2023 COMMUNITY ENGAGEMENT REPORT
The Cynthia Woods Mitchell Pavilion presented by Huntsman is operated by The Center for the Performing Arts at The Woodlands, a nonprofit 501(c)(3) organization dedicated to the cultural enrichment of the community.

ARTICLES OF INCORPORATION

The corporation is organized exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the “Code”), including more specifically the following:

To construct and operate a facility to provide performing and visual arts performances for the benefit of The Woodlands and the Greater Houston, Texas community;

To define the cultural needs and desires of The Woodlands and the Greater Houston area, and in response to identify and coordinate specific programs in the performing and visual arts area to be offered at the performing arts facility; and

With any operating surplus from the performing arts facility, to support other nonprofit performing arts groups in The Woodlands and the Greater Houston community that are exempt under Section 501(c)(3) of the Code and to provide scholarships on a nondiscriminatory basis to worthy students from The Woodlands and the Greater Houston area for study in the fields of the performing arts at accredited institutions of higher learning.
Educational and Enriching Arts Programs
The Pavilion offers children from all over the Houston area the chance to experience valuable arts programs tailored just for them, free of charge.

The Pavilion connects arts students with renowned musicians and performance opportunities to inspire the next generation of artists.

Each season, The Pavilion presents a large offering of arts entertainment, including contemporary and classical performances.

The Pavilion acts as a catalyst for new audiences and enhances appreciation for The Arts by offering access to world-class arts programming.

THE PAVILION’S CORE PURPOSE

Diverse Offering of Performing Arts
Each season, The Pavilion presents a large offering of arts entertainment, including contemporary and classical performances.

Educational and Enriching Arts Programs
The Pavilion offers children from all over the Houston area the chance to experience valuable arts programs tailored just for them, free of charge.

Training and Performance Opportunities
The Pavilion connects arts students with renowned musicians and performance opportunities to inspire the next generation of artists.

Introduce New Audiences to The Arts
The Pavilion acts as a catalyst for new audiences and enhances appreciation for The Arts by offering access to world-class arts programming.
I am delighted and honored to be writing to you for the first time as President & CEO of The Cynthia Woods Mitchell Pavilion. Coming off a spectacular 2023 season, we are poised to take advantage of major opportunities in 2024.

At the heart of our mission, The Cynthia Woods Mitchell Pavilion wants to make the arts accessible to all. We want to break down barriers whether they be financial, geographic and/or conceived feelings of exclusivity, so that art can be experienced together, no matter the person.

As part of this refocus on our mission, we are shifting our traditional annual report to become a Community Engagement Report. We want to amplify the message that The Pavilion is a driver of arts education, collaboration and outreach in our community and beyond. Throughout this report you will read about the performances and projects we initiated to extend our arts reach. I truly hope you connect with these stories.

We know that the arts are imperative to the full human experience. We want to champion that experience for all. I hope you will join us as we work to make a difference in the arts landscape in the next year and far into the future.

Jeff Young  President & CEO
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The Pavilion continued its commitment to present high quality arts programs by offering a range of performances that offered both paid and free seating for guests. The 2023 season brought a diversity of performances to the Main Stage to connect over 47,000 community members through shared arts experiences.

The Pavilion kicked off the 2023 arts season in glimmering fashion with the return of the Houston Ballet and their performance of George Balanchine’s Jewels. Each act in the full-length ballet embodied their namesake jewel through the unique musical stylings of their corresponding composer. The season also featured several entertaining performances by the renowned Houston Symphony. From Toy Story: Film with Live Orchestra to The Music of Elvis, there was an opportunity for people of all ages to partake in unique symphonic experiences. The Pavilion rounded out its season with a Children’s Festival of Jurassic proportions as it presented Dinosaur Zoo Live on the Main Stage as well as family-friendly activities around the whole venue.

8 Arts Series Events Held During 2023 Season

Over 47,000 Community Patrons Attended Arts Events
THE WOODLANDS CHILDREN’S MUSEUM

The Pavilion renewed its partnership with The Woodlands Children’s Museum in a continuing effort to bring the power of The Arts further into the community. As part of its sponsorship, The Pavilion helped coordinate an exciting, family-friendly arts lineup throughout the year that featured musicians, dancers, singers and songwriters, puppeteers and cultural performers.

