

Cross Cultural Feasibility Assessment City of Bellevue

Final Report

AECOM Economics

November 2020

AECOM

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Executive Summary

Introduction and Project Context

- The Bellevue community has transitioned over the past few decades into one with significant cultural diversity. The City of Bellevue understands this diversity to be a strength and opportunity and, as such, is interested in increasing its support for multicultural programming and spaces.
- To this end, the City of Bellevue commissioned a study assessing community feedback related to cross-cultural programming. This study - *Shaping our Inclusive Future: Cross-Cultural Programming Public Outreach Study*, was the first of a three-phased approach by the Council to explore how to better support and advance local cross-cultural programs and services initiated in 2016. City staff engaged the public in an outreach process that facilitated feedback on the adequacy and effectiveness of existing cross-cultural programming.
- The study identified significant interest in the expansion of programming and community partnerships prioritizing multi-generational, arts and performance, social services, civic learning and action, and gathering space resources.
- As a second phase to the public outreach study, the City, through an RFP process, retained AECOM to conduct a feasibility study for a cross-cultural facility in Bellevue.
- The purpose of the study is to understand existing spaces used for public and private programming, to develop planning alternatives, and to conduct financial analysis related to a cross-cultural facility.

Executive Summary

Scope of Work

As part of this study, the AECOM team completed the following tasks:

– **Identified community needs and developed a physical program:**

- Reviewed previous work, including *Shaping our Inclusive Future: Cross-Cultural Programming Public Outreach Study* and other relevant planning and cultural studies.
- Conducted a review of key demographic, market, and economic trends in Bellevue.
- Completed over 40 interviews with City-identified stakeholders.
- Assessed key issues related to the concept and vision for the cross-cultural facility.
- Developed an illustrative program to be used for analysis.

– **Reviewed facilities in the local market.**

- Reviewed operations of existing City owned and managed community centers.
- Identified and evaluated other public and private facilities in Bellevue.
- Utilized in-house data on the operating and financial performance of cultural centers nationally.

– **Analyzed possible sites for a cross-cultural center**

- Developed site evaluation criteria to be used in identifying and evaluating sites.
- Identified, researched, and analyzed multiple sites in Bellevue.

– **Developed a financial model and addressed key governance, operating, and development issues**

- Reviewed financial data for City-owned community centers including earned revenue and operating costs, cost recovery policies / goals.
- Combined City financial data with in-house benchmarking data from national benchmarks.
- Developed illustrative financial model based upon preliminary development program.
- Outlined typical development and operating funding strategies. .
- Evaluated strengths and weaknesses of different governance and operating models.
- Developed recommendations for next steps.

Executive Summary

Summary of Key Findings

A summary of key findings resulting from this feasibility study are as follows:

– Community Needs and Indicators of Demand

- Bellevue is increasingly diverse, with the largest majority-minority population in Washington.
- There is strong interest and enthusiasm for a branded and identified cross-cultural center in Bellevue, separate from existing community centers.
- A review of existing facilities indicates unmet demand for gathering and performing art space.
- Given the growing diversity of Bellevue and the current national environment, there is a clear need for programming to bring different communities together for shared experiences. There will also be demand, post-COVID, for increased “high touch” experiences in addition to “high tech” experiences.

– Building Program

- We developed an illustrative building program based upon the needs assessment of 20,000 to 30,000 square feet. The program reflects feedback from the initial outreach study as well as research conducted as part of this study. Key building elements include:
 - A variety of multipurpose spaces, including a large multipurpose gathering space and mix of classrooms, workshops, and meeting rooms;
 - Performing arts space (for now we have included a black-box theater type space, although this should be further evaluated with a more detailed demand analysis;
 - A multimedia visitor experience or immersive exhibit telling the story of diverse Bellevue communities
 - Other areas including a kitchen, work space, lounge, possible nonprofit office space, and back of house space.

Executive Summary

Summary of Key Findings (continued)

– Site Opportunities

- Through our stakeholder interviews, research, and professional experience with all types of cultural facilities, visitor destinations, and community facilities, we identified evaluation criteria to use in identifying and evaluating possible sites.
- Key criteria include: access, proximity to light rail, complementary surrounding uses and critical mass of activity, sufficient space for parking and facility, outdoor programming space, visibility, and ability to leverage and support other City and community economic development efforts and investments.
- We identified a number of publicly sites in Downtown, Wilburton, and BelRed, and there may also be opportunities around proposed performing arts facilities, planned City facilities, retail centers, and privately owned sites.
- A more detailed evaluation of sites could be conducted using a more formal evaluation process, working with City staff and leadership, and utilizing a weighted evaluation matrix to reflect higher and lower priority site criteria.

– Financial & Operating Model

- We developed an illustrative financial model using the preliminary physical program and key industry metrics . Based upon this analysis, operating costs are estimated to be between \$1 to \$1.5 million, with 30 to 40 percent earned revenue, resulting in required contributed income of between \$600,000 and \$900,000 annually.
- We also examined possible operating models for the cross-cultural facility. There is precedent for public, private nonprofit, and hybrid models. Hybrid models are most likely to accommodate the vision and leverage private dollars.
- Finally, development models were addressed, including public, private, and joint development options. The best development model will depend upon a number of factors including: City resources, participating of private sector, site factors, community and corporate leadership, and others.

Community Needs, Concept and Program

- **Summary of Recent Outreach and Planning Studies**
- **Overview of Relevant Demographic and Economic Factors**
- **Key Findings from Stakeholder Interviews**
- **Summary and Illustrative Building Program**

Cross-Cultural Facility

Concept Overview

- Feasibility analysis for cultural facilities of all types is affected by a number of factors, including:
 - The concept or vision, program, and activities;
 - Site / facility location and characteristics;
 - Size and demographic characteristics of potential market / audience segments;
 - The number and characteristics of similar facilities in the market; and
 - Operating and financial considerations.
- One of the most critical factors above is the concept, vision, and program. While some cultural facilities, such as zoos or art museums, have fairly standard and well-defined characteristics, nomenclature, and terminology that is well understood by the general public, a cross-cultural facility is less defined. The term “cross cultural center” implies a physical facility that promotes people of different cultures engaged together through a variety of programming and activity. The cross-cultural center terminology is most often found in the college context, where they are fairly common. Outside of colleges campuses, it is somewhat unusual to find cross-cultural or multicultural centers.
- However, there are many cultural facility types which can serve as reference categories for benchmarking and understanding vision for a cross-cultural center. These include:
 - Cultural centers, which usually include performing arts, exhibits, classrooms, and multipurpose gathering space. The vast majority of cultural centers in the United States focus on the experience of one cultural group.
 - Community centers, which are typically City-operated and programmed and include a mix of recreational, cultural, and social service programming. These typically have a strong recreational component.
 - Performing arts facilities, which often have fixed-seats and are focused on the performance of dance, music, or theater.

Cross-Cultural Facility Concept

Definitions, Terminology, and Context



Community Center

- Facilities host City-run or managed classes and activities
- Mix of community and recreational activities
- City owned and operated
- Facility usually includes mix of multipurpose space, studios, classrooms, and specialized recreational equipment or spaces.



Performing Arts Center

- Focused on performing arts such as dance, music, or theater
- Sometimes includes a visual arts component
- Typically City owned
- City or nonprofit operated
- Facility includes fixed seat or black box theaters, exhibit areas, lobby, etc.



Cultural Center

- Generally focused around race, ethnicity, gender identity, sexual orientation, or other defining characteristics
- Typically includes performance space, gathering space, classrooms
- Usually non-profit operated, but can be City operated
- Mission-driven



Cross Cultural / Multicultural Centers

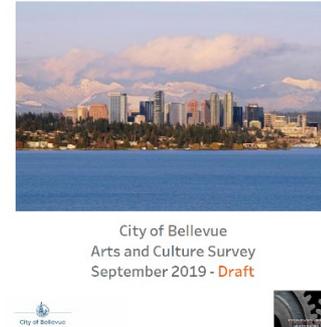
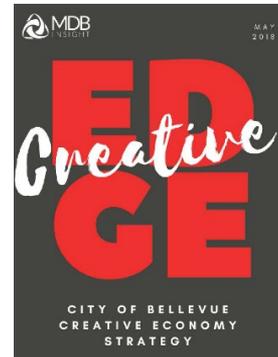
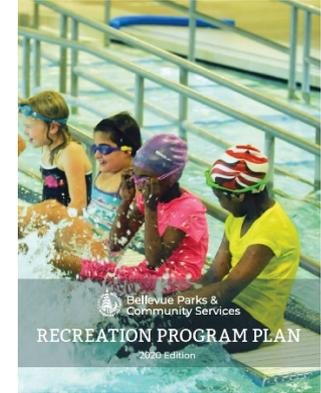
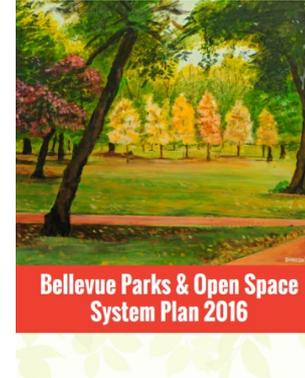
- Terminology comes from college campuses, where these are common
- Not as common outside of this context
- Organizations do exist who provide multicultural programming, but rarely tied to a facility

Summary of Recent Outreach & Planning Studies

Recent Outreach and Planning Studies

Overview

- AECOM reviewed nearly 15 planning and outreach studies and reports completed by various City departments. Some of the most relevant are as follows:
 - *Shaping our Inclusive Future: Cross-Cultural Programming Public Outreach Study* (Oct 2018)
 - *Recreation Program Plan* (2020)
 - *Outreach Report: Recreation Program Plan* (2020)
 - *Bellevue Parks and Open Space System Plan* (2016)
 - *Creative Edge: City of Bellevue Creative Economy Strategy* (May 2018)
 - *City of Bellevue Arts and Culture Survey* (Sept 2019- Draft)
- Other studies included the Bellevue Diversity Advantage Plan, Grand Connection Framework Plans, Aquatics Feasibility Study, ArtSpace Feasibility Study, and many more.
- The following section summarizes key findings from the most pertinent studies, but information from all studies have been incorporated into the report.



Recent Outreach and Planning Studies

Cross-Cultural Programming Public Outreach Study

- *The Cross-Cultural Programming Public Outreach Study* is the first of a three-phased approach by the Council to explore how to better support and advance local cross-cultural programs and services initiated in 2016. City staff and the Bellevue Diversity Advisory Network (BDAN) engaged the public in an outreach process that facilitated feedback on the adequacy and effectiveness of existing cross-cultural programming.
- The City employed multiple methods of outreach and community engagement approaches, including a community resource mapping process, cultural community liaisons, surveys, and a hosted diversity forum that included culturally facilitated table discussions and an audio response system.
- Key findings from the Cross-Cultural Programming Public Outreach engagement process include:
 - The overall vision is for a place for people to engage with others outside of their ethnic or cultural community to develop understanding of values, customs, arts, culture, history, heritage, and recreation activities.
 - Respondents expressed a need to increase knowledge and awareness, particularly with historically underrepresented communities, of existing cross-cultural programs, services, and spaces.
 - Participants expressed a significant desire to privately retain control of programming while wanting endorsement by, support from, and partnership with the City of Bellevue.
 - There is a need to address social-cultural barriers to participation in existing programs and services including language and culturally relevant activities, the time of day, location, cost, transportation, and safety risks for undocumented participants.

Recent Outreach and Planning Studies

Cross-Cultural Programing Public Outreach Study

- As part of the study, over 400 participants were asked about their interest in specific uses and activities for the center. The results varied by question:
 - In one survey question, 66% of respondents (the highest percentage) selected “Arts Performance and Practice Space” as a desired program or service. Other programs and services noted included community gathering space, multigenerational activities, social service, diversity and cultural awareness, and other amenities.
 - In another survey question that focused on top resources people wanted, the following elements were indicated: multi-generational activities (25%), gathering space, festivals and celebrations (22%) diversity and cultural awareness, performing arts, and social services.
- Generally speaking, multigenerational activities can take place across a variety of spaces, from libraries to all types of recreation centers to community centers, so this finding is not specific with respect to building program. Other activities indicated can occur in a range of multipurpose spaces.
- However, performing arts uses typically have more specific building programming needs. In one survey question it was ranked the highest priority, and in another survey question it seemed less important. This should be further explored through an analysis of demand from performing arts user groups and existing and future supply. For the purpose of analysis, we have assumed that it is important and included it as part of the illustrative building program.

Desired Programs & Services

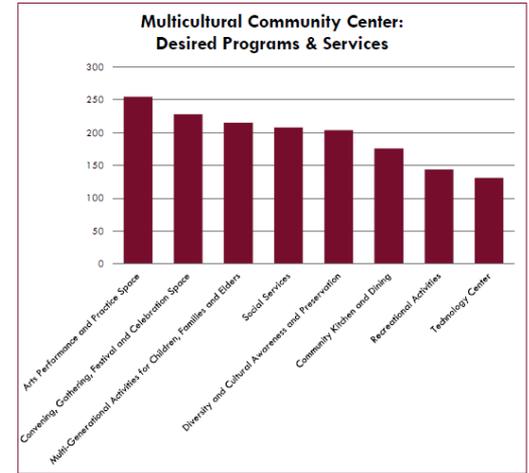


Figure 23 Desired Programs & Services

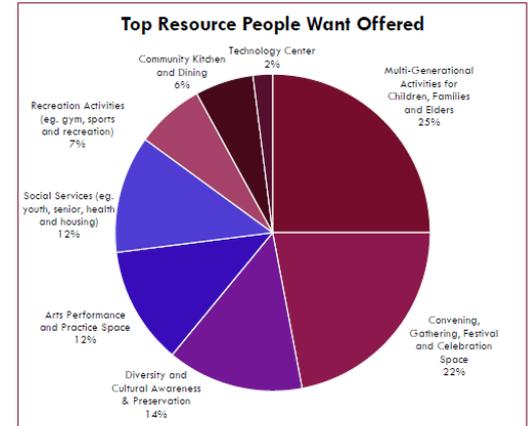


Figure 25 Top Resources

Recent Outreach and Planning Studies

Cross-Cultural Programing Public Outreach Study

- In addition to the four City owned and operated community centers, the outreach study included a geographic compilation cultural community based groups, businesses and individuals involved in providing arts and cultural resources in Bellevue, including:
 - 33 social service organizations, clustered significantly around the Crossroads and Lake Hills neighborhoods followed by Downtown, BelRed and West Bellevue.
 - 6 "Cultural Awareness" organizations, including the Bellevue Parent Alliance of Black Scholars, Armenian Cultural, Association of WA, Chinese Cultural Heritage Foundation)
 - 7 "Multicultural Arts" organizations- including Rong Rong Chinese Folk Choir, Russian Chamber Music Foundation, Chinese Culture & Arts Association, Hengda Dance Company and Chinese Opera
 - 24 "Multicultural Festivals and Events"- including Cry Holi, NW Ukrainian Intl Festival, World Taiko Festival, Islamic Center Open House, Strawberry Festival, Lunar New Year and Jazz Club
 - 35 "Faith Based" organizations- primarily clustered in Lake Hills, Crossroads and BelRed
 - 7 Libraries and Museums- including Tomoshihi Library Jubilee Reach, Kidsquest Children's Museum, King County Library, Eastside Heritage Center and Bellevue Arts Museum.



Recent Outreach and Planning Studies

2020 Recreation Program Plan

- The *Bellevue Parks & Community Services 2020 Recreation Program Plan* establishes a set of core goals for the department and a pricing policy to guide the investment of public resources in support of recreation programs. This plan provides the framework that guides pricing for recreation services and cost recovery expectations.
- Recognizing the increasing diversity in Bellevue, one of the department's key roles is to offer accessible, equitable, and inclusive programs and services.
- This outreach effort also identified barriers to program participation, which fall into a few categories:
 - General access to programs and facilities.
 - The cost of programs, particularly for families with children and older adults on a fixed income.
 - The timing of programs offered and respondents available free time to participate.
 - Issues with delivery of information (i.e. ease of access) and with content, particularly language as a barrier for learning about, registering for, and participating in programs.

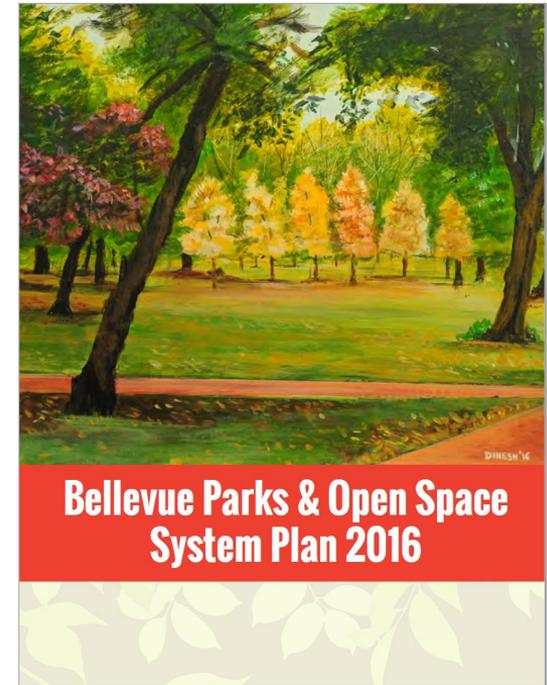
RECREATION PROGRAM PRICING POLICY

	Public Good		Private Good
	Indivisible Benefit	Community Benefit	Individual Benefit
	FULL SUBSIDY 	MERIT PRICING 	FULL COST RECOVERY 
Examples	Drop-In Special Events Youth Link Promotions Private Subsidy Grants/Donations	Day Camps Youth Sports Skate Park Adaptive Recreation Cultural Arts (Youth) Older Adult Classes	Enterprise Programs: <ul style="list-style-type: none"> • Aquatic Center • Tennis • Golf Adult Sports Adult Field Rentals Adult Classes Facility Rentals
Cost Recovery	No cost recovery goal.	Goal is to recover direct program costs and to provide affordable and accessible programs.	Goal is full cost recovery for all activities.
Resident/Non-Resident	Resident preference for sign-up and registration where feasible.	Residents have preference for sign-ups and pay Merit Price. Non-Residents pay full costs unless: <ol style="list-style-type: none"> 1. Non-Resident participation is necessary to make program viable. 2. Non-Resident participation helps reduce net costs to offer program. 3. Interlocal agreements are in place. In all other instances Non-Residents will pay at least a 20% surcharge.	Resident preference for sign-ups/registrations/reservations.

Recent Outreach and Planning Studies

2016 Parks & Open Space System Plan

- The *2016 Parks & Open Space System Plan*, which is reviewed and updated about every 6 years, contains the community's long-range vision and guidelines for acquisition and development of parks and trails and preservation of open space.
- Guidelines for indoor recreation facilities, including facilities with gyms, multi-purpose rooms, classes and social programs, arts and game rooms, kitchens, staff offices, lobbies, storage include three metrics:
 - One center per 25,000 population
 - 15,000 to 35,000 sq. ft. in size
 - Geographically distributed throughout the City
- Based on a 2015 population of 135,000, current demand in Bellevue is for five community centers, but at present Bellevue operates four multi-use community centers: Crossroads, North Bellevue, Highland and South Bellevue Community Centers. Based on the geographic distribution of existing community centers and future population growth areas, this fifth multi-use community center is recommended to serve Downtown. By 2035, the city's population is forecast to grow in size to 160,400, in which case planning for a sixth community may be needed within the long-term range of this plan.
- A cross cultural center, while not exactly the same in scope and programming with a multi-purpose community center, does overlap in certain uses and could help absorb some of the demand in Bellevue for community center space.



