



Zanesville Museum of Art Real Estate Scenario Analysis: Phase I
November 2022

ZANESVILLE
MUSEUM of ART

 **Allegro**
Real Estate Brokers & Advisors

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PROJECT CONTEXT

Over the next five years, the Zanesville Museum of Art is poised to grow, increasing visibility, visitorship, event programming, staff, and its collection while positioning itself as nationally recognized regional museum specializing in American art pottery. To support and drive the ZMA's evolution, the Zanesville Museum of Art Board formed an ad hoc Investigatory Committee in July 2021 to discuss remodeling the museum's 30,000 square foot facility or relocating the institution altogether.

To assist the ZMA Board to make informed decisions regarding the museum's strategic evolution, the museum pursued a Location Strategy and Scenario Analysis. The ZMA is unable to fully leverage its current location to foster human interaction and inspire memorable experiences. The aging facility lacks flexible interior and exterior public spaces that would accommodate gatherings of 120 people or more. It lacks amenities like a café and modern retail space, a family learning center, or an outdoor green space. And the ZMA lacks a clearly defined layout, gallery spaces fit for purpose, adequate office space, and restrooms.

The Investigatory Committee sought actionable information and recommendations from a consulting firm that considers whether the museum should remodel and expand its current facility and better utilize its five-acre green space, relocate the ZMA from its current residential location to downtown Zanesville near Interstate 70, or remodel its current facility and build or repurpose a site downtown for a museum annex.

PROJECT OVERVIEW

This project, the Location Strategy and Scenario Analysis, has three phases of work.

1. Phase I Seek stakeholder input and identify what the ZMA community needs and wants from the museum
2. Phase II Translate those key desirables into institutional goals and design solutions, and
3. Phase III Integrate those design solutions into a comparative analysis of three location scenarios:
 - Remodel and expand our current facility
 - Relocate the ZMA
 - Remodel our current facility and build a downtown annex

Phase I consisted of:

1. **Collaborative work** and regular meetings with the **Working Group** and the larger board to identify goals, guide the work, and provide critical knowledge about the local community.
2. **Stakeholder interviews** to gather rich, detailed data about the community's needs from the Zanesville museum of art
3. **Communtiy Survey** to collect feedback from community members on the museum as they use it today and their hopes for how the museum can serve the wider Zanesville community in the future



Community Survey

Community Survey

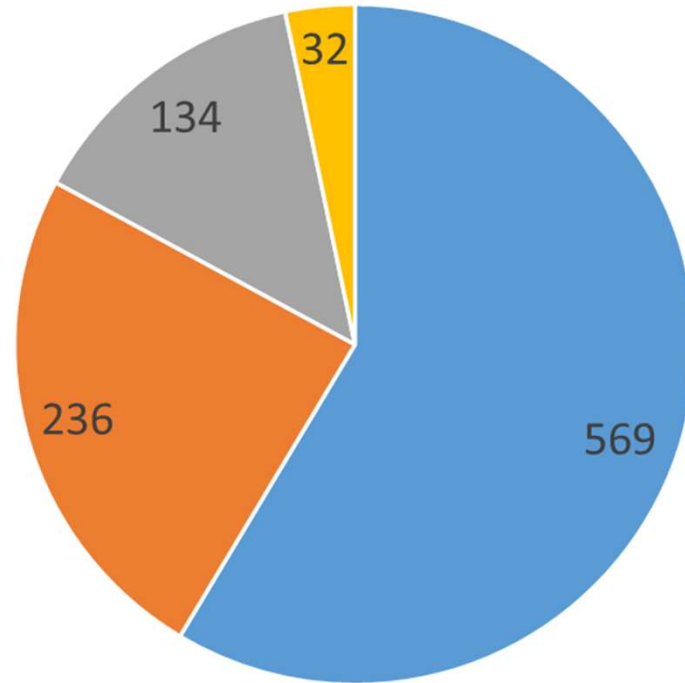
- The survey objective was to collect feedback from community members on the museum as they use it today and their hopes for how the museum can serve the wider Zanesville community in the future
- The Community Survey was developed in collaboration with the working group
- The survey contained questions to solicit feedback on the following topics:
 - Visiting habits – frequency of visits, purpose of visits, attendance at other cultural assets
 - Museum services – hours of operations, location, museum features
 - Respondent data – school district, age, children in home, grandchildren in the area
- The Zanesville Museum of Art leveraged its community partnerships to connect with a wide range of community members
 - The library hosted the survey on its website
 - The museum director participated in media interviews about the project and the importance of community participation in the survey
 - Other community members shared the survey in their communications
- The survey was available online and took an estimated 4 minutes to complete
- **973 community members** responded to the survey

Community Survey

The following pages highlight key results from the community survey. More detail about the survey can be found using the links below:

- The full survey data set can be found here: [shared drive link](#)
- The complete survey questions results can be found here: [shared drive link](#)

Survey Question 2: I have visited ZMA.....

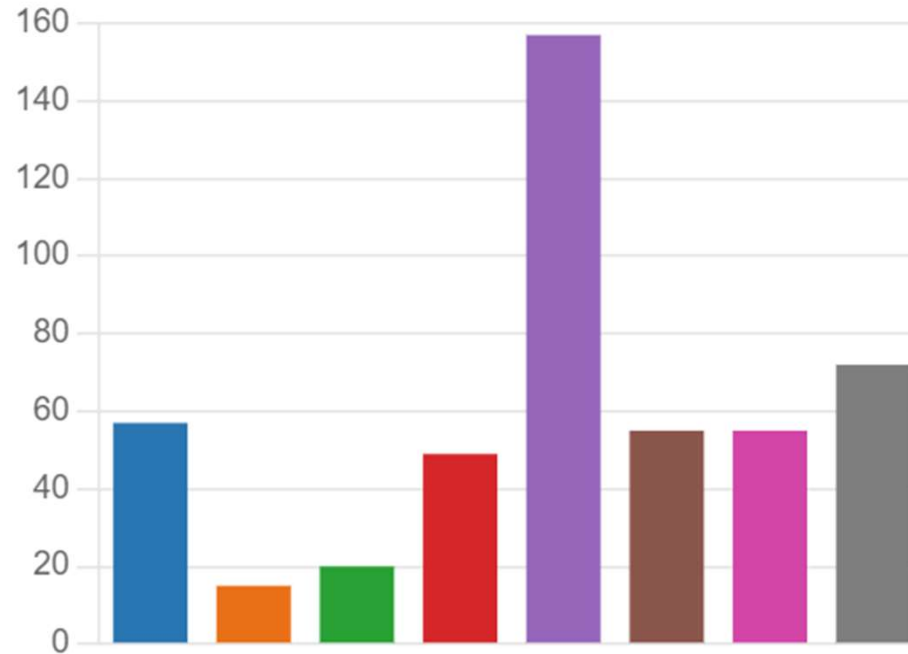


- The majority of respondents (73%) have visited the current location
- However, a significant number of respondents 268 (27%) have never visited the existing location

- Current location
- I don't recall visiting the ZMA or I have never visited the ZMA
- Both at its current locations and its former location on Adair Ave.
- At its former location only

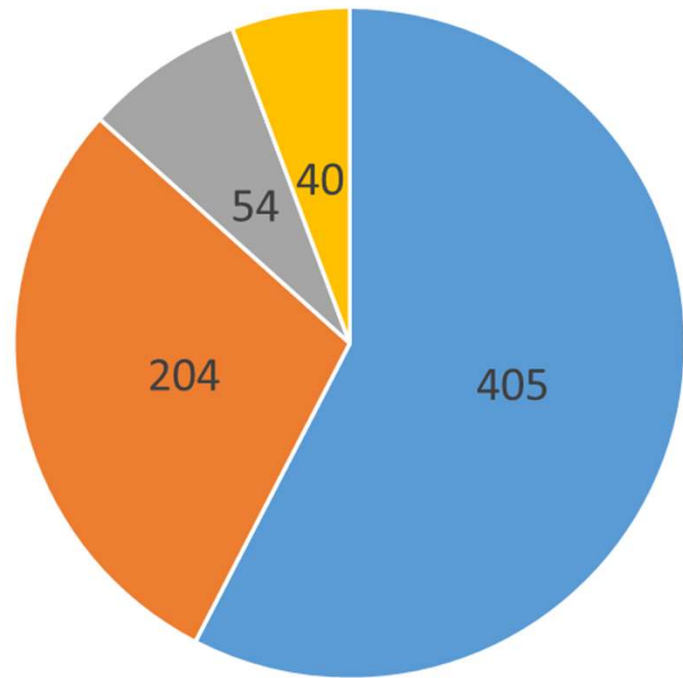
Survey Question 3: I would be more likely to visit if....

● Knew it was there	57
● Felt welcome	15
● Thought it was more centrally lo...	20
● Was more interested in art	49
● Knew about the events and pro...	157
● Was invited to attend	55
● Had a specific reason to attend ...	55
● Had more time	72



- This question was asked only to those respondents who have never visited the current location
- Respondents selected “if they knew about events and programs” the most frequently, more than two times (157 respondents) the rate of any other answer
- The second most common selection if they “had more time” (72 respondents)
- The third most common answer was if “they knew it was there”

Survey Question 5 : I visit the ZMA

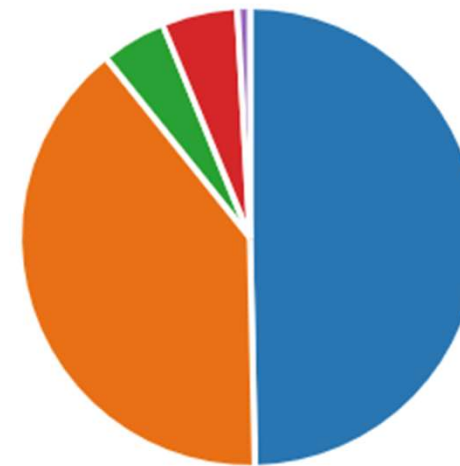


- Less than 1 time per year
- 1-2 times per year
- 3-5 times per year
- More than 5 times per year

- This question was asked only to those respondents who have visited the current location
- The majority of respondents (58%) visit less than once per year
- 29% of the respondents visit the museum 1-2 times per year
- Only 14% of respondents visit the museum more than 3 times per year

Survey Question 6: In general, I visit ZMA to

View art	512
Attend a program / event	408
Shop	47
Attend a meeting	55
Use the Longaberger Library ...	9



- This question was asked only to those respondents who have visited the current location
- Respondents most frequently selected “View Art” (512 respondents)
- “Attend a program / event” was the second most frequent selection (408 respondents)

