

# African American Museum & Cultural Center

100% Master Plan | December 6, 2023  
Las Vegas City Council



FordMomentum!  
*Keep it movin'...*



Submitted at meeting  
Date: 12/06/2023 Item: 54  
By Gallagher & Associates



*“We can show our authenticity in a beautiful way, and our accomplishments as a culture. I want my daughter to walk away from this museum and proclaim, ‘Mommy, they all look like me and did amazing things.’”*

Community Engagement Participant



# Visitor Experience Strategy

The new African American Museum and Community Center will bring new insights and energy to a familiar American story—to create an experience that could only exist in Las Vegas.

# Community Engagement Overview



## Scope

To ensure that the museum and cultural center represent authentic Black voices in the region, FordMomentum! and SUMNU Marketing spoke with local experts about their specific knowledge on how the museum will be successful, culturally representative, and sustainable.

## Audiences

- Leaders with experience in the fields of history, finance, museums and entertainment, and culture.
- Civic leaders, entertainers, and residents who are peer engaged within the Historic Westside.
- The general public in areas with large concentrations of African American, Hispanic and Indigenous residents.

## Process

- Facilitated workshops
- One-on-one interviews to assess interests and priorities
- Participatory, hands-on activities such as migration stories and vision boarding exercises
- Oral history collection through the StoryCorps archives
- Online survey

## Participation

- Over 300 people participated in both phases of the engagement process.
- 40 one-on-one interviews
- 14 StoryCorps interviews recorded, with 34 on the waiting list
- 165 respondents to the digital survey

# The Big Idea



This is not a history museum, it is **a museum of Now**, shaped by the history and experiences of African Americans in Las Vegas.

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This is a place to reflect on what brought us here and how we can collectively shape the future.



This is a place that is **alive with Black cultural expression.**

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Las Vegas is about big, bold experiences and statements, and it's time for the African American experience to get the proper Las Vegas treatment.