CYNTIA’S BIRTHDAY CELEBRATION

The Pavilion once again purchased and donated 101 arts-related books in celebration of Cynthia Woods Mitchell’s 101st birthday on September 24, 2023. Books featured a special nameplate inside the front cover and were delivered to little free libraries around the community as well as to The Woodlands Children’s Museum and Ms. Boni’s Dance Studio.

PARTNERING WITH LOCAL THEATER GROUPS

The Pavilion was excited to initiate partnerships with several community and school theater groups during the 2023 season in an effort to provide opportunities for greater understanding and appreciation of the arts. The Pavilion partnered with CYT Houston, Class Act Productions and The Woodlands High School Theater Department to ensure that kids of all ages and backgrounds have the opportunity to experience the power of The Arts.
The Mini Pavilion Maestros was yet again a huge success as the venue registered over 1,500 kids during the 2023 season.

Sponsored by Texas Children’s Hospital - The Woodlands, Mini Pavilion Maestros is a FREE program that makes the arts both fun and accessible for kids of all ages! Throughout the season, Maestros were treated to a variety of perks including early entry to certain performing arts events, reserved mezzanine seating, a free ticket to Children’s Festival and more.

MAESTROS FAMILY DAY AT THE MUSEUM

As a special season benefit, Mini Pavilion Maestros were invited to a FREE play day on July 24, 2023, at The Woodlands Children’s Museum. The Pavilion invited registered Maestros and their families for an exclusive event that featured a music-themed art project, a swag bag with prizes and an upbeat performance by The Juicebox Jukebox. The Pavilion welcomed over 160 guests for its inaugural Maestro Day at the Museum - making it a great success!
Hundreds of kids were given the chance to touch and feel a wide variety of wind, percussion and string instruments played on stage by professional musicians. Throughout the year, The Pavilion hosted the Instrument Petting Zoo for kids and families at The Woodlands YMCA, Tomball Classical Conversations, The South Regional Library, The George & Cynthia Woods Mitchell Library and The Woodlands Children’s Museum.

The Pavilion’s Marketing Department worked closely with The Pavilion Partners and Development Department to bring the Instrument Petting Zoo out into the community.

Hundreds of kids were given the chance to touch and feel a wide variety of wind, percussion and string instruments played on stage by professional musicians. Throughout the year, The Pavilion hosted the Instrument Petting Zoo for kids and families at The Woodlands YMCA, Tomball Classical Conversations, The South Regional Library, The George & Cynthia Woods Mitchell Library and The Woodlands Children’s Museum.

We are so grateful to The Pavilion for bringing us the instrument petting zoo last year! It was the perfect ending to our fine arts unit on orchestra and our kids loved getting to learn about the different instruments they had just discovered in the classroom. With the help of the volunteers, every student came out of the room with a newfound love of music. I pray this program continues and thrives for many more years.

Lamar Schrei, Director of Classical Conversations Tomball

Each season, ARAMARK contracts with several local non-profit organizations to operate concessions stands at The Pavilion as a means of raising funds for their activities.

The Pavilion and Aramark’s commitment to supporting local non-profit organizations resulted in an incredible community partner donation of $565,000. The fourteen organizations that helped make a positive impact on guest experience included The Woodlands High School Band Boosters, Oak Ridge High School Band Boosters, Kingdom Worldwide Apostolic Fellowship, Theta Chi Fraternity, Redemption Guard, College Park High School Band Boosters, Conroe High School Band Boosters, Klein Lacrosse Club, Our People United, Klein Collins After-Prom Booster, Tau Beta Sigma National, Spring High School Band Boosters, Caney Creek High School Band Boosters and the MDSA Foundation.
For nearly four decades, education and engagement have been central to our mission, enriching the lives of children, teachers and our community. We bring the power of the arts to classrooms and homes to enrich, educate and change lives. The Pavilion strives to meet the needs of local schools and students, ensuring as many young people as possible experience enriching arts education programs as part of their academic journey.

In total, The Pavilion reached over 20,000 students and adults through its outreach programs. Additionally, programs like Arts On the Go and Arts in Action continued to grow significantly allowing the venue to make deeper arts connections with local students and educators.