Recent Outreach and Planning Studies

Creative Edge Bellevue

- Creative Edge Bellevue is a project initiated by the City of Bellevue to identify how the arts, culture, and creative industries contribute to Bellevue’s community and economy.
- The outcome of the Creative Edge process is a series of strategies to foster a thriving creative sector and provide support for arts and culture, as well as to establish strategic partnerships and identify opportunities to integrate and embed individual artists, cultural organizations, and creative firms as fixtures in Bellevue’s economy and civic life.
- A cross-cultural center could play a role in supporting the strategies identified by Creative Edge Bellevue.

SUMMARY OF STRATEGIES							
Goals	1. Creative Placemaking and a Transformed Public Realm		2. Creativity and Culture as a Key Driver in Innovation and Economic Growth		3. A Resilient and Sustainable Creative Cultural Sector		
Outcomes (Results)	1.1 Strong Cultural Districts	1.2 Arts and Creativity Embedded Across the City	2.1 An Enhanced Civic Image and Profile	2.2 An Entrepreneurial and Start-Up Culture in the Creative Cultural Industries	3.1 Increased Investment from All Sources	3.2 Increased Sectoral Capacity and Impact	3.3 Affordable Creative Spaces
Short Term Strategies (Opportunities)	Zoning Changes To Expand Creative Places and Spaces	Embed Creative Placemaking in City Planning Expand the Public Art Program	Promote and Expand Festivals and Events Raise Awareness of Bellevue’s Diverse Communities and Cultures	Build Skills and Knowledge that Supports Start-Ups and Strengthens Entrepreneurship Explore Connections Between the Arts and Digital and Interactive Media Including Video Games	Implement Local and Regional Partnership Mechanisms Support Knowledge Sharing and Strengthen Sectoral Collaboration	Shape a New Cultural Development Model that Integrates Home-Grown and Satellite Elements Embrace New Operating Models for Cultural Organizations	Embrace and Implement an Integrated Vision of Creative Spaces Inventory and Make Use of Underutilized Spaces in The Community
Midterm Strategies (Opportunities)	Realize Opportunities in Bellevue’s Existing and Planned Cultural Districts	Enable Neighborhood Based Creative Placemaking	Expand Awareness of Bellevue as a Cultural Destination	Leverage Strengths in Digital and Interactive Media	Develop a Cross-Sectoral Cultural Investment Strategy	Develop a City-Wide Arts and Culture Programming Strategy Linking Institutions and Organizations	Build a System of Diverse and Accessible Creative Spaces
Findings (Strengths)	Strong cultural districts and neighborhoods A strong parks system as potential venues for arts and culture programs		Strong creative economy conditions A leader in digital & interactive media An innovative retail & hospitality sector A young adult population		A supportive City administration A foundation of cultural institutions A widely admired arts and creativity-focused school district		

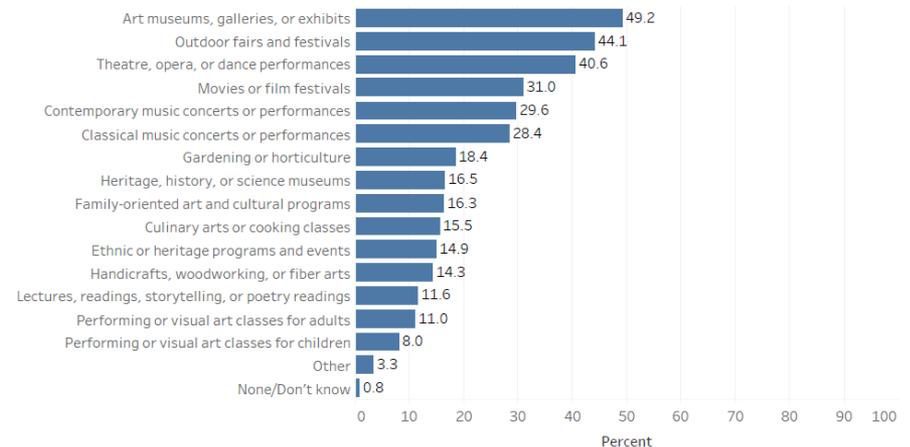
Recent Outreach and Planning Studies

2019 Arts and Culture Survey

– The 2019 Arts and Culture Survey collected feedback on priorities and arts engagement from over 500 City of Bellevue residents. Key findings include:

- Approximately 82% of Bellevue residents indicated it is important to have access to compelling arts and cultural opportunities.
- Bellevue residents are motivated to participate in arts and culture activities for a variety of reasons. Most frequently, the reasons include entertainment, gain knowledge or learn something new, and experience high-quality art.
- Nearly 15% of Bellevue residents participate in or attend arts or cultural events on a monthly basis or more within Bellevue.
- Approximately 58% indicated they attend arts and culture events in Bellevue a few times per year.
- The issues that most frequently prevent Bellevue residents from participating in arts and culture activities are: certain events are not offered, lack of information about events, and certain arts and cultural facilities are not available.
- Bellevue residents are most interested in art museums, galleries, or exhibits; outdoor fairs and festivals; and theatre, opera, or dance performances.

Please select up to three Arts or Cultural events and activities that interest you the most

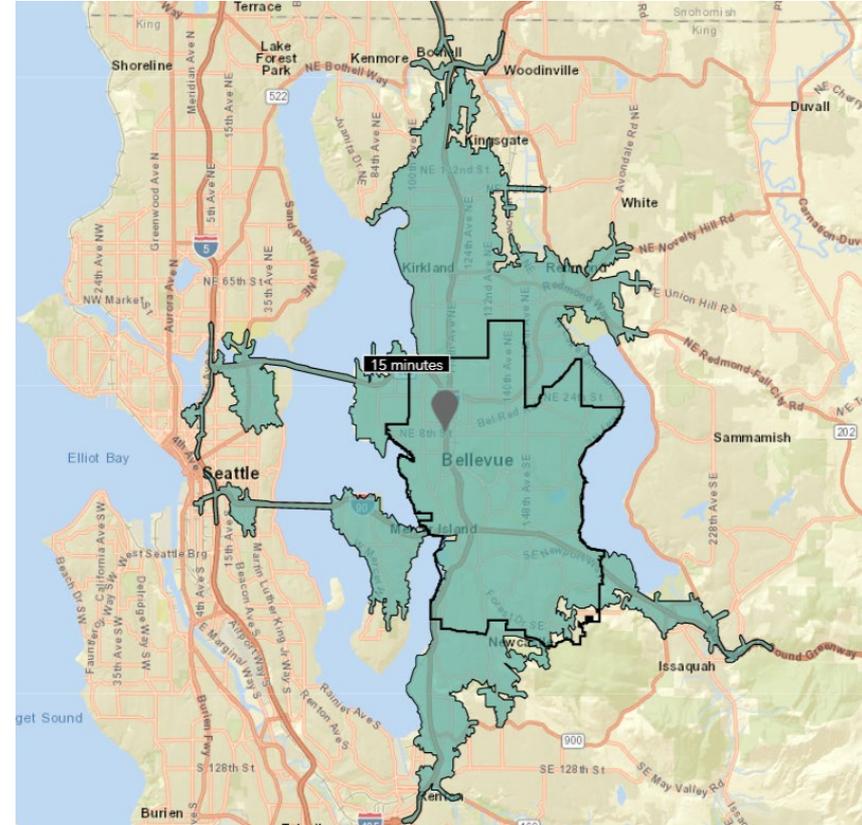


Overview of Relevant Demographic and Economic Factors

Demographic and Economic Analysis

Introduction

- In evaluating the potential demand for cross-cultural facilities in Bellevue, AECOM reviewed demographic characteristics of the city and surrounding areas.
- Key demographic characteristics, including population density, income, education, race and ethnicity, have been analyzed for the following geographic areas:
 - City of Bellevue
 - 15 minute drive time, based on travel time to Bellevue city center
- The broader 15-minute drive time area was added since the market for a cultural facility typically extends beyond city borders. Larger events and programming such as festivals and certain exhibits can attract people from a 30-minute or 60-minute drive time. Most community centered programming typically reaches a shorter drive time radius.

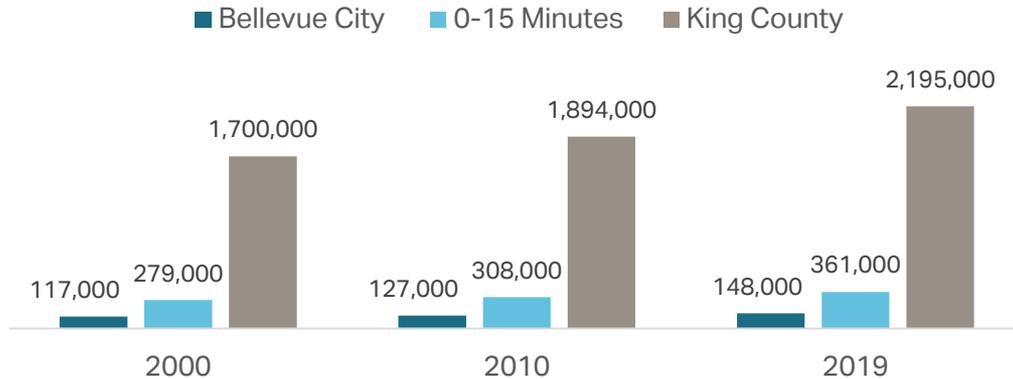


Demographic and Economic Analysis

Population Growth

- In 2019, the Bellevue population was 148,000, with a 15 minute drive time population of 308,000.
- The Bellevue population has grown at a rate of 1.7 percent since 2010, and the 15-minute drive time population grew at a rate of 1.8 percent. This is nearly double the rate of growth in the previous decade, indicating that “demand ” for all types of services and amenities, including cultural facilities, has likely increased over the last decade.

Household Population, 2000-19



Household Population Growth (CAGR)

	2000-2010	2010-2019	2019-2024
Bellevue City	0.8%	1.7%	1.6%
0-15 Minutes	1.0%	1.8%	1.8%
King County	1.1%	1.7%	1.5%

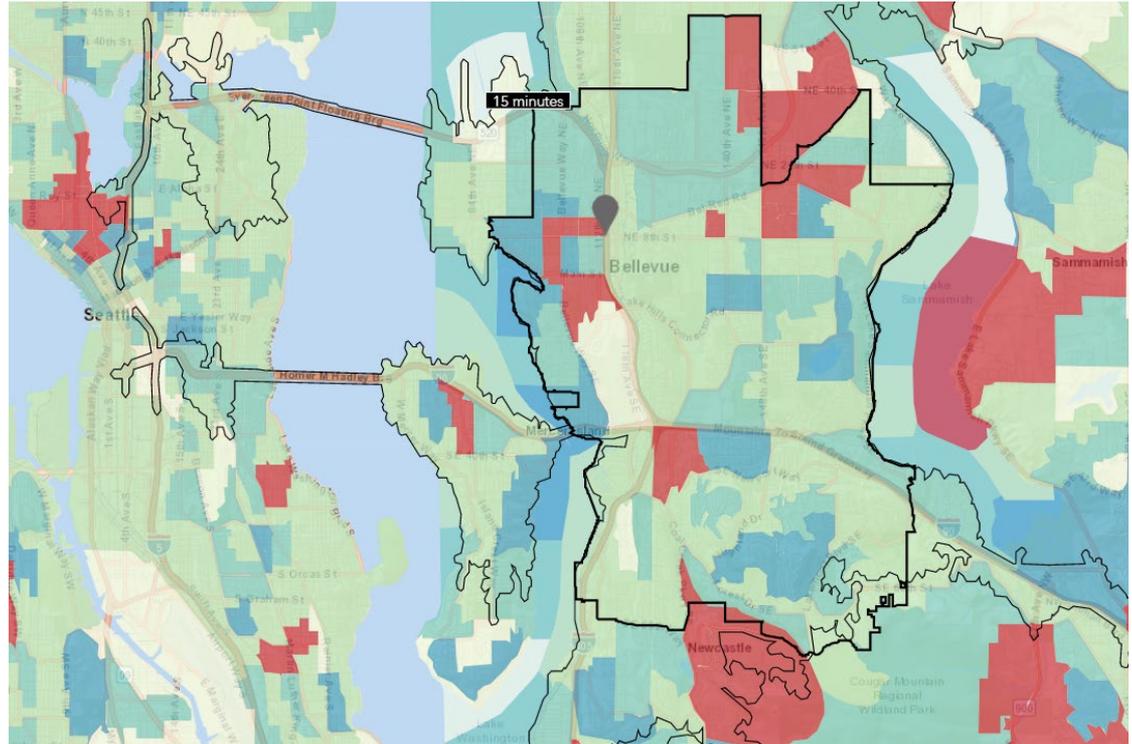
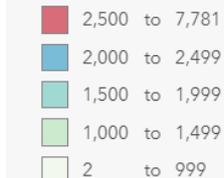
Source: ESRI, AECOM

Demographic and Economic Analysis

Population Density

- Population density in the City of Bellevue is highest in the northwest section, the area surrounding downtown and in pockets in the southern part of the city.

2019 Population in Households by Block Groups



Demographic and Economic Analysis

Income

- Median household income levels in Bellevue and the surrounding area are high at nearly \$118,000 for Bellevue and \$116,100 for the 15-minute drive time population. This is well above the King County median household income and nearly double that of the statewide population.
- Approximately 25 percent of Bellevue’s population has household income above \$200,000, and nearly 60 percent of the population has median household income of over \$100,000. This compares to 48 percent for King County.
- High income levels are generally a positive factor for nonprofit cultural facilities, as higher income levels tend to be correlated with higher participation in cultural activities. Also, there is greater potential for charitable contributions to provide financial support.
- It is important to note that 17 percent of the Bellevue population has household income under \$50,000, which indicates that it will be important to consider pricing and fee structure to ensure that programming and activities are accessible to all households.

2019 Median Household Income



2019 Household Income Distribution



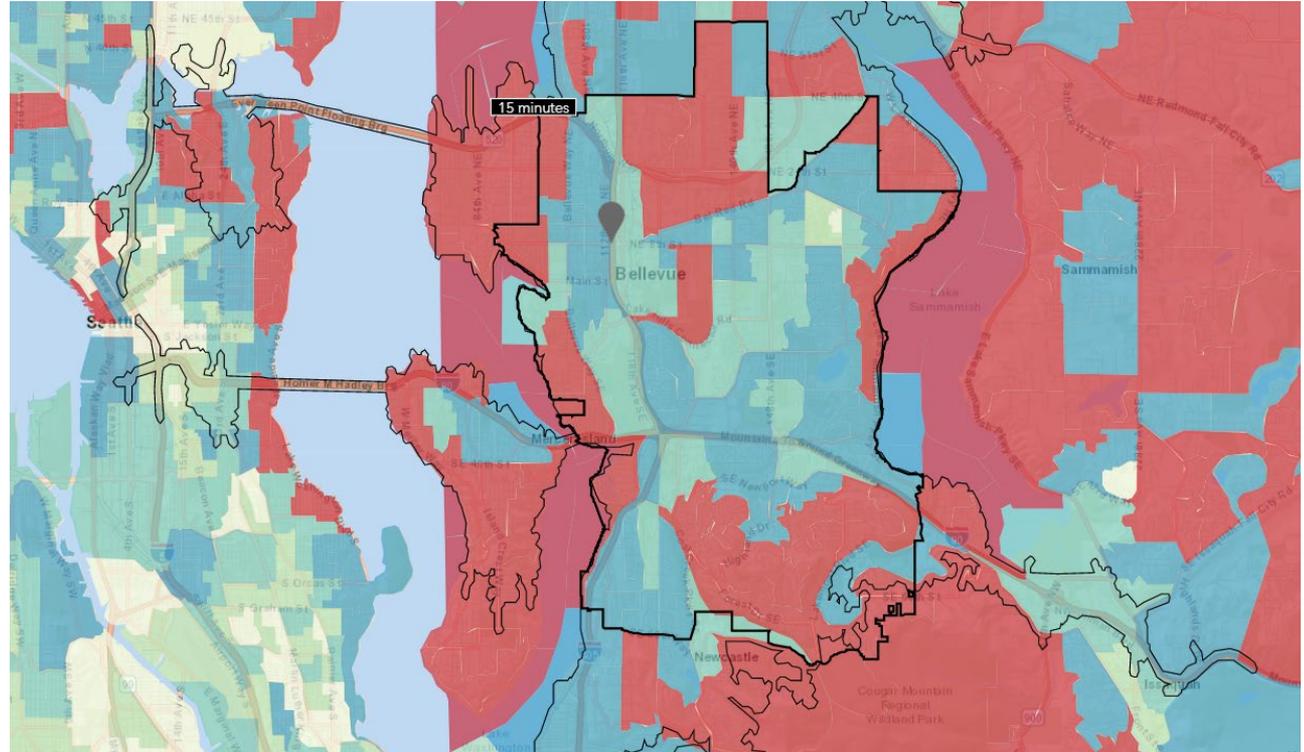
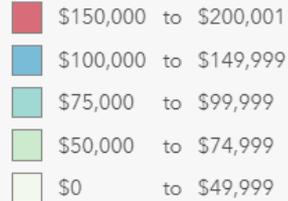
Source: ESRI, AECOM

Demographic and Economic Analysis

Income

- Households with the highest median income levels are concentrated in West Bellevue, north of Bel Red, and in South Bellevue.

2019 Median Household Income by Block Groups



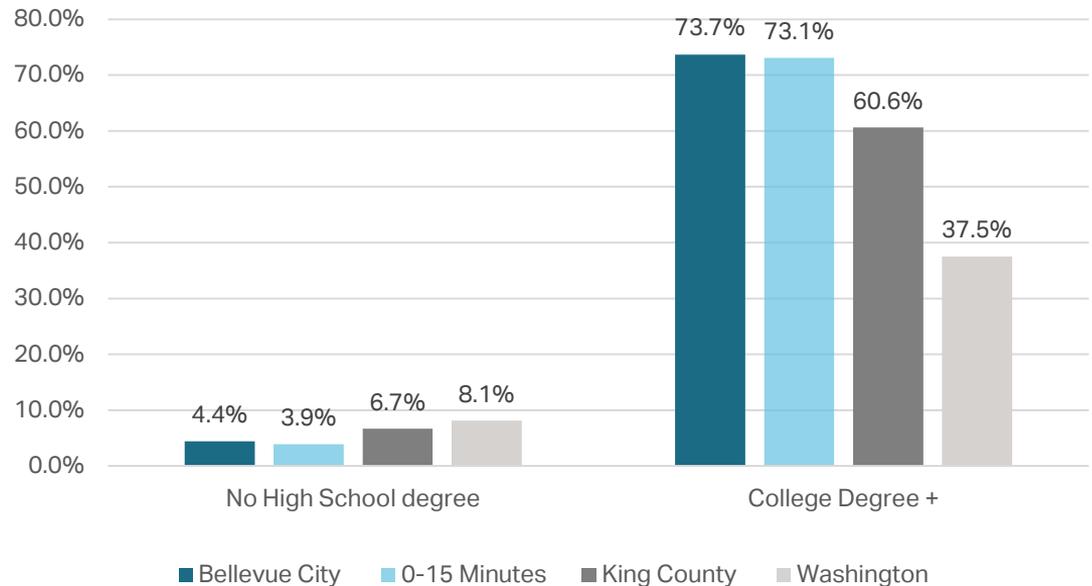
Source: ESRI, AECOM

Demographic and Economic Analysis

Educational Attainment

- Educational attainment is exceptionally high in Bellevue with nearly 74 percent of the population having earned college or advanced degrees.
- This level of educational attainment is mirrored in the immediate area surrounding the Bellevue (0-15 min).
- Bellevue's educational levels are higher compared to King County and double that of the state.
- Only 4 percent of the Bellevue population 25 and older has no high school degree.
- Similar to income levels, education levels tend to be highly correlated with participation in cultural activities.