Survey Question 7: I would like to Visit the ZMA

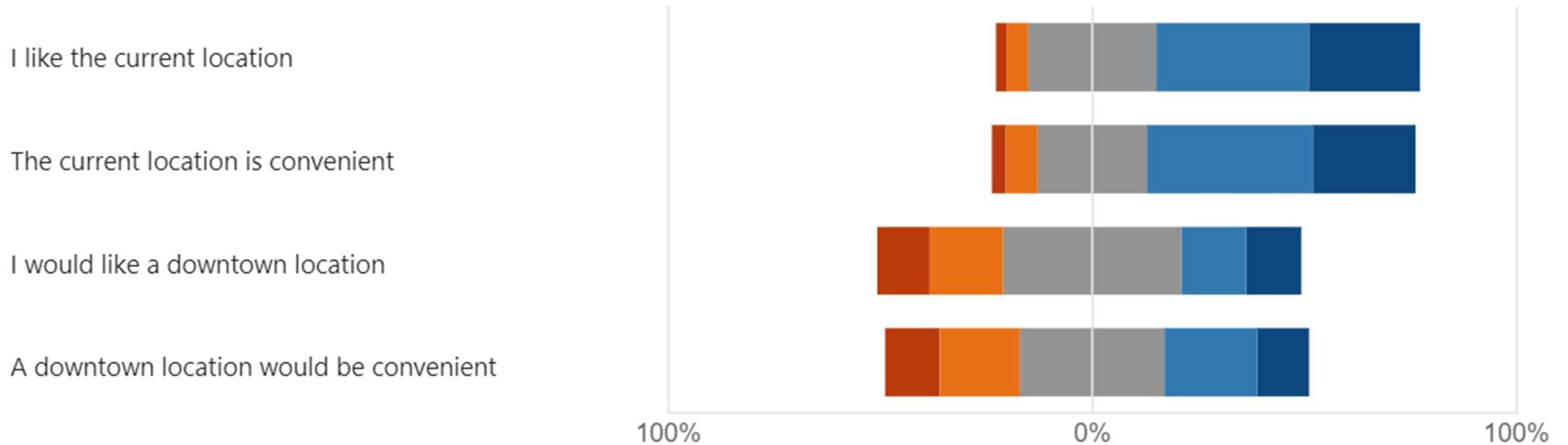
● Weekdays	419
● Weekends	706
● During the day	432
● Evenings	441



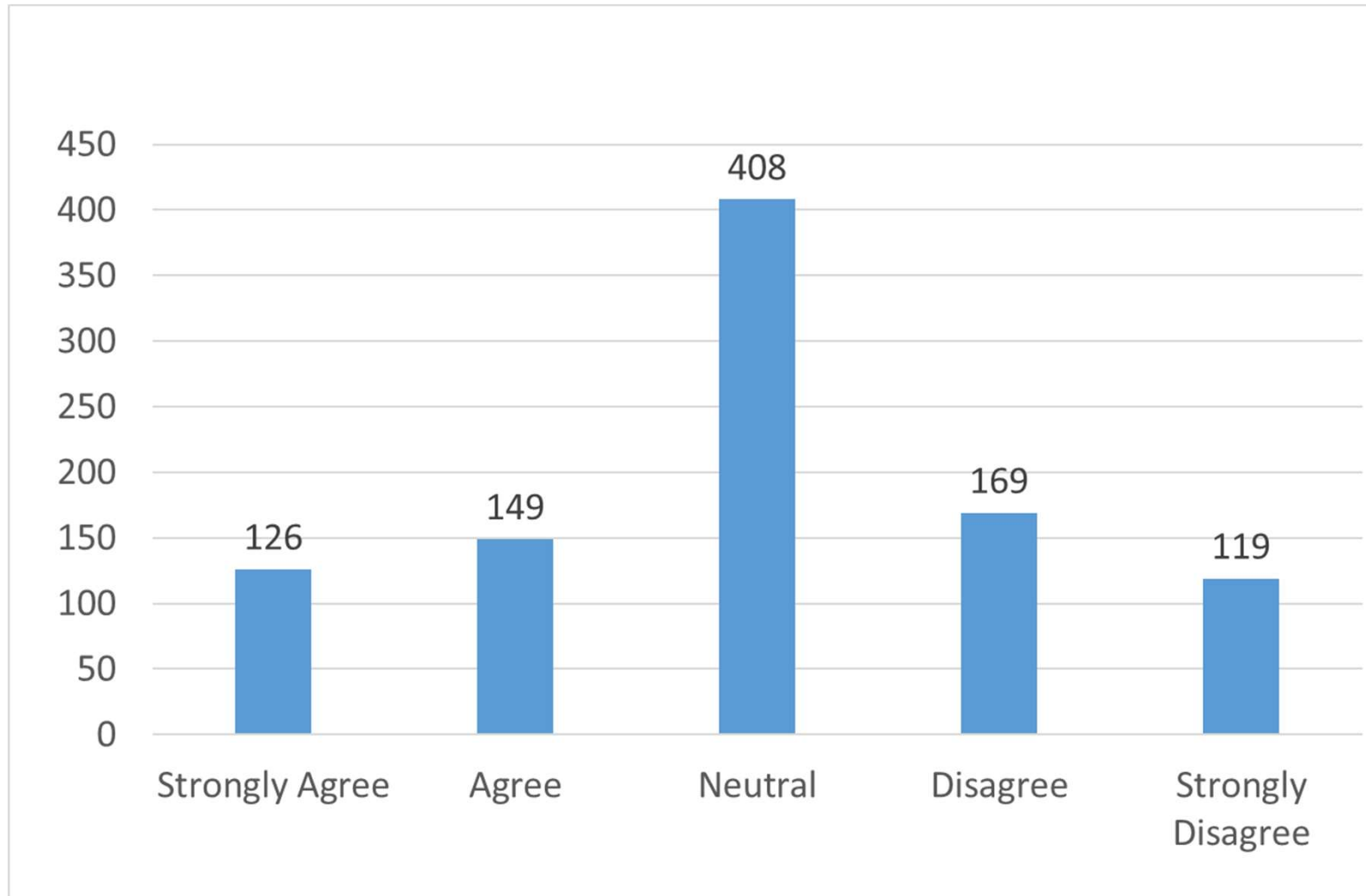
- “Weekends” and “Evenings” were the two most frequent selections by respondents, 706 respondents and 441 respondents respectively
- It is important to note that the ZMA is not currently open to the public during these time periods

Survey Question 8: Please tell us how much you disagree or agree with each of the following statements....

Strongly Disagree Disagree Neutral Agree Strongly Agree

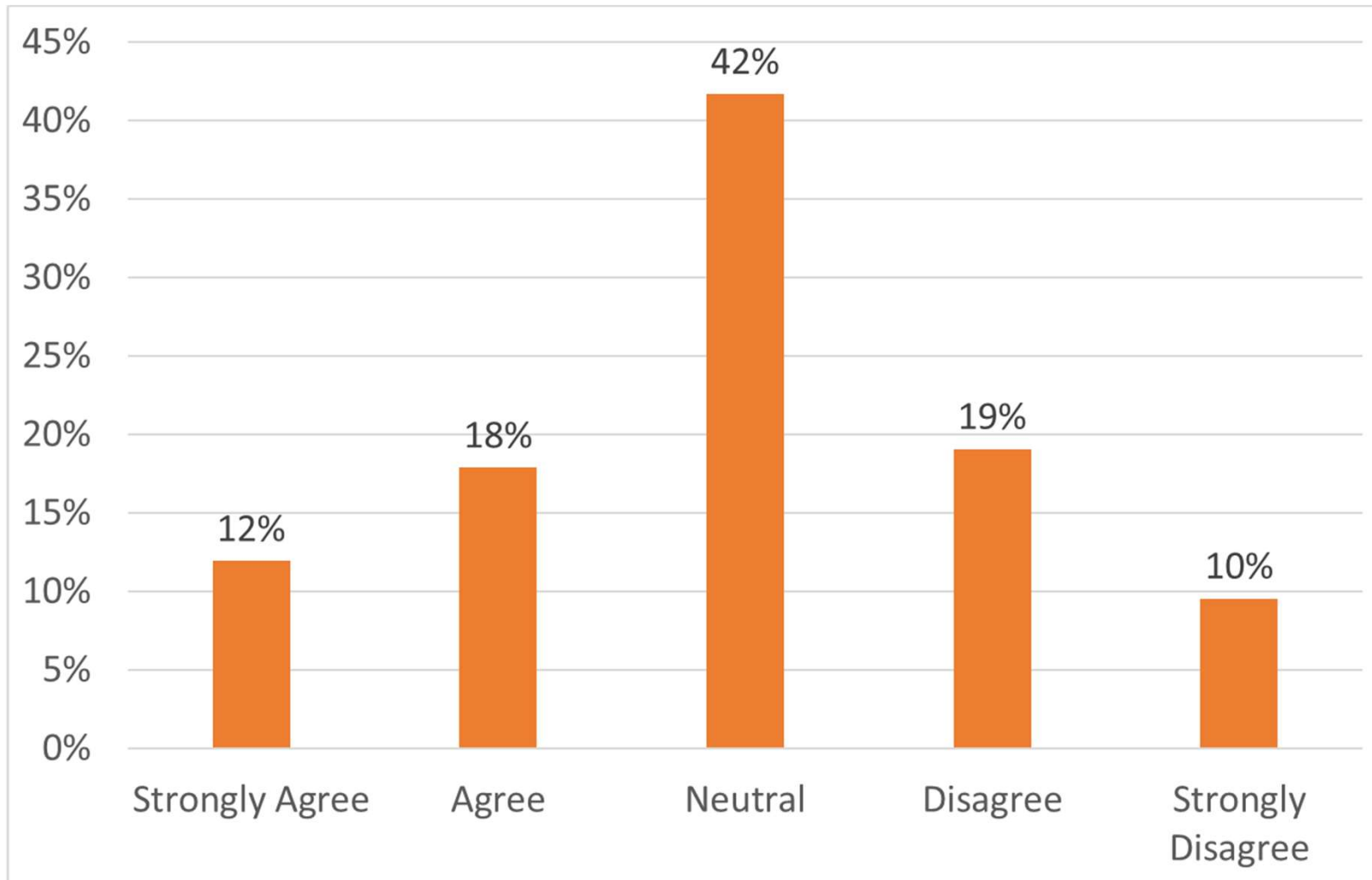


Survey: Detail of “I would like a downtown location”



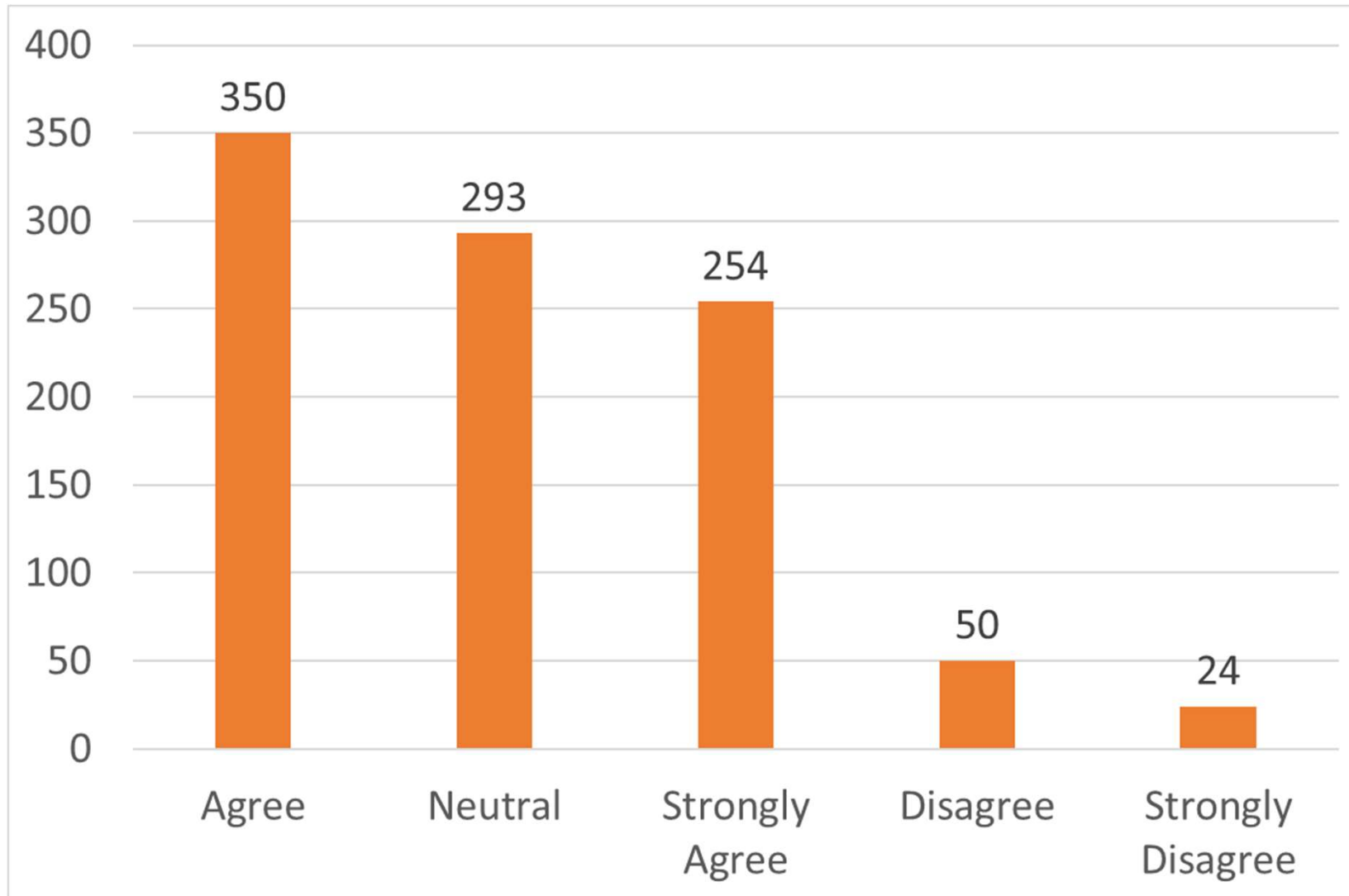
- There is an almost even distribution of respondents who would like a downtown location
- 408 respondents (42%) are neutral
- 149 respondents agree (15%) & 169 disagree (17%)
- 126 respondents strongly agree (13%) and 119 strongly disagree (12%)