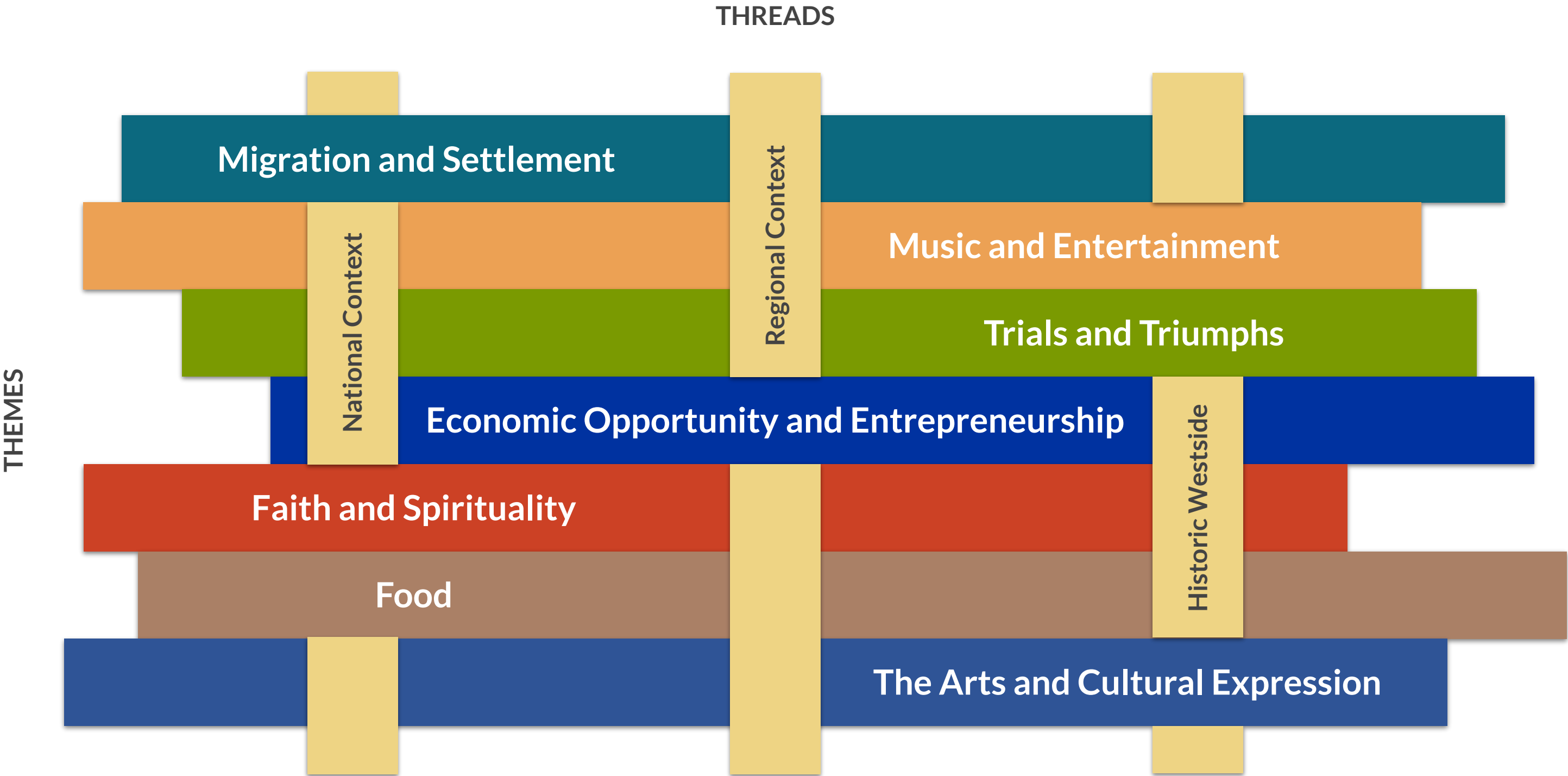


This is a place **shaped by African American voices** and experiences.

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From the planning to the operation and staffing of the institution, provide the opportunity for people to see themselves reflected as a diverse but recognized community, imbued with the star power which only Las Vegas can confer.

# Interpretive Approach



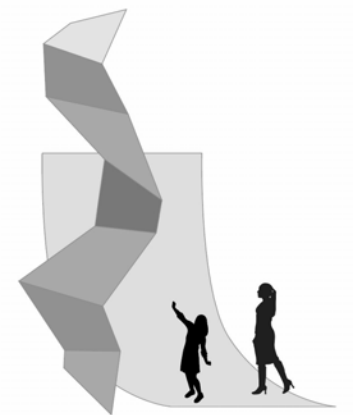


# Design Approach: Shaping the Experience

The following pages offer visualizations to shape the experience of the new African American Museum and Cultural Center.

*These are not intended to show the proposed design of the building, but rather to help imagine the potential look and feel of the various experience components.*

# Experience Components



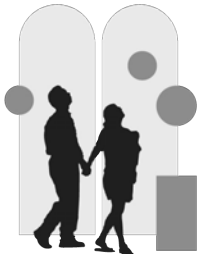
**1** Iconic Exterior



**2** Welcoming Entryway



**3** Exploration of History



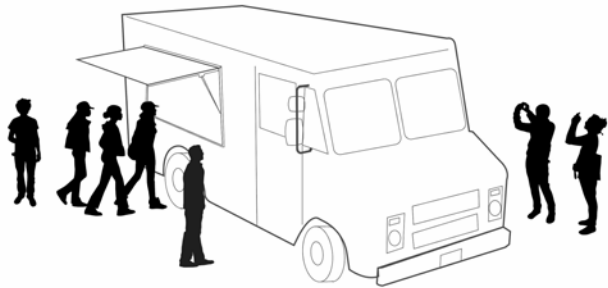
**4** Focus on the Future



**5** Cultural Center  
Performance Venue,  
Art Gallery, Education &  
Programming Spaces



**6** Places to Gather



**7** Community Activations





# Iconic Exterior

A bold, instantly recognizable design feature, establishing the site as an essential Las Vegas landmark while reflecting and referencing Black culture.

