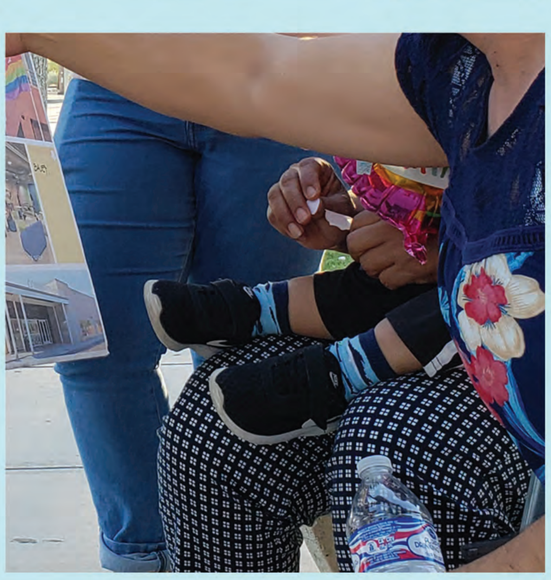
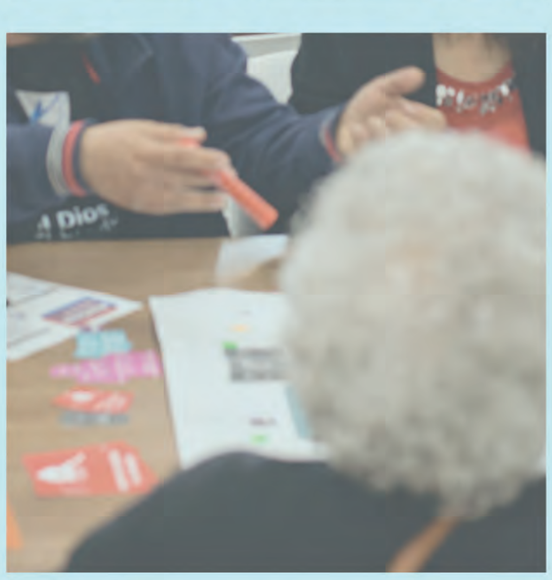
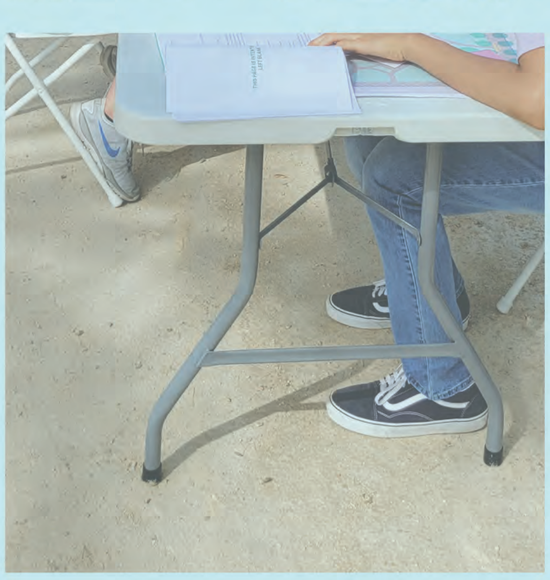
COACHELLA

COMMUNITY CENTER

FEASIBILITY STUDY



DECEMBER 2020

KDI

City of COACHELLA EST. 1946

RELATIVITY ARCHITECTS

COACHELLA

COMMUNITY CENTER

KOUNKUEY DESIGN INITIATIVE

Chelina Odbert, Executive Director
Jerome Chou, Planning Director
Melissa Guerrero, Design Director
Christian Rodriguez, Community Coordinator
Daniel Garcia, Community Associate
Carolyn Angius, Planning Associate
Faye Nixon, Design Associate
Robert Douglass, Design Intern

RELATIVITY ARCHITECTS

Tima Bell, Principal
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Beatriz Fowler, Project Captain
Noyemi Hakobyan, Architectural Designer

THE CALIFORNIA ENDOWMENT

Margarita Luna, Program Manager

CITY OF COACHELLA

Gabriel Martin, Economic Development Director
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EXECUTIVE SUMMARY

BACKGROUND AND PURPOSE

In 2019, most City of Coachella governmental operations moved to a new building, presenting an opportunity to re-imagine the historic City Hall as **a new kind of civic hub** for the city and neighboring Eastern Coachella Valley communities. The City of Coachella is growing much faster and has a much younger population than neighboring cities in the region and across the state, presenting a unique opportunity to develop new and innovative uses to meet the needs of the city's growing community. The historic City Hall building and grounds, located in the heart of Downtown Coachella, are uniquely positioned to serve as a literal community *center* that reflects and serves Coachella community members.

The Coachella Community Center (CCC) Feasibility Study reimagines the potential of the traditional civic center from a home for municipal office into a dynamic, multi-use building that serves and reflects all Coachella residents, meeting community needs while bolstering existing assets.

PROJECT GOALS

The CCC Feasibility Study project was driven by the following goals:

Serve community priorities and needs: The CCC should provide the programs and spaces Coachella community members prioritized during engagment.

Reimagine City Hall as multi-purpose community hub: The design, look, and feel of the CCC should reflect community member preferences shared during engagement.

Build on existing community strengths and assets: The CCC should improve the viability of existing small businesses and entrepreneurs and encourage growth of new small businesses, especially in Downtown Coachella and along the 6th Street corridor.

Support local public art and culture: New investments in arts and cultural programs and spaces can help make Downtown Coachella the cultural and commercial heart of the city and the Eastern Coachella Valley.

Foster community-focused economic development: The CCC should support the local economy through investing in the overall wellbeing of residents, including by improving health and wellness, educational attainment, access to social services, and arts and cultural programming.

FEASIBILITY STUDY OVERVIEW

BACKGROUND — Throughout all stages of the CCC project, KDI and the City of Coachella engaged 21 local business owners and 20 youth in small focus groups, interviewed 11 local non-profit organizations and 3 local artists, and engaged 447 community members at-large. This Feasibility Study builds off work KDI has done in partnership with the City of Coachella and The California Endownment since 2018 and presents community priorities for a hub that can serve as a commercial and cultural anchor for the city and region.

Community members want a variety of services and resources in the CCC, including:

- Programming for youth
- Health and wellness services
- Arts and cultural classes and events
- Support for small businesses and local entrepreneurs
- Social services and resources

MARKET STUDY — The CCC will support local economic growth by investing in **opportunities for** and the overall **wellbeing of** Coachella's communities, including by improving educational attainment, access to health services, small business support, and celebration of local culture. Programming in different indoor and outdoor spaces of the CCC will provide diverse revenue streams for the City.

Potential users of the CCC include:

1. Existing Coachella residents
2. Reidents in unincorporated Riverside County near Coachella
3. Future Coachella residents
4. Visitors

CONCEPT DESIGN — The CCC is a multi-use building to meet the community's needs. With new massing, extensive new glazing, new façade materials and redesigned entry points, the CCC building combines its history with the contemporary future residents envisioned. The style of the building, an updated and contemporary Spanish Colonial, is consistent with the architectural preferences of the community and takes inspiration from the Library across Sixth Street; sustainable measures such as cool roofs, solar panels and completely new HVAC and plumbing systems modernize this building into an efficient and striking home for its new program.

RECOMMENDATIONS — The City and local partner organizations and agencies should conduct additional community engagement, develop the design, and create a strategic funding and building management plan to bring the CCC to life.

PROJECT OVERVIEW

PURPOSE

Kounkuey Design Initiative (KDI) is committed to equitable development in the City of Coachella and the Eastern Coachella Valley. KDI partnered with the City of Coachella and The California Endowment to conduct a Feasibility Study of potential new uses for the city's historic City Hall.

In 2019, most City governmental operations moved to a new building, presenting an opportunity to re-imagine the historic City Hall as a new kind of civic hub for the city and neighboring Eastern Coachella Valley communities. City Hall has historically been an important node of city life and now has the opportunity to become a center of civic activity in a broader sense. The first step of reimagining the historic City Hall as a new Community Center was the Existing Conditions Report, prepared and submitted by KDI to the City of Coachella in May 2020. This Existing Conditions report identified the key topics most important to Coachella residents: youth, health and wellness, small business support, arts and culture, and resources and services. KDI conducted further community engagement and research to develop the building program and design proposed in this Feasibility Study.

Throughout this Feasibility Study, the term "City Hall" will refer to the existing City Hall building, while the term "Coachella Community Center" (CCC) will refer to the future spaces and uses proposed at that location. Determining the name of the CCC should be part of a community engagement process.

This Feasibility Study reimagines the potential of the traditional civic center from a home for municipal office into a dynamic, multi-use building that serves and reflects all Coachella residents, meeting community needs while bolstering existing assets. The CCC preserves the existing historic architecture, murals, and landscape residents value, while adding new spaces and uses that reflect the community's growing young population, love of arts and culture, value of community wellness, and entrepreneurial spirit.

WHY NOW?

The City of Coachella is growing faster and has a younger population than neighboring cities in the region and across the state. This presents a unique opportunity to develop new and innovative uses to meet the needs of the city's growing community. The historic City Hall building and grounds, located in the heart of Downtown Coachella, are uniquely positioned to serve as a literal community *center* that reflects and serves Coachella community members.

The site of the future CCC is also of regional importance. Downtown Coachella, or Pueblo Viejo, draws residents from around the region. Residents from nearby cities and unincorporated Riverside County travel to Downtown to shop at local businesses, visit the Coachella Library, access services, and contribute to the city's social and cultural life by participating in community events, gathering in public spaces, and more. Howevever, the building and surrounding landscape could better serve Coachella community members and those vising the city from neighboring cities like Indio and unincorporated Riverside County. The CCC will be a regional economic and social hub.

Community members want to see more public events and festivals

Coachella residents value local art and culture

Residents value local business

METHODOLOGY

KDI employed a variety of research methods to develop this Feasibility Study, including analysis of existing data and engagement with Coachella community members. Findings from KDI's analysis of existing sources will be written as such, while original findings from KDI's engagement with Coachella community members and interviews with practitioners in fields related to proposed programming at the CCC will be written in blue. KDI engaged Coachella residents to better understand specific needs and opportunities in five focus areas that emerged from engagement to develop the CCC Existing Conditions Report, including:

WHAT PROGRAMS DO YOU WANT TO SEE IN DOWNTOWN COACHELLA?

"I WANT MY MONEY TO STAY IN COACHELLA...

I WANT TO CONTINUE TO SUPPORT MY CITY"

— Rosa, long-time Coachella resident interviewed by KDI staff

ARTS AND CULTURE

RESIDENTS WANT MORE FESTIVALS AND PUBLIC EVENTS IN COACHELLA

Residents and business leaders alike want more arts and cultural programming, both in the form of large public events and festivals and smaller classes and workshops.

PUBLIC SERVICES AND RESOURCES

Residents want a central hub where they can find many social services in one building.

Non-profit organizations want shared office space to increase their impact and reach.

"I WANT TO SHOW KIDS YOU DON'T HAVE TO LEAVE COACHELLA TO DO SOMETHING...I WANT THEM TO SEE ART BY AND FOR THE PEOPLE THEY KNOW"

Local artist and art educator

HEALTH AND WELLNESS

"WELLNESS MEANS HAVING COMFORT, HAVING MORE ACTIVITIES FOR KIDS, AND TO HAVE HEALTH SERVICES"

Coachella resident

Community members identified a need for increased access to affordable and diverse services, especially holistic and mental health services like body work, yoga, nutrition, and mental health counseling.

SMALL BUSINESS AND ECONOMIC DEVELOPMENT

Coachella residents want more support for small businesses, including home-based entrepreneurs and street vendors.

VIBRANT PUBLIC SPACES, EVENTS AND PROGRAMS, AND NON-PROFIT SERVICES WILL HELP BRING MORE PEOPLE DOWNTOWN

Business owners in focus group

YOUTH SERVICES

"THERE IS A LONG WAIT-LIST OF CHILDREN FOR AFTER SCHOOL PROGRAMS"

Evelyn, local artist and art educator

Youth in Coachella lack dedicated spaces and activities. Demand for after-school activities far exceeds supply in Coachella—residents want to see youth programming and child-care services.

ENGAGEMENT FINDINGS

To better understand how the CCC can best serve existing needs, KDI engaged Coachella community members to understand the demand for specific services within each program area. Due to the COVID-19 pandemic and in accordance with state and local public health guidelines, engagement was limited to virtual and socially-distanced methods. Coachella residents shared their visions for the CCC through 2 main methods: a digital and paper survey and socially-distanced design engagements. The survey data is not intended to provide a statistically significant sample, but instead it is a snapshot of the preferences and priorities of Coachella residents to inform the programming design proposals in this Feasibility Study.

SURVEY

Coachella residents shared their vision for the CCC through an online and paper survey with questions about preferred uses, resources, services and initial design concepts. The survey captured both programmatic and spatial preferences. See pages 16 and 17 for survey results.

KDI engaged residents in public spaces like parks, flyered local businesses, and advertised on the City of Coachella's Facebook page. KDI advertised the online survey through emails to contact lists provided by the City and local non-profit organizations.

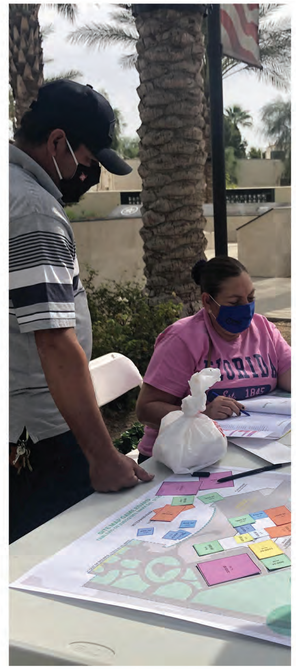
KDI collected **110 surveys** between September 7 and November 18, 2020.