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2023 EDUCATION PROGRAMS

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<tr>
<th>Event</th>
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<th>Participants</th>
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<td>Arts On The Go Boxes</td>
<td>March 1</td>
<td>4,648 Recipients</td>
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<tr>
<td>Arts in Action Awards</td>
<td>April 4</td>
<td>19 Recipients</td>
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<td>Scout Day at The Pavilion</td>
<td>June 14</td>
<td>113 Participants</td>
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<td>The Woodlands Chamberfest</td>
<td>July 9-14</td>
<td>27 Participants</td>
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<tr>
<td>Hats Off to Reading</td>
<td>September 14</td>
<td>738 Attendees</td>
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<td>Fine Arts Education Day (Spring ISD)</td>
<td>October 18</td>
<td>2,845 Students + Teachers</td>
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<td>Fine Arts Education Day (Conroe ISD)</td>
<td>October 19</td>
<td>5,885 Students + Teachers</td>
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<td>School Days at The Pavilion</td>
<td>November 8</td>
<td>3,231 Students + Teachers</td>
</tr>
<tr>
<td>School Days at The Pavilion</td>
<td>November 9</td>
<td>5,148 Students + Teachers</td>
</tr>
</tbody>
</table>

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INSPIRING THROUGH ARTS EDUCATION

For nearly four decades, education and engagement have been central to our mission, enriching the lives of children, teachers and our community. We bring the power of the arts to classrooms and homes to enrich, educate and change lives. The Pavilion strives to meet the needs of local schools and students, ensuring as many young people as possible experience enriching arts education programs as part of their academic journey.

In total, The Pavilion reached over 20,000 students and adults through its outreach programs. Additionally, programs like Arts On the Go and Arts in Action continued to grow significantly allowing the venue to make deeper arts connections with local students and educators.

Over 20,000 Kids Reached by The Pavilion’s Education Programs

The Pavilion Served 120 Unique Schools, 16 School Districts + Home School Groups
The Arts in Action program is a powerful collaborative partner in the community. In honoring our local students, not only does the Arts in Action Award recognize the accomplishments and dedication of the honoree, it also inspires and encourages fellow classmates to continue pursuing their love of music. The collective celebration has a multiplying effect! Music Educators are in the business of molding music makers who will lead and enrich our future, and The Arts in Action program is a vital partner. 

Julie Stobbe, Mitchell Intermediate School Choir Director

The Pavilion’s Arts On The Go Boxes were once again a great success as the program reached max capacity of 196 boxes within hours of registration opening. Registered teachers received an Exploration Box that included a link to virtual theatrical performances, hands-on games and activities, standards-aligned curriculum ideas, craft supplies with instructions and fun prizes for students to take home.

196 Arts On The Go Boxes Delivered to K-5th Grade Classrooms
Boxes Reached 4,816 Students in 29 Unique Schools + 9 Districts
Over 14,000 Students YTD Directly Impacted by AOTG Program

The Arts on the Go boxes provide an opportunity for my elementary students to be creative. The engaging activities and books allow my students hands-on experiences to make cross-curricular connections. My students have participated in the program for several years. I love how the boxes include all the materials needed plus fun surprises. I appreciate companies and individuals who give to our community and make this educational experience possible.

Sharon Nolan, Sorters Mill Elementary (New Caney ISD)
THE WOODLANDS CHAMBERFEST

Twenty-seven students attended the week-long chamber music program for students in grades 7 through 12 who play violin, viola, cello and bass. As one of The Pavilion’s signature outreach programs, The Woodlands Chamberfest aims to provide a rewarding musical experience to inspire students to continue their musical studies and further explore the diverse and significant role that they have as artists within a community. Developed by a past Pavilion scholarship recipient, the camp offers daily learning workshops with an esteemed faculty comprised of renowned performing musicians, alumni of The Juilliard School and Rice University. Individual and group instructions cover a variety of topics including public speaking, improvisation, performance anxiety and communication through chamber music.

SCOUT DAY AT THE PAVILION

In 2023, over 100 Scouts from different organizations earned an arts-related badge at The Pavilion’s Scout Day. The exclusive event is designed to provide an opportunity for scouts to earn their Music Merit Badge – or equivalent arts badge – through attending a live concert and participating in FREE, fun and interactive activities that satisfy badge requirements.