Survey: Detail of “I would like a downtown location” limited only to respondents with children at home



- Even when limited to only respondents with children at home, there is an almost even distribution of respondents who would like a downtown location
- 42% of the respondents with children at home are neutral
- 18% of those respondents agree & 19% disagree
- 12% of respondents strongly agree and 10% strongly disagree

Survey: Detail of “I like the current location”



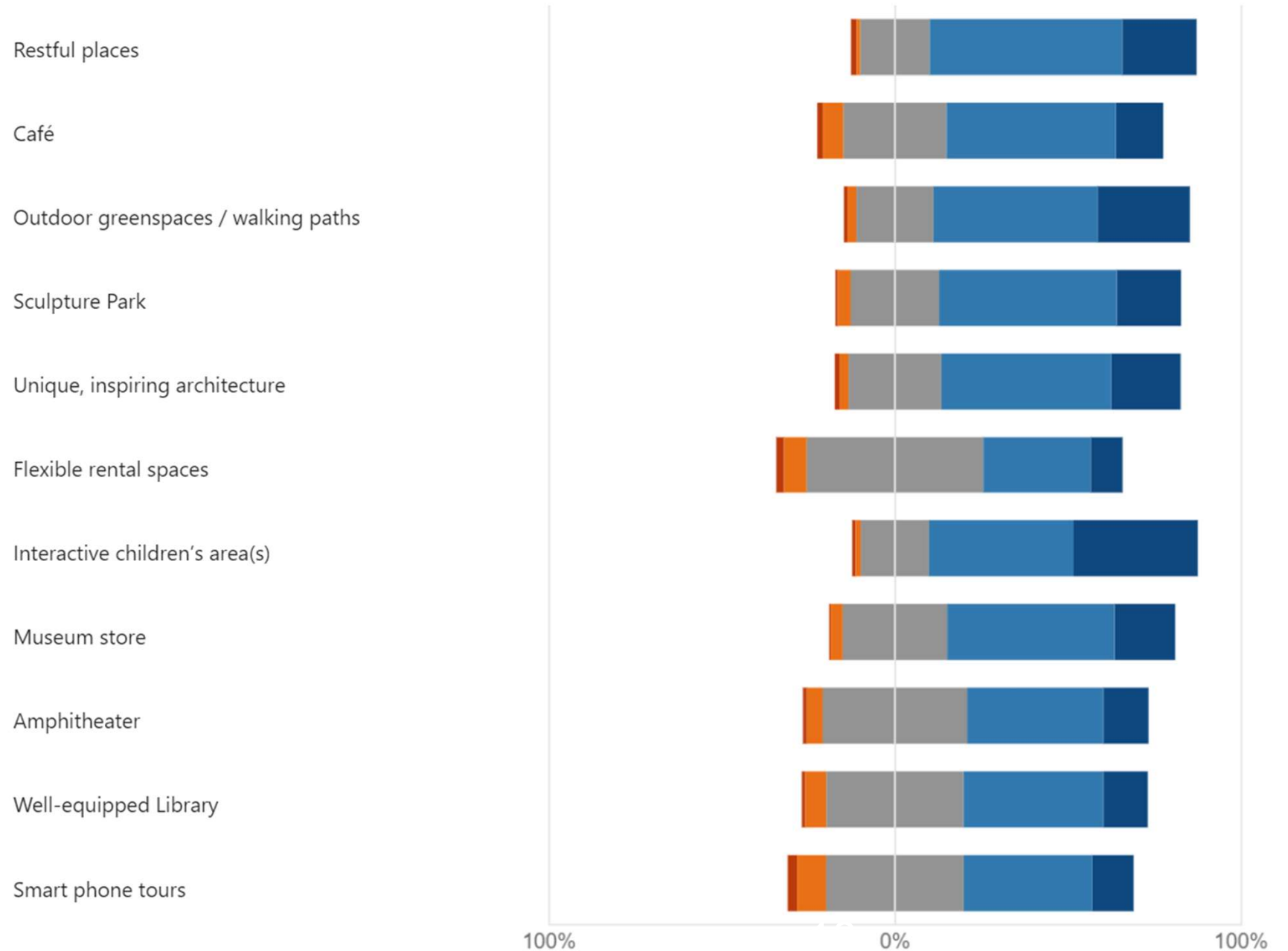
- Most respondents like the current location, 350 agree (36%) and 254 strongly agree (26%)
- 293 respondents (30%) are neutral
- 50 respondents disagree (5%) and 24 strongly disagree (2%)

Survey Question 9: What else would you like to share about the museum location (samples)

- *It seems disconnected from Zanesville's artist community in its current location.*
- *I feel that the north end location was chosen for the benefit of wealthy museum patrons and is an example of the socio-economic divide in Zanesville. Another location could have done a better job of serving the whole community.*
- *I love it. Lots of space. Location is great. Everything about it is Fantastic*
- *Ample parking and i feel safe walking into the building*
- *Ample parking, easy to reach from I70 (whenever it's complete), I would think most local people who visit the museum are from north of the river*
- *Beautiful building but the road makes it feel a bit dangerous getting in and out of this location. Not easy for out-of-towners to find.*
- *A downtown location would be a draw for other galleries and establish downtown Zanesville as an art center.*
- *The museum is separated from the other arts entities and seems like it's not invited to the party. A downtown location would spur economic development and life downtown.*
- *I love the idea of making downtown Zanesville an arts hub. With the Renner, Movement on Main, and Secret the arts could revitalize downtown, like Newark and Marietta.*
- *Since I moved to the north end of Zanesville, I attend much more often .*
- *It would be nice to have more interaction when there, it has always felt somewhat unwelcoming.*
- *It's a great location, away from traffic.*

Survey Question 10: The following features are an important part of a museum experience

Strongly Disagree Disagree Neutral Agree Strongly Agree



Survey Question Detail: The following features are an important part of a museum experience

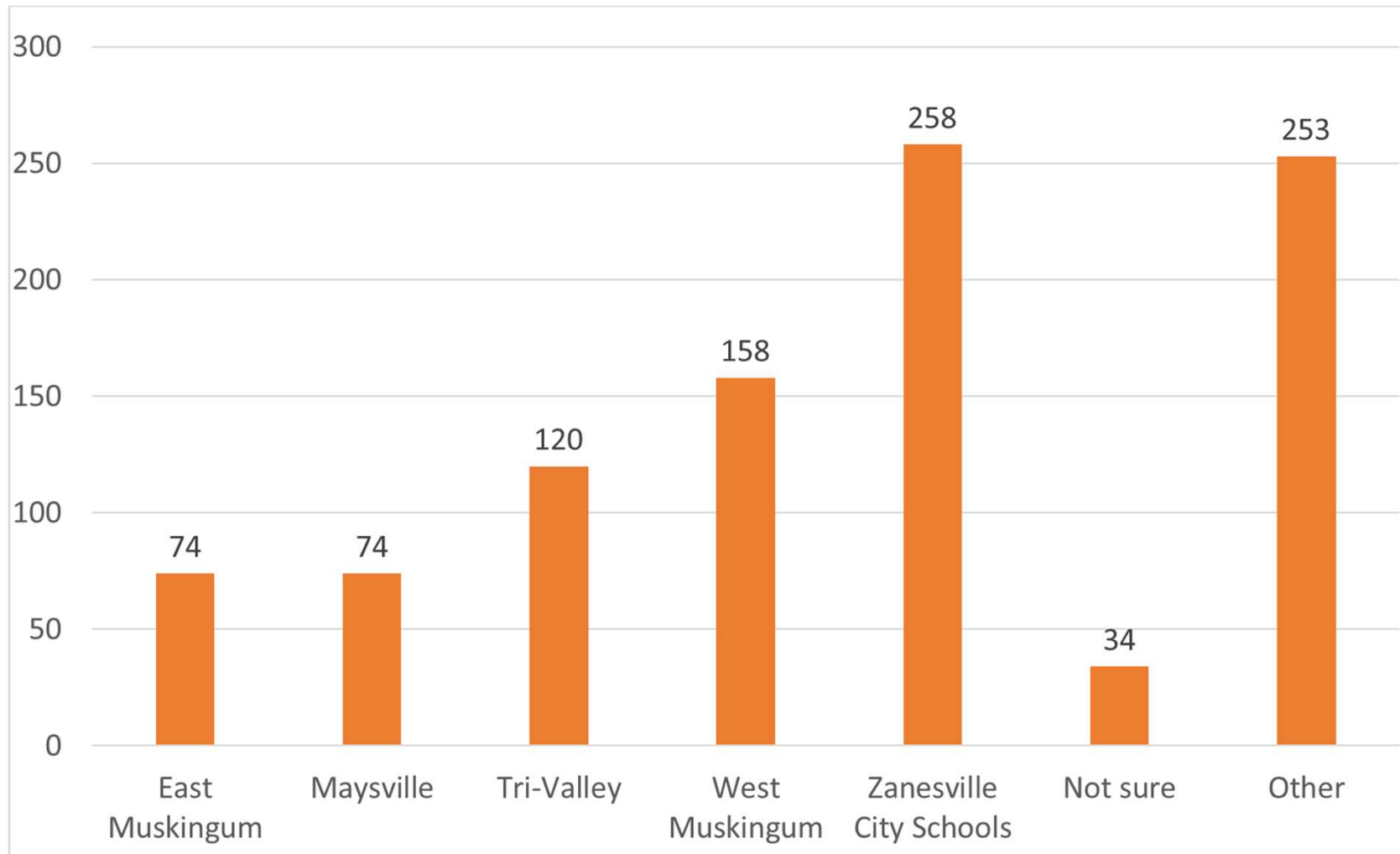
	Agree & Strongly Agree
Restful Places	77%
Café	63%
Outdoor Greenspaces / walking paths	74%
Sculpture park	70%
Unique, inspiring architecture	70%
Flexible rental spaces	40%
Interactive children's areas	78%
Museum store	66%
Amphitheater	52%
Well-equipped library	53%
Smartphone tours	49%