"WE ARE EXCITED THAT THE CITY IS CONSIDERING A PROJECT LIKE THIS ONE"

Artemisa, Coachella resident and design engagement participant

DESIGN ENGAGEMENTS

In accordance with state and local public health guidelines and protocols to ensure the safety of all participants, KDI organized three socially-distant, outdoor design engagements to garner community member feedback on the CCC concept design.



DESIGN ENGAGEMENT 1 — VETERAN'S MEMORIAL PARK

OCTOBER 24 9 AM - NOON

KDI invited Coachella residents and engaged pedestrians in the Downtown area to create their individual site plan of the CCC, choosing their preferred programs and selecting the size and location of each program in the building and surrounding outdoor areas. **15 residents participated.**

DESIGN ENGAGEMENT 2 — 6TH STREET, OUTSIDE COACHELLA PUBLIC LIBRARY

NOVEMBER 13 4-6 PM
NOVEMBER 17 3 - 5 PM
NOVEMBER 19 3 - 5 PM

KDI engaged community members shopping, running errands, and walking in the Downtown Coachella area along 6th Street in front of the Coachella Public Library to get their feedback on three initial concept designs for the CCC building. Community members shared what they liked and disliked about the designs and completed a visual survey to provide feedback on potential building and landscaping materials and aesthetics. KDI set up this mobile, pop-up engagement three times during busy times in Downtown and **16 community members participated.**

DESIGN ENGAGEMENT 3: REPORT BACK — FORTHCOMING IN JANUARY 2021

KDI will share the final concept design and recommendations from the Feasibility Report at a pop-up engagement event in January 2021, or when public health guidelines allow.

KEY SURVEY RESULTS — *PROGRAMS*

WHAT SERVICES WOULD YOU LIKE TO USE, BUT CURRENTLY LACK ACCESS TO?

WHAT ARE THE BARRIERS TO SERVICES YOU'D LIKE TO USE?

ARTS AND CULTURE

- 91.7% — *They do not exist in Coachella*
- 52.1% — *They are too far away*
- 30.1% — *They are too expensive*

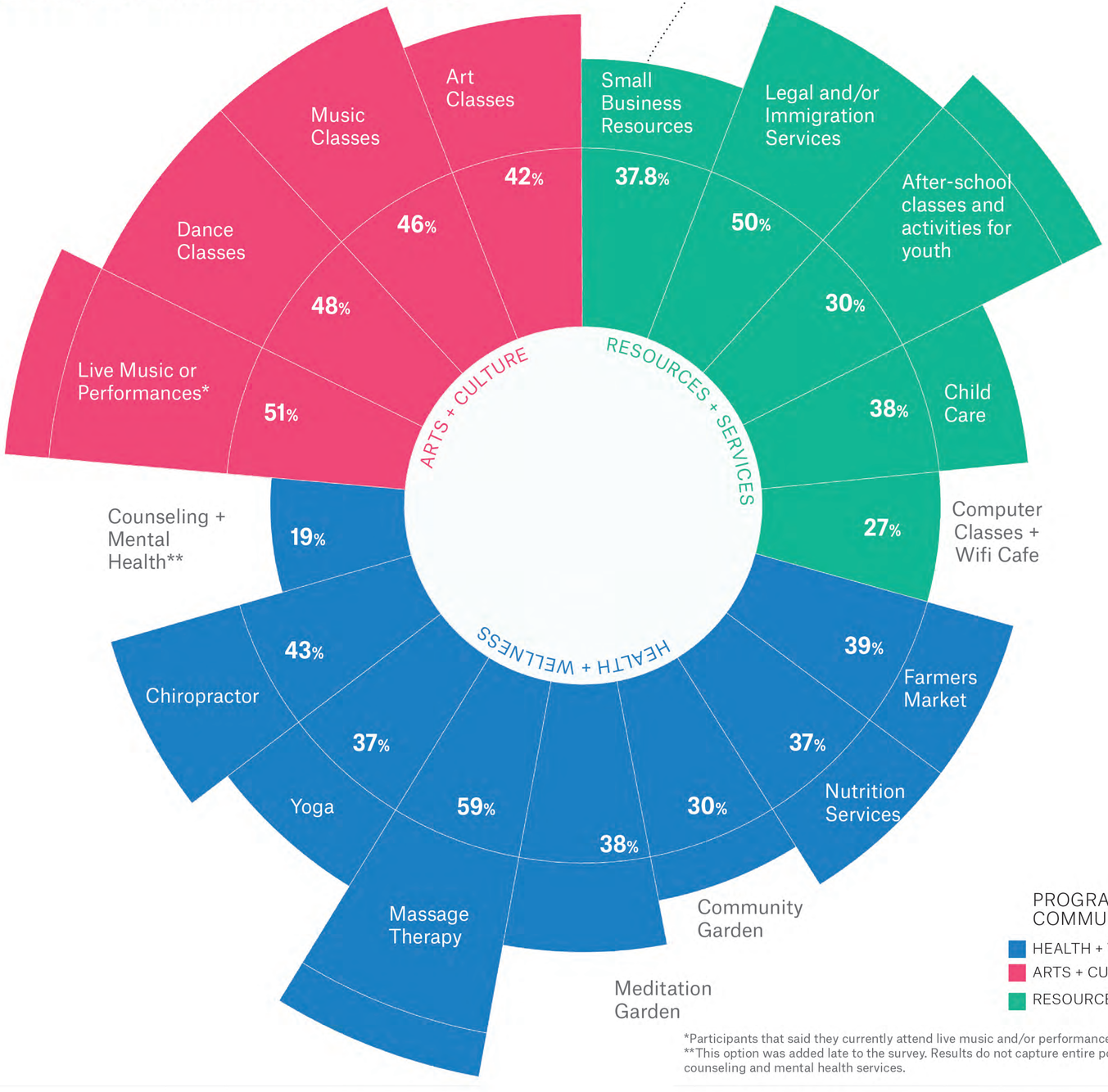
HEALTH AND WELLNESS

- 67.7% — *They don't exist in Coachella or are too far way*
- 19.5% — *They are too expensive*
- 16.3% — *They are not available when I can use them*

HOW DO COMMUNITY MEMBERS SUPPORT EACHOTHER?

RESOURCES AND SERVICES

- 40.9% — *Rely on neighbors for child care*
- 23.5% — *Rely on neighbors for youth education*
- 57.7% — *Purchase food from street vendors for neighbors*



PROGRAMS SELECTED BY COMMUNITY MEMBERS

- HEALTH + WELLNESS PROGRAMS
- ARTS + CULTURE PROGRAMS
- RESOURCES + SERVICES

*Participants that said they currently attend live music and/or performances.
**This option was added late to the survey. Results do not capture entire population who desire counseling and mental health services.

COACHELLA IS ENTREPRENEURIAL

25.7% of households surveyed have a small business or income generating venture

What services would help you or a family member grow your/their business?

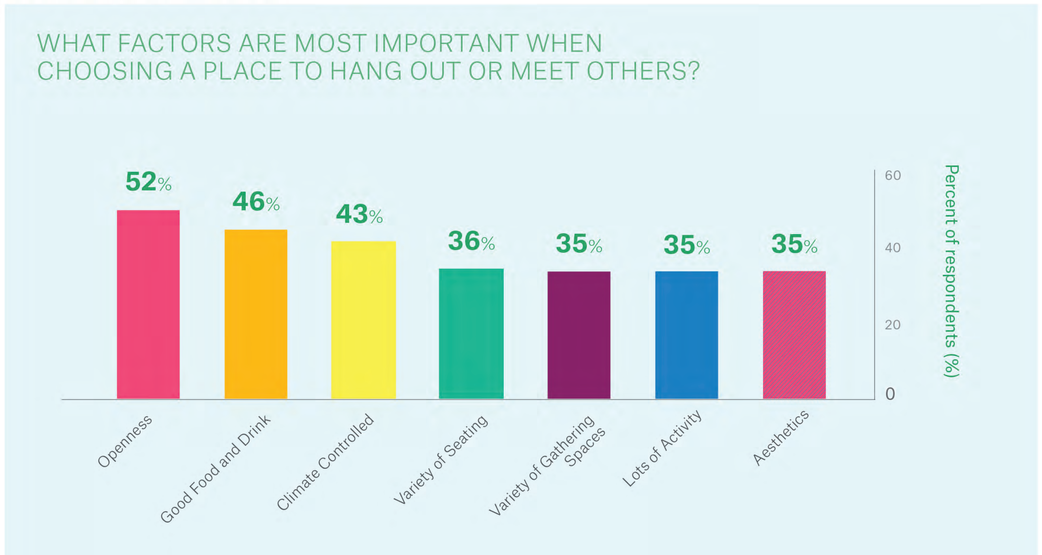
- 64.7% — Permanent Space in Downtown
- 61.7% — Education and Training for Business Owners
- 41.2% — Financial Assistance Programs
- 35.3% — Shared Space with other Businesses

KEY SURVEY RESULTS — *SPATIAL PREFERENCES*

The concept design for the CCC building and landscape is based on preferences Coachella residents shared about the kinds of spaces they like to send time in and how they want the CCC to look and feel. Coachella residents shared their design preferences in two main ways:

- **Survey**: 83 Coachella residents answered the survey question, "*What factors are most important when choosing a place to hang out or meet up with friends and family?*" Respondents valued openness, good food and drink options, climate control like shade, variety of seating and gathering spaces, activity, and quality aesthetics (see graph below for more detail). These and other spatial preference shared by community members led the building and landscape design process.
- **Design engagements**: In design engagements 1 and 2, 31 total residents answered more specific spatial questions about building and landscape look and feel. Participants value a mix of old and new — complementing traditional architecture with new modern, bright, colorful spaces.

SPATIAL QUALITY



Coachella residents prefer a mix of traditional California mission style architecture with open and modern interiors.

ARCHITECTURAL PREFERENCES

LANDSCAPE PREFERENCES

Coachella residents prefer formal landscapes that highlight local art and cultural heritage, while creating opportunity for commercial enterprise like farmer's markets and food vending.

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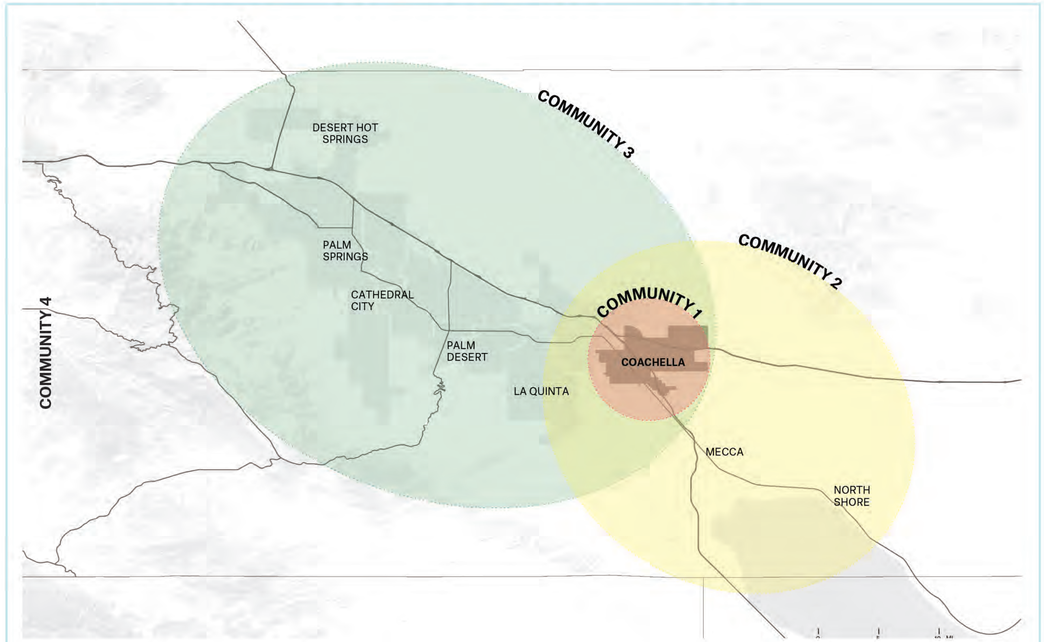
GOALS AND CONTEXT

The programs and spaces provided by the CCC will help support local economic growth. Not only will the CCC produce revenue for the City and support small businesses and entrepreneurs, it will provide services and resources that improve opportunity and quality of life for all residents, a cornerstone of sustainable and equitable economic growth. The CCC will bring new spaces and programs to build on the economic assets that already exist in Coachella and reflect the local community — deep community ties, value of health and wellness, appreciation of arts and culture, and entrepreneurship.

WHAT COMMUNITIES WILL USE AND BENEFIT FROM THE CCC?



The CCC will support revenue generation and economic development by serving **4 main communities**:

COMMUNITY 1

EXISTING COACHELLA RESIDENTS

Currently, Coachella residents must leave the city for services that do not exist closer to home (for example, mental health services or arts and cultural programs like live music performances). The CCC will capture resident spending by offering desirable programs and services within Coachella.

COMMUNITY 2

RESIDENTS IN UNINCORPORATED COMMUNITIES NEAR COACHELLA

Residents of unincorporated Riverside County near Coachella already come to the city to shop and recreate. The CCC will make Coachella a greater commercial and cultural destination for these residents and increase spending within the city.

COMMUNITY 3

FUTURE COACHELLA RESIDENTS

Residents from the region are moving to Coachella from cities where housing is becoming more expensive, especially young people and young families. The CCC will help serve this growing population and make Coachella a more desirable destination for residents in other parts of the Coachella Valley considering a move.

