



Summary of the Feasibility Study
for
The African American Cultural Center
City of Virginia Beach

WEBB MANAGEMENT | HANBURY
NOVEMBER 2017

ACKNOWLEDGMENTS

In 2016, Webb Management, Inc. was hired by the Virginia Beach African American Cultural Center; an established nonprofit organization; to develop a feasibility study for a cultural center focused on the history and community of African American people in Virginia Beach. That work began in earnest in March 2017 and we are pleased to present this

summary of the resulting report which includes a needs assessment and preliminary physical and business plans for the recommended cultural center. Physical planning work has been completed by our associate architects, Hanbury, whose deliverables are presented within the larger study.

AFRICAN AMERICAN CULTURAL CENTER EXECUTIVE BOARD



The Honorable Amelia Ross-Hammond
Founder & Executive Director, Project
Manager



Dr. Linda Bright
President



A. Bruce Williams
Vice President



Cheryl Davidson
Secretary



Jim Banks
Treasurer

This work was completed over an eight-month period which included community engagement efforts, analysis of local and regional facilities, and comparable efforts around the country. Our team is grateful to all of the individuals and organizations that informed our work, most importantly Founder

& Executive Director, Dr. Amelia Ross-Hammond; Executive Board President, Dr. Linda Bright and their fellow members of the Virginia Beach African American Cultural Center, Inc. Executive Board of Directors.



Hugh Greene
Board Member



Terry Calhoun
Board Member



Juan Turnes
Board Member



Vanessa Moore
Board Member



Wayne Jones
Board Member



AFRICAN AMERICAN CULTURAL CENTER

VISION STATEMENT

AACC will be the regional leader in generating historical and cultural content through programs, artistic performances and curated exhibits.

OUR MISSION

To collect, preserve, interpret and celebrate Virginia Beach and Princess Anne County's African American history, culture and community from mid 1600s to the present, and to inform and educate the public about their achievements in business, politics, religion, civic organizations and the Arts, and include regional African American History.



“ *A place of bringing peo*

GOALS

- » To create an opportunity for those who would love to learn more about African American culture, and to explore and revel in its history.
- » To reiterate the important role of African Americans and share how essential African American culture and history is to our City.
- » A center to showcase the struggles of African Americans for civil rights and how they have impacted freedom struggles regionally and around the world.
- » To build partnerships with African American historic sites and cultural center in the region and nationally.



*African American Cultural Center
Community Advisory Committee*

ple together in likeness.”

THE PROPERTY

“With a goal of making Virginia Beach another ‘hub for African American culture and a historic resource in the region,’ the center is proposed to be constructed on 4.83 acres of land the city conveyed to the organization at Lake Edwards Park, surrounded by six historically African American neighborhoods — Newsome Farm, Lake Edwards, Burton Station, Reedtown, Grace Town and Lake Smith

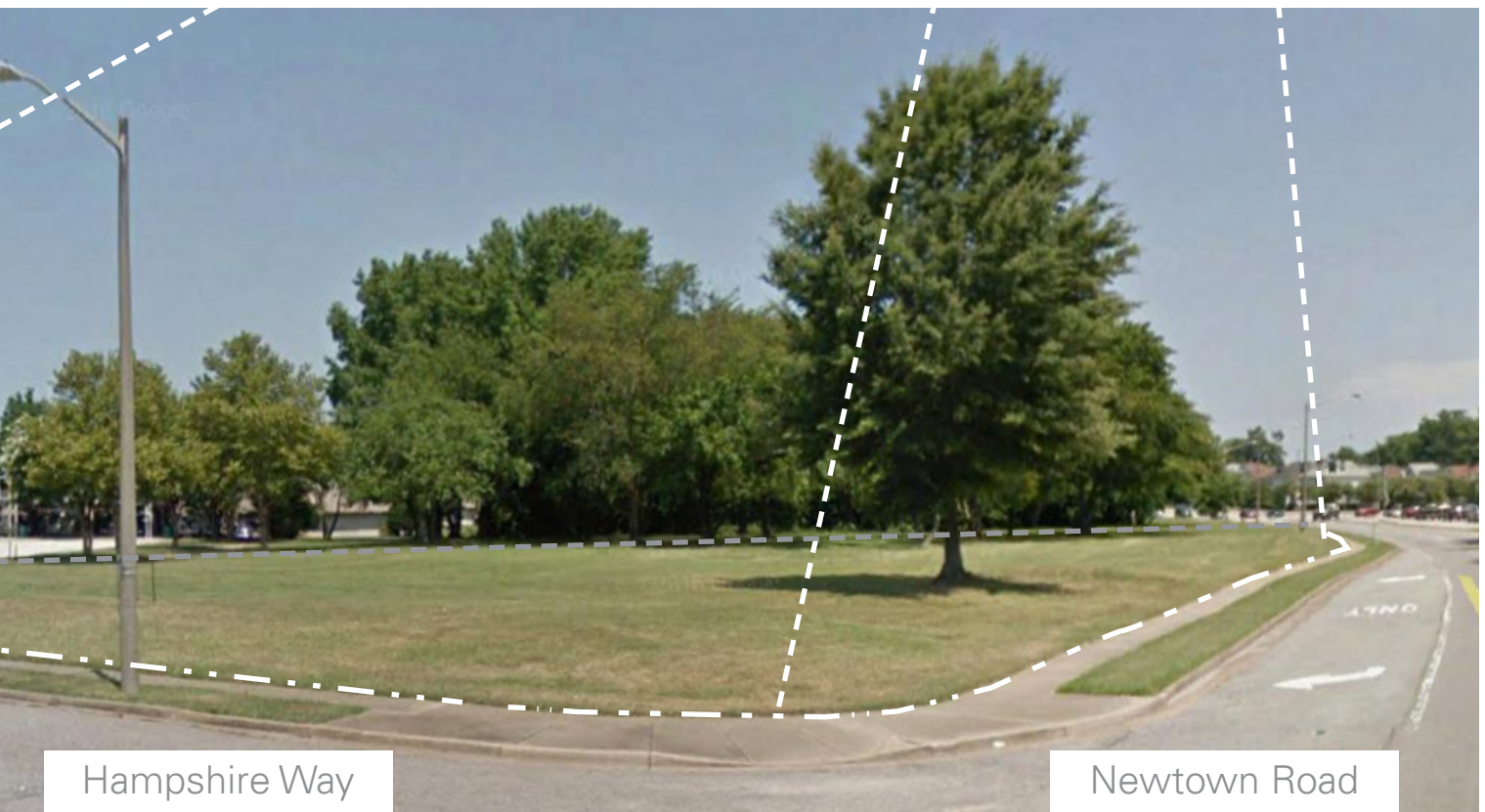
‘It will be a place where local residents and tourists can learn about the richness and diversity of the African American experience relating to their lives historically, aesthetically, spiritually and culturally,’ said Dr. Amelia Ross-Hammond, the City Council member who has championed the center. ‘It will highlight the contributions of African Americans to the region and establish an additional tourism asset for Virginia Beach. We will continue to seek public involvement throughout each phase of development.’” - City of Virginia Beach Press Release

The project site is located at the corner of Newtown Road and Hampshire Way. The site is a combination of two plots with a total area of 4.83 acres. Oriented in a north/south direction, this linear site has three evident zones, which are defined by a stepped tree line buffer separating the property from a residential apartment community. The site is a mixture of trees, shrubs, open green, and three community basketball courts. Although housed on the property belonging to the AACC, the basketball courts will remain a full access component of the community, with refurbishment or potential relocation on site. There is vehicular and pedestrian access to the site on three sides. Vehicular entry to the site is predetermined by a curb cut entry at the intersection of Newtown Road and Diamond Springs Road.

THE PROPERTY: OPPORTUNITIES

- » *existing mature trees*
- » *refreshed basketball courts*
- » *connection with the neighborhood*
- » *off-street visibility, prominent corner view*
- » *on public transportation route*





