

**LATINO  
CULTURAL  
CENTER**

# Visioning Workshop

April 27<sup>th</sup>, 2021

**Lord**  
Cultural Resources



# Agenda

1. Introductions and Questions to Consider
2. Market Overview
3. Models
  - Criteria Overview
  - Benchmarks
4. Trends
5. Breakout Groups and Report Back
  - Discussion Questions
6. Poll
7. Next Steps

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# Introductions



# Today's Goals

- To identify the four case studies
- To reinforce the vision represented in the word cloud still has same resonance and identify missing aspects

# Questions to Consider

- What appeals to you most about these models?
- How can they be reflected at the Latino Cultural Center?
- What are the critical vision elements that must be present at the Latino Cultural Center?

# Word Cloud from the first SC meeting





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# Market Overview



# Demographics

- There will be almost 100 million more Americans by 2034, mostly due to growth in non-white populations.
- Minorities will be 46% of the overall population.
- 1 in 5 Americans will be older than 65.
- Females will outdistance males in educational attainment.



# Potential Audiences: Market Overview

USA

330,576,987

California

39.51 million

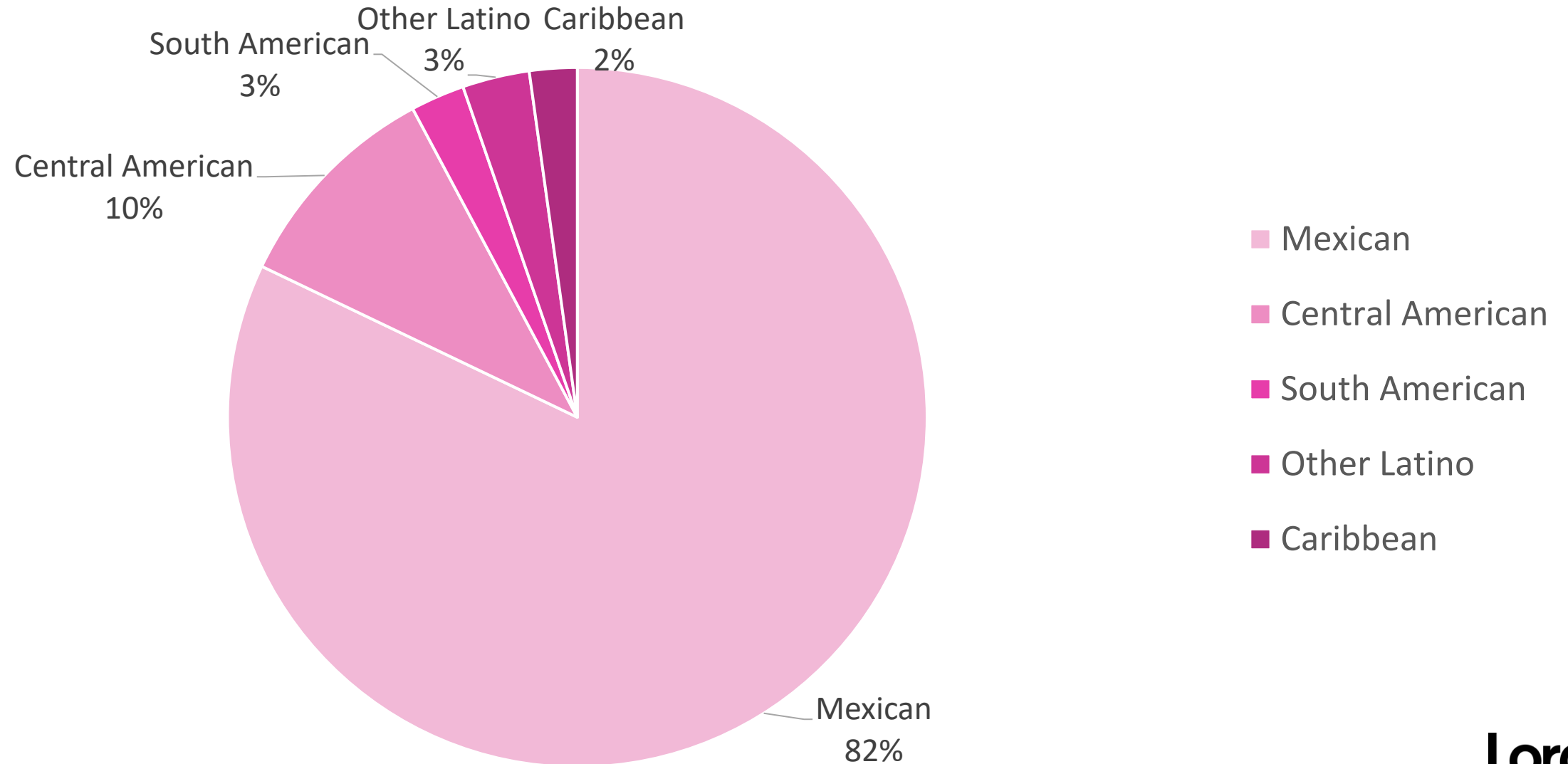
LA County

10.04 million

Long Beach

466,776 (198,872 of Latinos)

# Long Beach Latino Population



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# Models



# Criteria Overview: Operating Models

|                 | Private – 501(c)3                                      | Public   | Partnership   | Independent  |
|-----------------|--|--|---|--|
| Primary funding | Individual donations, government grants, earned income | Government   | Agreement between parties (e.g., matching subsidy)                                      | Individual donations (e.g., crowdfunding or founder-supported) |
| Governance      | Board, executive staff                                 | City/state council or department of cultural affairs and executive staff | Board (e.g., joint advisory board), executive staff, scheduled transfer of jurisdiction | Staff/community led  |

# The Unity Council- Fruitvale



- Mission: to promote social equity and improve quality of life by building vibrant communities where everyone can work, learn, and thrive.
- The Unity Council employs a diverse workforce of more than 250 people who reflect the linguistic, cultural, and ethnic identity of the communities we serve.
- Programs and services reach more than 8,000 individuals and families annually in five languages.
- Services:
  - Affordable housing and properties
  - Career financial and housing services