- Most respondents agreed that an interactive children's area was important, 78% of respondents agreed or strongly agreed
- Restful places were also frequently identified as important by respondents, 77% agreed or strongly agreed
- Rental spaces and smart phone tours were among the lowest priorities for respondents, 40% and 49% agreed or strongly agreed, respectively

Survey Question 11: What else would you like to share about museum features (samples)

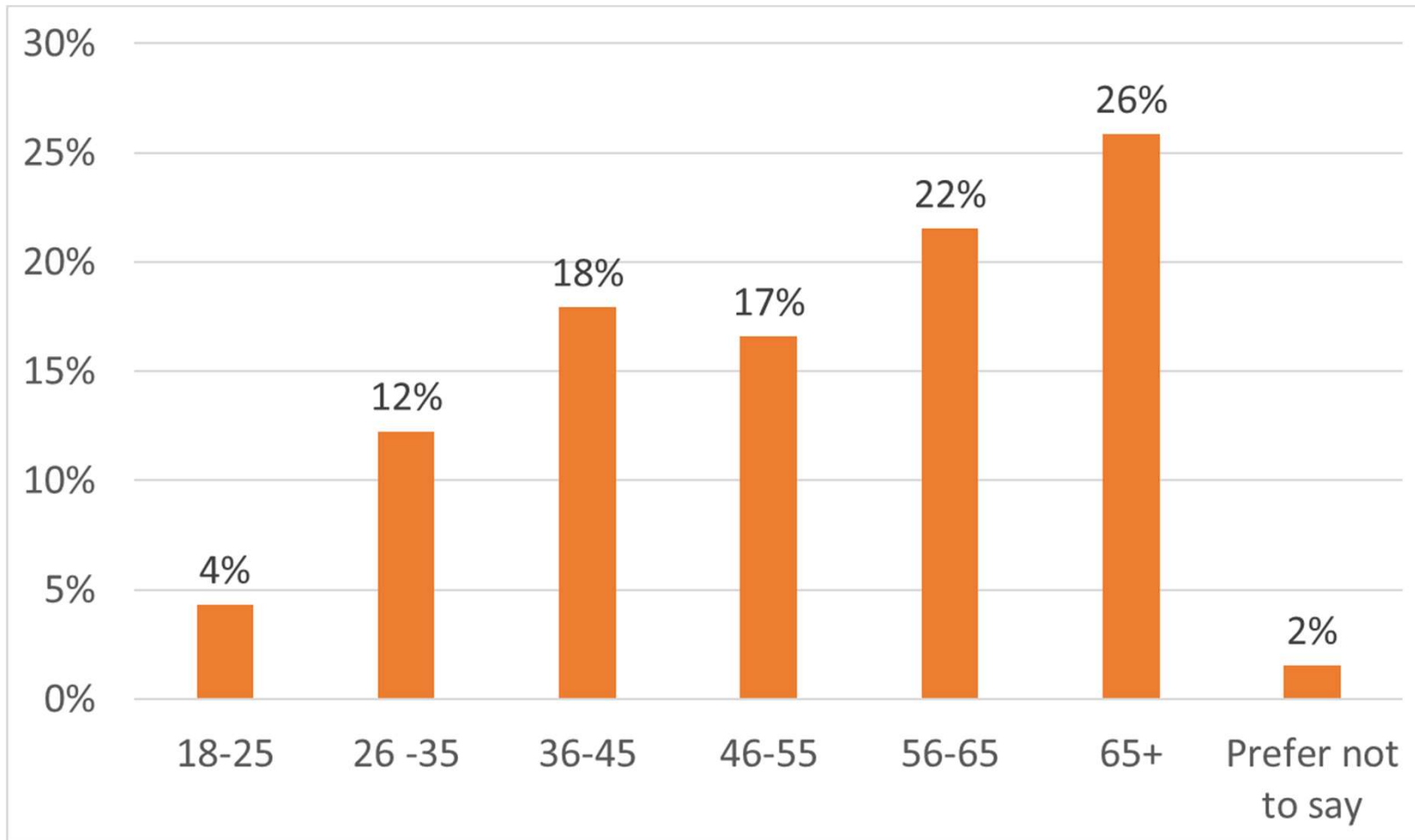
- *An experience that highlights the art and the artists.*
- *The museum does not feel kid friendly. I appreciate art but want a space that i can enjoy with my family that has colors and pieces kids can enjoy*
- *I would love somewhere to take my child. Have a toddler area and interactive area for the older kids (4-17)*
- *Special activities in the evenings and holidays.*
- *Don't let architecture overwhelm the Art or galleries.*
- *Maybe QR codes about art pieces or to highlight features of the month.*
- *I like the space. I would just like more marketing about what is there.*
- *Local History*
- *Regular, rotating, local artist exhibits would be a welcome addition*
- *My kids love interactive videos about artists and activity centers that would bring a lot more visitors to our Zanesville museum. There is not anything like that within an hour of Zanesville*
- *Performing arts area that is AFFORDABLE for community groups to rent would be wonderful. Secret is the only option and NOT affordable.*
- *All the above named features are nice but none are of great importance if the art is worth seeing*
- *Would love the opportunity too for community to utilize the space more effectively.*
- *These features could be improved upon in our museum. There are things listed above that would make our museum used and visited more. It could be more functional and the space used for more meetings and community activities to bring more people in.*
- *Benches, welcoming entrance, outdoor exhibits*

Survey Question 12: What school district do you live in?



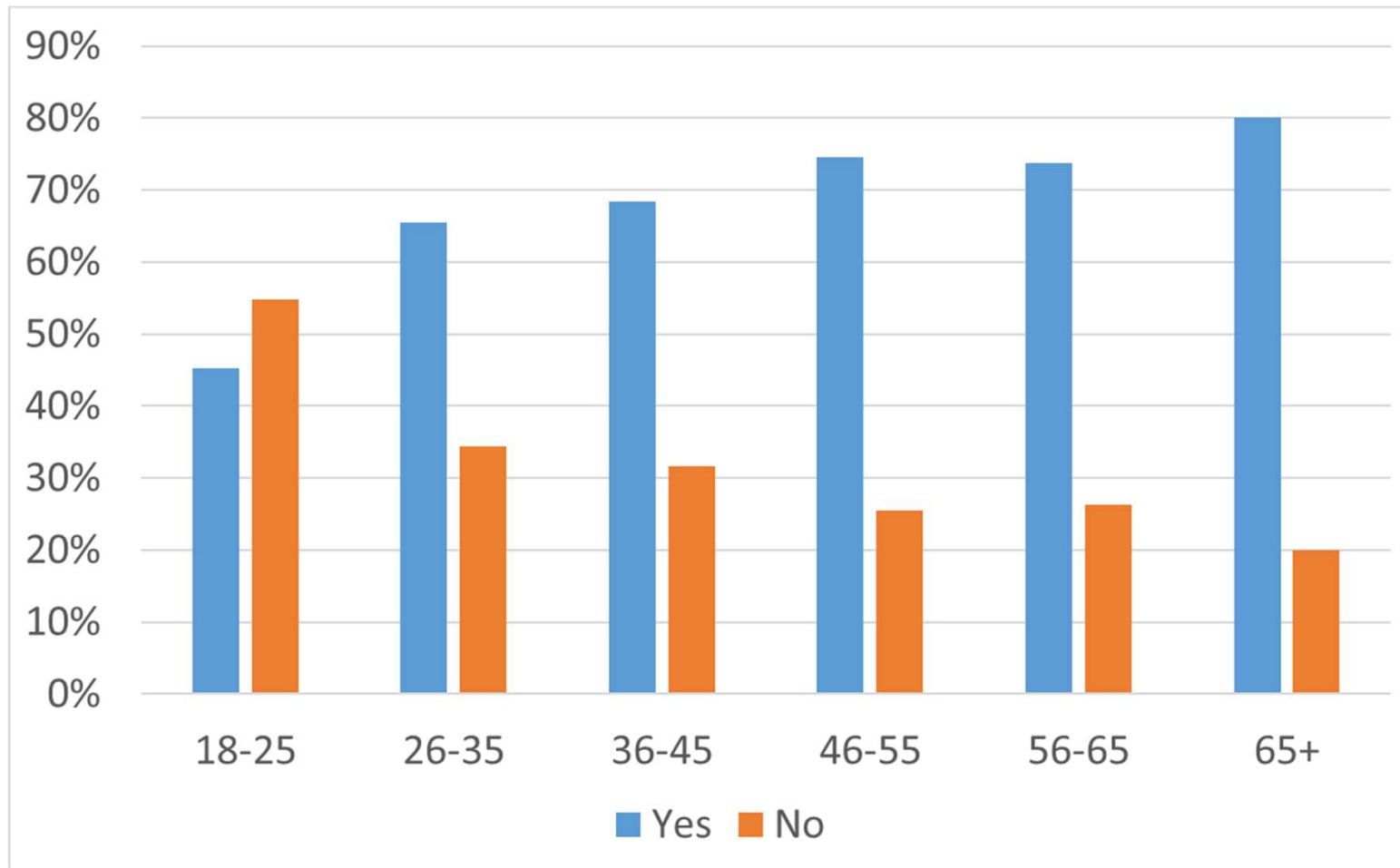
- Most respondents (258 respondents, 27%) live in the Zanesville City School District
- The fewest respondents live in East Muskingum and Maysville, both had 74 respondents or 8%
- A large portion of respondents live in “Other” school districts (253 respondents, 26%) indicating that they live outside of the county

Survey Question 13: I am (age)



- 65% of respondents were over the age of 46
- The largest category of respondents were more than 65 years old (26%)
- Only 18% of respondents were younger than 36

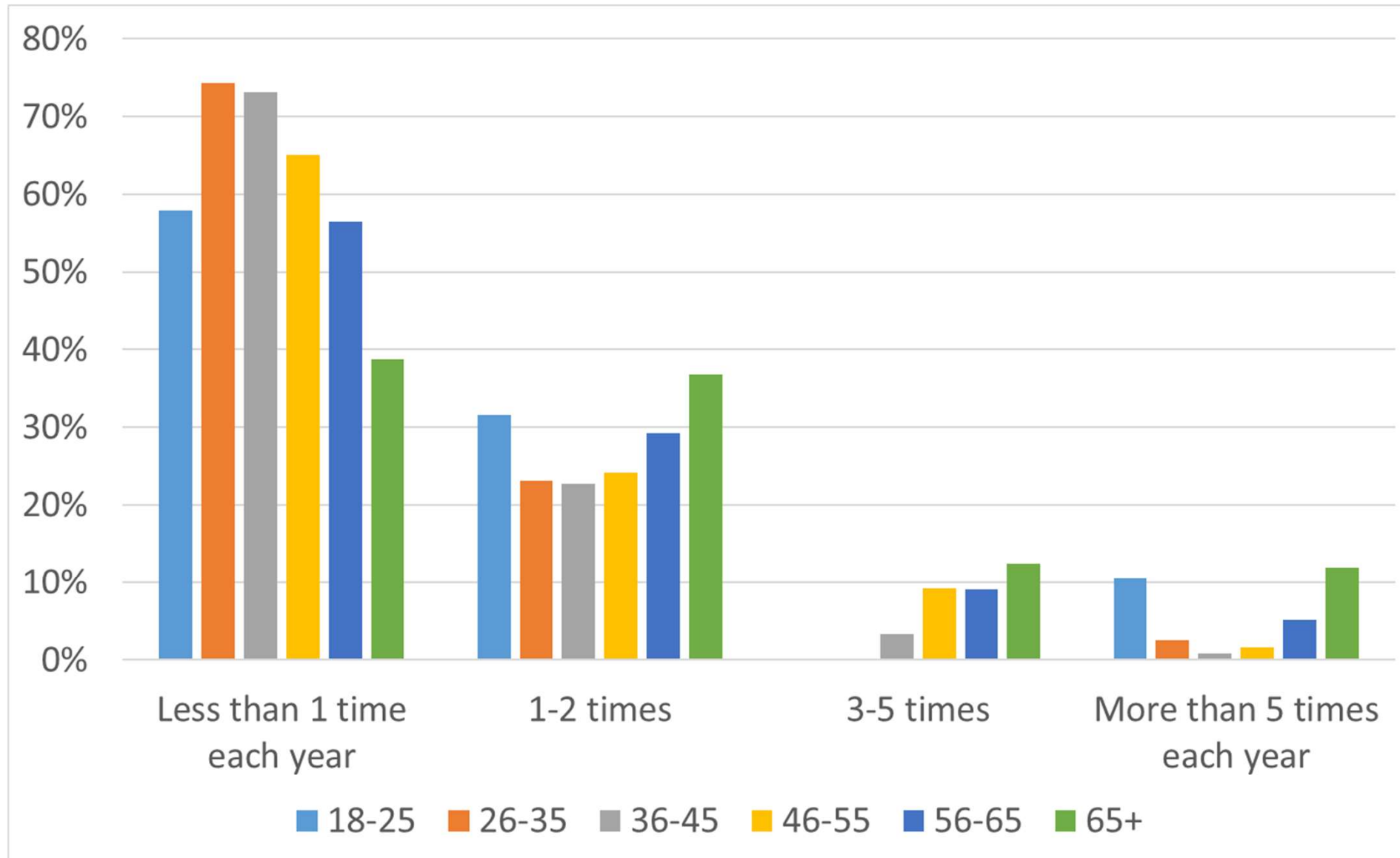
Survey Question Detail: Has visited the current location by age