## WE HEARD...

### BECOME A LAS VEGAS LANDMARK

Neon, Vibrant, Iconic  
Rising out of the desert

### REPRESENT THE PEOPLE

Big, bold, and proud on  
the face of the building

### CONNECT WITH LOCAL HISTORY

Historic Westside, Moulin Rouge,  
Jackson Ave.

### UNIQUELY AFRICAN AMERICAN

Color, Pattern, Music  
Sound, Smell, Taste, Feeling



ICONIC EXTERIOR

# An Integrated Campus

Not just a building—create a campus complex which anchors the neighborhood, integrates into the existing urban fabric, accommodates a diversity of spaces and programs, and creates a true destination for Las Vegas residents and visitors alike.





ICONIC EXTERIOR

# An Integrated Campus

Include characteristics  
inspired by African-American  
architecture and design



MUSEUM ▲  
CAFE ▲  
PERFORMANCE CENTER ▲

WE HEARD:

“Include Afro-color stained glass windows, and **a building that will grasp at your soul as an African American** as soon as you enter.”  
*From Community Engagement Workshop*



# An Integrated Campus

Incorporate oversize  
images of real people on  
the facade of the building

WE HEARD:

“**We can incorporate real people:** the front of the house workers and the Hoover dam workers on the facade. The workers from the mine in Henderson. The Area 51 workers and the black hotel staff.”  
*From Community Engagement Workshop*



ICONIC EXTERIOR

# An Integrated Campus

Draw on the distinctive characteristics of Las Vegas architecture: neon, bold colors, etc.







# Welcoming Entryway

A grand, welcoming space which provides a sense of calm and security and feels distinctly African-American through the incorporation of visual and textural characteristics, colors, and motifs.

## WE HEARD...

### YOU ARE **WELCOME HERE**

A space which exudes a sense of warmth and welcome

### **A SAFE SPACE**

A sense of comfort and belonging for Black people immediately upon entry

### **MAKE IT GRAND**

An impressive, spacious entry experience which provides an atmosphere of grace and class



WELCOMING ENTRYWAY

# A Welcoming Space

A space to relax and contemplate, which also feels alive and vibrant, with areas for gathering, socializing, and participating in activities.





WELCOMING ENTRYWAY

# A Welcoming Space

Open spaces for public use and events are integrated into the architecture to connect the spaces to the larger community.





ENTRYWAY

# A Welcoming Space

Gathering spaces can be used for formal—or impromptu—performances





ENTRYWAY

# A Welcoming Space

A large interactive map shows where people came from, allowing visitors to draw or otherwise register their own geographic history.







# Exploration of History

A space devoted to exploring the history of African Americans at several scales: national, regional, and local. This area will explore how the nation's history and culture impacted the African American community in Las Vegas and vice-versa.

## WE HEARD...

### GET IMMERSED IN THE PAST

Journey back in time,  
create visceral experiences

### TELL THE REAL STORY

Honor the sacrifices,  
celebrate the achievements

### MAKE IT PERSONAL

Showcase individual voices  
and real experiences



EXPLORATION OF HISTORY

# Get Immersed in the Past

A journey through historic streets or landmarks of the past designed to evoke the sensory experience of the Westside's history.





# Get Immersed in the Past

Signs and other landmarks provide a sense of being in a particular place and time.





DESIGN APPROACH

# Get Immersed in the Past



Browse through a digital guestbook from the Carver House and hear people's stories.



# Get Immersed in the Past

Projections on the wall create a sense of a dynamic streetscape from the past.

## WE HEARD:

**"If you thought for one minute the Westside was boring, you were so badly mistaken.**

That's what surprised people. There were so many Cadillacs on the street and people walking back and forth dressed to the nines."

