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Museum of Latino History Feasibility Study

Economics Research Associates

Florian Martinez Associates

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Economics Research Associates



Los Angeles, California
San Francisco, California
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Boston, Massachusetts
Washington, D.C.
Ft. Lauderdale, Florida

C26 UNRESTRICTED

MUSEUM OF LATINO HISTORY
FEASIBILITY STUDY

File 1011

PRESENTED TO
STATE OF CALIFORNIA

PREPARED BY
ECONOMICS RESEARCH ASSOCIATES
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MAY 1987

PROJECT NO. 8390

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Section I

INTRODUCTION

The State of California is considering a proposal for a State Museum of Latino History. To assess the feasibility of this proposal, the State retained the consulting team of Economics Research Associates, Florian-Martinez Associates, and J. Wetzel Associates to conduct this study.

The museum's purpose is to provide a venue for displaying artifacts, exhibits, and cultural programs which educate the public as to the historical development and contributions of Latinos to California specifically and America generally. The museum is intended to reach all audiences and educate non-Latinos as well as Latinos. It is intended that the museum develop a national reputation in the areas of archival research, exhibit and program development, as well as display. Finally, it is desired that the museum be as self-sufficient as possible without compromising its mission.

The study's purpose is to estimate museum attendance, space requirements, and potential sites; analyze the financial feasibility of the museum and estimate the amount of subsidy required; suggest possible organizational structures, and identify a possible implementation schedule.

To proceed with this analysis, a preliminary conceptual description of the museum's program was developed after discussions with museum and Hispanic history experts. Potential attendance was projected based on demographic factors and experiences at comparable existing museums. The size facility needed to accommodate projected attendance, and the land area needed to accommodate the facility was recommended. Nine potential sites were analyzed, given land and space requirements and the potential for institutional relationships. Four general sites were chosen for more specific analysis. Operating revenues and costs were estimated, and sources of funds for operating expenses and capital costs were reviewed. Alternative management scenarios were evaluated, and opportunities for institutional cooperation were suggested. Finally, a phased implementation schedule was described.

Economics Research Associates is the lead firm of the consultant team, and is responsible for attendance projections, financial analysis, real estate analysis, organizational recommendations, and implementation recommendations. Florian-Martinez Associates is a land planning firm, and is responsible for locational review and site analysis. J. Wetzel Associates is an exhibit design firm, and is responsible for concept development.

The California Museum of Science and Industry, as the state's largest museum, represented the client and served as project manager.

Section II

SUMMARY AND CONCLUSIONS

It is the consultants' opinion that the proposed California Museum of Latino History can be a successful and exciting endeavor, fulfilling an important mission that is not currently being served by existing cultural institutions. The museum should attract sizeable visitation, enough to support a moderate size museum by general museum standards, but a large museum by ethnic museum standards. Anticipated earned revenues, however, will not be sufficient to cover anticipated operating costs. Capital and operating subsidies will be necessary. The following points are the major findings and conclusions. Please read the full report to understand the rationale for these conclusions, and an elaboration of the recommendations.

MUSEUM CONCEPT

The proposed museum would celebrate Latino achievement and identity in the United States, offering opportunities for social and cultural education and expression. The museum can become a national center for archival research, exhibit preparation, information exchange, as well as historical presentation. An possible conceptual outline for presentation may include a main lobby and five galleries, each gallery presenting a specific era of Latino history from the pre-Columbian period to the modern era. Envisioned as an active museum, performing cultural arts and presentations would occur in a small indoor theater and an outdoor plaza staging area.

ATTENDANCE PROJECTIONS

Over 7 million people are anticipated in the primary market area by 1991, the assumed third year of museum operations. Of these, over 2.5 million will be Latino, the largest concentration of Latinos in the state.

Compared to statewide characteristics, the general population has slightly lower incomes, but are slightly better educated on average, with

typical age distribution; the Latino population has significantly lower incomes and less education, but proportionately more children and young adults. About half of the school children in the primary market area should be Latino by the 1990s, making school groups an important source of museum visitation.

A review of other ethnic-oriented museums in the country reveal four major points related to attendance:

- o School group visitation is a critical source;
- o Attendance by ethnicities other than those addressed by the museum is material, but a minority;
- o Tourist visitation is less important, but can still contribute to overall attendance;
- o Adults (probably young adults) should be targeted.

The baseline attendance projected for the museum is 337,600 during a stable year, distributed as follows:

Latino School Children in Groups	24.5%
Non-Latino School Children in Groups	10.5%
Latino Primary Market Residents	39.7%
Latino Secondary Market Residents	6.9%
Non-Latino Residents	13.4%
Tourists	5.0%

This projection is for a generic location. The size and composition of attendance may vary by site. Certain sites already visited by a cross-section of ethnicities or tourists would contribute to a higher proportion of non-Latinos and tourists visiting the museum.

May is projected to be the peak month. Peak hour attendance is estimated to be 430 people in 1991 and 471 people in the year 2000. Total

attendance is projected to be higher during the initial years, decline to a stable year attendance, then slowly increase to 386,000 by the year 2000.

SPACE REQUIREMENTS

Based on projected attendance and other building program considerations, a 53,500-square-foot building is required initially, of which 20,000 square feet is exhibit area. A museum store, museum cafe, auditorium, library, archives/storage area, workshop, offices, classrooms, and outdoor plaza are also recommended. A future expansion phase of 16,500 square feet for an expanded library, archives, and storage is anticipated as the museum's collections and scope expands.

Approximately 127,000 square feet of land area is needed to accommodate the building (assumed to be 1.5 stories), the plaza, surface parking, and landscaping. This land area would accommodate the initial building and future expansion.

SITE ANALYSIS

Nine sites recommended by the client, suggested by community contacts interviewed, and suggested by the consultants were reviewed:

- o Exposition Park
- o El Pueblo State Historic Park
- o Terminal Annex
- o East Los Angeles College
- o Lincoln Park
- o Griffith Park
- o Former Uniroyal Plant
- o Pico Rivera Sports Complex
- o Southwest Museum

Each location had specific site, institutional, and market opportunities and constraints. Four areas (which included five sites) which presented the greatest opportunities for development, market capture, or institutional cooperation were analyzed in more detail:

- o Exposition Park
- o El Pueblo State Historic Park/Terminal Annex
- o East Los Angeles College
- o Southwest Museum

A specific site was not recommended as part of this study. Instead, the relative attributes and anticipated problems of each site were compared to help future site selection decisions.

FINANCIAL ANALYSIS

Three operating scenarios were analyzed: one assumed free admission, the second assumed a modest charge of \$1.50 for adults and \$0.75 for seniors and children, and the third assumed a significant charge of \$3.50 for adults and \$1.75 for seniors and children. A free or low fee museum is recommended due to the low income status of the Latino population. Attendance is assumed to be less under the admission fee scenarios. Financial performance for the three scenarios for the third operating year was projected as follows:

	<u>Free Admission</u>	<u>Modest Admission Charge</u>	<u>Significant Admission Charge</u>
Operating Revenues	\$ 160,000	\$ 464,000	\$ 455,000
Less: Operating Costs	<u>1,378,000</u>	<u>1,378,000</u>	<u>1,378,000</u>
Net Operating Income	(\$1,218,000)	(\$ 914,000)	(\$ 923,000)

An annual operating subsidy will be required or an endowment ranging from \$15 to \$23 million for the free admission scenario or \$10 to \$16 million for the admission charge scenario.

Development costs for the initial 53,500-square-foot facility is estimated to total \$7 million, excluding land costs, of which \$2.2 million is for developing exhibits and the area occupied by the exhibits specifically (as opposed to circulation area). Some of the sites which are already

government owned offer better opportunities for a nominal land lease or land gift. Estimated implicit land values in the final candidate sites range from \$3.2 million to \$6.6 million.

Various public and private sources of capital and operating funds were identified, including the following:

- o National Endowment for the Arts
- o National Endowment for the Humanities
- o Institute for Museum Services
- o California Arts Council
- o California Department of Parks and Recreation
- o Regional and local government
- o Private Foundations
- o Corporations
- o Individuals

The amount of funds estimated from public and private sources for operating costs are as follows:

Government Grants	\$100,000
Foundation Grants	200,000
Corporate Grants	100,000
Individual Contributions	50,000
Memberships	<u>100,000</u>
Total	\$550,000

This figure does not include state appropriated funds if the museum becomes a state museum. Also, another \$50,000 may be raised from nontraditional sources of earned income.

Potential sources of funds or methods available for financing development costs include the following:

- o Government appropriation
- o Gifts
- o Sale/leaseback
- o Public benefit corporation
- o Tax increment financing
- o Capital fundraising campaign

ORGANIZATION AND IMPLEMENTATION

The museum may organize as a private, non-profit corporation, a State institution, or a quasi-public non-profit corporation. A quasi-public, non-profit corporation or a State institution are the most financially secure forms of organization.

Opportunities exist for institutional cooperation and affiliation, including the following:

- o University or college affiliation
- o Inter-museum affiliation
- o Public education association
- o State institutional cooperation
- o City and County association
- o Other cultural affiliation

Implementation after full financing is secured should take two to three years, depending on whether the museum is financed fully by the State or if a private fundraising campaign is needed. The major implementation steps beyond this feasibility study include the following:

- o Organization
- o Model development and initiation of capital campaign
- o Site selection
- o Capital acquisition
- o Pre-construction
- o Construction
- o Pre-operations
- o Operations

Some of these steps will occur concurrently.

Section III

CONCEPT STATEMENT

This section presents a preliminary conceptual scenario of the proposed museum's program, based on a concept workshop conducted by Joseph Wetzel, the consultant team's exhibit designer, and attended by representatives of the California Museum of Latino History, East Los Angeles Community College, the Natural History Museum of Los Angeles County, the Southwest Museum, the Japanese-American National Museum, and the California Museum of Science and Industry. Additional literature research was conducted as well.

The concept described herein is preliminary and should not be considered the final museum program. If the proposed museum is pursued, the concept will be refined or altered in later stages of the development process. The purpose of this section is to provide a general frame of reference for analyzing attendance potential and museum size requirements.

MUSEUM PROGRAM SCENARIO

The Museum of Latino History in Los Angeles would be dedicated to the celebration and positive reinforcement of Latino achievement and identity in the United States. For Latinos and non-Latinos alike, the museum will offer a wide range of exciting and valuable opportunities for social and cultural education and expression. In addition, the museum has the potential to become a national center for the exchange of information and ideas pertaining to Latino issues, events, and activities. In so many ways, the Museum of Latino History promises to be a unique and significant institution for Los Angeles, the State of California, and the entire United States.

Latinos presently constitute the second largest and fastest-growing minority in the United States. It is estimated that within three years, Latinos will be the largest minority in the United States, and that by the year 2000, one Californian in three will be a Latino. The growth of the

Latino population creates a demand for better understanding of the Latino cultural identity. The Museum of Latino History will meet this demand by collecting and presenting for the first time in one place the complete history of the Latino presence in the United States. The museum will serve Latinos by helping them to trace their cultural heritage and to understand more completely their contribution to the growth and development of the United States. But the museum will also serve the non-Latino population by introducing them to the strong traditions and proud achievements of the Latino peoples.

Through institutions like the Museum of Latino History, the barriers that have existing between the Latino and non-Latino cultures may be surmounted, while at the same time preserving for Latinos a public recognition of the historic and ongoing contributions of "la raza." As a center for Latino studies and cultural expression, the Museum of Latino History will be much more than a traditional museum. Along with permanent exhibits that trace the long history of Latinos in the United States, the museum will also incorporate archives, educational programs, community outreach programs, a performance series, and fellowship programs in history, literature, fine arts, and the performing arts.

Visitors to the Museum of Latino History will encounter a building with a distinctly Latino flavor to its design, a sense that one is entering a culture that is at once familiar but different from other museums or cultural attractions. The lobby of the museum, which will serve as the reception area, will continue this sense of arrival and welcoming through a blend of distinctive architecture and dynamic public design.

The exhibition areas of the Museum of Latino History will consist of six distinct galleries, one for each historical era in the development of Latino society in the United States, and one for special temporary exhibits. Latino history, like the history of any culture, is divided into eras that are characterized by major national and international events. Unlike many other world cultures, however, Latino society has undergone very great changes in economic and social conditions in very short periods of time. It

is this sense of dramatic change and its impact on Latino peoples that the individual galleries will attempt to convey. The special exhibits gallery will present subjects that are topical or transcend historical eras.

The exhibition areas will reflect a consistency of purpose. Each gallery will allow access to the main lobby and to the previous and succeeding gallery, thus allowing free visitor circulation throughout the museum. Visitors should feel that the history of Latino peoples is not a rigid chronology, but a story of influences and achievements that continue to affect modern society. In addition, each exhibition area will contain: a formal history of social and political events both locally and internationally, perhaps presented as a "timeline" along the gallery wall; a freestanding "set piece" that captures the distinctive style of the era; artifacts and interpretive exhibits; profiles of individuals who defined each era, whether famous leaders or representative citizens; a performance or demonstration area for live programs; and expansion space for special or temporary exhibitions related to each era.

The first exhibition area will trace the origins of Latino culture back before the arrival of the Spanish conquistadores in the three great empires that dominated the native peoples of both Americas for several millenia: the Maya, the Aztec, and the Inca. Any treatment of Latino history must recognize the influence of Indian cultures on the religion and consciousness of later Latino peoples. This exhibition area will also show the arrival of the explorers, Coronado, Cortez, and the others, who came seeking gold and land. Finally, this exhibition area will describe the early Spanish settlers, and the need for Spain to establish settlements in California in order to prevent land acquisition by others, notably the Russians from the north. Early settlements, including presidios, missions, and pueblos, will be discussed, as will the "mestizaje" (mingling) of Indian and European cultures and peoples.

The second exhibition area will show the growing unrest of Spain's colonies in the New World, culminating with the 1810 Mexican revolutionary movement that paved the way for Mexican independence in 1821. This is the

Mexican era, a period of economic prosperity that saw an independent Mexico stretching from Central America to central Kansas and Colorado. Mexican society during this period was divided into three classes: "la gente de la razon," or landed aristocracy; "cholos," including soldiers, artisans, and vaqueros; and Indians, who comprised a servant, or "peon" class. During most of this period, Mexico was led by President Antonio Lopez de Santa Anna, a revolutionary republican who oversaw the secularization of the missions and the ensuing economic boom in ranching. This second exhibition area will also note the beginning penetration of Anglos into California and New Mexico by way of the Oregon and Santa Fe Trails.

The third exhibition area will describe the Anglo era, beginning in 1846 with the Mexican-American War. The period of 1846 to 1852 saw a complete upheaval in Mexican California, with the surrender of Mexico, the ceding of California to the United States, the discovery of gold in 1848, and the ensuing Gold Rush by Anglos and fortune-seekers from around the world. This exhibition area will trace the beginnings of anti-Mexican prejudice, as expressed in such laws as the Foreign Miners' Tax Law of 1849 and the California Land Act of 1851. Mexican-American folk heroes, like the Californio "bandido" Joaquin Murieta, will be profiled, in addition to leaders such as Captain Salvador Vallejo, whose garrison of californios served in the Union Army during the Civil War. This gallery will examine the impact of the transcontinental railroads on Latino society in California, and the beginnings of Anglo agricultural syndicates that by 1900 had made Latino culture in California virtually extinct. Finally, exhibits will discuss the social unrest in Mexico that led to the 1911 Revolution and the first mass emigration to the United States.

The fourth exhibition area will cover the 30-year period from the Mexican Revolution in 1911 to the United States' entry into World War II in 1941. These three decades saw three successive and dramatic changes in the status of Latinos in the United States: a massive immigration of mexicanos from 1910 to 1920 that resulted in the first laws restricting Mexican immigration and the formation of the Border Patrol in 1924; the agricultural

recession of the 1920s that helped cause the 1929 Stock Market Crash and precipitated a massive Repatriation Program that saw nearly half a million Mexican-Americans, many of them naturalized and native-born citizens, deported to Mexico as "surplus labor"; and the agricultural struggles of the 1930s, which saw the origins of the Chicano Movement in the form of "mutualistias" (mutual aid societies), labor unions such as CUOM (Confederacion de Uniones Obreras Mexicanas) and CUCOM (Confederacion de Uniones de Campesinos y Obreros Mexicanos), and journals such as "La Opinion." This exhibition area will also profile Mexican revolutionaries such as Pancho Villa and Emiliano Zapata, who organized their movements while in exile in southwestern U.S. cities; and early Latino leaders such as Guillermo Velarde of CUCOM, and the historian and novelist Carlos Castaneda, who served as President Franklin Roosevelt's Special Assistant on Latin America.

The fifth exhibition area will examine the modern era in Latino culture, from World War II to the present. World War II was a turning point for Latino-Americans. Many Latinos served overseas in the armed forces and developed a sense of self-esteem that would significantly alter their acceptance of conditions back home. Meanwhile, the shortage of labor in every American industry led to the creation of a "bracero" (hired hand) program that brought a quarter-million temporary workers from Mexico to the U.S. between 1942 and 1947; and another 4.5 million workers to the U.S. between 1948 and 1964, when government reclamation programs opened up vast new farmlands in the western U.S. The development of the Chicano Movement, arising out of the migratory farm unions in California, will be explored, as well as growing Chicano political power, such as the Viva Kennedy movement that helped elect John Kennedy to the presidency in 1960. Exhibits will profile Latino war heroes such as Josep Lopez, Jose Martinez, and Guy Galbadon; and Chicano leaders such as Cesar Chavez, Rodolfo ("Corky") Gonzalez, Jose Angel Gutierrez, and Reies Lopez Tijerina. Finally, this exhibit area will discuss current developments in the Latino community, such

as the push for bilingual education, and the Latino cultural renaissance in art, music, and literature.

Finally, the sixth gallery will present touring and temporary exhibits devoted to special topics such as Latino participation in the film industry, Latino military contributions in American history, Latino political leaders, Latino cultural influence in America, etc. These exhibits would be comprised of touring exhibitions developed by other museums as well as by the Museum of Latino History, special presentations coinciding with certain events, and subjects of interest not addressed by the permanent galleries. The purpose of this gallery with changing exhibits is to provide the mechanism with which to expand the museum's scope, enhance the opportunity for creative exhibition development, provide a venue for other topics, and encourage repeat visitation.

While the exhibit areas of the Museum of Latino History will not underrate the value of struggle and conflict in the development of Latino culture in the United States, the primary message of the museum will be the celebration of Latino achievement and the importance of unity in preserving and strengthening Latino culture. Throughout the history of the Mexican and Mexican-American presence in the United States, the differences that have arisen between Latino and Anglo cultures can be traced to the different cultural perceptions of community and the individual. The Museum of Latino History will be a solid community institution, with the ability to draw together not only californios, nuevo mexicanos, tejanos, and Latinos throughout the United States, but also to educate non-Latinos in the rich Latino tradition. In this way, the museum will fill a social need and strengthen significantly the cultural diversity of Los Angeles and California.

Section IV

ATTENDANCE ANALYSIS

The attendance volume projected for the proposed California Museum of Latino History is a function of several factors, including the size and distribution of the available resident market in general, the size and location of the Latino community in particular, the potential capture of the tourist market, and the participation of local school groups. The museum's location will definitely affect the attendance achieved and visitor characteristics. This section reviews the size and qualitative characteristics of the markets from which the proposed attraction will draw, the characteristics of comparable attractions, and the estimated attendance levels of the proposed museum. The baseline projections here reflect a location generally in the Los Angeles area. The impacts that the specific sites have upon projected attendance are addressed in the site analysis section.

AVAILABLE MARKET SUPPORT

Resident Market

Other factors being equal, the propensity for residents to visit attractions, whether cultural or recreational, decreases as the distance and commuting time between the place of residence (or the place of lodging for tourists) and the attraction increases; thus, geographic distribution of the population is as important as the absolute population. For this reason, the resident market has been divided into primary and secondary markets based on distance and commuting time from four assumed general locations of the Latino history museum: Exposition Park, El Pueblo de Los Angeles, East Los Angeles Community College, and the City of Pico Rivera. These four central locations approximate every site being considered. For example, the geographic distribution of the resident markets around El Pueblo de Los Angeles approximates the resident market around the Terminal Annex Building, Plaza de la Raza, and Griffith Park. The East Los Angeles Community College site

approximates the market area for any East Los Angeles site and the former Uniroyal plant in the City of Commerce. Exhibits IV-1 through IV-4 show the areas encompassed by the respective primary and secondary market areas. As seen, the respective market areas overlap.

Table IV-1 illustrates the resident market available to the museum. The primary market has been defined as those residing within 20 miles of each of the four general locations. The secondary market has been defined as those living between 20 and 50 miles of each general location. The primary market area includes most of the populated areas in Los Angeles County and some of the closer communities in Orange County. Primary market residents will be able to drive to the museum in under one hour approximately under normal traffic conditions from their doorstep to the museum entry. Persons residing in the secondary market (which includes the balance of Los Angeles County, most of Orange County, and parts of San Bernardino County and Ventura County) will require a more extensive commute of from 45 minutes to 1.5 hours to reach the museum generally. These two market areas cover a region that other Los Angeles museums, such as the Natural History Museum, consider within their market area. The basis for differentiating between a primary and secondary market is approximate driving time.

As seen, the primary market population ranges from 6.76 to 7.27 million people depending on the general location assumed, a substantial number for any attraction. The Exposition Park and El Pueblo de Los Angeles areas have similar primary and secondary market populations, while the East Los Angeles College primary market area is the largest by an increment of about 300,000 people. The Pico Rivera location has the smallest primary market population.

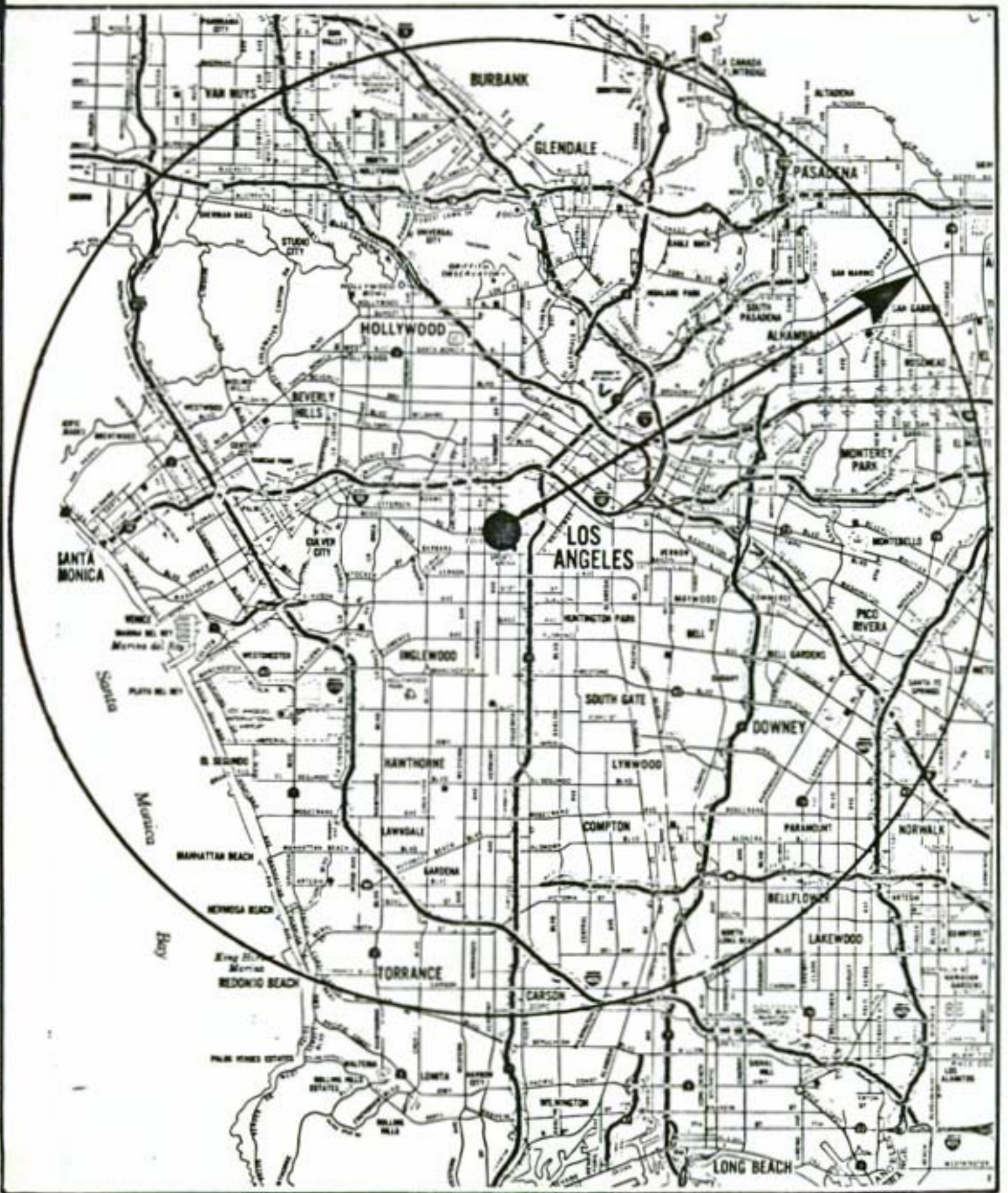


Figure IV-1

EXPOSITION PARK
PRIMARY AND SECONDARY MARKET AREAS

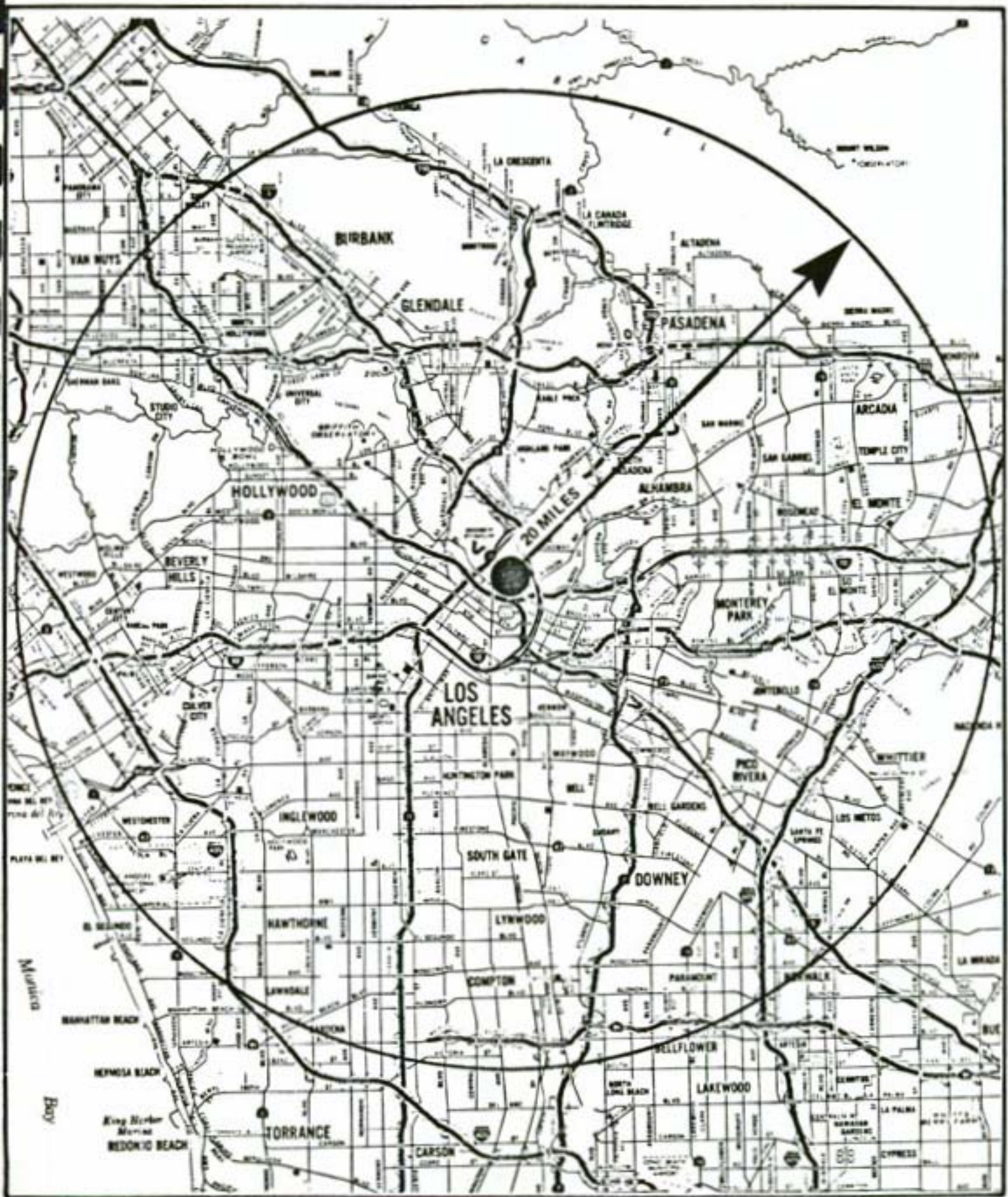


Figure IV-2

EL PUEBLO de LOS ANGELES
PRIMARY AND SECONDARY MARKET AREAS

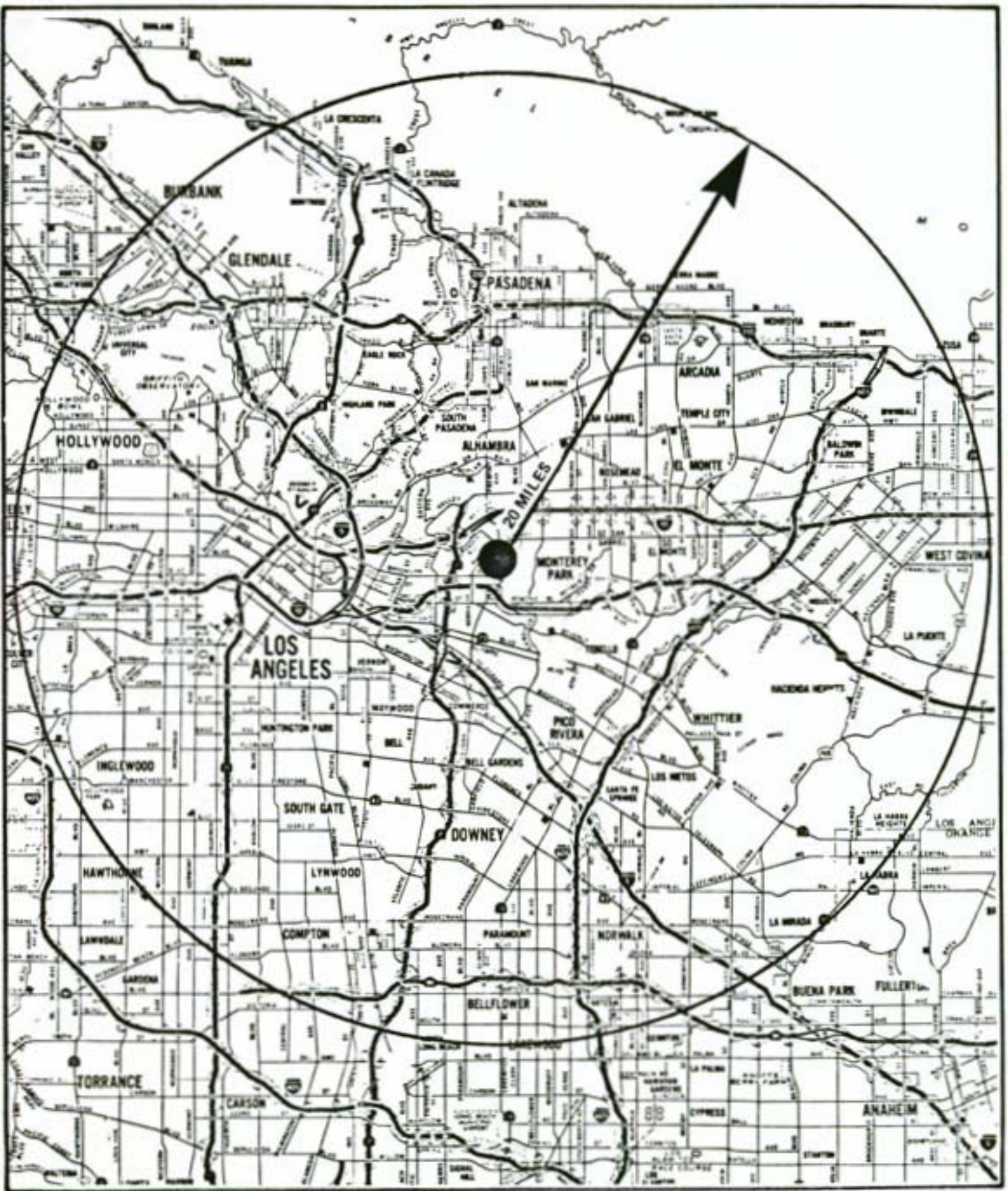


Figure IV-3

EAST LOS ANGELES COMMUNITY COLLEGE
 PRIMARY AND SECONDARY MARKET AREAS

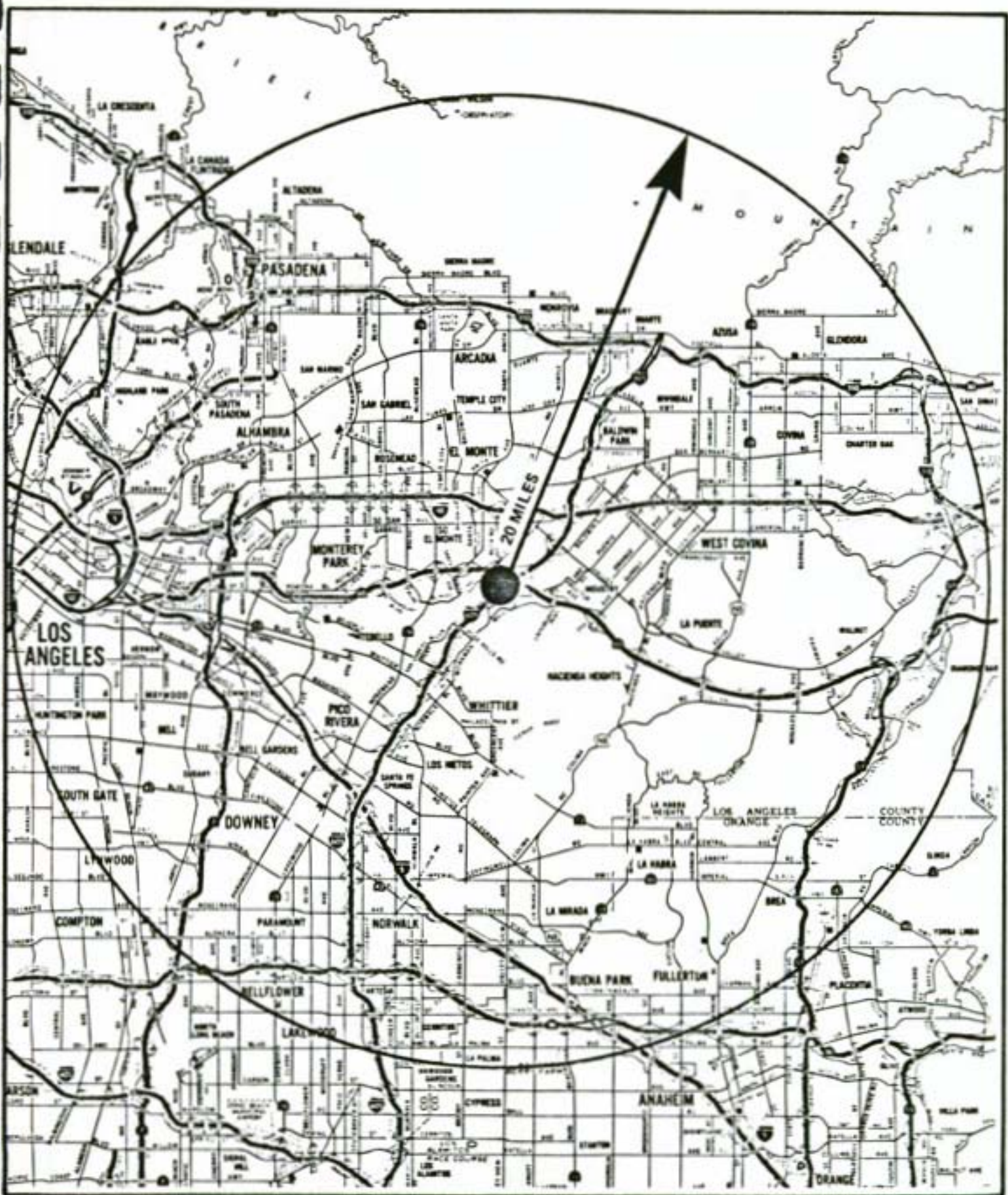


Figure IV-4

**CITY OF PICO RIVERA
PRIMARY AND SECONDARY MARKET AREAS**

Table IV-1

RESIDENT MARKET POPULATION
FOR SELECTED LOCATIONS
(millions)
1986

<u>Market Area</u>	<u>Expo Park</u>	<u>El Pueblo de L.A.</u>	<u>East L.A. College</u>	<u>Pico Rivera</u>
Primary (20 miles)	6.94	6.97	7.27	6.76
Secondary (20-50 miles)	4.31	4.43	4.35	5.08

Source: Urban Decision Systems, Inc.; and Economics Research Associates.

The projected primary resident market population for 1991, the assumed stable year operation of the museum, is as follows:

Exposition Park	7.05 million
El Pueblo de Los Angeles	7.08 million
East L.A. College	7.40 million
Pico Rivera	6.86 million

The population growth rates projected for each location's primary market area are similar, averaging approximately 1.35 percent per year.

Three demographic factors are important indicators of the propensity to attend an attraction such as a history or cultural museum: educational levels, income, and age. With recreational attractions, income and age are the most important determinants due to the expense of recreational attractions and the importance of families with children. With cultural attractions, however, education may be the most important factor, due to the relatively lower cost of attending cultural attractions and the cerebral nature of the experience. According to studies conducted by the National Endowment for the Arts, a highly educated person with lower income is more likely to attend a cultural event than a person with higher income but relatively less educational experience. Children are an important source of attendance, but other than through school groups, their attendance is dependent mostly on their parents' propensity to visit a cultural attraction.

