

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.

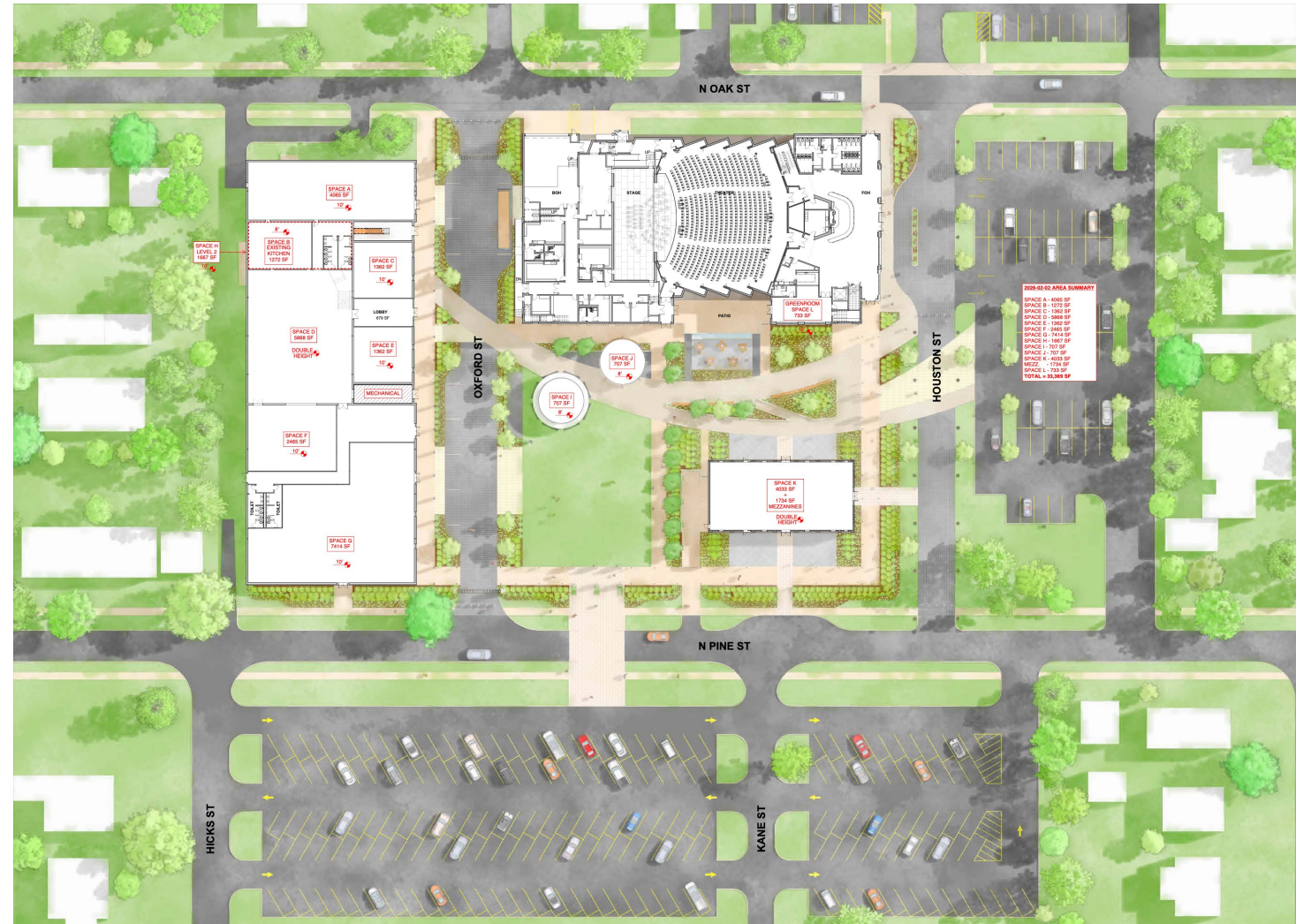


Photo credit: Studio Red Architects

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