*UNLV Professor Claytee White*





# Financial Viability & Community Impact

Our guiding principle is to ensure our clients find solutions that are both compelling to the visitor and financially sustainable.

*Our guiding pillars:*

Mission Focused • Financially Sustainable • Right-Sized



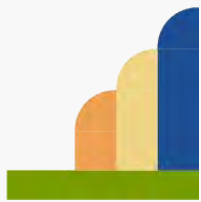
# Summary of Work Performed



## Site & Market Analysis

*The Market Analysis Included:*

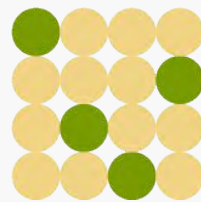
- Market Interviews
- In-Market Site Visits
- Local & National Comparable Museum Research
- Resident & Demographic Analysis
- Tourism Analysis
- Fundraising Feasibility Study



## Comparable Analysis & Attendance Projection

*The analysis utilized:*

- Benchmarking Analysis of local and national comparable museums
- Audience insights gathered in the market analysis
- Tourism & Resident Analysis
- Proprietary data and insight from past G&A Projects



## Capital Budget & Project Development

*Including Evaluation of:*

- Exhibits & Experience
- Performance Spaces
- Public spaces (Lobby, Flex, Educational, Event, etc)
- Retail and F&B Amenities
- Back of House and Administrative Spaces
- Other Campus Amenities



## Operations, Pro Forma, & Strategy

*The operating models were evaluated for:*

- Earned Revenue Opportunities
- Contributed Revenues & Public Support Potential
- Operating Expenses
- Staffing & Personnel Expenses
- Endowment Needs



# Site Analysis

## Site Location

The Historic Westside & Downtown Las Vegas both present pathways for financial viability.

The Historic Westside provides greater community and mission impact, while Downtown Las Vegas provides a far greater built-in tourism base to draw from.

## Project Development

Integrating the AAMCC into a larger development offers operational cost savings and higher visitor traffic potential. However, this may limit the AAMCC’s footprint and range of offerings it can provide





# The Las Vegas Market

The Las Vegas tourism market is one of the most unique and robust in the world, with museums typically serving as secondary attractions for tourists. The prominence of entertainment and gambling activities among visitors underscores the **critical need for a strategically located site for the AAMCC to provide a diverse entertainment and experiential offering.**

There are nearly  
**2.2 Million Residents**

living within a 25 mile drive of Las Vegas, with over 65% living within just a 15 minute drive of Downtown Las Vegas or the Historic Westside

There are approximately  
**42 Million Tourist Visitors**

to Las Vegas each year, and since the pandemic, visitors to Las Vegas are getting younger and more diverse

While the Strip remains the epicenter of Tourism...

**58% of Tourists visited Downtown Las Vegas**

during their stay in 2022, with nearly 60% visiting to see Fremont Street or do other non-gaming sightseeing