Table IV-2 presents the primary market characteristics for the four assumed general locations. As seen, there is little difference in the population characteristics of the four primary market areas. The dominant age groups are middle aged adults, followed by children and then young adults, indicating that the family market and young adult market are the most important to target, as opposed to the elderly and teenagers (though an attempt should be made to reach all groups). The median ages in the market areas are similar to the median ages statewide. Median household incomes in the market areas are in the mid-\$23,000 range, somewhat lower than the estimated statewide median household income of \$25,067. Approximately 46

Table IV-2

PRIMARY MARKET CHARACTERISTICS
1986

	<u>Expo Park</u>	<u>El Pueblo de L.A.</u>	<u>East L.A. College</u>	<u>Pico Riversa</u>
<u>AGE DISTRIBUTION</u>				
0-13	19.8%	21.1%	20.0%	21.2%
14-17	5.5	5.6	5.6	5.9
18-24	12.2	12.3	12.4	12.4
25-34	19.5	19.5	19.4	18.7
35-54	23.1	23.1	23.2	23.0
55-64	8.9	8.8	8.7	8.5
65+	10.9	10.8	10.7	10.1
Median (Years)	31.4	31.2	31.2	30.5
<u>INCOME DISTRIBUTION</u>				
\$0-14,999	30.7%	30.6%	30.2%	30.7%
\$15,000-24,999	22.5	22.6	22.4	22.5
\$25,000-34,999	16.1	16.4	16.5	16.7
\$35,000-49,999	14.9	15.2	15.6	15.9
\$50,000-74,999	10.1	10.0	10.3	10.1
\$75,000+	5.6	5.3	5.0	4.2
Median Household	\$23,421	\$23,475	\$23,726	\$23,464
<u>EDUCATION (1980) (1)</u>				
High School Only	29.7%	30.0%	30.4%	31.0%
College 1-3 yrs.	20.7	20.6	20.9	20.6
College 4+ yrs.	18.2	17.6	17.4	15.5
Median Yrs.	12.6	12.6	12.6	12.6

(1) Adults 25 years and older

Source: Urban Decision Systems, Inc.; and Economics Research Associates.

percent of the households make over \$25,000 a year, compared to 50 percent statewide. Although the median number of school years attended is the same for all four markets, the population in the Exposition Park market area has proportionately slightly more adults that have completed 4 years of college, while the Pico Rivera market population has a materially smaller proportion of adults that have completed 4 years of college. In all the market areas, the median 12.6 years of school completed is greater than the statewide figure of 11.7 years.

It appears that there is very little difference in the populations that comprise the four alternative primary market areas other than size, and possibly educational level. Of the four primary market areas, the Pico Rivera market area is the least desirable because of the smaller population within the primary market area and the lower proportion of adults that have completed 4 years of college. The East Los Angeles College general area is somewhat preferable on a general demographic basis because of its larger population base, although population size is not the only criterion for choosing a site. Generally, the market areas' characteristics are comparable to the statewide characteristics, except that incomes are somewhat lower, and education levels are slightly higher, possibly compensating for the lower incomes. The characteristics of the market areas indicate an average propensity to visit cultural institutions. The greatest attribute of the market areas is the sheer size of the population base.

Latino Market

Ethnic history or cultural museums are more dependent on a particular ethnic group for their attendance; therefore, significant inclusion of the related ethnic group within the primary market is important. Table IV-3 presents the Hispanic population for California and the primary market areas for the four general locations. As seen, approximately one-third of the population in each of the alternative primary market areas are of Spanish origin, compared to one-fifth of the statewide population, and over 40 percent of the statewide Hispanic population live in each of the alternative

Table IV-3
 SPANISH ORIGIN POPULATION
 IN PRIMARY MARKET AREAS
 1986

	<u>Number</u>	<u>Percent of Market Area</u>
Exposition Park	2,325,406	33.5%
El Pueblo de Los Angeles	2,396,683	34.4%
East L.A. College	2,407,427	33.1%
Pico Rivera	2,310,990	34.2%
State of California	5,458,582	20.3%

Source: Urban Decision Systems, Inc.; and Economics Research Associates.

primary market areas (which overlap), indicating the wisdom of locating the Latino museum in a Los Angeles location. The total Hispanic populations within the alternative primary market areas are almost equal, with the East L.A. College and the El Pueblo de Los Angeles general areas having slightly more Hispanics, though the difference is not considered significant. Any of the alternative museum sites proposed would have major Hispanic populations within 45 minutes to 1 hour from the museum.

This Hispanic population is expected to grow significantly. Based on Southern California Association of Governments' projected growth of the Hispanic population in its region, the Hispanic population in the primary market areas is expected to grow by 2.95 percent per year, more than twice the general population growth rate, for a total of 3,400,800 Hispanics by the year 2000, as presented in Table IV-4.

The strong market created by the substantial Hispanic population within the respective market areas is diminished by the educational and income characteristics of the Hispanic population, but enhanced by their age characteristics, as shown in Table IV-5. Over 60 percent of the Hispanic population in 1980 had not completed high school, compared to 30 percent of the general population. Only 17 percent of the Hispanic population had some college experience, compared to almost 40 percent of the general population. The median income of Hispanic households was 83 percent of the countywide median household income. Nearly 67 percent of the Hispanic households had annual incomes less than \$20,000 in 1980, compared to 56 percent of the general population households. Hispanics generally are a younger population. Almost 43 percent of Hispanics were children or teenagers in 1980, compared to 31 percent of the general population; and a slightly higher proportion of Hispanics than the general population were young adults. The median age of 23 years among Hispanics was much lower than the 29.8 year median age for the countywide population as a whole.

Generally, it appears that the Hispanic population would have a lower than average propensity to visit cultural institutions, due mostly to their

Table IV-4

PROJECTED HISPANIC POPULATION

	<u>Average Primary Market Area Hispanic Population</u>	<u>SCAG Region^{1/} Hispanic Population</u>
1980	1,901,300	2,807,300
1990	2,542,800	3,754,500
2000	3,400,800	5,021,500
1980-2000 Annual Growth Rate ^{2/3/}	2.95%	2.95%

^{1/} SCAG - Southern California Association of Governments: Ventura, Los Angeles, Orange, San Bernardino, Riverside, and Imperial counties.

^{2/} Compounded annual rate.

^{3/} Average of SCAG moderate-low and moderate-high projections for Hispanic population.

Source: Volume One: Scenarios of Future Immigration and Ethnicity, Southern California Association of Governments; and Economics Research Associates.

Table IV-5

HISPANIC POPULATION SELECTED CHARACTERISTICS
LOS ANGELES COUNTY
1980

	<u>Hispanic Population</u>	<u>Total Population</u>
<u>Annual Household Income</u>		
\$ 0- 9,999	32.3%	27.9%
\$10,000-19,999	34.3	27.9
\$20,000-34,999	25.2	27.0
\$35,000-49,999	5.9	10.3
\$50,000+	2.2	6.9
Median	\$14,645	\$17,551
<u>Age</u>		
0- 9 Years	23.1%	14.5%
10-19 Years	19.8	16.3
20-34 Years	30.8	27.9
35-54 Years	18.0	22.0
55-64 Years	4.6	9.3
65+ Years	3.8	9.9
Median	23.0 years	29.8 years
<u>Years of School Completed^{1/}</u>		
Elementary (8 years or Less)	43.3%	17.0%
High School (1-3 years)	16.9	13.2
High School (4 years)	22.3	30.2
College (1-3 years)	11.9	21.2
College (4 years)	5.6	18.5

Notes: Percentages may not add to 100 due to rounding.

^{1/} Adults 25 years and older.

Source: U.S. Census, 1980; and Economics Research Associates.

lower educational levels. The lower income levels combined with many children indicates a need to keep the price of attendance low. The large youth and young adult population in 1980 is a positive indicator of potential attendance. Many of the young teenagers in 1980 will be young adults in the 1990s, and the large young adult population in 1980 will still be younger middle-aged, which, according to our interviews with ethnic museums, are the primary age groups attracted to ethnic museums besides school group children. The exceptionally large child population probably will continue to be a dominant age group, indicating strong potential for school group visitation.

Tourist Market

In addition to attaining support from the local resident market, the Latino history museum potentially may attract a small portion of the tourist market. This capture of the tourist market, however, is very dependent upon location, since the Latino history museum would most likely be a secondary attraction to the tourist, not the primary attraction which draws the tourist to the Los Angeles area in the first place. Consequently, the museum needs to be located near other tourist attractions if the tourist market is to comprise a significant portion of the museum's overall attendance.

The most recent in-depth study regarding Los Angeles tourism was performed by C.I.C. Research in 1985 for the Greater Los Angeles Visitors and Convention Bureau. This study provides good insights into the characteristics of tourists visiting the Los Angeles region, but must be refined to represent a qualified core market of recreation oriented tourists. This process is presented in Table IV-6.

As shown, the gross estimated level of overnight visitors to Los Angeles is 33.3 million persons per year (based on a five-year average calculated to adjust for cyclical fluctuations). Of these visitors, approximately 55 percent or 18.3 million are recreation-oriented visitors whose primary purpose is tourism as opposed to business, conventions, etc. In

Table IV-6

DERIVATION OF TOTAL AVAILABLE TOURIST MARKET
IN LOS ANGELES
1985

Gross Visitation ^{1/}	33,320,000
Recreation-Oriented Visitors (55%) ^{2/}	18,326,000
Less: Residents of Southern California (23%)	<u>2,100,000</u>
Total Nonresident Recreation-Oriented Visitors to Los Angeles Area	20,226,000

^{1/} Represents 1981 to 1985 average total overnight visitors including foreign visitors, out-of-state visitors, and intrastate visitors.

^{2/} 1983-1985 average.

Source: Greater Los Angeles Visitors and Convention Bureau, Visitor Profile: Highlights of Visitors to Los Angeles, Annual Report, 1985, by CIC Research, Inc.; and Economics Research Associates.

order to avoid a statistical overlap with the previously defined resident markets, half of the tourists from Southern California were subtracted from the total. Through this process, the total nonresident recreation-oriented visitors to the Los Angeles area becomes 20.2 million persons per year.

Based on the experience of existing ethnic museums, the ability of the museum to attract tourists on its own is limited and dependent on the tourism appeal of its general location. Of the potential sites being considered, only El Pueblo de Los Angeles and, to a lesser extent, Exposition Park have a significant tourism component, with El Pueblo de Los Angeles probably being the more popular tourist destination. The other sites under consideration are not noted tourist destinations, and are not expected to draw significantly from the tourist market, even with the proposed museum.

Briefly, the following characteristics apply to Los Angeles area tourists:

- o A large portion stay in hotels and motels, accounting for nearly 64 percent of the total tourist accommodations.
- o Approximately 82 percent of tourists are from the U.S. and 18 percent are foreign.
- o The mean length of stay of tourists is almost 6 days, with some 54 percent of tourists spending more than three nights.
- o Average visitor expenditures per person per day are approximately \$36.
- o Persons per group average 2.4 persons.

School Group Market

The survey of existing ethnic history museums revealed the importance of school groups to overall attendance. School group visitors accounted for approximately 50 percent of total attendance of the museums surveyed. As shown in Table IV-7, the primary market areas in 1980 had approximately 840,000 to 895,000 children enrolled in primary schools and 400,000 to

Table IV-7

SCHOOL ENROLLMENT (1980)
PRIMARY MARKET AREAS

	<u>Expo Park</u>	<u>El Pueblo de L.A.</u>	<u>East L.A. College</u>	<u>Pico Riversa</u>
<u>School Enrollment</u>				
Elementary K-8	841,065	854,413	894,055	877,735
High School	401,622	405,404	426,993	415,146
College	450,010	441,374	472,001	419,323

Source: Urban Decision Systems, Inc.; and Economics Research Associates.

425,000 children enrolled in secondary schools, for a total of 1,240,000 to 1,320,000 students who potentially would visit the museum sometime during their school career as part of an organized field trip. In addition, another 450,000 people were enrolled in college, some of whom might visit the museum as part of their studies or general academic interest.

The public school system is becoming increasingly multi-ethnic, with Latinos comprising 55.6 percent of the Los Angeles Unified School District enrollment, or over 330,000 of the total 597,000 students in the school district, compared to 45.2 percent in 1980 and 21.8 percent in 1970. The proportion of Latino students is expected to increase to over 60 percent of the 673,000 total students anticipated by 1991.

According to a representative of the Los Angeles Unified School District, there are no statistics regarding the number of students that participate in field trips each year. Most students, however, do get the opportunity to go on field trips during the school year, with each school independently choosing the field trip location from among a list of approved locations. Since trips are now limited to locations and attractions that provide educational value, museums have become relatively more popular. Given the size of the Hispanic student population, potential attendance by school groups to the proposed Museum of Latino History could be sizable unless unforeseen budget cuts dramatically reduce the amount of field trips.

CHARACTERISTICS OF COMPARABLE ATTRACTIONS

In order to estimate the performance of the proposed Latino history museum, three groups of existing institutions were surveyed: selected museums in the Los Angeles area, selected history museums in Southern California, and selected ethnic museums in the nation. The first set of selected established and major museums in the Los Angeles area were surveyed to illustrate the maximum attendance parameter for proposed museums in Los Angeles. The second set of history museums in Southern California, some of which present elements of Latino history, were selected to demonstrate

existing attendance and size range for history museums in Southern California. The third set of ethnic museums demonstrate the attendance and exhibit area characteristics of existing ethnic museums, which, because of their subject matter, may be the most comparable to a Latino history museum, particularly if the Latino museum presents cultural as well as historical exhibits.

Selected Major Los Angeles Museums

As shown in Table IV-8, the six major Los Angeles museums surveyed showed annual attendance ranging from approximately 500,000 people at the J. Paul Getty Museum and the Huntington Library, to an annual average during the last three years of 4,500,000 at the California Museum of Science and Industry. Half of the museums charge an admission fee ranging from \$1.50 to \$4.00 for adults, and half offer free admission. The California Museum of Science and Industry has by far the highest attendance. It is also the largest museum and does not charge admission. At the other end of the attendance scale at 500,000 people per year are the J. Paul Getty Museum and the Huntington Library, both of which offer free admission as well. Both museums are well known art and cultural institutions. The Huntington Library in particular is somewhat comparable in that it presents art and historical artifacts, is a research library, and has archives for important documents and photographs related to Western Civilization. The Huntington Library and the J. Paul Getty Museum, however, lack direct access and visibility (which contribute partly to their charm), and are surrounded by less densely populated primary market areas. They do, however, have a relatively higher educated and higher income population base. Yet from an admissions maximizing perspective, it appears that free admission does not compensate for a remote location.

The three museums with the highest attendance are located within museum complexes. The Museum of Science and Industry and the Natural History Museum of Los Angeles County are located within Exposition Park,

Table IV-8

GENERAL CHARACTERISTICS OF MAJOR LOS ANGELES MUSEUMS
February 1987

<u>Museum/Location</u>	<u>Hours</u>	<u>Admission Fees</u>	<u>Estimated Attendance</u>	<u>Type of Museum</u>
California Museum of Science & Industry 700 State Drive Los Angeles	10:00 am- 5:00 pm (Daily)	Free	4,500,000 ^e	Science & Technology Museum
Los Angeles County Museum of Art 5905 Wilshire Boulevard Los Angeles	10:00 am- 5:00 pm (Tue-Fri) 10:00 am- 6:00 pm (Sat & Sun)	\$1.50 (adults) 0.75 (children)	1,500,000	Art Museum
Natural History Museum of L.A. County 900 Exposition Boulevard Los Angeles	10:00 am- 5:00 pm (Tue-Sun)	\$1.50 (adults) 0.75 (seniors/ students)	1,300,000 (670,000 paid)	Natural History Museum
Museum of Contemporary Art 414 Boyd Street Los Angeles	11:00 am- 6:00 pm (Sat-Thurs) 11:00 am- 8:00 pm (Fri)	\$4.00 (adults) 2.00 (seniors/ students)	900,000 (projected)	Art Museum. Contemporary works after 1940, with emphasis on California artists
J. Paul Getty Museum 17985 Pacific Coast Highway Malibu	10:00 am- 5:00 pm (Tue-Sun)	Free (parking reservations required)	500,000	Art Museum
Huntington Library Art Collections and Botanical Gardens 1151 Oxford Road San Marino	1:00 pm- 4:30 pm (Tue-Sun)	Free	500,000	Art Gallery--emphasis on 18th Century Art

^e indicates estimated annual average during last three years.

Source: Above museums and Economics Research Associates.

while the Los Angeles County Museum of Art is located adjacent to the La Brea Tar Pits and across from the Craft and Folk Art Museum in the Fairfax District. It appears that a location within a cultural district enhances attendance in Los Angeles, as is the experience in other cities.

The Museum of Natural History is an example of a museum that charges admission in what is otherwise a free admission museum district. Admission fees were instituted at all County museums after Proposition 13. Though the charges were modest, at \$1.50 for adults and \$0.75 for children, attendance dropped by 19 percent (mostly young children coming by themselves), but has since recovered. Paid attendance at the large 400,000-square-foot museum with 210,000 square feet of exhibit space was almost 670,000 in 1986. Total attendance, which includes very young children and attendance during the "Free Tuesday" each month, is an estimated 1.3 million per year.

Selected Southern California History & Cultural Museums

Several history and cultural museums in Southern California were surveyed, with the results presented in Table IV-9. The characteristics most notable are attendance, exhibit area, and admission price. Annual attendance of historical museums (as opposed to natural history museums) ranged from approximately 10,000 people per year at the Carpinteria Valley Historical Society and Museum and the Rancho Los Cerritos in Long Beach, to almost 100,000 people at the Charles W. Bowers Memorial Museum in Santa Ana and the Craft and Folk Art Museum in Los Angeles. From the survey of existing historical and cultural museums in Southern California, it is apparent that there are few medium and no large historical museums in major markets in the region, and some of the few that exist, such as the Gene Autry Western History Museum and the San Diego Historical Society Museum, are not yet built or are too new to provide any comparable experience. The two closest comparables are the Bowers Memorial Museum in Santa Ana and the Southwest Museum in Los Angeles. The other history museums are too small or are located in resident markets too small to be comparable.

Table IV-9

SELECTED CHARACTERISTICS OF HISTORY MUSEUMS IN SOUTHERN CALIFORNIA
February 1987

History Museum/Location	Hours	Attendance	Exhibit Area (sq.ft.)	Admission Fees	Type of Museum	Comments
Carpinteria Valley Historical Society and Museum of History Carpinteria	1:30 pm- 4:00 pm (Tue-Fri & Sun) 11:00 am- 4:00 pm (Sat)	8,000-10,000	2,800	Free	Local History Museum	
Charles W. Bowers Memorial Museum Santa Ana	10:00 am- 5:00 pm (Tue-Sat) 12:00 pm- 5:00 pm (Sun)	95,000	20,000	\$2.00 (adults) 1.00 (children)	General History and Cultural Museum	Plans for a 10,000-20,000 sq.ft. expansion to be completed by 1990.
Fullerton Museum Center Fullerton	10:00 am- 3:00 pm (Tue-Fri) 12:00 pm- 5:00 pm (Sun)	25,000	4,000-5,000	\$1.00 (adults) 0.50 (seniors/ children)	Science History & Cultural Museum	Currently closed for renovation until January 1988, exhibits change every 6 weeks.
Hi-Desert Nature Museum Yucca Valley	1:00 pm- 5:00 pm (Wed-Sun)	16,000-18,000	3,600	Free	Natural History Museum	
Kern County Museum Bakersfield	8:00 am- 3:30 pm (Mon-Fri) 10:00 am- 3:30 pm (Sat & Sun)	55,000	5,300	\$2.00 (adults) 1.50 (seniors) 1.00 (children)	Local Museum of History & Culture	
Mission San Luis Obispo de Tolosa San Luis Obispo	9:00 am- 5:00 pm (Daily)	30,000	8 rooms	\$0.50 (per person) 1.00 (family)	Religious & History Museum	
Natural History Museum San Diego	10:00 am- 4:30 pm (Daily)	240,000	20,000 (estimate)	\$3.50 (adults) 0.50 (children, age 6-16)	Natural History Museum	

Table IV-9
(Continued)

History Museum/Location	Hours	Attendance	Exhibit Area (sq.ft.)	Admission Fees	Type of Museum	Comments
Rancho Los Cerritos Long Beach	1:00 pm- 5:00 pm (Wed-Sun)	10,000	House (2-story)	Free	Historic Site Museum	Museum is a 2-story historic house.
Santa Barbara Historical Society Santa Barbara	12:00 pm- 5:00 pm (Tue-Fri) 1:00 pm- 5:00 pm (Sat & Sun)	60,000-70,000	--	Free	Local History Museum	
Ventura County Historical Museum Ventura	10:00 am- 5:00 pm (Tue-Sun)	40,000	6,000	Free	History Museum	
Museum of Cultural History UCLA	12:00 pm- 5:00 pm (Mon-Fri)	25,000	1,700	Free	Cultural History Museum	Plans for a new 100,000-sq.ft. building is expected to be completed by 1989. The museum will expand and relocate to this building.
Natural History Museum of Los Angeles Los Angeles	10:00 am- 5:00 pm (Tue-Sun)	1,300,000	n.a.	\$1.50 (adults) 0.75 (seniors/ students)	Natural History Museum	Located in Exposition Park.
Southwest Museum Los Angeles	11:00 am- 5:00 pm (Tue-Sat) 1:00 pm- 5:00 pm (Sun)	62,000	24,000	\$1.50 (adults) 1.00 (seniors/ students) 0.75 (children, age 7-18)	Anthropology Art & Indian Museum	
Craft & Folk Art Museum Los Angeles	11:00 am- 5:00 pm (Tue-Sun)	75,000-100,000	n.a.	\$1.50 (adults) 1.00 (seniors/ students) 0.75 (children, under 12)	Folk Art & Crafts Museum	

Source: Above museums and Economics Research Associates.

The Bowers Museum has a 20,000-square-foot exhibit area, and is considering a 10,000-square-foot expansion. Annual attendance is approximately 95,000. Admission costs \$2.00 for adults and \$1.00 for children. Located in downtown Santa Ana, amidst a Latino community, the museum presents general history and art, including Latino related exhibitions. The Southwest Museum is located in Los Angeles near Pasadena, and specializes in American Indian artifacts, although the museum possesses a western art and historic photograph collection which it has no room to display. The museum building is clearly visible from the freeway, but its purpose is not apparent. Access is not direct. The museum contains an 8,000-square-foot Braun Research Library, 24,000 square feet of exhibit space and additional space for administration, storage, the museum store, and circulation. Annual attendance is approximately 62,000, of which 18,000 are unpaid school children. Admission costs \$2.50 for adults, \$1.00 for seniors and students, and \$0.75 for children older than six years. The Southwest Museum is considering a 36,000-square-foot expansion of which 25,000 square feet would be new exhibit space, but parking is a prohibiting factor.

The survey of the Southern California history and cultural museums reveals relatively small exhibit areas and low attendance. Location, again, appears critical, with museums in urban or pedestrian cores more successful than stand-alone museums. For example, the Craft and Folk Art Museum in Los Angeles, across from the County Art Museum, attracts more people per year, for the same admission price, as the secluded Southwest Museum, even though the Southwest Museum is at least three times larger. The Museum of Cultural History at UCLA attracts 25,000 people with just 1,700 square feet of exhibit area, due to its location within a campus and its capture of foot traffic. The Bowers Museum in downtown Santa Ana captures 50 percent more attendance than the Southwest Museum with less space than the latter. It is doubtful that the relatively low attendance at the Southwest Museum is due to the quality of the museum, for it is a highly regarded institution; its lower than warranted attendance may partly be due to its removed location and insufficient advertising.

Selected Ethnic History and Cultural Museums

Several ethnic history and cultural-related museums around the nation were surveyed in detail, as presented in Table IV-10. None were directly comparable in terms of subject matter, size, and market area as the proposed Museum of Latino History, but most of the museums surveyed do provide some operating experience to help guide the planning of the subject museum. Most ethnic-related museums are relatively small for museums, ranging from 3,400 square feet of exhibit area at the Junipero Serra Museum in San Diego to 35,000 square feet of exhibit area at the Asian Art Museum in San Francisco. The most direct comparable, the Afro-American Museum in Los Angeles, has 25,000 square feet of exhibit area, which they consider adequate (although they consider their support area inadequate).

The average length of stay at museums with at least 15,000 square feet of exhibit area ranges from one to two hours, with most reporting a 1.5 hour length of stay. Based on ERA's experience with other types of museums, the length of stay at an ethnic history museum appears to be significantly less than science & industry museums and natural history museums (which typically range from 2.5 to 4.0 hours) and is slightly less than the length of stay at art museums (which typically range from 1.5 to 2.5 hours). This shorter length of stay is partly attributable to the smaller exhibit areas of ethnic history museums, and partly attributable to the subject matter. The length of stay affects attendance and admission charges.

Admission prices for the ethnic museums surveyed ranged from \$3.00 for adults to free admission. Of the five larger ethnic oriented museums, two offered free admission, two charged \$2.00 for adults (with corresponding discounts for children or seniors), and one (an art museum) charged \$3.00 for adults. Although the sample size is not large enough to identify correlations with any degree of statistical relevance, there may be a correlation between admission prices and attendance, in that museums offering free admission attracted more visitors per square foot of exhibit area. If the State's objective is to maximize attendance at and exposure to the proposed Latino history museum, admission probably should be free. As

Table TP-10
SELECTED CHARACTERISTICS OF ETHNIC HISTORY MUSEUMS
February 1987

Ethnic History Museum/Location	Year Opened	Operating Hours	Affiliated Institution	Exhibit Area (sq. ft.)	Museum Area (sq. ft.)	Average Length of Stay	Admission Prices	Special Themes/Exhibits	Location (Description)	Advertising/Marketing Promotions
Juipero Serra Museum San Diego, CA	1929	10:00 am- 4:30 pm (Tue-Sat) 12:00 pm- 4:30 pm (Sun)	San Diego Historical Society	3,500	5,000	45 minutes	\$2 (adults)	Indian & Spanish Colonial Period	Presidio Park State Historical Area	Brochure
El Pueblo de Los Angeles (State Historic Park) Los Angeles, CA	1932	10:00 am- 3:00 pm (Mon-Fri) 10:00 am- 4:30 pm (Sat & Sun)	No	Fire House Adobe House Serpentine House (3 hours)	n.a.	5-30 minutes	Free	Mexican History History of Water and Christian Sterling Exhibits	Olivea Street	No
Museum of the American Indian New York City, NY	1916	10:00 am- 5:00 pm (Tue-Sat) 1:00 pm- 5:00 pm (Sun)	No	15,000	150,000	1-2 hours	\$2 (adults) 1 (seniors/ students) Free (Native American)	Native American Themes	Broadway & 155th St.	No
National Museum of American Jewish History Philadelphia, PA	1976	10:00 am- 5:00 pm (Mon-Thursday) 12:00 pm- 5:00 pm (Sat)	No	3,400	8,500	1 hour	\$1.75 (adults) 1.50 (seniors/ students) 1.25 (children)	American Jewish History Traveling Exhibits	Independence Hall (near many other ethnic history museums)	Outreach program; very active advertising
Craft & Folk Art Museum Los Angeles, CA	1975	11:00 am- 5:00 pm (Tue-Sun)	No	n.a.	n.a.	1 hour	\$1.50 (adults) 1.00 (seniors/ students) 0.75 (children)	Multi-ethnic Themes Folk Art; Contemporary class & design	Across from Page Museum	Negative; newspapers
DuSable Museum of African History Chicago, IL	1962	9:00 am- 5:00 pm (Mon-Fri) 12:00 pm- 5:00 pm (Sat & Sun)	Park Group Museum	1/3 of museum	n.a.	1-2 hours	\$2.00 (adults) 1.00 (seniors/ students) 0.50 (children)	African American Culture & Art Traveling Exhibits	Near University of Chicago	Newspapers, flyers to tour agencies
National Museum of African Art/ Washington, D.C.	1979	10:00 am- 5:30 pm (Mon-Sun)	Beltschman Institute	21,000	n.a.	1 hour	Free	African Art	Capitol Hill	No
Balch Institute for Ethnic Studies Philadelphia, PA	1976	10:00 am- 4:00 pm (Mon-Sat)	No	5,700	20,000 (building: 60,000)	15-35 minutes	Free (asks for donations)	Multi-ethnic Themes Rotating Exhibits	Near Independence National Historic Park (close to 6 other museums)	Brochure
El Museo del Barrio New York City, NY	1977	11:00 am- 5:00 pm (Mon-Sun)	Association of Hispanic Art	15,000	17,000	30 minutes	Free (asks for donations)	Puerto Rican History	5th Ave. & 104th St.	Minimal
Asian Art Museum of San Francisco San Francisco, CA	1966	10:00 am- 5:00 pm (Tue-Sun)	Young Memorial Museum	35,000	90,000	2 hours	\$3.00 (adults) 1.00 (seniors/ children)	Rotating - In-house Asian Exhibits; only 10% of their inventory at one time	Golden Gate Park (2 other museums in their building)	Newspaper, radio, television; billboards
Hispanic Society of America New York City, NY	1904	10:00 am- 4:00 pm (Tue-Sat) 1:00 pm- 4:00 pm (Sun)	No	2 galleries	n.a.	30-45 minutes	Free	Spanish & Portuguese History, Art & Culture	Same complex as the American Indian Museum	New York Times
Sertus Museum of Jubilee Chicago, IL	1967	10:00 am- 5:00 pm (Mon, Wed, Thurs, Sun) 10:00 am- 8:00 pm (Tue) 10:00 am- 3:00 pm (Fri)	Spartan College	4,000	7,000	45 minutes	\$2.00 (adults) 1.00 (seniors/ students)	Jubilee collections	Part of Spartan College	Newspapers, mailings, press releases
California Afro-American Museum Los Angeles, CA	1984	10:00 am- 5:00 pm (daily)	California Museum of Science and Industry	25,000	44,000	1.5 hours	Free	Afro-American History and Art	Exposition Park	Brochure, press releases, public service announcements

Table IV-10
(Continued)

ATTENDANCE CHARACTERISTICS OF ETHNIC HISTORY MUSEUMS
February 1987

Ethnic History Museum/Location	Total Annual Attendance	Paid Attendance (percent)	Peak Attendance			Estimated Attendance Mix (percent)				School Groups	Adults	Children	Elderly	Groups	Other
			Month	Day	Hour	Resident	Tourist	Ethnic*							
								Ethnic*	Non-Ethnic						
Jaripero Serra Museum San Diego, CA	30,000- 35,000	n.a.	July/Aug (summer)	Weekends	1:00 pm- 2:00 pm	60%	40%	25%	75%	10%	40%	20%	25%	5%	—
El Pueblo de Los Angeles (State Historic Park) Los Angeles, CA	200,000- 250,000	0%	July/Aug (summer)	Varies	11:00 am-12:00 pm	70	30	40	60	—	—	—	—	—	—
Museum of the American Indian New York City, NY	44,000	75	None	Saturday	11:00 am-12:00 pm	60	40	50	50	50	40	—	10	—	—
National Museum of American Jewish History Philadelphia, PA	70,000	65	Sept-Dec	Sunday	11:00 am-12:00 pm	60	40	70	30	5	60	5	20	10	—
Craft & Folk Art Museum Los Angeles, CA	75,000- 100,000	50	Summer	Weekends	None	Over 60	Less than 40	—	—	—	—	—	—	—	—
Double Museum of African History Chicago, IL	60,000- 70,000	n.a.	February (Black History month)	Thursday (free day)	10:00 am-11:00 am	85	15	90	10	75	20	—	5	—	—
National Museum of African Art/ Washington, D.C.	45,000	0	February (Black History month)	Saturday	None	Majority	—	50	50	50	25	5	20	—	—
Balch Institute for Ethnic Studies Philadelphia, PA	30,000	0	Summer	Saturday	None	75	25	n.a.	n.a.	65	20	5	10	—	—
El Museo del Barrio New York City, NY	10,000- 15,000	0	June/July	Weekends	12:00 pm- 1:00 pm	90	10	80	20	50	30	5	10	5	—
Asian Art Museum of San Francisco San Francisco, CA	810,000	n.a.	Summer	Sunday	10:00 am-11:00 am	80	20	50	50	—	—	—	—	—	—
Hispanic Society of America New York City, NY	15,000	0	School year	Varies	None	90	10	Majority	—	70	15	5	10	—	—
Spartan Museum of Judaica Chicago, IL	15,000- 20,000	90	April/May (Spring)	Sunday	10:00 am-11:00 am	70	30	70	30	25	65	5	5	—	—
California Afro-American Museum Los Angeles, CA	300,000	0	Oct/Nov Feb/Mar	Sunday	1:00 pm- 3:00 pm	95	5	60	40	40	30	20	5	5	—

*Ethnicity related to museum.

Source: Above museum and Economics Research Associates.

explained in a later section, however, admission charges would help reduce operating deficits, although the cost might be lower attendance.

All of the ethnic museums interviewed conducted very little advertising, depending mostly on public service announcements and newspaper articles. This is common for museums, but our experience indicates that there is a positive association between the size of the promotion budget and amount of attendance achieved.

Total annual attendance ranged from 30,000 people at the Balch Institute for Ethnic Studies in Philadelphia to an estimated 300,000 people at the Afro-American Museum in Los Angeles. Of the museums with at least 15,000 square feet of exhibit space, annual attendance ranged from 44,000 to 300,000 people. Excluding the Afro-American Museum, annual attendance at the ethnic museums averaged 75,000. Weekends were the busiest period for all of the museums, and summer was the busiest season except for those museums most dependent on school group visitation, for which the school year, particularly February, was the busiest season. Attendance is comprised mostly of residents, with tourists comprising 5 percent to 40 percent of total attendance, for an average 25 percent tourist component. The proportion of visitors who were of the ethnic background associated with the respective museums ranged from an estimated 25 percent of the visitors at the Junipero Serra Museum in San Diego to 90 percent of the visitors to the Dusable Museum of African History in Chicago, averaging almost 60 percent among the museums able to estimate. The Afro-American Museum in Los Angeles stated that its annual attendance is approximately 300,000 and estimates that 60 percent of its visitors are Black, 35 percent are Hispanic, and 5 percent are Anglo, partly reflecting the ethnic distribution of the school groups the museum attracts. The lower than average proportion of Latinos visiting the Junipero Serra Museum in San Diego and El Pueblo de Los Angeles reflect the general historical nature of the two attractions, which also attract a significant proportion of tourists. The proportion of attendance attributable to school groups ranges from 5 percent at the National Museum of American Jewish History in Philadelphia to 75 percent at the Dusable Museum of African History in Chicago, and average almost 50 percent of

attendance among the museums able to estimate. Other groups appear to play a minor role. The elderly comprise slightly over 10 percent of attendance on average. Children not in a school group comprise another 7.5 percent on average. Other adults comprise approximately 30 percent of total attendance on average. Indicative of this visitor distribution, the Afro-American Museum reports that other than school groups, young couples comprise most of their attendance.

The interviews of ethnic history and cultural museums in the country emphasize four major points related to attendance characteristics:

1. School group visitation is a critical source of attendance.
2. Though they constitute a minority of visitors, non-ethnic attendance is significant.
3. Tourist visitation is a less important factor for ethnic museums than other types of attractions, but can still be an important contributor to overall attendance levels.
4. Adults (probably young adults) should be targeted.

The review of attendance levels at ethnic oriented history and cultural museums indicates modest attendance compared to other types of museums, probably due to the specific nature of the subject matter, the modest size of existing ethnic museums, and in some cases possibly due to the lower than average economic and educational levels among the particular ethnic group. As mentioned earlier, age, income, and educational levels in particular, are important determinants of the propensity to visit a cultural attraction, regardless of ethnicity.

PROJECTED ATTENDANCE

To determine the potential stable year attendance the proposed California Museum of Latino History may achieve, ERA has applied market penetration rates to the discussed resident markets available to the attraction. These rates are comparable to those achieved by similar attractions

modified to reflect the unique characteristics of the proposed attraction and its market area. The attendance level for each market component may ultimately vary significantly depending on the final site selected. The estimated impact the alternative sites would have on final total attendance and attendance composition is presented in Section VI, where alternative sites are analyzed. The factors noted below are considered to be important assumed qualities of the proposed museum and its operations, which must be taken into account when considering attendance potential:

- o It is assumed the museum will provide a high quality, interpretive and interactive experience averaging a 1.5 to 2.0 hours length of stay.
- o It is assumed the museum will operate year-round.
- o It is assumed that admission is free. (The effect of an admission charge will be addressed in the operating finance section.)
- o It is assumed that the museum aggressively seeks school group visitation.
- o It is assumed that the museum adequately advertises.
- o It is assumed that the museum is easily accessible.

It is apparent that school groups comprise the largest single visitor category at ethnic museums, and the proposed Latino history museum would probably be dependent on organized school group visitation as well. Based on the ethnic museums surveyed, we project that approximately 35 percent of the museum's total attendance will be comprised of school group visitors, mostly from within the primary 20-mile market area. This is lower than the average school group proportion of the ethnic museums surveyed due to the Latino history museum's larger than average market population from which to draw a higher proportion of non-school group visitors. Assuming that total school enrollment within the primary market area by a stable year of operations (presumably 1991 or 1992) is 1.5 million, school group visitation is estimated to be approximately 118,300 per year, of which 70 percent would be Latino students. It was assumed that of the 900,000 Latino students

expected in the primary market area in the early 1990s, each could expect to visit the museum at least once during their 12-year school career as part of an organized school group; thus, 8.3 percent of the Latino school children would visit the museum during any given year. The capture of Latino school children in the secondary market was assumed to be less. Non-Latino school children who would be part of the same group tour were assumed to average 30 percent of the school group attendance. If the museum aggressively seeks groups from schools with non-Latino majorities, a higher proportion of non-Latinos can be expected.

