.90
Lincoln County (OR)	\$24.78	\$12.15	\$6.46	\$7.09	\$2.20	\$0.37	\$59.02	\$2.95	\$115.02
Cohort A Average	\$17.09	\$10.09	\$5.37	\$6.58	\$2.94	\$0.76	\$16.45	\$2.44	\$61.73
Percent of Cohort A Total	27.7%	16.3%	8.7%	10.7%	4.8%	1.2%	26.7%	4.0%	100.0%
Cohort A Average (with counties & outliers removed)	\$15.39	\$7.68	\$4.18	\$5.42	\$2.48	\$0.90	\$9.91	\$1.87	\$47.83
Cohort A Median	\$16.03	\$8.16	\$4.28	\$5.90	\$2.41	\$0.52	\$9.31	\$2.11	\$49.34

Some sample sizes are very small and may not represent the characteristics of the population surveyed.
SOURCE: Arts and Economic Prosperity 6, Americans for the Arts, 2023 (www.AEP6.AmericansForTheArts.org).

Special Joint Agenda Item Data Sheet

Meeting Date: May 12, 2026

Topic:

Presentation and discussion by the Tomball Legacy Square Board Committee regarding the Webb Management Feasibility Study.

Background:

Origination: Tomball Legacy Square Board Committee

Recommendation: Presentation item only; no Board action required.

Party(ies) responsible for placing this item on agenda: Kelly Violette

FUNDING (IF APPLICABLE)

Are funds specifically designated in the current budget for the full amount required for this purpose?

Yes: _____ No: _____ If yes, specify Account Number: # _____

If no, funds will be transferred from account # _____ To account # _____

Signed _____
Staff Member-TEDC Date

Approved by _____
Executive Director-TEDC Date