  - Programs for children, parents and seniors
  - Small businesses and community events
  - Youth empowerment and achievement

|                       |                   |
|-----------------------|-------------------|
| <b>Location</b>       | Oakland, CA       |
| <b>Operator</b>       | Non-profit        |
| <b>Governance</b>     | Board and staff   |
| <b>Model</b>          | Private – 501(c)3 |
| <b>Revenue, FY18</b>  | \$ 36,455,963     |
| <b>Expenses, FY18</b> | \$ 20,065,657     |
| Source: 2018 Form 990 |                   |

# National Hispanic Cultural Center



- \$56 million dollar complex opened in 2000
- Producer and presenter of nationally recognized performing arts programs
- Budget and operations overseen by the State of New Mexico Department of Cultural Affairs
  - \$360,000 annually from private foundation for programming and capital projects
- 20-acre campus hosting 500 events a year
  - Hispanic art museum and restaurant
  - Library, genealogy center, education center
  - 3 theaters (97-seat, 291-seat, and 691-seat)
  - Spanish Resource Center, Instituto Cervantes
- Host of New Mexico's annual Winter Spanish Market

|                               |                  |
|-------------------------------|------------------|
| <b>Location</b>               | Albuquerque, NM  |
| <b>Operator</b>               | State government |
| <b>Governance</b>             | Board and staff  |
| <b>Model</b>                  | Public           |
| <b>Revenue, FY19</b>          | N/A              |
| <b>Expenses, FY19</b>         | \$ 2,800,000     |
| Source: Institutional website |                  |



# Centro Cultural de Washington County



- Founded by 14 migrant families in 1972 as a result of their community building efforts
- Founding families still strongly represented on board
- Revenue mainly comes from government grants (45%) and private grants and individual contributions (42%)
- Esperanza Relief Fund supports local Latinx families
  - 100% of donations go to residents (prioritizes undocumented)
  - \$1.2 million redistributed to community in 2020
- Main programs in arts and culture; civic leadership and advocacy; and community wellness
  - Festivals (pictured)
  - Food and financial assistance
  - Policy workshops and civic training

|                       |                   |
|-----------------------|-------------------|
| <b>Location</b>       | Cornelius, OR     |
| <b>Operator</b>       | Non-profit        |
| <b>Governance</b>     | Board and staff   |
| <b>Model</b>          | Private – 501(c)3 |
| <b>Revenue, FY18</b>  | \$ 1,438,979      |
| <b>Expenses, FY18</b> | \$ 1,421,711      |
| Source: 2018 Form 990 |                   |