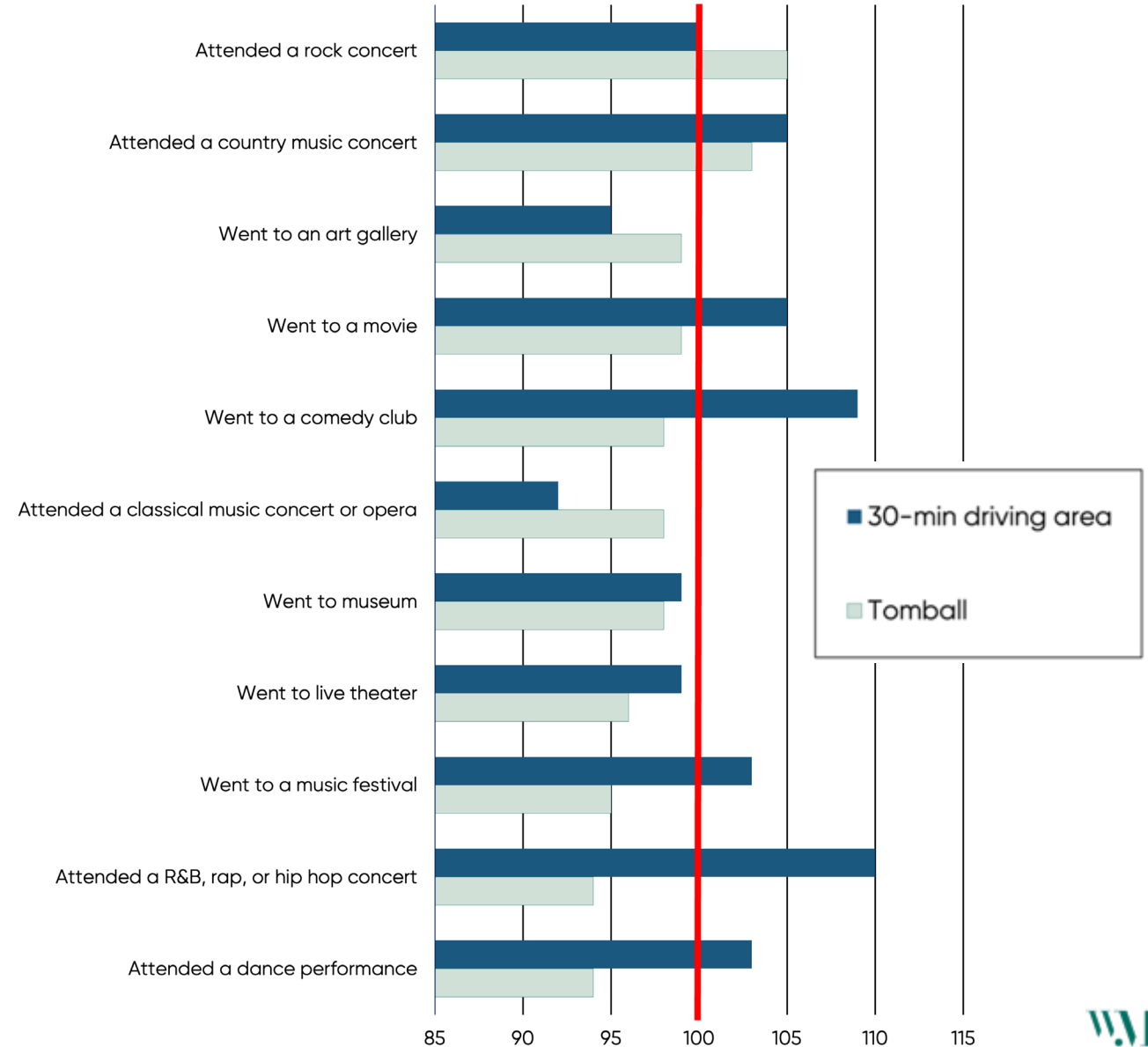
- Operating goals
- Benchmarking
- Programming plan
- Facility management plan
- Staffing plan
- Pro-forma operating budget
- Economic impacts
- Critical path plan
- Report & presentations