PROJECT  
ATTENDANCE CAPTURE  
100k to 150k Annual Visitors

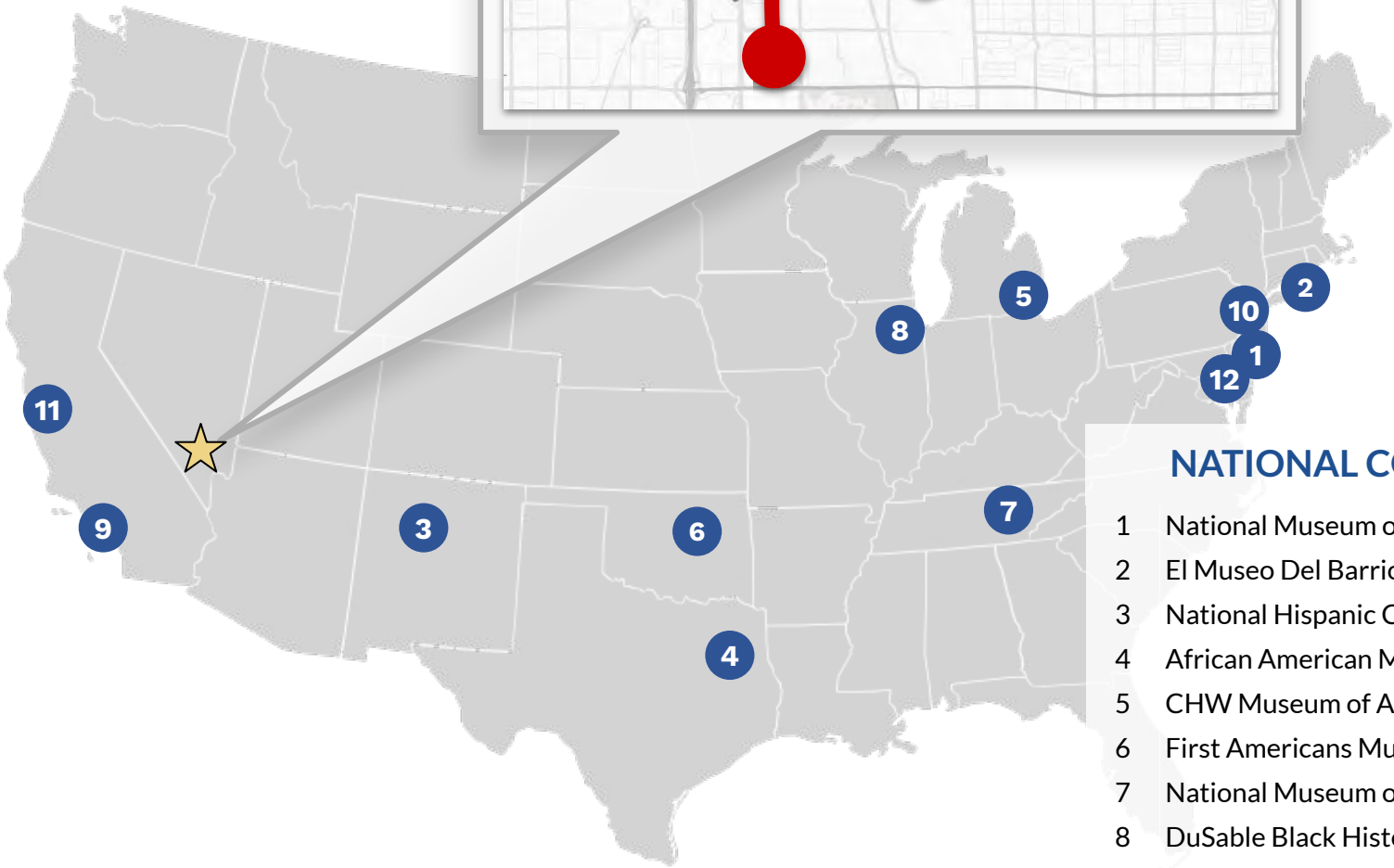
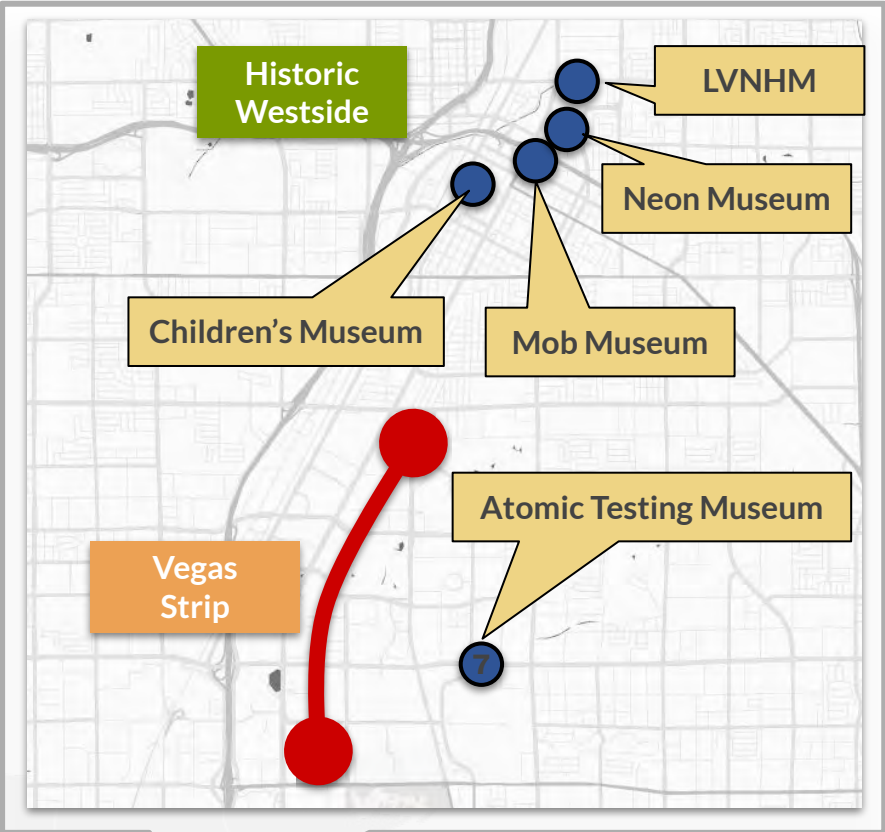
Locally