COMMUNITY 4

VISITORS

One of the largest current economic drivers in the region is tourism and the majority of the employers in this sector are employed in parts of the hospitality industry that largely serve visitors from other parts of the state and nation (for example, hotels, resorts, and casinos). Public programs and cultural events at the CCC like farmer's markets and festivals in CCC's Event Plaza facing 6th Street will bring visitors to Downtown **largely from within the Coachella Valley region** and at a price-point that is accessible to existing residents in and near Coachella. Building and serving a regional market will help ensure the programs offered at the CCC are more resilient to economic downturns than those dependent on

MARKET FEASIBILITY

This section will highlight some of the potential **costs and revenue generation opportunities** of different spaces in the CCC. Each space meets different needs and priorities identified through community engagement and will serve different communities, denoted by the following icons:

COMMUNITY NEED AND PRIORITIES

- YOUTH DEVELOPMENT AND ACTIVITIES
- HEALTH AND WELLNESS
- SMALL BUSINESS AND ECONOMIC DEVELOPMENT
- ARTS AND CULTURE
- PUBLIC SERVICES AND RESOURCES

COMMUNITIES SERVED

1. EXISTING COACHELLA RESIDENTS
2. UNINCORPORATED COMMUNITIES IN RIVERSIDE COUNTY
3. FUTURE COACHELLA RESIDENTS
4. VISITORS

NON-PROFIT HUB 1 2 3

Services and resources provided by local non-profit organizations, like legal and immigration services, after-school and youth programming, college counseling and application assistance, health and wellness services, and computer literacy are high priorities for Coachella residents. Co-locating these and other diverse services in the CCC will provide a one-stop-shop for residents and expand community members' access to services that can support them and their family. For example, a community member coming to the CCC for a legal aid appointment with a tenant non-profit organization may stop into a nutrition class hosted by a different organization down the hall, or a community member using the commercial kitchen to support their catering business may see an after-school dance class for their children in one of the building's multi-purpose rooms.

The ability of local non-profit organizations to offer critical social services to Coachella residents is greatly determined by their access to the necessary infrastructure to support their operations, like office supplies, work space, and workshop and meeting rooms. A Non-profit Hub in the CCC would allow these organizations to share resources and lower overhead costs. Office space in the CCC would also increase the visibility of services offered by tenants: organizations KDI interviewed are eager to leverage the CCC's Downtown location and shared space with other uses to expand their reach.

Ten of the 11 organizations KDI interviewed, two of which are already renting space in the building, are interested in renting permanent workspace for their employees in a Non-Profit Hub for between approximately **$.75 and $1.50 per square foot per month**. These rates are competitive with current commercial rental rates in the Coachella and Indio area, as well as some commercial office buildings in Palm Spring and Palm Desert.[2] Approximately 37% of the CCC is dedicated to non-profit office space, producing an estimated **$5,912 of monthly revenue** for the City (figure based on $1 per square foot rental rate). A nearby non-profit office space in Palm Desert owned and operated by the RAP Foundation provides a local precedent: the Foundation rents cubicles and offices to other non-profit organizations for **$125 and $200-650 per month**, respectively.

Another successful precedent from outside the Coachella Valley is Midland Shared Spaces (MSS) in Midland, Texas (population 135,134).[3] MSS is a shared office space for non-profit and philanthropic organizations that provides critical infrastructure like break rooms, conference rooms, and printers and copiers, to lower costs for mission-driven organizations to expand their impact. MSS has 16 non-profit tenants, including administrative staff that maintain the facility, and hosts a gallery of work by local artists.

CONFERENCE ROOMS

Conference rooms in the Non-profit Hub should also be available for rent by outside organizations. This will provide additional revenue to the City, while meeting the critical need for meeting spaces expressed by members of the local business community and non-profit organizations. All the non-profit organizations KDI interviewed in Coachella expressed the need for more centrally-located, shared meeting space for professionals in the area. They agreed that meeting rooms in the Coachella Branch Library are

A 2011 STUDY OF NON-PROFIT ORGANIZATIONS THAT RELOCATED TO SHARED OFFICE SPACE WITH OTHER NON-PROFIT ORGANIZATIONS FOUND THE FOLLOWING BENEFITS[1]:

- **72**% reported significant improvements in community awareness
- **59**% reported increase in visibility to funders
- **86**% reported significant improvements in overall effectiveness and efficiency
- **58**% reported improvements in the size and scope of their programs
- **7**% saved on average annual operating costs

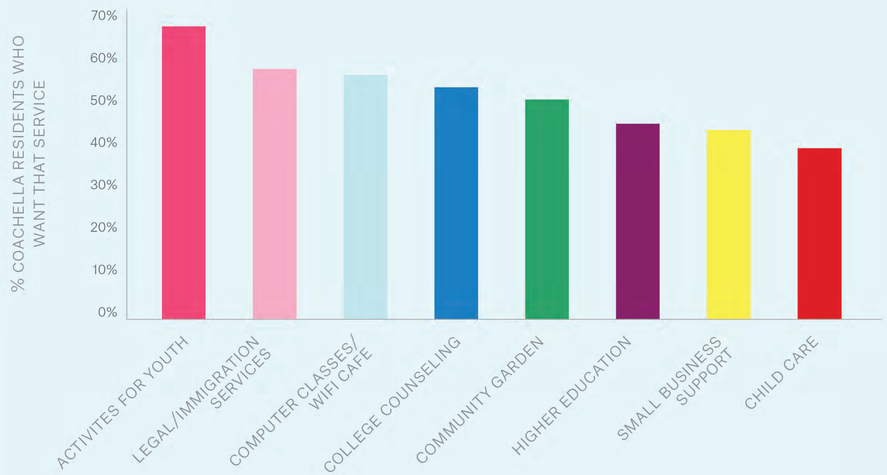
an excellent resource, but that they are in high demand and have limited availability. Access to conference and meeting rooms in the Non-profit Hub should be included in monthly rent for tenants of the Non-Profit Hub and available on a fee-for-use basis for outside organizations renting space for meetings, conferences, or community workshops and events.

Local precedents support the viability of meeting room rental as a revenue stream for the City. The RAP Foundation rents four meeting rooms to outside organizations for up to 10 hours per month per organization. Organizations who use the rooms for 10 hours a month or less do so for free, but pay **$25 or $30 per hour** for use above this limit on weekdays and weekends, respectively. Additionally, organizations that rent office space from the RAP Foundation have priority access to meeting rooms and can reserve spaces up to 6 months in advance, as opposed to 2 months in advance for outside organizations. A co-working space operated by the Palm Springs Chamber of Commerce offers another precedent: the Chamber rents their boardroom for groups seeking meeting space for **$100 per day**.[4]

The City could adapt these models: CCC tenants could have priority access to reservations and make meeting room reservations for free under a set threshold, while outside organizations and tenants that exceed the threshold would pay for use. The City could adapt a hybrid pricing model, charging an hourly rate to tenants renting the meeting rooms for short meetings, 2 hours for example, and charging a daily flat rate to tenants who rent meeting rooms for longer periods of time.

AN NGO HUB CAN HELP RESIDENTS ACCESS RESOURCES THEY NEED

WHAT SERVICES WOULD YOU LIKE TO BE ABLE TO ACCESS IN ONE BUILDING?



CO-WORKING SPACES AND MEETING ROOMS PROVIDE REVENUE THROUGH ONE-TIME USE FEES, AS WELL THROUGH AS DAILY, MONTHLY, AND ANNUAL LEASES

CO-WORKING CENTER 1 2 3 4

While conference and meeting rooms in the Non-profit Hub provide larger meeting spaces, the Co-working Center offers more intimate work spaces for small groups and individuals. Coachella Valley Economic Partnership (CVEP) CEO Joe Wallace shared that one of the important draws to co-working space for tenants is proximity to other amenities in a Downtown environment. Tenants are attracted to spaces that provide the opportunity to walk next door and grab a coffee, meet a client down the block for lunch, or drop into a nearby store after the workday. As an active, multi-use building along Coachella's 6th Street commercial corridor, the Co-working Center will offer these amenities. The City and partner organizations can also provide business development programming for tenants to help incubate small businesses and proximity to the Community Kitchen will provide nearby workspace for food entrepreneurs (see next section for more information about the Community Kitchen).

A business incubator and co-working space about 2 hours away from Coachella provides

A COMMUNITY KITCHEN CAN HELP REMOVE ONE OF THE LARGEST BARRIERS TO FOOD ENTREPREUERS FACE WHEN TRYING TO SCALE THEIR BUSINESSES: ACCESS TO FACILITIES AND EQUIPMENT

a model and rate structure that could be adapted to the Co-working Center. The Temecula Valley Entrepreneurs Exchange offers co-working space in the city's former city hall building for start-up businesses with shared meeting rooms, facilities like kitchens, office supplies (printer, copier, etc), building/janitorial services, and utilities like wifi. Tenants rent work stations for **$100 per month** or **$250 to 450 per month** for private offices depending on size. All co-working tenants are on flexible, month-to-month leases. The CCC could also rent co-working space by the day or week to provide greater flexibility. For example, The Hive co-working space in Palm Springs offers **$25 daily drop-in rates**, in addition to monthly plans. The Palm Springs iHub and Accelerator Campus, a business incubator focused on tech and green energy operated by the CVEP, has had similar success renting meeting space to outside organizations.

The Co-working Center should also help incubate and support local small businesses and entrepreneurs by providing business development programs and services. See Business Development Programming description on page 37 for a more detailed description of potential programs.

COMMUNITY KITCHEN

Food-based culture and support for local food entrepreneurs is strong in Coachella. Many Coachella residents make and sell food out of their homes. In fact, nearly 40% of survey respondents buy food from a community member that cooks or caters out of their home and nearly 60% of respondents buy food or other items from street vendors.

Despite widespread food entrepreneurship, many home- and street-based food vendors in Coachella face barriers to growing their business. The CEO of the CVEP shared that many entrepreneurs in the Coachella Valley are looking for help expanding their business to increase annual earnings around $30,000—near the city's median household income—to closer to $70,000 a year, an increase that can open significant doors to opportunities for entire families, like providing renters the opportunity to eventually purchase a home. Support for home- and street-based food entrepreneurs in Coachella is an important way the city can help local businesses unique to Coachella and raise household incomes.

Chefs teach healthy eating classes to university students at a Midway, NC community kitchen // Source: Chapel Hill Magazine

In 2019, Riverside County became the first California County to authorize the sale of foods cooked in home kitchens. However, County requirements limit home-based food entrepreneurs to the sale of 30 cooked meals per day and 60 per week, limiting the scale at which vendors can grow their business from home. Most significantly, food sold by licensed home-based vendors must be prepared in a food facility that meets County inspection guidelines. KDI interviewed leaders from two organizations that provide technical and financial assistance to street vendors in Southern California and learned that the greatest barrier many vendors face to growing their business is access to capital to purchase equipment and facilities that meet inspection requirements and allow them to scale up production. Many are low-income, lack the required credit, record-keeping or business documents necessary, and/or are unbanked.[6] In fact, a January 2020 study found that only 43.5% of Coachella residents did any banking in the last 12 months and only 41.6% have a checking account. [7] Additionally, individual applicants must pay a $651 permit fee, which can be burdensome for low-income entrepreneurs.[8]

A commercial kitchen at the CCC would provide a pathway to business growth for food entrepreneurs by providing a pre-permitted, fully-equipped production space. Entrepreneurs could then sell their products at a wider variety of locations: at public events, in local stores, out of their home, and more. For example, access to the commercial kitchen would open up numerous new business opportunities for a home-based tamale vendor

A food entreprenuer uses The Hood Kitchen commercial kitchen in Costa Mesa, CA // Source: Orange County Register

in Coachella. The vendor could rent the commercial kitchen before a large community event like the annual Dia de los Muertos celebration in Coachella and, as a result, sell to a much wider market than they would otherwise be able to reach. Over time, access to the Community Kitchen could help incubate small businesses by allowing vendors to sufficiently scale their production and sales and eventually access financing for their own brick and mortar facility.

The Community Kitchen also creates opportunities for more than just home- and street-based food entrepreneurs. Community groups like Boy or Girl Scout troops, church groups, clubs and civic organizations like Rotary, and non-profit organizations rent commercial kitchens to make items sold as fundraisers.

The Community Kitchen would be a valuable amenity within the broader ecosystem of small business support and programming at the CCC. The strategic co-location of the commercial kitchen with business support programming in other spaces of the building like the Multipurpose Center, Event Hall, and/or Co-working Center will help local food entrepreneurs get connected to the tools they need to grow their business. For example, a taco vendor could prepare their tortillas in the commercial kitchen on a Tuesday afternoon before selling at an evening event and return on Thursday for a business counseling drop-in session they saw a flyer for in the CCC earlier that week. In another scenario, a home-based jam and jelly maker that attends a workshop about business plan development or financing in the Multipurpose Center might walk past the commercial kitchen and learn about a new resource to scale up their production.

The Community Kitchen would also provide pop-up opportunities for home- and street-based businesses during events in Veteran's Memorial Park and the CCC event plaza. For example, different Coachella vendors could have a tent at a weekly farmer's market in the Event Plaza on 6th Street or as a pop-up in the Event Patio outside the Kitchen where they sell their food. Doing so would showcase local entrepreneurs and help local food businesses expand sales.

REVENUE GENERATION OPPORTUNITES

The Community Kitchen is a revenue-generation opportunity for the City. Average national rental rates for commercial kitchens are between **$15 and $45 per hour**. Rates vary by location, type of space and equipment, and time of day. Non-profit community kitchens like those owned and managed by nonprofit organizations and public agencies tend to offer rates on the lower end of the spectrum, often between **$15 and $20 per hour**. Other revenue sources include storage fees and classes. Shelf, freezer, or refrigerator storage fees range in cost, could be around **$30 a month** for 3 feet of storage.[9]

The City could also earn revenue through rental fees to third-party organizations and individuals teaching classes or leading workshops in the kitchen.[10] The commercial kitchen would be available for rent by individuals and organizations providing food and nutrition programming. Over 36% of Coachella residents surveyed were interested in using nutrition services at the CCC and access to healthy foods was a priority for participants in all engagement activities.