Hampshire Way

Newtown Road

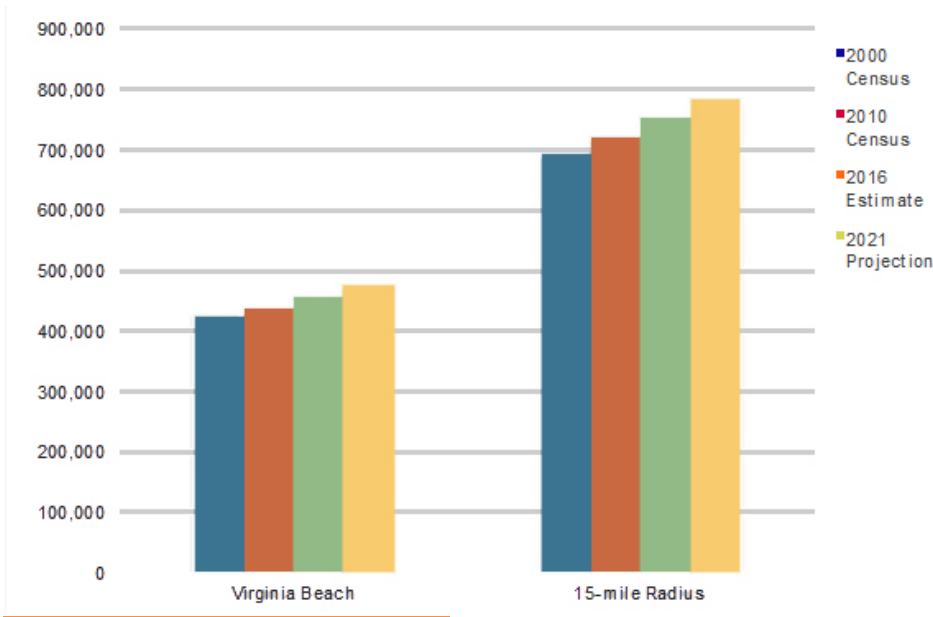
LOCAL AND REGIONAL RESIDENTS

MARKET CHARACTERISTICS

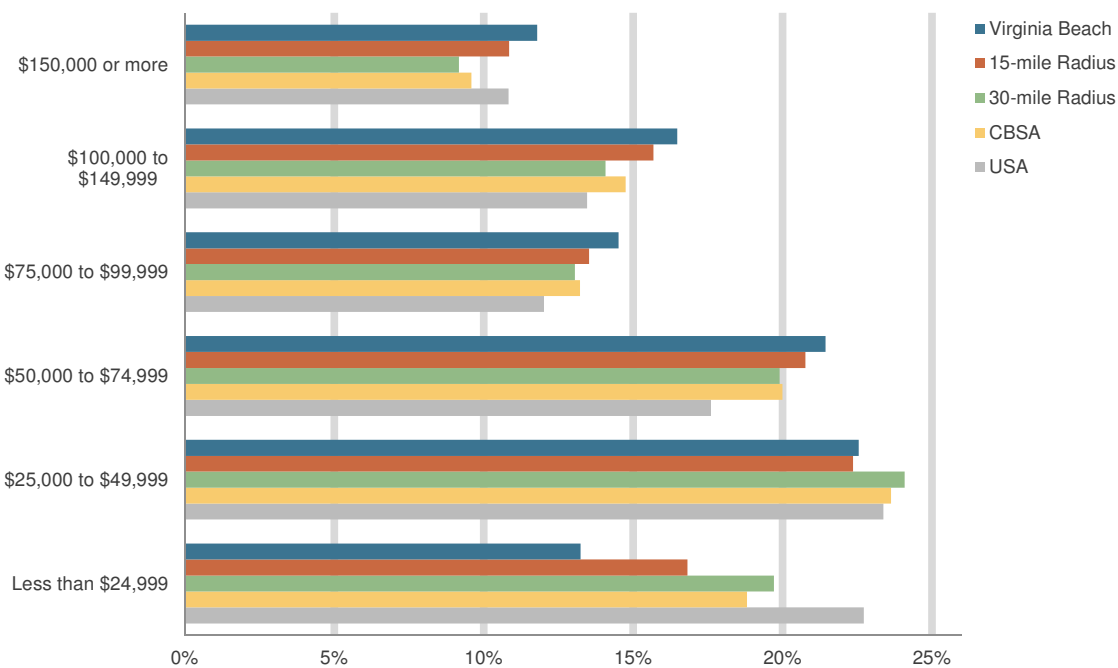
Large and growing, with most recent growth in outer lying areas (30-mile radius and CBSA.)

City and 15-mile radius are well-educated and more affluent than the region.

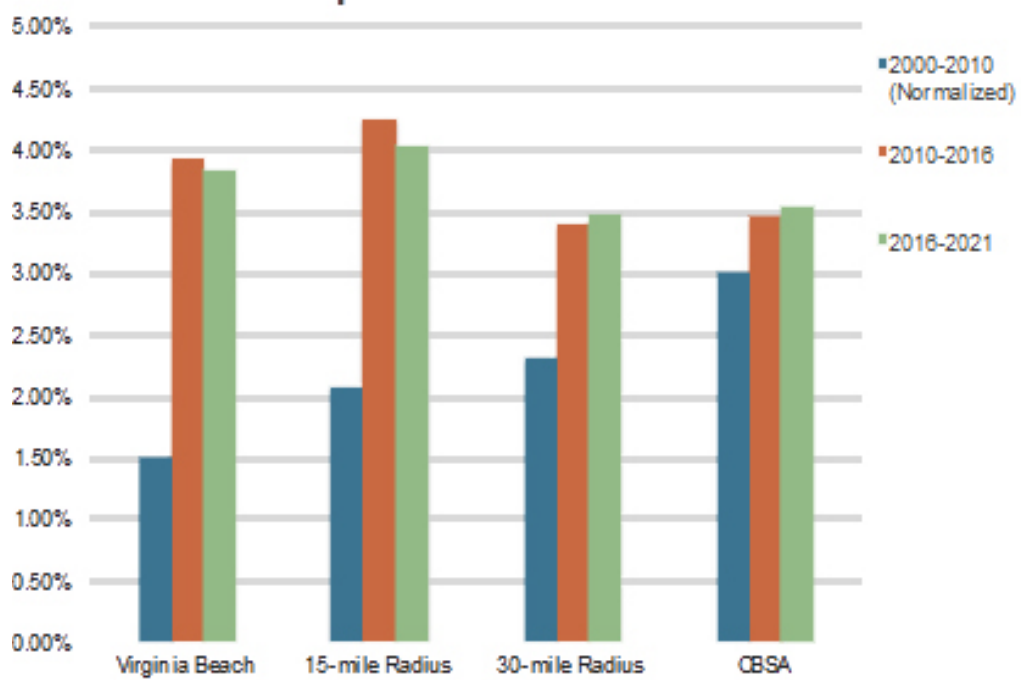
Larger than average young adult/Millennial population and lower than average proportion of older adults.