Attendance by the Latino population not in school groups is an estimated 5 percent of the primary Latino market in 1991, or 134,000 people, and 2.5 percent of the secondary Latino market, or 23,400, for a total Latino non-school group attendance of 157,400 people.

Attendance by the non-Latino, non-school group population is an estimated 1 percent of the primary non-Latino market (excluding non-Latinos in school groups). Although some non-Latinos from the secondary market will attend, their anticipated number is too small to consider material. Thus, the non-Latino resident attendance is an estimated 45,045 people.

The tourist component of total attendance is the most dependent on location. Since all of the sites being considered are not tourist destinations except for perhaps El Pueblo de Los Angeles, the tourist component is assumed to be small, approximately 5 percent of total attendance, or 19,700 people, which would include tourists from and outside of Southern California, but outside the primary and secondary market areas. The tourist component could increase significantly if the museum were located in a tourist destination spot, which will be discussed in the analysis of alternative sites.

Total estimated attendance for a stable year in the early 1990s is almost 337,600. The distribution of this attendance is presented in Table IV-12. School groups comprise 35 percent of total attendance, which compares to an average of 50 percent share amongst ethnic museums surveyed and an estimated 60 percent of the Afro-American attendance. The lower rate is

Table IV-11

ESTIMATED SCHOOL GROUP ATTENDANCE

Primary Market

Total School Enrollment	1,500,000	
Estimated Latino Enrollment (60%)	900,000	
Latino Students Attendance Per Year		75,000

Secondary Market

Secondary Market Latino Enrollment	125,000	
Latino Students Attendance Per Year		<u>7,800</u>

Total Latino Attendance		82,800
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Non-Latino Students (30%)		<u>35,500</u>
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TOTAL STUDENTS		118,300
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Notes: 1) Latino student capture assumes primary market Latino students will average 1.0 school group trips per 12 year academic career, and secondary market Latino students will average .75 school group trips to the museum per academic career.

2) Numbers rounded to nearest hundred.

Source: Economics Research Associates.

Table IV-12

STABLE YEAR ESTIMATED ATTENDANCE
BY MARKET COMPONENT

<u>Market Component</u>	<u>Attendance</u>	<u>Percent</u>
Latino School Children in Groups	82,800	24.5%
Non-Latino School Children in Groups	35,500	10.5%
Latino Primary Market Residents	134,000	39.7%
Latino Secondary Market Residents	23,400	6.9%
Non-Latino Residents	45,000	13.4%
Tourists	<u>16,900</u>	<u>5.0%</u>
TOTAL	337,600	100.0%

Note: Rounded to nearest 100.

Source: Economics Research Associates, 1987.

due to the higher draw from the non-school public anticipated, particularly from the large Latino public. The importance of school groups cannot be overly stressed. Attendance may be one-third less than projected if school groups are not pursued aggressively, since attendance by school children often results in later attendance by parents. The Latino component of total attendance, including Latino school group children, is about 71 percent, compared to a 60 percent average related ethnic component of the ethnic museums surveyed and the Afro-American Museum. The higher proportion is due to the significantly larger Latino population in the market area. The total Latino attendance of over 240,000 people is approximately 9 percent of the projected primary market Latino population in 1991. The total non-Latino resident attendance, including school children, is approximately 24 percent of the total. This total non-Latino resident attendance of 80,500 is almost 1.7 percent of the total non-Latino population projected for the primary market in 1991. The total Latino and non-Latino resident attendance, including school groups, of 320,700 is 4.3 percent of the total primary market population projected for 1991, which compares to the average 3 percent capture of the ethnic museums surveyed, most of which were smaller in scope, size, and ethnic market base. This baseline attendance projection is for an average stable year, without site considerations. Factors such as location and admissions policy could affect this estimate, particularly the proportion of non-Latinos, and are addressed in later sections of this report when alternative locations and operating scenarios are considered. In locations frequented by all ethnicities, such as Exposition Park and El Pueblo de Los Angeles, the proportion of non-Latinos may increase to approximately 40 to 50 percent, based on the experience of the larger ethnic museums surveyed.

Seasonality

Table IV-13 presents estimated attendance distribution by month, based on general public attendance distribution and school group seasonal attendance distribution at other museums in Southern California. Because

Table IV-13
ESTIMATED MONTHLY DISTRIBUTION

<u>Month</u>	<u>General Public</u>	<u>School Groups</u>	<u>Composite^{1/}</u>	
			<u>Percent</u>	<u>Total</u>
January	7%	5%	6%	21,265
February	7%	10%	8%	27,180
March	8%	10%	9%	29,375
April	8%	10%	9%	35,290
May	8%	15%	10%	29,375
June	8%	10%	9%	26,315
July	12%	--	8%	28,510
August	13%	--	8%	22,795
September	5%	10%	7%	33,095
October	7%	15%	10%	29,375
November	8%	10%	9%	29,375
December	<u>9%</u>	<u>5%</u>	<u>8%</u>	<u>25,650</u>
TOTAL	100%	100%	100%	337,600

Note: Numbers may not total exactly due to rounding.

^{1/} Composite percentage is calculated by adding the general public's monthly attendance and school groups' monthly attendance, divided by total (general public and school groups) annual attendance.

Source: Economics Research Associates

school group visitation is in the fall, winter, and spring while the general public's attendance peaks in the summer, the distribution of yearly attendance is more even than usual for attractions. The busiest months anticipated are May and October, as school group attendance peaks and the general public's attendance is on the rise. In addition, Cinco de Mayo might contribute to May becoming the busiest month.

Peak Hourly Attendance

Peak hour attendance is estimated to ascertain space requirements. Assuming May is the busiest month, with estimated monthly attendance of 35,290 people, an average weekly attendance would be 7,966 (based on 4.3 weeks in May). Peak day attendance is assumed to be 18 percent of weekly attendance, or 1,433 people. Therefore, estimated peak hour attendance at the Museum of Latino History is 430 people during a stable year, such as 1991, and may increase to 471 people by the year 2000.

Attendance Projection Over Time

Typically, the general pattern of attendance at attractions is to have an initial attendance volume that is 10 to 20 percent higher than the projected stable year attendance. This initially high attendance during the first year or two is due to the novelty of a new attraction and the publicity that surrounds a new attraction. After the initial public interest has abated, attendance falls to a stable year average attendance, and might decrease over time by a slight rate (due to diminishing repeat visitation) if not for the counterbalancing increases attributable to increases in the population base. Given this pattern, our projected attendance over time is presented in Table IV-14, assuming a 15 percent higher initial attendance, which falls to a stable year attendance in 1991, and increases by 1.5 percent per year due to population growth in the market area, reaching a year 2000 attendance of 386,000 people.

Table IV-14
PROJECTED ATTENDANCE
1990-2000

	<u>Attendance</u>
1990 (2nd year)	388,200
1991 (stable year)	337,600
1995	358,300
2000	386,000

Source: Economics Research Associates.

Section V
SPACE REQUIREMENTS

This section presents estimates of building and site space requirements to accommodate projected attendance and the archival and research mission of the proposed museum. These estimates are for general use categories and need to be refined by an architect in later phases of the development process.

ESTIMATED BUILDING SPACE REQUIREMENTS

For the purposes of this study, building space requirements are defined for the exhibit area, public circulation space, auditorium, library, museum store, museum cafe, archives/storage, workshop, and offices.

As presented in Table V-1, approximately 53,500 square feet of total building area is recommended initially, of which 48,000 square feet would be usable area (excluding elevator and utility shafts, space for mechanical systems, etc.). Approximately 20,000 square feet of public gallery area is recommended, of which 10,000 square feet would be for exhibit display and 10,000 square feet would be for circulation. This estimate of gallery area needed is based on a standard of 42 square feet per peak hour visitor.

The museum store and cafe together total 5,000 square feet, including space for inventory and kitchen facilities. The amount of space devoted to these uses could be expanded, particularly if a full service restaurant is desired. It is our opinion, however, that it is best to start modestly, particularly with food service, and expand if demand is evident. A concessionaire cafe operation instead of a museum operated restaurant or cafeteria can provide the museum additional revenue at low investment risk to the museum.

Table V-1
BUILDING SPACE REQUIREMENTS

<u>Use</u>	<u>Square Feet</u>
<u>Phase 1</u>	
Exhibit Area	10,000
Circulation Area	<u>10,000</u>
Total Gallery Area	20,000
Museum Store	2,500
Museum Cafe	2,500
Auditorium (99 seats)	2,000
Library/Archives	2,000
Storage	9,000
Workshop	5,000
Office	2,500
Classrooms	<u>2,500</u>
Total Usable Area	48,000
Total Building Area	53,500
<u>Phase 2</u>	
Library/Archives	6,000
Storage	<u>9,000</u>
Total Additional Usable Area	15,000
Total Phase 2 Building Area	16,500
Total Building Area (Phase 1 and Phase 2)	70,000

Source: Economics Research Associates.

An auditorium or theater of 99 seats is suggested for lectures, perhaps an introductory film, and indoor performing arts. A ninety-nine seat theater was chosen for two reasons: projected peak audience attendance does not warrant a larger theater and a 99-seat theater may qualify for equity waiver productions. If the museum desires a larger theater for the occasional larger audience, more space would have to be programmed into the museum building. Depending on the museum's location, the possibility exists to share existing auditorium/theater facilities.

Since the museum is envisioned as a center for archival research of Latino history, a 2,000-square-foot library and archives is programmed into the museum building initially. Depending on the site selected, these facilities may also be shared with another institution. An additional 9,000 square feet of museum space is recommended for initial storage. With efficient storage systems, some of this space may later be used for modest expansion of other museum elements. A 5,000-square-foot workshop would be needed to develop exhibits and to work with artifacts. Approximately 2,500 square feet of office space is recommended, based on a standard average of 200 square feet per office employee (10 office employees are assumed), and 500 square feet for a conference room. Finally, 2,500 square feet of classroom space was included in the building program to accommodate school groups, special educational programs, and outreach programs.

The library may be phased as books and archival material are collected. Also, additional storage may be added during this later Phase 2 expansion, which would occur when collections warrant the expansion, perhaps five to ten years later. Site selection should be based on accommodating the future Phase 2 building size of 70,000 square feet.

PUBLIC AREA SPACE REQUIREMENTS

Economics Research Associates' Attendance Simulation Model was used to estimate the amount of public area needed for specific uses, based on the assumed probability of visitors during a peak hour to visit specific elements in the museum's public areas and standards regarding the amount of area needed to accommodate each person. As discussed in Section IV, the number of visitors within the facility during a peak hour is an estimated 471 persons by the year 2000.

As seen in Table V-2, approximately 2,300 square feet of public area is needed to accommodate expected crowds in the lobby, bookstore, and entrance circulation area. Over 500 square feet would be needed to accommodate the expected audience in the theater. Each exhibit hall would require approximately 2,500 square feet, and the cafe would require over 500 square feet to accommodate indoor seating needed during a peak hour.

The model identifies the area needed to minimally accommodate typical peak hour visitors for specific elements of the museum, and attempts to identify the most efficient allocation of space based on visitation. Other considerations, however, may require greater space than identified in the model. For example, a larger lobby may be desired to make an architectural and thematic statement; more area may be devoted to a theater to accommodate special events; cafe seating may be enlarged or incorporated with an outdoor courtyard to handle special events. In addition, other uses described earlier, such as classrooms, a library, archives, storage, etc. would be added. The model is most useful for analyzing the space needs in public areas used by museum visitors during a typical museum visit. Assumptions regarding attendance, the probability of attendees visiting a particular element, and the standard space requirements per person easily can be modified to test the effects that different architectural and programming decisions have upon public space requirements.

Table V-2

ATTENDANCE FLOW SIMULATION MODEL c
LATINO HISTORY MUSEUM

SENSITIVITY ANALYSIS:

RUN DATE: May 17, 1987

Attendance Parameters

Annual	386,000
Average Peak Month (@ 10I)	38,600
Average Week	8,713
Design day (@ 18I)	1,568
Peak in-ground (@ 30I)	471

Areas	Visitation prob. Total stay	Element L.O.S. (min.)	Probable L.O.S. (min.)	Instant- aneous probability	Hourly Capacity (pers./hr.)	Holding Capacity (persons)	Tolerable density (sqft/pers)	Attraction Size Reqmts (sq.ft.)
Lobby/Public Area								
Lobby	100.00I	5	5	4.24I	239	20	60	1,196
Gift Shop	50.00I	10	5	4.24I	120	20	50	997
General Circulation	100.00I	2	2	1.69I	239	8	35	279
Total Lobby/Public Area		17	12	10.17I	598	48		2,472
Auditorium/Theater								
Theater	80.00I	10	8	6.78I	191	32	15	478
Theater Queuing	80.00I	5	4	3.39I	191	16	5	80
Total Theaters		15	12	10.17I	383	48		558
Exhibit Areas								
Pre-Columbian	100.00I	15	15	12.71I	239	60	42	2,512
The Mexican Era	100.00I	15	15	12.71I	239	60	42	2,512
The Anglo Era	100.00I	15	15	12.71I	239	60	42	2,512
The Early 20th Century Era	100.00I	15	15	12.71I	239	60	42	2,512
The Modern Era	100.00I	15	15	12.71I	239	60	42	2,512
Special Exhibits	100.00I	15	15	12.71I	239	60	42	2,512
Total Exhibit Areas		90	90	76.27I	1,435	359		15,073
Other Areas								
Cafe	20.00I	20	4	3.39I	48	16	35	558
Total Other Areas		20	4	3.39I	48	16		558
Total Public Museum Space		142	118	100.00I	2,464	471	40	18,661

Notes: 1) L.O.S. stands for "Length of Stay"

2) "Instantaneous Probability" is the likely distribution of in-house attendance during a given moment.

Source: Economics Research Associates

LAND AREA REQUIREMENTS

As shown in Table V-3, approximately 127,000 square feet of land area, or almost 3 acres, is needed to accommodate the eventual 70,000-square-foot museum. Assuming a 1.5-story building, with gallery and public spaces on the first floor, and offices, some storage, and classrooms on the second floor, a 47,000-square-foot area is needed to accommodate the eventual building footprint. Less land is needed if more uses are placed in upper stories, but from a use-maximizing perspective, we believe it is best to have most of the public spaces on the first floor. Initially, the museum will not need all of this land area until it expands during Phase 2.

Based on a peak hour attendance of 471 people in the year 2000, and an average auto occupancy of three people per car, 157 cars for visitors need to be accommodated. If another 20 spaces are needed for employees, space needs to be reserved for 177 total cars. Based on an average of 325 square feet per car space, approximately 57,500 square feet of parking area is required. We have assumed that this parking is provided by surface lots; however, the total land area needed may be reduced if some or all of the parking is provided in structures.

A central courtyard of approximately 10,000 square feet (perhaps in the hacienda tradition) is recommended to accommodate outdoor performances, outdoor cafe seating, and receptions. Finally, another 10 percent of total land area, or 12,700 square feet, is recommended for general landscaping.

The exact size of the site chosen will also be based on site constraints, parking policies, and final architectural considerations which will be determined in later stages of the development process; thus, this land area recommendation should be viewed only as a general guideline.

Table V-3
LAND AREA REQUIREMENTS

	<u>Square Feet</u>
Building Footprint (Assumes a 1.5-story building)	47,000
Parking Area (177 cars)	57,500
Central Courtyard	10,000
Landscaping (10 percent of total)	<u>12,700</u>
Total Land Requirement	127,200

Source: Economics Research Associates.

Section VI

MUSEUM LOCATIONAL AND SITE ANALYSIS

This section contains the principal findings of the site analysis conducted for the proposed Museum of Latino History. A total of nine candidate locations were initially screened, from the standpoint of ability to penetrate available resident/visitor markets, real estate economics, land use and physical planning considerations. The screening process resulted in client and consultant identification of four preferred locations for more intensive analysis. The section concludes with a description of the opportunities and constraints available at the four preferred locations.

DESCRIPTION OF CANDIDATE LOCATIONS

Following extensive discussions and input from a wide variety of viewpoints, including: CMSI Board members and staff, State, County, and City governmental representatives, interested parties, and consultant team members, a total of nine candidate locations were identified as being potentially suitable for locating the proposed museum. The nine locations are shown in Figure VI-1 and identified as follows:

- o Exposition Park
- o El Pueblo State Historic Park (Olvera Street)
- o Terminal Annex (Downtown USPS Facility)
- o East Los Angeles College
- o Lincoln Park (Adjacent to Plaza de la Raza)
- o Griffith Park (Adjacent to Gene Autry Western Museum and LA Zoo)
- o Former Uniroyal Plant (City of Commerce)
- o Pico Rivera Sports Arena Complex
- o Southwest Museum

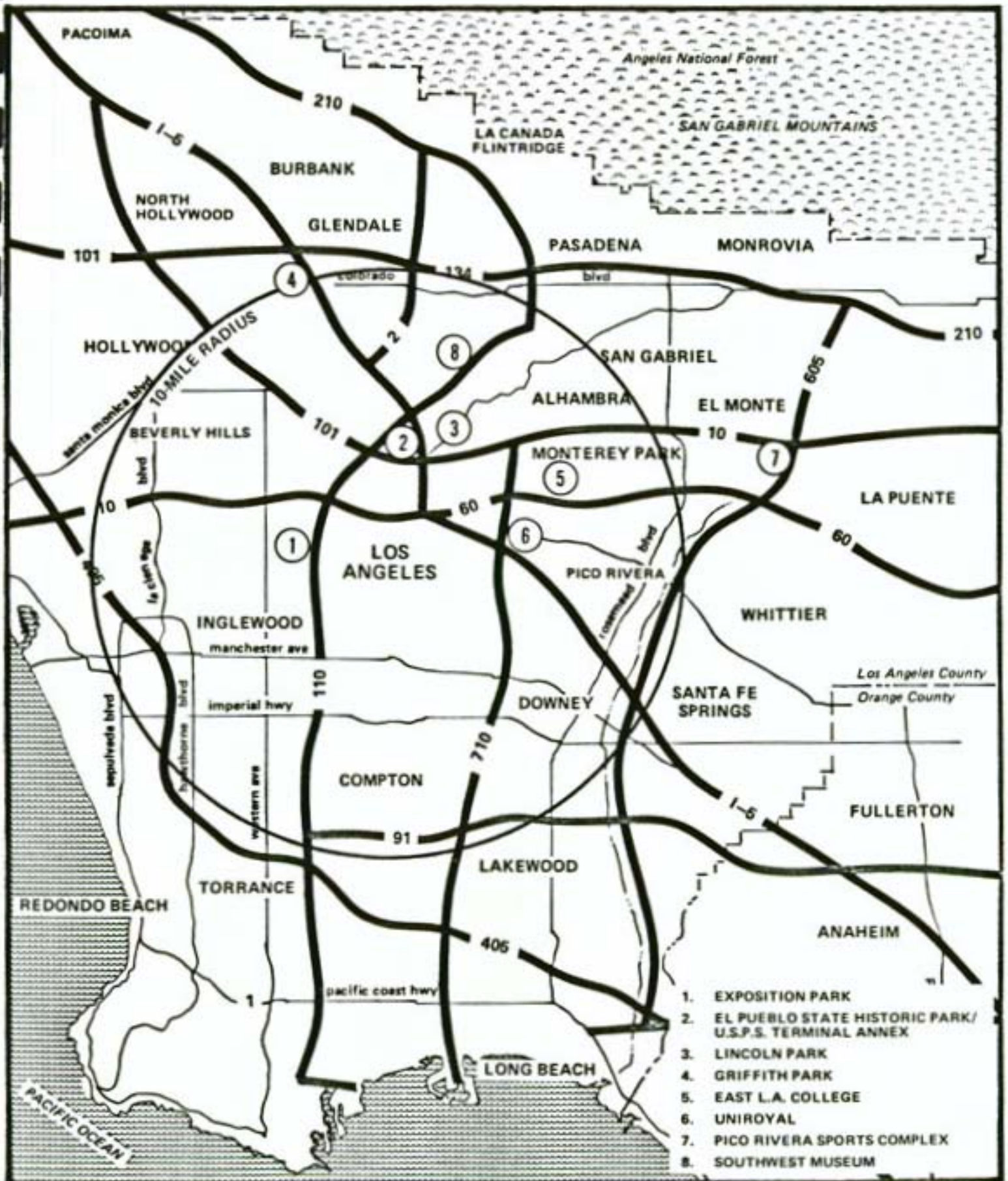


Figure VI-1

MUSEUM CANDIDATE LOCATIONS

The nine locations were submitted to the consultant team for analysis. Consultant team members personally inspected and contacted responsible persons and organizations at each respective location to obtain background information. The purpose of this phase of the work program was to conduct an overview analysis of all nine locations; the objective being to narrow the list of candidate locations down to three or four for more intensive analysis, leading to parcel-specific recommendations.

LOCATIONAL ANALYSES

This section presents analyses of the nine candidate locations.

Exposition Park

Exposition Park is located in South Central Los Angeles, immediately south of downtown Los Angeles. The park encompasses 146 acres of land area, of which approximately 104 acres are developed, as follows: 37 acres are covered by buildings, 34 acres are devoted to surface parking lots, and 33 acres are traversed by sidewalks and roads. The remaining area is devoted to open space, included the seven-acre Rose Garden. Four jurisdictions own and or operate facilities in the park, including the California Museum of Science and Industry (CMSI), Los Angeles County Museum of Natural History (MNH), City of Los Angeles Recreation and Parks Department, and the Coliseum Commission.

The CMSI operates the museum complex, which is concentrated in the northeastern portion of the park. The complex consists of the original building constructed in 1949 to house the California State Exposition and the following additions:

- o Armory Building
- o Kinsey Pavilion/Kinsey Auditorium
- o Aerospace Museum
- o Mark Taper Hall of Economics and Finance
- o California Afro-American History and Culture Museum
- o IMAX Theater

Together, the museum complex including the Natural History Museum, contains approximately 430,000 square feet of exhibit space, one of the larger concentrations in the United States.

The Museum of Natural History, located west of the CMSI complex, is the oldest structure at Exposition Park, constructed in 1910 and opened to the public in 1913. MNH was subsequently expanded in 1930; the original museum building was declared a National Landmark in 1975. The MNH building is owned by the County of Los Angeles, operated on land leased from the City of Los Angeles (west wing) and State of California (east wing). The leases are due to expire in 2020. Between 1980-1984, annual attendance averaged about one million visitors annually, declining from previous levels of nearly two million annually. The decline is reported to be due to the imposition of admission fees required by Proposition 13 budget cuts.

The Sports Arena and Memorial Coliseum, two regional-serving spectator sports facilities, are owned and operated by the Coliseum Commission, on land leased from the State. The Coliseum Commission is organized through a joint-powers agreement between the City, County, and CMSI. The Sports Arena is a multi-purpose, spectator sports facility with a maximum seating capacity of 15,000 persons. The Los Angeles Clippers National Basketball Association team and University of Southern California are the two major tenants of the Sports Arena. The Memorial Coliseum, constructed in 1923 with a 75,000-seat capacity, was expanded in the early 1930s to its current capacity of 92,500. The Los Angeles Raiders and USC Trojan football teams are the major tenants. An estimated 40 to 60 major events (concerts, motorcross, religious revivals, etc.) are held annually at the Coliseum.

The City of Los Angeles owns 16 acres at Exposition Park which it leases to CMSI. In return the City operates and maintains the seven-acre Rose Garden, Menlo Park Recreation Center, and the Swim Stadium on land leased from the State.

Several older, multi-story apartment buildings are located adjacent to the surface lots between Menlo and Vermont Avenues. These apartments are estimated to house over 250 families.

Planning Considerations

Exposition Park is an ideal site for the museum. It is near the center of the city, and good freeway access from the 110 with good direct arterial street frontage provides easy access on most days of the year. Parking for buses and autos is adequate during nonevent days at the Coliseum and Sports Arena. Proposed parking structures will somewhat remedy this situation.

Adequate space to accommodate the 70,000-square-foot structure is available at the corner of Exposition Boulevard and Vermont Avenue, as well as the potential expansion area of the park east of Figueroa Street. An important consideration in siting the new building would be to establish its own identity and not let it be lost in a "sea of structures." This would be of especial concern in the Figueroa Street expansion area.

The existing environment of the site is also important. A quiet "park-like" atmosphere exists at Exposition Park with its mature trees, lawn area and rose garden. The single pedestrian, visiting family or touring busload of children has an opportunity to take advantage of this outdoor space while visiting the museum. Building within an established environment of similar land uses (such as the CMSI, Afro-American Museum, even the college atmosphere of USC) offers the opportunity for a symbiotic relationship.

Market Considerations

Exposition Park is an ideal location for the proposed museum inasmuch as it contains the region's largest existing concentration of museums and major sports facilities. The park is located in an area proximate to the downtown Los Angeles area, and within a residential area undergoing transition from a predominantly black to Hispanic community. Furthermore, user surveys conducted by CRA consultants on 1985 indicated very high usage of park facilities by Hispanic families, particularly on weekends.

Potential sites for development of the proposed museum include surface parking lots 3 and 4, located at the northwest corner of Vermont and Menlo Avenues. The two lots are located on the same rectangular block, separated by a multi-family residential building. Development at this location would require acquisition of several apartment buildings and relocation of families occupying the residential structures. At the same time, development at this location would reduce available parking resources; however, we understand that the Coliseum Commission has plans under way to develop structured parking south of the site, adjacent to the Coliseum. Alternatively, it has been suggested that Exposition Park may expand onto property east of Figueroa Street (south of Exposition Boulevard). Should this occur, museum development opportunities could exist.

Locational Influence on Attendance

Attendance at the proposed Museum of Latino History should be moderately higher than the baseline projection in Section IV, because of the high cultural activity level at the park from which the Latino history museum can draw impulse visitation. The museum could attract people primarily visiting the other museums who decide to add the Latino history museum to their agenda while at the park, but who would not be inclined to visit that museum solely. The Museum of Latino History could attract additional school groups who are visiting other museums as well. Finally, the museum could attract impulse visitors who are at Exposition Park for other recreational purposes. The high activity level at the park also helps expose the museum to the general public. Consequently, the museum's visitor

composition should include more non-Latinos and tourists here than at some of the other candidate sites.

El Pueblo de Los Angeles State Historic Park

The El Pueblo de Los Angeles State Historic Park, also referred to as Olvera Street, is the birthplace of the City of Los Angeles. Located in the southeastern portion of downtown Los Angeles, El Pueblo is owned by the State of California and operated under a joint-powers agreement between the State, County and City of Los Angeles. El Pueblo consists of several components: the Olvera Street specialty retail corridor, Plaza, Pico-Garnier Block, County Property (so-called "Antique Block"), the Old Plaza ("La Placita") Catholic Church, and several surface parking lots.

Olvera Street, a specialty retail pedestrian mall featuring the foods, artisans, and crafts of Mexico, consists of a collection of approximately 80 "puestos" (stalls) and concessionaires. The puestos of Olvera Street have been operated as family businesses, some dating back to the 1920s. Unlike other specialty ethnic retail areas, the tenants themselves are a cultural resource and account for much of the draw and success of the Olvera Street. Although no formal visitor counts are available, the Docents Organization estimates visitation to Olvera Street at between 1.5 to 2.0 million persons annually. The Olvera Street Merchant Association has retained a private consultant team to prepare a master development program designed to identify ways in which serious life-safety issues (seismic, fire exiting, etc.) can be remedied in addition to generating additional visitation and spending.

The Pico-Garnier Block consists of 11 two- and three-story buildings located south of Olvera Street. The block is bounded by North Main Street on the west, North Los Angeles Street on the east and Arcadia Street on the south. The Old Los Angeles Company (OLAC) has a contract with the State of California and County and City of Los Angeles to renovate the buildings and reuse them as a mixed-used development. These buildings date back to the

time period between 1858 and 1890, and will contain approximately 85,000 square feet upon renovation. OLAC is restoring the buildings and adding some in-fill construction. In total, there will be 48,000 square feet of retail and restaurant space, legitimate theater, museums, and historical displays. Retail space will be situated in the basement, first and second level (mezzanine), with office space on the second and third levels.

The Antique Block is located south of the Old Plaza Church and is bounded by North Spring Street on the west, North Main Street on the east, and Arcadia Street on the south. The block is governed by a long-term lease with the County of Los Angeles. CCM Financial and Carley Group will renovate and develop this block on a joint venture basis. The Antique Block will total approximately 120,000 square feet of rentable area, including renovated buildings as well as in-fill construction of a consistent character. Primary landmark structures include the Plaza House and the Vickery Brunswick Building facing Main Street. Buildings include the Brunswick Annex Building, the Brunswick Laboratory Building, and the "Brunswick Warehouse," all of which front on New High or Spring Streets. The existing Beaudry Building on New High Street will be demolished. The old historical buildings will reflect the period between 1880 and 1930. Uses will consist of ground-floor retail, restaurants, and upper-floor office space. The Antique Block will also contain a multi-level parking structure for between 350 to 400 cars. The project developers are also planning a 294-room Holiday Inn on Spring Street and Sunset Boulevard, which will substantially augment the local environment and provide additional pedestrian activity and market support.

Planning Considerations

The most centrally located and historically significant site is the El Pueblo State Historic Park/USPS Terminal Annex area adjacent to Union Station. Good freeway access from Highway 101 with direct arterial street frontage provides easy, although somewhat congested, access for autos and buses. Upon completion, a rapid transit terminal will be located just

across Alameda Street. Parking is difficult in the immediate Antique Block area near Arcadia Street between Spring and Main Streets. Future parking structures near this area and near the Terminal Annex building will hopefully remedy this situation.

Building space is at a premium in the El Pueblo State Historic Park. The space may be available in the Antique Block area, possibly on the second and third floors of a renovated building, that would meet the necessary seismic safety regulations. The Terminal Annex building offers large square footage which may or may not be available for museum use. One concern, assuming that space is made available, is that the museum would be "lost" and not have an identity of its own within this extremely large structure.

The existing environment of El Pueblo State Historic Park is a pleasant, bustling, pedestrian-oriented area with plazas, courtyards, and narrow streets, reminiscent of Old Los Angeles. This atmosphere lends itself well to a "total" historical museum experience. Unfortunately, due to a multitude of streets and the scale of buildings in the Terminal Annex area, the pedestrian loses this feeling of a shared experience.

Market Considerations

The El Pueblo State Historic Park is a regional resource which provides students, residents, and visitors with an opportunity to appreciate the history and culture of early Los Angeles, within a vital and living marketplace atmosphere. The existing Hispanic theme of the area lends itself to the development of the proposed museum, more so than any other location in our analysis. The area has proven market appeal, drawing an estimated 1.5 million visitors annually. Further, as a state historic park, development at this location could be easier than on private or other publicly owned parcels.

Locational Influence on Attendance

From a visitation perspective, El Pueblo has many of the attributes described for Exposition Park. The high activity level lends itself to more impulse visitation or combined visitation, particularly given the Hispanic historical theme of the district. People visiting Olvera Street may be inclined to add the Latino history museum to their itinerary. School groups visiting El Pueblo would most likely add the Museum of Latino History to their agenda. Some shoppers and tourists may visit the museum impulsively. Total museum visitation at an El Pueblo site would probably be moderately higher than the baseline projection in Section IV. The visitor composition should include more non-Latinos, because of the general appeal of the area due to its importance in early California history. The tourist component would probably be significantly higher at this location than any of the other locations considered. This tourist component and the commercial nature of the district enhances the possibility of earning operating revenues from admission charges, food sales, and museum store sales. The annual visitation at El Pueblo is not nearly as high as annual visitation at Exposition Park; thus, total attendance may not be quite as high, but since the people visiting El Pueblo are already attracted to the existing Hispanic theme, the museum should capture a higher proportion of El Pueblo visitation than Exposition Park visitation.

Based on our discussions with park management, however, there are few sites available for development of the proposed museum: Olvera Street is built-out and many of the structures are in dire need of seismic reinforcement and other rehabilitation; the space at the Pico-Garnier Block is committed to a private developer with a fixed development program. Representatives of the development team at the Antique Block have expressed interest in housing the proposed museum within one of the buildings targeted for renovation, preferably on the second and third floor, as the floorplates could not accommodate 50,000 square feet on one floor.

Terminal Annex Property

The Terminal Annex houses the United States Postal Service (USPS) general mail facility for the metropolitan Los Angeles region. The USPS will be relocating its general mail services in February 1989 to a new 1 million-square-foot facility, the former site of the Goodyear Tire Plant, in the city of South Gate. The property encompasses approximately 20 acres on which several buildings exist including the historic Terminal Annex domed structure containing nearly 400,000 square feet of floor area on three levels.

The USPS expects to issue a request for developer proposals (RFP) later in 1987 to solicit interest in developing the property. The property has been the subject of recent intensive studies by a consultant team retained by the Community Redevelopment Agency (CRA) of the City of Los Angeles to examine reuse potentials at the Union Station and Terminal Annex properties. The study has proposed that Union Station be redeveloped into a festival marketplace and retail/office node. The study identifies development opportunities for office, light industrial/R&D, and retail uses at the Terminal Annex property. The USPS may incorporate all or portions of the CRA study into the developer RFP; however, they emphasize a great deal of flexibility and interest in working closely with developers to maximize site potentials.

The only stipulation to the developer RFP envisioned at this time is that the development plan provide shell space (with USPS paying for improvements) for a USPS finance and carrier unit operation totaling 40,000 square feet. The carrier service function will involve branch post office functions, including stamp sales, postal boxes, and other retail uses. The finance component is an administrative "back-room" use. The USPS indicates that the 40,000 square feet may be separated into two components; the current thinking is that the postal retail services may be housed within the historic lobby of the main building with the finance unit located somewhere else in the complex.

The USPS has been approached by the Children's Museum which, having outgrown their present space at the Los Angeles Mall on Spring and Temple Streets, is looking for approximately 100,000 square feet of space. The 14th Councilmanic District has sent a letter to the Postmaster General requesting that the Children's Museum be included within the recommended development program to be submitted for developer response.

The USPS is interesting in maximizing site potentials in terms of economic return to the postal service from guaranteed ground rent and participatory leases. Based on preliminary discussions, the postal service foresees a phased development occurring, beginning with reuse of the Terminal Annex and light industrial space, with office uses being developed in subsequent phases (most likely timed closely with planned Union Station improvements).

While the USPS representative was not able to indicate possible postal service or developer interest in siting the Latino history museum within the Terminal Annex, the following comments were made:

- o The greater the retail component of the land use program selected for the Terminal Annex, the greater the likelihood of generating developer and USPS interest in a museum use, given the potential to capture expenditures by museum visitors.
- o As a state-funded facility, a developer may be interested in discussing space availability for a museum in exchange for development credits, tax abatements, or other concessions at the state's disposal.

Market Considerations

The Terminal Annex site appears to be a strong candidate site given the following attributes:

- o Excellent access, visibility, and recognized downtown location.
- o Opportunity for adaptive re-use of a historic structure located in an area recognized as the original birthplace of the City of Los Angeles.

- o Ability to capitalize on existing visitor markets with an interest in Latino history and culture: Olvera Street attracts an estimated 1.5 to 2.0 million visitors annually.
- o The Terminal Annex/Union Station area is scheduled for major redevelopment, culminating in the construction of approximately 5 million square feet of commercial space, with a strong visitor orientation.
- o When completed, Union Station will be the Southland's major inter-modal transportation hub, containing two Metro Rail stations, light-rail, AMTRAK, commuter and regional bus services and other transportation facilities. Thus, a large number of regional travelers and out-of-area visitors will originate/terminate trips in this area.

Locational Influence on Attendance

A Museum of Latino History at the Terminal Annex would partially benefit from the visitation dynamics at Olvera Street, but would have to depend more on becoming a destination attraction. A strong visual and pedestrian linkage to Olvera Street would be necessary to attract El Pueblo visitors to the Terminal Annex building. Some Olvera Street visitors could be expected to add the Latino history museum to their itinerary if the museum were located at the Terminal Annex, and school groups would also still be inclined to include the museum as part of their tour. Impulse visitation, however, probably would be less than at an El Pueblo or Exposition Park location, particularly if the other uses at the Terminal Annex are institutional or light industrial. The greater the incorporation of a specialty retail component into the Terminal Annex development plan, the greater the possibility for impulse visitation. Union Station's eventual redevelopment also would enhance attendance but this is not expected to occur until the next 10- to 20-year period. The inclusion of the Children's Museum would also help the Museum of Latino History in terms of attracting more people. The Latino history museum's location within the Terminal Annex, however, would be critical. If the museum was not visible from the street, the cross-fertilization that is the major attribute of the downtown area would be diminished. The proportion of non-Latinos should be

greater at the Terminal Annex site than at some of the other candidate sites, but would probably be less than at the El Pueblo or Exposition Park site.

East Los Angeles College

East Los Angeles College (ELAC) is the California Community College serving portions of the east San Gabriel Valley. The 82-acre campus is bounded by Floral Drive on the north, Collegian Avenue on the east, Brooklyn Avenue on the south, and Bleakwood Avenue on the west. Located in the City of Monterey Park, ELAC was the site of the field hockey events during the 1984 Summer Olympics. The two-year college has produced many of Southern California's Hispanic community and political leaders.

ELAC administrators indicated that the college maintains a daytime enrollment of approximately 10,000 full- and part-time students and between 4,000-5,000 evening students. The college trains students in a variety of technical and vocational fields, in addition to enabling many students to transfer to four-year institutions for completion of their studies. The college offers comprehensive coursework in all major fields of study, including the arts.

The College is home to the Vincent Price Art Collection, a collection of artworks donated to the College from the personal collection of noted actor and art collector Vincent Price. Although Mr. Price has no formal affiliation with ELAC, he began to contribute artwork in 1951. Impressed by the integration and use of the donated items as part of the arts education curriculum, he and his family have continued to contribute items to the collection. Over the years, other contributors have donated items to the collection which today numbers in excess of 1,000 items valued at over \$5 million. The collection includes art and artifacts from Mexico, Peru, Africa; North American Indian art; and important works from the Renaissance to present day. A permanent gallery was built in 1958 to facilitate the display and storage of the collection, named in honor of Vincent Price. The gallery measures less than 1,000 square feet and today houses only a small

portion of the collected works. Plans are under way to relocate the gallery to the former college library building. The College is one of the very few two-year institutions in the country to have a major art collection. In 1984, the Vincent Price Collection gained additional regional significance, servicing all nine Los Angeles college campuses of the Los Angeles Community College District through a program of traveling exhibits.