# El Corazón Cultural Arts Center



- Taller Puertorriqueño founded in 1978 by Puerto Rican immigrants living in North Philadelphia
- Mainly arts, culture, and history programs, all Latinx identities
- Primary revenue from private grants and individuals (75%)
  - 9% from government grants
  - 8% from leases to other parties
  - 3% from paid programs
- El Corazón Cultural Arts Center opened in 2016 (pictured)
  - 25,000 sf purpose-built facility
  - Construction budget \$11.4 million, strong government support
  - Located in low-income, majority Latinx neighborhood
  - Anchor institution for neighboring Latinx businesses

|                       |                   |
|-----------------------|-------------------|
| <b>Location</b>       | Philadelphia, PA  |
| <b>Operator</b>       | Non-profit        |
| <b>Governance</b>     | Board and staff   |
| <b>Model</b>          | Private – 501(c)3 |
| <b>Revenue, FY19</b>  | \$ 1,710,848      |
| <b>Expenses, FY19</b> | \$ 1,686,386      |
| Source: 2019 Form 990 |                   |

# Gage Park Latinx Council



- Founded in 2018 by long-time residents (all staff under 40)
- Mainly donations in-kind from non-profit and local business partners and crowdfunding for specified programs
- Hyperlocal focus on community needs in Gage Park, Chicago
  - 50,000 residents, 92% Latinx, highest COVID-19 rates in the city
  - Free mercado (groceries, clothing, hygiene products, baby items) supporting 150 to 200 families a week
  - Fund for undocumented families
  - DACA application scholarships
  - Community garden
  - Gage Park Mural Project and free arts programs for kids (pictured)
- Cultural Center opened in 2020 in a main street storefront

|                               |                      |
|-------------------------------|----------------------|
| <b>Location</b>               | Chicago, IL          |
| <b>Operator</b>               | Private organization |
| <b>Governance</b>             | Staff-led            |
| <b>Model</b>                  | Independent          |
| <b>Revenue, FY19</b>          | N/A                  |
| <b>Expenses, FY19</b>         | N/A                  |
| Source: Institutional website |                      |



# International Latino Cultural Center of Chicago



- Founded in 1987 as Chicago Latin Cinema
  - Latinx and Spanish film remains large portion of program focus
  - Cine en el Parque partnership with Chicago Park District
- Pan-Latino but particular attention to Spanish art and heritage
- Main programs are large city-wide festivals
  - Chicago Latino Film Festival (CLFF) attracts 40,000 people a year
  - Chicago Latino Music Festival (CLMF) brings in 10,000 people a year (performance from 2013 CLMF pictured)
- 85% revenue from individual donors and private grants
  - 10% from CLFF
  - 4% government grants
- Gloria Lifetime Achievement Award given annually since 1999

|                       |                   |
|-----------------------|-------------------|
| <b>Location</b>       | Chicago, IL       |
| <b>Operator</b>       | Non-profit        |
| <b>Governance</b>     | Board and staff   |
| <b>Model</b>          | Private – 501(c)3 |
| <b>Revenue, FY19</b>  | \$ 1,169,233      |
| <b>Expenses, FY19</b> | \$ 1,031,788      |
| Source: 2018 Form 990 |                   |

# LA Plaza de Cultura y Artes



- 95,000 sf campus opened in 2011 to honor Mexican and indigenous history, Spanish influence, and local Latinx cultures
- Government support is 64% of revenue
  - 12% other contributed income (individuals, private grants, non-cash)
  - Remainder earned income (ticket sales, retail)
- Partial funding (13%) from rents paid to affiliated non-profit
  - \$135 million mixed use development in LA Plaza neighborhood
  - Cycle of economic growth – local success funds Center
- Produces 100+ events a year in all artistic and creative forms
  - Visual arts, performing art, film and media, culinary arts
  - History, current events, and politics
- 30,000 sf public garden (pictured) including performance space for up to 5,000 people

|                       |                   |
|-----------------------|-------------------|
| <b>Location</b>       | Los Angeles, CA   |
| <b>Operator</b>       | County government |
| <b>Governance</b>     | Board and staff   |
| <b>Model</b>          | Public            |
| <b>Revenue, FY18</b>  | \$ 4,048,649      |
| <b>Expenses, FY18</b> | \$ 4,126,964      |
| Source: 2017 Form 990 |                   |