HATS OFF TO READING

Over 700 kids took part in The Pavilion’s free Hats Off to Reading event and engaged in fun, literacy-based activities. Inspired by Mrs. Mitchell’s love of reading and held in partnership with Conroe ISD, the annual event offers educational arts-based activities like crafting a bookmark and learning notes on a piano. As a bonus, each child is able to select and take home a free book.
**VENUE FIELD TRIPS**

**FINE ARTS EDUCATION DAYS (CONROE + SPRING ISD)**

The Pavilion welcomed thousands of Conroe ISD fourth-graders and Spring ISD fifth-graders for a unique arts field trip that gives attendees a chance to learn about the orchestra, with the goal of inspiring students to play an instrument when they enter middle school. Produced in conjunction with the school districts and the Houston Symphony, Fine Arts Education Day fosters the growth of new audiences and enhances appreciation of the arts through an educational and entertaining performance about the families of instruments and the musicians who play them.

- **5,800 Conroe ISD Students + Teachers Attended in 2023**
- **2,800 Spring ISD Students + Teachers Attended in 2023**

**SCHOOL DAYS AT THE PAVILION**

The Pavilion welcomed over 8,500 Kindergarten through 5th grade students and teachers during two days of creativity-driven field trips that both entertained and educated guests in a fun, inspiring way. The venue hosted two award-winning performers on the Main Stage - the beloved act *Pirate School: The Science of Pirates!* which provided a refreshing twist on the “Mad Scientist” show meme and *Kattam and His Tam-Tams* who invited guests to discover Africa, the Middle East and India through rhythm, song and dance. The hands-on educational zones featured rocket launching and space discovery with Janet’s Planet, a drawing lesson with local artist Mark Kistler and exciting theatre workshops by CYT Houston.

- **8,500 Students + Teachers Attended School Days at The Pavilion**
- **The Pavilion Welcomed 50 Unique Schools Across 13 Districts**
THE WOODLANDS HIGH SCHOOL CHOIR

In 2023, The Woodlands Arts Council and The Pavilion collaborated to expand the Council’s Microgrant Program. The partnership brought additional funding earmarked specifically for performing arts projects and applicants. The program awarded over $40,000 to various projects including implementing Dancing Thru Life, an after-school dance program, at local elementary schools, musical instruments and cases for school orchestras, costuming for dance ensembles and sound equipment for high school theater and orchestral groups.

ONALASKA ISD SCHOOL BAND

The Pavilion was honored to provide significant funding to the Junior Senior High School in Onalaska ISD to help establish the school’s first band and orchestra program. Funds donated by The Pavilion were used to purchase a number of instruments for the school’s use to ensure that there is an instrument in the hands of every student who needs and wants one. By increasing the school’s inventory of quality, playable instruments for the first time, Onalaska music teachers now have the tools they need to deliver a quality arts education to their students.

TWAC MICROGRANT PARTNERSHIP

The Woodlands Arts Council and The Pavilion collaborated to expand the Council’s Microgrant Program. The partnership brought additional funding earmarked specifically for performing arts projects and applicants. The program awarded over $40,000 to various projects including implementing Dancing Thru Life, an after-school dance program, at local elementary schools, musical instruments and cases for school orchestras, costuming for dance ensembles and sound equipment for high school theater and orchestral groups.
ARTS EDUCATOR GRANTS

The Pavilion awarded 79 grants totaling over $106,000 through the venue’s Arts Educator Professional Development Grant program.

Arts educators have the power to inspire the minds of our youth and set a foundation for a love of the arts. The funding provided through the grant program enables educators to participate in high-quality, arts-focused professional development like workshops, certification programs and conferences and helps alleviate the costs associated with travel, registration and supplies.

With generous financial support from the Cynthia and George Mitchell Foundation, The Pavilion was able to expand its grant program. This additional funding enabled The Pavilion to offer grant opportunities to arts educators within Houston and Aldine school districts - two large areas that had not been previously served. This opportunity allowed the awarding of 25 additional grants to teachers wanting to pursue professional development trainings.