The opportunity for sharing of staff and technical resources is evident in an educational setting like ELAC. The College administration indicated interest in exploring ways in which staff from the departments of Anthropology, Art, Business Administration, Chicano Studies, History, Media Production, Photography, and other special resources could work cooperatively in providing staffing, programming, and technical support to the proposed Museum of Latino History.

Planning Considerations

Although not located in the center of the city, easy access to East Los Angeles College is available from the 60 Freeway. Good direct arterial street frontage provides easy access on most days. On-campus parking seems to be adequate although poorly located which causes students to park in the surrounding residential neighborhoods. The relationship of easily accessed parking areas to the proposed site by the swim stadium may prove to be a problem.

An adequate space is available for the proposed building, but it is surrounded by structures and is not visible from outside the campus. This problem, when coupled with the pedestrian and bus access difficulty, will have to be closely examined so that the public-at-large feels welcome at the museum and not feel as an "intruder" on a college campus.

The environment of the site is pleasant with mature vegetation and nice wide pedestrian paths. The educational surroundings lend themselves to a strong relationship with the museum for both faculty and students.

Market Considerations

In a letter to Don Muchmore, CMSI Executive Director, dated February 19, 1987, ELAC College President Dr. Arthur Avila makes the following statements in support of the ELAC site:

- o "ELAC is located in an area which contains the largest concentrations of Hispanics in the United States."
- o "First-time visitors to the museum will have an opportunity to see Hispanic neighborhoods and compare their observations to inappropriate stereotypes of Hispanics and their communities."
- o "The college site is readily accessible from major freeway systems and is located less than 12 miles from downtown Los Angeles."
- o Staff sharing opportunities are available. "The College would develop a bilingual docents program of students and community volunteers to provide tours and assist with security."
- o "The College is studying the feasibility of a \$2 million capital fund drive for construction of an art gallery to house the Vincent Price Art Collection. The gallery could be included as a wing in the proposed Museum."
- o The College indicated that "the Community College District can be expected to finance a portion of the building's maintenance cost and staffing because community college students will be utilizing the museum in the course of obtaining an art education. It may be feasible to secure donation of the land by the District for the entire museum."
- o Additionally, ELAC indicated that they believe locating the proposed museum at the ELAC site would facilitate solicitation of funding from the Hispanic community to offset operating costs.

The site identified by college administrators for development of the proposed museum is an interior undeveloped site targeted for development as a student park. The site is bordered by bungalow-style classroom buildings on three sides and the swim stadium on the fourth. The Los Angeles Olympic Organizing Committee provided some funding for development of the park, resulting in the completion of grading and limited landscaping. The college has been unable to secure funding to complete the project. The site appears

large enough for the proposed museum structure; however, its interior location presents drawbacks in terms of visibility and access to persons unfamiliar with the campus and its layout.

Locational Influence on Attendance

A Museum of Latino History at East Los Angeles College would have to function as a destination point for all visitor groups except students on campus. Consequently, total attendance, excluding on-campus college students, would probably be moderately less than projected in Section IV. On-campus students might compensate for the diminished general population attendance, especially if admission is free. Non-Latinos would probably be a significantly lower proportion of total attendance here than at the Exposition Park or El Pueblo area sites, since East Los Angeles College is more community oriented. Though there is some possibility of synergism due to the Vincent Price collection and the courses taught on campus, the possibility of increased attendance due to cultural or recreational interaction probably is significantly less than at Exposition Park or El Pueblo. The tourism component would be almost non-existent, and impulse visitation would be limited to on-campus students. School groups could not combine their trip to the Latino museum with another established school group destination point, possibly diminishing the number of school groups that would be attracted. Finally, the opportunity for additional revenue from admission charges and store sales would not be as great as at a commercial El Pueblo area site.

Lincoln Park (Plaza de la Raza)

Lincoln Park is a neighborhood park encompassing approximately 20 acres of parkland, including an eight-acre lake, picnic area, bandshell, and active recreational facilities. The park is located in the Lincoln Heights community of the City of Los Angeles. Historically a community populated by a predominantly Hispanic population, Lincoln Heights has recently experienced a dramatic rise in the number of Asian residents, principally Chinese

and Vietnamese persons, given the area's close proximity to the downtown Chinatown district. The park is used heavily on weekends throughout the year by the area's Hispanic families. According to the City of Los Angeles Parks and Recreation Department, which owns and operates the park, Lincoln Park attracts thousands of local visitors on typical warm-weather weekend days.

Plaza de la Raza consists of four performing arts and visual arts buildings, including the renovated boathouse art gallery, and an administration building. The complex sits on approximately five acres of land leased from the City of Los Angeles Parks and Recreation Department. The site is located roughly three miles east of the Los Angeles Civic Center. Plaza offers comprehensive instructional programming in five major disciplines: Theater Arts, Dance, Visual Arts, and Communication Arts to approximately 700 students ranging in age from grade school through adulthood.

Plaza de la Raza is a non-profit corporation funded primarily by private sector contributions with additional support from the City of Los Angeles, the California Arts Council, the National Endowment for the Arts and Plaza's membership, comprised of individuals, families, businesses, and community organizations. Plaza has a \$1.0 million endowment and a yearly operating budget of approximately \$500,000.

The Executive Director estimated that Plaza attracts 30,000 persons annually. Events consist of class recitals/student presentations; art exhibits like the Siqueiros exhibit in 1986 drew 8,000 visitors, the Frida Kahlo exhibit has attracted in excess of 8,000 visitors so far. Plans call for a Diego Rivera exhibit later in 1987, and possibly an Orozco exhibit in 1988. Plaza regularly rents out space to private organizations for meetings and exhibits.

Planning Considerations

This site is located some distance away from the center of the city. Freeway access from I-5 along Mission Road which provides direct arterial

frontage is fair. Parking is in short supply, especially on weekends, and poorly located some distance away from Plaza de la Raza. Bus parking would be difficult.

The space adjacent to Plaza de la Raza for the new structure would adversely affect the "park" setting and would be located even further away from the existing parking lots.

The park environment is beautiful with the lake and mature vegetation setting off the existing structures. It is an inviting atmosphere with courtyards and lawn areas already established. The active Plaza de la Raza programming lends itself well to the Latino history museum.

Market Considerations

Locating the proposed museum at Lincoln Park, adjacent to Plaza de la Raza, would surely strengthen the appeal and draw of residents and visitors to the nascent Hispanic cultural education and arts movement being fostered by Plaza de la Raza. The location is proximate to the downtown area, and easily accessible by surface streets and freeways. The site functions more as a community than regional resource, notwithstanding the widespread success of recent art exhibits held at Plaza de la Raza. The site suffers from lack of parking, particularly critical on weekend days when park visitation by area families is highest.

Locational Influence on Attendance

Attendance at Lincoln Park should be about comparable to the baseline projection in Section IV, if parking is available. The existing cultural facilities at Plaza de la Raza and the recreational activities at the park would help expose the museum and facilitate trips that combine museum visitation with other activities at the park, similar to the dynamics at Exposition Park, but at a much smaller scale. The proportion of non-Latinos probably would not be greater than projected in Section IV, due to the

community orientation of the park. The tourism component would be small. This site, as with East Los Angeles College, is one of the better sites for reaching the Latino community.

Griffith Park

Griffith Park is located just west of Glendale and east of North Hollywood on the east end of the Santa Monica Mountain range. Griffith Park comprises approximately 4,000 acres, making it the largest park in the City of Los Angeles, and one of the largest urban parks in the country. On the western side of the park is Mt. Hollywood, with an elevation of 1,614 feet above sea level, the highest point in the park. The eastern side of the park is little more than 400 feet above sea level and consists of gently sloping or level land. Located in the eastern portions of the Park are the Los Angeles Zoo, Wilson Public Golf Course, playing fields, picnic areas, and extensive green areas. The Gene Autry Western Heritage Museum, currently under construction, is the newest addition to the visitor resources at Griffith Park.

The Los Angeles Zoo consists of 113 acres of land within Griffith Park, located west of the Golden State Freeway (I-5) and Ventura Freeway (I-134) junction. The Zoo is open year-round and features a collection of approximately 2,040 specimens representing roughly 540 animal species. The Zoo operates on an annual budget of \$13 million, and attracts an estimated 1.4 million visitors annually. Zoo parking is provided on surface lots for 3,300 cars. Zoo employment is estimated at 200 full-time employees. The Greater Los Angeles Zoo Association (GLAZA), containing 36,000 members, serves in a supportive capacity at the Zoo. GLAZA sponsors membership drives, fundraising, concessions, and educational/adoption/wildlife savers programs, and operates the Zoo gift shop.

The Gene Autry Western Heritage Museum, located in the Pine Meadows section of Griffith Park, is a \$25 million project scheduled for opening in June 1988. The facility will span 13 acres of land area, housing an

approximately 140,000-square foot tri-level structure. The museum will chronicle the history of the American West, from the early explorations of the Spanish Conquistadors and Lewis and Clark to the present. The museum is a California nonprofit, public-benefit organization established by the Autry Foundation which will fund the construction. The museum will consist of seven permanent galleries and two special galleries for changing exhibits. The seven permanent galleries will each focus on an important component of the west, organized to provide a "walk through history". Briefly, the permanent galleries are described as follows:

- o Spirit of Discovery -- Clothing, equipment, and tools used to explore and live in the new land combine with art and graphics to tell the story.
- o Spirit of Opportunity -- Experiences of the trappers, traders, merchants, craftsmen, and their families will be documented by personal belongings, clothings and tools.
- o Spirit of Conquest -- A stagecoach, railroad materials, and equipment of the Indian and soldier will be featured.
- o Spirit of Community -- Community and conflict are depicted in gambling, saloons, and law-and-order objects.
- o Spirit of the Cowboy -- A collection of cowboy spurs, clothing, saddles, and branding irons from the 17th century to the 1980s will provide new insight into his life and times.
- o Spirit of Romance -- The image is expressed in the writings of Owen Wister and Teddy Roosevelt, the art of Charles Russell and Frederic Remington, and the wild west shows of Buffalo Bill Cody.
- o Spirit of Imagination -- It provides a history of Westerns, the great radio and television stars and supporting casts.

Planning Considerations

The Griffith Park site near the Gene Autry Western Museum and L.A. Zoo is located some distance away from downtown. Freeway access from I-5 is good with somewhat circuitous access to the site from Zoo Drive. Parking,

when the new museum is built, could be a problem on holidays and long weekends.

An adequate space in a highly visible area seems to be available. The area is tightly bounded by the freeway, golf course, zoo, and hills; therefore, siting possibilities are limited. Shared parking with the zoo would help alleviate this problem.

The environment is not pedestrian oriented although located in Griffith Park. Both the Gene Autry and the Latino history museums will have to stand on their own and will have to establish an identity and program to attract visitors.

Market Considerations

The site proposed for development of the Museum of Latino History at Griffith Park is adjacent to the Gene Autry Western Heritage Museum, located opposite the Los Angeles Zoo parking lot and abutting the Golden State Freeway. The site is well served by the region's transportation network and highly visible from the freeway. The proposed site's proximity to both the Los Angeles Zoo and Western Museum activity generators suggests potential for market penetration of visitors to the area. Discussions with Los Angeles Department of Recreation and Parks planning staff indicate that development of the Latino history museum in this location, however, could prove difficult, given the extensive negotiations required for approval of the Western Museum that has created negative community feelings about more museums here. There are a number of constituency groups dedicated to preserving the parklands which could oppose efforts for siting the proposed museum at Griffith Park.

Locational Influence on Attendance

Attendance at a Griffith Park site probably would be comparable to the baseline attendance projected in Section IV. Although the museum would receive exposure due to its proximity next to the Zoo, visitation by Zoo

visitors during the same trip would probably be low because the length of stay at the Zoo is relatively long and would tend to discourage combined activities. The exposure, however, might help publicize the museum and encourage trips back to the park to see the museum. There would be an excellent opportunity for the Western Museum and the Museum of Latino History to share attendance, enhancing the total attendance potential for both museums. Because of the more general draw expected at the Western Museum, the proportion of non-Latinos and tourists should be higher at a Griffith Park site than estimated in the baseline projections.

Former Uniroyal Plant

The former Uniroyal Plant is situated in southeastern Los Angeles County, in the heart of the industrial beltway extending along the Santa Ana Freeway to north Orange County. Located in the City of Commerce, adjacent to the Santa Ana Freeway and approximately 10 minutes' drive from downtown Los Angeles, the site has extremely high visibility. The unique Assyrian architecture has made it a local and regional landmark. Retaining the architectural characteristics of the plant, at least the facade which faces the freeway, is a requirement of development imposed by the City of Commerce Redevelopment Agency which purchased the site several years ago for approximately \$15 million.

Plans were recently announced by the Trammel Crow Company to develop the approximately 35-acre property into a large mixed-use project that will include 10 to 11 buildings, housing a total of 750,000 gross square feet, including: 128,000 square feet of retail, 233,000 square feet of office, 150,000 square feet of office/R&D, and a 193-room high-rise Wyndham Hotel. In addition, approximately 2,200 parking stalls will be developed to accommodate on-site demand. The developer has agreed to provide approximately 20,000 square feet in an administrative building for a City Historical Museum. Developer representatives indicate that land values for small parcels (less than two acres) are in the range of \$15-\$18 per square foot, with building lease rates averaging \$1.15-\$1.25 on a triple-net basis.

Planning Considerations

This site is located some distance away from the center of the city with I-5 freeway access from a frontage road (Telegraph Road). The future plans for this site show mixed-use throughout a variety of buildings. Parking for autos should be adequate for tenants but may fall short on weekdays, and will be difficult for buses.

Adequate space within the proposed structures can probably be accommodated but may not allow for appropriate architecture to readily identify the museum. Although the facade is highly visible from the freeway, the museum may be lost within the complex.

The proposed environment with modern offices, retail stores, courtyard, fountains, and atrium does not seem as appropriate an atmosphere for a historical museum as an older, architecturally related structure in a historically significant area.

Market Considerations

The Uniroyal Plant location is perhaps one of the most visible and accessible sites in our study. The distinctive architecture have made the structure a regional landmark, recognizable to residents and visitors as they travel on the Santa Ana Freeway to and from work, residences, and en route to Disneyland. The peripheral areas are industrial in nature, and today are not conducive to development of a visitor attraction.

The Trammel Crow Company has expressed interest in housing the proposed museum within their mixed-used program. They are currently negotiating with La Opinion, the region's largest-circulation Spanish daily newspaper, to relocate their facilities from downtown Los Angeles to the City of Commerce location. Should this occur, siting the museum at this location could provide opportunities for development of a broader visitor experience, by coordinating tours of La Opinion's facilities to demonstrate the successful operation of a major Hispanic enterprise.

Locational Influence on Attendance

A Museum of Latino History at the Uniroyal Plant would have to function primarily as a destination attraction, due to the lack of surrounding cultural, recreational, or specialty related activities from which to draw impulse visitation. The museum's potential visibility would help publicize the museum, possibly compensating for the lack of impulse and tourist visitation expected. Although the museum would be located in eastern Los Angeles, the proportion of non-Latinos would probably be comparable to the baseline estimate due to exposure to the general population on the freeway. In sum, total attendance at the Uniroyal Plant probably would be slightly less than or comparable to the baseline projection.

Pico Rivera Sports Arena

The Pico Rivera Sports Arena is located in Bicentennial Park, a recreational area developed in 1978, located west of the San Gabriel River Freeway (I-605) and between Beverly Boulevard and Peck Road. The complex includes the 4,300-seat open-air arena, a recreational vehicle park, equestrian facilities and horse stables. The complex is developed on land operated under a 50-year lease from the Army Corps of Engineers.

According to the City of Pico Rivera Parks and Recreation Department which operates the recreational complex, approximately 98 percent of the city-leased land has been developed. The County of Los Angeles leases land from the Army Corps of Engineers.

The Sports Arena is the major activity generator in the vicinity, apart from the Whittier Narrows Recreation Area. A total of between 20-30 events were held in the Sports Arena in 1986, drawing an estimated 150,000 persons to a variety of activities, including: Charro rodeos, concerts, circus, car shows, dances, boxing, and exhibitions.

Planning Considerations

This site is located a good distance from the center of the city. Freeway access from 60 is good with direct access being supplied by narrow two-lane roads. Parking is adequate except on long weekends and event days at the equestrian arena.

Adequate space may be difficult to obtain for a new structure within this flood plain area leased from the Corps of Engineers.

The existing environment is an open, park-like, rustic atmosphere, somewhat inappropriate for a cultural, historically oriented museum. The entire area has a feeling of remoteness and ruggedness not associated with an urban museum experience.

Market Considerations

The Pico Rivera site is located approximately 12 miles from the downtown Los Angeles area. Access to the site is provided from either the Peck Road or Beverly Boulevard exits from the I-605 freeway. The site is located on a floodplain, and is buffered from the freeway by an earthen berm which serves to severely limit freeway visibility. Overhead electrical utility lines parallel the western side of the freeway and create visual blight.

Locational Influence on Attendance

The Pico Rivera site is located in a generally industrial section of eastern Los Angeles County. Peripheral uses are vacant parcels, recreational areas, and industrial subdivisions. From a market perspective, we believe that penetration of the visitor market would be very modest given the site's remoteness from downtown Los Angeles and other activity centers. The site is located on the eastern fringe of the established Hispanic residential core and thus equally inaccessible to a primary market segment. Consequently, museum attendance at this site would probably be significantly less than the baseline projection in Section IV.

Southwest Museum

The Southwest Museum is located in the Highland Park community of the City of Los Angeles, approximately 4 miles northeast of the Downtown Los Angeles. The Museum complex comprises approximately 12.2 acres of land area, of which approximately 25 percent is developed. Elevations range from roughly 460 feet at the southeastern tip to over 680 feet at the northwestern perimeter. The property's topography allows for a dramatic and highly visible hilltop location; however, the sloping terrain limits development opportunities. The Southwest Museum comprises two buildings totaling 70,000 square feet of building area. A total of 72 on-site parking spaces are provided; buses must park on Marmion Way at the base of the hill after dropping off visitors at the base into an elevator with direct access to the museum lobby. The museum complex includes the historic landmark main "Tower" building, constructed in 1914 and expanded in 1939, and the Braun Research Library. The main building houses the museum's principal exhibit spaces and artifact storage areas. Across a landscaped courtyard from the main building is the Braun Research Library, constructed in 1977 to house the museum's library and archives. The Casa de Adobe, a reconstructed 1850s-era Spanish California rancho, is located at the base of the hill leading up to the main museum complex.

The collections of the Southwest Museum represent Native American cultures from Alaska to South America. The museum contains some of the finest examples of Indian art and artifacts in the United States. The estimated total Indian artifact collection of the museum includes 500,000 items, of which about ten percent are on display at any given time due to space considerations. Beyond this primary emphasis, the museum holds important collections of Mesoamerican and South American Pre-Columbian pottery and textiles, and Hispanic folk and decorative arts. The permanent exhibits are housed in four main exhibit halls, devoted to the native peoples of the Southwest, California, Great Plains, and the Northwest Coast. The three-level library houses a collection of 200,000 volumes, 150,000 historic

photographs and numerous other materials. The Case de Adobe houses the museum's permanent exhibition of Spanish Colonial decorative art and contains space for temporary exhibits.

The Southwest Museum is a private, non-profit educational institution financed by its endowment (\$4.4 million), admissions, memberships, contributions, grants, and other revenue. The current year operating budget is estimated at approximately \$950,000. Paid admissions have climbed from approximately 12,000 annual visitors in 1980 to 60,000 visitors in 1986, of which approximately 28,000 were school children. Admission prices for adults were increased from \$1.50 to \$2 in January 1987, all other rates remained the same. The Museum Director indicated that the rise in admission prices has not had a detrimental impact on visitation, although he indicated a perceived decline in the number of Hispanic visitors on weekends. Approximately 70 percent of weekend visitation previously had been Latino.

In 1986, the museum commissioned Ricardo Legorreta, a noted Mexican architect, to prepare a design for a new gallery, entry, and improved parking. The plans propose the construction of a 36,000-square-foot addition, in an "L-shaped" building which would connect the Tower building and Braun Research Library. The expansion would integrate the existing buildings and provide for improved interior circulation among the buildings. The proposed gallery space would house Hispanic folk and decorative art objects. Although the building expansion can be accommodated on site, the additional parking required cannot.

Planning Considerations

The Southwest Museum, located within easy traveling distance from the center of Los Angeles, has freeway access from 110 via a circuitous route through narrow streets. The steep, narrow drive may have difficulty accommodating extra traffic attributed to the Latino history museum. Due to the topography, parking for the expanded facility will be difficult to provide

on site. Remote parking, perhaps at the base of the hill, would be necessary.

The site may have difficulty in accommodating a 50,000- to 60,000-square-foot addition with parking, again due to the steep topography. Although it is possible to develop this expansion, development costs would probably be higher than at other sites and parking would have to be off-site, requiring property acquisition. The site is highly visible and quite dramatic with interesting architecture.

The environment of the site is quite pleasant with remarkable views and pedestrian scale buildings and courtyard. Although the prospect of building upon the existing museum is positive, the location is somewhat isolated due to surrounding roads and topography.

Market Considerations

The Southwest Museum is primarily an anthropological museum chronicling Native Americans through artifacts. The narrow focus has no doubt contributed to the modest attendance levels, despite the museum's impressive facilities, location, and artifact collections. The museum does contain an impressive collection of Latino artifacts which would be difficult and expensive to duplicate in the Latino history museum. Methods of accessing and/or sharing the Southwest Museum's unexhibited collections should be explored, and possible institutional cooperation or affiliation is one of the primary attributes of this location.

The museum is situated in the Highland Park area of the City of Los Angeles, a predominantly Hispanic community which has experienced demographic change owing to gentrification of the Mt. Washington area to the northwest and an increase in the number of Asian residents, due to proximity to the Downtown/Silverlake corridor. The museum is located in an area rich in California history: proximate to El Alisal (Lummis Home), Heritage Square (Victorian mansions dating back to 1865 to 1920), and several museums and historic buildings in nearby Pasadena. The Lummis Home is open to the

public on Wednesdays, while Heritage Square is open on Sundays. Thus, an historical excursion to the Southwest Museum site which would include these area assets is presently very difficult to coordinate. Access to the site is provided by the Pasadena Freeway (I-110), at the Avenue 43/Highland Park exit. The site is located a short distance from the Avenue 43 freeway off-ramp; signs direct the unfamiliar visitor to the museum grounds.

The Southwest Museum Director indicated that the proposed Museum of Latino History could be housed within the new planned gallery; however, the gallery and associated buildings, totaling 36,000 square feet, would appear to be too small for the proposed museum. Moreover, opportunities for expansion would need to be addressed. Further, because the Latino history museum would be integrated with the Southwest Museum buildings, questions of identity, admission prices, access, and parking would also need to be resolved. The property's limited parking is perhaps one of the site's key liabilities, possibly necessitating acquisition of properties at the base of the hill currently occupied by other land uses. Alternatively, a site could be identified within the museum landholdings for development of an adjacent building; however, this solution may be impractical given existing elevation changes and serious topographical issues.

From a market penetration standpoint, the site is located within an existing Hispanic residential area, albeit at the northeastern fringe of the Latino core residential areas. Peripheral uses are predominantly hillside residential. Figueroa Avenue, a major arterial, has extensive strip commercial uses which are oriented primarily to the adjoining Hispanic neighborhoods. Visitor amenities are few, and thus siting the proposed museum at this location would constitute a one-stop visitor destination. The museum has experienced very modest attendance levels in recent years and thus the proposed museum would not have an appreciable visitor mass from which to build on. Moreover, Hispanic attendance at the Southwest Museum has reportedly declined since the recent increase in admission prices. It is possible that historic levels of Hispanic visitation could be recaptured with the addition of the Museum of Latino History.

Locational Influence on Attendance

Attendance at the Southwest Museum complex site probably would be significantly less than the baseline projection, due to the remoteness of the site and possibly the pressure there to charge admission. Marketing efforts would have to be significant. The museum would have to function almost exclusively as a destination attraction, since the 60,000 people that annually attend the Southwest Museum is not a large base from which to draw impulse or combined-trip visitation; although most of the 60,000 could be expected to attend the Museum of Latino History as well. Tourist visitation would be minor. Because of the Southwest Museum's greater appeal to a more general population, the proportion of non-Latinos visiting the Latino history museum probably would be moderately greater than estimated in Section IV. Also, since the Southwest Museum charges an admission fee, an admission fee could be charged at the Latino history museum as well, but probably should not be as high as that currently charged at the Southwest Museum. In terms of total attendance, the Latino history museum probably would help the Southwest Museum more than the Southwest Museum would help the Latino history museum. The uniqueness of the site and building could be promoted to enhance visitation, similar to the Getty Museum. The primary benefits of this site, however, are the institutional affiliations, management assistance, and collection sharing that could be arranged between the two museums.

SUMMARY AND CONCLUSIONS

The findings of the market analysis, presented in Section IV, indicate that while the proposed museum is intended to serve the overall California population, attendance by Latino residents will constitute an important primary market support group. Thus, locating the museum in an area of the metropolitan area central to, or at least within easy access to the existing Latino population core is a site selection objective. Because Latinos are concentrated in the central and eastern portions of the Los

Angeles area, a site proximate to Downtown Los Angeles is viewed as preferable to other areas because it would allow for easy access to the museum by Latino residents. In addition, the Downtown Los Angeles area is well-served by the region's transportation network and is familiar to regional residents and out-of-area visitors who would constitute additional non-Latino market support for the museum.

The results of the physical planning analysis for each location are summarized in Figure VI-2. The individual analyses are located in the appendix section of this report.

Based on our analysis of the opportunities and deficits associated with each of the nine candidate locations, the potential to capitalize on existing resident and visitor markets and institutional cooperation appear best served by opportunities at four areas, which the client requested be analyzed in more detailed analysis:

- o Exposition Park
- o El Pueblo de Los Angeles/Terminal Annex Area
- o East Los Angeles College
- o Southwest Museum

The remaining four sites, Lincoln Park, Griffith Park, Uniroyal Plant, and Pico Rivera Sports Arena, each have unique locational attributes and associated constraints. In each case, it was concluded that market considerations and site constraints would limit the ability of these locations to achieve the attendance levels required for successful operation of the proposed museum.

The question of location is perhaps best addressed by examining the proposed museum's mission or target market from the standpoint of content. That is, the museum's ability to effectively penetrate the resident and visitor markets is more a function of the strength and draw of the museum content (exhibits, collections, marketing) than its location. A museum with a well-conceived and effectively presented program may succeed despite an

inferior location. Locations characterized by strong visitor patterns, however, will clearly enhance museum visitation. Thus, we feel that the Exposition Park location is perhaps better suited for the Latino history museum if the program content is such that the museum may need to benefit measurably from the draw of the other Exposition Park resources. Alternatively, a strong program content would argue for locating the proposed facility in the El Pueblo area which, despite its historic and cultural appeal, is a more difficult location from the standpoint of access, circulation, and parking.

ANALYSIS OF RECOMMENDED LOCATIONS

Following a meeting with the CMSI steering committee, the consultant team was instructed to focus the site analysis on four preferred locations, namely: Exposition Park, El Pueblo State Historic Park/USPS Terminal Annex, East Los Angeles College, and Southwest Museum. Each location was subjected to a more detailed analysis of site opportunities and constraints which are described in the following materials.

Exposition Park

The Exposition Park area possesses many positive attributes which made it an excellent location for the proposed museum. As referenced in Figure VI-3, the calm, "park-like" setting encourages pedestrian interaction between the green areas and the existing clustering of museum and other resources. The site is located near the Downtown Los Angeles area and access from all points in Southern California is excellent given the nearby freeway off-ramp. Adequate parking is available, except on event days at the Coliseum.

Two sites are available for development of the museum, one is located west of the existing museum cluster and the second is in an area east of Exposition Park. The western site is identified as State-owned surface parking lots 3 and 4. The lots are bounded by Exposition Boulevard, Menlo Avenue, 39th Street and Vermont Avenue. There are multi-family housing

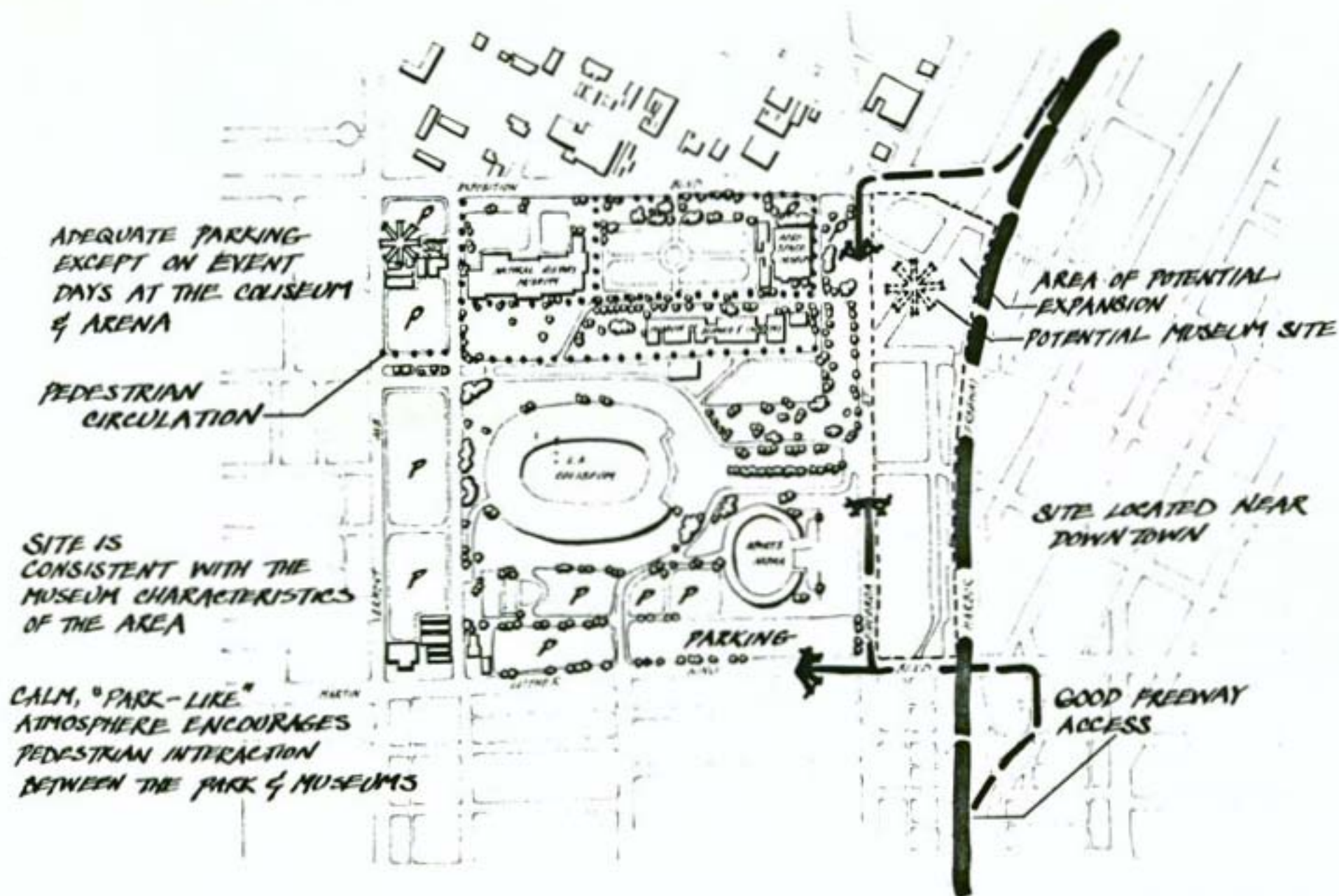


Figure VI-3 EXPOSITION PARK AREA

structures on each parking lot which would have to be acquired, families relocated, and structures demolished prior to museum development. While the parking lots are owned by the State, the costs of assembling the properties into a single parcel for development could add measurably to development costs and timing.

The second possible site is identified within the potential expansion area of Exposition Park. This area has been proposed for possible expansion of Exposition Park. Tentatively, this area is bounded by Exposition Boulevard on the north, Harbor Freeway (I-110) on the east, Martin Luther King Jr. Boulevard on the south and Figueroa Street on the west. This area consists of numerous, privately-owned parcels which would have to be acquired and assembled for development. Locating the proposed museum in the expansion area would enable the facility to achieve higher attendance levels given the superior access and freeway visibility available.

El Pueblo de Los Angeles/USPS Terminal Annex Location

As shown in Figure VI-4, the El Pueblo de Los Angeles State Historic Park and USPS Terminal Annex properties are located directly across Alameda Street in Downtown Los Angeles. The two locations were initially examined separately in order to identify any market and/or physical planning constraints unique to each location. Subsequently, the consultant team was instructed to consolidate the two areas into one location for further analysis.

As the birthplace of Los Angeles, the El Pueblo area is a vital center of Latino cultural and historical activities. The State Historic Park contains a variety of active and passive visitor interpretative facilities, together with the well-known Mexican marketplace featuring dining and retail shopping opportunities. The area possesses good pedestrian circulation. The major drawback to the area is the inventory of existing parking which is in short supply. Planned future parking structures may help remedy this situation.

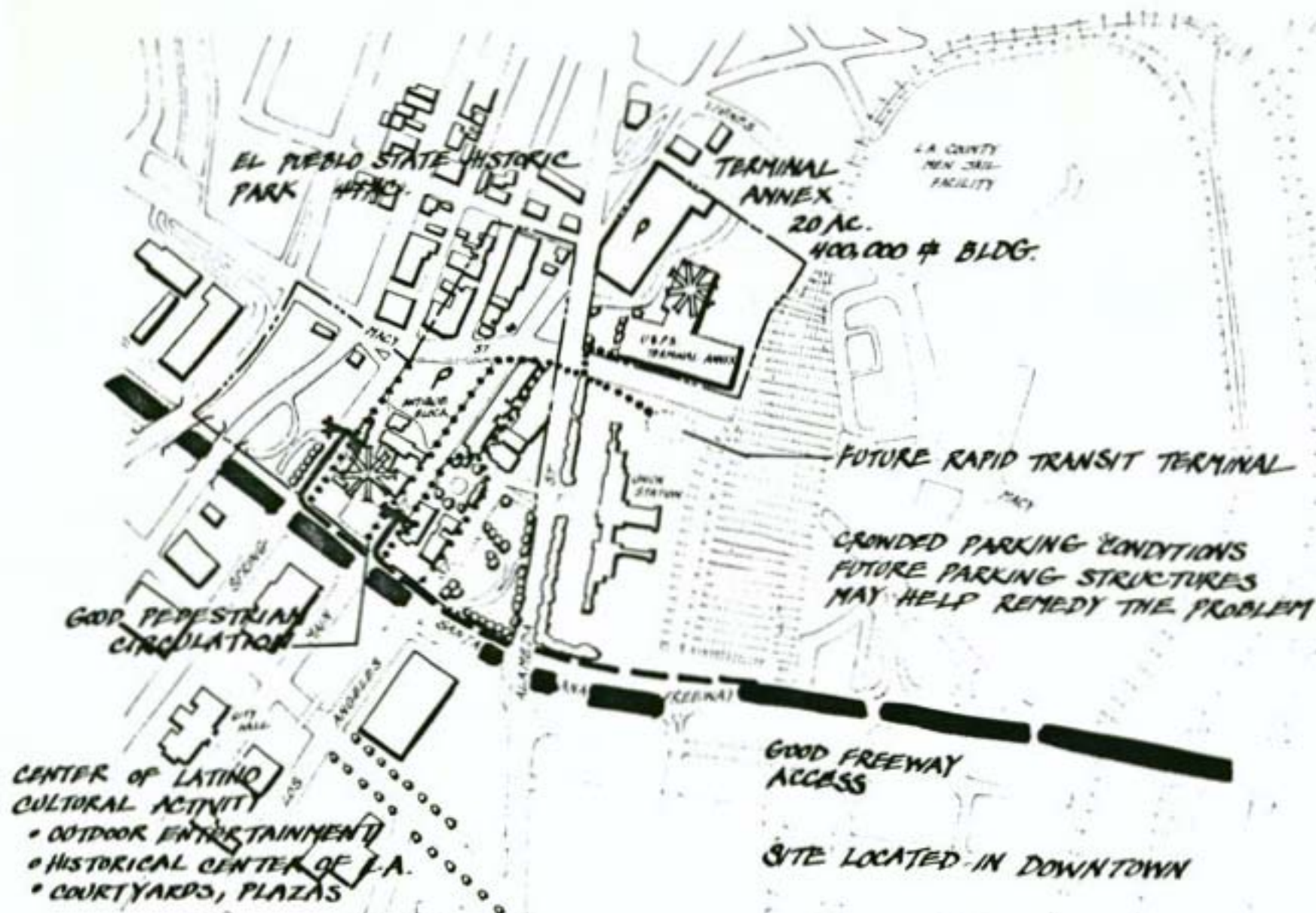


Figure VI-4 EL PUEBLO STATE HISTORICAL PARK/ U.S.P.S. TERMINAL ANNEX AREA



The area is located in almost the center of Downtown Los Angeles and should be readily accessible to both residents and visitors given the confluence of freeways, major arterials, bus routes, train service, and other transportation modes. The area is well served by existing transportation resources, the Hollywood Freeway (I-101) is located adjacent to the area, with both north- and south-bound freeway ramps located nearby. Train service to the area is provided by AMTRAK at Union Station. In the future, both light- and fixed-rail commuter service will be provided at Union Station.