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



Facility Uses and Users

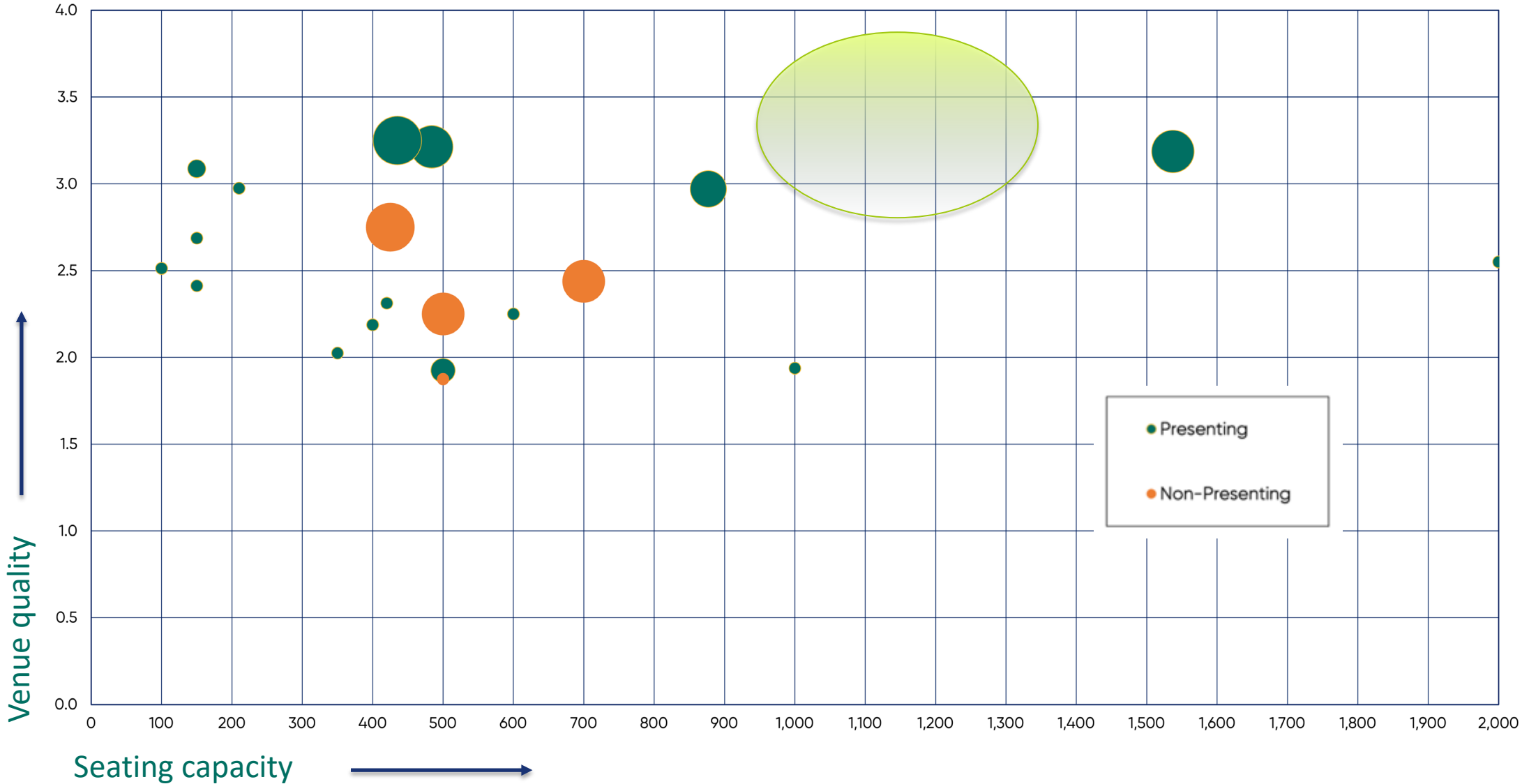
Community arts organization needs

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.