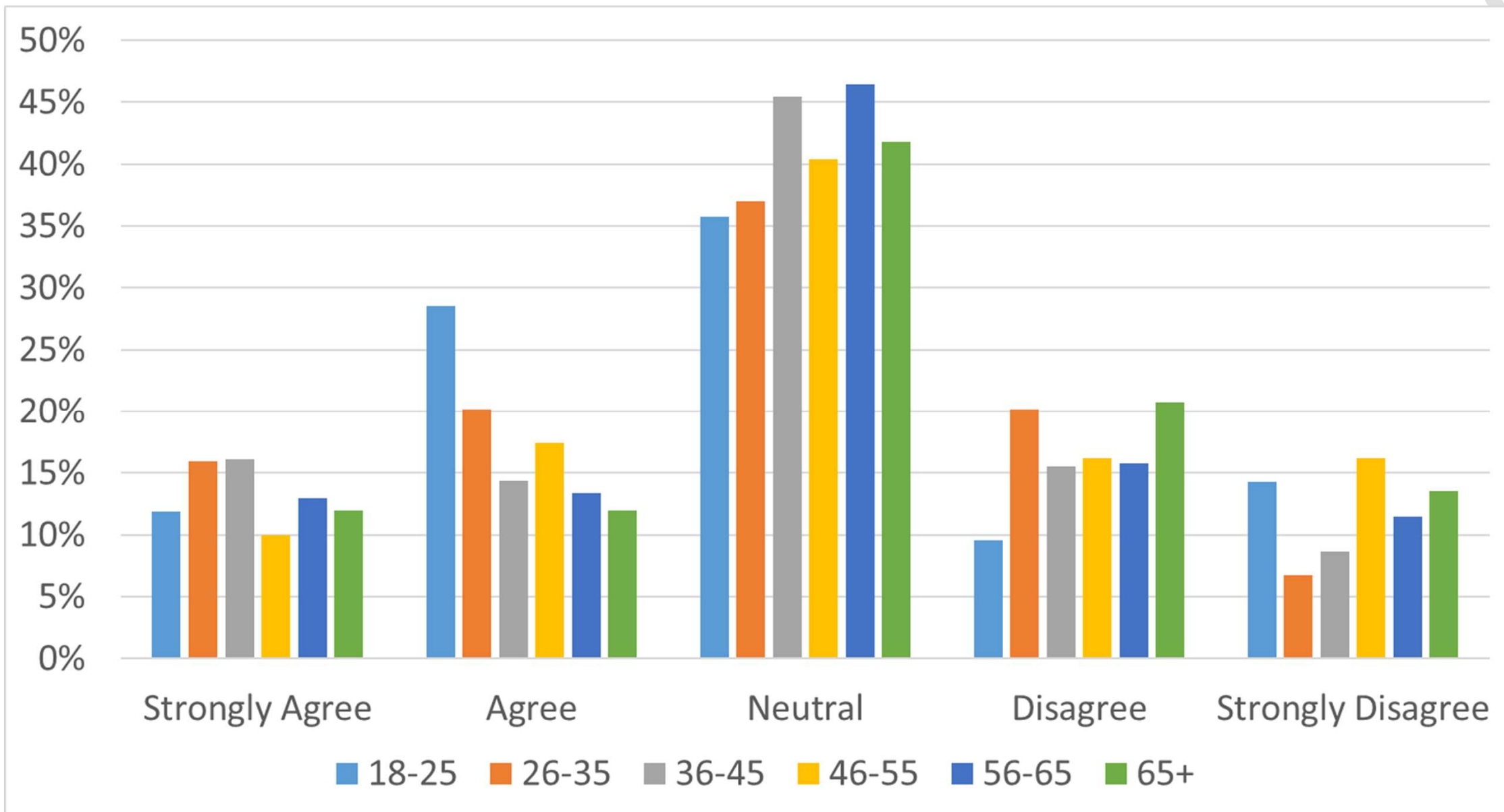
- Older respondents were more likely than younger respondents to have visited the current location
- For respondents between the ages of 18 and 25, only 45% have visited the current location

	Yes	No
18-25	45%	55%
26-35	66%	34%
36-45	68%	32%
46-55	75%	25%
56-65	74%	26%
65+	80%	20%