2019 Educational Attainment Population 25+

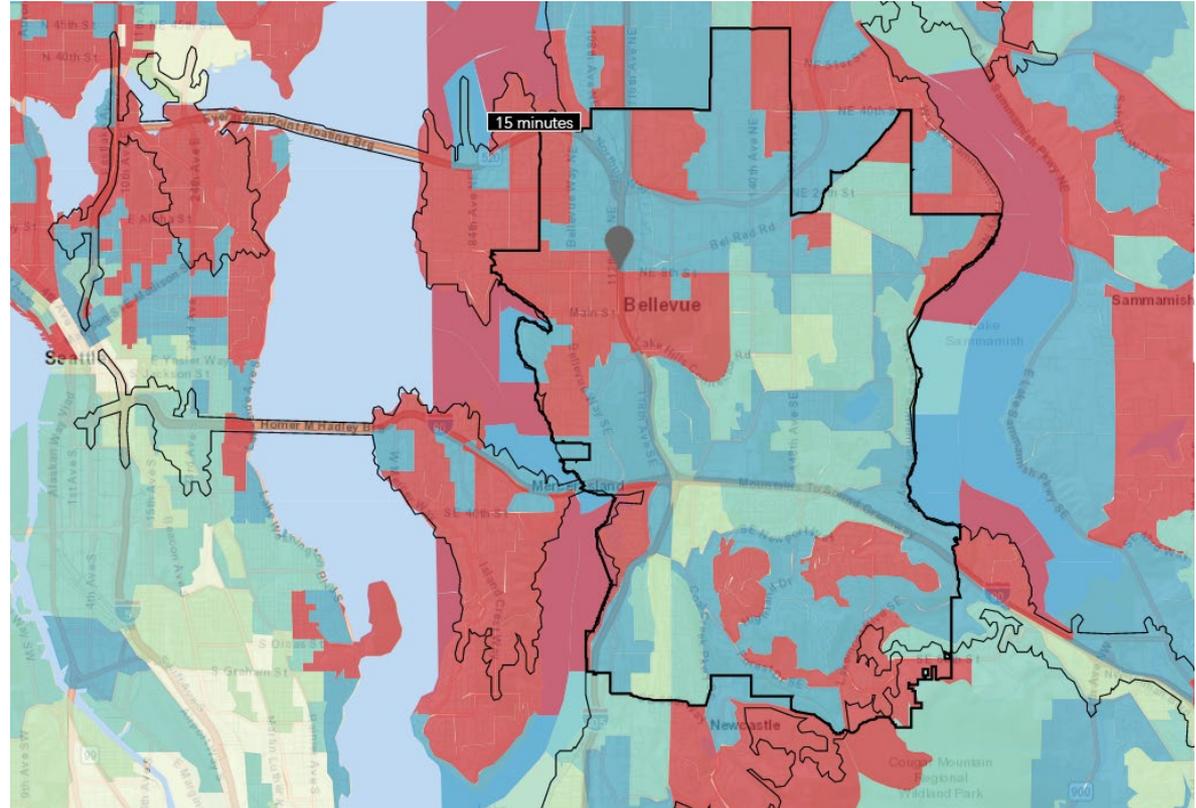
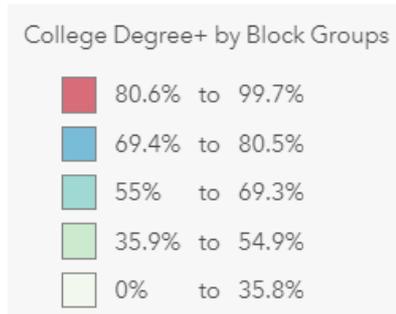


Source: ESRI, AECOM

Demographic and Economic Analysis

Educational Attainment

- Higher education levels as reflected by the percentage of people with a college degree are most concentrated downtown, and in Wilburton.

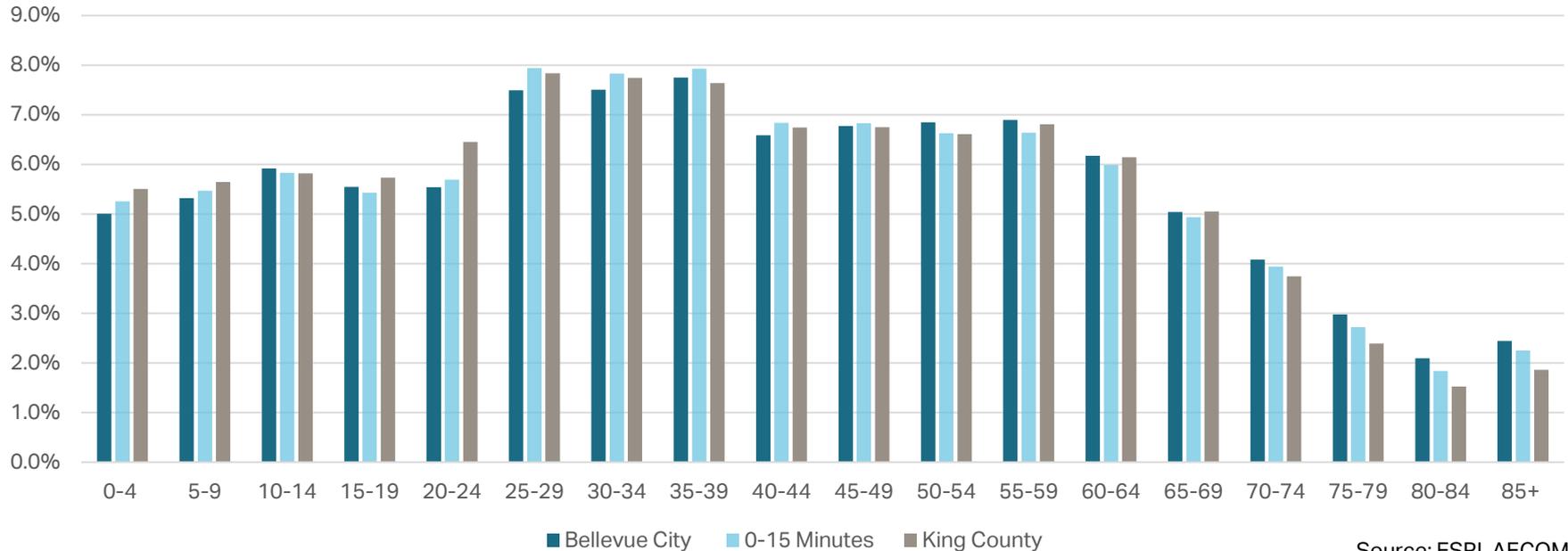


Demographic and Economic Analysis

Age Profile

- Bellevue’s population largely mirrors that of King County, though it has a slightly higher percentage of people age 70 and over, and a slightly lower population of children under 9 and people between 20 and 45.

2019 Age Profile



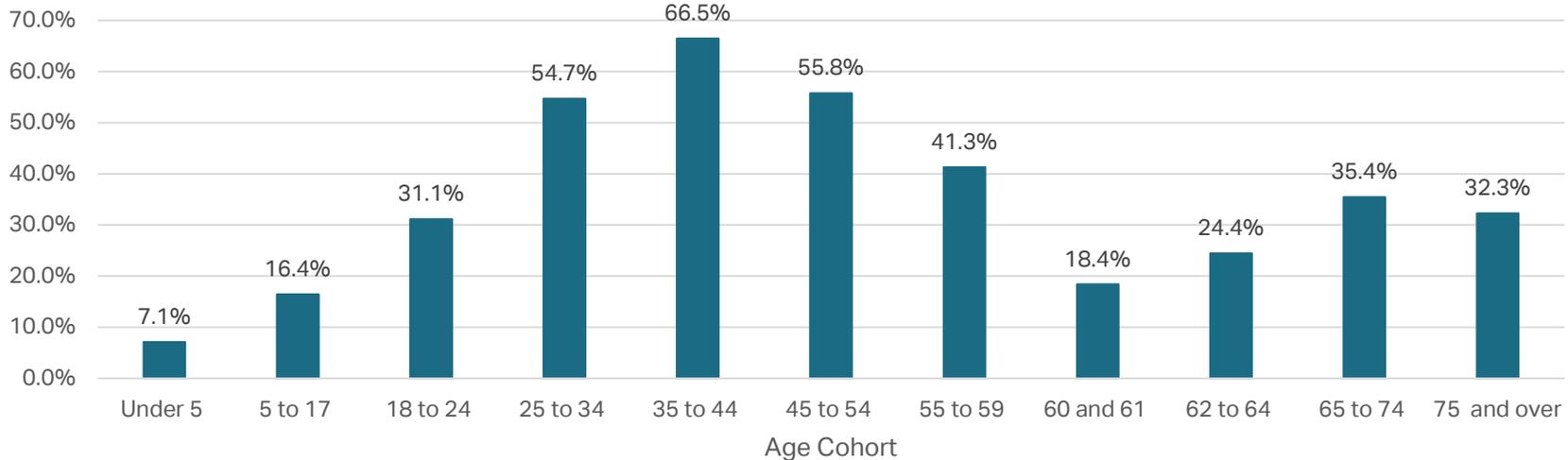
Source: ESRI, AECOM

Demographic and Economic Analysis

Foreign-Born Population

- Overall, 41 percent of the population in Bellevue was born outside of the United States in 2019, compared to 31 percent in 2010.
- The foreign-born population in Bellevue tends to be comprised of people between the ages of 25 and 54, including families with children (i.e. the parents are foreign-born, but children are born in in the United States). Approximately two-thirds of the population between 35 and 44, and around 55 percent of the population between 25 and 34 and 45 to 54 was foreign-born in 2019.

Bellevue Foreign Born Population, 2019



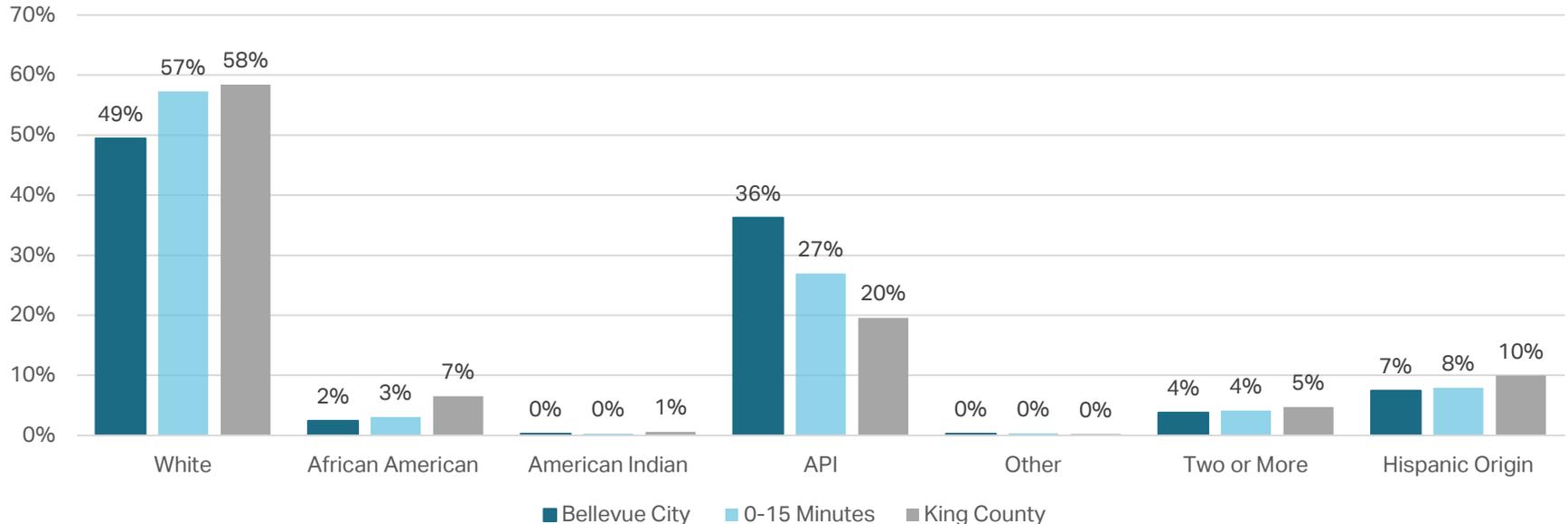
Source: American Community Survey, AECOM

Demographic and Economic Analysis

Race and Ethnicity Profile

- Bellevue’s population is 49 percent white and 51 percent people of color. The Asian Pacific Islander (API) population is the largest non-white racial group at 34 percent of total, followed by the Latinx population at 8 percent.
- Bellevue is more diverse than King County as a whole and than the area immediately surrounding it within a 15-minute drive time.

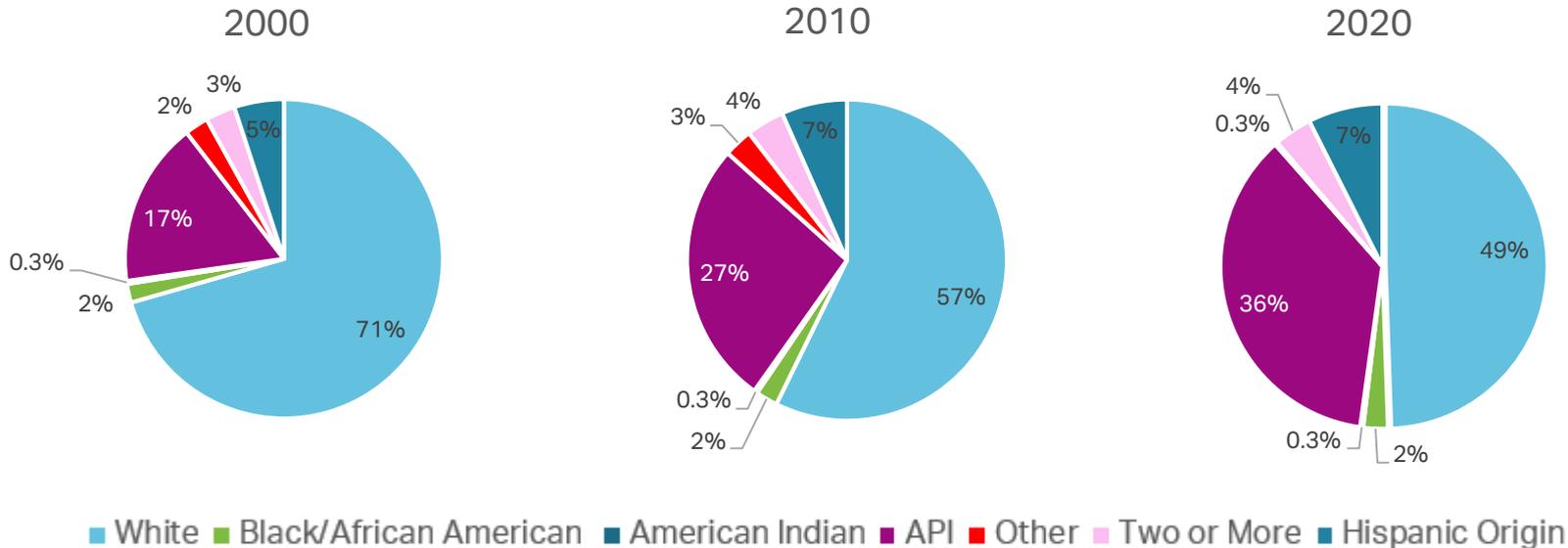
2020 Race and Ethnicity Profile



Demographic and Economic Analysis

Bellevue's Race and Ethnicity Profile Over Time

- Bellevue's population transitioned from a majority White population in 2002 to a majority-minority city in 2020. It is the largest majority-minority city in the state.
- The largest growth during this time has been in the API population, which has more than doubled from 17 percent of the population in 2000 to 36 percent of the population in 2020.

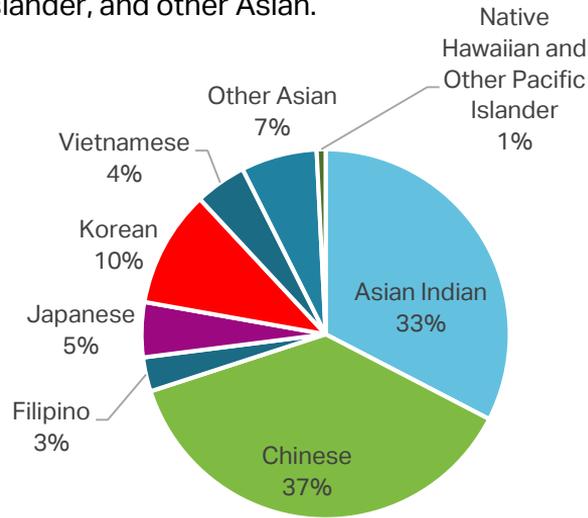


Demographic and Economic Analysis

Race and Ethnicity Profile

Bellevue API Population by Ethnicity

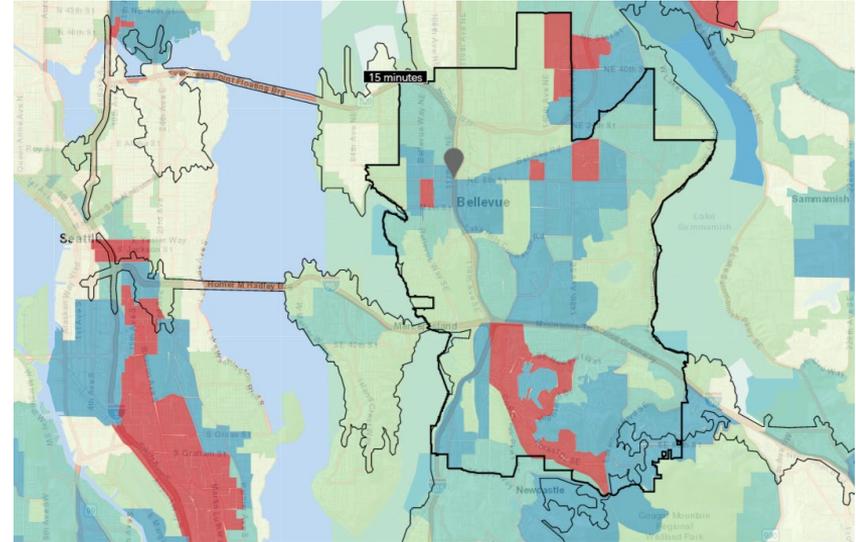
- Among the total API population, the largest segments are Chinese (37 percent) and Asian Indian (33 percent), with the remaining 30 percent comprised of Korean, Japanese, Vietnamese, Filipino, Native Hawaiian and Other Pacific Islander, and other Asian.