Museums comparable to the AAMCC capture 0.30% and 0.50% of Las Vegas’ over 44 Million Person TPA

Nationally

Museums in similarly sized markets and focused on similar subject matter capture 0.20% to 0.30% of their TPAs

LOCAL COMPARABLES



NATIONAL COMPARABLES

- 1 National Museum of AF-AM History & Culture
- 2 El Museo Del Barrio
- 3 National Hispanic Cultural Center
- 4 African American Museum (Dallas)
- 5 CHW Museum of African American History
- 6 First Americans Museum
- 7 National Museum of African American Music
- 8 DuSable Black History Museum & Edu Center
- 9 Japanese American National Museum
- 10 African American Museum in Philadelphia
- 11 Chinese Culture Center
- 12 Reginald F. Lewis Museum



# Project Development & Space Needs

Project Development Costs range from \$50 million to \$75 million

## Space Program Summary

Space Program Components	Total Building Sq Ft	
	Low	High
Space Program Summary		
Experience Space	10,000	12,000
Public Facing Spaces	10,000	18,000
Back of House & Support Space	10,000	15,000
Total Building Sq Ft	30,000	45,000

The endowment fund will be critical to the long-term sustainability of the AAMCC in either development scenario

## Total Project Budget

Development Cost Area	Total Development Cost	
	Low	High
Hard Costs		
Site & Campus Development	\$500,000	\$3,000,000
Surface Parking	-	\$200,000
Core & Shell Cost	\$19,500,000	\$29,250,000
Lobby/Retail Fit-out	\$650,000	\$1,250,000
F&B Amenity Fit-out	-	\$1,050,000
Experience Fit-out	\$8,000,000	\$9,600,000
Performance Fit-out	\$3,000,000	\$3,000,000
Flex Space Fit-out	\$900,000	\$2,150,000
All Other Fit-out	\$930,000	\$1,390,000
Hard Cost Contingency	\$3,350,000	\$5,090,000
Total Hard Costs	\$36,830,000	\$55,980,000
Soft Costs		
Design, Architect, and Other Fees	\$6,640,000	\$9,600,000
Pre-Opening Allowances	\$1,250,000	\$1,500,000
Soft Cost Contingency	\$760,000	\$1,110,000
Total Soft Costs	\$8,650,000	\$12,210,000
Owner's Contingency / Escalation	\$4,520,000	\$6,810,000
Total Development Cost	\$50,000,000	\$75,000,000
Endowment/Public Support	\$10,500,000	\$16,000,000
Total Capital Raise	\$60,500,000	\$91,000,000