Survey Question Detail: Frequency of visits by age



Survey Question Detail: I would like a downtown location by age

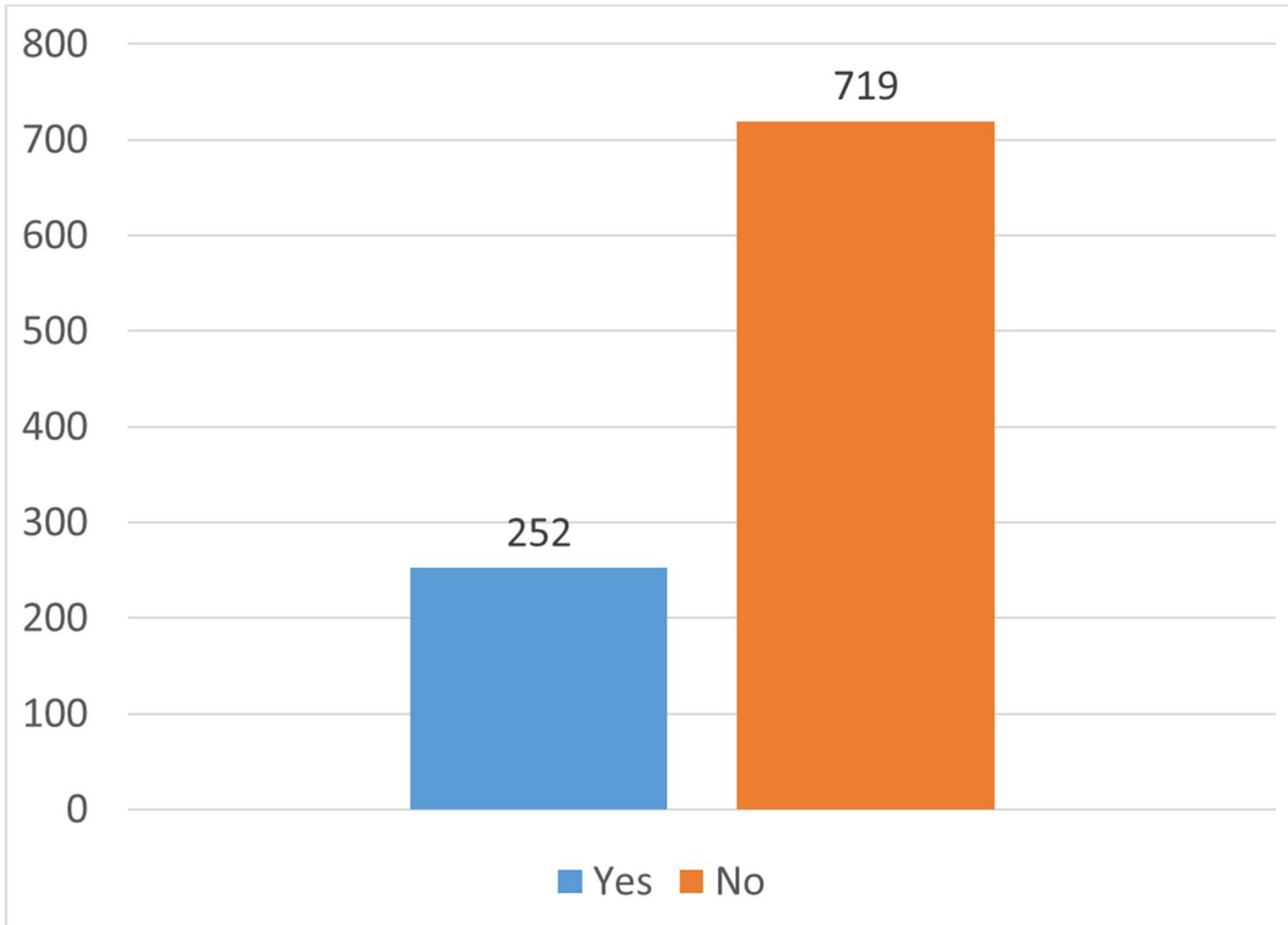


Survey Question Detail: I would like a downtown location by age



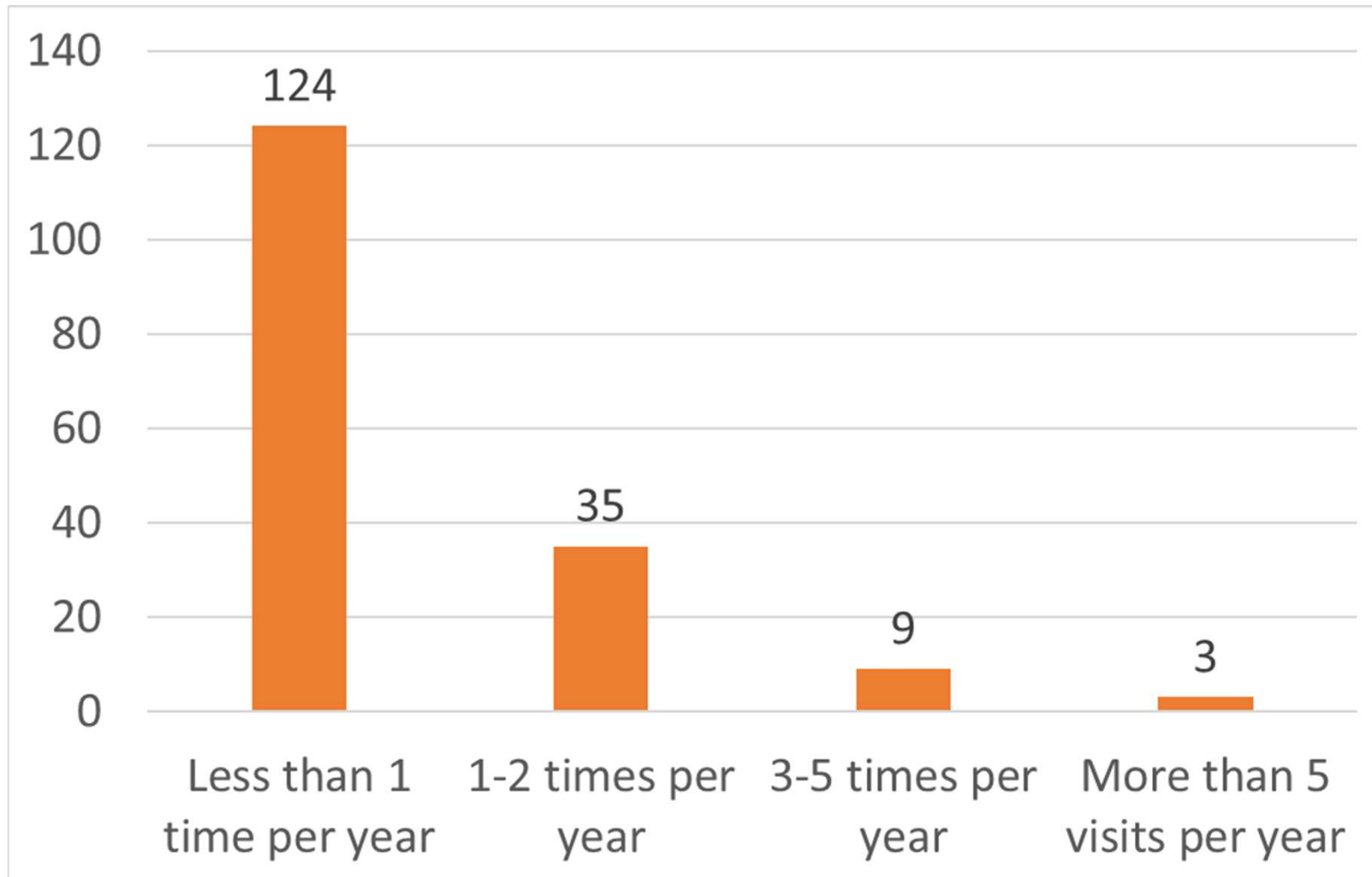
	18-25	26-35	36-45	46-55	56-65	65+
Strongly Agree	12%	16%	16%	10%	13%	12%
Agree	29%	20%	14%	17%	13%	12%
Neutral	36%	37%	45%	40%	46%	42%
Disagree	10%	20%	16%	16%	16%	21%
Strongly Disagree	14%	7%	9%	16%	11%	14%
Total	100%	100%	100%	100%	100%	100%

Survey Question 14: I have children under the age of 18 living at home



- Most respondents do not have children living at home (719 respondents, 74%)

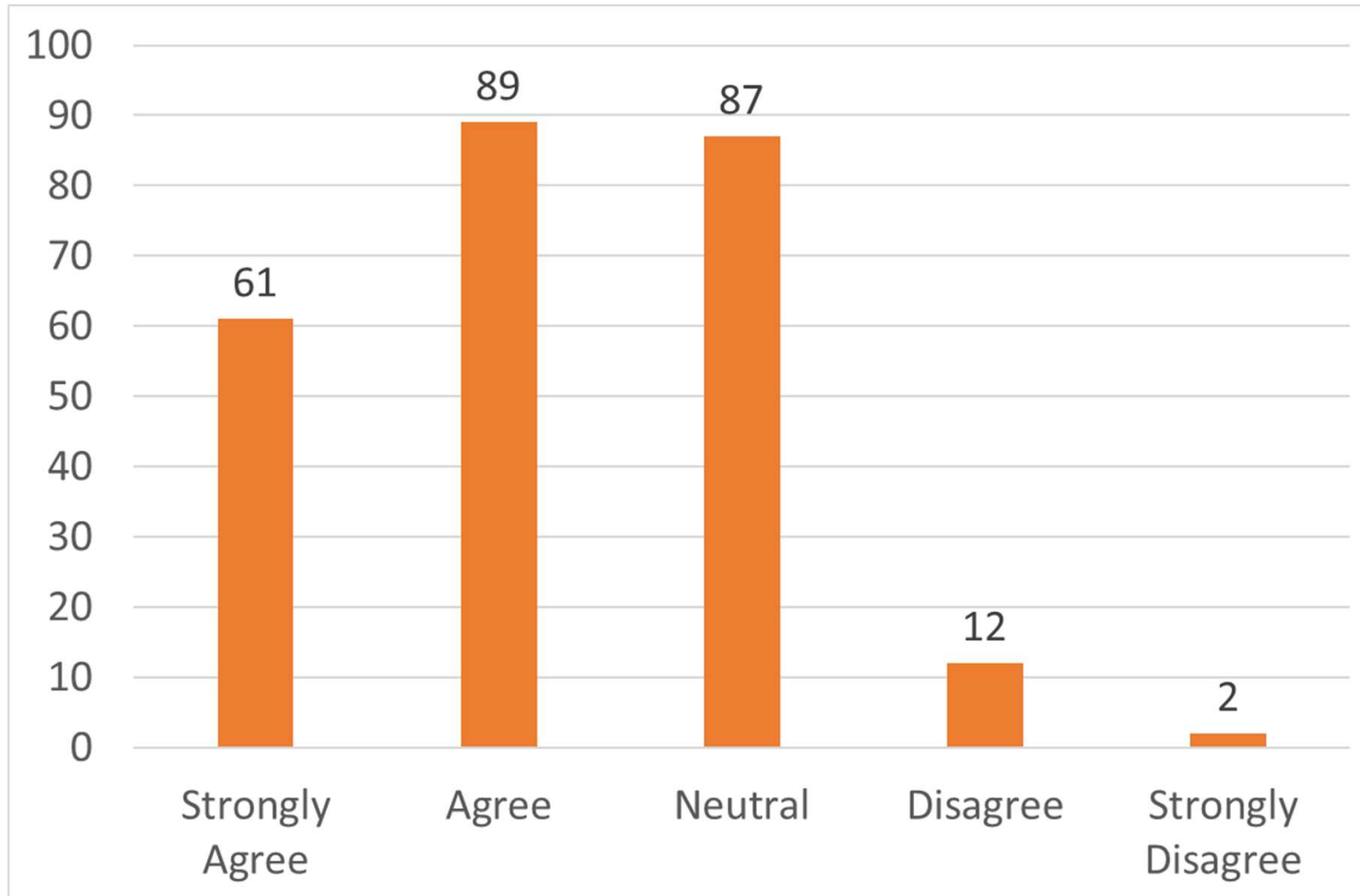
Survey Question Detail: Visit Frequency for ONLY Respondents with Children at Home



When analysis is limited to only respondents with children at home:

- Most respondents visit less than 1 time per year (124 respondents, 73%)
- 35 respondents visit 3 to 5 times per year (20%)
- Only 11 respondents visit 3 or more times per year (7%)

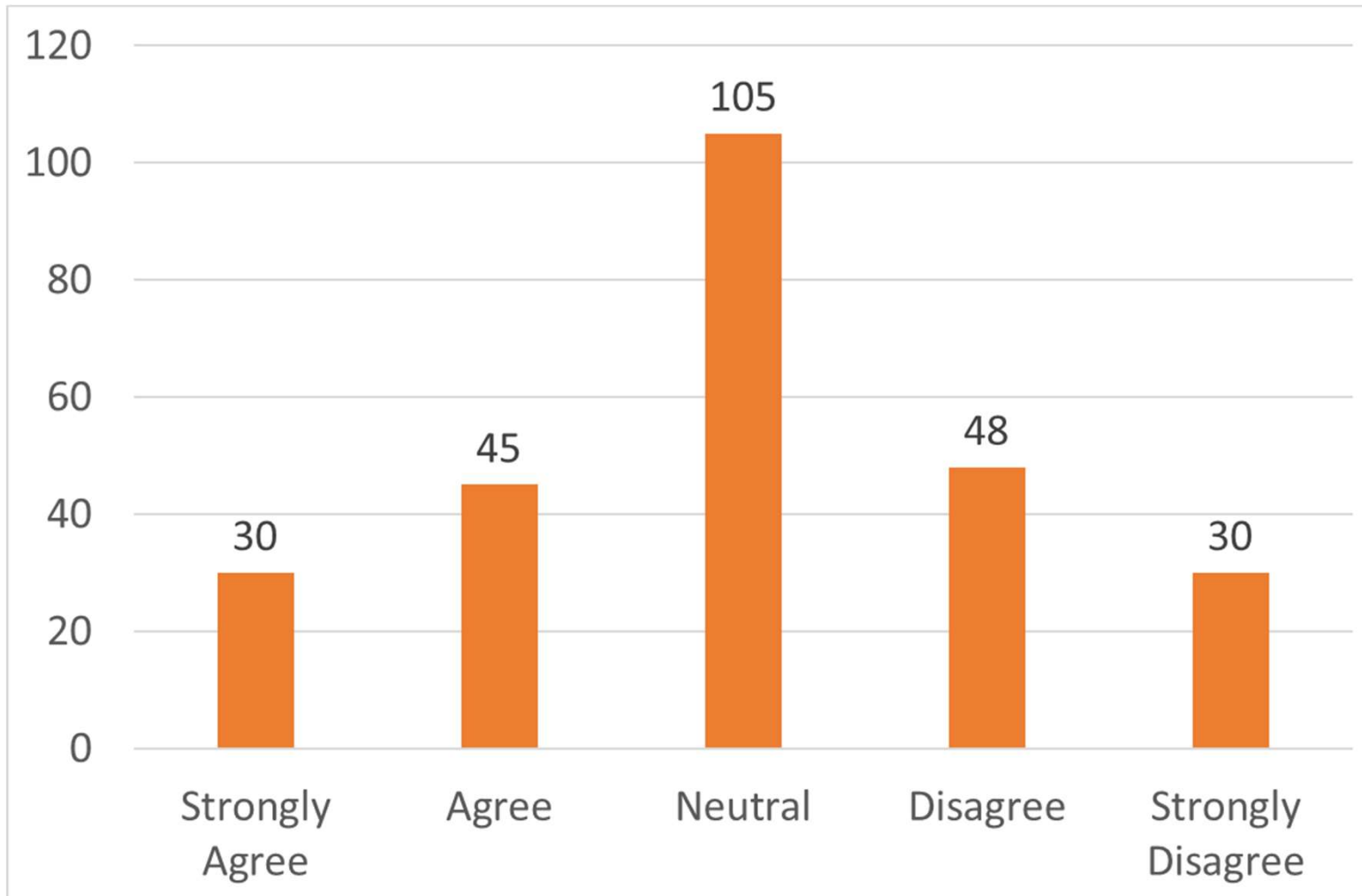
Survey Question Detail: I like the current location for ONLY Respondents with Children at Home



When analysis is limited to only respondents with children at home:

- 89 respondents (35%) Agree that they like the current location
- An almost equal number of respondents (87, 35%) are Neutral
- 61 respondents (24%) Strongly Agree
- 14 respondents Disagree (5%) or Strongly Disagree (1%)