RENOVATION COSTS

The cost to renovate existing spaces into small commercial kitchens varies greatly depending on the size, quantity, and quality of equipment purchased, but can run between **$100-$300 per square foot**, resulting in minimum renovation costs for the CCC's 1,094 square foot kitchen of around **$100,000**.[11] Equipment is often the largest investment in a commercial kitchen renovation project. The range of equipment offered in commercial kitchens varies, but may include:

» Food preparation and cooking: Oven, range, fryer, grill, mixers, and food processors, gas stovetop, convection ovens, steam kettle, steam and/or hold oven, mixers, food processor, microwave and meat/cheese/vegetable slicer

» Small wares: cutting boards, knives, pans, pots, and cutlery

» Refrigeration: Refrigerators, freezers

» Storage: Shelving units, drying racks, and food storage containers

PROGRAMS AT THE COMMUNITY KITCHEN

Potential programs in the community kitchen could include:

- **Cooking and baking classes**
- **Food preservation classes like canning or pickling**
- **Healthy cooking and eating classes**
- **Youth and teen cooking classes**
- **Ayurvedic and other holistic cooking and eating classes**
- **Event catering classes**
- **Culinary career training for high-school youth in partnership with local schools**
- **Cooking locally and from the garden (tied with gardening classes in the community and herb gardens on CCC grounds**

PRECEDENT STUDIES[12]

An entreprenuer uses the kitchen to prepare take-and-bake Puerto Rican food for local customers during the COVID-19 pandemic (right)

Vendors sell to pedestrians through a window at the commercial kitchen (bottom)

Source: Tri-City Herald

Source: Tri-Cities Business News

Source: Tri-Cities Business News

PASCO COMMUNITY KITCHEN
PASCO, WASHINGTON

In the city of Pasco, Washington (population 56,300, slightly larger than Coachella), the Pasco Specialty Kitchen is owned by the City of Pasco and operated by the Pasco Downtown Development Association as an incubator for small businesses to manufacture and market food products. The fully equipped kitchen also trains high school students in food processing and culinary careers through a partnership with the Pasco School District

As of 2019, it had more than 40 users, 23 of which are high-use, 12 are seasonal, and a few are hobbyists. Similar to those of other community kitchens, hourly rental rates range from **$12 per hour to $17 per hour,** with lower rates for evening use and discounts for frequent users (over 20 hours per month). Freezer/cooler space, dry storage, pallet space, and drawer space are available for an additional fee(s). Tenants are also charged a **$50 annual marketing fee**, which includes associate memberships in area Chambers of Commerce and Visitor Bureau, as well as a listing on the Pasco Specialty Kitchen website. The kitchen also features a walk-up window through which entrepreneurs can serve customers.

The Pasco Specialty Kitchen has an annual budget of **$96,000** and rental fees cover less than 50% of the cost of operations, in part due to the full-time kitchen staff. Other funding comes from a variety of sources including the Pasco School District and the City of Pasco community and economic development funds. Unlike other kitchen models that are run by non-profit organizations, public agencies, or part-time staff, the kitchen has a full-time staff, accounting for 40% of its expenses.

COLUMBIA GORGE COMMUNITY COLLEGE COMMERCIAL KITCHEN
HOOD RIVER, OREGON

Columbia Gorge Community College Commercial Kitchen in Hood River, Oregon (population 7,162) charges **$15 per hour** for use of its 2,000 square foot facility fully equipped with convection ovens, mixers, food processor, and 60-gallon cooker/mixer, refrigerators, freezers, coolers, and dry storage, space for food preparation, processing, and sanitizing, as well as a packaging area with labeling machine and package sealers. The kitchen operates as a business incubator serving new and existing food businesses by providing inexpensive processing space and professional business counseling services.

The kitchen remodel and equipment was funded through grants by the US Forest Service and US Dept of Agriculture and Rural Development and the facility pays **$300 a month** for someone to supervise the kitchen and train new users.

Source: Columbia Community Connection

Volunteers help cook the annual Salvation Army Dalles Community Thanksgiving Dinner meal for community members in need at the Columbia Gorge Community College Community Kitchen (left)

HEALTH AND WELLNESS CENTER ✚ 1 2 3

PUBLIC HEALTH IS ECONOMIC HEALTH

Investments in public health have been shown to improve key drivers of economic development at the household and national level by:

- Increasing life expectancy
- Improving workforce productivty
- Raising household income
- Improving educational outcomes
- Reducing overall healthcare spending through improved preventative care

The Health and Wellness Center can provide an additional revenue source for the City while meeting community members' need for more holistic and mental health services. Throughout engagement for the Existing Conditions report and Feasibility Study, Coachella residents repeatedly highlighted their current lack of access to health and wellness services like nutrition, body work like massage therapy or acupuncture, yoga and meditation, and counseling and mental health services. Coachella residents shared that there are few of these health and wellness services nearby and that those that do exist are prohibitively priced for many. The Health and Wellness Center would help meet both these needs: larger open space offeres space for organizations and practitioners providing workshops on health and wellness topics like nutrition or meditation, while smaller, private spaces are suited to more intimate, one-on-one services like bodywork or mental health counseling. The CCC is also uniquely positioned to address the affordability barrier many residents face to accessing health and wellness services: because the building is already publicly-owned, the city can provide affordable rental rates to health and wellness practitioners while still earning revenue to cover costs.

In addition to offering affordable rental rates to practitioners, the City can lease space to health and wellness practitioners who use models of practice that keep rates affordable for community members. For example, many community-based health centers use a sliding scale to adjust rates depending on a patient's income, such as a community-based acupuncture clinic in Cambridge, Massachusetts that offers one-hour sessions from **$25 to $60** dollars depending on a patient's income. Many mental health practitioners also use a sliding scale model.

The City could also consider offering space in the Health and Wellness Center to local practitioners interested in providing pro-bono services as an additional way to provide affordable services. For example, many physical and mental healthcare professionals like therapists dedicate a set number of hours per month or year to pro-bono service to reach folks who would otherwise be unable to afford their services. The Health and Wellness Center could provide a home for this work with weekly or monthly pro-bono hours community members could sign up for or drop-in to use.

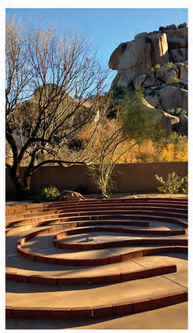
More broadly, improving access to affordable health and wellness services in Coachella is a critical investment in long-term economic health and growth. While the current COVID-19 pandemic has put in stark relief the deep interconnections between the economy and public health, data has long demonstrated investments in the health sector yield economic returns. For example, a 2018 study found that improved health contributes more to a country's wealth than any other factor, surpassing education, natural resources, physical capital, and climate.[12] The CCC Health and Wellness Center will help meet existing gaps in access to affordable health and wellness services near home for Coachella residents and promote overall community wellbeing and economic prosperity.

Indoor spaces in the Health and Wellness Center will be complimented by wellness-focused ourdoor spaces like the Community Garden and Meditation Garden community members prioritized during engagement.

Youth counseling group sessions // Source: Union of Pan Asian Communities

Youth exercise class // Source: If I Was a Bird Yoga

Private or group meditation room // Source: Spirit Rock Meditation Center


Meditation garden

*What does **wellness** mean to you?*

"WELLNESS MEANS HAVING COMFORT, HAVING MORE ACTIVITIES FOR KIDS, AND TO HAVE HEALTH SERVICES"

Coachella resident, 2018

"KIDS NEED SOMEWHERE TO BE AND SOMETHING TO DO"

"THERE IS A LONG WAIT-LIST OF CHILDREN FOR AFTER SCHOOL PROGRAMS"

"MY SON COMES HOME FROM SCHOOL AND HAS NO WHERE TO GO, SO HE STAYS HOME"

YOUTH SPACES 1 2 3

TEEN CENTER

Engagement to develop the Existing Conditions and Feasibility Study found that after school programming is a priority for youth and adults alike. Existing after-school programming is over-burdened and almost 60% of respondents to KDI's survey want to see after-school classes and activities for youth in the CCC, including college counseling and application assistance. The Teen Center will provide space for youth-focused programming. For example, Alianza, a local non-profit organization interested in renting office space in the Non-profit Hub, regularly engages youth and could use space in the Teen Center for after-school programming. Other organizations offering arts and culture, health and wellness, technology, and other kinds of programming could also rent out space in the Teen Center to provide classes and activities.

While the Teen Center will be available for rental to organizations offering teen-centered services, most Teen Centers are funded through grants, donations, and public funding. For example, the My Place Teen Center in a suburb of Portland, Maine, is almost 70% funded by grants by foundations and corporations, 18% by individual gifts, and 13% by public funding streams. The vast majority (81%) of the Center's expenses go directly to their programs. The City of Coachella could replicate this model through federal, state, and foundation grants, as well as corporate and individual gifts.[14]

Carlos, local artist (top)

Evelyn, local artist (middle)

Jose, Coachella resident and design engagement participant (bottom)

Placentia Teen Center // Source: Orange County Register

Brookline Teen Center // Source: High Profile Monthly

CHILDREN'S CORNER

While the link between child care and the ability of parents to earn income is obvious for so many families, the current COVID-19 pandemic and resulting school and daycare closures have unserscored the fundamental role of child care to economic health. Furthermore, early childhood education levels are a strong determinent of overall economic growth and health—research shows that every dollar invested in high-quality early childhood education results in **$7.30 in long-term economic returns**.[15]

Thirty-four percent of survey participants want child care services in the CCC, in addition to the 59% who want after-school classes and activites for youth. One way community members meet the current gap in child care is by supporting one another-41% of those surveyed rely on neighbors or other community members for child care.

Child care in the Children's Corner should be affordable for all Coachella families to remove existing barriers to child care families need. Child care services offered in the Children's Corner could adapt existing models of affordable child care in the region. For example, the Local Migrant Head Start program provides free child care for youth aged six weeks to five years for farmworker families under a set annual income.[16] Child care at the CCC could be free for qualifying families, while charging affordable rates to those able to pay, similar to the sliding scale model possible for services offered at the Health and Wellness Center.

Youth dance class // Source: Salvation Army

Youth art class // Source: Richmond Standard

"A SPOT IN ASES (AFTER SCHOOL EDUCATION AND SAFETY) IS A COVETED ITEM

THE PROGRAM PROVIDES FREE AFTER-SCHOOL ENRICHMENT

LIKE ART, MUSIC AND SPORTS ALONG WITH ACADEMIC INTERVENTION,

BUT SPACE IS LIMITED"

- Kristen Hwang writing for *The Desert Sun*

July 5, 2016

FLEXIBLE GATHERING SPACES: MULTIPURPOSE CENTER AND EVENT HALL

1 2 3 4

The Multipurpose Center and Event Hall will provide space for public programs and private gatherings. Located at the heart of the building, the 2,202 square foot Multipurpose center provides space for community classes, workshops, and celebrations community gatherings, like exercise classes, health and wellness seminars, and community festivals and parties. The Event Hall, a more intimate space, is well-suited to private events like Quinceañeras and or wedding receptions. Both spaces have an open, flexible layout that can be adapted to diverse revenue-generating public programs, including:

ARTS AND CULTURE PROGRAMMING

In addition to arts and cultural programming offered in the Event Plaza, the CCC's Multipurpose Center and Event Hall provides space for arts and cultural classes and workshops Coachella residents want, but currently do not have access to. For Coachella residents, the two greatest barriers to participation in arts and cultural classes are lack of access nearby and cost. As a centrally located non-profit facility owned by the city, the CCC can help remove these barriers by providing affordable rental rates to artists and arts organizations offering classes, while still earning revenue to help cover operations costs. For example, KDI interviewed artists in Coachella who earn supplemental income by teaching affordable group lessons at other community members' homes. Large meeting spaces in the CCC like the Meeting Center and Event Hall would provide artists larger meeting rooms that would allow them to expand their impact and income.

The Richmond Art Center in Richmond, California, a city in the East San Francisco Bay area with around double the population of Coachella, provides a potential model for community-based, affordable art classes that support local teaching artists. Richmond-based artists, many of whom were born and raised in the area, offer classes in drawing, ceramics, painting, dance,

THE EVENT HALL AND MULTIPURPOSE CENTER OFFER POTENTIAL REVENUE STREAMS THROUGH RENTAL FOR USES INCLUDING:

- Private celebrations like Quinceañeras and weddings
- Corporate conferences
- Private meetings by NGOs and businesses
- Arts and cultural classes and workshops by local artists, including music, dance, and visual arts
- Health and wellness seminars, classes, and workshops, including meditation, zumba, yoga, and more
- Business development courses for local small businesess
- Local NGOs hosting events and fesivals

Customer at Downtown Coachella business

Small business in Downtown Coachella

SMALL BUSINESS OWNERS WILL BENEFIT FROM RESOURCES AT THE CCC AND THE CCC WILL DRAW MORE POTENTIAL CUSTOMERS DOWNTOWN AND CATALYZE REVITALIZATION

sewing, collage, and other mediums at two different price points: adult and youth students can enroll in semester-long courses or pay for a one-time drop-in session. For example, adult students can sign up for a once-weekly, 10-week drawing class for **$45 or pay a $25 drop-in rate** to join a single class of their choosing.[17] Classes for teens are priced similarly, but some children's classes offer slightly lower rates, offering students 10 weekly sessions for around **$30 to $50** in total or a single drop-in session for around **$18**. Classes for youth and teens are offered after school and on Saturday mornings. The Richmond Art Center's pricing model provides affordability and flexibility for student artists of all levels and ages, in addition to providing teaching opportunities and additional income for local artists.

BUSINESS DEVELOPMENT PROGRAMMING

In KDI's survey of Coachella residents, almost 40% of participants wanted services for small businesses, including home- and street-based entrepreneurs like food vendors. Coachella residents are entrepreneurial: over a quarter (26%) of Coachella residents surveyed run or have a household member who runs a small business or income-producing endeavor. On top of that, almost 100% of survey respondents said that space in Downtown Coachella would help them or someone in their household grow their business.