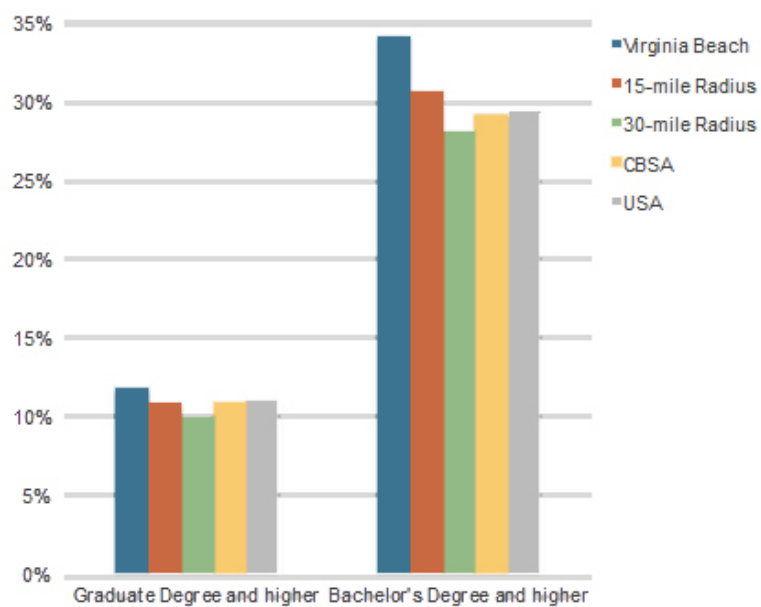
Population: Local Market



Household Income Distribution



Population: Growth Rate



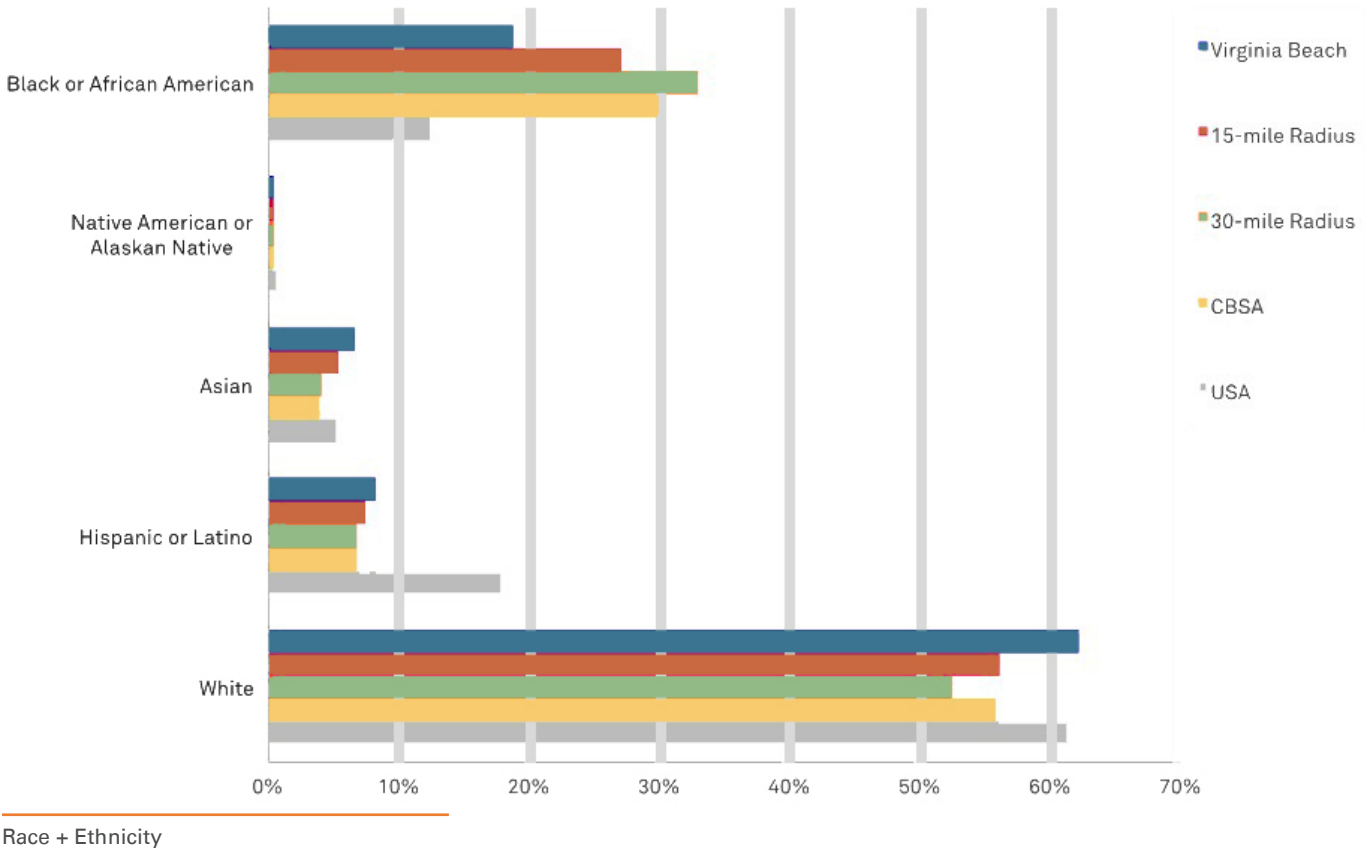
Educational Attainment



LOCAL AND REGIONAL RESIDENTS

Thirty-two percent of the regional population is African American while 12 percent of the US population is African American.

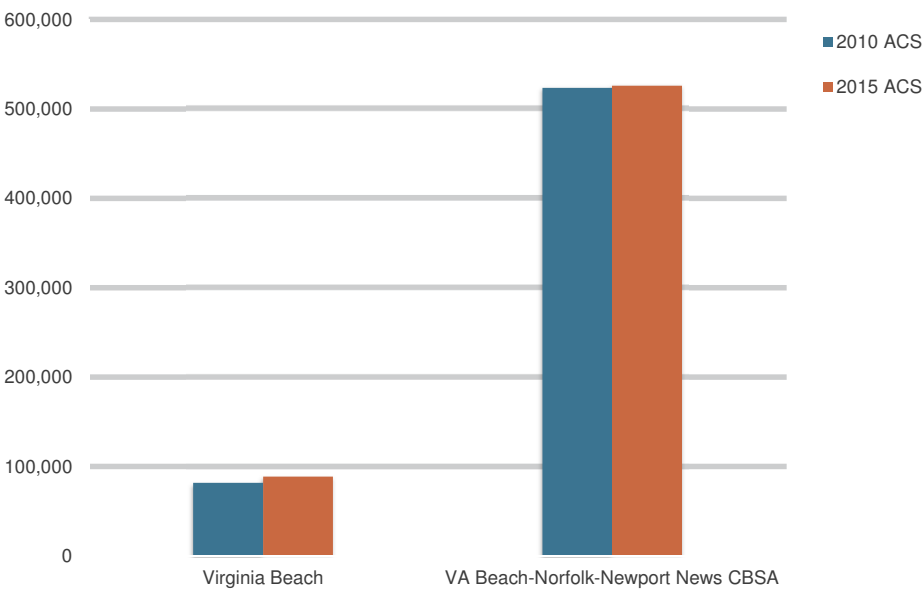
Virginia Beach includes an African American community that is larger than the national average, but proportionally smaller than the 15-mile radius, 30-mile radius and CBSA.



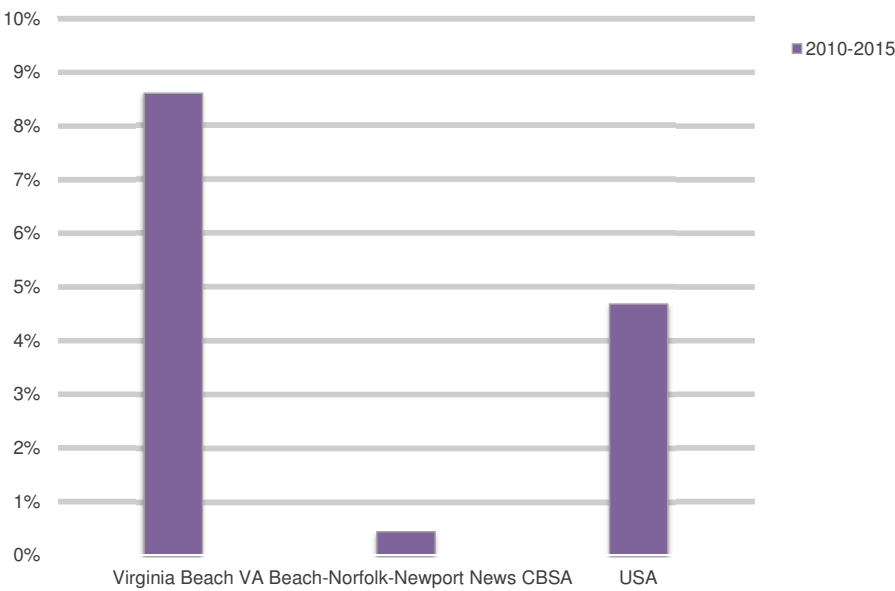


LOCAL AND REGIONAL AFRICAN AMERICAN RESIDENTS

Local African American population grew at a rate of eight percent+ between 2010 and 2015 while the regional African American population grew very little.

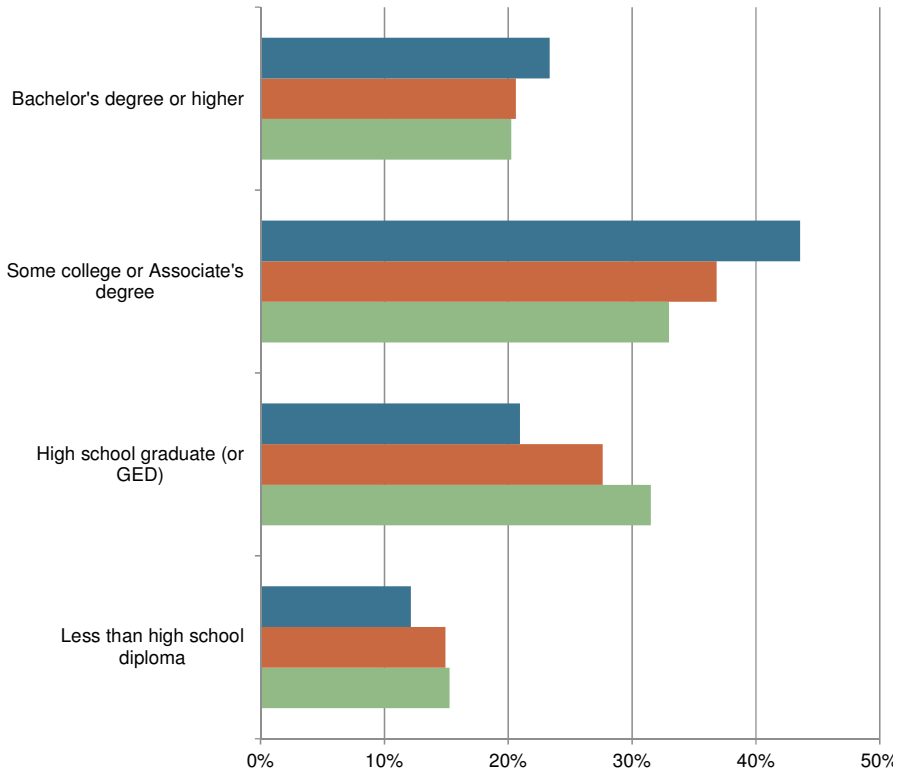


Black/African American Population



Black/African American Population Growth (%)

■ Virginia Beach
■ VA Beach-Norfolk-Newport News CBSA
■ USA



Black or African American Educational Attainment



PROGRAM OPPORTUNITIES

Permanent + temporary exhibitions
Youth-specific educational programming
Hands-on and educational programming for all ages
Artists-in-Residence
Performing Arts, Film Presenting, Lectures,
Broadcast/New Media
Festivals and special events programming
Arts, nonprofit and community rentals

USES, USERS + PARTNERS

POTENTIAL PARTNERS

Local School System

» Develop and delivery education programs

Regional Cultural Institutions (such as the Sandler Center and Attucks Theatre)