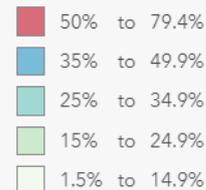
Source: Decennial, ACS 5 Year Estimate for 2018

Geographic Distribution of API Population

- The API population is concentrated in South Bellevue, Downtown, and in the Crossroads area.



2019 API Non-Hispanic Population (%) by Block Groups

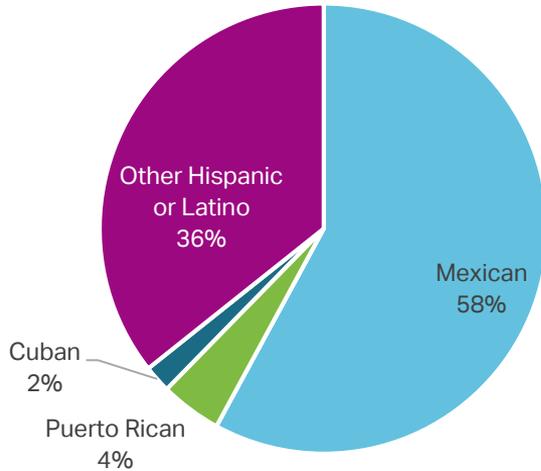


Demographic and Economic Analysis

Race and Ethnicity Profile

Bellevue Latinx Population by Ethnicity

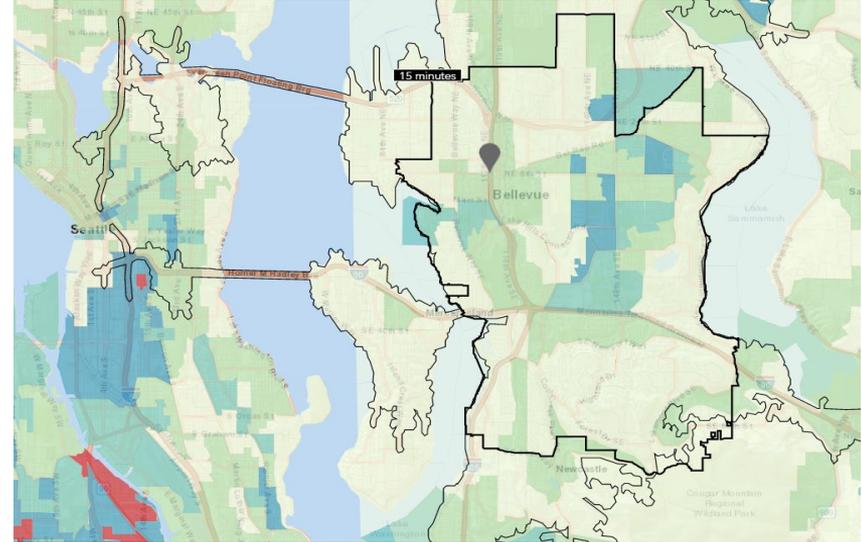
- Among the total Latinx population, 58 percent are Mexican, with the remaining population a mix of Puerto Rican, Cuban, and other Hispanic or Latino groups.



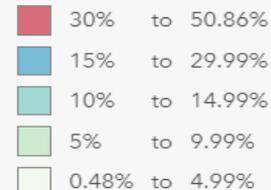
Source: Decennial, ACS 5 Year Estimate for 2018

Geographic Distribution of Latinx Population

- The Latinx population in Bellevue is most concentrated in the Lake Hills area and Crossroads areas.



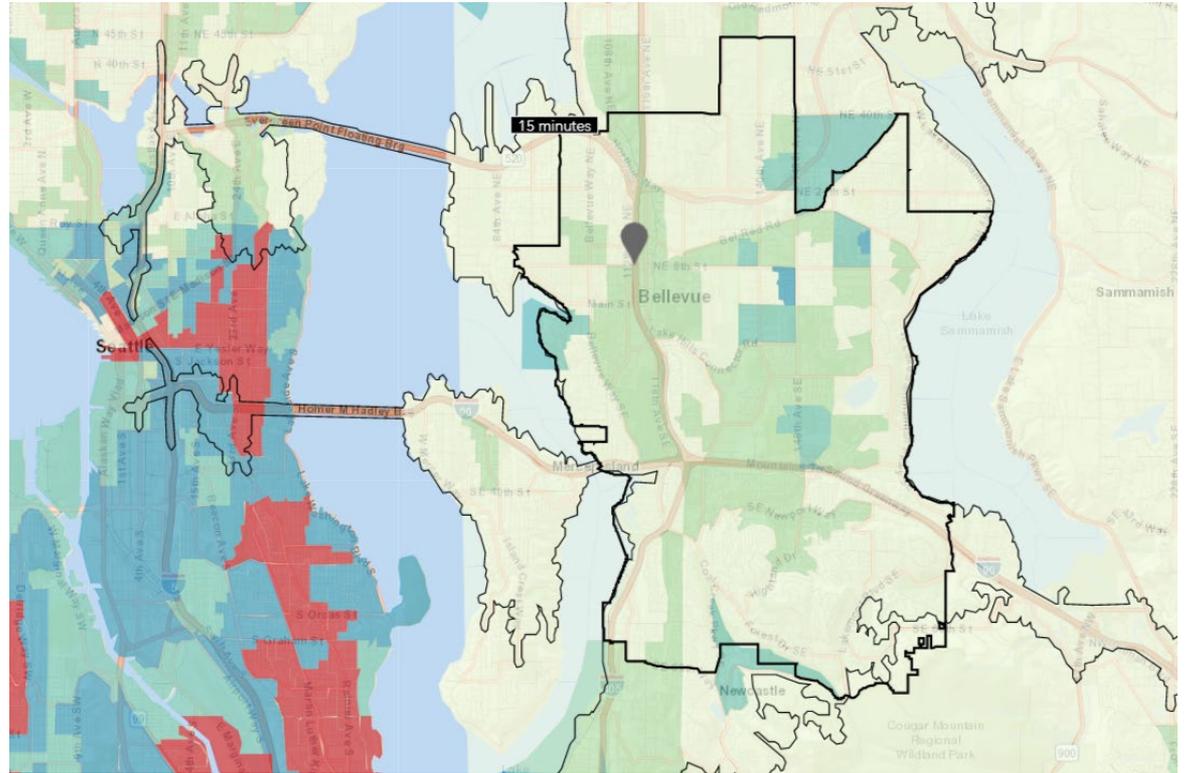
2019 Hispanic Population (%) by Block Groups



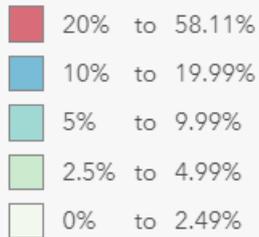
Demographic and Economic Analysis

Race and Ethnicity Profile

- Bellevue’s Black population is most concentrated in the Crossroads area.



2019 Non-Hispanic Black Pop (%) by Block Groups



Demographic and Economic Analysis

Bellevue Development Context

In addition to identifying potential site alternatives, AECOM reviewed market characteristics for the Bellevue region, a summary of which is included below by land use.

– Office Market

- Despite COVID related shifts to working from home, the Bellevue office market remains strong, primarily due to large tech companies' interest in the Eastside. The JumpStart payroll tax in Seattle has been a factor fueling growth in Bellevue and other Eastside cities.
- Amazon has decided to expand to the Eastside and Facebook's office will also be located on the Eastside in the large campus that was originally designed for REI.
- The majority of Bellevue's new office development is concentrated in the downtown area in high-rise development.
- Office rent increased by 20 percent in 2019, and most new office space is pre-leased by large tech companies, indicating that Bellevue will continue to need new office supply to continue growth of office market which will help to stabilize rents.

Future Facebook Offices in Bellevue



Photo Source: Wall Street Journal

Demographic and Economic Analysis

Bellevue Development Context

– Retail

- Brick and mortar retail was already facing an uncertain future due to e-commerce and was hit especially hard by the pandemic.
- The Bellevue Collection is viewed by national retail tenants as one of the strongest mall performers, so national retailers that are downsizing still want to keep stores here rather than in lower performing malls.
- The growing tech worker market (Microsoft, Amazon downtown) along with strong office market in Bellevue helps to maintain Bellevue Collection as best-in-class mall location, which as allowed its management, Kemper Development, to turn down requests from national retailers to modify lease terms due to the pandemic.
- Outside of the Bellevue collection, retail properties are reopening after the first phase of mandated closures and the long-term effects on retail lease rates and demand for space are still uncertain.
- There has been a trend in recent years of retail centers with increasing vacancies looking for entertainment and cultural attraction uses to serve as anchors to draw support for retail tenants.

Bellevue Collection



Photo Source: Visit Seattle

Demographic and Economic Analysis

Bellevue Development Context

Multi-family Residential Market

- The expansion of Amazon and tech companies to the Eastside is creating enough demand to attract new multi-family development Bellevue.
- Mixed-use residential development in Redmond, Kirkland, and the BelRed area is still growing due to proximity to tech employment centers, walking distance to new light rail stations, and urban character.
- The majority of tech workers still want to live in urban centers with retail and transportation amenities, such as downtown Bellevue.

Planned Development Near BelRed Light Rail Station



Photo Source: Runberg Architecture

Key Findings from Stakeholder Interviews

Community Needs and Concept / Vision

Summary of Stakeholder Interviews

- As part of the research process, AECOM conducted over 40 confidential interviews, including a mix of City of Bellevue staff from different departments and community stakeholders from nonprofit organizations, the school district, cultural groups, religious organizations, and other community members engaged in diversity, equity, disability, or cultural efforts or activities. Interviews focused on the performance of existing facilities, demand or need for additional facilities, key factors related to cross-cultural and multicultural issues in Bellevue, site evaluation criteria, possible sites, and other topics specific to each interview. Key points from the interviews are summarized below:
 - There was strong interest and enthusiasm in the idea of a center that would focus on cross cultural, diversity, and/or equity issues, with multiple visions expressed and mix of levels of awareness.
 - Visions ranged from a performing arts space to a community center with a multicultural focus to a “third place” where people of underrepresented groups would feel welcome.
 - There was significant alignment around the value of a separately branded facility rather than integration into existing community centers, with the idea that the organization operating the facility would be mission-driven around cross-cultural and equity issues. The facility would produce programming as well as support other organizations programming. Several people emphasized that most organizations currently engaged in programming is focused on one segment of the community and is not cross-cultural in nature.
 - Many stakeholders emphasized the importance of a facility specifically designed and operated as intentionally welcoming to all people and communities, in contrast to one that can be made accessible through special accommodations. This would require advance planning, training, and experienced staff.
 - Many people indicated interest in partnering or utilizing a cross cultural center, though specific market support will need to be evaluated through a more comprehensive market and demand analysis should this move forward.
 - Public support for capacity building for nonprofit cultural organizations in Bellevue was identified as an important need.

Summary and Illustrative Building Program

Community Needs and Concept / Vision

Summary of Key Findings

- Key findings from AEOCM's review of previous studies, stakeholder interviews, and demographic analysis are as follows:
 - **Increased Diversity in Population** - Bellevue has an increasingly diverse population, with the largest majority-minority population in Washington. The population has an increasing percentage of foreign-born residents, with the younger age groups more diverse. There is significant diversity of ethnic groups even within broader racial segments, and the Asian Pacific Islander population has doubled over the past decade.
 - **High Income and Education Levels** – High levels of household income and education relative to King County and the state are positive with respect to possible market and financial support for a cross-cultural center. There is a segment of the population with lower income levels that should be considered when developing program pricing and subsidy strategies.
 - **Positive Economic Factors** – While COVID has had a negative impact on the economy nationally and regionally, the Bellevue economy is likely to recover and remain strong, fueled by major technology companies, which could provide an opportunity for corporate support, particularly given recent interest in diversity and equity. Retail centers will likely accelerate their search for anchor tenants, including entertainment and cultural uses, which may provide opportunities. Residential development in downtown and other relatively urban areas could help provide market support.
 - **Strong Support for Multicultural / Cross-Cultural Center** – Previous studies and stakeholder interviews indicate strong support for a center that is focused on multicultural/cross-cultural programming. This includes performing arts, multigenerational activities, festival, celebrations, and social services. In addition, there is significant interest in a signature exhibit or multimedia experience engages visitors in the history of different groups in Bellevue.
 - **COVID and Current Context** – The current COVID context has limited community building efforts, and there are also many examples nationally of increasing polarization. From a market standpoint, past and current benchmarking indicates that there will be significant demand for “high touch” in addition to “high tech” experiences post-COVID. There will also be a need for shared experiences that allow diverse communities to develop mutual understanding.

Community Needs and Concept / Vision

Illustrative Building Program

- Based upon the findings in this section, we developed an illustrative building program. This should be viewed as illustrative only, meant for purposes of furthering the analysis of a possible cross-cultural center in Bellevue.
- The building program includes a program of approximately 20,000 to 30,000 square feet with the following elements:
 - A range of multipurpose spaces, from small classrooms to large event spaces.
 - A signature immersive, multimedia-based exhibit or experience that would engage people in the history of diverse communities in Bellevue.
 - Performing arts space, which we have included in the program as a black box theater between 100 and 200 seats. This should be assessed in the context of other performing arts facility efforts in Bellevue should this project move forward.
 - Amenities such as a kitchen, shared working space, lounge, etc.
- A significantly smaller building may not provide sufficient critical mass to create the level of interest and vision required for capital and operating fundraising. On the other hand, a larger building may face operating challenges.
- A more detailed analysis of demand, once a site is identified, to ensure that the building is “right-sized” with the proper program and characteristics would be a logical next step in planning for a cross-cultural facility.

Illustrative Cross Cultural Facility Program

Program Area	Estimated Size (SF)
Multipurpose Spaces	4,000
Flexible Performance Space	3,000
Immersive Exhibit Area	5,000
Kitchen	1,000
Community Rooms / Classrooms	4,500
Office / Working Space	1,500
Total Estimated Program Area	19,000
Gross Facility Size	25,000

Review of Existing Facilities

Review of Existing Facilities

Research Overview

- AECOM reviewed public and private facilities in Bellevue currently used for a variety of programming. We also identified proposed future facilities that may be relevant to the demand for programming space in Bellevue.



City Owned and
Operated Community
Centers



Crossroads
Community
Center



Highland
Community
Center



North Bellevue
Community
Center



Northwest Arts
Center



South Bellevue
Community
Center



Other Public and
Private Facilities in
Bellevue



Performing Arts and
Other Public Facilities



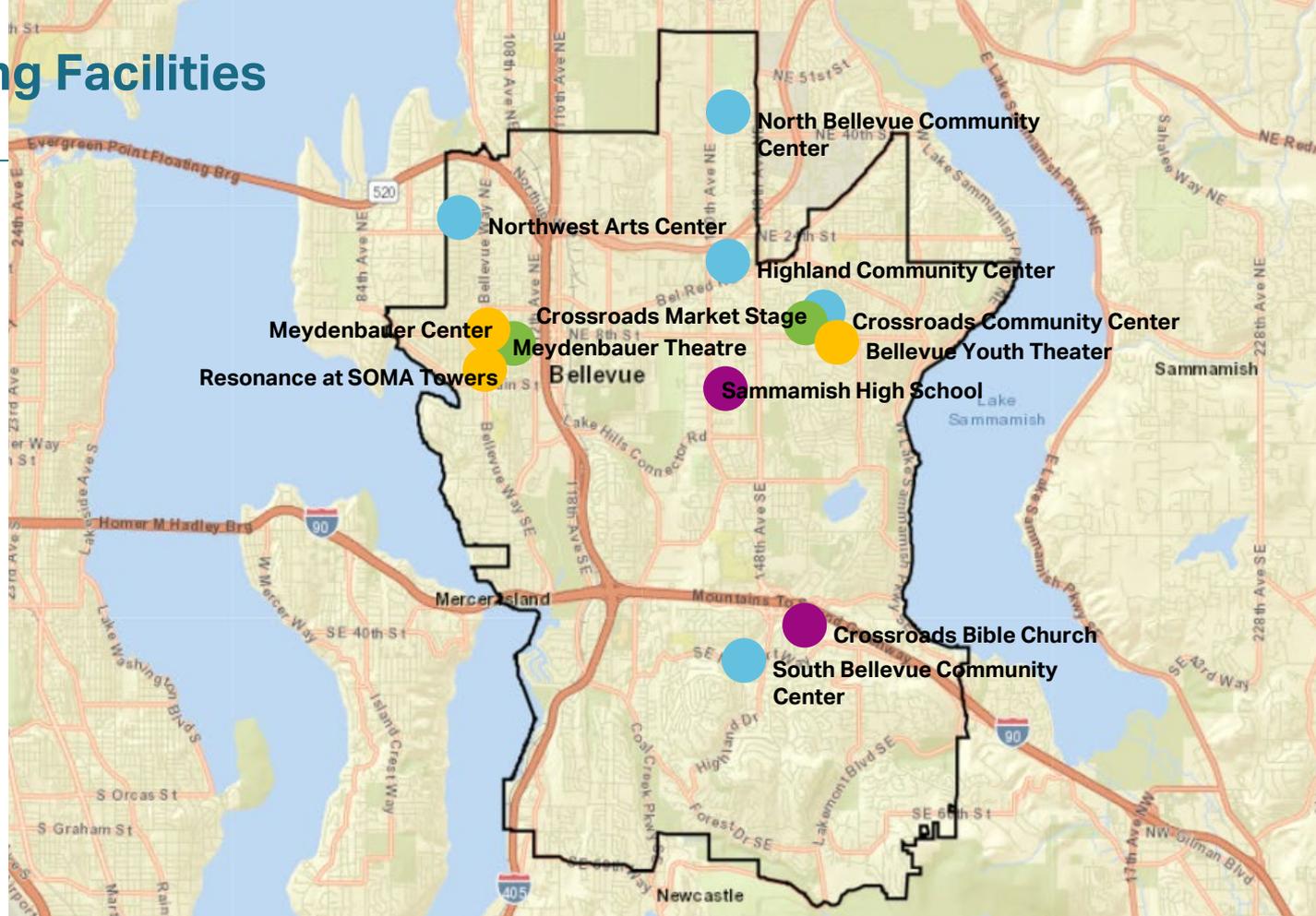
Churches, School
Auditoriums, Nonprofits



Proposed or Future
Facilities

Review of Existing Facilities

Map Overview



- City Community Center
- Other Performance
- Churches / School Auditoriums
- Other Meeting Facilities

Review of Existing Facilities

City Owned and Operated Community Centers

- The City of Bellevue owns and operates four multi-use community centers in Bellevue, plus the Northwest Arts Center. These facilities host a wide range of activities including City-run recreational programming and private rentals. The following pages include a summary of key operating and financial characteristics of the four major community centers, followed by a detailed profile of each facility.