Suitable building area was identified within the Antique Block in El Pueblo and in the USPS Terminal Annex historic structure. Should this area be selected for siting the proposed museum, discussions with responsible parties at both development entities would need to proceed immediately given existing timetables for development of the two historic areas.

East Los Angeles College

The East Los Angeles College location is somewhat removed from the Downtown Los Angeles area although good freeway access is available from both Pomona (I-60) and San Bernardino (I-10) freeways. As indicated in Figure VI-5, the site is surrounded by residential neighborhoods and commercial activity. The location offers unique educational opportunities for both faculty and students. Pedestrian circulation is good.

The site is located within the City of Monterey Park, an area which has undergone a significant demographic shift during the past ten years from a middle-class community populated by Anglo, Japanese, and Latino residents to a community predominated by middle-class Chinese community. Thus, while the community college continues to educate and train local Latino students, the student population is likely to reflect increased Chinese enrollment in the years to come. Locating the proposed museum at this location may result in reduced visitation by Latino residents in the future.

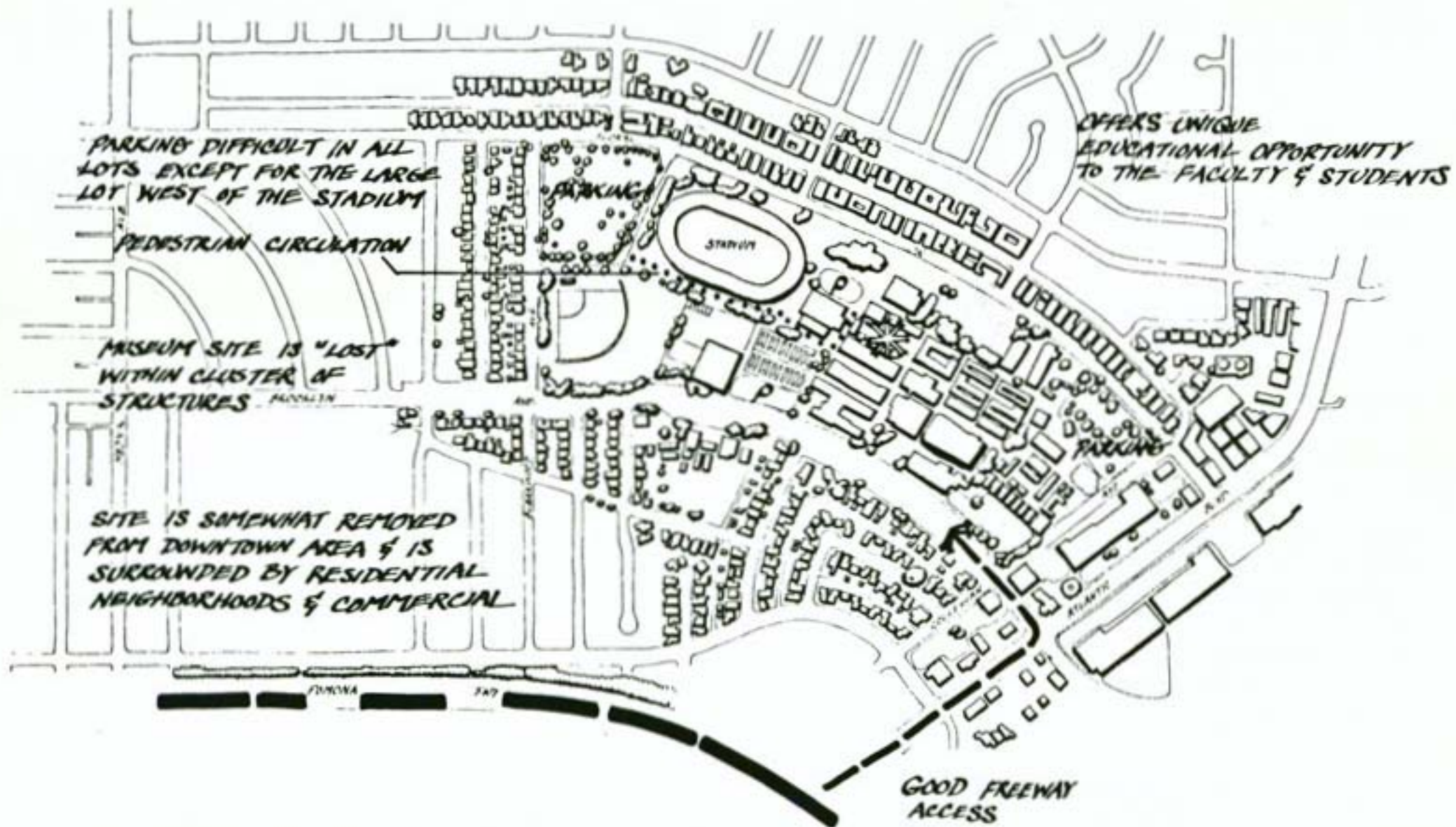
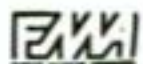


Figure VI-5 EAST LOS ANGELES COLLEGE



The site identified for development of the proposed museum is an interior parcel with no direct street frontage. Thus, the museum has the potential for being lost among the cluster of adjacent educational facilities. Parking is difficult in all lots except for the large surface lot located west of the Weingart Stadium.

Southwest Museum

The Southwest Museum location is located within easy traveling distance to downtown Los Angeles. The Southwest Museum is housed in an architecturally-significant structure located on a dramatic hilltop location. Figure VI-6 delineates the museum's surroundings, which include well-maintained residential developments. Freeway access to the site is fair; however, the site's hilltop location provides excellent visibility from the Pasadena Freeway (I-110). Future expansion for parking may be difficult due to existing topography.

The site identified for development at the Southwest Museum is adjacent to the existing Tower structure, possibly within a planned 36,000-square-foot addition. The planned addition is not large enough to house the proposed museum. Developing the museum at this location may involve significant costs given the property's unique topography and should be the subject of more detailed engineering studies.

Section VII
FINANCIAL ANALYSIS

This section presents a financial analysis of the proposed museum's operations, and estimated development costs. The analysis includes estimated per capita visitor expenditures, estimated operating revenues, operating expenses (based on a 53,500-square-foot facility), and cash flow. Three operating scenarios were analyzed: one which assumed free admission, one which assumed a modest admission charge, and one which assumed a higher admission charge.

OPERATING PERFORMANCE

Both admission price scenarios were based on the same operating assumptions, as follows:

- o Merchandise sales equal \$1.00 per capita, of which 35 percent is profit;
- o Concessionaire food and beverage sales average \$0.75 per capita, of which 10 percent of gross is paid to the museum as rent;
- o Labor consists of 18 full-time equivalent employees, averaging \$27,777 per year (see discussion of staffing), plus 28 percent in benefits;
- o Utilities equal \$1.40 per square foot per year;
- o Marketing costs equal 5 percent of total operating budget;
- o General and administrative costs equal 35 percent of total operating budget;
- o Annual inflation equals 5 percent.

Staffing

It is assumed that the museum will employ 18 people, in the following positions and with the following salaries:

<u>Position</u>	<u>Salary</u>
Executive Director	\$ 56,000
Chief Curator	45,000
Development/Marketing Director	38,000
Finance Director	38,000
Group/Educational Director	38,000
Collections Registrar/Associate Curator	33,000
Buildings/Grounds Supervisor	30,000
Librarian	29,000
Education Assistant	29,000
Executive Secretary	26,000
Exhibit Specialist	25,000
Security Guard I	25,000
Exhibit Technician	22,000
Groundskeeper	21,000
Secretary I	21,000
Security Guard II	18,000
Secretary II	17,000
Custodian	16,000
Total Salaries	\$527,000

In addition, benefits are expected to equal 28 percent of total salaries, or approximately \$148,000.

The Executive Director is the museum's chief officer and is responsible for overall management, executing policy, raising funds, and, as the museum's figurehead, promotion. The Chief Curator is responsible for developing and maintaining the museum's curatorial mission, and developing exhibitions. The Development/Marketing Director is responsible for fundraising and advertising. The Finance Director is responsible for maintaining the museum's financial system, and formulating and monitoring the museum's budget. The Group/Educational Director is responsible for developing school group programs, curriculum, and community outreach programs. The Collections Registrar/Associate Curator will assist the Chief Curator and will maintain collection records. The Librarian will develop

and manage the museum library, and the Exhibit Specialist and Exhibit Technician will be responsible for building and maintaining in-house and traveling exhibits. The other positions are self-explanatory. These positions are needed for initial museum operations. As the museum expands over time and increases its collections, archival role, and scope, more positions may be needed.

Scenario A: Free Admission

Scenario A assumes free admission to the museum. Attendance is assumed to equal 337,000 people during the third year of operations (the first stable year), as presented in the baseline projection in Section IV. As shown in Table VII-1, revenues during the third year of operations, or the year 1991, is projected to total \$160,000, derived exclusively from merchandise profits and food concession rents. Operating expenses, however, are expected to total \$1,378,000. Consequently, the total operating deficit in the third year of operations is a projected \$1,218,000. Operating deficits are projected to range from almost \$1.1 million in 1989 to over \$1.85 million by the year 2000. A \$15-\$23 million endowment (based on 8 percent annual earnings) or annual appropriations from the State would be needed to cover this projected annual operating deficit.

Scenario B: Modest Admission Fee

This scenario assumes an entrance fee of \$1.50 for adults and \$0.75 for children. Based on the experience of other museums, we have assumed that annual attendance would be 20 percent less with an admission fee. As shown in Table VII-2, total annual revenues under this scenario increase to \$464,000 in year three, while the operating deficit declines to \$914,000. During the 12-year period presented in the pro forma, the annual operating deficit ranges from \$801,000 during the first year to over \$1.3 million by the year 2000. A smaller endowment of approximately \$10-\$16 million, or smaller annual State appropriations, would be needed to cover projected annual deficits.

Table VII-1

MUSEUM OF LATINO HISTORY PRO FORMA INCOME STATEMENT
(SCENARIO A)
FY 1989-2000

	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Attendance	360,000	388,000	337,000	342,055	347,186	352,394	357,680	363,045	368,490	374,018	379,628	386
Revenues												
Admissions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Merchandise Profits	126,000	142,390	130,040	138,590	147,702	157,414	167,764	178,794	190,550	203,078	216,431	231
Food and Bev. Profits	28,800	32,592	29,723	31,678	33,761	35,980	38,346	40,867	43,554	46,418	49,470	53
Total Revenues	154,800	175,182	159,763	170,268	181,463	193,394	206,110	219,661	234,104	249,496	265,901	284
Operating Expenses												
Labor and Benefits	675,000	708,750	744,188	781,397	820,467	861,490	904,565	949,793	997,282	1,047,147	1,099,504	1,154,479
Utilities	74,900	78,645	82,577	86,706	91,041	95,593	100,373	105,392	110,661	116,194	122,004	128,104
Marketing	62,500	65,625	68,906	72,352	75,969	79,768	83,756	87,944	92,341	96,958	101,806	106,896
General & Admin.	437,500	459,375	482,344	506,461	531,784	558,373	586,292	615,606	646,387	678,706	712,641	748,273
Total Op. Expenses	1,250,000	1,312,395	1,378,015	1,446,915	1,519,261	1,595,224	1,674,986	1,758,735	1,846,672	1,939,005	2,035,955	2,137,753
Net Operating Income												
Net Operating Income	(1,095,200)	(1,137,213)	(1,218,251)	(1,276,648)	(1,337,798)	(1,401,830)	(1,468,876)	(1,539,073)	(1,612,567)	(1,689,509)	(1,770,055)	(2,137,469)

- Notes: 1) labor expense assumes 18 full-time equivalent paid employees, and benefits at 28% of salary.
 2) utilities equal \$1.40 per square foot
 3) marketing budget equals 5% of total operating budget.
 4) general and administrative budget (excluding marketing costs) equal 35% of total budget.
 5) merchandise profits equals 35 percent of gross sales.
 6) food and beverage lease equals 10 percent of gross sales, based on \$0.75 per capita.

Source: Economics Research Associates

Table VII-2

MUSEUM OF LATINO HISTORY PRO FORMA CASH FLOW STATEMENT
(SCENARIO B)
FY 1989-2000

	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Attendance	288,000	310,000	270,000	274,050	278,161	282,333	286,568	290,867	295,230	299,658	304,153	308,715
Revenues												
Admissions	\$325,440	\$367,815	\$336,373	\$358,489	\$382,060	\$407,180	\$433,952	\$462,485	\$492,893	\$525,301	\$559,839	\$596,649
Merchandise Profits	100,800	113,925	104,186	111,036	118,337	126,118	134,410	143,248	152,666	162,704	173,402	184,803
Food and Bev. Profits	23,040	26,040	23,814	25,380	27,048	28,827	30,722	32,742	34,895	37,189	39,635	42,241
Total Revenues	449,280	507,780	464,373	494,906	527,446	562,125	599,085	638,475	680,454	725,194	772,876	823,692
Operating Expenses												
Labor and Benefits	675,000	708,750	744,188	781,397	820,467	861,490	904,565	949,793	997,282	1,047,147	1,099,504	1,154,479
Utilities	74,900	78,645	82,577	86,706	91,041	95,593	100,373	105,392	110,661	116,194	122,004	128,104
Marketing	62,500	65,625	68,906	72,352	75,969	79,768	83,756	87,944	92,341	96,958	101,806	106,896
General & Admin.	437,500	459,375	482,344	506,461	531,784	558,373	586,292	615,606	646,387	678,706	712,641	748,273
Total Op. Expenses	1,250,000	1,312,395	1,378,015	1,446,915	1,519,261	1,595,224	1,674,986	1,758,735	1,846,672	1,939,005	2,035,955	2,137,753
Net Operating Income												
Net Operating Income	(800,720)	(804,615)	(913,642)	(952,010)	(991,816)	(1,033,099)	(1,075,901)	(1,120,260)	(1,166,217)	(1,213,811)	(1,263,080)	(1,314,061)

- Notes: 1) labor expense assumes 18 full-time equivalent paid employees, and benefits at 28% of salary.
 2) utilities equal \$1.40 per square foot
 3) marketing budget equals 5% of total operating budget.
 4) general and administrative budget (excluding marketing costs) equal 35% of total budget.
 5) merchandise profits equals 35 percent of gross sales.
 6) food and beverage lease equals 10 percent of gross sales, based on \$0.75 per capita.

Source: Economics Research Associates

Scenario C: Greater Admission Fee

This scenario assumes an entrance fee of \$3.50 for adults and \$1.75 for children and seniors. Based on the lower income levels of Latinos in general, and experience at other similar museums charging comparable rates, we believe attendance will decline by 60 percent from our base case estimate to 135,000 people per year. Families in particular will be discouraged from visiting the museum at such prices. As shown in Table VII-3, total annual revenues under this scenario equals \$455,000 in year three, while the operating deficit equals \$923,000. During the 12-year period presented, the annual operating deficit ranges from \$809,000 in year one to over \$1.3 million in year twelve. A higher admission fee is not expected to reduce the annual operating deficit, but will reduce visitation to the museum and the public's exposure to Latino history.

SOURCES OF OPERATING FUNDS

Museums and other cultural organizations may seek funding, either for general operating support or for specific projects, from a number of public entities, private foundations, corporations and individuals. This section provides an overview of the "universe," and makes some projections regarding the availability of funds and the probability of success in securing them.

Public Programs

Public programs may be divided according to the level of government (i.e. federal, state, regional or local), and within those categories by agency. The major programs are discussed herein, although this list is not meant to be all-inclusive.

Table VII-3

MUSEUM OF LATINO HISTORY PRO FORMA CASH FLOW STATEMENT
(SCENARIO C)
FY 1989-2000

	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Attendance	144,000	155,000	135,000	137,025	139,080	141,167	143,284	145,433	147,615	149,829	152,076	154,358
Revenues												
Admissions	\$378,720	\$428,033	\$391,443	\$417,180	\$444,610	\$473,843	\$504,998	\$538,201	\$573,588	\$611,302	\$651,495	\$694,330
Merchandise Profits	50,400	56,963	52,093	55,518	59,169	63,059	67,205	71,624	76,333	81,352	86,701	92,401
Food and Bev. Profits	11,520	13,020	11,907	12,690	13,524	14,413	15,361	16,371	17,448	18,595	19,817	21,120
Total Revenues	440,640	498,015	455,443	485,388	517,302	551,315	587,564	626,196	667,369	711,248	758,013	807,852
Operating Expenses												
Labor and Benefits	675,000	708,750	744,188	781,397	820,467	861,490	904,565	949,793	997,282	1,047,147	1,099,504	1,154,479
Utilities	74,900	78,645	82,577	86,706	91,041	95,593	100,373	105,392	110,661	116,194	122,004	128,104
Marketing	62,500	65,625	68,906	72,352	75,969	79,768	83,756	87,944	92,341	96,958	101,806	106,896
General & Admin.	437,500	459,375	482,344	506,461	531,784	558,373	586,292	615,606	646,387	678,706	712,641	748,273
Total Op. Expenses	1,250,000	1,312,395	1,378,015	1,446,915	1,519,261	1,595,224	1,674,986	1,758,735	1,846,672	1,939,005	2,035,955	2,137,753
Net Operating Income												
Net Operating Income	(809,360)	(814,380)	(922,572)	(961,527)	(1,001,959)	(1,043,909)	(1,087,422)	(1,132,539)	(1,179,303)	(1,227,757)	(1,277,943)	(1,329,901)

- Notes: 1) labor expense assumes 18 full-time equivalent paid employees, and benefits at 28% of salary.
 2) utilities equal \$1.40 per square foot
 3) marketing budget equals 5% of total operating budget.
 4) general and administrative budget (excluding marketing costs) equal 35% of total budget.
 5) merchandise profits equals 35 percent of gross sales.
 6) food and beverage lease equals 10 percent of gross sales, based on \$0.75 per capita.

Source: Economics Research Associates

Federal

Many federal agencies have grant programs for specific purposes. Complete listings of these programs, including eligibility, criteria, procedures and deadlines, are available at major public libraries. In addition, there are a number of regional centers which maintain computer linkages with federal agencies, and can provide current year appropriation, percentage spent or committed, and amount remaining, by grant program. In addition, each agency maintains public records showing the number, size, recipients, and purposes of prior grants. Reviewing this information prior to application is worthwhile.

Major federal programs for which the Museum of Latino History would be eligible are:

- o National Endowment for the Arts. The NEA operates a number of programs serving cultural organizations; local, regional and state governments; arts councils and service agencies; and individuals. Among these are the Museums Program, the Expansion Arts Program, the Folk Arts Program, and Discretionary Awards. In general, NEA grants are highly competitive, are for specific programs, must be matched at least one for one, and rarely go above \$100,000. Applications are reviewed competitively by category, and are rated for quality of programming, qualifications of personnel, number of persons served, and other criteria. They are also distributed with an awareness of geography, although there are no regional or state quotas. Usually, those organizations with existing track records are given first priority. NEA funding levels for the current year are approximately \$165 million.
- o National Endowment for the Humanities. The NEH is nearly identical to the NEA in its organization. It differs in the types of projects funded. The NEH concentrates on scholarship and research, although museum exhibits based on history, science,

natural history and similar topics are commonly funded. NEH funding levels are at approximately \$140 million for the current year. These grants are even more competitive than those of the NEA, since colleges, universities, libraries, and other archival and research organizations are eligible to apply.

- o Institute for Museum Services. The Institute for Museum Services provides grants to museums for general operating support. Although the maximum grant is currently \$75,000, the average award is much lower, and only one-third of all applicants receive any funding. Current appropriation is \$21 million.

As noted, many other agencies operate programs which are intended to further the goals of the agency, in topical areas ranging from the preservation of historic archives to the alleviation of unemployment. In general, federal funding can be secured, although it often comes with "strings attached."

State

The State of California is extremely generous in the financing of museums. Support is available, from the provision of seed money to significant annual line item appropriations. State government is also perceptive in recognizing that operating support, if forthcoming, must be fairly secure and fairly stable. This particular option will be reviewed further in the discussion of organizational options.

- o California Arts Council. In addition to direct appropriation, the State provides approximately \$13 million per year to the California Arts Council for its grant programs, which tend to mirror those of the National Endowment for the Arts. In a recent report, the CAC noted that 17 percent of its Artistic and Administrative program funds were awarded to minority organizations. A new program to provide financial assistance to minority

organizations "bypassed by traditional funding practices" has recently been instituted.

- o California Department of Parks and Recreation. Although not traditionally associated with museum funding, the California Department of Parks and Recreation has provided grants to museums which fulfill the public recreation criterion. This department also operates a number of small museums and interpretive centers on state park property.

Regional and Local

Although, strictly speaking, regional and local governments do not operate grants programs, both Los Angeles County and the City of Los Angeles support museums. Some support from either County or City is possible, but must be negotiated and sponsored.

Private Programs

There are three general categories of private support for museums: foundations, corporations, and individuals.

Foundations

Foundations are nonprofit organizations established to "maintain or aid charitable, educational, religious or other activities serving the public goods, according to The Foundation Center, a national service organization and clearing-house for information on philanthropy. There are four types of foundations: community, operating, corporate, and independent.

Community foundations, as their name suggests, focus on a specific community, and often on specific activities within the community. Operating foundations are organized to conduct research or provide a direct service, generally aiding one entity. They rarely if ever accept grant applications.

Corporate foundations are operated by corporations as a means of channeling a percentage of corporate profits into philanthropic activities of interest to the company, in the same location as the company, or both. Corporations may make contributions directly to organizations or indirectly through a foundation.

Independent foundations are the most prevalent and the most affluent. They are limited in their grant making by the legal boundaries of the IRS and, more importantly, by the interests of the donors or directors. Individual independent foundations generally limit their giving to a few narrow fields.

According to the annual report of the American Association of Fund-Raising Counsel, foundations contributed a total of \$74.25 billion in 1985, 6.2 percent of which, or \$4.64 billion, went to arts and humanities organizations. By contrast, \$35.56 billion, or 47.9 percent, went to religious organizations.

As with public sector grants, there are information sources for foundations. One, the California Community Foundation, is located on Wilshire Boulevard in Los Angeles. Generally, these information centers list the name of the foundation, a contact person, deadlines, areas of interest, and prior giving records. As a rule, prior to submitting an application, research on prior awards should be conducted, and the content should be discussed with a foundation representative.

Corporations

Corporations are permitted legally to contribute up to 5 percent of pre-tax profits to non-profit organizations. The national average is much lower, however, less than 1 percent. Many corporations look upon donations or contributions as a form of advertising or public relations, and select beneficiaries on the basis of demographic research. Others make contributions because of interests of the president of the firm.

Contributions may be in cash, equipment or services, an important factor to remember. In addition, corporations can often be induced to sponsor particular exhibits or programs. Typically, a quid pro quo is involved, and all contributions of this type must be negotiated.

Individuals

Collectively, individuals represent the largest available pool of funds for museums and other cultural organizations, although finding the individuals most likely to make contributions remains one of the more difficult tasks in fundraising. There are many mechanisms for individuals to use in making contributions: memberships, annual giving, restricted giving, capital giving, bequests, property transfers, and others. The major determination, however, is the individual's interest in the subject matter of the institution, and the perception of the organization as worthy or deserving of a contribution.

Funding Potential

A typical distribution of income for a mature, relatively large-scale museum (defined as one with an operating budget of over \$1 million) will have one-third of the total generated by admissions, one-third by sales of goods, services (such as classes or special lectures) and memberships, and one-third from grants and contributions. Of these grants and contributions, approximately one-fourth will be from the public sector, with the remainder from foundations, corporations and individuals. This distribution is for operating revenues only, and does not take capital contributions into account.

This analysis relies upon a review of funding sources of similar ethnic museums and heritage centers, reports issued by federal and state grantmaking agencies concerning awards to minority organizations, and reports from private organizations concerning funding to minority groups. Amounts projected are for mature years.

Public Sector Support

ERA projects the potential for awards from federal and state grants programs at \$100,000 per year, chiefly for program support. Because the Museum of Latino History will involve visual and performing arts as well as historical materials, it will be eligible for grants from both the NEA and the NEH. In addition, it will be able to make use of the Smithsonian Institution's Traveling Exhibit program, the National Archives' Records Preservation program, and others.

On the state level, if the museum is organized as a state facility, it would not be eligible for grants from the California Arts Council except through rarely-used interagency transfers. As a private non-profit, it would be eligible for these artistic and administrative grants.

County and City participation is more difficult to gauge. It is possible that support may be available from the School Department, either as a financial allocation or in-kind services, in return for services to school groups. Finally, there is some potential for special grants from the City for participation in festivals, celebrations and similar events.

This figure of \$100,000 represents approximately 8.3 percent of the projected operating budget.

Private Sector Support: Foundations

A report published by the Latino Institute of Chicago, Illinois, noted that Latino organizations receive a very small percentage of foundation awards. Nationally, Latino groups received 0.8 percent of total foundation awards in 1972, and 1.0 percent in 1978. In Chicago, Latino groups received 1.5 percent of the foundation awards made in Chicago in 1980, and 2.7 percent in 1984. Chicago's population is approximately 15 percent Hispanic.

Further, these awards cover all philanthropic activities. Latino cultural organizations received 0.1 percent of the total in 1980 and in 1984, although the dollar amount increased fourfold.

While this appears discouraging, two factors must be taken into account which mitigate this analysis. First, Chicago is not Los Angeles. The Hispanic population of Chicago is largely made up of relatively recent arrivals, and has increased dramatically in the last six years. Second, representatives of traditional funding agencies observe that there are fewer Latino cultural groups relative to the Latino population due to differences in organizations. Typically, a minority organization is a community organization, which may provide a number of services, including cultural activities. As the number of Latino organizations devoted solely to cultural organizations grows, so will the percentage of foundation grants.

Based upon these trends, ERA projects potential income from foundation grants at \$200,000 per year.

Corporations

As noted previously, corporations can contribute in several ways: cash donations, equipment donations, artifacts, services, and sponsorships. Often these transactions are negotiated, and museum officials have become quite creative in making requests from corporations and businesses. ERA projects total cash value equivalent contributions of \$100,000 from corporations, although most of this amount will be in-kind.

Individuals

The amount of support available from individuals is also very difficult to gauge. ERA proposes a membership program, and projects annual memberships at 2,500, at an average cost of \$40, for total revenues of \$100,000. In addition, we project contributions of \$50,000 per year.

Total available from grants and contributions is projected at \$450,000, or 37.5 percent of total expenses. Memberships will generate an additional \$100,000.

NONTRADITIONAL SOURCES OF OPERATING FUNDS

In addition to traditional sources of earned income, there will be opportunities for the proposed museum to generate revenues through nontraditional means. Several possibilities are discussed below.

Space Rentals. Given the nature of the facility as it has been proposed, with indoor galleries and an outdoor courtyard, there will be substantial opportunities for after-hours space rentals, for activities ranging from annual banquets and meetings to wedding receptions. This is a component of nontraditional earned income that is growing in importance, for two reasons: it generates revenue for the facility at times during which the museum would not be used; and it exposes a segment of the population to the facility who may very well return at a later time.

Exhibit Development. In many respects, the museum will break new ground in terms of its subject matter and exhibit program. Many cities have substantial Hispanic populations, and exhibits developed at the proposed facility could be rented to museums in other cities for a guaranteed fee against a percentage. For smaller or more specialized exhibits, a flat fee which recovers the costs of preparation is attainable.

Publications and Royalties. While the facility initially will not be able to generate revenues from publications sales and royalties, the conduct of scholarly research and publication is a goal to be achieved in the long term. Some revenues may be derived from this source.

Special Events and Festivals. One of the most popular mass attendance events today is the ethnic festival. A weekend-long celebration in a major population center can draw as many as one million people. While the proposed museum cannot hope to sponsor or manage such an event on its own, there will be opportunities to participate in ethnic festivals as a co-sponsor, exhibit provider, or other capacity. This too will provide valuable exposure to the facility, and could generate additional income through ethnic food booths, crafts sales, and so on.

ERA projects that space rentals will occur on the average of once per week, at a fee of \$500 per rental, for annual earnings of \$26,000. Participation in ethnic festivals has been assumed at one per year, with earnings from additional food and merchandise sales at \$25,000. While exhibit development and publications will not generate income for several years, they will provide recognition and prestige, and will begin to provide earnings after five or six years.

DEVELOPMENT AND LAND COSTS

Phase 1 museum development costs for the building, fixtures and finishes, exhibits, and indirect costs are expected to equal almost \$7,040,000, as shown in Table VII-4, of which \$4,840,000 is for the building shell and core, including fixtures, and \$2,200,000 is for the area occupied by the exhibits only (not the circulation space in the galleries). This is a preliminary estimate which needs to be refined in later stages of the development process as a specific site and architectural program are chosen. Exhibit costs were presented separately in case exhibit areas are to be funded by private sources.

The site analysis phase of this study was devoted to identifying suitable locations for museum development. The study identified particular sites in several instances; however, other equally-suitable sites may emerge

Table VII-4

MUSEUM OF LATINO HISTORY DEVELOPMENT COSTS
(Phase I: 53,500-Square-Foot Museum)

<u>Cost Category</u>	<u>Estimated Cost^{1/}</u>
Building Shell and Core ^{2/} (\$55 per square foot)	\$2,400,000
Furnishings, Fixtures, and Equipment ^{2/} (\$45 per square foot)	2,000,000
Indirect Costs (10% of total)	<u>440,000</u>
Total Building Shell and Fixtures Development Costs	\$4,840,000
Exhibits ^{3/} (\$200 per square foot)	2,000,000
Indirect Costs	<u>200,000</u>
Total Exhibit Development Costs	\$2,200,000
Total Building and Exhibits Development Costs	\$7,040,000

^{1/} Rounded to nearest \$100,000.

^{2/} Excludes area occupied by exhibits.

^{3/} Only area occupied by exhibits (10,000 square feet).

Source: Economics Research Associates

which exist within the preferred locations. A site-specific analysis should be conducted, once a location is selected and detailed architectural and engineering studies are under way. The purpose of the following discussion is to explore some of the broader issues which influence overall development and operating costs.

Land costs will vary significantly by location. In three of the four preferred locations, vacant land is available for development while building area has been identified at the fourth location. Land is available for development at Exposition Park, Southwest Museum, and East Los Angeles College. Thus, in three locations the State is likely to incur capital costs in the form of land purchase (unless land is donated) as well as building development costs. In the El Pueblo location, no expenditure for land or building is required inasmuch as building area is potentially available for lease, but annual lease payments would be required.

Development of the proposed museum on fee-simple property has its benefits in that fundraising efforts are generally more successful in raising donations for specific capital expenditures. Further, acquiring land in fee or by donation would eliminate the impact of a lease on annual operating expenses.

There are several advantages, however, to housing the proposed museum within an existing historic structure in the vicinity of El Pueblo State Historic Park. One, favorable lease terms may be negotiated from the property owner given the beneficial tax treatment (depreciation, historic building tax credits, etc.) available to the building owner. Second, by committing a major amount of space, the State could accelerate the redevelopment of nearby historic buildings, which would contribute to overall visitation to the State Park. Building area has been identified at the El Pueblo location, within the USPS Terminal Annex building and in a building proposed for rehabilitation on the Antique Block.

Finally, land may be donated or transferred to the museum by another State agency. Two of the sites -- Exposition Park and East Los Angeles

College -- belong to existing State and local public agencies. The other two sites -- El Pueblo de Los Angeles and the Southwest Museum -- are owned by private entities, although possibilities exist for negotiating below market payments, or in the case of the Southwest Museum, a possible merger. Despite the possibility of land donations or transfers, land costs are estimated here for comparison. Even publicly or non-profit owned land has an implicit value based on the opportunity to lease the land to a private, profit-making venture.

Information on recent sales transactions were obtained from the DAMAR Company, an on-line database which provides verified transaction data. The following discussion summarizes these data for the purpose of establishing land costs at each of the four recommended locations.

Exposition Park

Both potential sites identified at Exposition Park for museum development have non-institutional, commercial use and associated property value. The westernmost site is in use as a parking lot, heavily utilized by USC students and Coliseum patrons. The easternmost site is in private commercial use. Development costs include acquiring outparcels, now housing multi-family residential units, for site assembly. The costs of acquiring these multi-family units to build the museum is estimated at approximately \$25,000 per unit, according to recent sales transaction data obtained from DAMAR. In general, land values in the Exposition Park area are approximately \$25 per square foot. Land cost for the 127,000 square feet required for the museum, therefore, is an estimated \$3.2 million, excluding possible demolition and relocation costs. There is a possibility, however, that publicly owned land could be donated or leased at a nominal rate.

El Pueblo De Los Angeles/USPS Terminal Annex

No vacant developable sites were identified in this location. The historic structures, however, contain sufficient building area to house the proposed museum, a building in the Antique Block mixed-use development and

the USPS Terminal Annex structure. Retail lease rates in the area are \$4.00 per square foot per month, while monthly office lease rates are \$1.50. Assuming a lease rate for the museum of \$2.00 per square foot per month, triple-net (tenant pays additionally for utilities, insurance, and maintenance), the capitalized value of the lease at a 9 percent capitalization rate, is \$20.8 million; the residual land value after deducting building development costs (at \$120 per square foot) and developer's profit (at 15 percent) is \$5.7 million.

Land prices in the area for vacant parcels recently sold averaged \$85 per square foot of land area in the El Pueblo vicinity (ranging from \$55 to \$115 per square foot of land area) and averaged \$19 per square foot in the industrially zoned Terminal Annex area (ranging from \$10 to \$28 per square foot of land area). It is apparent that land prices in the El Pueblo/Terminal Annex area are very sensitive to location, with significant price differences from block to block. Assuming an average price of \$52 per square foot for vacant land in the area, the 127,000 square feet needed would cost approximately \$6.6 million.

East Los Angeles College

East Los Angeles College is located in a predominantly residential area of the East San Gabriel Valley. Very few commercial property transactions were identified in the sales search; however, recent sales along major commercial corridors averaged \$97 per square foot. It is our opinion that the commercial value of the site within the College available to the museum would be less because of its interior, non-frontage location, perhaps at \$40 per square foot of land area. The implicit land cost of 127,000 square feet of land in East Los Angeles College may be on the order of \$5.1 million, but the actual cost to the proposed museum would be less, and perhaps free since the College, as a State institution, has suggested that the site might be provided for free or at a nominal price.

Southwest Museum

Similar to the East Los Angeles location, the Southwest Museum is located in a residential portion of the City of Los Angeles. Sales data for commercial property in the area indicate commercial land costs of \$50 to \$55 per square foot of land area. Since the Southwest Museum's site is less attractive for commercial development and more suitable for multi-family residential development as an alternative "highest and best use," we estimate implicit land costs here would be on the order of \$30 per square foot, or a total of \$3.8 million if land were acquired for the Latino history museum. Since the Southwest Museum, however, would consider an adjacent Latino history museum as an affiliated institution, the property probably would be made available for free or for a nominal rate.

In summary, specific land costs for the museum cannot be estimated until a specific site is chosen and the possibilities of institutional affiliations and public land donations or transfers are explored. Implicit land costs among the alternative sites appear to range from \$3.2 million to \$6.6 million for a 127,000-square-foot site acquisition, or in the case of the El Pueblo alternatives, the leasehold of 52,300 square feet of existing building space.

DEVELOPMENT FINANCING

Several of the following methods may be used to finance the museum's development. The preferred method or combination of methods partly is dependent on the final site chosen for the museum and decisions regarding the museum's organizational structure.

Appropriation

The State of California may appropriate all or some of the funds needed to secure the site and build the museum. The appropriation may take the form of an outright grant (if the museum is a non-profit corporation), a matching grant, a funded capital improvement (if the museum becomes a State

institution), or a loan. Given the projected operating deficit, the museum cannot afford to pay back a loan for capital costs. The local jurisdictions in which the museum would locate may also want to contribute towards development costs.

Gift

A property owner, whether private or public, may choose to give land or surplus building space as a gift or nominal lease to the museum either out of altruism or more likely to enhance an adjoining private commercial development, particularly a specialty shopping project. Private ventures near El Pueblo de Los Angeles and in the Old Union Royal Plant have expressed interest in the museum to augment their commercial project. Some government entities such as East Los Angeles College and Pico Rivera have expressed interest in donating land for the museum to enhance their facilities.

Sale/Leaseback

A private developer may build the museum and then lease the facility to the State (assuming a state-affiliated museum) for a long-term period. The lease would be financed by annual state appropriations. The lease, however, may be below market rate lease since the developer would be able to take advantage of the tax benefits associated with depreciation. At the end of the lease term the museum can be sold to the State for a pre-arranged price, often a nominal price. This method of financing public facilities is less popular because of the restrictions of the 1986 Tax Act, but is still feasible.

Public Benefit Corporation

A public benefit non-profit corporation with the power to issue tax-exempt bonds may be established. The corporation may issue bonds to cover the museum's development costs and then lease the museum to the State until the bonds are amortized. The bonds would be funded by the lease payments,

which the State must appropriate annually. The lease payment savings due to the tax-exempt status of the bonds must be compared to the lease under a sale/leaseback arrangement.

Tax Increment Financing

If the museum is placed in a redevelopment project area, the redevelopment agency may use tax increment funded, tax allocation bonds to finance the museum's development costs. Eminent domain also may be used to assemble the land for the building. Exposition Park is in a current redevelopment project area, and El Pueblo de Los Angeles area has been considered for possible future redevelopment. Tax increment may be used to finance all of the museum's development costs, or just portions such as land acquisition, the building shell, parking, etc. This funding mechanism is not a state mechanism; thus, some arrangement between the State and the redevelopment agency would have to be negotiated if the museum were to be a state institution.

Capital Campaign

The museum may embark upon a campaign to raise funds for the museum's development from private and corporate contributors. Funds may be raised for the complete museum, for specific halls, or for collections. A capital campaign might be attempted first in order to reduce the public cost of developing the museum. Governmental funds might be in the form of matching grants dependent on a certain amount raised privately to demonstrate support for the museum.

Section VIII

ORGANIZATION AND IMPLEMENTATION RECOMMENDATIONS

This section presents organization and management recommendations, discusses institution cooperation possibilities, and describes a recommended implementation process.