» Programming partnerships

» Marketing partnerships

Regional Colleges and Universities

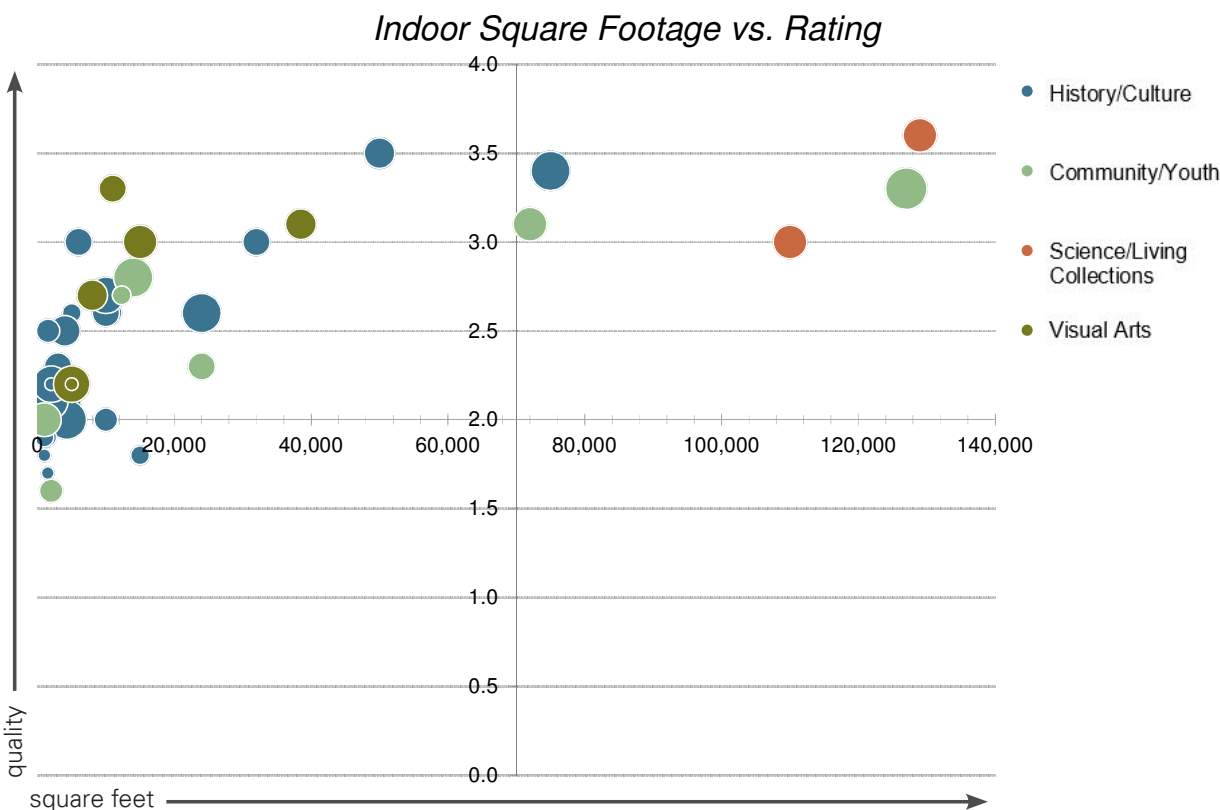
» Research functions to support exhibitions and programs

» Partnerships for lectures

» Connections to existing archives and collections

Regional Public Radio (WHRO)

» Occasional on-site programming



LOCAL AND REGIONAL FACILITY INVENTORY

Large facilities tend to be higher in quality.

Large facilities offer a greater variety of programming.

Most facilities (30) are smaller than 20,000 square feet.

Fifty percent fall under the discipline of 'History/Culture.'

Eighty-three percent host historic/cultural programming, some of which pertains to African American history.

Only two facilities (the Hampton University Museum and the Union Kempsville Museum) focus specifically on African American history/culture.



BENEFITS + IMPACTS

INTERVIEWS: An African American Cultural Center center could:

Bridge communities: Bring together residents from Virginia Beach's twelve African American neighborhoods, and connect the African American community with the greater Virginia Beach community.

Be a leader in equity + inclusivity: Play a leading role in issues related to equity and a perceived disparity between City leadership and the African American community.

Provide an unfiltered experience: Be a space where the history and culture of the African American community is shared in your words and from your own perspectives.

Set a precedent for sustainable building: Be a leader in sustainable building in Virginia Beach.

THE CITY OF VIRGINIA BEACH: Project aligns with the City's 2029 vision for Virginia Beach, as well as goals expressed around supporting a broader sense of regionalism as well as goals expressed in the City's Comprehensive Historic Preservation Plan.

ARTS PLAN 2030: Project aligns with goals and plans to celebrate the City's history and diversity.

CONCLUSIONS + RECOMMENDATIONS

FACILITY RECOMMENDATIONS

A regional African American Cultural Center on the Lake Edwards site that:

- » Focuses on providing education and experiences related to regional African American history and culture.
- » Serves as a regional destination and resource that is also centered on community.
- » Operates as a cultural center as opposed to a museum (no tangible collection).
- » Includes informal and flexible spaces.
- » Is authentic to the local and regional African American experience.
- » Is developed in phases.



Co

Community

Great Room (informal gathering)

Theater (formal gathering)

Ed

Education

Flexible Learning

Meeting Rooms

Artist-in-Residence

Cu

Culture

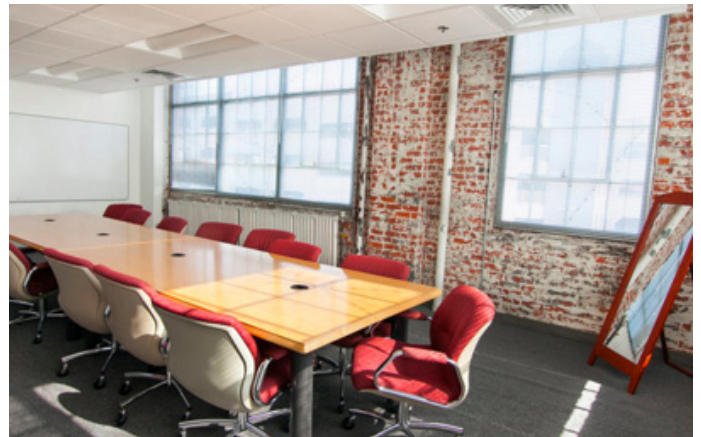
Exhibitions

CONCEPT AND COMPONENTS

PHASE ONE

The plan is to develop a multi-use arts center in two phases, with the following components:

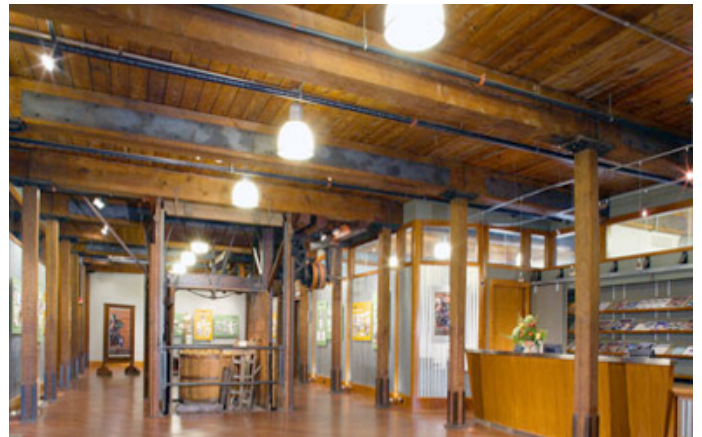
- » Exhibition areas
- » A great room
- » Artist studio space
- » Flexible education/program spaces
- » Administrative space for full and part-time staff, including a small break room for volunteers.
- » Concessions area for visitors.
- » Small warming kitchen.
- » Storage space for relevant materials and supplies.



CONCEPT AND COMPONENTS

PHASE TWO

- » A formal indoor performance space in the range of 250-seats
- » Retail space
- » Infrastructure for outdoor events including film and live performance
- » Larger catering/teaching kitchen
- » Cafe with food and drink available for sale to visitors



AFRICAN AMERICAN CULTURAL CENTER

8/30/2017

Program Concept
Virginia Beach

Hanbury +
Webb Management Inc.

Space #	Space / Description	Occup.	Quantity	ASF	Total ASF	Comments
PUBLIC SPACE - PHASE 1						
PHASE 1 SUBTOTALS		322		8,324	8,969	
100	Venues	295		7,209	7,334	
101	Great Room	202		3,700	3,700	Board Request for 200
a	Gathering Space	200	1	3,200	3,200	16 16 sf per person
b	Storage	2	1	500	500	300 sf per person
102	Exhibition Areas	23		1,400	1,400	
a	AAVB / Princess Anne County History	20	1	600	600	30 30 sf per person
b	Storage	1	1	300	300	300 sf per person
c	Undisplayed Exhibits	2	1	500	500	300 sf per person
103	Temporary Exhibition Area	11		450	450	
a	Staging	10	1	300	300	30 30 sf per person
b	Storage	1	1	150	150	300 sf per person
104	Artist In Residence	6		150	150	
a	Staging	6	1	90	90	15 15 sf per person
b	Storage		1	60	60	300 sf per person
105	Flexible Education /Multipurpose Program	22		715	715	Board Request for 20
a	Working Space	20	1	500	500	25 25 sf per person
b	A/V	1	1	15	15	300 sf per person
c	Storage	1	1	200	200	300 sf per person
106	Meeting Room/Study - Medium	15		450	450	
a	Conference Area	12	1	300	300	25 25 sf per person
b	Small Library	3	1	150	150	50 50 sf per person
107	Meeting Room - Small	5	1	125	125	25 25 sf per person
108	Concessions	2		200	200	
a	Vending	1	1	100	100	100 100 sf per person
b	Grab and Go	1	1	100	100	100 100 sf per person
109	Small Warming Kitchen	9	1	144	144	16 16 sf per person
200	Administrative Space	23		745	965	
201	Reception Desk	2	1	50	50	25 25 sf per person
202	Staff Office	2	2	220	440	110 110 sf per person
203	Meeting Room - Medium	15	1	375	375	25 25 sf per person
204	Break Room	4	1	100	100	25 25 sf per person
300	Support Space	4		370	670	
301	Housekeeping	2	2	60	120	30 300 sf per person
302	Closet (Staff Coats)	0	1	30	30	300 sf per person
303	Equipment Storage	1	1	200	200	300 sf per person
304	Toilets - Women	1	4	40	160	40 40 sf per person
305	Toilets - Men	1	4	40	160	40 40 sf per person
400	Building Support Spaces					not in subtotal
401	Mechanical					
402	Trash					
403	Building Storage					
500	Circulation					not in subtotal
501	Corridors/Vestibule					
502	Stairs					
Phase 1						
Total Phase 1 SF						14,799

What's the BIG Idea? ... Co Ed Cu

- » Community/Gathering/Sharing
- » Education/Learning

- » History/Culture/Tradition
- » Sustainability (Process and Environmental)

AFRICAN AMERICAN CULTURAL CENTER

8/30/2017

Program Concept
Virginia Beach

Hanbury +
Webb Management Inc.