Crossroads
Community Center



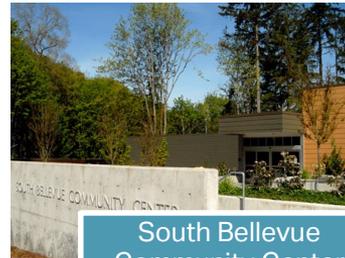
Highland Community
Center



North Bellevue
Community Center



Northwest Arts Center



South Bellevue
Community Center

Review of Existing Facilities

City-owned Community Centers: Summary of Operating Characteristics

Community Center	Facility Size (SF)	Programming	Utilization Notes
Crossroads Community Center	16,990	<ul style="list-style-type: none"> Wide range of programs for all ages, but particular emphasis on youth and teens 	<ul style="list-style-type: none"> Estimated utilization s 82 to 85 percent Serves most ethnically diverse spectrum among city community centers facilities
Highland Community Center	20,890	<ul style="list-style-type: none"> Focused on adaptive recreation for the Cross cultural primarily seen in private rentals 	<ul style="list-style-type: none"> Well-utilized overall, with some gaps of availability in day only; Nights are generally in high demand
North Bellevue Community Center	17,713	<ul style="list-style-type: none"> Senior programming focused Recently initiated new partnerships with cultural groups to engage wider audience 	<ul style="list-style-type: none"> Utilization strong, but staff indicated some availability during evenings and afternoons
Northwest Arts Center	5,342	<ul style="list-style-type: none"> Focused on arts programming 	<ul style="list-style-type: none"> Staff indicated some room utilization, however small square footage limiting for larger programming
South Bellevue Community Center	33,980	<ul style="list-style-type: none"> focused on health and wellness, offering a range of outdoor adventure and fitness activities Partnership with BBGC 	<ul style="list-style-type: none"> Nearly fully utilized, BGCB partnership impacts availability for prime rental slots significantly

Review of Existing Facilities

City-owned Community Centers: Financial Performance

- As shown, revenue from rentals and recreation fees ranged from \$273,000 to \$962,000 at the four major community centers. With operating expenses between \$960,000 and \$1.8 million, the cost recovery ratio was between 31 and 36 percent for three of the four facilities, with 53% for South Bellevue, the newest center. This is very typical of earned revenue percentages for nonprofit cultural centers as well.
- Operating costs per gross square feet range from \$37 to \$57. These are slightly lower than for nonprofit cultural centers, although the City-operated facilities benefit from economies of scale at administrative levels. Operating costs for nonprofit cultural centers can vary greatly depending upon the amount of programming that is produced versus provided by partners or facility renters.

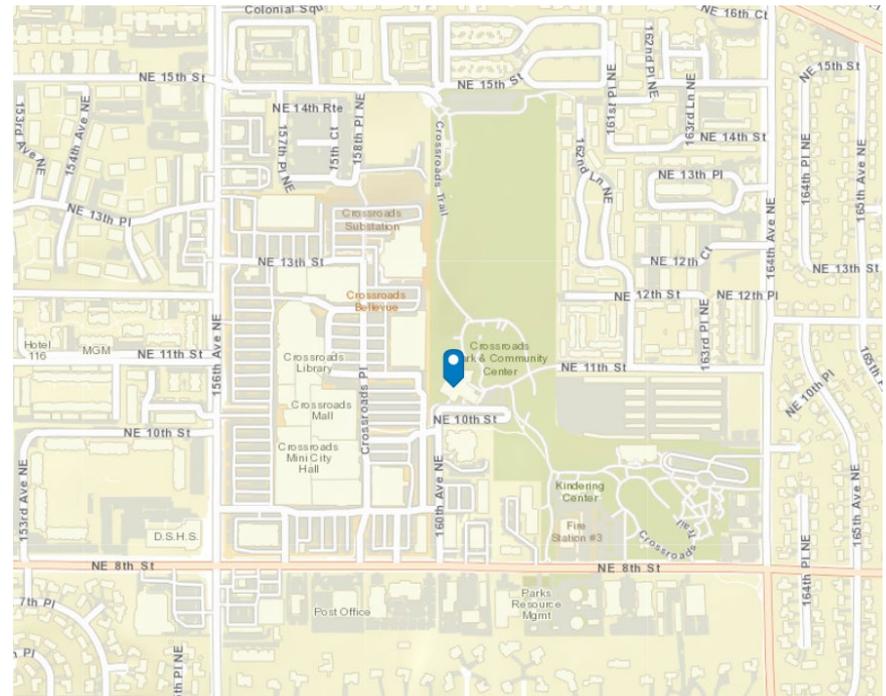
2019 Financial Performance	Crossroads Community Center	Highland Community Center	North Bellevue Community Center	South Bellevue Community Center
Revenue				
Rentals	\$117,000	\$133,328	\$172,000	\$74,000
Rec Fees	\$183,000	\$139,419	\$92,000	\$888,000
Total	\$300,000	\$273,000	\$264,000	\$962,000
Expenses	\$960,000	\$763,658	\$789,000	\$1,801,000
Cost Recovery	31%	36%	33%	53%
Expenses per GSF	\$57	\$37	\$45	\$53

Review of Existing Facilities

Crossroads Community Center

Overview

- The Crossroads Community Center is located at 16000 NE 10th Street, near the Crossroads Mall, Crossroads Park and Bellevue Youth Theatre.
- The center has single vehicular access from NE 8th along 160th Ave. NE with on-site surface parking.
- It is served by Rapid Bus Transit line within a 5-minute walking distance.
- Crossroads Community Center does not specialize in serving a specific population, but is known in the community for serving the most ethnically diverse spectrum of users of all city community centers. Its vision and mission is to be an international gathering space.
- Crossroads offers a wide range of programs for all ages but has a particular emphasis on youth and teens.



Review of Existing Facilities

Crossroads Community Center

Physical Facility Characteristics

Overall Size	16,990 SF
Conference Room	240 SF
Mirror Room	1,000 SF
Theatre	1,600 SF
Community Room (Kitchen)	2,000 SF
Gym	5,600 SF
Art Room	264 SF

Other Characteristics

Adjacent to outdoor space	Small amphitheater
Building expansion potential	Lawn area on west side of building



Review of Existing Facilities

Crossroads Community Center

Programming and Usage

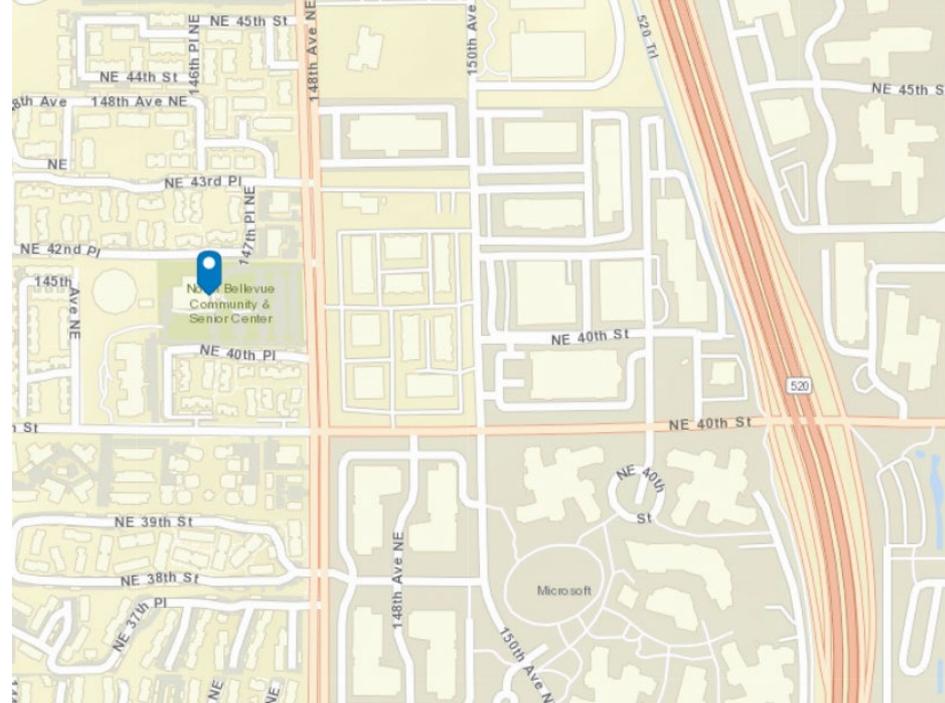
- Staff estimate that the overall facility utilization rate for the Crossroads Community Center is between 82 and 85 percent, including all programming and external rentals. Programming is routinely evaluated to ensure it meets community needs and prioritized over private rentals. Cultural groups in particular are a prioritized user category and only turned away for private rentals when there is an availability constraint.
- Programming at Crossroads include Parkside Pre-K, afterschool programs in partnership with the Boys & Girls Club, fitness and sports classes of all variety including a large table tennis program and martial arts classes, various drop-in sports and recreation programs, and over 60 summer camps of various emphasis from STEM to sports.
- Most programs at Crossroads have diverse cultural representation.
- Crossroads has a formal partnership agreement with English Language Learner’s Alliance (ELLA) to offer ESL support, conversation series, and story time for immigrated families. The center also frequently partners with the King County Library system for programs in multiple languages.
- Crossroads hosted 196 private rentals in 2019, of which 40 percent are individuals, 10 percent are business or other organizations, and 50 percent are nonprofits. Cultural groups that routinely utilize the facility for services and events include the Bellevue Sarang Church, a Persian language school, and a Muslim prayer group.
- Challenges to cultural programming at Crossroads include insufficient signage, wayfinding issues for visitors arriving with GPS assistance, limited awareness of programming opportunities in the community, and the need for more outreach.

Review of Existing Facilities

North Bellevue Community Center

Overview

- The North Bellevue Community Center is located at 4063 148th Avenue NE, near the Microsoft Redmond Campus.
- The facility is a one story building with main vehicular access from 148th and a large on-site surface parking lot located between the building and main arterial.
- There is a bus stop located north of the driveway entrance with a code compliant accessible path leading to the building entrance.
- The North Bellevue Community Center has a strong senior program and focus, although it has initiated a number of new partnerships with cultural groups to engage a wider audience.



Review of Existing Facilities

North Bellevue Community Center

Physical Facility Characteristics

Overall Size	17,713 SF
Multipurpose Room	3,240 SF
Banquet Room + Kitchen	3,127 SF
Craft Room	1,016 SF
Meeting Room A	389 SF
Meeting Room B	249 SF
Meeting Room C	372 SF
Meeting Room D	774 SF

Other Characteristics

Adjacent to outdoor space	Small patio
Building expansion potential	Yes, large surface parking lots.



Review of Existing Facilities

North Bellevue Community Center

Existing Programming and Usage

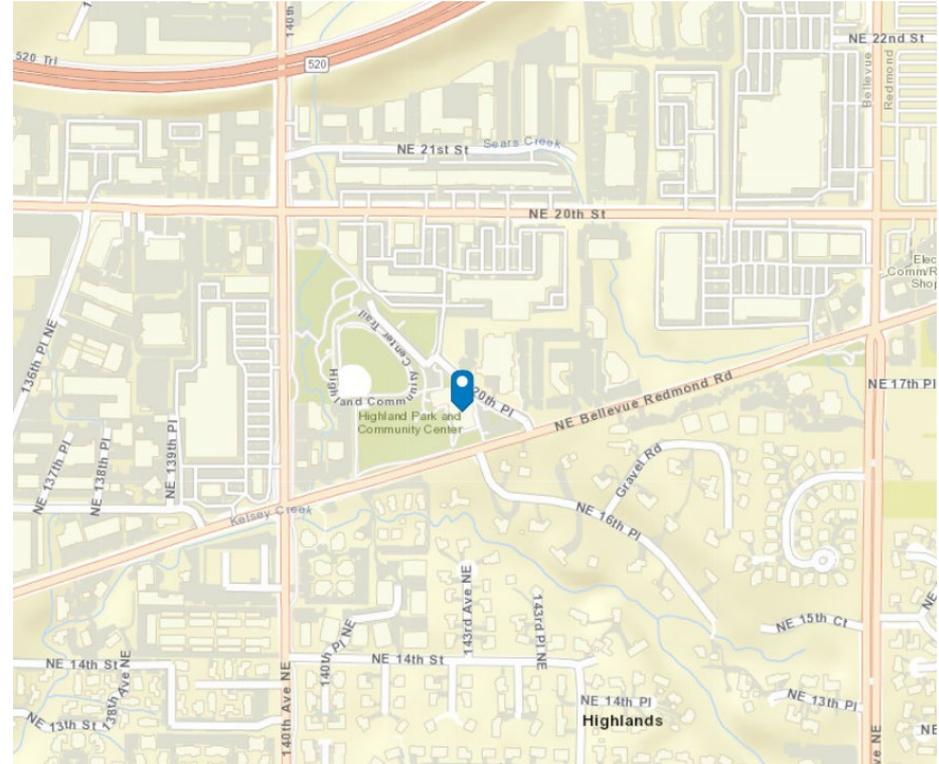
- The North Bellevue Community Center is well-utilized overall, with over half of the programming geared directly to seniors, including a variety of exercise and social programs. The center has long had a senior focus, even after the orientation of all facilities was changed by the City to be more general in 2006.
- In the last few years, the center has reached out to diverse community groups and started key partnerships to bring cultural groups to the facility, including the India Association of Western Washington (IAWW), Chinese Information Service Center, and Sea Mar. Examples of these programs include:
 - On Thursdays IAWW activates much of the center with various social events, lectures, classes (e.g. health education, employment training, yoga) and a vegan meal.
 - CISC offers a range of English, music classes, dance classes and other events all intentionally open and designed for cross cultural interaction
 - SeaMar offers exercise and social programs, which are primarily older adult oriented.
- The partnerships operate with MOU agreements, where the City provides the space for agreed upon programming for free. Programs generally must be free and open to the public.
- Utilization at NBCC appears to be strong, but staff indicate there is some availability during evenings and afternoons.
- The facility hosts over 400 private rentals annually, of which 12 percent are from individuals, 37 percent are from businesses or other organizations, and 51 percent are from nonprofit organizations.

Review of Existing Facilities

Highland Community Center

Overview

- The Highland Community Center is located at 114224 Bel-red Road, across from the Bellevue Family YMCA.
- The main vehicular access is from Bel-red Road, and there is onsite surface parking on the upper and lower levels of the site.
- There is a bus stop located in front of the property with a pathway leading to the building entrance from the sidewalk.
- Programming at this facility is focused on adaptive recreation for the disabled. Cultural programs are not part of the adaptive recreation budget, and cross-cultural programming at this facility is primarily seen in private rentals.



Review of Existing Facilities

Highland Community Center

Physical Facility Characteristics

Overall Size	20,890 SF
Multipurpose Room	3,000 SF
Fireside Room	1,000 SF
Resource Room	600 SF
Art Room	800 SF
Gymnasium	2,000 SF
Commercial Kitchen	NA

Other Characteristics

Adjacent to outdoor space	Small garden
Building expansion potential	Challenging, would displace tennis courts.



Gymnasium



Multipurpose Room



Fireside Room



Art Room

Review of Existing Facilities

Highland Community Center

Existing Programming and Usage

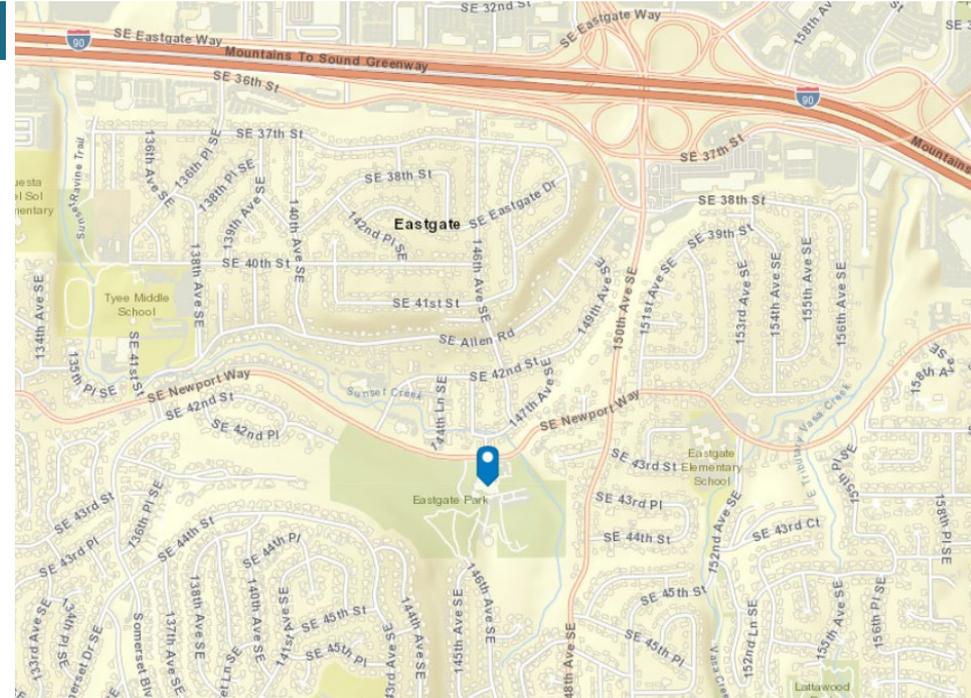
- Two-thirds of all programming at Highland is adaptive recreation focused. This includes a variety of sports, games, and social programs. Other city programming includes drop-in exercise, sports, cheerleading, league sports, and Badminton, which is very popular with the local Indian population.
- The facility is well-utilized overall, with some gaps of availability in the schedule throughout the day. Nights are generally in high demand and booked. Like all City facilities, the programming is routinely evaluated to ensure it meets community needs.
- Highland Community Center partners with the English Language Learners Alliance (ELLA) for programs in the gym and for an annual event to market the center's services to disabled populations throughout the community.
- Highland hosted 298 private rentals in 2019, of which 19 percent were from individuals, 8 percent were from businesses or other organizations, and 73 percent were from nonprofits. Cross cultural event rentals are booked purposefully, with the intent to prioritize diversity and broad opportunity. An example of this is the Telugu Bharati rental on Saturdays during peak demand rental time. Indian and Hispanic communities routinely book the facility for private parties. Staff noted, however, that the Hispanic community does not generally connect for specific programs and theorized that a government facility is not always assumed safe.
- Challenges to cultural programming at Highland include varying beliefs across cultures on how the needs of the disabled community are addressed and limited awareness about offerings.

Review of Existing Facilities

South Bellevue Community Center

Overview

- The South Bellevue Community Center is located at 14509 SE Newport Way, adjacent to Eastgate Park.
- Vehicular access is from SE Newport Way and five minutes from the I-90 exit ramp. Surface parking is provided on site.
- The center is not easily accessible by bus or walking.
- The facility opened in 2005 and is the newest community center facility in Bellevue. The center is focused on health and wellness, offering a range of outdoor adventure and fitness activities.
- SBCC was built in partnership with the Boys and Girls Club of Bellevue (BGCB), who now run all youth programs for ages 6 to 17 in this facility. BGCB contributed \$1.5 million in capital costs at construction, in exchange for use of the facility now.