FLEXIBLE SPACES AT THE CCC PROVIDE OPPORTUNITES FOR DIVERSE PROGRAMMING LIKE CAREER FAIRS (TOP LEFT) HEALTH FAIRS WITH FREE SCREENINGS (TOP RIGHT) AND HEALTH AND EXERCISE CLASSES (BOTTOM)

Career fair // Source: Skyline College

Health fair and screenings // Source: NPR

Adult exercise classes // Source: YMCA

The City offers an existing network of small business support programs. Meeting and workshop space in the Co-working Center and Non-profit Hub would allow the city to grow its offerings, as well as invite programming by outside organizations that provide technical assistance and business training. Existing business incubators in the region, most notably the Palm Springs iHub and Accelerator Campus managed by the CVEP, are concentrated in the western side of the Coachella Valley and mainly draw businesses from elsewhere in the state.

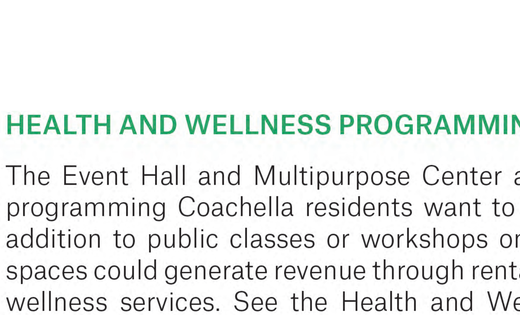
Technical assistance and programming for small businesses offered at the CCC should be focused on supporting the entrepreneurs that already live and work in Coachella. The CEO of CVEP and director of the Palm Spring iHub and Accelerator Campus shared that drop-in hours and on-demand business coaching are the most successful and utilized resources they offer, compared to scheduled workshops or training sessions. In the CCC's meeting rooms or flexible Multipurpose Center space, the City's Economic Development Department and potential partners like SCORE, an organization that provides technical assistance to entrepreneurs, could offer regular drop-in business counseling to help local entrepreneurs with their specific business needs, like developing business plans, applying for financing, identifying new revenue generation opportunities, and more. Programming for small businesses and entrepreneurs will help grow the local economy in the long-run by supporting the expansion of home-grown businesses that reflect and serve the local community.

HEALTH AND WELLNESS PROGRAMMING

The Event Hall and Multipurpose Center also provide space for health and wellness programming Coachella residents want to see like yoga, dance, or zumba classes, in addition to public classes or workshops on topics like nutrition or meditation. These spaces could generate revenue through rental to organizations and practitioners offering wellness services. See the Health and Wellness Center section for a more detailed description of the revenue generation potential of health and wellness programming at the CCC.

PRIVATE EVENTS

In addition to offering space for public programs, the Event Hall and Multipurpose Center can provide additional revenue through private rental. The spaces can be rented for events like weddings, Quinceañeras, family reunions, and other large, private events. Additionally, both rooms open onto outdoor areas, creating potential for indoor-outdoor events at the CCC.



Dia de los Muertos celebration in the MRCA atrium

Individuals rent the indoor and outdoor spaces for private events like weddings

PRECEDENT STUDY: LA RIVER CENTER AND ATRIUM

The Los Angeles River Center and Gardens, managed by the Mountains Recreation and Conservation Authority (MRCA) offers flexible, multipurpose spaces for private and public organizations and individuals. An indoor atrium offers space for conferences or public festivals like a Dia de los Muertos celebration (top left), while outdoors gardens and patios like those surrounding the CCC have been used for events like weddings (bottom left).

MRCA rents the facility to public agencies free of charge, with specific approval requirements for meetings over 100 attendees.

Private parties rent the indoor and outdoor facilities for gatherings like weddings, conferences, meetings, and receptions for between **$7,500 and $13,000**. Non-profit organizations are offered a heavily discounted rate for gatherings up to 150 guests.

EVENT PLAZA 1 2 3 4

Arts and cultural events and activities are a key source of economic flows, with the potential to increase employment, income, and tax revenue. Additionally, the arts and cultural sector provides unique opportunities for public sector intervention because arts and cultural programs are public goods and often are run, promoted, or authorized by local public authorities. The CCC's Event Plaza along 6th Street can help strengthen the local economy by providing a space for public arts and cultural programming like public events, festivals, performances, and a farmer's market, all of which Coachella residents prioritized throughout engagement.[18]

FARMER'S MARKET

A weekly farmer's market in the CCC event plaza can be a driver of economic growth. The primary economic benefits of a farmer's market include direct profits to vendors, job creation for employees working the event, sales tax revenue, and any fees paid to the city by vendors or event organizations. Indirect benefits include stimulating Downtown revitalization, enhancing the CCC, Veteran's Memorial Park, and 6th Street Corridor as a destination, and other spillover effects. A study by the Project for Public Spaces found that in a city the size of Coachella with a population under 70,000, expenditures by vendors at a farmer's market have an average regional economic multiplier of 1.13, meaning for every $1.00 of total expenditures made by vendors in the farmers market, **$1.13** will be created in the region.[17] As an example, a 2011 study of the downtown farmer's market in Saginaw, Michigan, which has a population almost exactly the size of Coachella's, demonstrated the market had an over **$200,000 spillover effect** and resulted in more than **$1.5 million in annual economic impact.**[19] Proximity to the farmer's market also provides opportunities for new and start-up food businesses to test their products.

A regular farmer's market in the event plaza would also help meet residents' desire for improved access to healthy foods and nutrition and community-wide cultural events. Farmer's markets can also often serve as an important social gathering space and way to reach residents and connect them with other services like free health screenings or food assistance.

Farmer's markets allow entreprenuers opportunities to test out new products and gain customers // Source: TimeOut

Farmer's markets are drivers of economic and community development // Source: TimeOut

A WEEKLY FARMERS MARKET IN THE EVENT PLAZA CAN CREATE SPILLOVER EFFECTS, GROWING THE LOCAL ECONOMY,

IN ADDITION TO INCREASING COACHELLA'S DESIRABILITY TO NEW RESIDENTS

AND IMPROVING QUALITY OF LIFE FOR COMMUNITY MEMBERS

PUBLIC EVENTS, FESTIVALS, AND PERFORMANCES

Public cultural events like festivals or live music performances also drive economic benefits to local economies and cities through creating jobs, tax revenue, and expanding tourism and local purchasing. Investment in arts and cultural events also has secondary impacts: it enhances quality of life for residents, can strengthen community ties and sense of belonging, and is a strong driver in attracting new and young residents.[20] A variety of arts and cultural offerings may be particularly important in retaining Coachella's growing young, working-age population.

Furthermore, the creative sector can be a strong contributor to the local economy, particularly in rural areas and small cities where artists are likely to work locally and be deeply embedded in local communities.[22] Other small and mid-sized California cities have seen growth in their local economy as a result of public investment in the creative sector. A new performing arts complex in Grass Valley, a city in the Sierra Foothills of Northern California, has resulted in increased spending at local businesses like restaurants, hotels, shops, and galleries, and has increased the city's attractiveness to working-age residents.[23] Closer to Coachella, businesses in the Culver City area of Los Angeles have seen increased revenue since the opening of a performing arts space and, in recognition of the positive impact of arts and culture on economic growth, the city adjusted its public art ordinance to allow for contributions for developers. Prevalence of arts and cultural activities is also related to lower rates of undesirable outcomes in US communities, like crime level.[24]

The success of the Coachella Food Truck Park, a pop-up food truck event on 4th Street in Downtown Coachella in the spring of 2019, proves the potential benefits of similar public cultural events. The event featuring local musicians, artists, and food entrepreneurs drew nearly 10,000 visitors in its first weekend--more than doubling the event organizer's expectations. The city helped make the festival possible by renting the 4th Street lot to the organizer for **$1**. Admission was free for attendees--visitors only paid for the food, beverages, and merchandise they purchased. The Coachella Food Truck Park provided a space for local entrepreneurs and artists to grow their audience and reach large numbers of consumers at a single location. New and established businesses both benefited—for entrepreneurs starting out, the pop-up event provided a testing ground for their product, while more established businesses like Downtown's Coachella Bar sold merchandise like beer mugs, baseball caps, and T-shirts.

The event has since relocated to Indio, but its inception in Coachella proves the viability and economic benefit of large arts and cultural events in the city.[25]

Coachella Food Truck Park event // Source: cactushugs.com

Coachella Pride festival

ARTS AND CULTURAL EVENTS AND PROGRAMS HAVE MYRIAD POSITIVE IMPACTS ON THE LOCAL ECONOMY, INCLUDING:

- CREATING JOBS
- EXPANDING TAX REVENUE
- INCREASING TOURISM AND LOCAL PURCHASING
- ENHANCING LOCAL QUALITY OF LIFE
- STRENGTHENING COMMUNITY TIES
- ATTRACTING NEW RESIDENTS

Youth at annual Eastern Coachella Valley Pride celebration

Family at a community event in Veterans Memorial Park

Existing landscape outside City Hall building

Mural at existing City Hall building

POTENTIAL REVENUES AND EXPENSES*

DESCRIPTION	POTENTIAL REVENUE OR ECONOMIC IMPACT
ARTS AND CULTURAL CLASSES	$3-$18/CLASS
FARMERS MAKET	1.13 MULTIPLIER
EARLY CHILDHOOD EDUCATION	7.3 MULTIPLIER
SLIDING SCALE HEALTH AND WELLNESS SERVICES	$25-$60/SESSION
COMMUNITY KITCHEN - RENTAL	$15-$20/HOUR
COMMUNITY KITCHEN - SHELF STORAGE	$30/MONTH
COMMUNITY KITCHEN - RENOVATION	$100-$300/SQUARE FOOT
CO-WORKING SPACE - DROP IN	$25/DAY
CO-WORKING SPACE - MEMBERSHIP	$100-$450/MONTH
MEETING SPACE - HOURLY RENTAL	$25-$30/HOUR
MEETING SPACE - DAILY RENTAL	$100/DAY
NON-PROFIT HUB OFFICE SPACE - LEASE	$.75-$1.50/SQ
FLEXIBLE GATHERING SPACES - RENTAL	$7,500-$13,000/EVENT

*Potential revenues and expenses are based on those of existing precedents in the region or similar contexts and are not meant to be comprehensive. Accurate revenue and cost projection based on the finalized building design, program, and facilities management plan should be part of the next phase of the project (see Recommendations chapter).

CHAPTER ENDNOTES

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CONCEPT DESIGN

Concept Drawings 50

Cost Estimates 78

CONCEPT DRAWINGS

CONTEXT & SITE ORGANIZATION

Coachella City Hall is situated within the lower half of the block created by the intersections of Sixth Street, Orchard Avenue, Fourth Street, and Vine Avenue. Veterans Park, a recently constructed public space project, occupies the top half of the block. The latter half of the block, when cut in half by the extension of Fifth St, comprises the site boundaries for this project.

The existing grounds and landscaping has potential to better accommodate many of the amenities and features Coachella community members want in the CCC.

The reinterpretation of the building and grounds helps meet community needs. The original semi-circular motif - seen in the original entrance and Veterans Park pathways - hsa been replaced with triangular and trapezoidal shapes to encourages movement from the edges of the grounds to the center.

The axis connecting Veterans Park with the CCC is reinforced by removing the walls that originally bisected the block. The axis, filled with arts and cultural programming, extends through the Atrium of the CCC and the Event Plaza to the Library across Sixth Street.

SITE PLAN

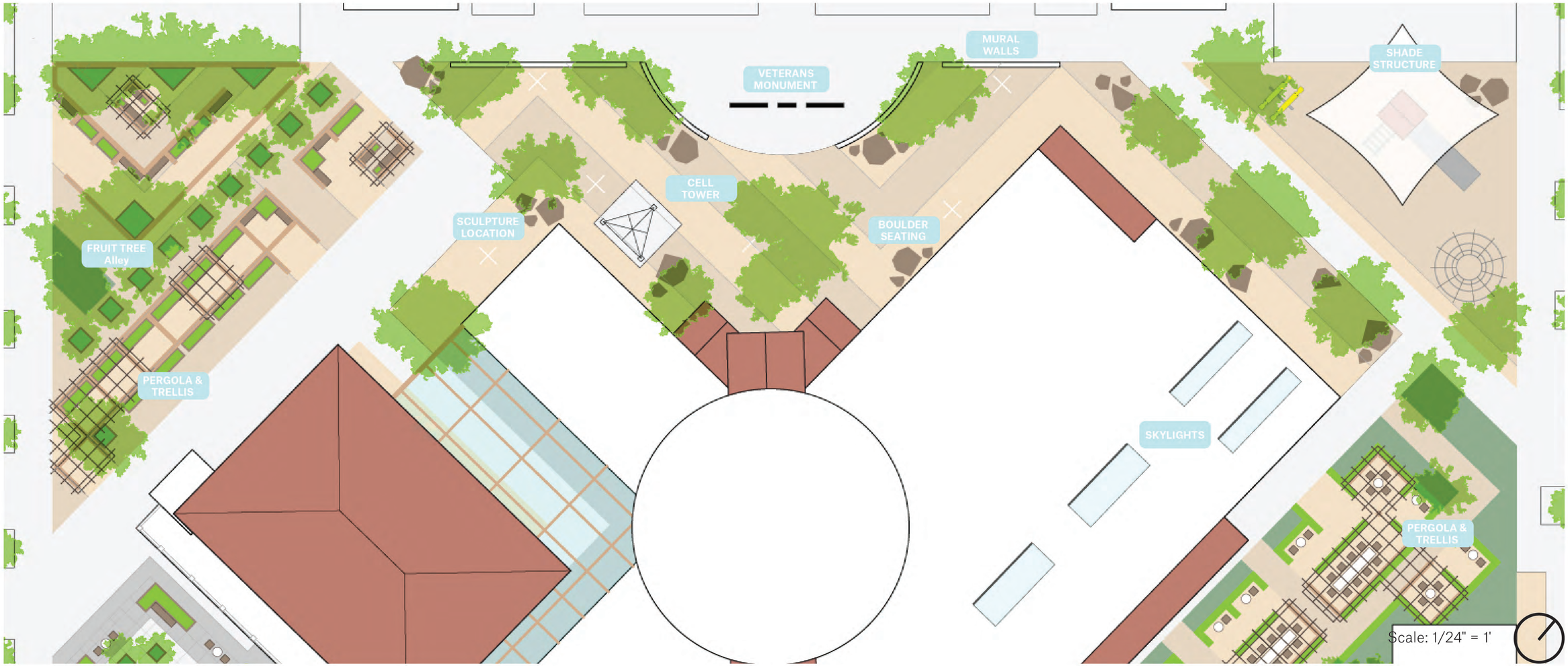
By extending the circulation along the building's edges, diagonal pathways cut establish the four corners that anchor the site. These corners act as programmatic zones that serve different demographics within Coachella's community. Each zone features a unique program, in addition to a variety of natural and constructed shading (e.g. grove of trees and pergolas) and seating (e.g. boulders and benches) options.