Space #	Space / Description	Occup.	Quantity	ASF	Total ASF	Comments
PUBLIC SPACE - PHASE 2						
PHASE 2 SUBTOTALS		496		12,057	12,357	
600	Venues	428		10,491	10,491	
601	Formal Performance Space	365		9,175	9,175	Board Request for 250
a	Flexible Seating	250	1	2,500	2,500	10 250 seats retractable
b	Large Stage	90	1	2,700	2,700	30 30 sf per person
c	Back of House/Scene Shop	6	1	2,700	2,700	100 100 sf per person
d	Dressing Rooms/Toilets	16	1	640	640	40 full bath @ 2 single & 1 group
e	Storage	1	1	500	500	300 300 sf per person
f	A/V Closet and Storage	2	1	135	135	100 100 sf per person
602	Retail	26		650	650	
a	Retail Floor	25	1	500	500	20 20 sf per person
b	Storage	1	1	150	150	300 300 sf per person
603	Expanded Kitchen (Catering/Teaching)	7		216	216	
a	Prep Area	6	1	96	96	16 16 sf per person + ph1 kitchen
b	Storage	1	1	120	120	300 300 sf per person
604	Café	30	1	450	450	15 15 sf per person
700	Support Space	4		140	440	
701	Toilets - Women	1	4	40	160	40 40 sf per person
702	Toilets - Men	1	4	40	160	40 40 sf per person
703	Housekeeping	2	2	60	120	30 300 sf per person
800	Staff Space	1		110	110	
801	Security	1	1	110	110	110 110 sf per person
900	Building Support Space					not in subtotal
901	Building Technology					
902	Loading Dock					
903	Mechanical/Fire Protection					
904	Storage					
905	Trash					
1000	Circulation					not in subtotal
1001	Corridors/Vestibule					
1002	Stairs					
EXTERIOR PROGRAM						
1100	Outdoor					
1101	Outdoor Event Space					
a	Concrete Stage					
b	Level Seating Area					
c	Infrastructure (AV, power, screen/screen wall)					
1102	Parking - 326 spaces					
a	On-site Parking - 122 spaces - Phase One					
b	Off-site Parking - 204 spaces - Phase Two					
Phase 2						
Total Phase 2 SF					20,389	
Subtotal Phase 1 SF					14,799	
Subtotal Phase 2 SF					20,389	
TOTAL PHASE 1 & 2 SF					35,188	

Places and Spaces that Demonstrate the BIG Idea

- » Community/Sharing - Great Room, Performance Venue, Kitchen, Cafe
- » Education/Learning - Flexible Education/ Multipurpose, Meeting Rooms
- » History/Culture/Tradition - Exhibition
- » Sustainability (Programmatic, Activity and Environmental) - Spaces that facilitate "sustainability"

CAPITAL BUDGET

The capital budget is based on relative costs, comparative project data, and supportive data from the research of Webb Management, Inc. Our research assigns a relative cost of \$450 per square foot to the project. The 'per square foot' costs are inclusive of construction with FFE included. Total project, considering both phases, the capital cost is \$20,585,000.

The breakdown of the costs phasing is as follows:

PHASE ONE:	\$8,657,000
PHASE TWO:	\$11,928,000
TOTAL PROJECT:	\$20,585,000

AFRICAN AMERICAN CULTURAL CENTER				8/30/2017
Program Concept Virginia Beach				Hanbury + Webb Management Inc.
Phase 1				
Subtotal Assignable Area		8,969		
Program Efficiency Ratio Multiplier @	70.0%		1.65	
GSF Gross Area		12,813		
Contingency	10.0%	1,281		
Total Phase 1 SF				14,799
Cost per SF			450	
Construction Cost			\$	6,659,482.50
Soft Cost Multiplier @			1.3	
Capital Cost			\$	8,657,327.25
Phase 2				
Subtotal Assignable Area		12,357		
Program Efficiency Ratio Multiplier @	70.0%		1.65	
GSF Gross Area		17,653		
Contingency	10.0%	1,765		
Total Phase 2 SF				20,389
Cost per SF			450	
Construction Cost			\$	9,175,072.50
Soft Cost Multiplier @			1.3	
Capital Cost			\$	11,927,594.25
Phase 1+2				
Subtotal Assignable Area		21,326		
Program Efficiency Ratio Multiplier @	70.0%		1.65	
GSF Gross Area		30,466		
Contingency	10.0%	3,047		
Total Project SF				35,188
Cost per SF			450	
Construction Cost			\$	15,834,555.00
Soft Cost Multiplier @			1.3	
Capital Cost			\$	20,584,921.50

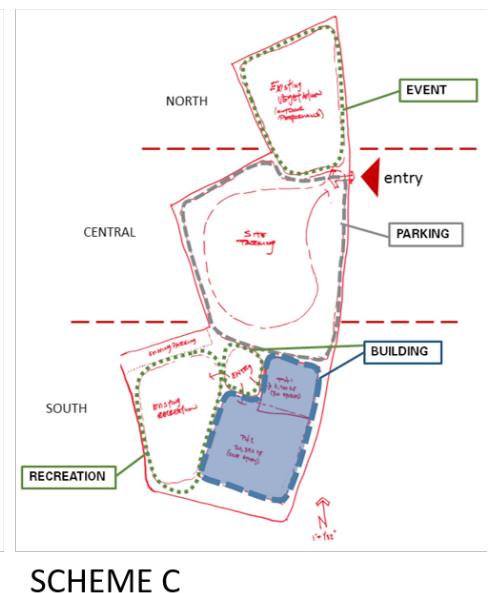
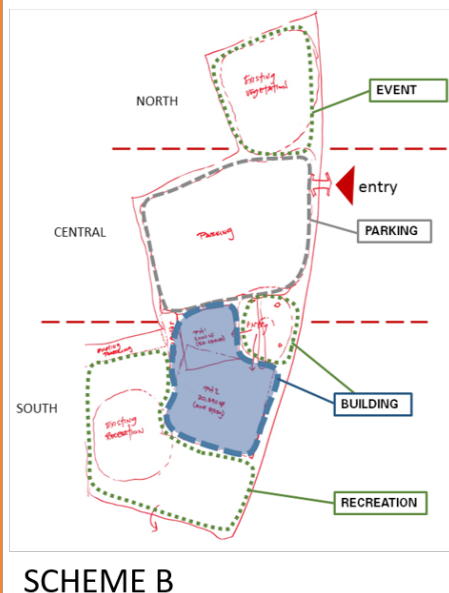
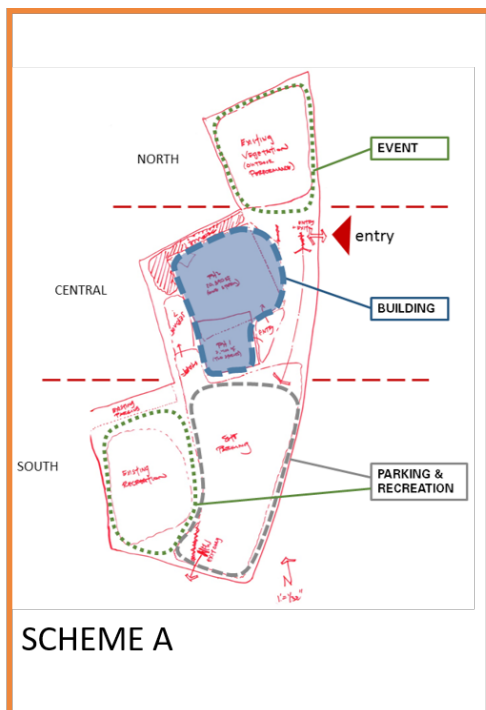
AERIAL VIEW OF SITE LOCATION



SITE PLANNING STUDIES

Analysis of the site reveals that the best potential location for a building is at the center-third of the site - the core. With the building being placed central to the site, the natural zones created by the form of the site, work in conjunction with studied program adjacencies. The core will be able to house the first phase of the building program, in addition to the green space for exterior programming. The northern-third of the site remains a densely populated green space in phase one and move toward an open green in phase two. Further development of the northern portion of the site will incorporate outdoor event space

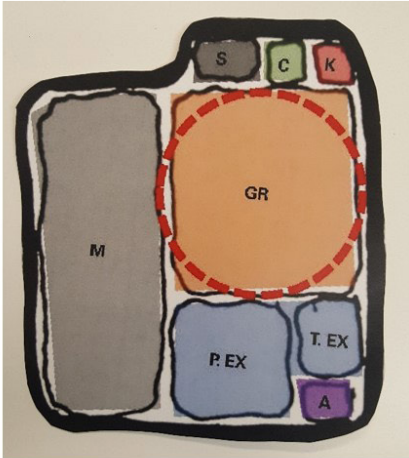
with a concrete stage, available infrastructure, and level green area for seating. The southern-third of the site is the widest of the three and better able to handle parking accommodations. The parking requirements of the first phase reflect the majority of the on-site parking desired by the user and recommended for the site. The balance of parking is intended to be off-site, on nearby surface parking at partnering businesses and shopping centers. Service and drop-off access is accommodated at and around the physical building at the core of the site.