ORGANIZATION AND MANAGEMENT

There are several possible means of organization for the Museum of Latino History, each with advantages and disadvantages. These are: as a private, non-profit institution; as a State museum; and as a quasi-public institution with an ancillary private foundation.

Private Non-Profit Institution

Most museums and cultural organizations are established as non-profit institutions, tax exempt under Section 501(c)(3) of the IRS Code. There are three main advantages to this: freedom from paying taxes on income or real estate; the ability to receive contributions that are tax-deductible for the donor; and the independence to deal with the subject matter of interest to the Board and staff. The major disadvantage, of course, is that a relatively high percentage of staff time must be devoted to raising funds, since revenues rarely if ever cover expenses. The uncertainty associated with this makes long-term planning difficult, and has made museum administrators and trustees more cautious than those in more traditional fields.

State Museum

State museums, or museums operated by a State department or division, are also fairly common in California (as well as some other states). The California Afro-American is an example. Again, the advantages are: tax exemption, as a State entity, and the ability to receive contributions that are tax deductible, although separate museum foundations often are established to receive private contributions for exhibit and program

development. In addition, the ability of the State to meet annual operating expenses is a major advantage.

The disadvantages, however, are more extensive. Although legally the state can accept contributions from private donors, in practice it is highly unlikely that such contributions would be made, since the perception is that the State's taxing power should be sufficient to meet the facility's needs. Second, there is an additional body of decision-makers who must rule on the institutions budget and long-range plans: the State Legislature. The concerns of legislators encompass more than future directions for a particular museum, and the museum administration must compete for limited resources with other museums as well as other types of services. Fiscal independence is sacrificed for a certain level of security.

Quasi-Public Institution

The concept of an institution that is partially supported by the State and partially independent has been used by several institutions, with the level of state participation ranging from the provision of a one-time "seed" appropriation (such as the Japanese Heritage Museum) to an annual line item in the State budget. This concept takes the advantages of the two previous forms while attempting to avoid some of the disadvantages. Such a facility remains tax exempt, is eligible for tax deductible contributions, maintains a degree of independence, while at the same time it enjoys the security of having at least a percentage of costs paid each year. The State budget process remains a concern, although not as large a concern as in the case of state-operated museums. Examples of museum non-profit corporations that receive annual appropriations from government entities include the Boston Museum of Science, the Boston Museum of Fine Arts, the Field Museum of Natural History in Chicago, and the Seattle Art Museum.

OPPORTUNITIES FOR INSTITUTIONAL COOPERATION

Several possibilities exist for the museum to leverage the resources of other, established institutions to save costs and to enhance the museum's

program. Some of these possibilities are facilitated by site location, but are not necessarily dependent upon location.

University or College Affiliation

Affiliation with a university or college enhances the research and archival mission of the proposed museum and can reduce labor costs through the use of student intern labor. Universities may design curriculum tied to collections at the museum. Research may be conducted in the museum library and archives, which may be operated jointly by the museum and the university, sharing the expense for development and operations. Students taking courses in exhibit design, museum operations, library science, Latino studies, anthropology, and history may serve as interns in the museum, providing the students with valuable experience and providing the museum with inexpensive labor, some of which may be financed by educational budgets instead of the museum's budget. The Exposition Park site near the University of Southern California and the East Los Angeles College site within the community college provide the best opportunity for affiliation with an academic institution; however, the museum does not necessarily need to be on or next to a campus to establish an affiliation.

Museum Affiliation

The museum can become affiliated with an existing museum institution to share collections, staff expertise, and labor. Institutions already possessing significant collections in an area of Latino history or culture, such as the Los Angeles County Natural History Museum or the Southwest Museum, can assist the new Museum of Latino History by lending collections as the new museum builds its own collection, possibly saving the Museum of Latino History some upfront costs. Archival research, exhibit development, and collections management and conservation can be conducted jointly, resulting in joint or shared presentation and costs. Museum affiliation or association also can enhance marketing potential by exposing patrons of the

established museum to the existence of the new Latino museum. Exposition Park and the Southwest Museum are the best locations for developing museum affiliations.

Public Education Association

Association with the public school district can help the new museum, especially given the projected importance of school groups. The Museum of Latino History can assist with curriculum development related to Latino history, paid for by the public school district. This would enhance the status of the new museum, provide it with a source of revenues, and help fulfill the museum's educational mission.

State Institutional Affiliation

The museum can be affiliated with an already established State institution, such as the Museum of Science and Industry, the El Pueblo de Los Angeles State Park, or East Los Angeles College, to share facilities, staff resources, and possibly school groups. Even an association with a museum that does not have a Latino collection, such as the California Museum of Science and Industry, can help the new museum by providing museum management expertise and shared overhead costs. The best sites for State institutional affiliation are Exposition Park, El Pueblo de Los Angeles, and East Los Angeles College.

City and County Associations

The museum should develop a community outreach program with various local jurisdictions in California, where touring exhibitions can be presented in community centers in Latino communities around the state and possibly non-Latino communities as well. This outreach program could be an important element of the museum's educational mission, and would help publicize the museum. Such a program would need additional funding, possibly joint funding by the State and the local jurisdiction.

Other Cultural Affiliations

The new museum can establish affiliations with institutions that present other elements of Latino culture, such as Plaza de la Raza, to sponsor joint presentations and to pursue fundraising jointly. The museum may also want to form an association with the other ethnic museums in the Los Angeles area, such as the Afro-American History Museum, the Japanese Heritage Museum, the new Chinese museum, etc. to possibly sponsor highly publicized ethnic weeks, jointly advertised, with special events at each museum and multicultural events.

IMPLEMENTATION PROCESS

The implementation process described here assumes establishment of a non-profit corporation to operate the museum. If the State decides to establish a governmental museum entity to operate as a State institution, the non-profit corporation would become a foundation to raise contributed funds for exhibit and program development, and the process would be similar except that the foundation board would be a State Board as well, and the museum staff would be State employees.

Phase I: Feasibility Analysis

This report is the completion of Phase I, analysis of the museums feasibility and an estimate of the funds required for capital costs and annual operating costs.

Phase II: Organization

If the museum is pursued, the next phase of development will be concerned with organization issues, and should begin immediately. The major tasks that must be accomplished in the next phase include the following:

- Incorporation of the quasi-public non-profit museum corporation;
- Establishment of a Board of Directors;
- Organization of a development or fundraising committee;
- Hiring of an Executive Director;
- Development of a museum model.

Incorporation of the public benefit, non-profit corporation is necessary to create the entity for establishing the museum, organizing fund raising activities and acquiring collections. The corporation will need to write bylaws, a statement of purpose satisfying the requirement that the organization primarily be educational in nature, and will need to select a Board of Directors and a slate of officers. It is recommended that the Board consist of approximately nine members, and that although the majority should be Latinos, non-Latinos should also be represented to facilitate outreach and fundraising among the non-Latino community, where most of the private funds are available.

A specific fundraising sub-committee needs to be established to coordinate fundraising activity. Again, non-Latinos with the ability to raise funds should also be included to maximize fundraising potential. The fundraising committee can be established while the Internal Revenue Service reviews the application for tax exempt status as a 501(c) (3) corporation (which can take up to nine months). Until a determination of tax-exempt status is received, however, the work of the development committee should be limited to identifying key prospects for contributions (both individual, foundation, and corporate), and obtaining pledges from those identified. There should be no actual collection of money until tax-exempt status is awarded.

Finally, an Executive Director should be hired to manage the incorporation process and initial fundraising activities. These major objectives should take six to nine months to complete. The California Museum of Latino History will need a modest amount of seed money on the order of \$100,000 to complete this phase.

Phase III: Model Development and Initiation of Capital Fundraising

The major tasks to be accomplished during this phase include the following:

- Hiring of a Development Director;
- Development of a schematic architectural and exhibit model;
- Initiation of Capital Fundraising.

A Development Director is needed at this time to aggressively coordinate fundraising activities. Although additional support staff may be hired at this time, it would be less costly to the museum if an existing State museum can provide staff assistance.

The organization should retain a designer to complete a schematic architectural and exhibit model. This model and sketches will provide exciting visual materials for fundraising purposes and for making more detailed cost estimates, as well as construction and exhibit development schedules. The museum should be divided into halls or galleries if possible, allowing the dedication of certain portion of the museum to major contributors. Detailed plans cannot be completed until a site is selected.

Finally, capital fundraising development and collection costs should be pursued vigorously. Model development and hiring of a development director should take six months, while fundraising activity will be ongoing. An allocation of \$200,000 will be needed for this phase.

Phase IV: Site Selection

The Board should review the final candidate sites, discuss options with the owners of each site, then choose a site for museum development. Final development costs should be estimated at this time. This site review process should be ongoing since Phase I, with final selection completed at this time, within one year of incorporation.

Phase V: Capital Acquisition

This phase begins during Phase II, but should be completed by Phase V. The state has the option of funding the difference between development costs, including land acquisition, and private contributions raised; may choose to withhold public matching funds until private funds are raised either for building development or collections; or may fund the museum's development entirely. Capital acquisition should be completed within two years, or less if the State decides to fund all building development costs using the mechanisms described in Section VII.

Phase VI: Pre-Construction

During this phase, the site needs to be acquired, and site and architectural working drawings need to be completed. This process should take six months and be financed by development funds.

Phase VII: Construction

The construction process should take nine months to one year to complete.

Phase VIII: Pre-Operations Preparation

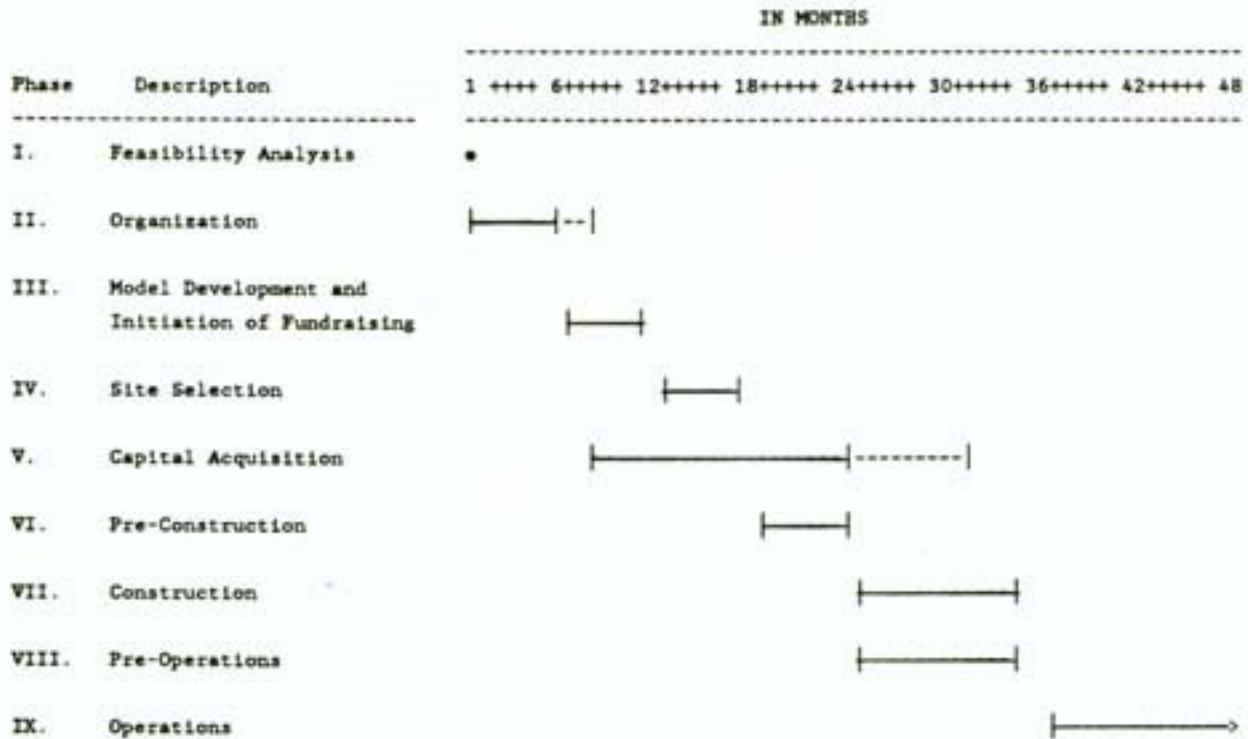
Concurrent with the beginning of the construction process, the museum corporation should hire the curatorial staff, marketing director, and some support staff to prepare for operations and to advertise the museum's opening. The balance of the staff should be hired between one and two months before opening day.

Phase IX: Museum Operations

The museum should be able to begin operations within 3.0 years, and as early as 2.0 years if the museum's development costs are State financed, avoiding the need for raising funds privately except for collections. The key variables are the time required to raise development capital and the site negotiation process. Figure VIII-1 summarizes the museum development process.

Figure VIII-1

ESTIMATED MUSEUM DEVELOPMENT TIME SCHEDULE

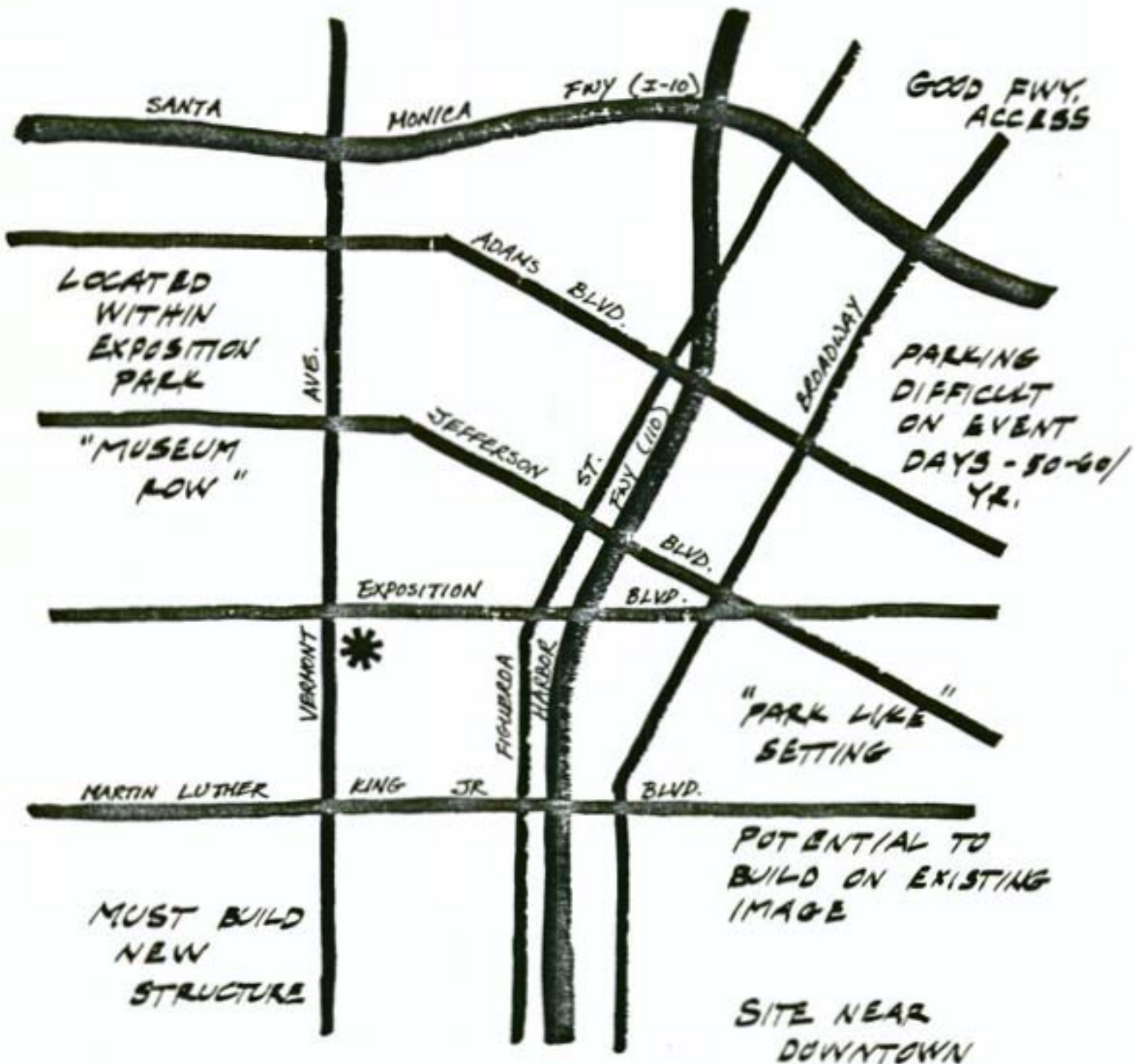


Source: Economics Research Associates.

Appendix A

LOCATION MAPS
SITE SELECTION ANALYSIS

1. EXPOSITION PARK



EXPOSITION PARK

LATINO HISTORICAL MUSEUM STUDY

EXPOSITION PARK

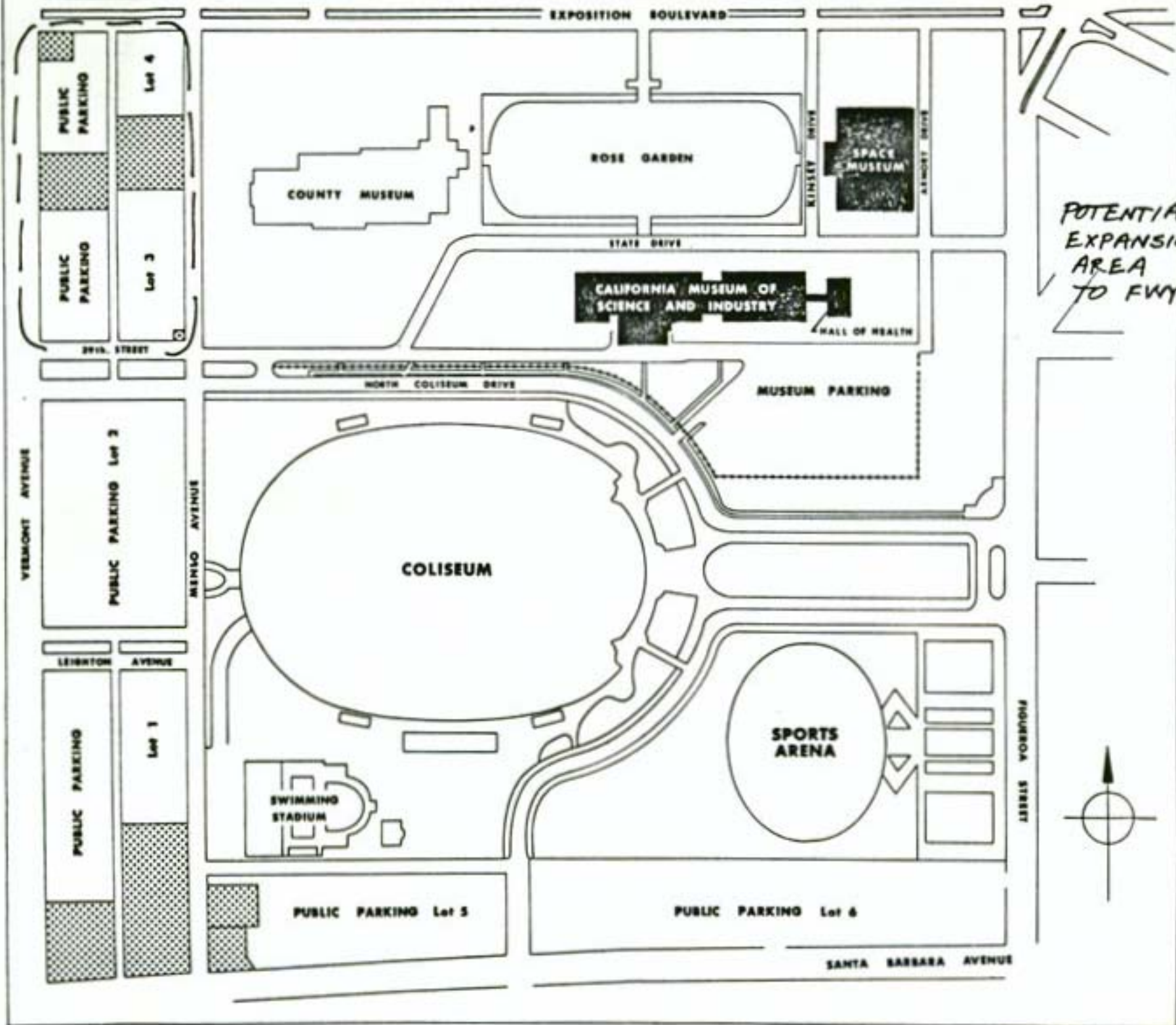
PLANNING CONSIDERATIONS

Exposition Park is a near ideal site for the museum which is near the center of the city. Good freeway access from the 110 with good direct arterial street frontage provides easy access on most days of the year. Parking for buses and autos is adequate during non-event days at the Coliseum and Sports Arena. Proposed parking structures will somewhat remedy this situation.

Adequate space to accommodate the 50,000-60,000 square feet structure is available at the corner of Exposition Boulevard and Vermont Avenue as well as the potential expansion area of the Park east of Figueroa Street. An important consideration in siting the new building would be to establish its own identity and not let it be lost in a "sea of structures." This would especially be of concern in the Figueroa Street expansion area.

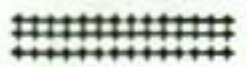
The existing environment of the site is also important. A quiet "park-like" atmosphere exists at Exposition Park with its mature trees, lawn area and rose garden. The single pedestrian, visiting family or touring busload of children has an opportunity to take advantage of this outdoor space while visiting the museum. Building within an established environment of similar land uses (such as the C.M.S.I., Afro American Museum, even the college atmosphere of U.S.C.) offers the opportunity for a symbiotic relationship.

SITE



XXXXXX...

CITY LEASED



CITY OWNED

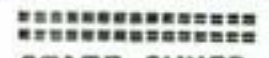


COLISEUM LEASED



STATE OWNED

COUNTY LEASED



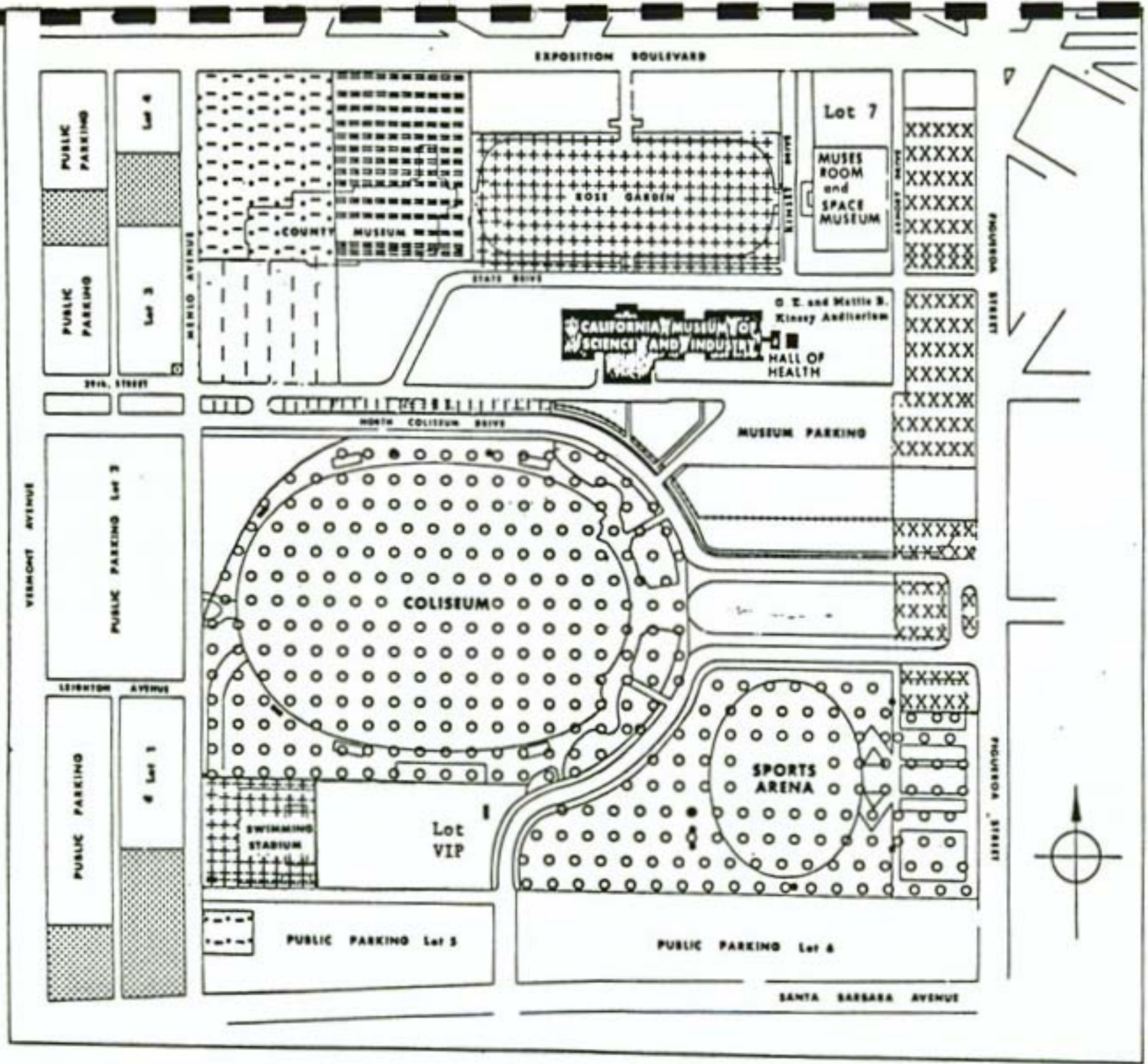
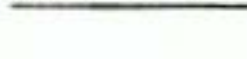
STATE OWNED

STATE

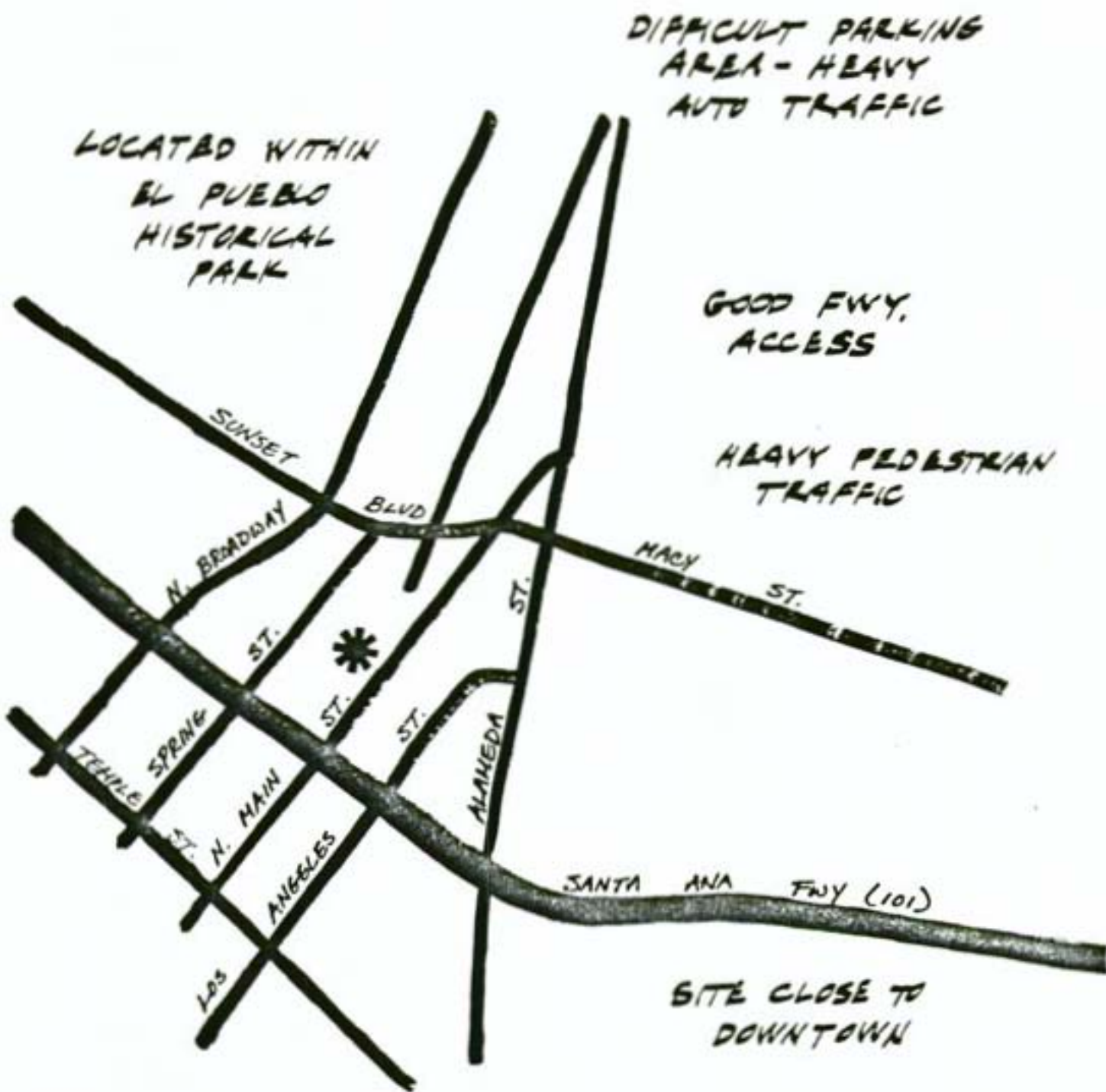
PRIVATE PROPERTY



CITY PROPERTY MAINTAINED BY STATE



**2. EL PUEBLO STATE
HISTORIC PARK/U.S.P.S.
TERMINAL ANNEX**



**EL PUEBLO HISTORICAL PARK
LATINO HISTORICAL MUSEUM STUDY**

EL PUEBLO STATE HISTORIC PARK/U.S.P.S. TERMINAL ANNEX

PLANNING CONSIDERATIONS

The most centrally located and historically significant site is the El Pueblo State Historic Park/U.S.P.S. Terminal Annex area adjacent to Union Station. Good freeway access from 101 with direct arterial street frontage provides easy, although somewhat congested, access for autos and buses. Upon completion, a rapid transit terminal will be located just across Alameda Street. Parking is difficult in the immediate Antique Block area near Arcadia Street between Spring and Main Street. Future parking structures near this area and near the Terminal Annex building will hopefully remedy this situation.

The building space is at a premium in the El Pueblo State Historic Park. The space may be available in the Antique Block area, possibly on the second and third floors of a renovated building, that would meet the necessary seismic safety regulations. The Terminal Annex building offers large square footage which may or may not be available for museum use. One concern, assuming that space is made available, is that the museum would be "lost" and not have an identity of its own within this extremely large structure.

The existing environment of El Pueblo State Historic Park is a pleasant, bustling, pedestrian oriented area with plazas, courtyards, and narrow streets, reminiscent of Old Los Angeles. This atmosphere lends itself well to "total" historical museum experience. Unfortunately, due to a multitude of streets and the scale of buildings in the Terminal Annex area, the pedestrian loses this feeling of shared experiences.

SITE AREA

SPRING ST

N. 5th ST

NEW HIGH ST

Parking Lot No. 2

Parking Lot No. 1

REPUBLIC ST

MAIN ST.

MACY ST

ARCADIA ST

SANCHEZ ST

PASEO DE LA PLAZA

PASEO DE LA PLAZA

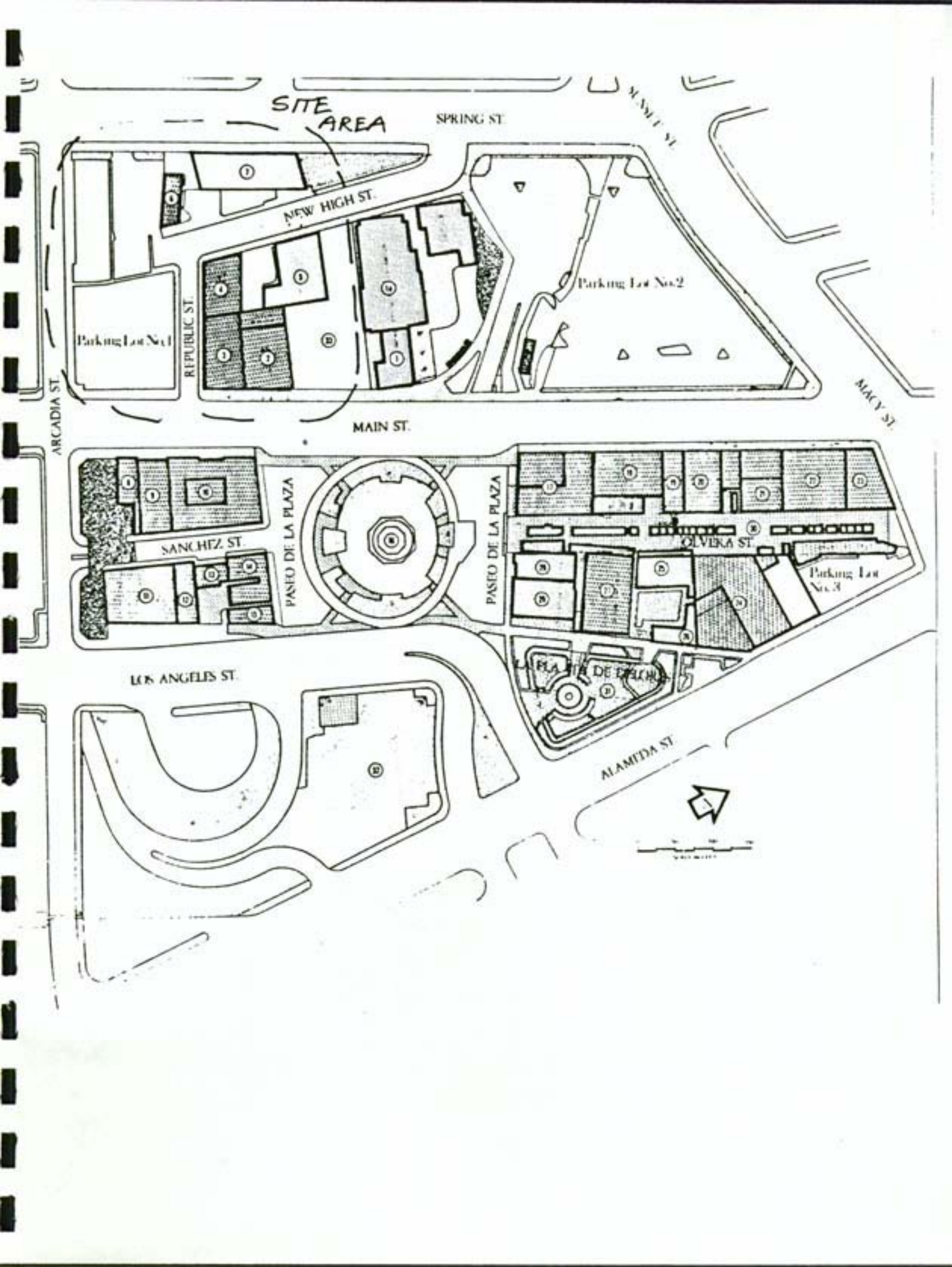
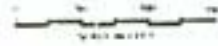
OLIVERA ST

Parking Lot No. 3

LOS ANGELES ST

PLAZA DE ESPERANZA

ALAMEDA ST



SITE SELECTION ANALYSIS 2. EL PUEBLO HISTORICAL PARK

EXISTING CONDITIONS: PHYSICAL-ON-SITE

PARCEL SIZE

Parcel Size:

Structure Size:

Room for Expansion:

ACCESS

Rapid: *GOOD - ACCESS
ALAMEDA ST.*

Bus: *GOOD*

Auto: *GOOD*

Pedestrian: *GOOD - CLOSE TO DOWNTOWN*

Train: *GOOD - UNION STATION
ACCESS THE
STREET*

PARKING

Existing Bus: *POOR*

Auto: *POOR - SHORT SUPPLY*

Future Expansion: *POOR - DIFFICULT: NEED STRUCTURES OR SUBTERRANEAN*

LAND USE

Educational: *EL PUEBLO HISTORICAL PARK*

Rec./Open Space: *COURTYARDS*

Comm./Office: *SHOPPING STREET*

Industrial Setting:

ACTIVITY LEVEL - PEDESTRIAN

Day: *HIGH*

Night: *HIGH - WEEKENDS*

OUTDOOR SETTING

"Park Like": *FAIR - NICE COURTYARDS; HEAVILY DEVELOPED:
PEDESTRIAN STREETS*

LANDSCAPING *FAIR TO GOOD - FEW MATURE TREES*

CONDITION OF STRUCTURES

Good: *BRICK, CONCRETE FACADE
- SEISMIC PROBLEM*

Fair:

Poor:

SUB-REGIONAL SETTING

RELATIONSHIP TO DOWNTOWN, LOS ANGELES

Close-in:

Far Out:

FREWAY ACCESS *GOOD TO FWY 5*

FREWAY VISIBILITY *POOR*

SURROUNDING LAND USE

Existing:

Rec./Open Space -

Residential -

Educational -

Comm./Office -

Industry -

Future: *UNKNOWN DUE TO TERMINAL ANNEX STUDY, UNION STATION
STUDY, & CHINA TOWN INTERESTS*

- *UNION STATION, POST OFFICE TO WEST, MIXED USE TO NORTH & EAST*

- *MIXED USE TO NORTH*

SIGNIFICANT ARCHITECTURE: *YES*

FREWAY NOISE

Existent:

Non-existent:

