



Cross-Cultural Feasibility Study

Phase III Report

Dr. Linda Whitehead, City Manager's Office
Linda Cheu, AECOM

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Direction

- Direct staff to move forward with programming for cross-cultural activities in city's community centers and with our community partners, and
- Direct staff to identify community partners for future cross-cultural center.





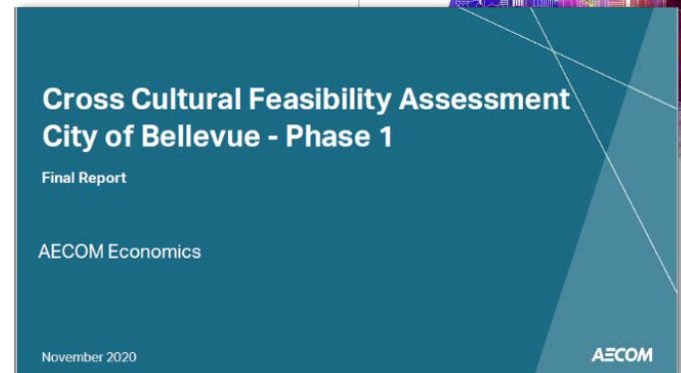
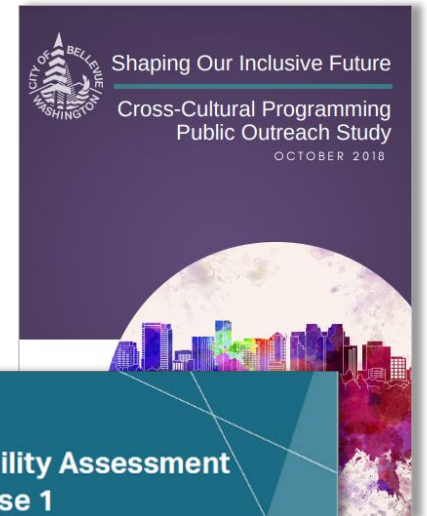
Agenda

1. Background
2. AECOM Report
3. Summary & Next Steps



Background

1. Shaping our Inclusive Future: Cross-Cultural Programming Public Outreach Study (2018)
2. Cross-Cultural Feasibility Assessment (2020)
3. Cross-Cultural Center Feasibility Study (2022)





Council Direction

- Phase II report presented on September 28, 2020. Council directed staff to continue study, including:
 - Facility development, ownership, operating model, partnerships, and financial model.
 - Narrow the vision, purpose, and objectives for a cross-cultural center.
- Phase III contract approved by Council on March 22, 2021. Study will explore the vision of providing space and programs dedicated to cross-cultural engagement.