# Latino Cultural Center of Dallas



- Founded in 1993 by coalition of residents and public officials
- 100% of budget provided and operations managed by City of Dallas Office of Arts and Culture
  - Friends of LCC contributes \$20,000 annually
  - City accepts proposals for programming from local Latinx creatives and cultural organizations
- 27,500 sf purpose-built facility opened 2003 (atrium pictured)
  - \$9.8 million construction budget, \$5.6 million from city
  - 300 seat theater with two resident theater companies
  - Art gallery shows rotation of Latinx artists
  - Multipurpose space, sculpture courtyard, and public plaza
- Phase II \$5.5 million, 5,500 sf expansion proposal approved in 2020, paid for by city government bond program

|                               |                             |
|-------------------------------|-----------------------------|
| <b>Location</b>               | Dallas, TX                  |
| <b>Operator</b>               | City government             |
| <b>Governance</b>             | Government and staff        |
| <b>Model</b>                  | Public with Private support |
| <b>Revenue, FY19</b>          | \$ 58,000                   |
| <b>Expenses, FY19</b>         | \$ 600,000                  |
| Source: Institutional website |                             |



# School of Arts & Culture at Mexican Heritage Plaza



- 6-acre site with 55,000 sf facility opened in 1999 in low-income, majority Latinx neighborhood
  - \$31 million construction funded by City of San Jose
  - 500-seat theater, pavilion, gallery, classrooms, outdoor square, gardens
- Starting 2013, funding agreement between City of San Jose and non-profit operator
  - Partial city funding with required match from non-profit for 10 years
  - Two 10-year renewal options (total of 30 years for matching funding)
- Revenue mainly from government grants (35%), rentals (29%), individual donors and private grants (26%), program tuition and fees (6%)
- Main programs and initiatives involve arts education and community access and support

|                       |                 |
|-----------------------|-----------------|
| <b>Location</b>       | San Jose, CA    |
| <b>Operator</b>       | Non-profit      |
| <b>Governance</b>     | Board and staff |
| <b>Model</b>          | Partnership     |
| <b>Revenue, FY19</b>  | \$ 2,426,756    |
| <b>Expenses, FY19</b> | \$ 2,434,663    |
| Source: 2018 Form 990 |                 |

# Yerba Buena Center for the Arts



- Founded in 1993 in The Mission cultural district
- 57,000 sf facility with large performing arts spaces
- Programming represents all cultures and ethnicities with focus on avant garde and experimental performance
- Revenue mainly from facility rentals (31%)
  - Government grants (24%)
  - Gaming activities (15%)
  - Individual donors and private grants (13%)
  - Subsidized community programs (8%)
- Reaches 50,000 visitors annually using foundation of art as agent of social change and community development

|                       |                   |
|-----------------------|-------------------|
| <b>Location</b>       | San Francisco, CA |
| <b>Operator</b>       | Non-profit        |
| <b>Governance</b>     | Board and staff   |
| <b>Model</b>          | Private – 501(c)3 |
| <b>Revenue, FY19</b>  | \$ 13,959,933     |
| <b>Expenses, FY19</b> | \$ 15,439,203     |
| Source: 2018 Form 990 |                   |

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Trends



# Creative Placemaking

## Overview

Creative placemaking **transforms public or private space** with interventions that inspire new ways of thinking or encourage people to gather and engage around creative pursuits. Exact approaches vary according to the needs and tendencies of each community, but **art and culture are typically significant features.**

## Examples

- Public art and exhibitions
- Branded signage and wayfinding
- Festivals, fairs, and public events
- Public gathering space (e.g. plazas)
- Outdoor venues (ideally with seating)
  - Amphitheaters
  - Gardens



# Creative Placemaking



**Latino Cultural Center in Dallas**

LCC Dallas produces public programs that animate the city streets. In this photo from 2018, local mariachis play while a crowd of people parade to the Center for an al fresco performance.



**School of Arts & Culture**

A strategic priority for SOAC is to “activate the Mexican Heritage Plaza as a creative hub for San Jose”. The Plaza accommodates up to 1,500 people, and SOAC hosted 60 community events in FY19.



**International Latino Cultural Center**

ILLC of Chicago partners with the city park service to show films outdoors. Cine en el Parque brings contemporary Spanish language films into public parks near majority Latinx residents.

# Cultural Districts

## Overview

A cultural district is a **concentration of cultural offerings and activity** formed organically or by design for the purpose of mutual support and community development. Cultural districts are **significant drivers of economic growth**, demonstrating the vitality and livability of the surrounding area. They also provide opportunities to **showcase local identity** and collaborate with other stakeholders to **offer public programs and services**.