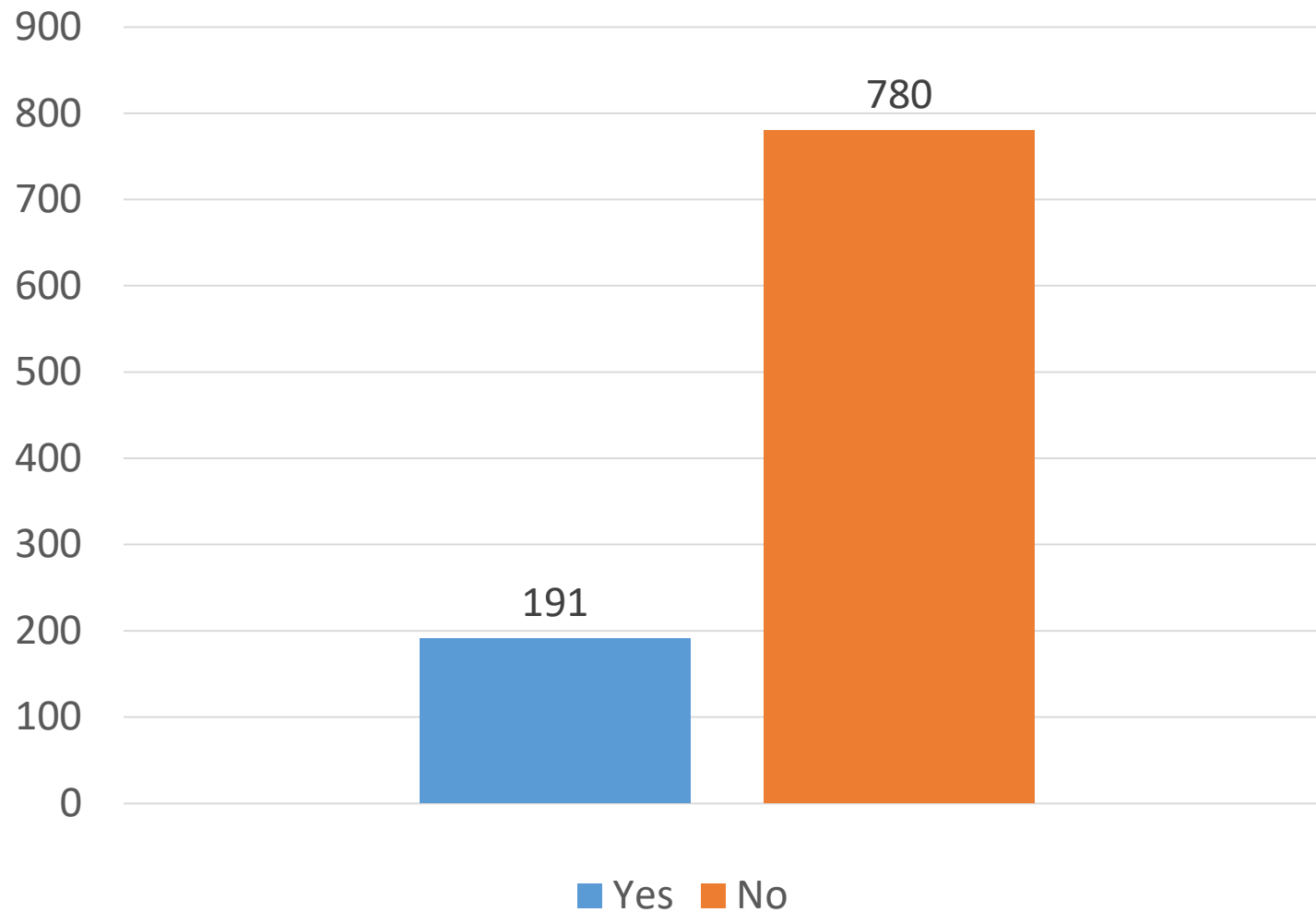
Survey Question Detail: I would like a downtown location for ONLY Respondents with Children at Home



When analysis is limited to only respondents with children at home:

- An equal number of respondents strongly agree and strongly disagree; 30 respondents strongly agree (12%) and 30 respondents strongly disagree (12%)
- A similar number of respondents Agree (45 respondents, 17%) and Disagree (48 respondents, 19%)
- Neutral was the most frequent response (105 respondents, 41%)

Survey Question 15: I have grandchildren under the age of 18 that live in Muskingum County



- 80% of respondents do not have grandchildren living in Muskingum County (780 respondents)
- 20% of respondents have grandchildren living in Muskingum County (191 respondents)



Stakeholder Interviews

Stakeholder Interviews

- Stakeholder interviews were conducted with the goal of collecting rich, qualitative data from a range of community members
- Board members and museum staff developed a long list of community members; these community members received emails and phone calls to encourage their participation
- Most of the stakeholder interviews were held in-person, in group settings ranging from 3 to 12 participants
- 19 stakeholder interviews were held and 107 people were interviewed in total

The following groups were interviewed (some groups were split into multiple interviews).

- Business Leaders
- Beaux Arts Club
- Philanthropy
- Docents
- Young Leaders
- Educators
- Masterpiece Society
- Elected Officials
- Faith Leaders & Non-Profit Leaders
- Arts Community
- Current & Former Stakeholders
- South Zanesville Business Leaders
- J.W. & M.H. Straker Charitable Foundation
- Pottery Donors

Stakeholder Interviews Recurrent Themes

In the following pages are the major themes that arose during the stakeholder interviews

Access to ZMA:

- Some participants felt there were no significant issues accessing ZMA
- The building entrance is not welcoming and can be a challenge to navigate
- The lack of signage creates significant hurdles to visiting ZMA
 - There should be signage generally advertising ZMA
 - Wayfinding signage to direct you to ZMA and signage to clearly identify the building is needed
- The current location is seen as inaccessible to parts of the regional population (many don't know it exists)
- There is a physical and psychological divide between North and South Zanesville, and it is challenging to convince people to traverse I-70
- I-70 is the critical connection to the larger region
 - ZMA is hard to reach from the interstate, especially for tourists
 - Advertising along I-70 is needed for ZMA
- Museum hours are limiting visitors
 - Visitors are unclear about the museum hours (sense that they change regularly)
 - Weekday only hours limit visitors to the museum, evening and weekend hours are needed
- The ZMA facility creates issues for visitors with limited mobility (parking lot condition; lack of seating in galleries; restrooms)

Sense of Welcome

- A portion of participants felt welcome at ZMA
- Other participants felt that the museum is a place for others and requires a certain etiquette or background, this sense was especially strong among young people and participants from South Zanesville
- The exterior of the museum is viewed as unwelcoming, the sense of emptiness does not encourage visitors to stop in

Stakeholder Interviews Recurrent Themes

Messaging, Outreach, and Marketing

- The need for stronger marketing efforts came up repeatedly in each stakeholder interview
- Many participants felt that other residents did not know that ZMA exists
- Many participants requested programming or other activities that already take place (indicating a need for stronger marketing / messaging)
 - Requests for children's classes, field trips, and summer camps
 - Rotating exhibitions
 - Concerts
- Participants sensed that ZMA is an important community asset with great programming, but it just simply isn't on the local population's radar

Partnership Opportunities

- Many participants highlighted the desire for ZMA to work more closely with other local arts organizations
- Sense that local many arts organizations worked in silos or saw themselves as competitors

- Belief that the arts community and the community as a whole would be stronger if there were joint efforts to pursue shared goals
- Rich opportunities to host cross or joint programming i.e., hosting ZMA hosting a dance event, hosting conferences, partnering with the library

Tourism

- Need to draw in tourists who are already in the region for other activities such as motorcycle events, children's sports, etc.
- Many respondents bring their out-of-town guests to the museum
- Opportunities to collaborate with the downtown visitors center to draw new visitors to the museum

Arts Center

- Respondents expressed confusion over whether ZMA is a museum or a community arts center
- Many respondents requested activities or a general focus for ZMA that are more closely aligned with an Arts Center than a museum
 - Overwhelming requests for children's programming
 - The connotation that a community arts center would be more welcoming to a wider variety of people

Stakeholder Interviews Recurrent Themes

Visiting Habits

Below are the common themes that emerged around participants' visiting habits.

Come for Events

- Many participants indicated that they come to the museum almost exclusively for events
- Others indicated that they only come when they are “invited” for an event, meeting, etc.

Visit Rarely or Never

- For a surprising number of participants, the stakeholder interview was the first time they had ever visited ZMA
- Others came as a child or as part of school program, but have never visited as an adult

Regular Visitors

- Participants come when the exhibitions change or to attend an event around an opening
- Others stop by regularly for casual visits to the galleries

Future Museum Investments

Participants were asked to consider a range of potential museum investments, below is the common feedback.

Family Learning Center

- Participants most frequently selected the family learning center as the most impactful future investment for the museum
- An interactive children’s area(s) was seen as critical for drawing families into the museum and encouraging repeat visitors

Event Rentals

- Many participants felt that event rentals would be a good way to generate revenue for the museum
- ZMA would be able to fill a hole in the current market, there seem to be few sophisticated options for event rentals, especially weddings
- Some participants cautioned that the kitchen space was not adequate for large events and significant capital would need to be invested while others cautioned against the need for extra staff and other risks associated with event rentals

Cafe

- Participants felt that a café would be an excellent addition to ZMA and would encourage visitors to extend their visit (especially those with children)
- Others cautioned that ZMA did not have the foot traffic necessary to support a café and that the expense would be a hurdle

Stakeholder Interviews Recurrent Themes

Future Museum Investments (cont.)

Outdoor Space, Sculpture Garden

- Many participants like the idea of an outdoor sculpture garden with walking paths
- They felt the current site had lovely grounds that are underutilized
- Some participants cautioned against outdoor space fearing that it would compete with existing assets in the community

Art & Programming

Children's Programming

- The importance of children's programming was the single most common response in the stakeholder interviews
- Participants felt that investments in children were especially important as they would grow into arts-oriented adults and that by involving children you would also involve their parents
- ZMA's role in children's programming was viewed as critical as more public schools cut funding for the arts

Local Artists

- Despite the strength of the local artist community, participants felt that there was a disconnect between ZMA and local artists
- Many felt that there were opportunities to partner with local artists
- Others felt there should be a greater focus on local art in the collection and exhibitions

Pottery

- Stakeholders loved the pottery collections
- Participants wanted ZMA to focus more strongly on pottery, given Zanesville historic role in the pottery industry
- Participants also felt that pottery could have a wider draw to the local community as it ties back into families' histories
- Others felt that pottery could be a way for ZMA to gain more attention with tourists and develop a wider renown

Stakeholder Interviews Recurrent Themes

Location

Move Downtown

- Participants felt that ZMA should move downtown to capitalize on the downtown revitalization
- Downtown is seen as the center of arts activities in Zanesville and this is an opportunity to create an arts district or node
- By being downtown, visitors would be more likely to casually pop into the museum and then more likely to stay, a downtown location would be easier to stop for a meal before or after, or combine with another event

Stay in Current Location

- Participants liked the current building, location, and the beautiful grounds of the current location
- The parking at the current location is convenient and are concerned about parking challenges downtown
- Other participants were worried about safety downtown

Art to the Community

- Other stakeholders advocated for taking art out into the community

instead of focusing on a move

- There were a range of ideas for how to accomplish this
 - Creating mobile art (like the book mobile) that could move from community to community
 - Having smaller outposts in other locations like a branch systems or pop ups
 - Having two locations or a downtown annex

Some participants warned against having multiple locations and the logistical and staffing challenges associated with two physical locations

Interview Quotes: Access

- *To think that it would be hard to get here in a world of Siri, that isn't true*
- *The front door isn't welcoming and is confusing.*
- *The signage is weak and I'm being nice.*
- *[The lack of signage] It's like winking at your girlfriend in the dark.*
- *Even with the locals, this place is out of sight out of mind. Most people don't drive through here and the entrance is unclear. That's a real problem.*
- *People won't seek it out and it's an odd location. It isn't very visible even on Military. From the road it isn't visible and if I hadn't lived here before I wouldn't have known it existed. It is a gem and asset for the community*
- *I've never heard anyone say they don't know how to get in.*
- *There are psychological divides between north and south. A lot of the boundaries are more psychological than physical.*
- *Even getting them off I70, and on Military Road, people drive on by so we need signage from I70 and subsequent signage after that.*
- *A lot of people don't know when it's open or closed. Is it open on the weekends?*
- *If you want to contribute to making the community thrive, you need to make yourself available and be open.*
- *Seating is an issue. Some people can't stand for long periods of time and it would be helpful to have benches throughout to sit intermittently. We got stools but they aren't friendly for regular people or handicapped persons. Cleveland has stations, there are 3 or 4 stools in every gallery. They're like gardening benches. Some of the stools are very low to the ground and okay for children but not for a lot of people. The museum was trying to find some but they aren't user friendly.*