All corners point to the heart of the site where the CCC building sits in between the Event Plaza and Sculpture Garden. Although both of these outdoor spaces are important arts and cultural anchors, each cultivates a different atmosphere. The Sculpture Garden offers space for more quiet, contemplative reflection and relaxation, while the Event Plaza encourages larger, active gatherings.

SITE PLAN (CONT.)

In the easternmost corner, visitors will find the Herb Gardens, a shaded and aromatic addition to the grounds. Here, wooden pergolas mix with vine-covered trellises and Corten steel raised beds where community members can cultivate a variety of edible plants and herbs endemic to Southern California. Residents are also encouraged to pick and eat fruit from the Fruit Tree Alley that bisects the gardens. These gardens can also serve as an active learning space for youth that visit the CCC.

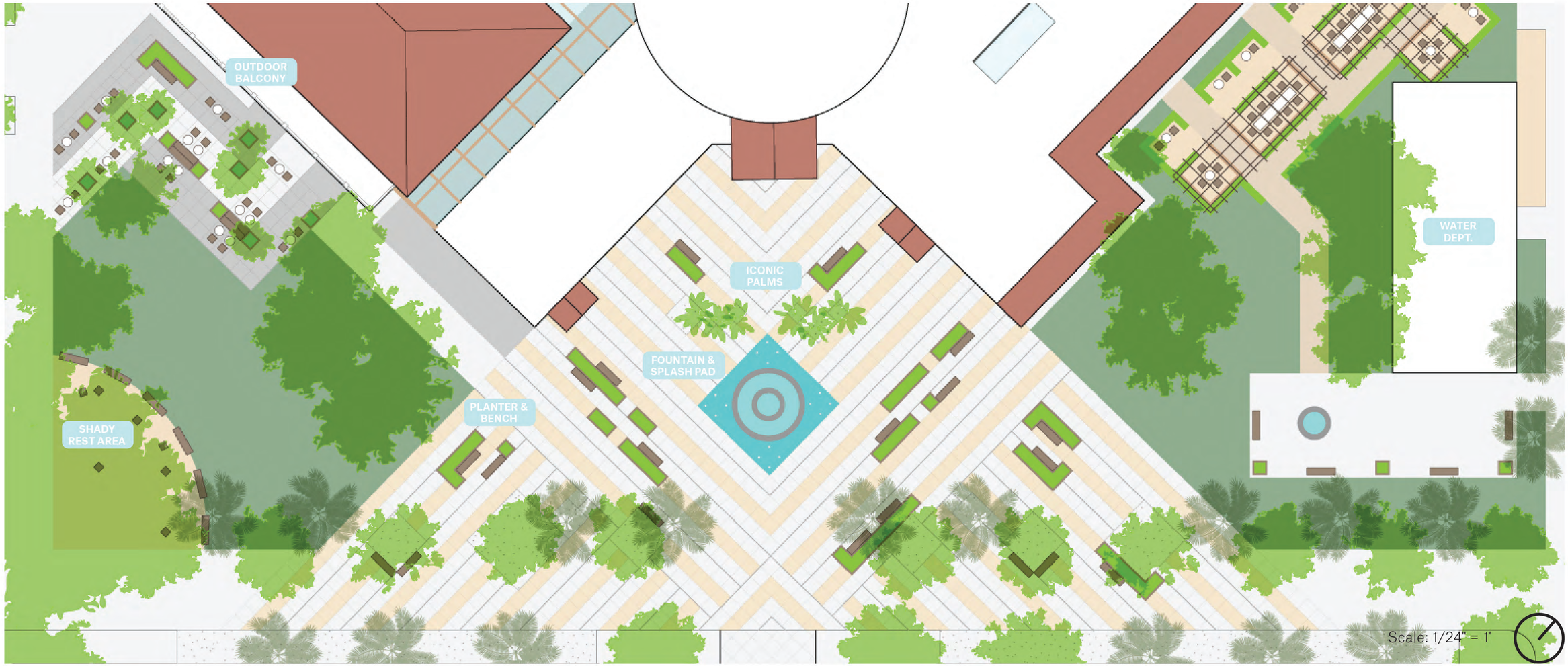
In the North corner underneath an existing shade structure is the revamped playground for children. During community engagement, many residents indicated their desire for new playground infrastructure (existing slides and a playing platform in the shape of a military tank likely pay homage to the Veterans Park and memorial). In response to community feedback, the design team replaced the tank with other play equipment and included several boulders for scrambling and sitting.



SITE PLAN (CONT.)

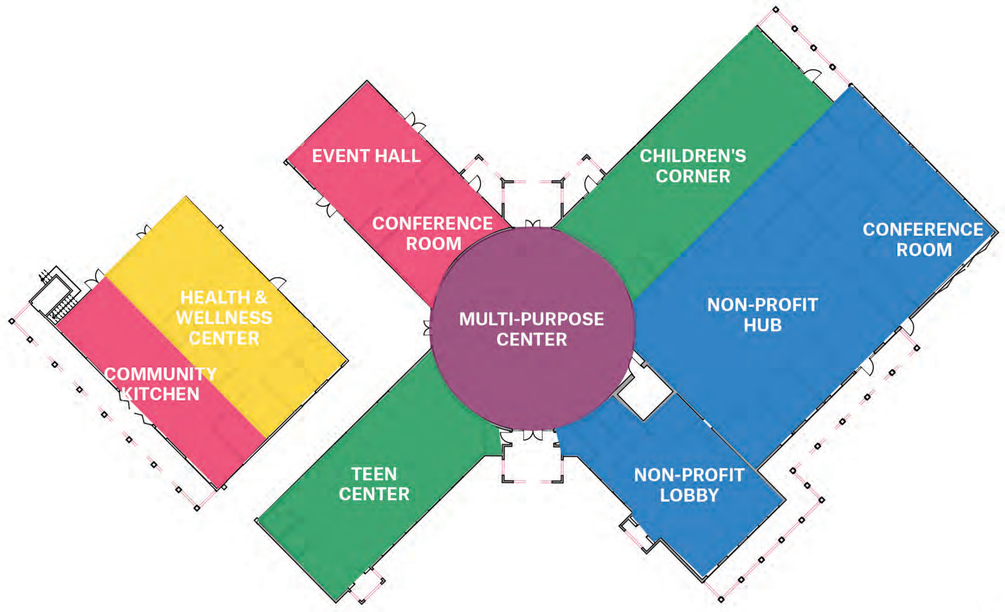
To the south are the Patio and Wellness Lawn. This corner retains all of the large shade trees original to the site, with several seating options dispersed throughout. Tiled pavers create a zig-zag pattern to draw passersby along the sidewalk into the site and onto the Patio. The Patio continues onto the colonnade of the Annex building, crossing the threshold into the Community Kitchen and connecting to the entrance of the Cultural Passage. Visitors on the second floor of the Annex can look out to the Patio and Wellness Lawn from the new outdoor balcony.

In the western corner is the Outdoor Meeting Area and existing Water Department Building. This corner also retains all of the existing large shade trees, while replicating the pergola and trellis shade structures from the Herb Gardens. During the design workshops with the community, many participants expressed interest in additional conference rooms and meeting spaces, so the indoor conference area extends to the outdoors, using natural planting and shading devices as partitions.



BUILDING PROGRAM

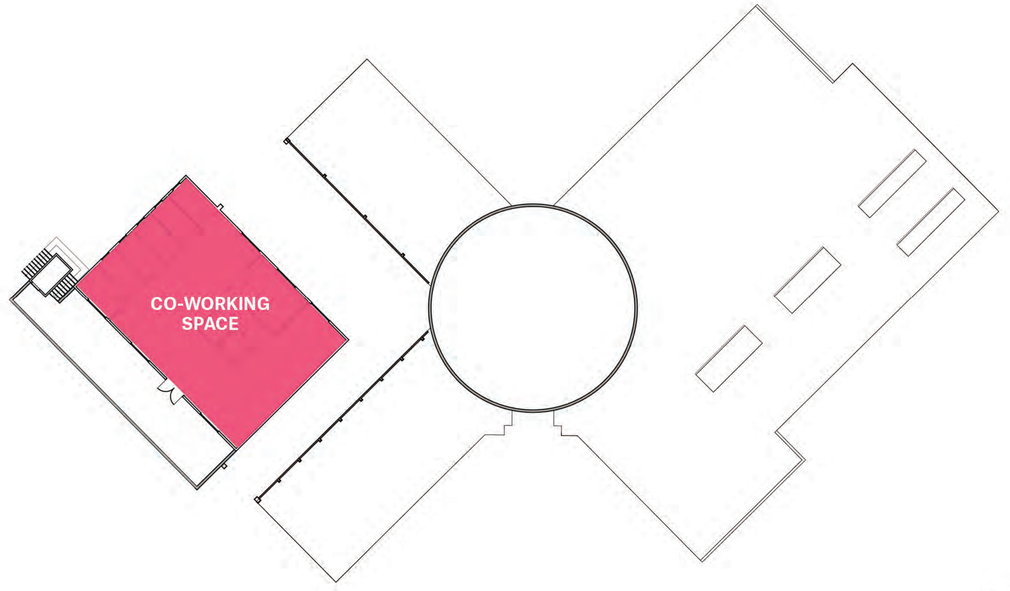
Utilizing the existing architecture, which allows for a multitude of uses to retain privacy while maintaining easy access, the proposed program, chosen by the Coachella community members, has been allocated to the different “spokes” of the building. Greeting the community and anchoring the project is the Atrium, a multi-purpose room at the center of the main building. The Non-Profit Hub occupies the southeastern spoke, which has expanded in floor area. Opposite of each other, to the Northeast and to the Southwest, are the Children’s Center for younger children and the Teen Center for young adults.



TOTAL PROGRAM SQ FT

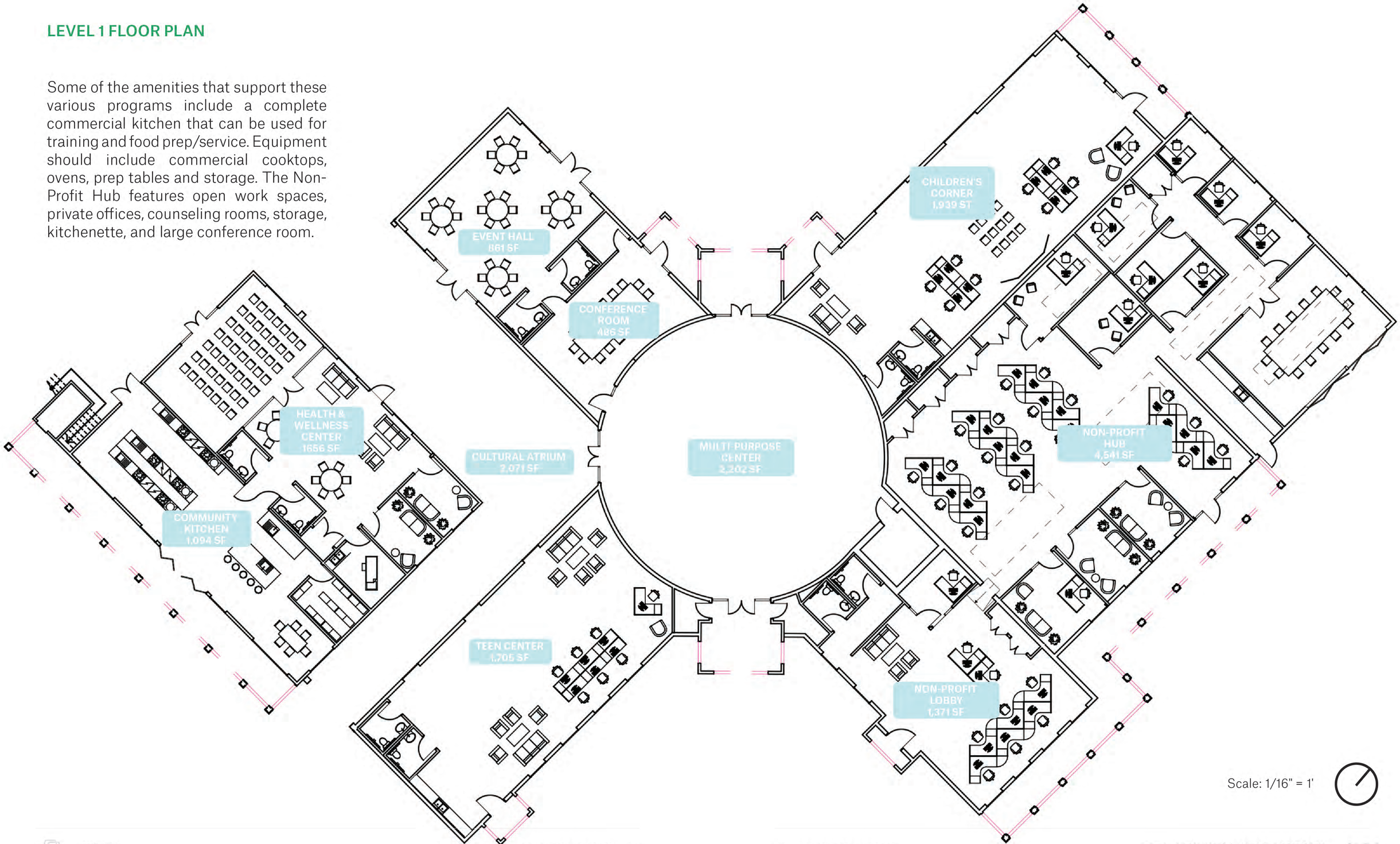
2,202 SF	ARTS AND CULTURE
1,656 SF	HEALTH AND WELLNESS
5,912 SF	PUBLIC SERVICES AND RESOURCES
3,644 SF	YOUTH DEVELOPMENT AND ACTIVITIES
4,081 SF	SMALL BUSINESS AND ECONOMIC DEVELOPMENT

The northwest spoke hosts a large conference room that connects to the Event Hall via the Atrium. Both spaces which can be rented for public and private uses by the community. The Event Hall opens up to the Sculpture Garden and Cultural Passage — a covered, open-air space filled with planting and cultural arts. The Health & Wellness Center and the Community Kitchen is on the ground floor. Coachella residents were enthusiastic about the CCC offering different, but complementary, programmatic elements. The Herb Garden, Community Kitchen, and Patio are one of many examples of reciprocal spaces in the CCC building and grounds. A second floor has been added on top of the existing Annex Building to house co-working space.