## Features

- Multiple cultural offerings
- Spaces dedicated to cultural production
- “Headlined” by anchor institutions
- Near or including entertainment venues
- Located downtown or in the “heart” of the community
- Home to resident cultural organizations



# Cultural Districts



**National Hispanic Cultural Center**

NHCC is an anchor institution for the cultural district in Albuquerque and houses several Latinx cultural organizations, including an art museum, a Spanish embassy, and a branch of Instituto Cervantes.



**El Corazón Cultural Center**

Taller Puertorriqueño grew from the “heart” of commerce, culture, and civic life for Latinx residents in North Philadelphia. In 2017, they expanded to a 25,000 sf purpose-built facility called El Corazón.

# Community Support

## Overview

Ethnically specific cultural centers commonly include a commitment to community support. Their **programs address critical needs** of the local population and connect residents to additional resources. Community support programs are **offered directly through the center or through partnerships** with other non-profits, independent professionals, local businesses, or government programs.

## Examples

- Multilingual legal assistance
- Job training classes and professional skill building workshops
- English language classes
- Partnerships with educational institutions for certifications
- Food and financial support
- Resettlement programs

# Community Support



**Gage Park Latinx Council**

“A Queer, Latinx, Fem, DACA & Artist led organization”, GPLXC uses grassroots methods of hyperlocal direct action to solve challenges in their neighborhood, from urban gardening to DACA scholarships.



**Centro Cultural de Washington Co.**

Founded by migrant families in the 70s, Centro offers resettlement assistance, food support, and civic training. The Esperanza Relief Fund supported multiple families in 2020, especially undocumented residents.



**Yerba Buena Art Center**

YBCA partners with community groups to offer education programs for all ages and to advocate for sustainable, equitable policy. The annual YBCA 100 honors global citizens dedicated to public good.

# The Mercado

## Overview

Around the world, the mercado is a source of cultural enrichment, entertainment, and leisure, as much as it is a place to buy goods. Allocating a significant portion of resources and programming to the development of a regularly occurring mercado highlights local entrepreneurs, creatives, and traditions; attracts tourists and public investment; and establishes the cultural center as a hub for daily life.

## Features

- Local Latinx vendors
  - Art and craftwork
  - Food and beverage
  - New and used clothing
  - Other products and services
- Themed events and performances
- Appeal for locals and tourists

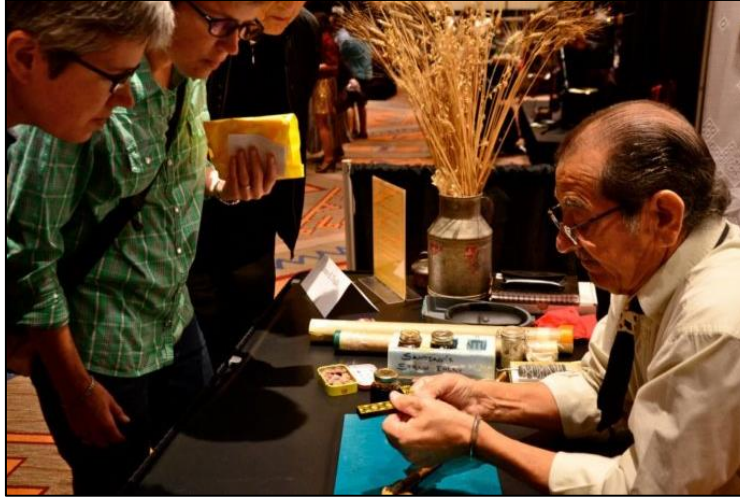


# The Mercado



## Brick and Mortar: El Corazón

At Julia de Burgos gift shop in El Corazón, goods are produced by and sourced from the local Latinx community and presented in a store front accessible from the street or through the Center.



## Open-Air: NHCC

Reflecting a traditional approach, the annual Winter Spanish Market in Albuquerque, hosted by the National Hispanic Cultural Center, is a weekend of art, shopping, food, and performances for \$6 a person.

## Other options

- **Hybrid model** with both onsite and open-air opportunities
- **Farmers market** with primarily fresh produce
- **Festivals** that combine multiple forms of cultural expression
- **Resale store** that accepts donations and offers discounts to residents

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# Breakout Groups





# Discussion Questions

- What appeals to you most about these models?
- How can they be reflected at the Latino Cultural Center?
- What are the critical vision elements that must be present at the Latino Cultural Center?

# Word Cloud from the first meeting



# THANK YOU

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