JURISDICTIONAL CONCERNS

LAND OWNERSHIP

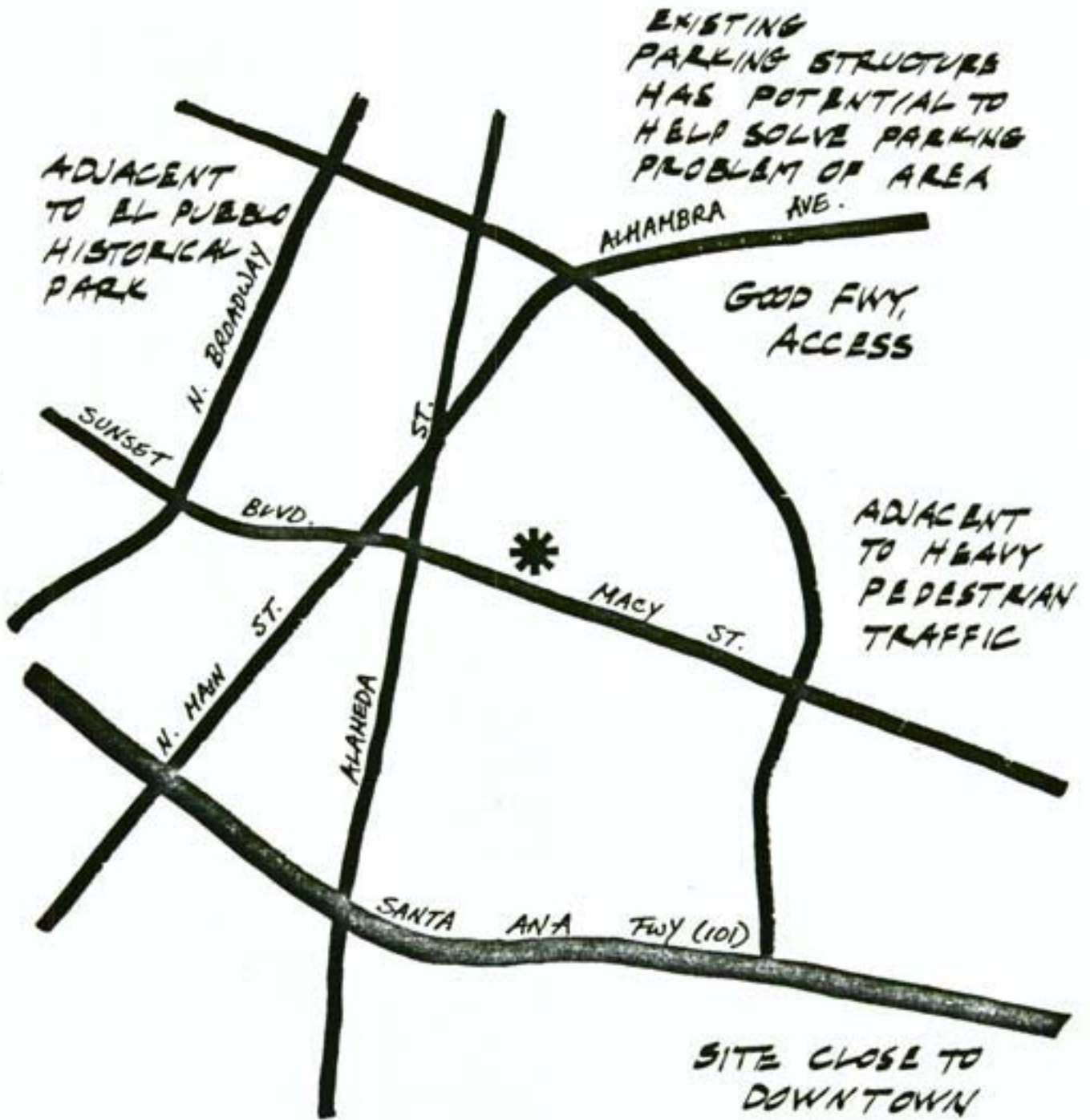
State: *PARKS & RECREATION*

Other Public: *COUNTY & CITY*

Private:

CONCLUSIONS

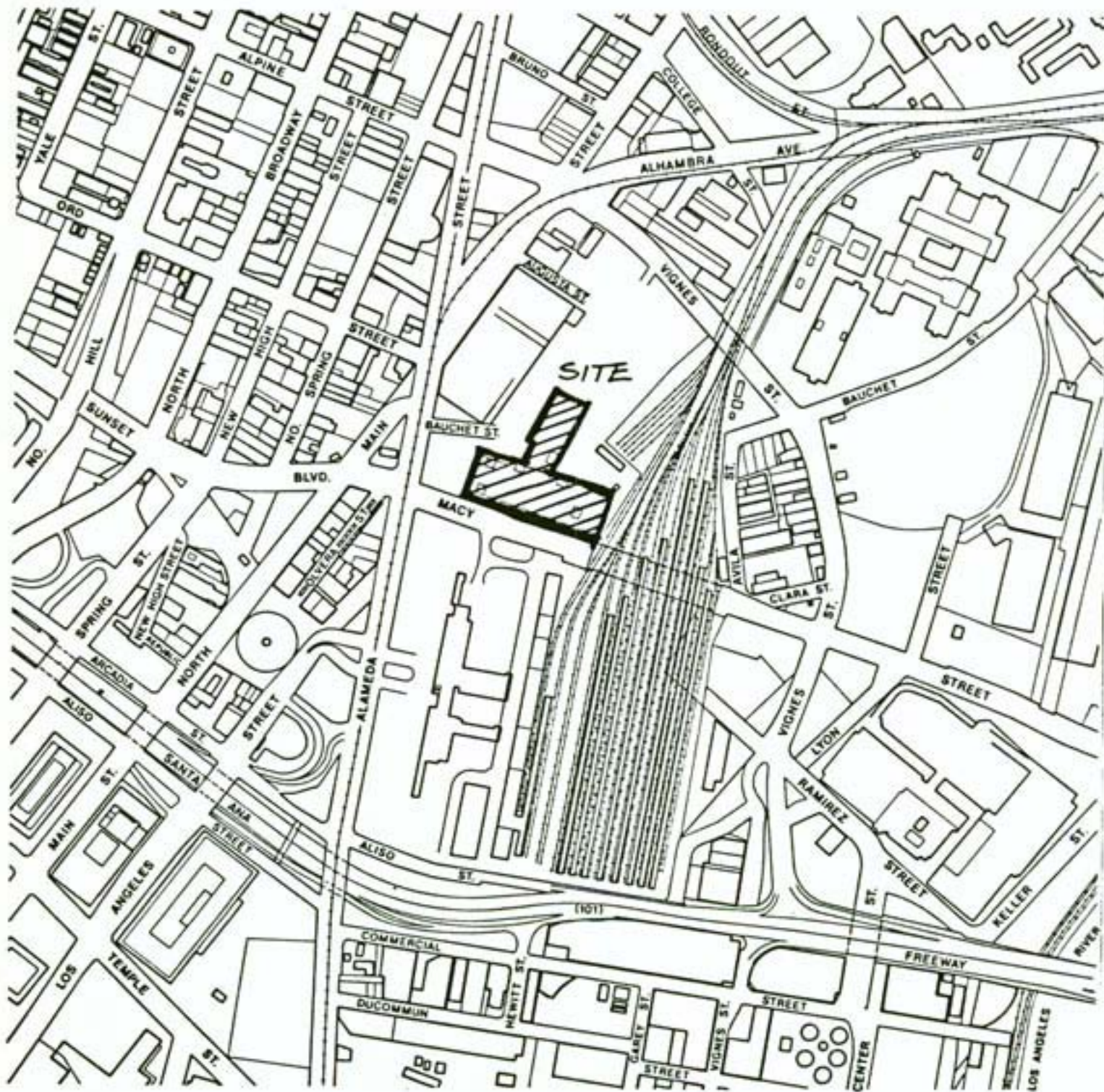
- *GOOD OPPORTUNITY TO TAKE ADVANTAGE OF EXISTING ACTIVITY IN PARK (COURTYARDS, BUILDINGS, ETC.)*
- *MAY BE ABLE TO USE EXISTING BUILDING*
- *MUST SOLVE PARKING PROBLEM - POSSIBLY SHARE UNION STATION, TERMINAL ANNEX*



CONVERT EXISTING
STRUCTURE FOR
MUSEUM USE

TERMINAL ANNEX

LATINO HISTORICAL MUSEUM STUDY



SITE SELECTION ANALYSIS

2. U.S.P.S. TERMINAL ANNEX

EXISTING CONDITIONS: PHYSICAL-ON-SITE

PARCEL SIZE

Parcel Size: 20 AC

Structure Size: 500,000 sq ft

Room for Expansion: YES - PART OF FUTURE DEVELOPMENT

ACCESS

Rapid: Good - ACCESS
MARY ST.

Bus: Good

Auto: Good

Pedestrian: Fair - AREA OUT OF RT/STREETS & OLD RAIL LINES
Train: Good - LAMAR STATION
DOWN THE STREET

PARKING

Existing Bus: Fair - EXISTING PARKING AREA
Auto: Good - 3 LEVEL STRUCTURE

Future Expansion: POSSIBLY BY STRUCTURES OR SHARE W/ SURROUNDING USERS

LAND USE

Educational:

Rec./Open Space:

Comm./Office: POST OFFICE

Industrial Setting:

ACTIVITY LEVEL - PEDESTRIAN

Day: MEDIUM - MOSTLY POST OFFICE TRAFFIC
Night: LOW
REMOVED FROM MAIN STREAM OF PARK & CBD TRAFFIC

OUTDOOR SETTING

"Park Like": Fair

Heavily Developed: URBAN

LANDSCAPING Fair - NO GREEN AREAS OR NATURAL TREES

CONDITION OF STRUCTURES

Good: ✓ HISTORIC LANDMARK

Fair:

Poor:

SUB-REGIONAL SETTING

RELATIONSHIP TO DOWNTOWN, LOS ANGELES

Close-in: ✓

Far Out:

FREEWAY ACCESS GOOD TO FWY 5; GOOD TO METROAVENUE; GOOD TO UNION STATION

FREEWAY VISIBILITY Fair

SURROUNDING LAND USE

Existing:

Future: L.A.C.H. STUDY TO DETERMINE

Rec./Open Space - EL PUEBLO HISTORIC PARK TO BOUND & WEST

Residential -

Educational -

Comm./Office - MIXED USE - 2 STORY TO WEST

Industry - OLDER TO NORTH, WEST, & EAST

SIGNIFICANT ARCHITECTURE: YES, BUT NOT LATINO

FREEWAY NOISE

Existent:

Non-existent: ✓

JURISDICTIONAL CONCERNS

LAND OWNERSHIP

State:

Other Public:

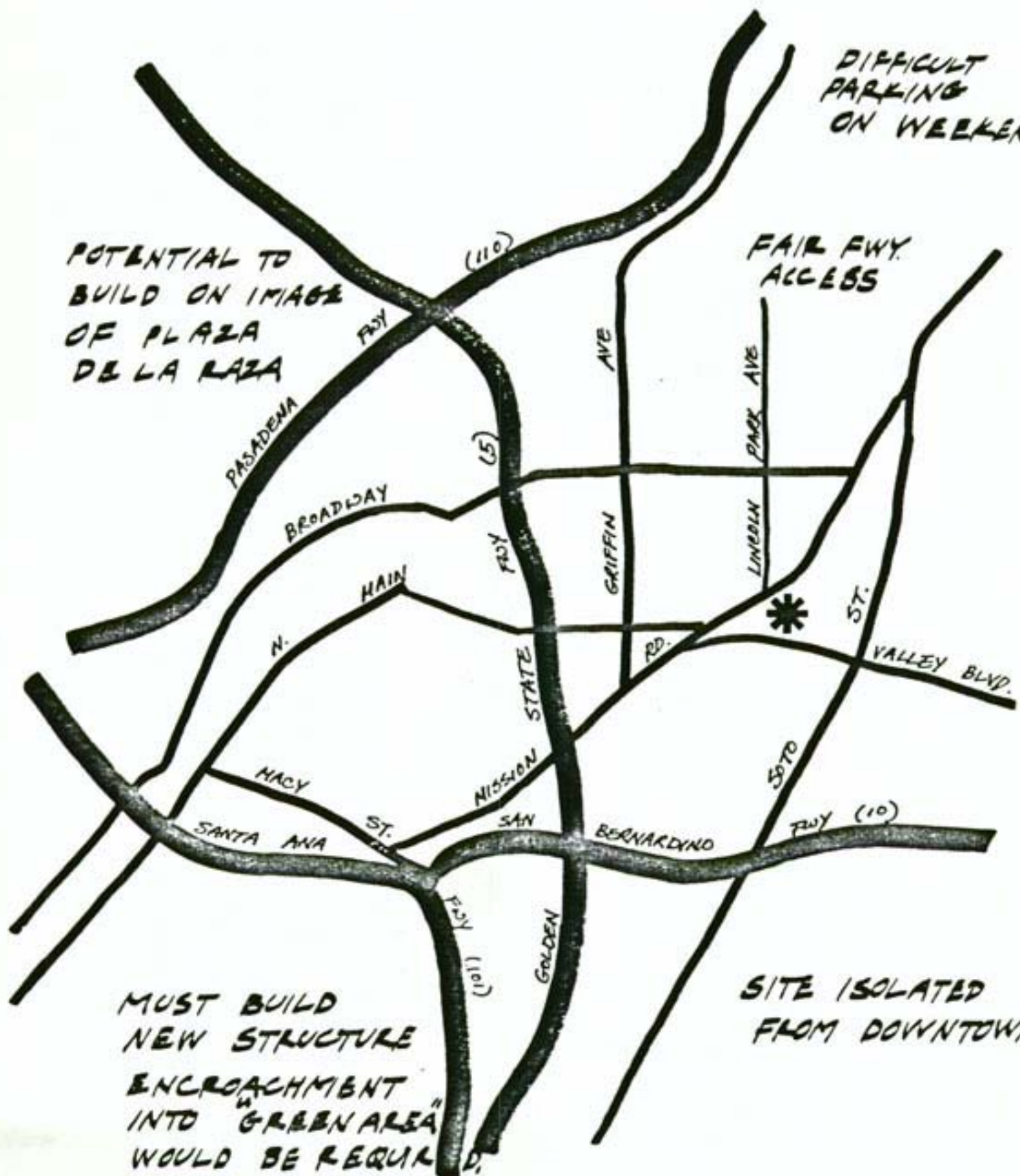
Private:

FEDERAL: U.S.P.S.

CONCLUSIONS

- REQUIRES STRONGER PEDESTRIAN LINKAGE TO EL PUEBLO HISTORIC PARK
- NEED TO CREATE OUTDOOR QUIET GREEN AREAS - COURTYARDS
- EXISTING BUILDING & PARKING STRUCTURE MAKE SITE ECONOMICALLY ATTRACTIVE

3. LINCOLN PARK



LINCOLN PARK

LATINO HISTORICAL MUSEUM STUDY

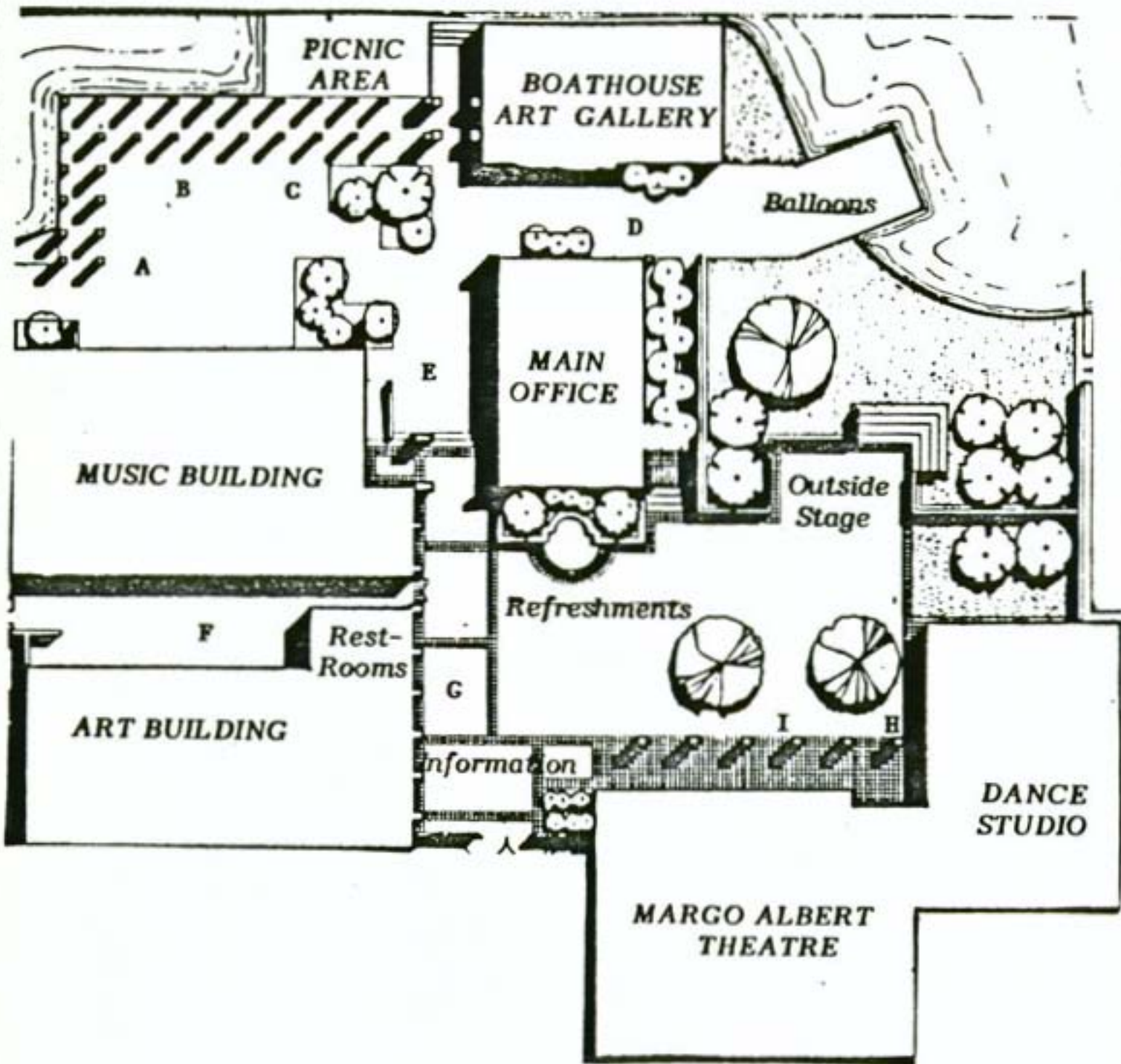
LINCOLN PARK

PLANNING CONSIDERATIONS

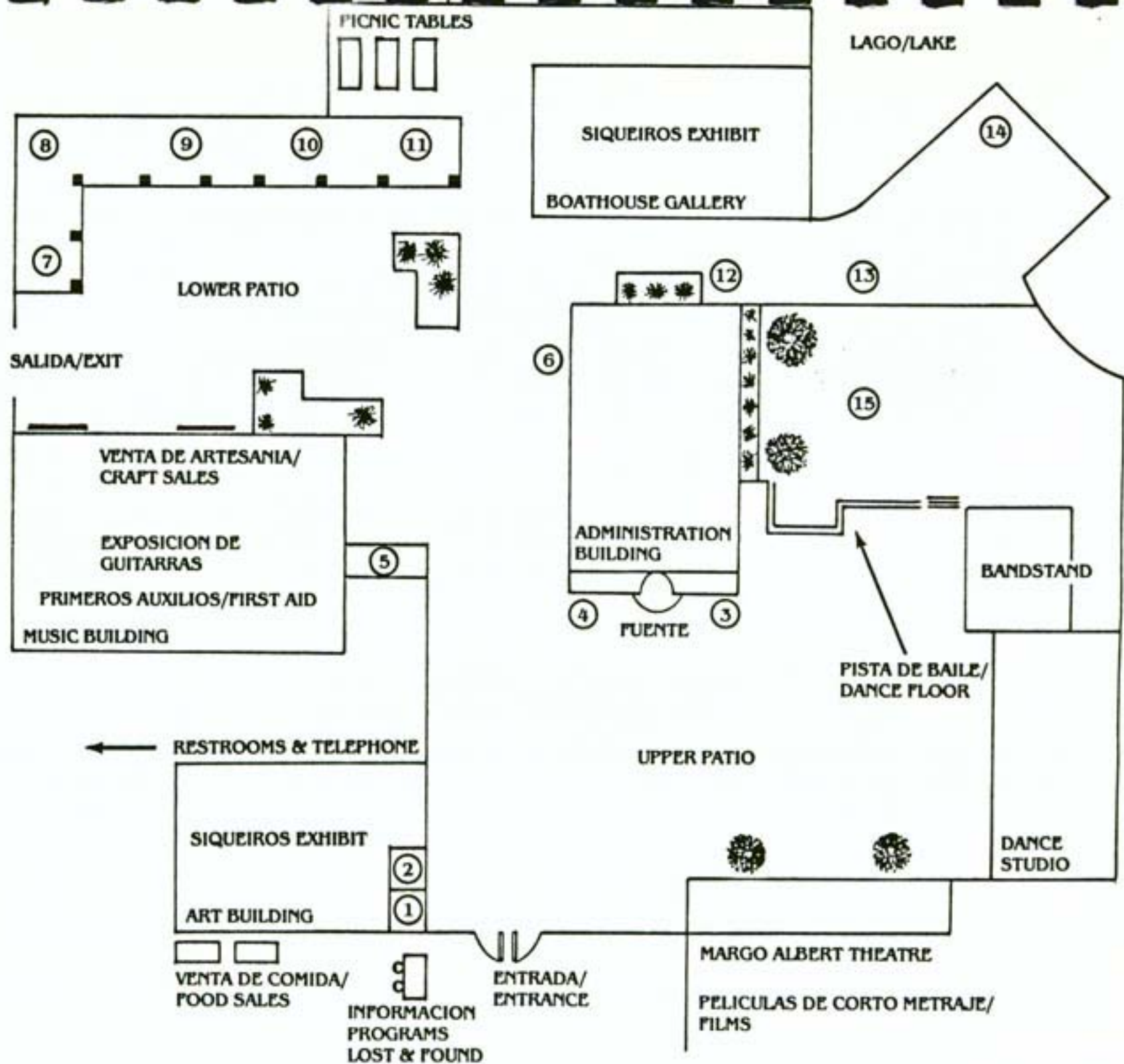
This site is located some distance away from the center of the city. Freeway access from I-5 along Mission Road which provides direct arterial frontage is fair. Parking is in short supply, especially on weekends, and poorly located some distance away from Plaza de la Raza. Bus parking would be difficult.

The space adjacent to Plaza de la Raza for the new structure would adversely affect the "park" setting and would be located even further away from the existing parking lots.

The park environment is beautiful with lake and mature vegetation setting off the existing structures. It is an inviting atmosphere with courtyards and lawn areas already established. The active Plaza de la Raza programming lends itself well to the historical museum.



- ① ALTAR
- ② ALTAR
- ③ POPOTE/STRAW PICTURES
- ④ MIGAJON/CEREMONIAL ARRANGEMENTS
- ⑤ SILLAS DE MONTAR/SADDLES
- ⑥ PLATERIA/SILVERWORK
- ⑦ PIÑATAS, CASCARONES, SUEGRAS
- ⑧ GUITARRAS
- ⑨ FOODWAYS: ATOLES
- ⑩ FLORES DE PAPEL/PAPER FLOWERS
- ⑪ FOODWAYS: TORTILLAS
- ⑫ PUNTO DE CRUZ, DESHILADO, HILVAN
- ⑬ HUARACHES
- ⑭ FOODWAYS: COMIDA YUCATECA
- ⑮ BEJUCO/WICKER WEAVING



SITE SELECTION ANALYSIS

3. LINCOLN PARK

EXISTING CONDITIONS: PHYSICAL-ON-SITE

PARCEL SIZE

Parcel Size:

Structure Size:

Room for Expansion:

ACCESS

Rapid: *POOR*

Bus: *GOOD*

Auto: *GOOD*

Pedestrian: *FAIR*

Train:

PARKING

Existing Bus: *POOR*

Auto: *FAIR - LIMITED: LOCATED AWAY FROM PLAZA*

Future Expansion: *POOR - WOULD REDUCE GREEN AREA*

LAND USE

Educational:

Rec./Open Space: *LINCOLN PARK (PASSIVE)*

Comm./Office:

Industrial Setting:

ACTIVITY LEVEL - PEDESTRIAN

Day: *LOW*

Night: *LOW*

OUTDOOR SETTING

"Park Like": *GOOD - LAKE, GOOD
COURTYARDS*

Heavily Developed:

LANDSCAPING *GOOD - NATURE TREES, TURF*

CONDITION OF STRUCTURES

Good: *✓ IN LAKE - NICE SETTING;
ARCHITECTURALLY APPROPRIATE*

Fair:

Poor:

SUB-REGIONAL SETTING

RELATIONSHIP TO DOWNTOWN, LOS ANGELES

Close-in:

Far Out: *✓*

FREWAY ACCESS *FAIR TO FAY 5*

FREWAY VISIBILITY *POOR*

SURROUNDING LAND USE

Existing:

Future: *WILL REMAIN AS PARK*

Rec./Open Space -

Residential - *MIX TO NORTH & WEST*

Educational -

Comm./Office - *MIX TO NORTH & WEST*

Industry - *TO SOUTH*

SIGNIFICANT ARCHITECTURE: *YES*

FREWAY NOISE

Existent:

Non-existent: *✓*

JURISDICTIONAL CONCERNS

LAND OWNERSHIP

State:

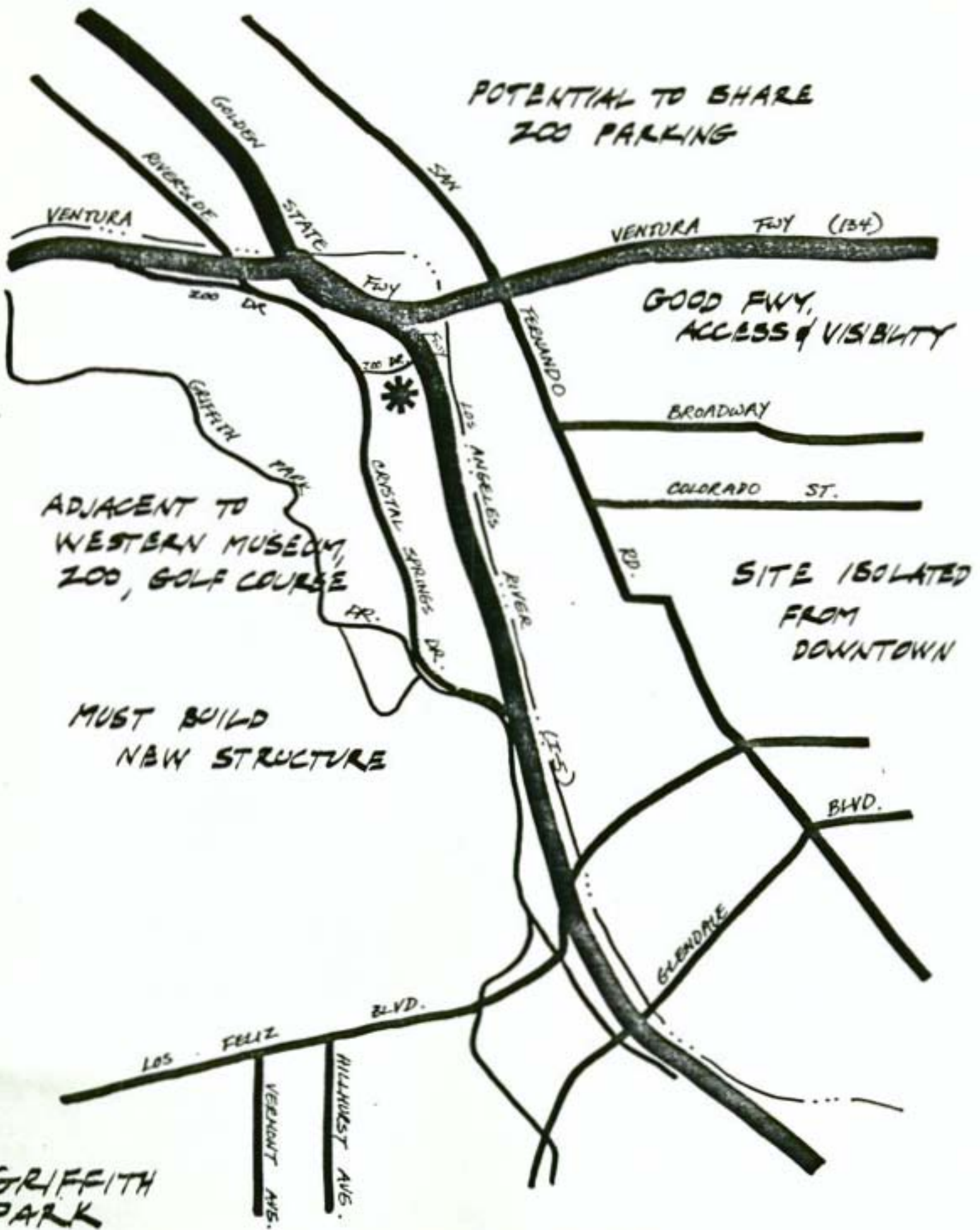
Other Public: *L.A. PARKS*

Private:

CONCLUSIONS

- BEAUTIFUL SETTING & ARCHITECTURE
- STRUCTURE MAY BE TOO SMALL TO ACCOMMODATE \$5-6,000 \$ REQUIREMENT.
- LOCATED SOMEWHAT IN ITS BEATEN PATH.

4. GRIFFITH PARK



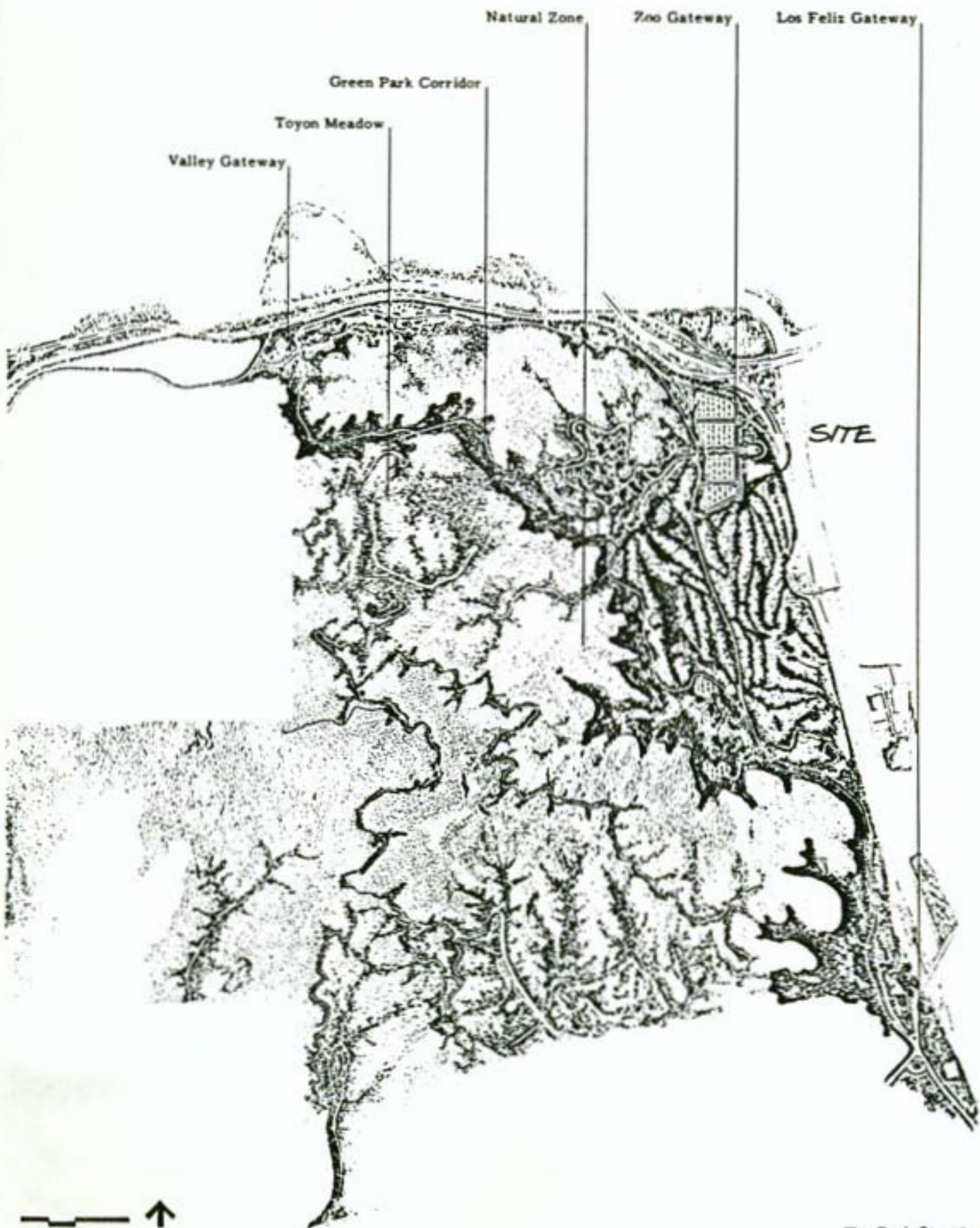
GRIFFITH PARK

PLANNING CONSIDERATIONS

The Griffith Park site near the Gene Autry Western Museum and L.A. Zoo is located some distance away from downtown. Freeway access from I-5 is good with somewhat circuitous access to the site from Zoo Drive. Parking, when the new museum is built, could be a problem on holidays and long weekends.

An adequate space in a highly visible area seems to be available. The area is tightly bound by the freeway, golf course, zoo, and hills; therefore, siting possibilities are limited. Shared parking with the zoo would help alleviate this problem.

The environment is not pedestrian oriented although located in Griffith Park. Both museums stand on their own and will have to establish an identity and program to attract visitors.



The Park Structure:
Zones and Gateways

SITE SELECTION ANALYSIS

4. GRIFFITH PARK

EXISTING CONDITIONS: PHYSICAL-ON-SITE

PARCEL SIZE

Parcel Size: *UNDETERMINED*

Structure Size:

Room for Expansion:

ACCESS

Rapid: *FAIR*

Bus: *FAIR*

Auto: *GOOD*

Pedestrian: *FAIR* Train:

PARKING

Existing Bus: *FAIR*

Auto: *GOOD*

Future Expansion: *FAIR*

LAND USE

Educational:

Rec./Open Space:

Comm./Office:

Industrial Setting:

ACTIVITY LEVEL - PEDESTRIAN

Day: *LOW*

Night: *LOW*

OUTDOOR SETTING

"Park Like": *GOOD*

Heavily Developed:

LANDSCAPING *GOOD*

CONDITION OF STRUCTURES

Good: *UNDEVELOPED*

Fair:

Poor:

SUB-REGIONAL SETTING

RELATIONSHIP TO DOWNTOWN, LOS ANGELES

Close-In:

Far Out:

FREEWAY ACCESS *GOOD*

FREEWAY VISIBILITY *GOOD*

SURROUNDING LAND USE

Existing:

Future:

Rec./Open Space - *NORTH, SOUTH, EAST, WEST*

Residential -

Educational -

Comm./Office -

Industry -

SIGNIFICANT ARCHITECTURE:

FREEWAY NOISE

Existent: *MODERATE*

Non-existent:

JURISDICTIONAL CONCERNS

LAND OWNERSHIP

State:

Other Public: *L.A. PARKS*

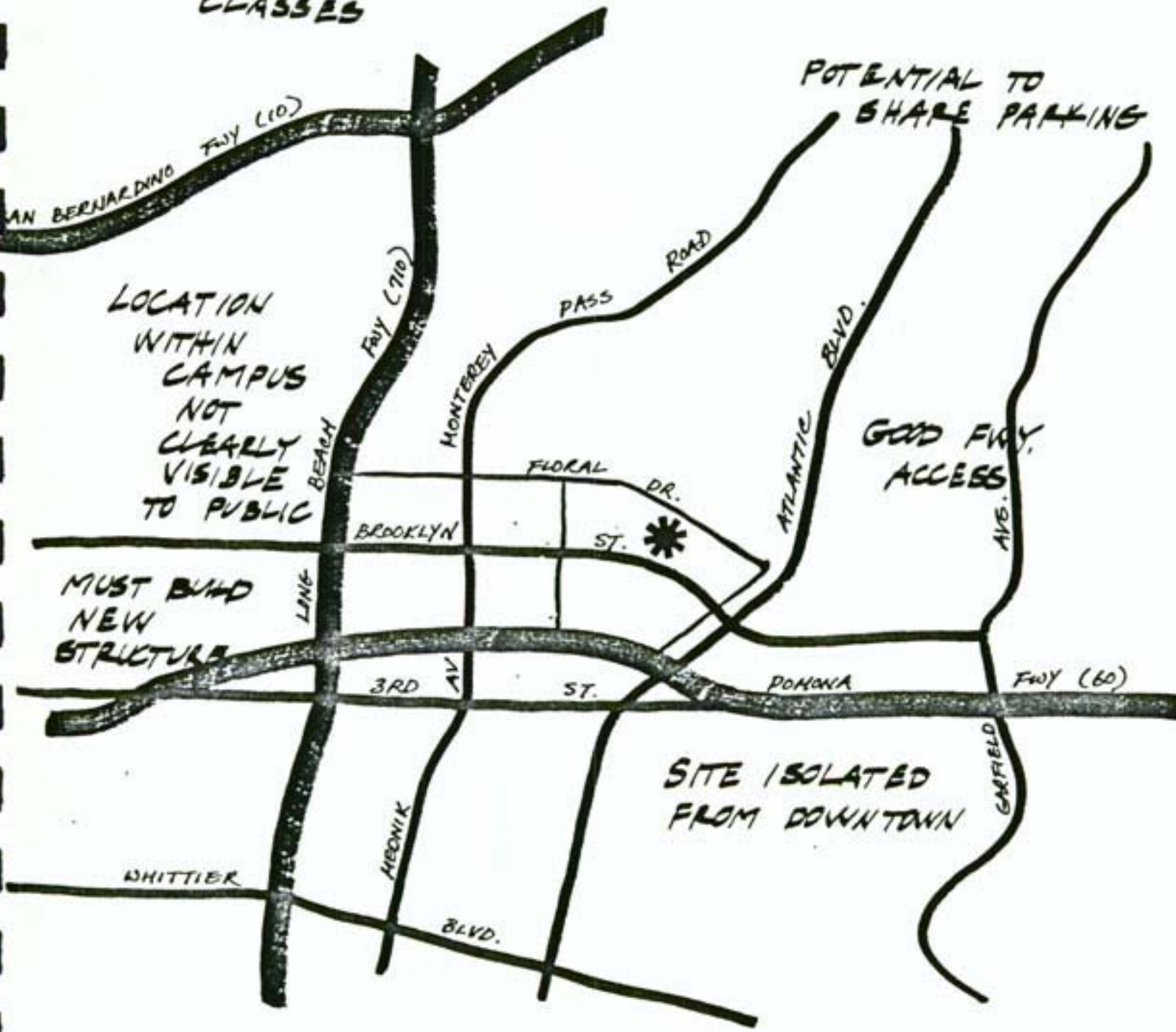
Private:

CONCLUSIONS

- MUSEUM SITE IS REMOVED FROM DOWNTOWN AREA BUT COULD BUILD UPON WESTERN MUSEUM & ZOO VISITORS
- SITE IS CONSTRAINED BY EXISTING GOLF COURSE, ZOO, MUSEUM, & FREEWAY
- PARKING MAY BE A PROBLEM.