LEVEL 1 FLOOR PLAN

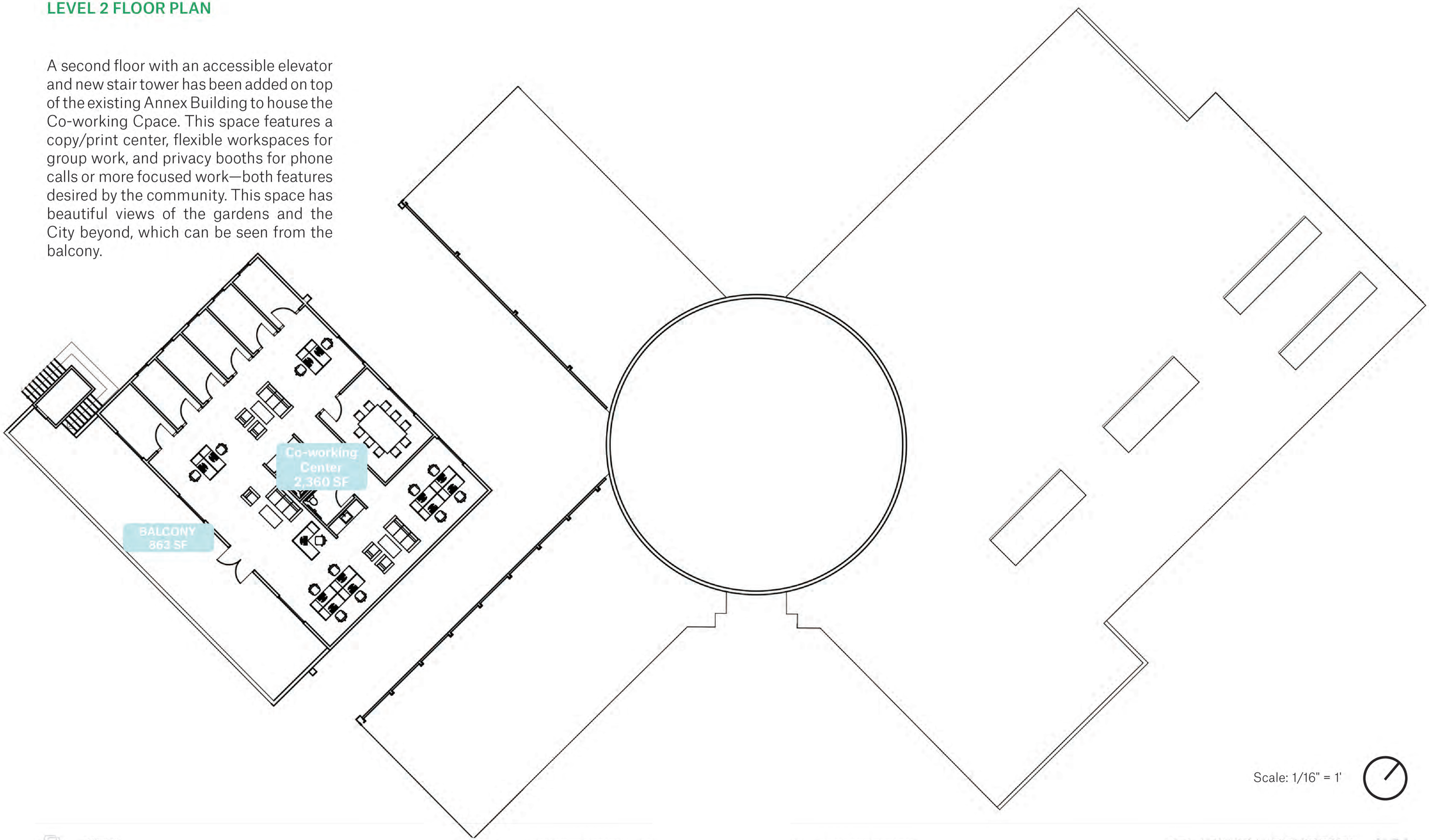
Some of the amenities that support these various programs include a complete commercial kitchen that can be used for training and food prep/service. Equipment should include commercial cooktops, ovens, prep tables and storage. The Non-Profit Hub features open work spaces, private offices, counseling rooms, storage, kitchenette, and large conference room.



Scale: 1/16" = 1'

LEVEL 2 FLOOR PLAN

A second floor with an accessible elevator and new stair tower has been added on top of the existing Annex Building to house the Co-working Cpace. This space features a copy/print center, flexible workspaces for group work, and privacy booths for phone calls or more focused work—both features desired by the community. This space has beautiful views of the gardens and the City beyond, which can be seen from the balcony.



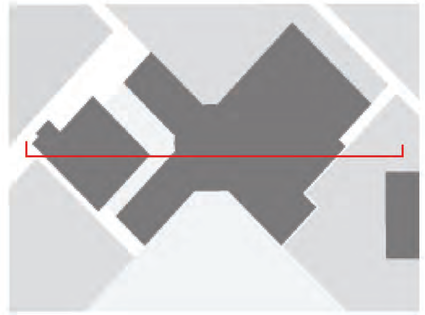
Scale: 1/16" = 1'

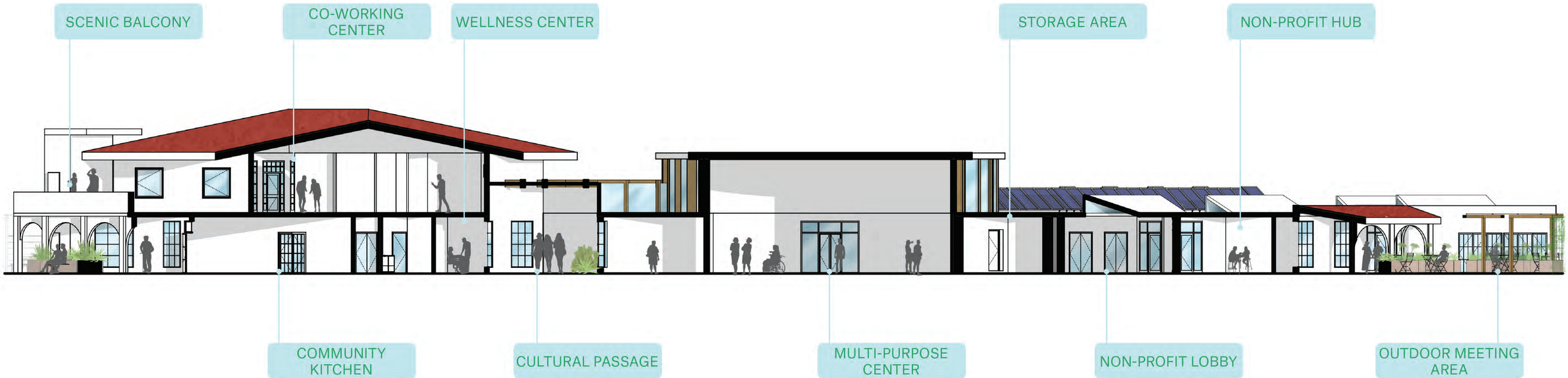
Coachella City Hall, a unique and iconic building in the heart of the City, has been reimagined into a beautiful, functional and sustainable Coachella Community Center. With new massing, extensive new glazing, new façade materials and redesigned entry points, the building combines its history with a contemporary future. The style of the building, an updated and contemporary Spanish Colonial, is consistent with the architectural preferences of the community and takes inspiration from the Library across Sixth Street; sustainable measures such as cool roofs, solar panels and completely new HVAC and Plumbing systems modernize this building into an efficient and striking home for its new program.

LONGITUDINAL SECTION

One of the key moves in reimagining this structure was to elevate its height. Adding a permanent version of the Annex building and including a second story allows for more floor area without dominating the site. Lifting the roof of the central atrium creates a new Multi-purpose Center with the qualities of an open gallery or gymnasium. Skylights further improve the quality of the work environment in the Non-Profit Hub.

KEY PLAN

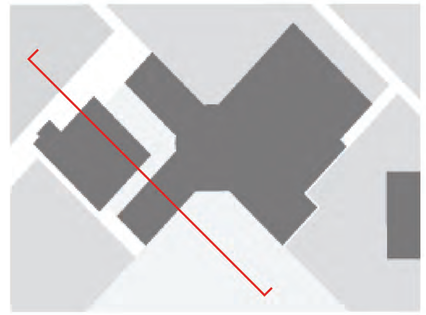


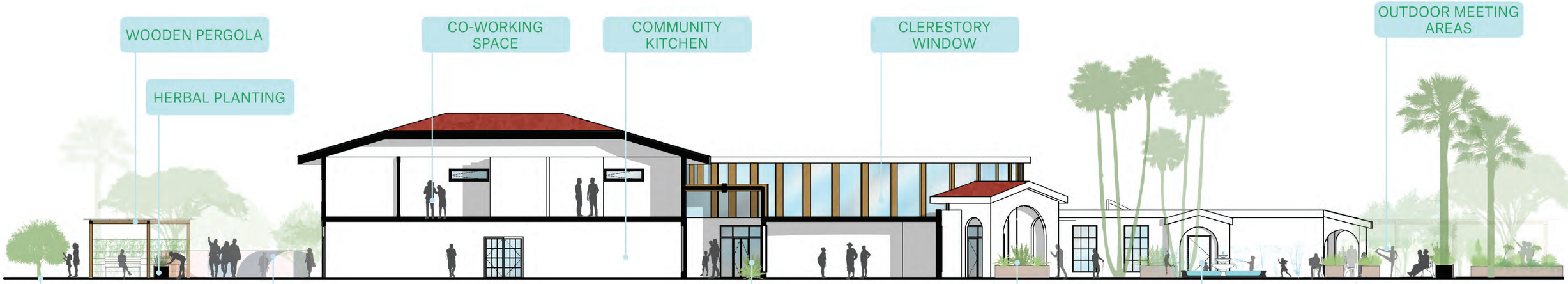


DIAGONAL SECTION

Connectivity was key in redeveloping the old City Hall into the CCC. The original building required users to walk long distances outsde in order to get to another part of the building. By filling in the existing “alley” with a canopy, and opening the adjacent programs into that space, it is much easier to move between the Multi-Purpose Center, where one might take a dance class, and into the Health & Wellness Center, where one might join a group session or have an appointment. The Teen Center and Event Hall also open into this passage, allowing family membesr of all generations to comfortably and safely participate in different programs at the same time.

KEY PLAN





MULTI-PURPOSE ATRIUM

This 2,200 square foot space at the heart of the building complets the arts and cultural axis between the Library and Veterans Memorial Park. The roof has been elevated and a new clerestory of windows with vertical shading devices bring natural light and height to the room. With connections to the Sculpture Garden, Event Plaza, Cultural Atrium and a Conference Room and Storage, the potential uses include health and wellness classes and workshops, cultural events and festivals, businesses development seminars and job fairs, private events like Quinceañeras and more.

KEY PLAN

CULTURAL PASSAGE

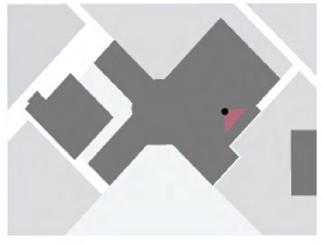
Connecting the main building and the new, two-story annex is an indoor-outdoor passage that is covered by a glazed canopy with shading devices. Plants, art, sculpture and other artifacts that reflect the history and the culture of Coachella fill the passage. This will become a peaceful place for people to gather before and after classes, a colorful place for photography of weddings/engagements or Quinceañeras, and a place of pride for the community to showcase its heritage.

KEY PLAN

CONFERENCE ROOM

One of the main features of the Non-Profit Hub is the Conference Room. This 500 square foot room allows for small and large gatherings. With skylights and lots of windows, this is an ideal place to conduct training, have meetings and conduct presentations. Doors open to the wi-fi-equipped Outdoor Meeting Area that helps provide healthy work environments.

KEY PLAN



PATIO

The Community Kitchen is designed to be an active hub of training and service. A shaded colonnade connects the kitchen to an outdoor dining and gathering space, offering opportunity for food entrepreneurs using the Community Kitchen to host pop-events to test new products and build their business.

KEY PLAN

COST ESTIMATES

This is a high-level, rough order of magnitude (ROM) estimate that KDI and Relativity Architects assembled for construction and development costs associated with the proposed renovation and expansion of Coachella City Hall into a multi-use Community Center with new outdoor landscaping and programming. This ROM estimate is at a conceptual design level and is based on an average of similar project costs from 2018-2020 in Los Angeles County. Escalation, existing conditions, abatement, local construction rates, off-site improvements and any processes or approvals outside of the typical development process are not reflected. The accuracy of these numbers is not guaranteed.

It is strongly recommended that a general contractor from the Coachella Valley be engaged in a formal cost estimation scope in order to determine an accurate project budget.