Teacher submitted grant applications included the following arts development trainings:
- Texas Bandmasters Association Convention
- Texas Choir Directors Association Summer Convention
- Texas Orchestra Directors Association Convention
- National Dance Education Organization Conference
- Texas Educational Theatre Association Summerfest
- Broadway Teachers Workshop
- International Kodaly Society Symposium

79 Professional Development Grants Awarded to Local Arts Educators

Over $150,000 in Grants Awarded Since Program’s Inception

Having the opportunity to go to the Teachers Training for Scenic Painting in New York has changed how I will teach. The workshops and discussions helped me grow as a designer, painter and teacher. The trainings piqued my curiosity and encouraged me to look at taking more advanced workshops to further enhance my skills. I am truly appreciative to The Pavilion for the amazing opportunity to grow. Thank you so much for the support.

Jeffrey Ott, 2023 Grant Recipient

This grant has allowed me to pursue a Masters of Arts in Band Studies and it has definitely been effective in the classroom. I have been more intentional on the podium. I've been able to really take some of the skills I've learned in my sessions and really apply them directly to my teaching with my students. Without this grant, I would not have been able to do this and I am really grateful to The Pavilion for this opportunity to not only make better musicians, but also better humans.

Courtney Villareal, 2023 Grant Recipient
The Pavilion Partners 23rd Annual Wine Dinner and Auction not only welcomed a record number of attendees, but also raised a record amount to fund scholarships for local students pursuing the fine arts in higher education.

On March 26, 2023, an amazing crowd gathered on the venue’s Main Stage to support The Pavilion Partners Fine Arts Scholarship Program. Over $350,000 was raised throughout the event, allowing more young artists the chance to pursue their dreams.

The memorable evening, chaired by local philanthropists Jacque Everson and Lisa Koetting, featured delicious food offerings courtesy of Fleming’s Steakhouse and Wine Bar and fine wine provided by Flora Springs Napa Valley Family Estate. A highlight of the evening was a live performance from past scholarship recipient Delaney O’Neill, who is currently pursuing a degree in Drama at NYU Tisch School of The Arts.
Through the fundraising efforts of the annual Wine Dinner, The Pavilion Partners Fine Arts Scholarship Program awarded 27 new scholarships in 2023 ranging from $2,500 to $10,000.

The 2023 new scholarship recipients represented 15 high schools across five different school districts. Additionally, over 30 renewal scholarships were awarded to past scholarship recipients who continue to major in the Fine Arts and in a field of study consistent with the discipline in which they initially auditioned.

Colleges represented by new scholarship recipients included:
- New York University
- Vanderbilt University
- Savannah College of Art and Design
- Carnegie Mellon University
- Eastman School of Music

Earning a Pavilion Arts Scholarship was a big reason why I am able to follow my dreams of attending NYU and living in New York. I am so excited to continue to develop my career and do what I love! I truly cannot thank The Pavilion and all of the generous donors for their support, your impact is invaluable!

Delaney O’Neill, 2022 Scholarship Recipient

27 Fine Arts Scholarships Awarded to High School Seniors

30 Renewal Scholarships Awarded to Continuing Students

Over $2.1 Million in Scholarships Awarded Since Program’s Inception
EXTRAORDINARY LIVE EVENTS

The Pavilion presented 42 Live Nation shows including 7 sellouts by artists like Shania Twain, Nickelback, Post Malone, Parker McCollum and Janet Jackson, among others. Several 2023 shows broke records including Post Malone (August 8) reaching the #1 spot for Top Box Office Gross throughout Pavilion history.

As an iconic concert venue, The Pavilion presented world-class shows that reached a wide audience. Contemporary concerts are booked with our partner, Live Nation. Proceeds from these concerts, along with generous donations from corporations and individuals, are then used to support The Pavilion’s performing arts events such as symphonies, operas and ballets as well as fund its educational outreach programs and other community enrichment programs.

The Pavilion Hosted
42 Live Nation Events in 2023

7 Sold-Out Concerts

Over 400,000 Guests Attended Live Nation Concerts
## 2023 SHOW LIST

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<tr>
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<td>Robert Plant and Alison Krauss</td>
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<td>Santana</td>
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<td>Hot Summer Nights w/ TLC &amp; Shaggy</td>
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<td>Outlaw Music Festival: Willie Nelson &amp; Family</td>
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<td>Chevelle and Three Days Grace</td>
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<td>Shinedown</td>
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<td>Parker McCollum</td>
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<tr>
<td>Chris Stapleton</td>
<td>November 17</td>
<td>14,651</td>
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* Seats Only Events
In 2023, The Pavilion welcomed almost 5,000 Conroe ISD high school seniors and 500 Willis High School seniors as they walked across the Main Stage for graduation. Additionally, the venue played host to a wide variety of community events including Boni's Dance and Performing Arts Studio recital weekend, the Angel Reach Wings & Strings Gala, The Woodlands Church Reality Weekend, Woodforest National Bank’s 40th Anniversary Celebration, The Woodlands First Baptist Easter service and a plethora of private corporate and holiday parties for local companies.