PROGRAMMING EXERCISE

Hanbury Adjacency Diagrams

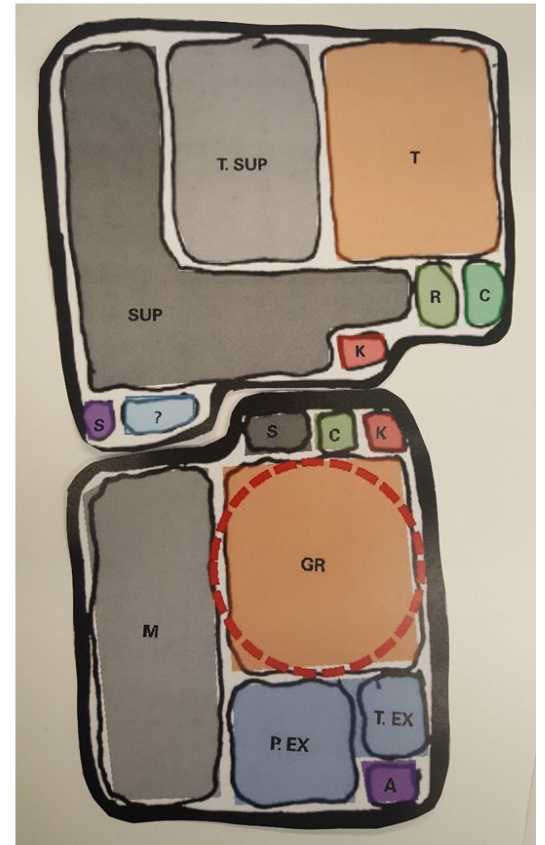
1st Floor



2nd Floor



PHASE 1



PHASE 2





30 August 2017

African American Cultural Center (Phase I)



30 August 2017

African American Cultural Center (Phase II)

CO-ED-CU WALLS OF MEANING

Areas of

Protection:

Built Identity

"Built identity—the deliberate shaping, forming and t commonality, security and cohesion of a people. At t stands as a symbol of built identity and community, a safety. As a symbol of its past, the AACC is a modern shaped in the form of Community, fostering Education – Chris Charles and Jeffrey Butts , Hanbury


**“A place of b
together in l**

Areas of

Transmission:

Oral/Written Memory

"Oral transmission – the vocal passage of history thro education of one's community and culture. The buildi oral memory. Told through the building's walls and su graphics and technology, these stories can be feature – Jeffrey Butts and Chris Charles, Hanbury



texturing of a constructed space—is central to the heart of the built Liberian tradition is the palava hut; it is a place of bringing a people together in likeness and in a modern-day palava hut embracing African American culture, it is a space, textured in the pattern of Culture."

***bringing people
together in
likeness."***

Through generations past – is a foundational element in the building's architecture can be the built embodiment of that tradition. Surfaces, exploring the possibilities of light and shadow, and in moments in spaces that bring people together."

OPERATING GOALS

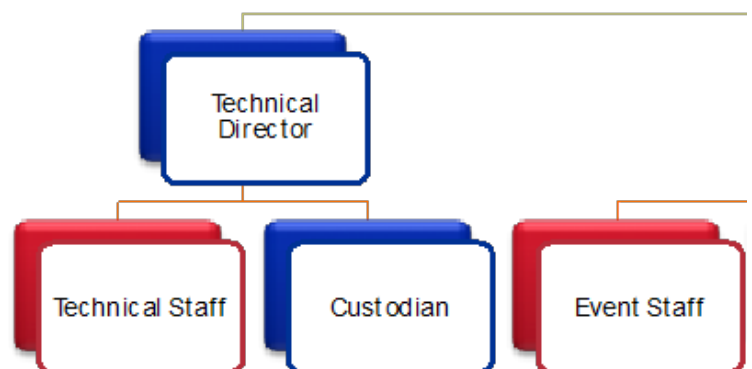
1. Highlight African-American heritage and culture in the region for the benefit of all African Americans, the permanent regional population and other visitors to the area
2. Provide affordable access to well-equipped performance, rehearsal, and support spaces to local and regional African American artists and arts organizations
3. Support local businesses, government, the CVB, and citizens with professional meeting and event facilities
4. Contribute to the economic vitality of Virginia Beach and the wider region with active

facilities that drive economic and community development; and

5. Utilize a sustainable business model primarily driven by earned income

These goals will guide leadership towards good decisions in the day-to-day operations of new facilities. Each goal makes sense and seems reasonable. It is the combination of these goals that is challenging—providing access, staying busy, and managing costs in a way that the facility delivers value to the community while remaining financially sustainable.

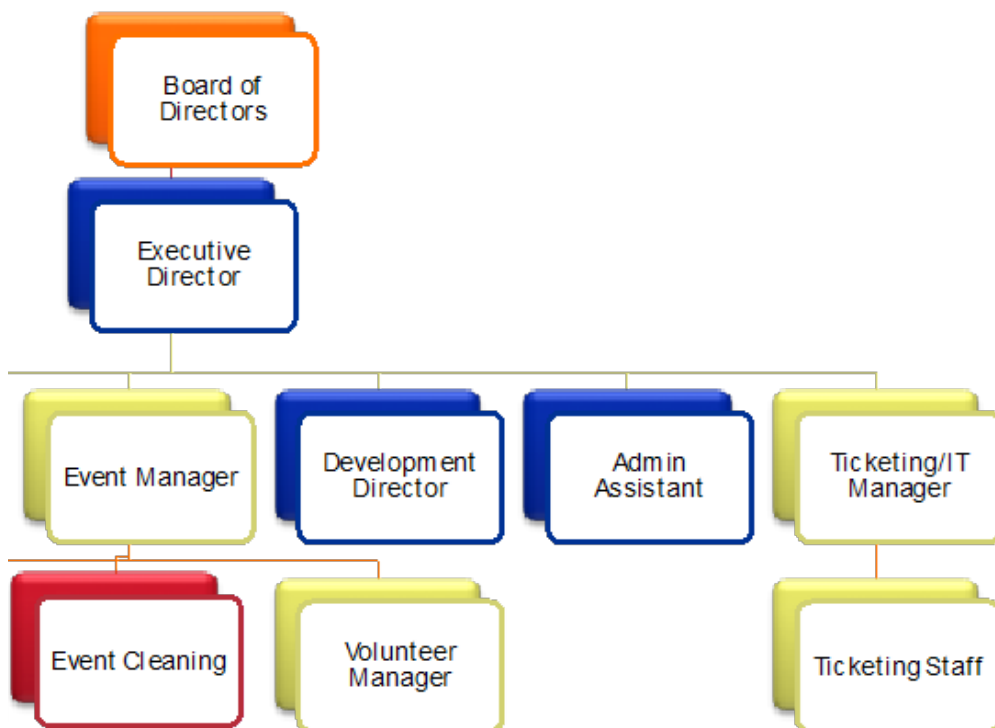
STAFFING



GOVERNANCE

We would also stress the importance of developing strong partnerships in order to fully realize the potential of the Center, we would encourage the further development of partnerships with the following groups:

- » The City of Virginia Beach – will provide ongoing operating support on the basis of programs and activities that serve a range of City residents.
- » Regional School District – a partner in the development and delivery of programs serving local school children.
- » Local and Regional Colleges – can provide student labor, support exhibition efforts and also partner on various programs.
- » Regional Cultural Facilities and Programs – also a partner on program development and delivery, plus support for regional marketing efforts.



PRO-FORMA OPERATING BUDGET

- » A pro-forma operating budget has been projected for the new cultural center, starting one year before opening and then extending through the first five years of operations, with the second phase opening in Year 4.
- » We first project earned income, which comes mostly through rentals and internal programs. Then we forecast staff and other operating ex-

penses based on that growing set of activities. Finally, we suggest what sources and levels of contributed income are required to sustain operations.

- » Overall, the Center is fully activated and delivering significant value to the community from the outset, with over one-half of the budget supported by earned income.