Interview Quotes: Sense of Welcome

- *[I] always feel welcome. Familiar faces are always here*
- *You have to change the paradigm of what this place is versus what you want it to be.*
- *Another problem/idea is the overall culture and climate we're living in. It's hard to describe because of how broad it is. There's such a visible and tangible divide between the north end of Zanesville and where we are and the south. How to get both sides together. I have no idea. If you're above 170 you're Appalachia and if you're below, you're not, it's more than money. What's important to people is not the same thing. I'm not sure how to get those two together.*
- *When you were talking, the word that came to mind was that the ZMA is too snooty.*
- *My daughter is an artist and my son is an architect for Frank Gehry, my family never came here, there was a sense it wasn't for us*
- *I find it very comforting. Nice and a way to decompress. I like the calmness. If I've ever had a question or need directions I find answers.*
- *It isn't inclusive or open. I know a lot of people involved but have never been invited. The marketing doesn't make it very clear that you're invited or created a welcoming perception. Unless there's an invitation, it won't happen.*
- *It's like anything else in our community, without an invite, it feels exclusionary. Our congregation is very diverse and that gives me access to many thoughts. One party might bring up an event the other individuals may comment they didn't know it was happening and never got an invite. Coming here isn't part of our routine and I don't think to invite others.*
- *Myself, when I go to other communities, I go to historic African American churches. The majority of museums were established by the majority in the community. The minority really didn't feel welcome. I'm amazed at how beautiful this facility is but doubt there's a lot of black art. I'm drawn to the history of those places when I travel. The design, the pews, the art, what it meant to the community.*
- *The outside doesn't reflect beauty within. I wouldn't think that it's world class or top notch because of its appearance.*

Interview Quotes: Young Leaders

- *We knew this place was here because of the vase out front. It was like an aunt's house that you couldn't go touch. Had to be on your best behavior when you came in. I wore a jacket when I came in here.*
- *I don't think I'm that sophisticated, I am very much interested in what's offered at that museum, when you go to an area known for something in particular you pursue that specialty.*
- *When I was growing up my parent's lived over here, we drove past it on a regular basis but I don't remember attending any event here unless it was a school outing.*
- *We knew this place was here because of the vase out front. It was like an aunt's house that you couldn't go touch. Had to be on your best behavior when you came in. I wore a jacket when I came in here.*
- *Now when we try to think of things to do with our kids, we never think to go here. And that's as an arts family, it's not on our radar as an activity. It doesn't pop up that much even on social media.*
- *The word engage is really important. The first Friday in our town is very well attended, it's the art walk. A lot of people seem more welcome to go and do that. Seems more popular.*
- *This Isn't a social place. There's almost like an etiquette.*
- *The interactive component would be something that we (my family) would look forward to and visit more than once.*
- *Primarily, I was talking partnership. Wouldn't it be great to come to the ZMA and experience Shakespeare or some kind of dance. It would be great for people to come here and experience something they weren't aware of.*
- *We see each other at bar association events but I don't see other young professionals. There isn't a lot of overlap between young professionals outside of particular specialty groups.*
- *Many of us are downtown for much of the day. Downtown in general doesn't intimidate us.*
- *I think for a younger set there's almost a push for a resurgence downtown.*
- *That's part of why I started my business downtown. People want it to happen. I don't know what it was or see what it went through. I think the younger cohort wants to see it happen, the richness, revival and see it happen.*
- *I think capital improvement wise, you can't improve the building too much. There's an unspoken leadership potential for the ZMA to be a focal point to the arts community in general.*

Interview Quotes: Move Downtown

- *It's a wonderful facility but it's a north end facility. A more central location would be better*
- *The big complaint for younger folks is that there isn't anything to do here. If the museum were located downtown, it could partner with Seacrest Auditorium, the churches and other organizations to create a lively downtown. People could say they're going to this restaurant and then going to the art museum downtown. Or they could work downtown and then leave to escape the office and go to the museum. We aren't near anything consequential for the local economy. You also can't walk here unless you're coming from the church. Even from a house down the street you can't walk because there isn't a sidewalk.*
- *It feels like the majority of our art is being developed downtown. There's more authenticity in the fact that it's being made right there in the downtown community.*
- *Going back to the visibility. Who are you where are you and how can I get to you. Put yourself in an accessible area or in a building that's housing art materials and grow together. That's an easier piece to start the process than anything else. Present yourself to the community that you're welcoming a diverse set of people.*
- *With this location of ZMA, it's a destination. You don't just stumble in. The intrigue of having the downtown location is that people would be down there for other activities, and spillover to go to the museum. I can't tell the amount of times that I've driven past this place and not come in. In contrast, with the new restaurants, I might have the opportunity to explore the downtown area. Having a vibrant downtown is what it will take to get people to move here.*
- *Many of us [younger people] are downtown for much of the day. Downtown in general doesn't intimidate us.*

Interview Quotes: Stay in Current Location

- *I'm proud of this building and the things we've done.*
- *You also need to think of adjacent activities to create synergies, restaurants and other partners co-located, even activities. Could make it easier for drive by folks to enjoy some of the collections.*
- *It's a difficult location for our size community. If you took a poll of citizens in Muskingum County, you might get 25% that are even aware of it and 15% that know where it is.*
- *I think there are opportunities to create strings that pull people into this location.*
- *If we had a museum downtown I'm not sure if that would draw more people or not. People don't really go downtown unless it's for an attorney.*
- *You have to drive a car to get downtown. And the parking is horrendous. This nice big parking lot is easy and attractive to me along with the green space. This location feels zen to me.*
- *I don't think that people go downtown. I go to the library and first Friday but there's nothing going on downtown. We went to the concerts. I'd hate to lose the grounds too.*
- *Well it has a parking lot. Try to park downtown.*
- *There ought to be more restaurants and things to accommodate. There's not a whole lot to do down there.*
- *We don't have the staff and security for what we have now and I find it unlikely to be able to double our costs with another facility. They've had to hire armed guards to address the homeless issue downtown.*
- *Certain areas downtown are unsafe at night. Drug use in adjoining properties. These are low end apartments and that draws that use in.*
- *The BMV downtown has a Sheriff because people don't feel safe.*



Recommendations & Considerations

Recommendations & Considerations

Museum Operations

Expanding Hours

- Evenings and weekends were the times most survey respondents would like to visit ZMA, but ZMA is not currently open during those period (slide 12)
- 72 survey respondents would be more likely to visit (slide 9) if they had more time, more convenient hours are a way to increase the likelihood busy people will visit

Messaging & Outreach

Growing efforts around messaging and outreach are critical for ZMA.

- 27% of survey respondents have never visited this location (slide #8)
- The most frequent selection for I would be more likely to visit “If I knew about events and programs (157 respondents), more than double the next most common selection (slide #9)
- More than half of all 18–25-year-old survey respondents have never visited the current location (slide #23)

- Repeatedly in stakeholder interviews, participants felt that many residents simply didn’t know ZMA existed (slide #34. #39)
- Marketing and outreach were repeatedly mentioned in stakeholder interviews or people requested events and programs that regularly occur, indicating that ZMA communications have not reached them (slide #35)
- In interviews a there was a perception that individuals felt that they needed an invitation to attend ZMA, targeted marketing strategies can create a sense that people are “invited” to the ZMA (slide #36, slide #40)

Existing Staff Capacity

It’s important to note, that these suggestions will require additional, professional museum staff to execute. While the existing museum staff is passionate and dedicated, they simply do not have enough manpower to implement these changes .

Recommendations & Considerations

Mission Related Considerations

Pottery Focus

- In stakeholder interviews, participants cited how much they appreciated the pottery collection
- Other participants felt that by strengthening and focusing on the pottery collection, it is a chance to highlight the history of the Zanesville area (slide #37)
 - A focus on pottery could attract more local resident who have family ties to the pottery industry or an interest in local history
- Other stakeholders felt that the pottery collection is way for ZMA to distinguish itself from other regional museum “blue ocean strategy” and help attract more out of area visitors

Museum vs. a community arts center

- In stakeholder interviews many people requested that the ZMA provides services or develop a focus more closely aligned with a community arts center than a museum
- Some felt that a community arts center (in the name) would be more welcoming to a wider range of people
- The repeated requests and emphasizing the importance of focusing on children’s programming is also more in line with the mission of a community arts center than a museum

- The requests for support of local artists is also a frequent part of community art centers missions and less a traditional focus of most museums (slide #37)

These are two areas where the board should carefully weigh its mission and how ZMA will serve the wider community over the next 86 years.

Recommendations & Considerations

Future Investments

Family Learning Center

- Stakeholders selected a Family Learning Center the most frequently as an impactful future investment (slide #36)
- In the community survey Interactive Children's Area's were selected most frequently (78% of respondents) as "an important part of a museum experience" (slide 19)
- The importance of programming for children was also the most common feedback in the stakeholder interviews overall (slide #37)

Outdoor Space

- Outdoor space was the second most frequently selected as an important part of the museum experience (74%) in the community survey (slide 19)
- Many participants in the community survey also highlighted the importance of outdoor space at ZMA as an area for future investment (slide 37)
- During interviews, when stakeholders advocated for remaining in the currently location, they frequently mentioned the grounds of the current location as a unique asset

Café

- The community survey had a positive response to a café, with 63% of respondents agreeing it was an important part of a museum experience (slide #19)
- In the stakeholder interviews, respondents also felt that a café would encourage visitors to stop by more frequently and encourage them to linger longer when they did visit
- Café were mentioned as particularly important to those who would visit with small children (slide 36)
- However, several respondents cautioned against a café due to the complexities of operations and the need for high foot traffic

Event Rental Space

- Event rentals is an interesting museum feature with a divergent response between the survey and stakeholder interviews
- In the survey, it was feature least frequently selected as an important part of a museum experience (40%, slide 19)
- However rental spaces came up repeatedly in stakeholder interviews as an area of need in the community and an opportunity for ZMA to generate revenue (slide 36)

Recommendations & Considerations

Location

The decision to relocate ZMA or to remain in place must be decided by the board as a tool to serve its long-term strategic initiatives.

- In the survey data and in the stakeholder discussions there is not a clear consensus to stay or relocate
- In the community survey there is a nearly even distribution of respondents as to whether they would like a downtown location (slide 14)
 - Most are *neutral* (408 respondents); *agree* (149) and *disagree* (169); and *strongly agree* (126) and *strongly disagree* (119) are nearly equally split
- This same pattern emerges when looking at only those respondents with children at home (slide #15)
- Many individuals do like the current location (slide #16), but the second most frequent selection was “Neutral”
- Slide 16 breaks down “I would like a downtown location” by age, again there a pattern of a nearly equal distributions
- During stakeholder interviews, some participants indicated the current location (slide 34)
 - Is not welcoming to the whole community

- The location is not accessible to everyone (especially residents from the south)
- Is challenging for tourists to locate

In the stakeholder interviews, there were participants who spoke strongly for remaining in the current location. They think the current facility is a gem with beautiful grounds. They also enjoy the convenient parking and have concerns about both parking and safety issues with a downtown location (slide 38. slide 43).

Those who advocate for a downtown move during interviews, highlighted the important revitalization work underway in downtown. They also indicated that downtown is the current center of arts activities in Zanesville and this is an opportunity to strengthen the overall arts community. Lastly, they identified a renewed and thriving downtown as a part of retaining young people to Zanesville. (slide #38, #42).