Review of Existing Facilities

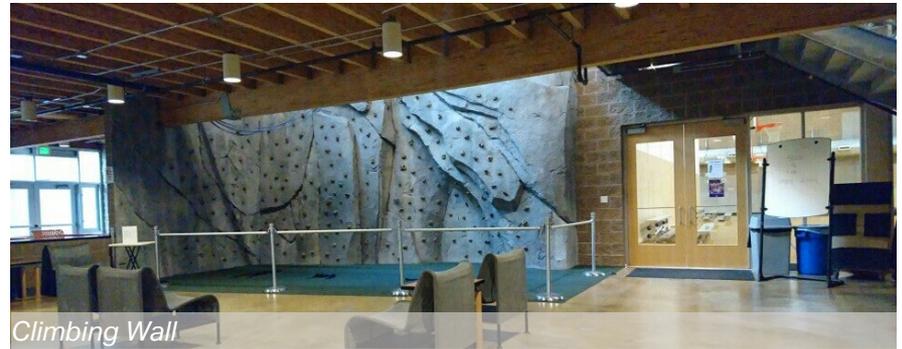
South Bellevue Community Center

Physical Facility Characteristics

Overall Size	33,980 SF
Community Room A	1,000 SF
Community Room B	1,000 SF
Classroom 1	450 SF
Classroom 2	450 SF
Gymnasium (A&B)	12,000 SF
Kitchen	400 SF
Studio	1,200 SF
Climbing Wall	33 feet tall

Other Characteristics

Adjacent to outdoor venue	Yes, Eastgate Park
Building expansion potential	Yes, surface parking lot.



Review of Existing Facilities

South Bellevue Community Center

Existing Programming and Usage

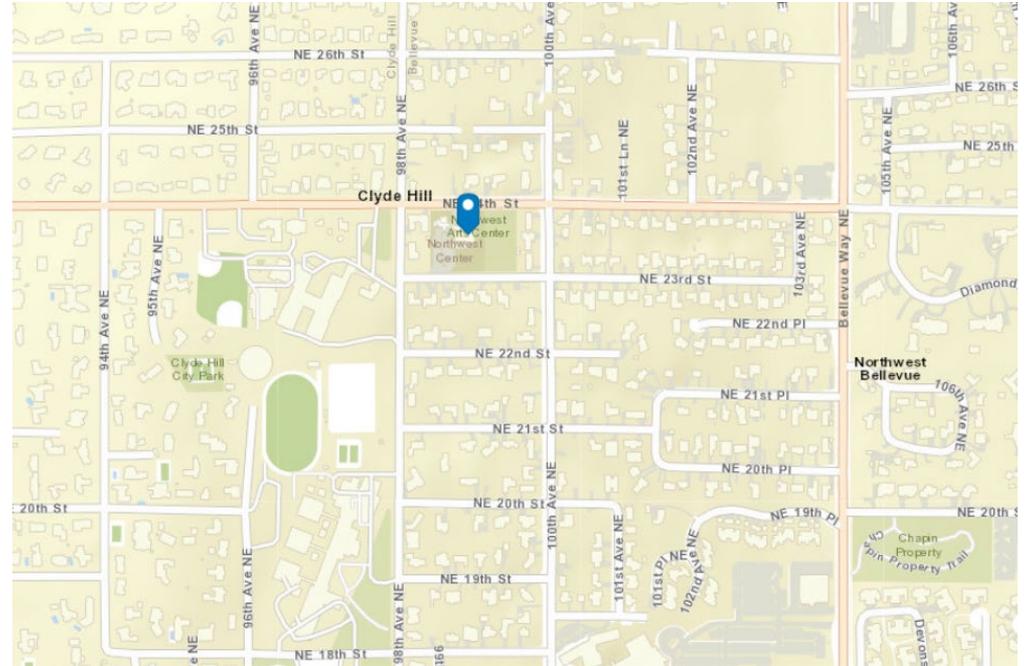
- The South Bellevue Community Center is nearly fully utilized, although staff indicate there is always opportunity to do more. The BGCB partnership impacts availability for prime rental slots significantly.
- The demographics of users at SBCC is wide for BGCB related programming, and 65% from adjacent neighborhoods for other programming.
- Outside of BGCB programs and camps, programming at the facility is primarily fitness based, including bootcamp classes, jazzercise, parkour, Zumba, taekwondo, and others.
- In addition to City and BGCB programming, SBCC hosted 265 private rentals in 2019, of which 30% were individuals, 5% businesses and other organizations, and 65% were nonprofit organizations.
- Cultural partners at SBCC include CISC for language classes and ongoing rental agreements for a Muslim prayer group and other culturally diverse religious groups. Overall, cultural users at SBCC are a small percentage of overall activity.

Review of Existing Facilities

Northwest Arts Center

Overview

- The Northwest Arts Center is located within a residential neighborhood at 9825 NE 24th Street.
- Main vehicular access is from NE 24th Street, and there is a large onsite parking lot.
- A public bus stop is located near the center on NE 23rd.
- The Northwest Arts Center is smaller than other City community center facilities and focuses on arts programming.
- Center is located in a former church building and is surrounded by attractive, open green space and schools.



Review of Existing Facilities

Northwest Arts Center

Physical Facility Characteristics

Overall Size	5,342 SF
Studio B	735 SF
Studio C with Kitchenette	375 SF
Studio D	1,840 SF

Other Characteristics

Adjacent to outdoor space	Picnic area
Building expansion potential	Challenging due to location in residential area



Review of Existing Facilities

Northwest Arts Center

Existing Programming Usage

- The Northwest Arts Center staff indicated the facility likely has additional capacity for increased programming.
- Approximately half of programming at the Northwest Arts Center is run by City personnel, including adaptive art classes, cooking programs, preschool and youth development programs, as well as a various adult oriented classes.
- The City works with contractors to organize the remaining programming, which serve a broad audience. These programs include music lessons, dance, Lego, martial arts and others.
- Culturally specific programs are limited at the facility, but ongoing rentals include some language services, heritage dance groups, and others. Private rentals are driven by regularly programming as visitors become acquainted with the space. In 2019, the Northwest Arts Center hosted 267 rentals, which were comprised of 11 percent individuals, 23 percent businesses and other organizations, and 63 percent nonprofit users.
- Staff has found that the building is popular with the East Indian community for 1st birthday parties, in addition to other memorials, education outreach, and weddings. The facility does not yet serve many in the Latinx community. Most culturally diverse groups are currently served as rentals.
- The smaller facility size, location in an affluent area of the city, and neighborhood feel has been popular with cultural groups looking for privacy as it is possible to rent the entire facility for events.

Review of Existing Facilities

Other Private and Public Facilities



- There are a number of other facilities in Bellevue that are currently used for multicultural programming. Many of these have restrictions, limitations, or other priorities that would prevent them from expanding cross-cultural programming.
- Additional performing arts and meetings facilities include the Meydenbauer Center, Bellevue Youth Theatre, Crossroads Market Stage, and Resonance at SOMA Towers.
- Churches, school auditoriums, and other nonprofit facilities are also used as low-cost community gathering or performing arts space, which is a very common occurrence in most markets. Facilities used include Sammamish High School, Crossroads Bible Church, the Bellevue Family YMCA, and others. Generally speaking, while low cost, these venues typically have their own mission and programming that takes priority over other uses.
- There are a number of proposed future facilities that are in various stages of planning and may have potential for partnership, including PACE, The Playhouse at Cloudvue, and a possible City aquatic center.

Review of Existing Facilities

Meydenbauer Center

Overview

- Meydenbauer Center is a convention center and theatre located in downtown Bellevue at 11100 NE 6th Street.
- The City owns the land that the Center was built on, and the facility is owned and operated by Bellevue Convention Center Authority (BCCA).
- The site is easily accessed by city streets and is near the 405 freeway.
- It is located across the street from Bellevue's Transit Center, making it regionally accessible.
- The Meydenbauer Center is the second largest convention center in the greater Seattle area



Review of Existing Facilities

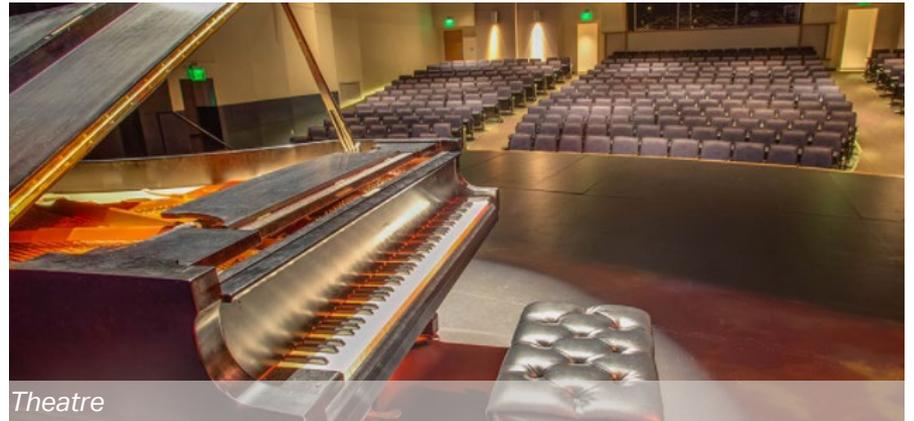
Meydenbauer Center

Physical Facility Characteristics

Overall Size (Event Space)	54,000 SF
Exhibition Hall (Center Hall)	36,000 SF
Meeting Room	12,000 SF
Theatre	410 seats
Parking	434 stalls

Other Characteristics

Adjacent to outdoor space	none
Building expansion potential	Possible if adjacent empty lot is made available



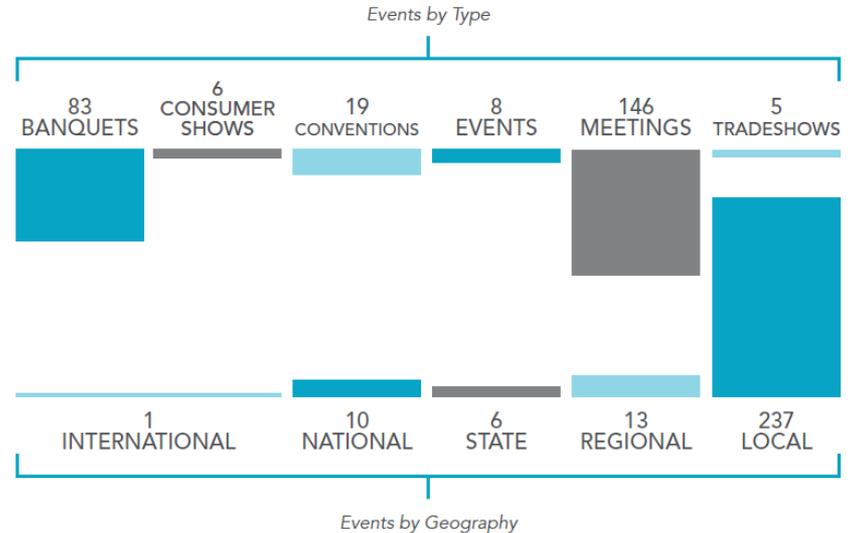
Review of Existing Facilities

Meydenbauer Center

Existing Programming and Usage

- The Convention Center hosted 267 events in 2019, with over 130,000 total attendance. Utilization is estimated to be 80 percent.
- The Center is focused on three key markets:
 - Convention groups that bring visitors to stay overnight in Bellevue;
 - Local corporate meetings; and
 - Events and fundraisers for non-profits organizations in Bellevue.
- The Convention Center generated over \$10 million in gross revenue in 2019 and net income over \$1 million.
- Rates for space in the Convention Center are generally out of the range for community groups to rent space. However, the Convention Center revenue helps to subsidize the Theatre, which gives priority to community groups.

EVENT BREAKDOWN



Review of Existing Facilities

Meydenbauer Theatre

2019 Meydenbauer Theatre Events Larger than 400 Attendees

- The Meydenbauer Theatre serves a diverse mix of Eastside cultural groups, including a number of new users in 2019.
- In 2019, the Theatre hosted 66 performances with 31,503 attendees on a total of 181 days.
- There is generally high demand for performance space on weekends.
- Interviews indicated that there is additional unmet in the community for more theatre space on the weekends.

User	Event Description	Attendance
International Ballet Theatre	International Ballet Theatre Presents: The Nutcracker	3,500
Warren Miller Entertainment	Warren Miller's "Timeless" presented by Volkswagen	1,200
Evergreen City Ballet	Evergreen City Ballet Presents: The Nutcracker	1,200
International Ballet Theatre	International Ballet Theatre Presents The Wizard of Oz	1,000
International Ballet Theatre	International Ballet Theatre Presents "Evening of One Act Ballets"	1,000
City of Bellevue	Bellwether 2019	1,000
Lyric Opera Northwest	Lyric Opera Northwest	800
Chinese Dance Foundation	Chinese Dance Foundation	800
StoneDance Productions	Stonedance Productions Presents: CHOP SHOP	750
Bellevue Downtown Association	Bellevue Jazz and Blues Fest	750
Meydenbauer Center	Comedy Countdown to NYE with Guy Branum- Live at MCT	750
Aakriti Dance Academy	Aakriti Dance Academy	700
Meydenbauer Center	Meydenbauer Center Theatre Presents: The Second City	700
Bollybeats LLC	Bollybeats Presents: Dil Chahta Hai	600
BollySteps Dance LLC	Nachle 7 - BollySteps Dance	600
Evergreen City Ballet	Evergreen City Ballet Presents Coppelia	500
Chinese Radio Seattle	Chinese Radio Seattle	400
Sammamish Symphony Orchestra	Sammamish Symphony Orchestra	400
Town Hall Seattle	King-Snohomish County Regional Spelling Bee	400
Seattle Maharashtra Mandal	Seattle Maharashtra Mandal Presents Eka Lagnachi Pudhachi Goshta	400
ActNow Mantra	Mallika Sarabhai's The Colours Of Her Heart	400
BollyWorks LLC	Project Bollywood	400
Sammamish Symphony Orchestra	Sammamish Symphony Orchestra	400
Sammamish Symphony Orchestra	Sammamish Symphony Orchestra	400
Dance School "Infiniti"	Dance Infiniti	400
Seattle Young Philharmonic	Seattle Young Philharmonic	400
Brightstar Entertainment	GRAMMY nominee Mindi Abair & The Boneshakers w/ special guests, co-founders of the bands Chicago and Heart!	400
International Ballet Theatre	Dances of Spain	400
Asha for Education, Seattle Chapter	Strings to my Heart by AllGoRhythms and Geetanjali	400
Little Masters Club	Little Masters Thanksgiving Concert	400
Pacific Public Media	KNKX Holiday Show	400
Meydenbauer Center	Magical Strings: A Celtic Yuletide - Live at Meydenbauer Center Theatre	400

Source: Meydenbauer Center

Review of Existing Facilities

Summary of Key Findings

– Overview of Facilities

- There are a number of facilities currently used for multicultural programming in Bellevue.
- This includes the four major City-owned and operated community centers, the Meydenbauer Center (convention center and theater), and a number of other public and private facilities, such as churches, nonprofit organizations, school auditoriums, Crossroad Shopping Center, and other venues.
- Meydenbauer Center is used for nonprofit fundraisers (convention center) and by cultural arts groups (i.e. theatre). Based upon Meydenbauer staff feedback, there is unmet demand for performing arts space in Bellevue, particularly for weekend days. There is also likely demand for smaller performing arts space.
- Churches and school auditoriums are commonly used as low-cost alternatives, but generally have a primary purpose or mission that takes priority over rentals.

– City Community Centers

- The City of Bellevue community centers are highly utilized facilities that provide a mix of cultural programming and services through City programming, partnerships, and rentals. They benefit from strong management and operations.
- Although the community centers are open to and serve the general Bellevue population, they have evolved over the years to serve specific audience segments, such as seniors, the disabled community, or specific ethnic groups.

– Overall Implication:

- Our research and analysis indicate unmet demand for community gathering and performing arts space in Bellevue.
- It would be difficult to expand any of the existing community centers, and most do not meet preferred site criteria.
- A new cross-cultural center could leverage and support programming at other facilities.

Site Opportunity Analysis

Site Opportunity Analysis

Site Criteria for Evaluation of Opportunities

- AECOM developed a list of preliminary site criteria in order to select potential sites that may accommodate a cross-cultural facility. The next phase of this process would involve developing more detailed metrics associated with each criteria and weighting the criteria by level of importance to evaluate the top sites for development. Criteria are based upon market and financial viability and mission-driven considerations.



Proximity and Access to Light Rail

- Maximize accessibility and integrate with transit oriented development efforts



Complimentary Surrounding Uses

- Create a critical mass of activity by locating near restaurants and retail, active parks, and other community nodes of activity



Economic and Community Development

- Leverage and support other community and economic development investments such as the Grand Connection



Programmable Outdoor Space

- Outdoor space to allow for passive and active recreation
- Outdoor event space



Site Size

- Area must be sufficient to accommodate the facility and parking



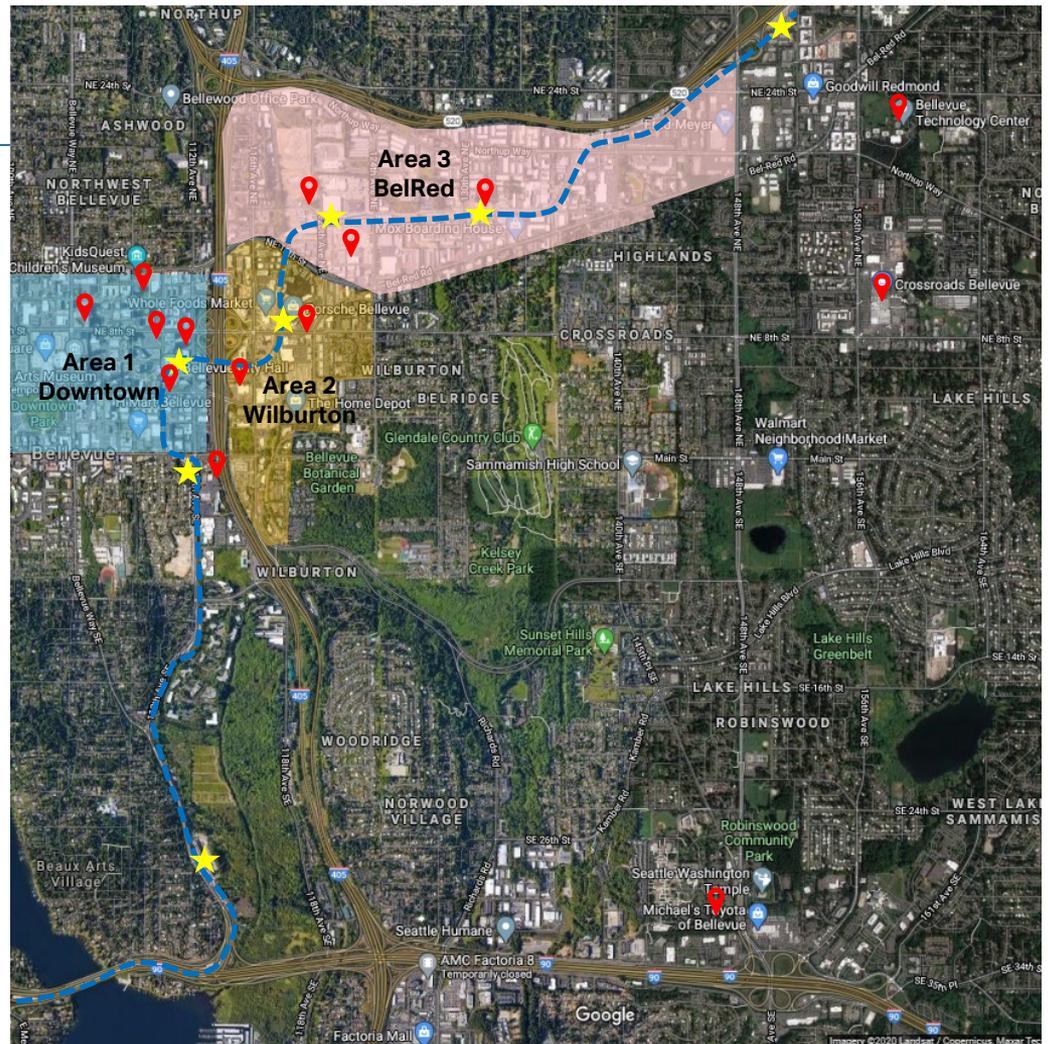
Visibility and Centrally Located

- Should be centrally located
- Site should be visible from major roads or access points

Site Opportunity Analysis

Overview of Sites Examined

- Based on the site evaluation criteria and conversations with City staff, AECOM identified a preliminary list of public and privately owned sites that may have potential to accommodate a cross-cultural center.
- We have summarized key characteristics of selected public sites in the pages that follow. These sites include:
 - Downtown (Area 1): Civic Center, Meydenbauer Center, and Ashwood Park
 - Wilburton (Area 2): Lincoln Center
 - BelRed (Area 3): 130th TOD site and Sound Transit OMF TOD site
- We also considered a number of other site opportunities including proposed performing arts facilities, retail centers, Bellevue College, and private sites.