ESTIMATE BREAKDOWN

DESCRIPTION	QUANTITY (SF)	UNIT COST	ESTIMATE
DEMOLITION			$50,000
RENOVATED AREAS (FFE INCLUDED)	13,500 SF	$285	$3,847,500
NEW CONSTRUCTION (FFE INCLUDED)	5,450 SF	$345	$1,880,250
SITE WORK & LANDSCAPING	60,000 SF	$55	$3,300,000
BUILDER COSTS		15%	$1,361,663
SUBTOTAL HARD COSTS			**$10,439,413**
CONTINGENCY			$3,131,824
TOTAL HARD COSTS		30%	**$13,521,236**
SOFT COSTS		15%	$2,028,185
CIVIL ENGINEERING, SOILS, ENVIRONMENTAL REPORTS, SURVEYS			
ARCHITECT, LANDSCAPE ARCHITECT, MEP & STRUCTURAL ENGINEERING			
ENTITLEMENTS & PERMIT FEES			
TOTAL SOFT COSTS			**$2,028,185**

RECOMMENDATIONS

Next Steps 82

NEXT STEPS

This Feasibility Study demonstrates the need, market, and potential design of the CCC. However, additional community engagement, design development, and a strategic funding and building management plan are necessary to bring the project to life. The following list is not comprehensive, but instead lays out a few of the important next steps to translate this Study into a built project:

1 ENGAGE PARTNER ORGANIZATIONS AND FORM CCC STEERING COMMITTEE

The City of Coachella should engage partner organizations and agencies to identify the organizations that would offer programs identified in this Study. The City should invite partner organizations to join a CCC Steering Committee to provide feedback on next steps. The CCC Steering Committee should also include Coachella residents that represent a diversity of age and background.

2 DEVELOP FUNDING STRATEGY AND PROJECT BUDGET

The City, in partnership with the CCC Steering Committee, should develop a budget for building and landscape design and construction, as well as an ongoing maintenance and operations budget. Funding sources could include government (federal, state, and local), foundation, and corporate grants, rental revenues, New Market Tax Credits, and more.

3 FINALIZE BUILDING DESIGN THROUGH COMMUNITY-LED PROCESS

The City, in partnership with KDI and Relativity Architects, should engage community members in a community-led design process to finalize detailed building and landscape design.

4 CREATE FACILITY MANAGEMENT PLAN

The City, in partnership with the CCC Steering Committee, should develop a Facility Management Plan. The CCC could be managed by City staff in a new or existing department or the City could consider hiring a local non-profit organization to manage then CCC.

Young community members at the second annual Pride celebration

Resident in Veteran's Memorial Park

Family at a community event in Veterans Memorial Park

Community member at city event

APPENDIX

Sources 86

Potencial Funding Sources 90

APPENDIX I: SOURCES

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APPENDIX II: POTENCIAL FUNDING RESOURCES

GENERAL

Riverside County- Community Development Block Grant. The Community Development Block Grant (CDBG) is a Federally funded block grant program created by Congress in 1974, with the overall goal to develop viable urban communities by providing decent housing and a suitable living environment primarily for low-mod income persons. Available Online.

SMALL BUSINESS AND ECONOMIC DEVELOPMENT

California Employment Training Panel Grant. $75,000-$750,000; Cycle continuous. The Employment Training Panel (ETP) provides funding to employers to assist in upgrading the skills of their workers through training that leads to good paying, long-term jobs, including groups of employers such as Chambers of Commerce, Joint Apprenticeship Training Committees, Trade Associations or Economic Development Corporations. Available Online.

The Small Business Administration works with different organizations to provide federal financial assistance (grants) community resources for certain small businesses. If you can't find any grants that fit your profile, you can see if you qualify for any of our funding programs, or schedule to meet with a counselor to talk about financing your business. Available Online.

SCORE's mission is to foster vibrant small business communities through mentoring and education. With the nation's largest network of volunteer, expert business mentors, SCORE has helped more than 11 million entrepreneurs since 1964. Available Online.

GREEN SPACE AND INFRASTRUCTURE

CalEPA- Environmental Justice Small Grants. $50,000 (Max); Anticipate solicitation in May 2021. Grants are awarded on a competitive basis for projects that are based in communities with the most significant exposure to pollution. Available Online.

California Natural Resources Agency- Urban Greening. $28.5 million left to be awarded; Application postponed. Eligible urban greening projects will reduce GHG emissions and provide multiple additional benefits, including, but not limited to, a decrease in air and water pollution or a reduction in the consumption of natural resources and energy. Eligible projects will result in the conversion of an existing built environment into green space that uses natural and green infrastructure approaches to create sustainable and vibrant communities. Available Online.

California Natural Resources Agency- Green Infrastructure Program. $50,000-$3 million; New cycle TBD. All projects must achieve measurable benefits by a) acquiring, creating, enhancing or expanding community parks and green spaces, or b) use natural systems, or systems that mimic natural systems to achieve multiple benefits to create sustainable and vibrant communities. Available Online

California Department of Parks and Recreation-Rural Recreation, Tourism and Economic Enrichment Investment Program. Maximum and minimum grant amounts to be determined through public hearing process; TBD. Based on future state budget appropriation. The program will fund projects that provide new recreational opportunities in rural communities that have demonstrated deficiencies and lack of outdoor infrastructure in support of economic and health- related goals. Available Online

California Department of Parks and Recreation-Statewide Park Development and Community Revitalization Program (SPP). $200,000-$2 million; Anticipate solicitation early 2021. SPP will fund acquisition and development construction projects to create new parks and new recreation opportunities in underserved communities across California. Available Online.

Coachella Valley Mountains Conservancy- Coachella Valley Proposition 68 Parks, Conservation Land Access and Climate Change Response Grant Program. $6.7 million left to award; Cycle continuous. Expand recreational and educational use of conservation lands and improve sustainability in the Coachella Valley. Available Online.

CN EcoConnexions From the Ground Up

CN EcoConnexions From the Ground Up supports collaborative community greening projects that enhance landscapes in communities neighboring CN rail lines to meet the following objectives: Enhance the quality of life in cities, villages, and townships. Promote public health benefits through the proper planting and care of trees and plants. Ensure that community landscapes provide ecosystem services – clean air and water, increased property values, reduced erosion and stormwater runoff, wildlife habitat, moderated temperatures, lessened energy demands, and year-round enjoyment. Enhance community tree canopy by properly planting diverse, quality trees for long-term sustainability and resistance to future pests. Beautify community gateways and create significant landscapes demonstrating the contribution of flowers and plants to growing community pride and economic vitality. Leverage CN EcoConnexions From the Ground Up grant support to catalyze strong and enduring community partnerships to undertake and sustain community greening efforts. Provide opportunities for CN and its neighbors to work together towards shared goals of environmental stewardship. Support long-term community greening through ongoing involvement in America in Bloom. Available Online

Transformative Climate Communities Program (Implementation Grants). $28.2 million (Max); 3rd round of funding opens June 2020. The Transformative Climate Communities (TCC) Program funds development and infrastructure projects that achieve major environmental, health, and economic benefits in California's most disadvantaged communities. Available Online.

TEEN CENTER

Anderson Children's Foundation. $3,000-40,000 Grant; Application opens 2/01/2020. Must be (1) serving youth under age 18 in the Coachella Valley of Riverside County, California; (2)Non-profit with official 501c3 or other tax exempt status. Available Online

California Natural Resources Agency- Youth Community Access. $50,000-$300,000; Public comment period has been extended. This program is a competitive grant program to support small capital asset projects, public programs, educational programs, job training programs, and outreach programs to support youth access to natural and cultural resources. Available Online.

Kinder Morgan Foundation Education Grants

In an effort to support tomorrow's leaders, the Kinder Morgan Foundation funds programs that support the academic and artistic growth of young people. Eligible programs must benefit K-12 youth in communities where Kinder Morgan operates. Areas of focus are academic programming (including tutoring) and arts education, and grant amounts range from $1,000 to $5,000. Deadline: the 10th of every month. Available Online

My Brother's Keeper Community Challenge Competition

The Obama Foundation recently announced that it will launch a competition for community-based organizations who want to reduce youth violence and increase the kind of mentoring that can change lives for young men of color. Winners will work with teams of experts to support planning, implementation, and infrastructure development, and they'll also get matching funds to hire a local project lead and planning grants of up to $500,000 to help jump-start initiatives and raise additional resources. The RFP is open to organizations in the 250 communities who accepted President Obama's My Brother's Keeper Community Challenge. Deadline: TBA. Available online

Mazda Foundation Education Grants

The Mazda Foundation is offering grants to nonprofits with programs emphasizing education and literacy, environmental conservation, cultural education, social justice, or scientific research. Mazda prioritizes organizations in areas where they have offices (Irvine, CA; Bridgewater, NJ; Chicago, IL; Sugarland, TX; and Jacksonville, FL). Applicants who submit a project of interest to Mazda will need to send a formal proposal. If interested, Mazda may schedule a meeting for further discussion. Applications accepted May 1 to July 1, annually. Available Online

Oriental Trading Company Education Grants

The Oriental Trading Company Giving program aims to enrich the lives of children through education, youth programming, and healthcare and human services. Eligible organizations include 501(c)(3) tax exempt organizations and public schools, colleges, and universities. Deadline: Rolling. Available Online

SPIE Education Outreach and Sustaining Grants

The International Society for Optics and Photonics (SPIE) provides grants to projects relating to optics and photonics, as well as STEM projects involving optics and photonics. Applicants must display "potential to impact students and increase optics and photonics awareness" and will be judged on that criteria among others. Organizations that receive Education Outreach Grants twice in five years may only apply for a Sustaining Grant. SPIE grants have limits on what they can be used for. Deadline: May 31, annually. Available Online

The Barney Family Foundation Grants

The Barney Family Foundation makes grants of up to $50,000 in the educational field, particularly those that benefit children in grades K-8, with emphasis on creating opportunities for better education. The Foundation seeks original ideas with well-outlined plans for project implementation that will lead to tangible, replicable improvements in children's experiences. Grant-seeking organizations may work directly with children and families or may work on research, policy, and advocacy that demonstrably improves the lives of young people. Deadline: September 30, annually. Available Online

CHILD CARE

Child Care and Development Fund

CCDF is administered by the Office of Child Care (OCC) within the Administration for Children and Families (ACF), HHS and provides grants to States, Territories, and Tribes to assist low-income families, families receiving temporary public assistance, and those transitioning from public assistance in obtaining child care so they can work or attend education and training programs. Grantees must serve children younger than 13 years, however, some grantees may also elect to serve children ages 13 to 19 who are physically or mentally incapacitated or under court supervision. Available Online

Head Start/Early Head Start

The Office of Head Start, within HHS, provides grants to local public and private nonprofit and for-profit agencies to administer Head Start and Early Head Start programs. These programs provide child-focused services to children from birth to age 5, pregnant women and their families, and have the overall goal of increasing the school readiness of young children from low-income families. Available Online

Preschool Development Grant Program

These grants will help States, local education agencies, and local governments build the fundamental components of a high-quality preschool system or expand proven early learning programs. To be eligible for funding, prospective grantees must describe how

they will expand access to children from low- to moderate-income families, ensure an adequate supply of high-quality preschool slots and qualified teachers, monitor for continuous improvement, partner with local education agencies and other providers, and sustain high-quality services after the grant period. Available Online

COMMUNITY/COMMERCIAL KITCHEN

Annie's Grants for Gardens

Grants to develop edible garden projects that help connect kids to nutritious food. Geographic coverage: Nationwide. Application Deadline: Nov 2, annually. Sponsor: Annie's Homegrown, Inc. Available Online

Farmers Market Promotion Program

The Farmers Market Promotion Program (FMPP) funds projects that develop, coordinate and expand direct producer-to-consumer markets to help increase access to and availability of locally and regionally produced agricultural products by developing, coordinating, expanding, and providing outreach, training, and technical assistance to domestic farmers markets, roadside stands, community-supported agriculture programs, agritourism activities, online sales or other direct producer-to-consumer (including direct producer-to-retail, direct producer-to-restaurant and direct producer-to-institutional marketing) market opportunities.

Healthy Food Financing Initiative Technical Assistance

Technical assistance for early stage healthy food access projects in underserved areas with a focus on management, financial health, and operations. Geographic coverage: Nationwide. Applications accepted on an ongoing basis. Sponsors: Reinvestment Fund, U.S. Department of Agriculture. Available Online

Robert Wood Johnson Foundation Pioneering Ideas Brief Proposals

Grants for innovative projects that are working to build a culture of health, ensuring that everyone has access to the care they need and all families have the opportunity to make healthier choices. Geographic coverage: Nationwide. Applications accepted on an ongoing basis. Sponsor: Robert Wood Johnson Foundation. Available Online

Walmart Foundation Community Grant Program

Grants to support the needs of local communities in the areas of hunger relief and healthy eating, health and human services, quality of life, education, community and economic development, diversity and inclusion, public safety, and environmental sustainability. Geographic coverage: Nationwide. Application Deadline: Dec 31, annually. Sponsor: Walmart Foundation. Available Online

HEALTH AND WELLNESS CENTER

Advancing Wellness Grants

The California Wellness Foundation invests to advance wellness in California communities, cities and counties, and statewide. To get a grant, work must fit into one or more of their specific priority areas: Health Care, Healthy and Safe Neighborhoods, Education and Employment, Health Policy and Strengthening the Sector. Application process begins with an LOI. Available Online

Community Access to Child Health (CATCH) Planning and Implementation Grants

Funding to support pediatricians and fellowship trainees in the initial planning and/or pilot stage of implementing innovative, community-based projects to increase children's access to optimal health and well-being and address unmet child health needs. Offers up to 7 rural-focused awards in 2021. Geographic coverage: Nationwide and U.S. Territories. Application Deadline: Jan 27, annually. Sponsor: American Academy of Pediatrics. Available Online

Kaiser Permanente-Riverside Service Area's Community Health Grant Program. $5,000-$25,000. TBD. Kaiser Permanente Riverside Service Area's Community Health Grant Program aims to assist organizations with capacity building and program support that address critical needs in our culturally diverse communities with an emphasis on under-resourced populations. Available Online.

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