Pro-forma Budget Summary	Pre-Opening	Year 1
Earned Income		
Ticket Sales		52,800
Rental Income		132,565
Theater User Fees		40,539
Food Service		37,252
Miscellaneous Income		73,308
		336,464
Contributed Income		
Individual Contributions	30,000	60,000
Corporate Contributions	0	25,000
Foundation Grants	30,000	45,000
Government	100,000	200,000
Endowment Revenue	20,000	22,000
	180,000	352,000
Total Income	180,000	688,464
Operating Expenses		
Total Personnel	169,000	426,982
Programming Costs	0	78,400
Fundraising	13,000	26,000
Box Office	0	26,193
Administration	23,500	49,500
Occupancy Costs	0	83,300
Total Operating Expenses	205,500	690,375
Result of Operations	-25,500	-1,911
Allocation from Capital Budget	30,000	10,000
Allocation to Capital Reserve	0	0
Final Result	4,500	8,089
Op Expenses/Earned Income	0	49%

Year 2	Year 3	Year 4	Year 5
59,272	66,128	92,745	102,415
143,555	153,631	207,867	221,864
43,974	46,749	91,823	97,270
40,834	44,571	103,243	110,350
79,560	86,143	135,746	147,287
367,194	397,222	631,425	679,186
63,000	66,150	132,300	138,915
26,250	27,563	55,125	57,881
47,250	49,613	99,225	104,186
210,000	220,500	330,750	347,288
24,200	26,620	29,282	32,210
370,700	390,445	646,682	680,480
737,894	787,667	1,278,107	1,359,666
444,527	492,788	713,692	743,332
84,943	91,747	191,039	201,754
27,300	28,665	30,098	31,603
28,511	30,625	53,379	58,110
51,975	54,574	57,302	60,168
84,966	86,665	214,682	218,976
722,222	785,064	1,260,193	1,313,943
15,672	2,603	17,914	45,722
0	0	0	0
0	0	0	25,000
15,672	2,603	17,914	20,722
51%	51%	50%	52%

ECONOMIC IMPACTS

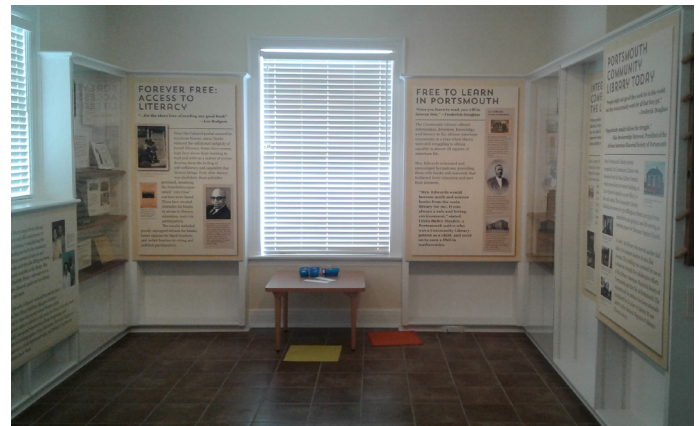
SUMMARY OF ECONOMIC IMPACTS ON VIRGINIA BEACH

Construction Impacts	Input (Local Expenditures)	\$20,000,000
	Output (Sales)	\$28,924,000
	Earnings	8,406,000
	Jobs Created (person-years)	175
Ongoing Annual Impacts Operations	Input (Year 4 Spending)	\$550,000
	Output (Sales)	\$859,845
	Earnings	203,335
	Jobs Created (annual)	5
Audience Spending	Input (Year 4 Activity)	\$676,520
	Output (Sales)	\$1,062,971
	Earnings	\$225,798
	Jobs Created (annual)	8
Total Annual Operating Impacts (Operations + Audience Spending)	Output (Sales)	\$1,922,815
	Earnings	\$429,133
	Jobs Created (annual)	13

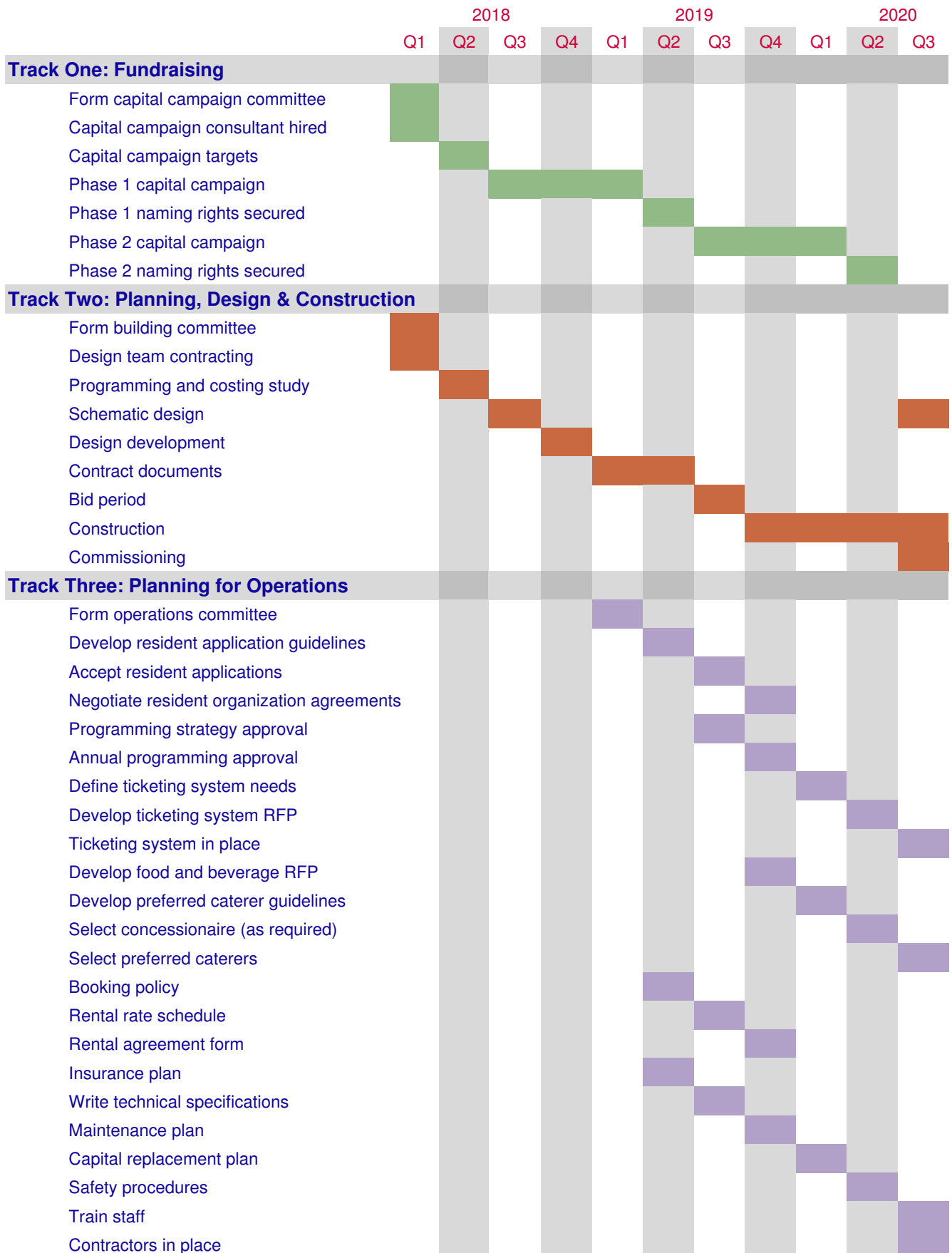
ECONOMIC IMPACTS

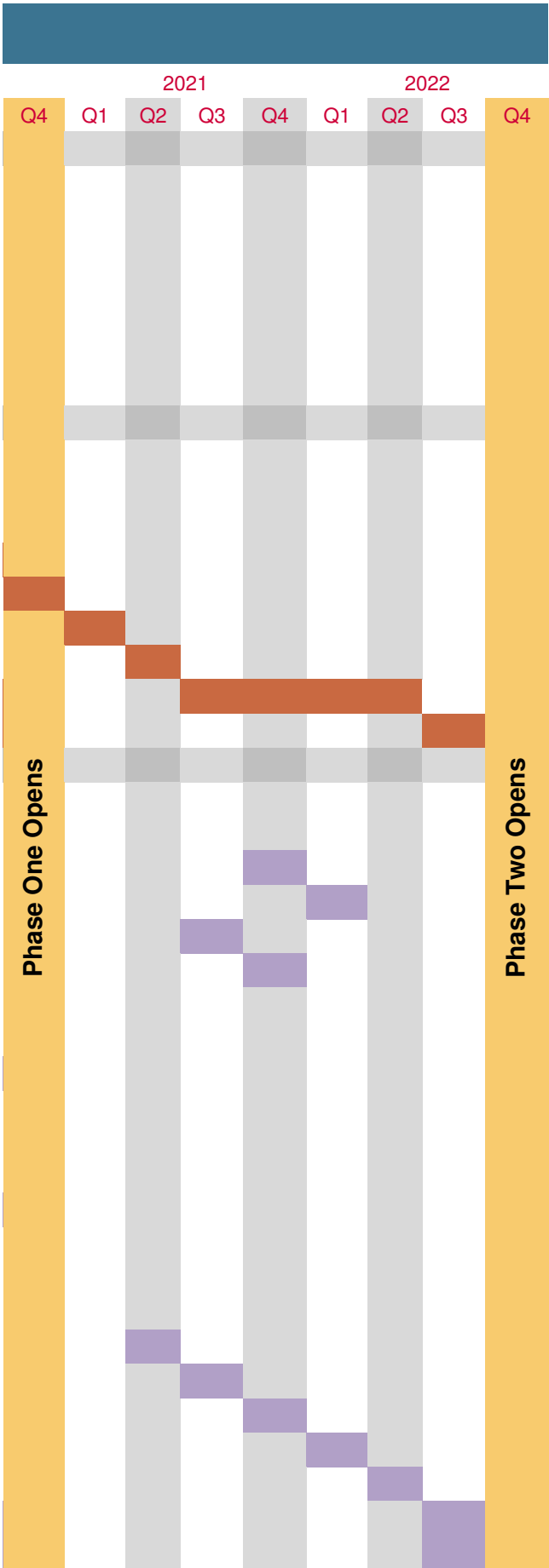
Beyond quantitative impacts, a new African-American Cultural Center can have additional qualitative impacts:

