



PHOENIX LATINO CULTURAL CENTER

Capital Needs Assessment and Feasibility Study

Submitted to the City of Phoenix, Office of Arts and Culture

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EXECUTIVE SUMMARY

The City of Phoenix's Latino arts and culture community is rich, vibrant, and ever evolving. Through a long history of Mexican, Indigenous, and Mexican American presence in the region, as well as contemporary expressions of local, national and international Latino arts and culture, the artistic and cultural expressions of Phoenix's Latino community are diverse and rich, however, segmented and unexposed. Nearing almost half of Phoenix's total population, a visible Latino arts and culture presence, reflective of the City's residents and experiences, is a vision shared by many.

In 2001, the City of Phoenix's Bond Program made funding available for the renovation and expansion of the Museo Chicano. The purpose of the renovation was to "increase capacity to present exhibitions and programs that help serve the organization's mission to promote knowledge and appreciation of the cultures of Latinos." Due to the closing of Museo Chicano in 2009, funds were held to benefit and showcase the Latino community through a capital project. In 2016, The Phoenix Office of Arts and Culture secured the services of a consultant to conduct a capital needs assessment and feasibility study, including a management/business plan and evaluation of potential tie-ins with other cultural resources. The main results of the study are summarized as follows:

DEMONSTRATED NEED FOR A LATINO CULTURAL CENTER IN PHOENIX

- A preliminary SWOT analysis found a significant need for a Latino Cultural Center, most notably, to serve as a convener and support entity for existing Latino arts and cultural producers in Phoenix;
- Demographic data shows increasing and rapid growth of Latino population in Maricopa County, already surpassing census projections that showed Latinos as 50% of total population by 2020, as well as a Latino majority student population by 2020;
- The study's engagement activities uncovered a strong desire for a cultural center that is inclusive and bridges the many diverse streams of the Latino experience in Phoenix.

VISION AND CONCEPT OF LATINO CULTURAL CENTER

Vision

To be a premiere Latino cultural center that serves as a collaborative, participatory and inclusive, creative crossroads for a growing contemporary community of Latino artists and leaders in Phoenix, and celebrates both the diversity of the Latino experience, as well as the legacies of the Mexican, Mexican American and Chicano influences in America's Southwest region.

Qualities

- Inclusive, welcoming, participatory and accessible to all residents of Phoenix and beyond;
- Broad enough to include the widest range of programs and activities; (multidisciplinary)
- Focus on all-ages education in arts, culture, and local issues that are important to the Latino community;
- The strength of Phoenix's Latino community is its diversity—the cultural center should be *adaptive* and *responsive* to a wide range of representation and needs for optimal participation and experience;
- Administrative conduit for existing Latino arts and culture community; and
- Programming defined by partnerships and collaboration.

Programming

The Latino Cultural Center should strike a critical balance between seasonal/consistent programming and organic/spontaneous/experimental programming driven by artists and community members. Programming would be split between onsite and offsite activities including:

Onsite

- Annual Cultural Festival
- Specialized talleres/workshops/classes
- Lectures/Story Telling Series
- Professional/small business development for artists, arts administrators and cultural producers

- Smaller Community/Artist-Led Events
- Community Kitchen and Food Court/Trucks
- Tiendita de Regalos/Gift Shop

Offsite Arts Services (Earned Income)

- Public Art Program
- Mobile Art/Performance Program Services

LOCATION AND FACILITY

The study provides responses within the surveys about *where* participants engage in arts and culture. A majority responded with “downtown.” Preferred location of cultural center was also discussed in the open ended survey questions. Salient themes for location reflect the following:

- A desire for a *visible* Latino cultural presence in Phoenix at the heart of the city’s cultural center;
- Latino Cultural Center should be *on par and in company* with Phoenix’s other major cultural institutions and art centers located downtown.

Concept

Study provides a preliminary facility concept characterized by multi-use enabling:

- An idiosyncratic, local, contextual framing;
- A small, manageable and modular campus, encouraging public gatherings; and
- A design that facilitates collaboration among cultural entities, artists and the community.

Size and Cost*

- Full Program: 22,620 square feet;
- Reduced Program: 18,330 square feet;
- New Construction
 - \$4.5 million (minimum full program cost)
 - \$3.6 million; (minimum reduced program cost)
- Rehab
 - \$2.3 million (full program)
 - \$1.8 million (reduced program)

*Estimates do not include required external components such as parking. Estimates assume no historic designation

BUSINESS PLAN

The study presents two management structures for consideration:

- Independent 501c3; and
- Temporary Hybrid Structure: Short term/3-year investment for start-up.

3 Year Projected Operating Budget

- 3 Year Financial Projections: \$1.2 million (Approximately \$450-350,000 per year);
- Earned income programming and activities are significant revenue strategies for the first three years with costs reflecting initial investment in these areas.

Marketing and Outreach

- Latino artists and cultural producers, as well as a cross-sector group of community based organizations who serve Phoenix's Latino community, will be critical to attracting the largest and broadest Latino constituency;
- Grassroots marketing strategies in addition to traditional marketing and advertising planning should be undertaken.

ADVISORY COMMITTEE RECOMMENDATIONS

After reviewing the study and its findings, the Advisory Committee put forth key considerations and recommendations for decision makers, as they move forward with the proposed Latino Cultural Center.

Context

- It is critical to consider common threats that Latino arts and culture organizations of this kind experience at day to day levels. Like any new business, challenges around startup and sustainability of arts and culture organizations can impair success.
- Changing demographics require that this project be characterized by forward thinking. Look at future ethnic, age, and education trends in the region.

Business Model

- Deep analysis of both proposed business models should be undertaken, with careful consideration for the success of this Latino Cultural Center.

Budget

- The Advisory Committee acknowledges that the current allocated funds of \$1,004,000 will not be adequate to fund the complete capital project.

Sustainability

- Advisory Committee sees the Latino Cultural Center's sustainability, as important as the completion of the capital project, itself.