5. EAST L.A. COLLEGE

UNIQUE POTENTIAL
FOR COLLEGE
CLASSES



EAST L.A. COLLEGE
LATINO HISTORICAL MUSEUM STUDY

EAST L.A. COLLEGE

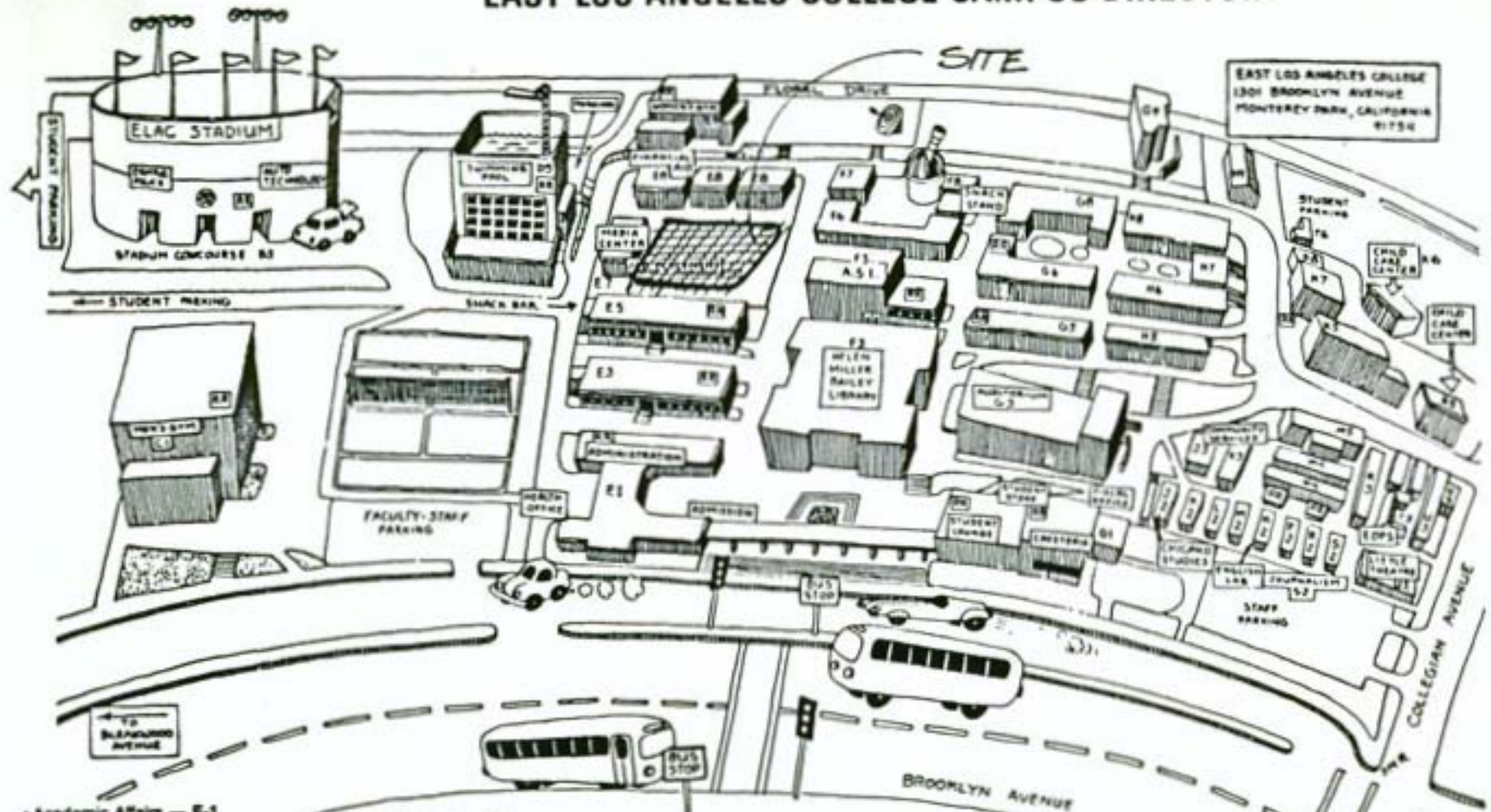
PLANNING CONSIDERATIONS

Although not located in the center of the city, easy access to East L.A. College is available from the 60 freeway. Good direct arterial street frontage provides easy access on most days. On-campus parking seems to be adequate although poorly located which causes the student to park in the surrounding residential neighborhoods. The relationship of easily accessed parking areas to the proposed site by the swim stadium may prove to be a problem.

An adequate space is available for the proposed building which is surrounded by structures and is not visible from outside the campus. This problem, when coupled with the pedestrian and bus access difficulty, will have to be closely examined so that the public at large feels welcome at the museum and not feel as an "intruder" on a college campus.

The environment of the site is pleasant with mature vegetation and nice wide pedestrian paths. The educational surroundings lend themselves to a strong relationship with the museum for both faculty and students.

EAST LOS ANGELES COLLEGE CAMPUS DIRECTORY



- Academic Affairs — E-1
- Admission Office — E-1
- Administration of Justice — E8-104
- Administration — E-1
- Afro-American Studies — E5-101
- Allied Health — H8
- Anthropology & Earth Science — H5-103
- Architecture — G8-111
- Art Department — F8
- A.S.I. — E8-101
- Auto Technology — B5
- Baum Student Center — Q1
- Bookstore — Under Cafeteria
- Business Administration — E5-101
- Business Fiscal Office — Q1-112

- Campus News — S2
- Campus Police — B5
- Central Loan Administrative Unit — E8-101
- Chicano Studies — J2
- Child Development Center — R5
- Child Development Center Annex — K8
- Community Services — J3
- Computer Lab Class Rooms — E1
- Cooperative Education — E1 (Counseling Dept.)
- Counseling — E1
- Educational Opportunity Program & Services — T3
- Electronics — R3
- Engineering — G8
- English — P2

- English Lab — N2
- Family & Consumer Studies — G5
- Financial Aids — E8-102
- Information — E1
- Ingalls Auditorium — G3
- Handicapped Services — E1-115
- Huskie Junction — G8
- Journalism — S2
- Learning Center — F5
- Library — F3
- Life Science — H6
- Little Theatre — U2
- Lost & Found—Lower Level of Student Center — G1
- Mail Room — E1
- Mathematics — E5

- Music — K7
- Nursing — G9
- Office Administration — E3
- Old Library — F5
- Photography — U3
- Physical Education (Men) — C1
- Physical Education (Women) — E9
- Physics — G8
- Planetarium — F8
- Plant Facilities — H9
- President's Office — E1
- Psychology & Philosophy — E3
- Reprographics — E1
- Rest Rooms — RR
- Shipping & Receiving — U5
- Snack Bar — E5
- Social Science — E5

- Special Education — E1
- Speech & Theatre Arts — U2
- Stadium — B5
- Student Activities & Student Affairs Offices — Lower Level of Student Center — G1
- Swimming Pool — D5
- Transfer Center — E1-118
- Tutoring Center — T3
- Upward Bound — E8-109

SITE SELECTION ANALYSIS

5. EAST L.A. COLLEGE

EXISTING CONDITIONS: PHYSICAL-ON-SITE

PARCEL SIZE

Parcel Size:

Structure Size:

Room for Expansion:

ACCESS

Rapid: *POOR*

Bus: *GOOD*

Auto: *GOOD*

Pedestrian: *GOOD* Train:

PARKING

Existing Bus: *FAIR*

Auto: *GOOD*

Future Expansion: *POOR*

LAND USE

Educational: *SHARED FACILITIES RESEARCH*

Rec./Open Space:

Comm./Office:

Industrial Setting:

ACTIVITY LEVEL - PEDESTRIAN

Day: *HIGH - MONDAY THROUGH FRIDAY* Night: *HIGH - NIGHT CLASSES*

OUTDOOR SETTING

"Park Like": *FAIR - CAMPUS SETTING w/ LAUNDRYARDS, OPEN SPACE*

Heavily Developed:

LANDSCAPING *GOOD - MATURE TREES, TURF*

CONDITION OF STRUCTURES

Good:

Fair:

Poor:

SUB-REGIONAL SETTING

RELATIONSHIP TO DOWNTOWN, LOS ANGELES

Close-in:

Far Out:

FREWAY ACCESS *GOOD TO HWY 60 ATLANTIC BLVD EXIT*

FREWAY VISIBILITY *POOR*

SURROUNDING LAND USE

Existing:

Future: *COLLEGE CAMPUS*

Rec./Open Space -

Residential - *TO NORTH, SOUTH, & WEST*

Educational -

Comm./Office - *TO EAST*

Industry -

SIGNIFICANT ARCHITECTURE:

FREWAY NOISE

Existent:

Non-existent:

JURISDICTIONAL CONCERNS

LAND OWNERSHIP

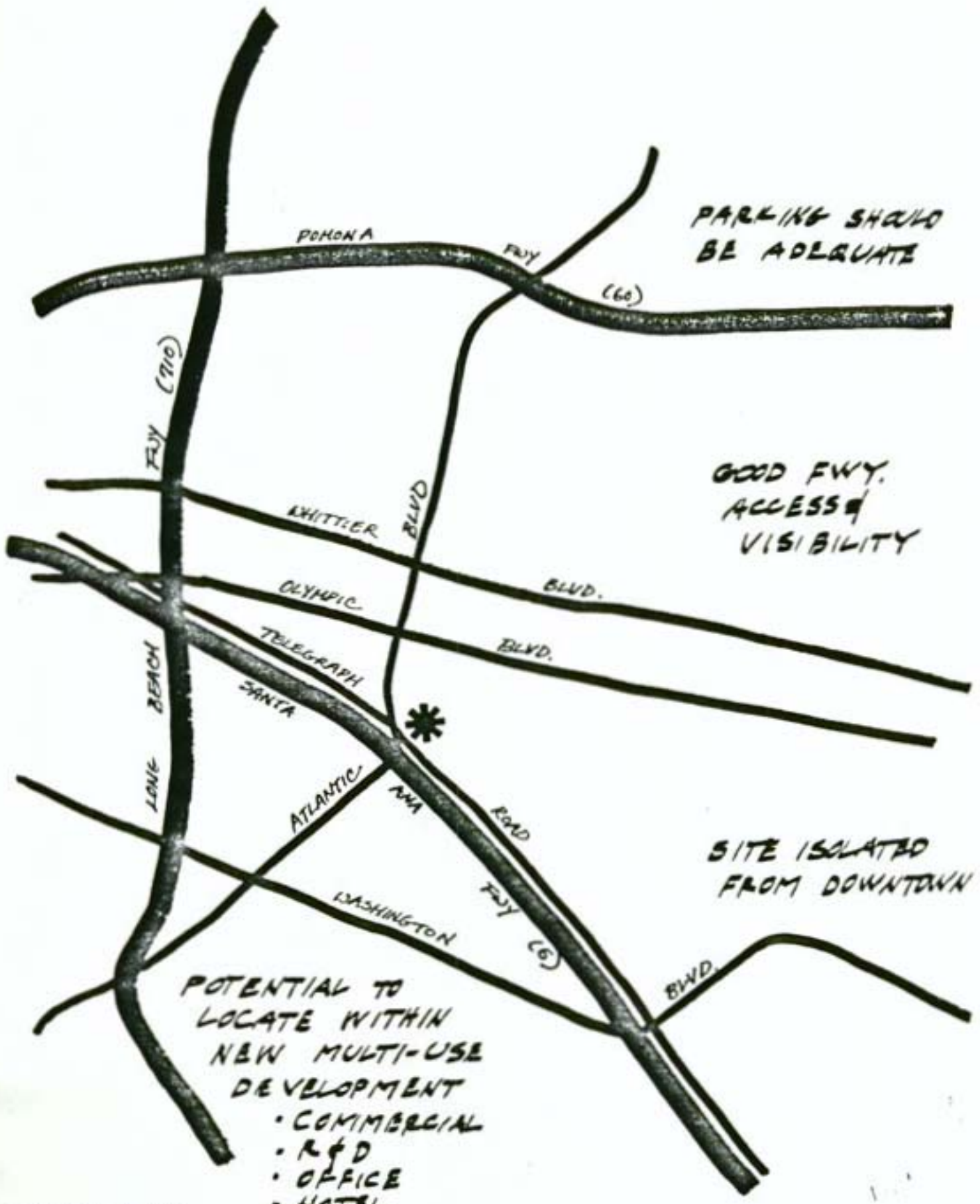
State:

Other Public: *EAST L.A. JUNIOR COLLEGE* Private:

CONCLUSIONS

- *GOOD OPPORTUNITY TO EXPAND COLLEGE CURRICULUM INTO MUSEUM*
- *EXISTING STRUCTURES AND PARKING MAY BE ABLE TO BE USED ON TEMPORARY BASIS*
- *MUSEUM MAY LOSE IDENTITY WITHIN CAMPUS AND THEREFORE LOSE GENERAL PUBLIC AS VISITORS*

6. UNIROYAL



PARKING SHOULD BE ADEQUATE

GOOD FWY. ACCESS & VISIBILITY

SITE ISOLATED FROM DOWNTOWN

- POTENTIAL TO LOCATE WITHIN NEW MULTI-USE DEVELOPMENT
- COMMERCIAL
 - R & D
 - OFFICE
 - HOTEL

UNIROYAL

LATINO HISTORICAL MUSEUM STUDY

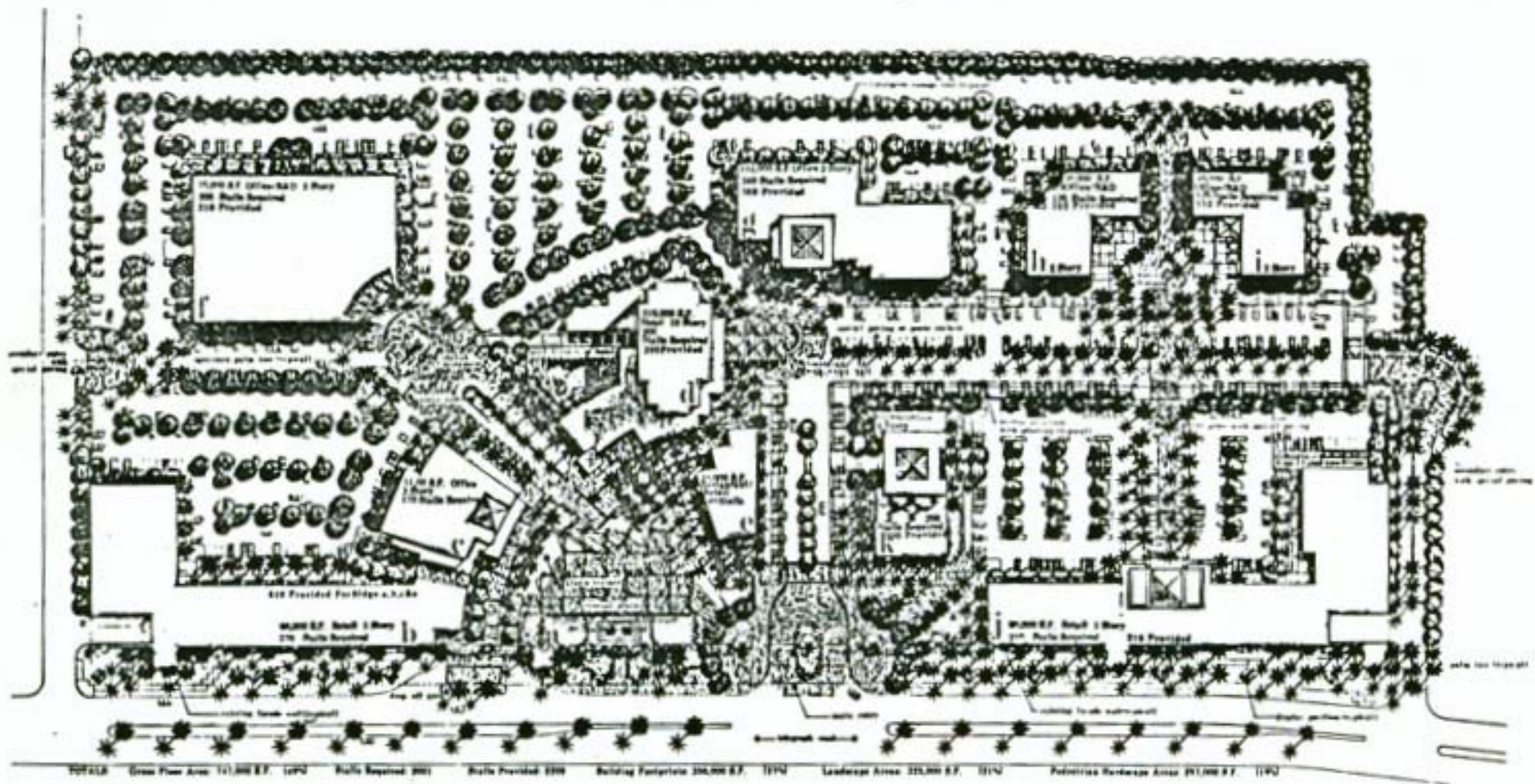
UNIROYAL

PLANNING CONSIDERATIONS

This site is located some distance away from the center of the city with I-5 freeway access from a frontage road (Telegraph Road). The future plans for this site show mixed-use throughout a variety of buildings. The parking for autos should be adequate for tenants but may fall short on weekdays and difficult for buses.

Adequate space within the proposed structures can probably be accommodated but may not allow for appropriate architecture to readily identify the museum. Although the facade is highly visible from the freeway, the museum may be lost within the complex.

The proposed environment with modern offices, retail stores, courtyard, fountains, and atrium does not seem as appropriate an atmosphere for a historical museum as an older, architecturally related structure in a historically significant area.



TRAMMELL, CHOW COMPANY · DEVELOPER
 NADEL PARTNERSHIP · ARCHITECT
 PERIDIAN GROUP · LANDSCAPE

CITADEL



SITE PLAN

SITE SELECTION ANALYSIS

6. UNIROYAL

EXISTING CONDITIONS: PHYSICAL-ON-SITE

PARCEL SIZE

Parcel Size: *35AC.*

Structure Size: *ASSEMBLED
STRUCTURES*

Room for Expansion:

ACCESS

Rapid: *POOR*

Bus: *POOR*

Auto: *GOOD*

Pedestrian: *FAIR* Train:

PARKING

Existing Bus: *FAIR*

Auto: *GOOD*

Future Expansion: *POOR*

LAND USE

Educational: *CITY OF COMMERCE MUSEUM*

Rec./Open Space:

Comm./Office: *R&D, HOTEL, RETAIL*

Industrial Setting:

ACTIVITY LEVEL - PEDESTRIAN

Day: *LOW*

Night: *LOW*

OUTDOOR SETTING

"Park Like": *FAIR - COURTYARDS,
FOUNTAINS*

Heavily Developed:

LANDSCAPING *GOOD*

CONDITION OF STRUCTURES

Good: *UNIQUE 1700' LONG FACADE*

Fair:

Poor:

SUB-REGIONAL SETTING

RELATIONSHIP TO DOWNTOWN, LOS ANGELES

Close-in:

Far Out:

FREWAY ACCESS *EXCELLENT TO FWY 5*

FREWAY VISIBILITY

SURROUNDING LAND USE

Existing:

Future:

Rec./Open Space -

Residential -

Educational -

Comm./Office -

Industry - *TO NORTH, SOUTH, EAST, WEST*

SIGNIFICANT ARCHITECTURE: *YES - ASSYRIAN FACADE*

FREWAY NOISE

Existent:

Non-existent:

JURISDICTIONAL CONCERNS

LAND OWNERSHIP

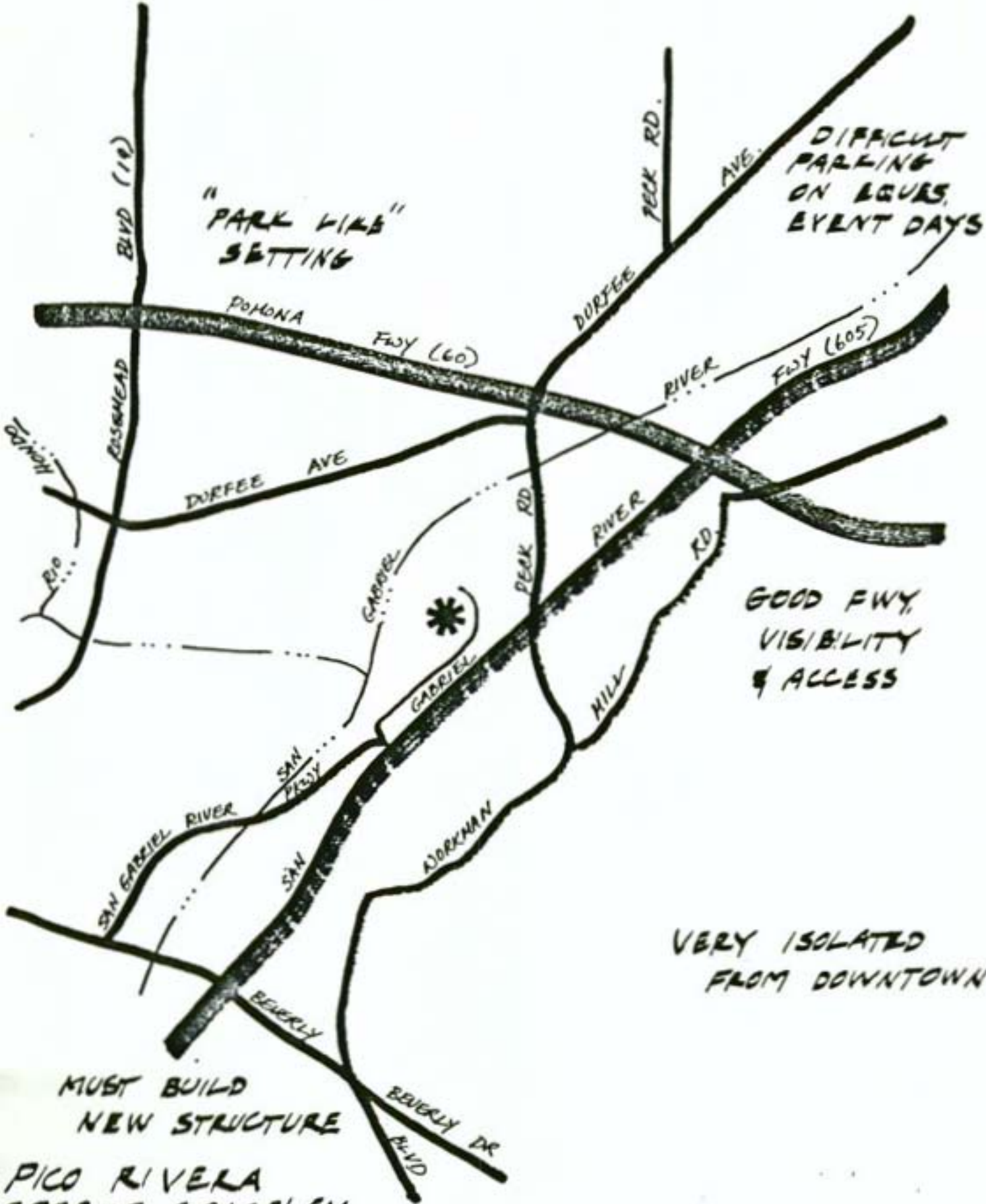
State:

Other Public: *CITY OF COMMERCE* Private:

CONCLUSIONS

- EXISTING STRUCTURE IS HIGHLY VISIBLE BUT IS ISOLATED FROM ANY RELATED LAND USES OR FOOT TRAFFIC
- UNIQUE ARCHITECTURE DOES NOT RELATE TO LATIN HISTORY

**7. PICO RIVERA
SPORTS COMPLEX**



PICO RIVERA
SPORTS COMPLEX

LATINO HISTORICAL MUSEUM STUDY

PICO RIVERA SPORTS COMPLEX

PLANNING CONSIDERATIONS

This site is located a good distance from the center of the city. Freeway access from 60 is good with direct access being supplied by narrow two-lane roads. Parking is adequate except on long weekends and event days at the equestrian arena.

Adequate space may be difficult to obtain for a new structure within this flood plain area leased from the Corps of Engineers.

The existing environment is an open, park-like, rustic atmosphere, somewhat inappropriate for a cultural, historically oriented museum. The entire area has a feeling of remoteness and ruggedness not associated with an urban museum experience.

SITE SELECTION ANALYSIS

7. PICO RIVERA SPORTS COMPLEX

EXISTING CONDITIONS: PHYSICAL-ON-SITE

PARCEL SIZE

Parcel Size: *PART OF WHITTIER MARSHES* Structure Size: *NONE*

Room for Expansion: *YES*

ACCESS

Rapid: *POOR*

Bus: *POOR*

Auto: *GOOD*

Pedestrian: *POOR* - Train: *ISOLATED*

PARKING

Existing Bus: *POOR-DIRT OVERFLOW* Auto: *GOOD*

Future Expansion: *POSSIBLE*

LAND USE - *COULD BE WITHIN FLOOD ZONE OF SAN CASMIR RIVER*

Educational:

Rec./Open Space: *EGUESTRIAN, CAMPING, PLAY FIELDS*

Comm./Office:

Industrial Setting:

ACTIVITY LEVEL - PEDESTRIAN

Day: *HIGH - WEEKENDS*

Night: *LOW*

OUTDOOR SETTING

"Park Like": *GOOD - SPORTS COMPLEX* Heavily Developed:

LANDSCAPING *GOOD - YOUNG TREES, TURF*

CONDITION OF STRUCTURES *N/A*

Good:

Fair:

Poor:

SUB-REGIONAL SETTING

RELATIONSHIP TO DOWNTOWN, LOS ANGELES

Close-In:

Far Out: - *FARHEST SITE*

FREWAY ACCESS *GOOD TO HWY 605*

FREWAY VISIBILITY *GOOD*

SURROUNDING LAND USE

Existing:

Rec./Open Space - *WHITTIER MARSHES TO THE NORTH*

Residential -

Educational -

Comm./Office -

Industry -

Future:

SIGNIFICANT ARCHITECTURE:

FREWAY NOISE

Existent: *SIGNIFICANT IRRESOLVABLE*

Non-existent:

JURISDICTIONAL CONCERNS

LAND OWNERSHIP

State:

Other Public: *L.A. COUNTY
LEASD FROM CARPS OF
ENGINEERS*

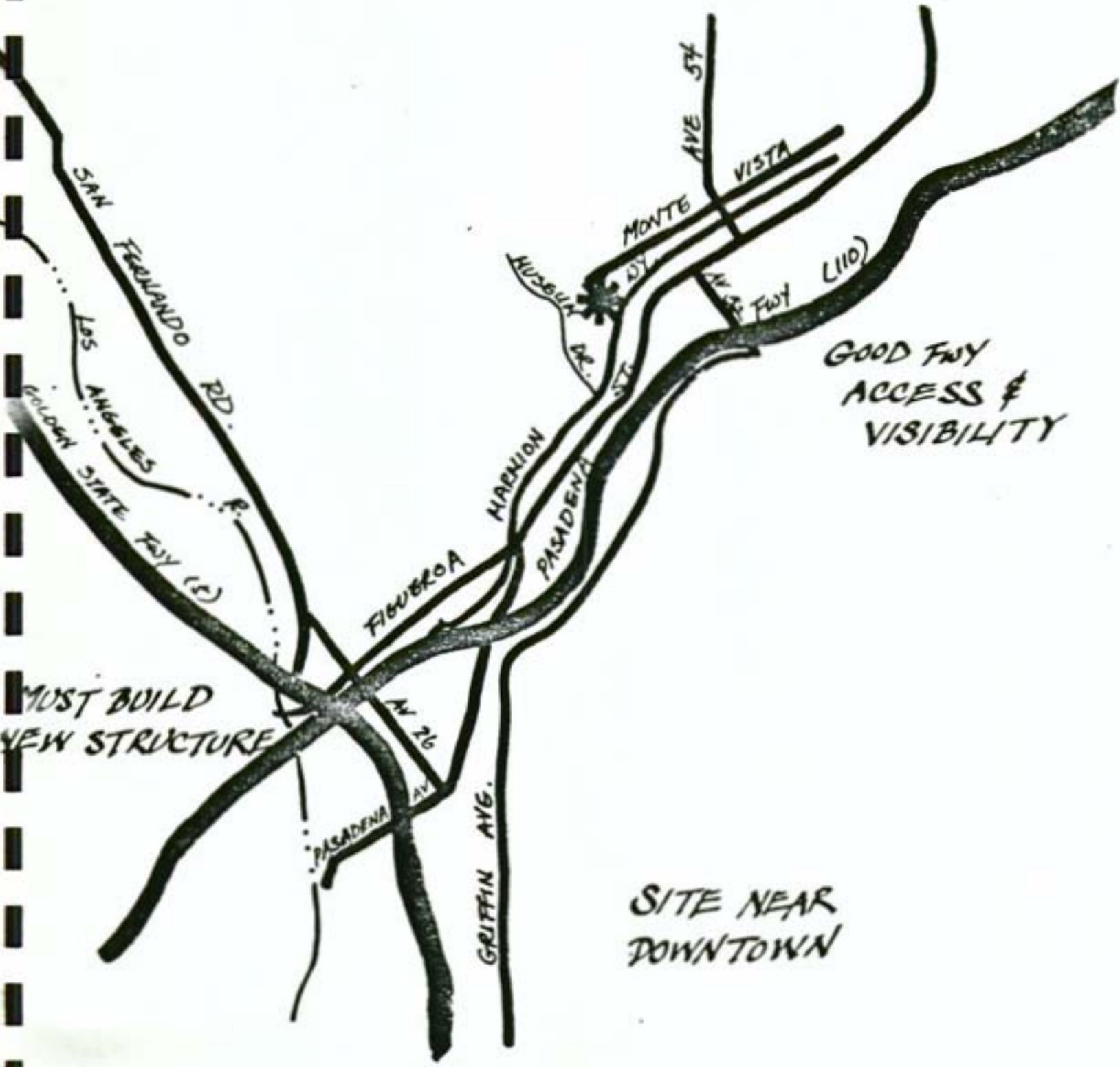
Private:

CONCLUSIONS

- *REMOVED FROM MAINSTREAM OF CULTURAL ACTIVITIES*
- *MUST BUILD STRUCTURE AND ESTABLISH IDENTITY OF ITS OWN*

8. SOUTHWEST MUSEUM

PARKING EXPANSION
DIFFICULT DUE TO
TOPOGRAPHY



GOOD FWY
ACCESS &
VISIBILITY

MUST BUILD
NEW STRUCTURE

SITE NEAR
DOWNTOWN

SOUTHWEST MUSEUM
LATINO HISTORICAL MUSEUM STUDY

SOUTHWEST MUSEUM

PLANNING CONSIDERATIONS

The Southwest Museum, located within easy traveling distance from the center of the city, has freeway access from 110 via a circuitous route through narrow streets. The steep, narrow drive to the site will be difficult for buses to negotiate and may prove unsafe with increased traffic flow. Parking, due to the topography, for the expanded facility will be difficult to provide.

The site may have difficulty in accommodating a 50,000-60,000 square foot addition due to the steep topography. The site is highly visible and quite dramatic with interesting architecture.

The environment of the site is quite pleasant with dramatic views and pedestrian scale building and courtyard. Although the ability to build upon the existing museum is a positive one, the location is somewhat isolated due to surrounding roads and topography.

SITE SELECTION ANALYSIS

B. SOUTHWEST MUSEUM

EXISTING CONDITIONS: PHYSICAL-ON-SITE

PARCEL SIZE

Parcel Size: 12.2 AC

Structure Size: 70,000 sq

Room for Expansion:

ACCESS

Rapid: POOR

Bus: FAIR

Auto: FAIR

Pedestrian FAIR Train:

PARKING

Existing Bus: FAIR

Auto: FAIR

Future Expansion: POOR - DIFFICULT BECAUSE OF THE TOPOGRAPHY AND PARKING REQUIREMENTS
SATELLITE PARKING WOULD BE NECESSARY.

LAND USE

Educational: BRAIN RESEARCH LIBRARY

Rec./Open Space:

Comm./Office:

Industrial Setting:

ACTIVITY LEVEL - PEDESTRIAN

Day: LOW

Night: LOW

OUTDOOR SETTING

"Park Like": NICE COURTYARD

Heavily Developed:

LANDSCAPING Good

CONDITION OF STRUCTURES

Good: ✓

Fair:

Poor:

SUB-REGIONAL SETTING

RELATIONSHIP TO DOWNTOWN, LOS ANGELES

Close-in: ✓

Far Out:

FREWAY ACCESS FAIR TO FAY 110

FREWAY VISIBILITY Good

SURROUNDING LAND USE

Existing:

Rec./Open Space - EAST

Residential - NEIGHBORHOOD ON NORTH, WEST, SOUTH

Educational -

Comm./Office -

Industry -

Future:

SIGNIFICANT ARCHITECTURE: YES

FREWAY NOISE

Existent:

Non-existent: ✓

JURISDICTIONAL CONCERNS

LAND OWNERSHIP

State:

Other Public:

Private: ✓

CONCLUSIONS

- EXISTING STRUCTURE IS HIGHLY VISIBLE FROM THE FREEWAY AND SURROUNDING AREAS
- FAIR ACCESS TO AND FROM THE SITE BECAUSE OF THE NARROW ROAD
- LIMITED PARKING - NEED TO EXPAND TO ACCOMMODATE EXPANSION
- STEEP TOPOGRAPHY LIMITS FUTURE DEVELOPMENTS

AMENDED IN SENATE AUGUST 26, 1986
AMENDED IN SENATE AUGUST 19, 1986
AMENDED IN SENATE AUGUST 11, 1986
AMENDED IN SENATE JULY 8, 1986
AMENDED IN SENATE JUNE 23, 1986
AMENDED IN ASSEMBLY MAY 14, 1986
AMENDED IN ASSEMBLY APRIL 22, 1986
AMENDED IN ASSEMBLY APRIL 14, 1986

CALIFORNIA LEGISLATURE--1985-86 REGULAR SESSION

ASSEMBLY BILL

No. 2599

Introduced by Assembly Member Calderon
(Principal coauthor Assembly Member Chacon)
(Principal coauthors: Senators Ayala, Montoya, and Torres)
(Coauthors: Assembly Members Agnos, Bane, Bates,
Campbell, Clute, Davis, Eaves, Grisham, Hughes, Isenberg,
Katz, Kleha, Moore, O'Connell, Peace, Roos, Vasconcellos,
Vicencia, and Maxine Waters)
(Coauthors: Senators Carpenter, Deddeh, Marks,
McCorquodale, Robbins, Rosenthal, and Royce)

January 6, 1986

An act relating to museums, and making an appropriation therefor.

LEGISLATIVE COUNSEL'S DIGEST

AB 2599, as amended, Calderon. California Museum of Latino History.

Existing law does not provide for a state museum which interprets the contributions of Latin Americans to the history

Appendix B

ASSEMBLY BILL 2599

and culture of California and of the nation.

This bill would state the findings of the Legislature of a need for a state repository dedicated to the contributions of Latin Americans, and would require the Department of Parks and Recreation California Museum of Science and Industry to prepare a study on the development of a California Museum of Latino History.

This bill would appropriate \$50,000 to the department museum from the General Fund for the purpose of conducting the study required by this bill.

Vote: 5. Appropriation: yes. Fiscal committee: yes. State-mandated local program: no.

The people of the State of California do enact as follows:

1 SECTION 1. The Legislature finds and declares there
2 exists a need for a state repository dedicated to the
3 interpretation of the diverse contributions of Latin
4 Americans to the history and culture of California and of
5 the nation.

6 SEC. 2. (a) The Department of Parks and Recreation
7 California Museum of Science and Industry shall prepare
8 a study on the development of a California Museum of
9 Latino History which will preserve, collect, and display
10 examples of Latin American contributions to the arts,
11 science, religion, education, literature, entertainment,
12 politics, sports, and the history of California and to the
13 nation. The department California Museum of Science
14 and Industry may prepare the study with existing staff or
15 may contract for the preparation of the study. The
16 department California Museum of Science and Industry,
17 in the preparation of the study, shall take into
18 consideration any existing studies already prepared on
19 the development of the museum. The study also shall
20 specifically address the state costs and program
21 consequences of alternative methods of state
22 participation in a Latino History Museum; such
23 alternative methods of state participation to be
24 considered shall include those found with the
25 Afro-American Museum and the Japanese-American

1 Museum.

2 (b) The study shall be completed and submitted to the
3 Legislature on or before June 30, 1987.

4 SEC. 3. The sum of fifty thousand dollars (\$50,000) is
5 hereby appropriated from the General Fund to the
6 Department of Parks and Recreation California Museum
7 of Science and Industry for the study required by Section
8 2 of this act.