- » The project could be a catalytic project for the neighborhood and City, kicking-off growth and development throughout the area
- » The Center could play a role in corporate recruitment, attracting progressive and diverse companies, workers, and residents to Virginia Beach
- » The Center could be an important aspect of developing more tourism, attracting African-Americans from throughout the region



AFRICAN AMERICAN CULTURAL CENTER CRITICAL PATH PLAN





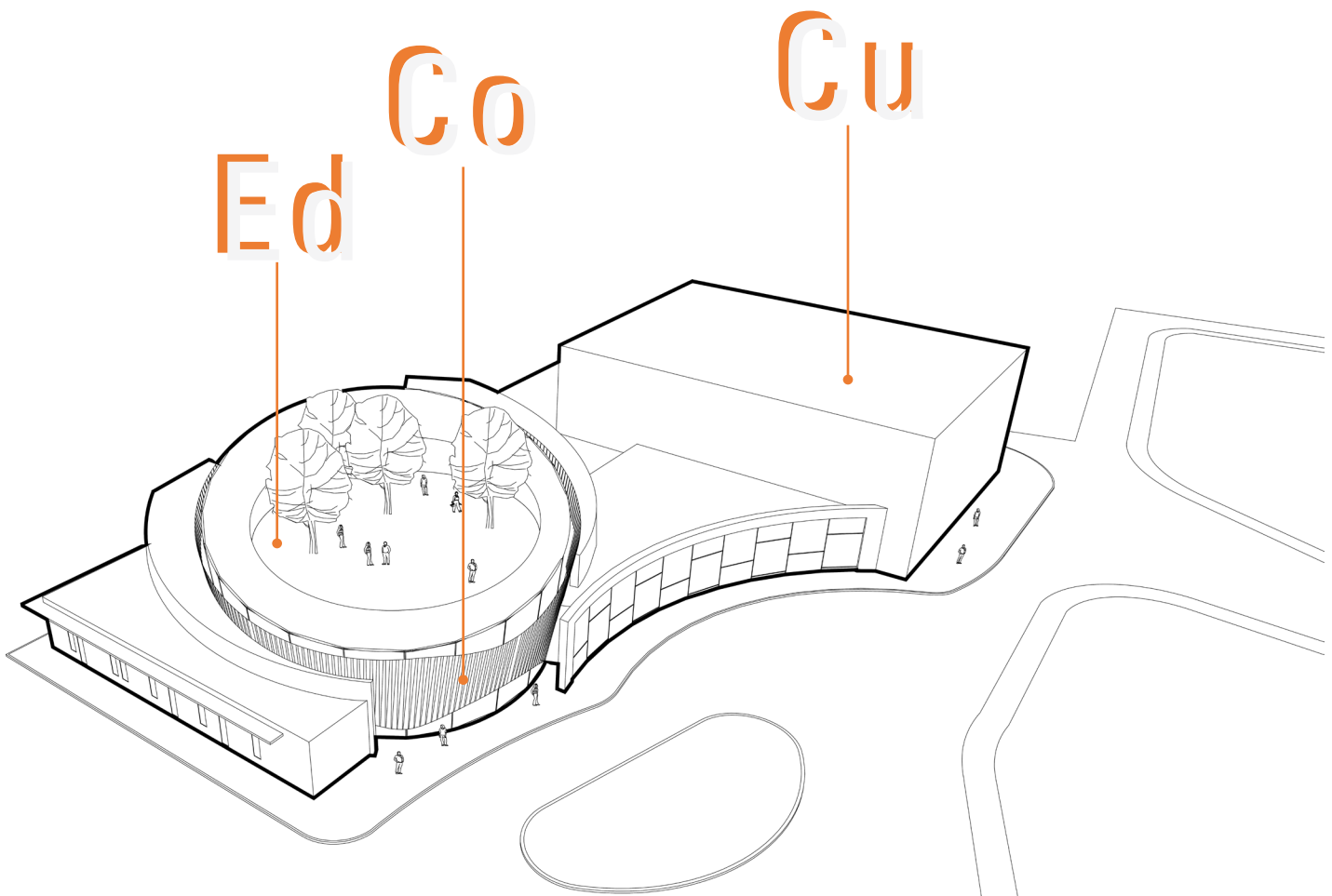
CASE STATEMENT

The 1st African-American Cultural Center has been proposed to tell the story of African Americans in Virginia Beach and the Hampton Roads region, with a 4.83 acre site along Newtown Road identified and donated to the project by the City of Virginia Beach.

This will be a place that brings people together, fostering community, providing education and celebrating African-American history and culture in the region. The Center

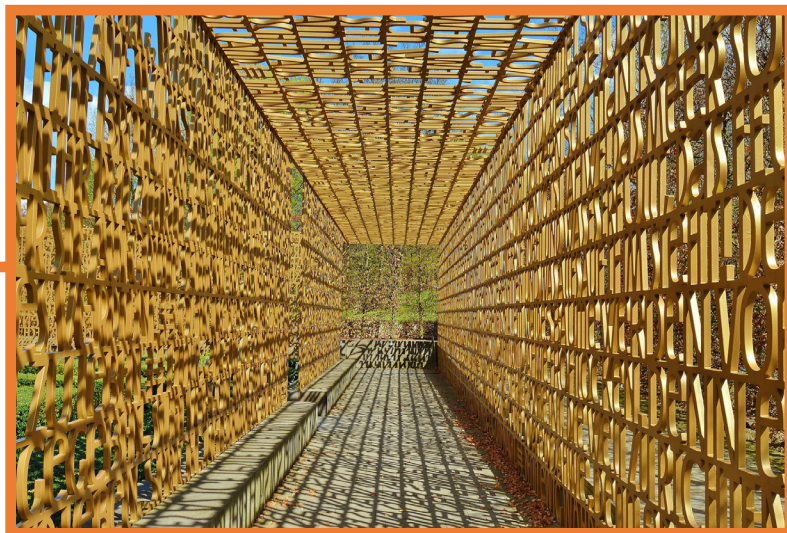
will also provide much-needed facilities for the local community, and will further enhance the Virginia Beach's 2030 Arts Plan for a more culturally diverse community. The Center will be sustained with an appropriate and achievable mix of earned and contributed income.

For those reasons, the African-American Cultural Center is a project worthy of support.



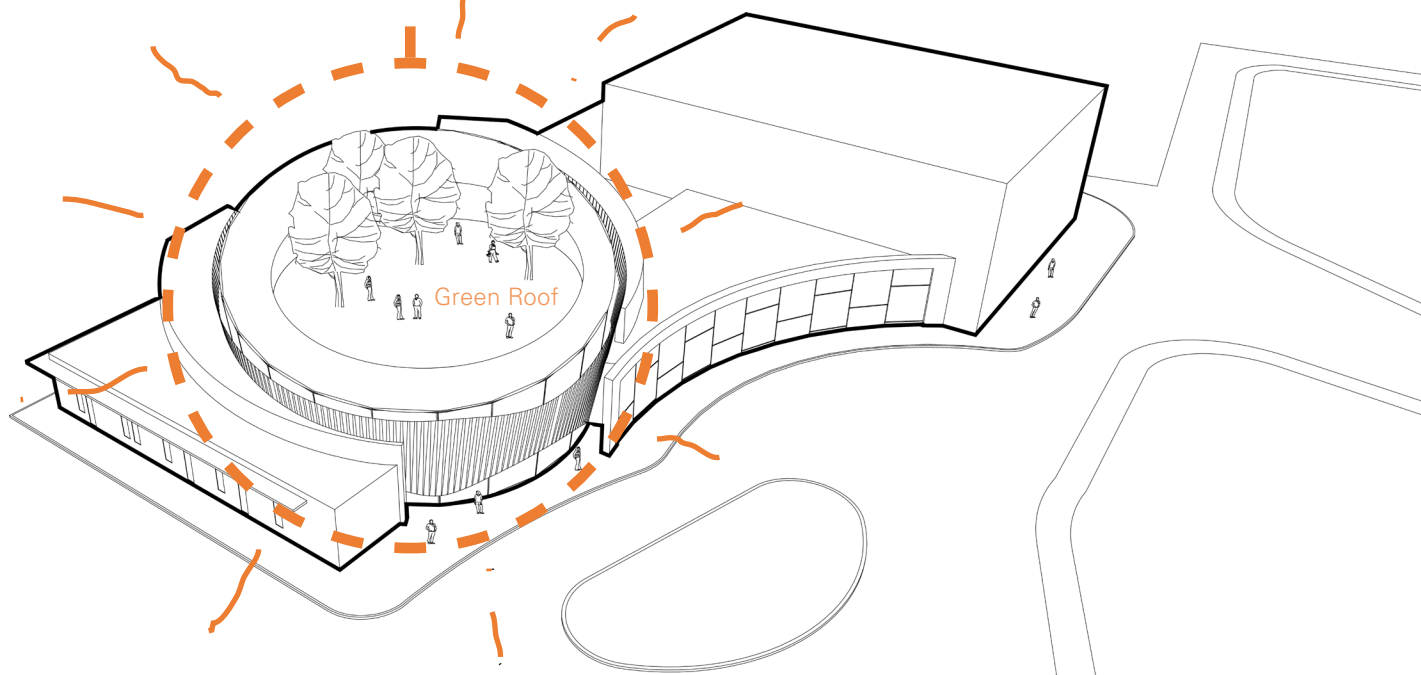
Co - Community | **Ed** - Education | **Cu** - Culture

Glowing Drum: At Night



THE DRUM IN DETAIL: Walls of Meaning

Let the story be told through light and shadow.





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