Cross-Cultural Center Feasibility Study

Linda Cheu
AECOM

Project Scope



Stakeholder
Interviews



Potential user
group survey



Benchmarking



Population &
demographic
trends



Site analysis



Building program
& test fit



Development
cost estimate



Operating
economics



Assessment of
readiness &
feasibility analysis

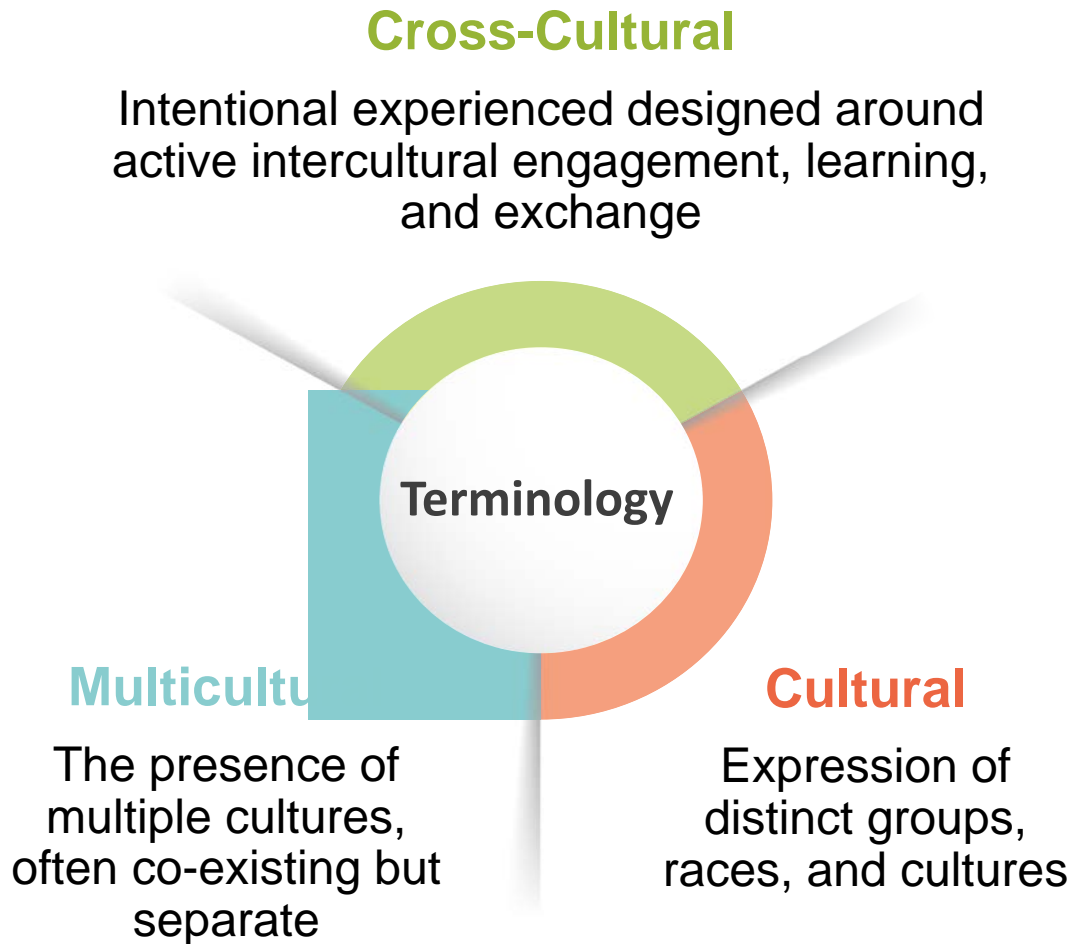


Implementation
strategy



Concept Definition

What is a
cross-cultural
center?





Key Report Conclusions

Strong support and interest

- Cross cultural engagement a priority for City and community
- Commitment to supporting spaces for cross-cultural activities
- Investment required to translate interest to facility utilization

Community-led City supported

- City needs a community partner
- Key priority to identify non-profit to champion the project
- Organizational capacity building likely required

Size & operating characteristics

- 27,000 square feet
- ~\$35 million capital cost (excluding site)
- ~\$1.9 million annual operating cost
- ~\$1.5 million annually in contributed income



Key Report Conclusions (cont.)

Development & operational needs

- Intensive leadership, organizational, and financial commitment
- Ability to operate sustainably should drive feasibility
- Requires time to develop organizational capacity

City investments

- City investments to support cross-cultural engagement can be initiated in a shorter time frame
- E.g., space provision and funding for programming and capacity building
- Investments have long-term benefits

Facility Development Cost & Models

Estimated
development cost
\$35
million
excluding
site costs

Facility Development Models



Quest Science Center, Livermore, CA

Non-profit Capital Campaign



South Dallas Cultural Center, Dallas, TX

City Funded



Museum at Prairiefire, Overland Park, KS

Real Estate Partnership



Chinatown Media and Arts Collaborative,
San Francisco, CA

Angel Donor



Operating Revenue/Cost & Models

Operating Economics

Annual Operating Budget: \$1.9 million

Earned Revenue: Between \$300,000 – \$400,000 (~20% annual budget)

Required Contributed Income: \$1.5 – \$1.6 million annually

Facility Operating Models

CITY OPERATED HYBRID MODELS NON-PROFIT OPERATED



Asian American Resource Center, Austin, TX



Latino Cultural Center, Dallas, TX



Plaza de Cultura Y Artes Los Angeles, CA



African American Cultural Complex, San Francisco, CA



Center on Halstead, Chicago, IL



Recommendations & Next Steps

Cross-Cultural Engagement Strategies (short term)

- Provision of City-owned space for cross-cultural activities
- Investment in capacity building for cross-cultural nonprofits
- City funding / grants for community-led cross-cultural programming
- Staff assistance in the areas of development and programming

Cross-Cultural Center Development Next Steps (multi-year process)

City Role

- Work with community to identify and support non-profit partner
- Determine priorities and available funding to support center development & operations

Community Partner Role

- Form nonprofit, complete strategic plan, other foundational steps
- Build organizational capacity: board development, hire staff, cultivate funding relationships
- Develop track record / portfolio of successful cross-cultural programming
- Hire capital campaign counsel
- Work with the City to identify site opportunities and participate in site planning studies



Summary

- Community interest exists
 - Phase III study completes Council request to explore the vision of providing space and programs dedicated to cross-cultural engagement
- No benchmarking examples exist for cross-cultural focused facilities and programming
- Existing capacity at Bellevue community centers for programming
- Three elements needed to translate community interest into effective demand for a facility: 1) mission-driven partner organization; 2) capacity building including funding and promotions; 3) time.



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