One of the most notable events hosted at The Pavilion in 2023 was the Montgomery County Emergency Response Drill held in October. The Montgomery County Sheriff’s Office, Texas DPS, Montgomery County Hospital District, The Woodlands Fire Department and many other partner agencies practiced how to respond to a real-time, full-scale crisis situation during a four-hour live practice. The exercise simulated a complex coordinated emergency scenario, allowing emergency response agencies, law enforcement, Pavilion staff and other relevant stakeholders to test their coordination, communication and response strategies.
Funding the arts at The Pavilion is made possible through a variety of avenues including admission and concessions from arts events, gifts, grants, ticket tax and fundraising. These funds enable The Pavilion to offer classical forms of entertainment, like symphonies, operas, and ballets. Additionally, proceeds from Live Nation contemporary concerts - what we refer to as “Rock Pays for Bach” - help fund educational outreach programs and other community enrichment initiatives like free mezzanine and lawn seating at all performing arts events.
In 2023, The Cynthia Woods Mitchell Foundation for the Arts was created as a 501 (c)(3) supporting organization. The Foundation operates exclusively for the benefit of, to perform functions of, to carry out or further the purposes of and to enhance the programs of The Cynthia Woods Mitchell Pavilion and its Mission. The Foundation currently consists of a 5-person Board of Directors and operates independently from The Cynthia Woods Mitchell Pavilion’s Board of Directors. As part of the Foundation’s charge, The Pavilion’s endowment was transferred to the Foundation for management during this fiscal year.

The Pavilion’s commitment to promoting access to the arts and arts education is at the heart of what makes The Woodlands such a great place to live and work. As a neighbor and partner, Western Midstream is proud to work alongside The Pavilion in our shared value of Servant Leadership and our employees’ passion for enhancing our communities.

Crystal Sled
Senior Vice President, HCM & DEI
Western Midstream Partners, LP
Scan to learn more about The Pavilion’s volunteer program.

Volunteers at The Pavilion

Over 1,200 volunteers, who share our mission to enrich, educate, and entertain children and adults, fulfilled the hundreds of big and small tasks that elevate a patron’s experience at The Pavilion.

The Pavilion Partners are a vibrant reflection of the arts and culture being presented at The Pavilion. Serving as goodwill ambassadors to the public, Partners offers opportunities for those who share a love for the performing arts to give back, support The Pavilion and network with others who have similar interests. Partners uphold the mission of The Pavilion by volunteering at Performing Arts events and educational outreach programs, providing first-class service to guests and by fundraising to help ensure that these programs and shows continue to thrive. The Pavilion also partnered with several local companies and organizations who provided employee volunteers for a variety of programs and events during the season. It is because of the dedication to volunteerism by these types of groups that The Pavilion can continue to pursue its mission to provide enriching performing arts education and family entertainment.

Over 1,200 Volunteers Brought The Arts to Life

7,300+ Volunteer Hours Earned in 2023

Over 200 Partners Supported The Arts

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MAJOR PERFORMING ARTS SEASON SPONSORS

Sponsorships play a key role in accomplishing The Pavilion’s goal of bringing families and communities together. The Pavilion gratefully acknowledges the generous annual support of donors and sponsors for gifts received throughout the 2023 season.

Huntsman’s relationship with The Pavilion goes back many decades, and we’re profoundly proud of this partnership. As a presenting sponsor, Huntsman recognizes the extraordinary impact The Cynthia Woods Mitchell Pavilion has on our community, the community we all share and the passionate work your nonprofit pours into our children and families here and throughout greater Houston. I think we all know The Woodlands would be less desirable, less livable, less attractive, just less, without the extremely important services you all provide every day of the year.

Peter Huntsman
Chairman, President and CEO of Huntsman Corp.
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Cynthia Woods Mitchell
(1922-2009)

THE PAVILION
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