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

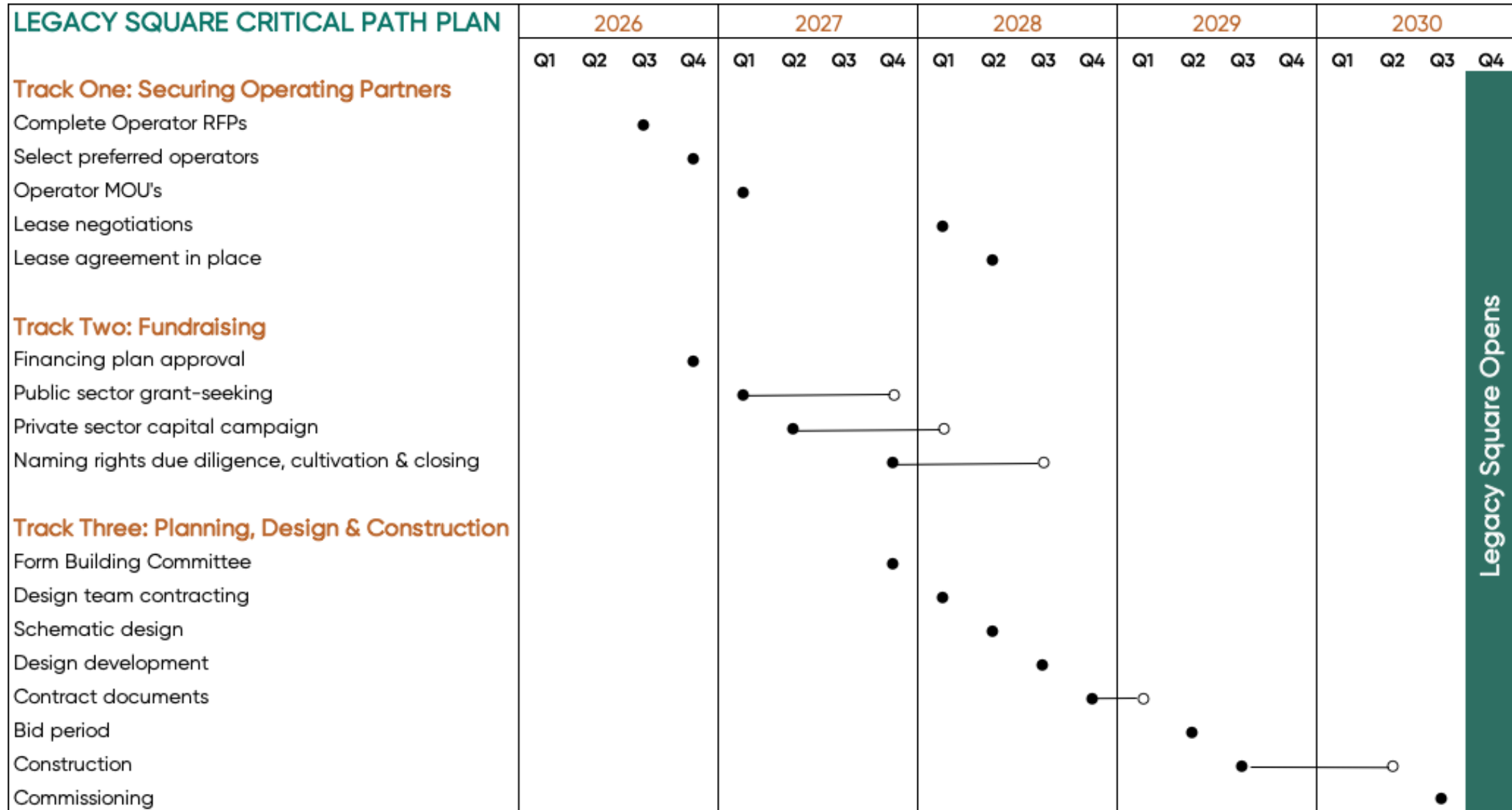
Business Planning

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?