Site Opportunity Analysis

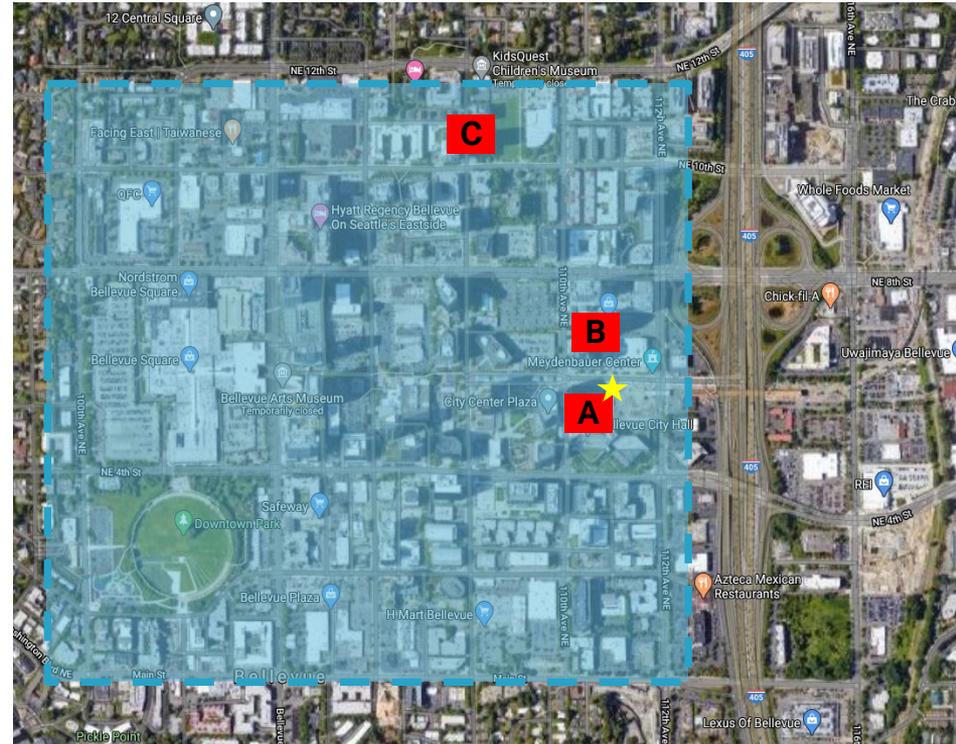
Key Downtown Public Opportunity Sites

Sites

- A. Civic Center Site
- B. Meydenbauer Center Site
- C. Ashwood Park

Overall Opportunity

- A downtown location meets the majority of the site criteria identified and has a number of benefits.
- It would support other City economic development goals for downtown, support retail and restaurants and provide a recreational amenity for downtown residents.
- The downtown sites are the most visible and central.
- Downtown has very strong transit accessibility.
- The need for a community center in downtown has already been established.
- The community has a perception of the downtown area having heavy traffic.
- Providing sufficient parking may be a challenge.
- The perception of downtown may not be welcoming to everyone.



Site Opportunity Analysis

Downtown: Civic Center Site



Overview

- Total site area is one acre.
- This TOD site currently being used for construction staging of downtown ST Station to completed in 2023.
- The site is zoned for high-rise mixed-use development.

Strengths

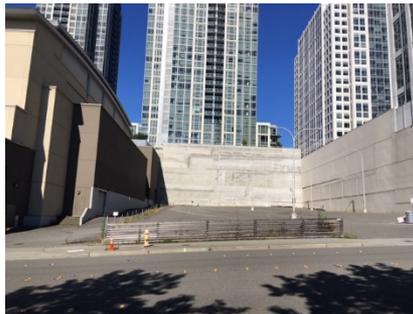
- City-owned site adjacent to existing City Hall, a notable and central location.
- A cross-cultural center in this location would create a synergistic relationship with City Hall.
- The site has good visibility and car access from major arterials
- It is adjacent to light rail station and Bus Transit Center

Challenges

- It will require a partnership to develop the site, likely over a longer term planning process.
- Parking is constrained.
- The center may have to develop strategies for identity and visibility if incorporated into a mixed-use development.

Site Opportunity Analysis

Downtown: Meydenbauer Center Site



Overview

- Parcel size is 1.2 acres.
- This is a City-owned site within walking distance to City Hall, light rail station and the Bus Transit Center.

Strengths

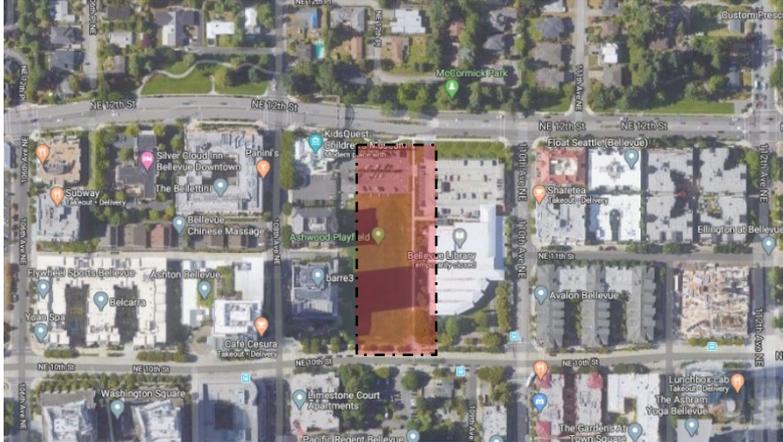
- It is a central location with good visibility and car access from major arterials.
- There are integration opportunities with Meydenbauer Theater and associated programming.
- There is already management and operating expertise in place Meydenbauer Theatre
- Parking could be at grade due to slope and site.

Challenges

- Meydenbauer Center has existing needs for expansion, including a hotel that would serve as a convention hotel.
- There is limited open space opportunity, which would limit programmable outdoor area.

Site Opportunity Analysis

Downtown: Ashwood Park Site



Overview

- A 2.84-acre park located in north Downtown Bellevue.

Strengths

- Bellevue's 1992 Park Master Plan designated space for a new community facility that would emphasize social and cultural activities.
- The site is adjacent to complimentary uses (County Library and KidsQuest), within an established mixed-use neighborhood.
- There may be an opportunity for shared parking with the library.

Challenges

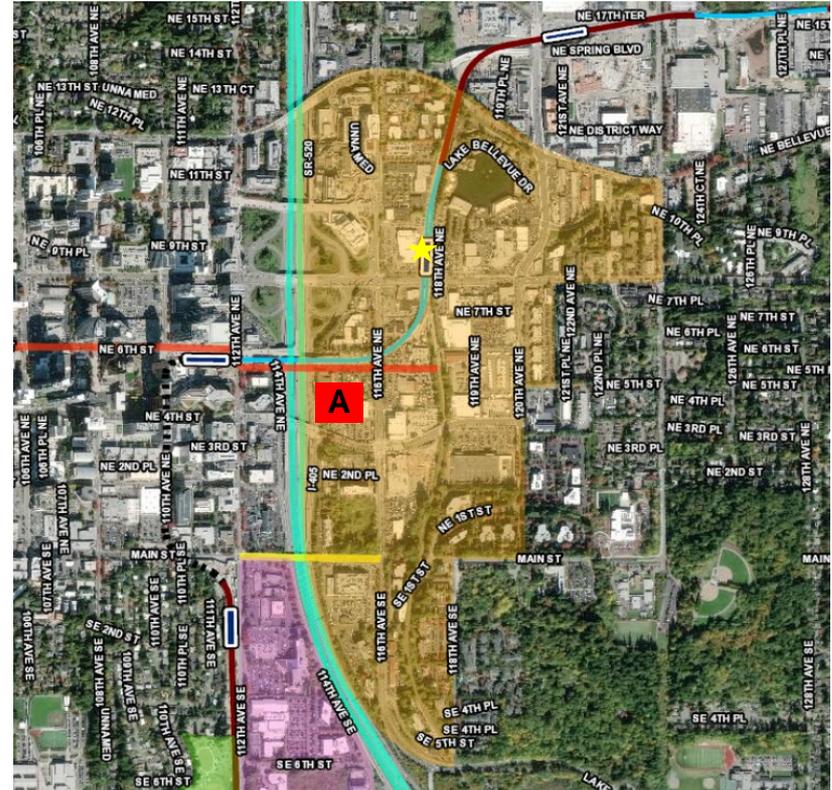
- There is significant community interest to maintain downtown open space, especially green park space.
- Additional physical structures in this area would need to be designed to maximize continued green park space.
- Shared parking with the library would require cross-jurisdictional coordination because it is County-owned.

Site Opportunity Analysis

Wilburton Area

Overall Opportunity

- The Wilburton area will be an important Grand Connection link to downtown and the park lid over I-405.
- The site is located within an emerging district and may take time for the area to redevelop.
- There is good transit access via the light rail station.
- The site has good visibility from the freeway.
- Area tenants include car dealerships that own large parcels, so the pedestrian orientation, scale and walkability is not yet realized.
- The area is currently devoid of a critical mass of other commercial uses, and there is very little residential development.



Site Opportunity Analysis

Wilburton: Lincoln Center Site



Overview

- The site area is 2.6 acres and City-owned.
- It is designated as the future east landing for the Grand Connection lid over the 405, although currently there is a two-story wood constructed office building being used to house a temporary men's homeless shelter on the site.

Strengths

- The site is walking distance to the light rail station and visible from the 405 freeway.
- There is potential for possible integration into Grand Connection. A cross-cultural center could be included as an anchor cultural attraction in the Grand Connection vision and could help activate the lid.
- There is convenient access by car, public transit, and community trail system.
- This has also been discussed as a possible site for a future City aquatic center, which could help provide critical mass.

Challenges

- The site will be tied up until the temporary men's shelter moves into a new location in 2022 and the Grand Connection design is approved.
- There is some discussion of preserving the site for open space or other uses (i.e. aquatic center).



Site Opportunity Analysis

Key BelRed Public Opportunity Sites

Sites

- A. Sound Transit OMF East TOD site
- B. 130th St. Station Site (City owned)

Overall Opportunity

- BelRed has two light rail stations.
- BelRed's proximity to the Microsoft campus and Redmond creates an opportunity for this facility to have market support from a larger regional population and create a regional approach to cross-cultural and diversity issues.
- This is an emerging area that is currently primarily industrial, with some office and multi-family residential developing, which could be served by a community facility.
- Longer term, the investment in Sound Transit will lead to a broader mix of uses.
- The area is identified as the "Arts District," which would allow for programming and branding opportunities.



Site Opportunity Analysis

BelRed: Sound Transit OMF East TOD site

Overview

- The property is owned by Sound Transit for a new Operations and Maintenance Facility (OMF) to serve Eastlink Transit.
- Sound Transit (ST) is currently seeking a developer for a 6.88-acre of surplus land next to the OMF for mixed-use development.
- The OMF will be substantially complete by September 2023.
- New development here requires 20 percent affordable housing, which would create an adjacent resident market for a cultural center.

Property Description

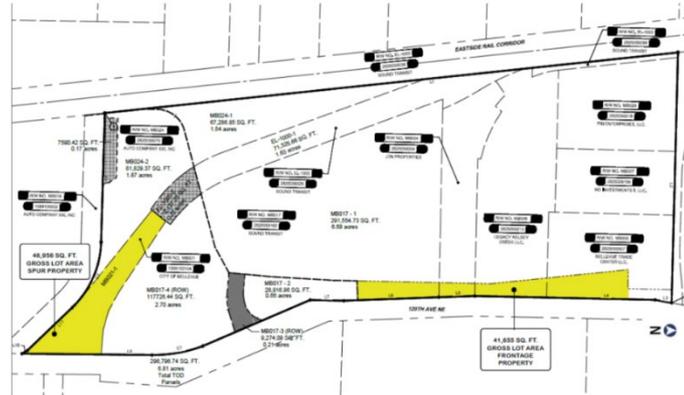
- The site is within the Spring District Station TOD area, across from the station.
- The western property line abuts the Eastrail Multi-Use Corridor which at completion will connect Bellevue to cities to the north and south.
- The site is zoned for Mixed Use TOD – office, housing, and commercial / retail uses.



Vicinity Map

Site Opportunity Analysis

BelRed: Sound Transit OMF East TOD site



Property swap between the City of Bellevue and Sound Transit. (Sound Transit)



Conceptual site and landscape plan of the TOD site and OMF East from above. (Sound Transit)

Strengths and Opportunities

- The site is within walking distance to the Spring District and light rail station.
- There is easy access by car, transit and community trail system.
- There may be a possible opportunity to approach developers as part of the RFP process.
- New offices being developed in area (i.e. Facebook, Amazon etc.)
- If no proposal is submitted at time of offering, then the City will regain control of the one-acre parcel given to Sound Transit for a land swap.
- The street can be closed to create programmable outdoor space.

Challenges

- The site is within an emerging district without much existing critical mass of activity.
- The light rail doesn't open until 2023, and the area may take 10 years to build out.
- Adjacency to OMF may not be complimentary to a cultural center use.
- There is a lack of visibility from main arterial streets.
- Due to the RFP process, there is no clear mechanism for site control.
- There are limited parking opportunities.

Site Opportunity Analysis

Belred: 130th St. Station Site

Overview

- The City is currently working with Sound Transit on the conveyance of Sound Transit owned properties.
- The City is responsible for implementation of a 300-stall park and ride facility dedicated for transit users.
- The site is zoned BR-RC1, which supports the development of high-density mixed-use projects.
- The current neighborhood is primarily comprised of auto body shops and industrial warehouse uses.

Property Description

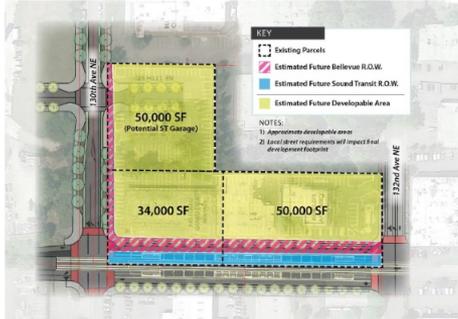
- The site consists of three parcels totaling an estimated 134,000 square foot developable area.
- The site is located adjacent to the 130th Street light rail station at the intersection of 130th Ave and 16th St.



Site Opportunity Analysis

Belred: 130th St. Station Site

	Total	Parcel 1	Parcel 2	Parcel 3
Existing Square Footage	175,961	53,838	51,250	70,873
ST Approximate R.O.W. Needs	15,222			
City Approximate R.O.W. Needs	26,038			
Developable Square Feet	134,824	50,123	34,247	50,454

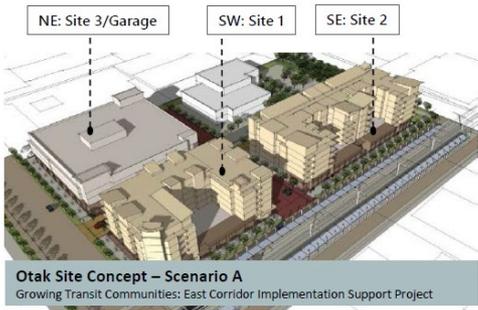


Strengths and Opportunities

- This is a City-owned site in newly designated “Arts District.”
- The new Sound Transit light rail station will open in 2023.
- There could be ground floor retail opportunities for transit-oriented development.
- There have been multiple proposals in the neighborhood for proposed mixed-use multifamily development.
- There is political interest in creating open space in this area, which could complement a cross cultural center.

Challenges

- There many competing needs and requirements for development on this site, including affordable housing, open space, parking, and the Park and Ride facility.
- The current neighborhood character is industrial and will likely take several years to build out to a point where the character changes.
- Site development requires a 300-stall Park and Ride above-grade structure.
- The neighborhood needs park/green space, so the City is considering maintaining a portion of this land for a park.



Source: Otak, 2013

Site Opportunity Analysis

Other Site Development Opportunities

- AECOM also examined a number of private real estate opportunities, as well as less traditional approaches to providing cross-cultural programming. Some of these include:
 - **Shopping Centers** – The COVID global pandemic has accelerated the decline of physical retail spaces. Prior to COVID, shopping centers owners and managers were increasing the number of entertainment and cultural venues that would serve as anchors to increase foot traffic to support retail. Crossroads is already viewed as a center for multicultural programming, and some parking lot space is being redeveloped. It may be possible to consider working with shopping centers to use vacant retail spaces (at a subsidized, anchor tenant rate) or to redevelop on surplus parking area.
 - **Grand Connection** – The Grand Connection is expected to eventually provide an arts and cultural corridor for Bellevue. It may be possible to activate multiple spaces along the Grand Connection through programming.
 - **PACE** – The PACE project has recently shifted focus and given the interest in performing arts space as part of a cross-cultural center, it seems reasonable to discuss partnership opportunities.
 - Other developments explored include: East Main, Cloudvue, Bellevue College, Global Innovation Exchange, and the Bellevue Technology Center.