# Operating Pro Forma

*Both the Low and High present pathways to financial sustainability*

## Operating Assumptions:

- Annual Visitation of 100,000 to 150,000 annually
- Adult Ticket Price of \$24.99
- Assumes a modest community membership program
- Operations of retail and F&B are assumed to be outsourced to a 3rd party operator
- Assumes 100 to 150 private event facility rentals a year
- Assumes 50 to 75 theater performances a year with an average ticket price of \$35
- Assumes experience will be RFID enabled w/ a RFID credential cost of \$1.75/user

Stabilized Y3	Operating Pro Forma	
	Low	High
Annual Attendance	100,000	150,000
Revenues		
Admission	\$1,897,000	\$2,846,000
Membership	\$80,000	\$106,000
Retail, net	\$262,000	\$397,000
F&B, net	\$75,000	\$225,000
Facility Rental	\$532,000	\$799,000
Performance Theater	\$477,000	\$955,000
Total Revenues	\$3,323,000	\$5,328,000
Operating Expenses		
Cost of Goods Sold	\$513,000	\$804,000
Staffing	\$1,542,000	\$2,369,000
G&A Expense	\$324,000	\$520,000
Marketing Expense	\$227,000	\$364,000
Insurance Expense	\$49,000	\$78,000
Utilites Expense	\$140,000	\$211,000
Contract Services	\$468,000	\$702,000
Repairs & Maintenance	\$97,000	\$156,000
Contingency	\$162,000	\$260,000
Total Expenses	\$3,522,000	\$5,464,000
Net Operating Income	(\$199,000)	(\$136,000)
Capital Expenditure Reserves	(\$100,000)	(\$160,000)
Endowment Income	\$525,000	\$800,000
Net Cash Flow	\$226,000	\$504,000



# Fundraising Feasibility Study

## *Initial Themes Discovered*

1. Las Vegas Philanthropists Need an Introduction to the HUNDRED Plan
2. The Project Needs Champion That is a Philanthropic Leader in Las Vegas
3. Partnerships are Key
  - a. Existing Entities – Smith Center, Clark County Libraries & Public Schools, UNLV
  - b. Potential New Entities – The City, a modern art museum in partnership with LACMA

4. Funding Must Come From a Public-Private Partnership
  - a. Las Vegas (City)
  - b. Nevada (State)
  - c. Federal
5. Endowment Must Be Built Into the Project for Sustainability Purposes
6. Challenges
  - a. A Champion for the Project
  - b. Funding – Where will it come from?



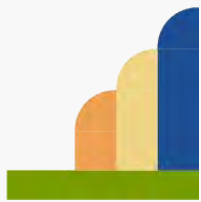
# Summary of Findings



## Site & Market Analysis

The Las Vegas Market presents a unique opportunity to serve both the community and vast tourism base, **but a site must be identified and secured to move the project forward**

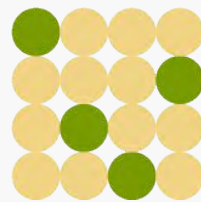
- Las Vegas Philanthropist Need an Introduction to the HUNDRED Plan
- The future and success of the Westside’s Hundred Project will be key to the LVAAMC’s ability to develop in the Historic Westside



## Comparable Analysis & Attendance Projection

The AAMCC **projected attendance ranges from 100,000 to 150,000** total annual visitors

- In a larger development or near major tourist attractions, offering a competitive experience is crucial to stand out in Las Vegas's vibrant tourism scene.



## Capital Budget & Project Development

The project’s **Total Capital Raise ranges from \$50 million to \$75 million**—*plus a \$10 million to \$20 million Endowment Raise*

- Funding Must Come From a Public-Private Partnership and a project champion MUST be identified for this project to work



## Operations, Pro Forma, & Strategy

The AAMCC **can be financially sustainable with endowment income and/or public support**

- A project champion MUST be identified for this project to work



# Thank You!

G&A



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