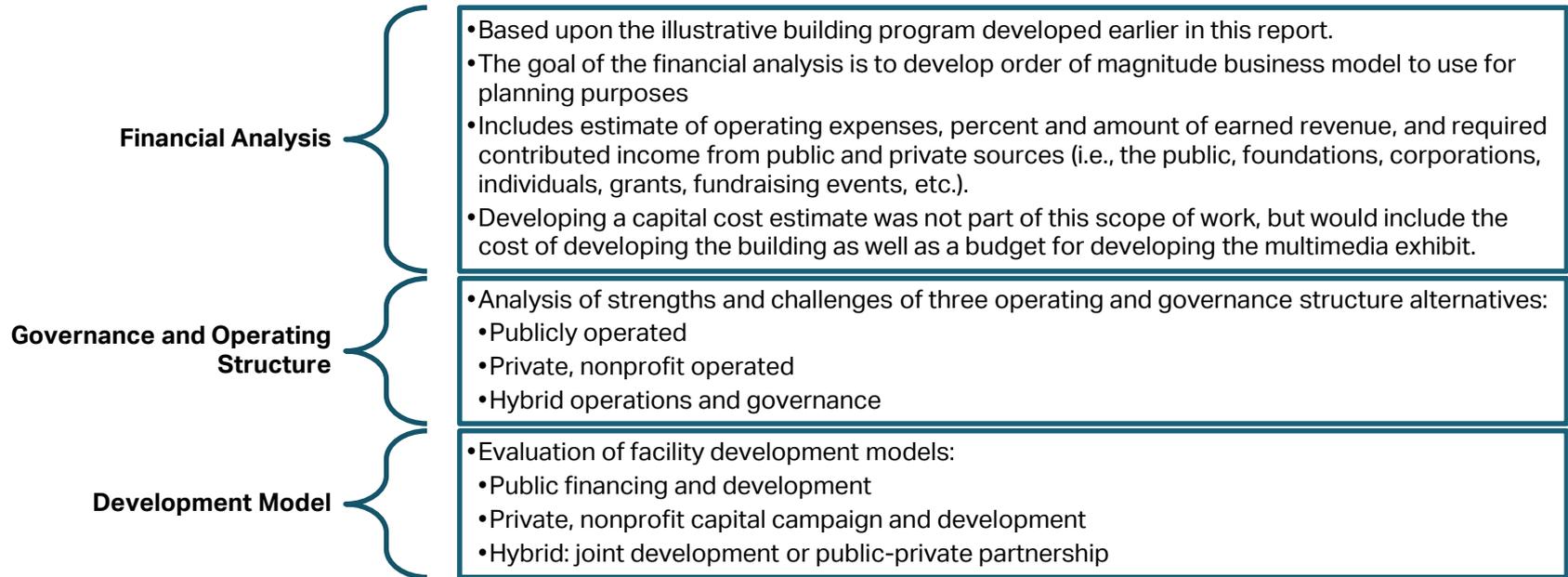


Financial and Operational Analysis

Financial and Operational Analysis

Overview

- AECOM prepared a preliminary analysis of financial, operational, and development considerations related to the feasibility of a cross-cultural center in Bellevue.



Financial and Operational Analysis

Financial Analysis: Business Model

- Cultural facilities and attractions balance mission versus revenue in decisions including facility size and characteristics, development model, staffing decisions, programming, marketing, and other operating areas. They also fill multiple roles as educational institutions, community assets, and visitor attractions.
- Cultural facilities, whether City-operated or nonprofit operated, generate two types of revenue: earned revenue and contributed revenue. The mix of revenue is affected by a number of factors, including the extent and type of programming, audience, marketing, pricing decisions, facility characteristics, and overall vision and visitor experience. The balance between “mission and money” can have an impact on the amount of earned or contributed revenue that is possible.
- Cultural facilities rely on a mix of these revenue streams. For many cultural centers, the earned revenue ratio, which is sometimes referred to as cost recovery for publicly operated facilities, is between 30 and 50 percent.

Earned Income

- Includes program fees, ticket sales, facility rental fees, event income, and any other user-supported activities.
- Generally between 30 and 50 percent for cultural centers, but can be lower or higher.

Contributed Revenues

- Includes grants, individual contributions, foundation funding, and public funding.
- Important source of revenue for cultural facilities and can be restricted to a specific educational, community, or mission related program or activity.

Financial and Operational Analysis

Illustrative Financial Model for Cross-Cultural Facility

- AECOM prepared an illustrative financial model for a cross-cultural center in Bellevue. Key assumptions are as follows:
 - This has been prepared on a preliminary basis for high level, planning purposes only and is in constant 2020 dollars. It assumes a 25,000 square foot facility with a mix of multipurpose, performance and exhibit space with amenities such as a kitchen and back of house space.
 - We developed estimates using “top down” and “bottom up” methodology. As benchmarking was not part of this scope of work, we relied on our in-house database of cultural facilities and analysis of City of Bellevue community centers to develop estimates for operating costs per square foot and for specific operating cost categories.
 - More detailed analysis should be developed after additional demand analysis and benchmarking is conducted. Site considerations, program, and mission-related decisions will also affect financial performance.
- A summary of the model is as follows:
 - We estimate that an annual operating budget of \$1 to \$1.5 million will be required (this could be higher depending on program). We estimate the earned revenue will be between 35 and 40 percent, or between \$400,000 and \$600,000.
 - This results in required contributed revenue of \$600,000 to \$900,000 on an annual basis. This is the amount that would require a mix of public funding, foundation or corporate giving, and/or individual contributions.

Illustrative Financial Model for Cross-Cultural Facility

Category	Amount
<u>Estimated Operating Expenses</u>	
Salaries and benefits	\$700,000
Supplies and services	\$60,000
Building maintenance / janitorial	\$90,000
Utilities	\$75,000
Programming	\$250,000
Marketing	<u>\$63,000</u>
Total Operating Budget	\$1,238,000
Typical Earned Income Ratio	35%
Resulting Earned Income	\$465,000
Required Contributed Income	\$773,000
Operating Budget per Gross SF	\$50

Financial and Operational Analysis

Operating and Governance Model Alternatives

- AECOM identified and evaluated three major operating models that are used by the vast majority of cultural facilities. While benchmarking was not a part of this scope, we relied on our internal database and decades of work of cultural facilities to identify and evaluate the relative strengths and challenges associated with the three models.

City of Bellevue Owned and Operated

- City governs and operates the facility
- City has complete management and financial oversight, but could incorporate a community advisory board
- Many publicly owned cultural facilities have resident performing arts groups, cultural or nonprofit tenants, or an identified list of partnering organizations
- Also possible to have a cooperating foundation or association to raise private dollars

Hybrid Model

- City typically owns / donates the land and has some role in operations and/or governance, particularly around facility maintenance
- Typically requires new nonprofit operating entity
- Many different governance, management, and operating agreement arrangements
- Some options include: management contract, funding agreement, joint operations, facility support
- City typically provides funding or in-kind operating services and may have oversight tied to this funding

Non-Profit Operated

- Many cultural centers are operated by non-profit organizations
- In Bellevue would likely require new operating entity
- Limited City oversight, but City partnerships are common
- Nonprofit can receive public funding, but typically not as much as for a hybrid model
- City often donates land, and still has some risk

Financial and Operational Analysis

Evaluation of Operating and Governance Models

Model	Strengths	Challenges / Risks
City of Bellevue Owned and Operated	<ul style="list-style-type: none"> • Ability to fully leverage City of Bellevue expertise in community facility management and operations • Economies of scale for functions such as accounting and finance, legal, maintenance, etc. • Ultimate control over programming, facility, financial performance, partnerships, vision • Minimizes risk of favoring specific groups – impartial management 	<ul style="list-style-type: none"> • Highest cost to City, with City assuming all financial responsibility and risk, and can be challenging to leverage private dollars, even through a cooperating association or foundation due to perception that City should cover costs • City operational requirements, such as hiring, contracting, purchasing, and programming can be limiting and lead to less creative or entrepreneurial programming • Community may feel less engaged and have less of a sense of ownership
Community Nonprofit Operated	<ul style="list-style-type: none"> • Mission-driven organization and facility that typically produces programming in addition to renting space to other groups • Typically higher level of community engagement and buy-in • More flexibility in operations, and programming and events can be more entrepreneurial • Ability to raise funds from individuals, corporations, and foundations to leverage public funding 	<ul style="list-style-type: none"> • Financial risk, which can lead to reduced operating costs, building maintenance issues, and programming challenges • Nonprofit operating expertise may not be sufficient to manage building facility • City does not have oversight but may have risk if City land or facility is involved • Would likely require new nonprofit organization
Hybrid Models	<ul style="list-style-type: none"> • Ability to combine benefits of both models: community and mission driven programming with City expertise in managing facilities • Can provide more stable funding environment while still leveraging public dollars 	<ul style="list-style-type: none"> • Hybrid models can be more complex initially • Need to clearly define roles and responsibilities • City still maintains risk (but often has more oversight)

Financial and Operational Analysis

Evaluation of Development Models

- AECOM has identified a range of development models that are typically used for cultural facilities.

Model	Strengths	Challenges / Risks
Publicly Financed and Developed	<ul style="list-style-type: none"> • Most straightforward • Precedent for building community facilities through public financing • City has most leverage over operations 	<ul style="list-style-type: none"> • Typically challenging to leverage private funding • Largest capital outlay for City • May imply more operating risk depending on operating model
Community Non Profit Developed	<ul style="list-style-type: none"> • City can contribute but usually has lower capital outlay • Requires a demonstrated community commitment • Engages corporate community • Requires demonstrated support in capital campaign (which can help cultivate operating support) 	<ul style="list-style-type: none"> • Capital campaigns can be lengthy • Risk that insufficient funds are raised and project does not move forward • May tie up City property and/or other projects • Timing can be complicated, even with milestones and checkpoints
Public-Private Joint Development	<ul style="list-style-type: none"> • Many models • Leverages private investment • Can provide ground floor active use • Often part of community benefit requirement 	<ul style="list-style-type: none"> • Less control over facility size and characteristics • Timing of shell vs. interior improvements • Cultural centers typically do not have revenue benefits to offer private developer without City policies / requirements
Rental Model	<ul style="list-style-type: none"> • Less upfront cost • With current retail environment, highly subsidized rent as anchor tenant may be possible • May be able to negotiate subsidized rate • No long term commitment, can start small and expand • Shorter timeline possible 	<ul style="list-style-type: none"> • Business model for most cultural centers does not support paying rent • Operating risk may be increased and negatively affect programming • Retail spaces may not provide ideal design • Management / ownership can change

Conclusion

Conclusion

Summary of Key Findings

A summary of key findings resulting from this feasibility study are as follows:

– **Community Needs and Indicators of Demand**

- Bellevue is increasingly diverse, with the largest majority-minority population in Washington.
- There is strong interest and enthusiasm for a branded and identified cross-cultural center in Bellevue, separate from existing community centers.
- A review of existing facilities indicates unmet demand for gathering and performing art space.
- Given the growing diversity of Bellevue and the current national environment, there is a clear need for programming to bring different communities together for shared experiences. There will also be demand, post-COVID, for increased “high touch” experiences in addition to “high tech” experiences.

– **Building Program**

- We developed an illustrative building program based upon the needs assessment of 20,000 to 30,000 square feet. The program reflects feedback from the initial outreach study as well as research conducted as part of this study. Key building elements include:
 - A variety of multipurpose spaces, including a large multipurpose gathering space and mix of classrooms, workshops, and meeting rooms;
 - Performing arts space (for now we have included a black-box theater type space, although this should be further evaluated with a more detailed demand analysis;
 - A multimedia visitor experience or immersive exhibit telling the story of diverse Bellevue communities
 - Other areas including a kitchen, work space, lounge, possible nonprofit office space, and back of house space.

Conclusion

Summary of Key Findings (continued)

– Site Opportunities

- Through our stakeholder interviews, research, and professional experience with all types of cultural facilities, visitor destinations, and community facilities, we identified evaluation criteria to use in identifying and evaluating possible sites.
- Key criteria include: access, proximity to light rail, complementary surrounding uses and critical mass of activity, sufficient space for parking and facility, outdoor programming space, visibility, and ability to leverage and support other City and community economic development efforts and investments.
- We identified a number of publicly-owned sites in Downtown, Wilburton, and BelRed, and there may also be opportunities around proposed performing arts facilities, planned City facilities, retail centers, and privately owned sites.
- A more detailed evaluation of sites could be conducted using a more formal evaluation process, working with City staff and leadership, and utilizing a weighted evaluation matrix to reflect higher and lower priority site criteria.

– Financial & Operating Model

- We developed an illustrative financial model using the preliminary physical program and key industry metrics. Based upon this analysis, operating costs are estimated to be between \$1 to \$1.5 million, with 30 to 40 percent earned revenue, resulting in required contributed income of between \$600,000 and \$900,000 annually.
- We also examined possible operating models for the cross-cultural facility. There is precedent for public, private nonprofit, and hybrid models. Hybrid models are most likely to accommodate the vision and leverage private dollars.
- Finally, development models were addressed, including public, private, and joint development options. The best development model will depend upon a number of factors including: City resources, participation of private sector, site factors, community and corporate leadership, and others.

Conclusion

Recommendations for Next Steps

- **Cultivate a Project Champion:** A key success factor to any cultural or community project is having project proponents and champions. Ideally, given the characteristics of Bellevue, this should include representatives from the public and private sectors in addition to community leaders. We recommend a small organizing group of leaders, with representatives from the City, community stakeholders, and the corporate sector. The size of the group needs to be small enough to be productive and move the vision forward but also allow for a mix of perspectives and resources.
- **Determine Best Viable Site Options:** Additional detailed site evaluation work should be completed, prioritizing the evaluation criteria and applying these to sites. Information about how the cross-cultural facility could be included or integrated into current and future site plans should be assessed.
- **Integrate into Community and Economic Development Efforts:** Typically, cultural and community facilities are viewed as “anchors” that help support other public investments, surrounding retail and/or other uses, and public spaces. The economic viability and market potential for a cross-cultural facility would also benefit tremendously from integration into existing community and economic development efforts.
- **Refine Physical Program through Detailed Demand Analysis:** Additional demand analysis should be conducted that evaluates partners, resident tenants, utilization, exhibit / visitor experience program, and other factors such that the physical program could be refined and confirmed. This is especially relevant for the performing arts space, although applicable to all program elements.
- **Develop Interim Marketing and Programming Resources:** In the interim, the City and an organizing group could accomplish a number of tasks which would assist with the development of a stronger cultural sector, including the development of shared marketing and collaboration resources for existing programs, as well as the development of additional cross-cultural programs to be held at existing spaces.
- **Build Nonprofit Capacity:** This study identified a need for additional capacity building resources for nonprofit cultural organizations in Bellevue. The City may consider working with partners from the private or foundation sector to create additional resources.

Appendix

List of Interviews Completed

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- Betsy Anderson, Senior Planner, Parks & Community Services
- Blayne Amson, ADA / Civil Rights Title VI Administrator
- Cindy Shelton, Facility Manager, Northwest Arts Center
- Dan Lassiter, Facility Manager, North Bellevue Community Center
- Daniela Munoz, Real Property Agent, Finance & Asset Management
- Doug Sanner, Fiscal & Quality Control Manager, Parks & Community Services Department
- Elaine Acacio, Diversity and Inclusion Administrator
- Emil King, Assistant Director, Community Development Department
- Haruka Kojima, BDAN
- Heather Seigel-Swama, Bellevue YMCA
- Helena Stephens, Initiatives & Equity, Parks & Community Services, City of Bellevue
- Jamie Bonnet, Director of Education, Kidsquest
- Jen Newton, South Bellevue Community Center
- Jennifer Karls, Cofounder & Director, Roots of Inclusion; SEL for Washington
- Jo Anderson, King County Library System
- Karia Wong, Family Resource Coordinator, CISC
- Ken Kroeger, Project Manager, Parks & Community Services Department (aquatic center)
- Ken Wong, Supervisor of Equity and Student Success, Bellevue School District
- Kim Indurkar, Facility Manager, Highland Community Center
- Kristofer Goddard, Public-Private Partnership Manager
- Kyle Stannert, Assistant City Manager
- Lauren Belmonte, Director of Visitor Services, Kidsquest
- Michael Austin, Senior Planner, Community Development
- Michelle Williams – Clark, Bellevue YMCA
- Mike McCormick-Huentleman, Assistant Director, Neighborhood Services, Community Development
- Pam Fehrman, Park Planning and Development Manager
- Philip Peterson, Crossroads Bible Church
- Sara Waltemire, Director of Sales & Events, Meydenbauer Center
- Scott McDonald, Associate Planner, Arts and Culture Program, Community Development
- Shelley Brittingham, Assistant Director, Parks & Community Services
- Shomari Jones, Director, Equity and Strategic Engagement, Bellevue School District
- Tim Carr, CEO, Meydenbauer Center
- Tina Morales, Community Stakeholder
- Vicki Drake, Facility Manager, Crossroads Community Center
- Ying Carlson, Mini City Hall Manager, Community Development
- Yuriana Garcia Tellez, Diversity Outreach and Engagement Administrator

General and Limiting Conditions

- Every reasonable effort has been made to ensure that the data contained in this report are accurate as of the date of this study; however, factors exist that are outside the control of AECOM and that may affect the estimates and/or projections noted herein. This study is based on estimates, assumptions and other information developed by AECOM from its independent research effort, general knowledge of the industry, and information provided by and consultations with the client and the client's representatives. No responsibility is assumed for inaccuracies in reporting by the client, the client's agent and representatives, or any other data source used in preparing or presenting this study.
- This report is based on information that was current as of November 2020, and AECOM has not undertaken any update of its research effort since such date.
- Because future events and circumstances, many of which are not known as of the date of this study, may affect the estimates contained therein, no warranty or representation is made by AECOM that any of the projected values or results contained in this study will actually be achieved.
- No abstracting, excerpting or summarization of this study may be made without first obtaining the prior written consent of AECOM. Further, AECOM has served solely in the capacity of consultant and has not rendered any expert opinions. This report is not to be used in conjunction with any public or private offering of securities, debt, equity, or other similar purpose where it may be relied upon to any degree by any person other than the client, nor is any third party entitled to rely upon this report, without first obtaining the prior written consent of AECOM. This study may not be used for purposes other than that for which it is prepared or for which prior written consent has first been obtained from AECOM. Any changes made to the study, or any use of the study not specifically prescribed under agreement between the parties or otherwise expressly approved by AECOM, shall be at the sole risk of the party making such changes or adopting such use.
- This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.

Site Analysis

Evaluation Criteria

- **Visibility** - Locate the facility in a location that has high visibility. I think this is important because for the most part, there are very few visible physical cues of the ethnic diversity that makes up Bellevue. Bellevue is a relatively newly built city and as such doesn't have a recognizable historical Chinatown or International District that is common in most older metropolitan cities. Even Crossroads is relatively benign when you drive by the mall. Most people aren't aware of the international flavor of Crossroads until they visit the food court within the mall and see the variety of ethnic food offerings and people visiting the mall.
- **Central location** – This is debatable but I think having the Center in a central location like downtown Bellevue or Wilburton emphasizes the "cross-cultural" aspect of the center. A neutral location that isn't specific to any particular ethnic group provides an opportunity to anchor a new neighborhood such as Wilburton as a new "something different" type of place for Bellevue. Rather than using a sports facility (Aquatic Center) to anchor the Grand Connection park, why not a themed "global village" concept? Think epcot center but for real.
- The center should be located as part the fabric of an urban neighborhood rather than a suburban stand-alone facility. Locating the center in a mixed use development would add more energy and flexibility for the cultural center to organically expand/contract with the changing demographic. Being part of a larger development that includes office, residential, retail, cultural and park spaces will help to identify the center as a place rather than just a building. Also, locating in a mixed-use development could potentially cost less to build than a stand alone facility.
- Locate within walking distance of a Sound Transit light rail station. Maximize the opportunity for visibility and access generated by the light-rail line and station locations. The light-rail will bring more visitors to the eastside for work, play, and tourist activities which would increase the level of access beyond Bellevue borders.
- **Iconic architecture** – Cultural Centers provide an opportunity to create iconic architecture and become a tourist attraction. Bellevue in general lacks great architecture. With Amazon coming to Bellevue, there may be an opportunity for corporate sponsorship to help offset the price tag of iconic architecture. Also, naming opportunity similar to a sports stadium. Bellevue doesn't have a major sports team (and has wanted one for a very long time) so might be an opportunity to create something special along with the Great Connection.