

FEED *Creative* GEE

CITY OF BELLEVUE
CREATIVE ECONOMY
STRATEGY



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Introduction

Purpose

Creative Edge Bellevue is a project initiated by the City of Bellevue to identify how the arts, culture, and creative industries (creative cultural sector) contribute to Bellevue’s community and economy. The outcome of the project is the *City of Bellevue Creative Economy Strategy (Creative Economy Strategy)*. Through the *Creative Economy Strategy*, the City of Bellevue seeks 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.

Project Process

The project has been implemented in five phases as seen below.

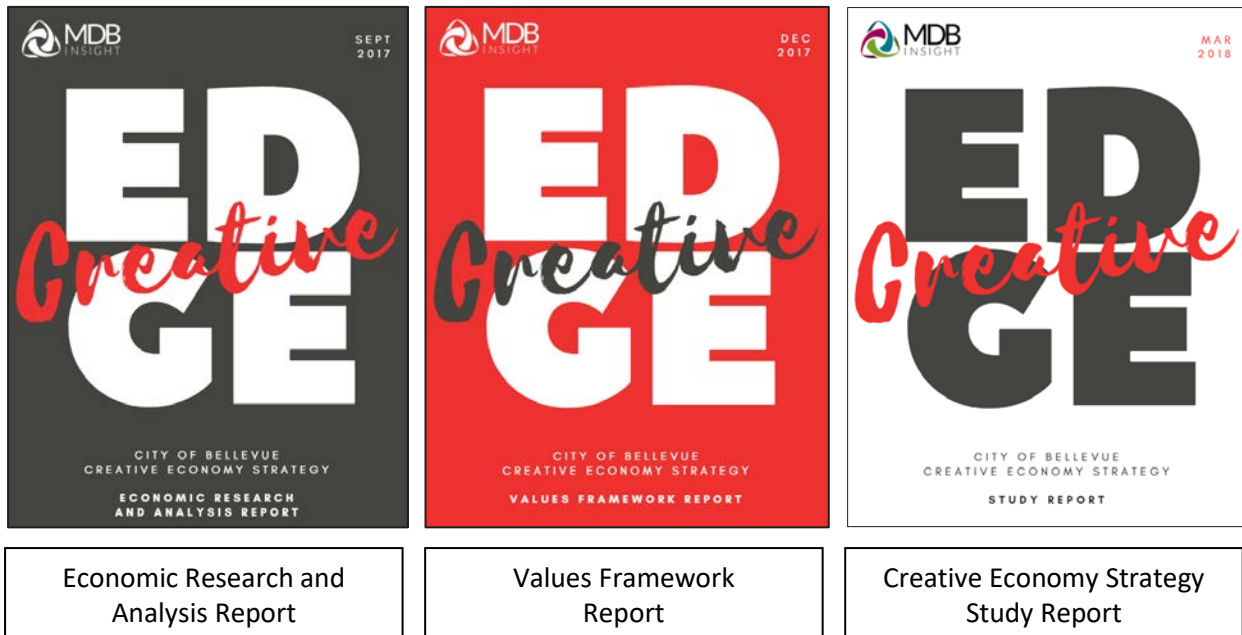


The project was guided by the Creative Edge Bellevue Task Force comprised of leaders from the arts, culture and creative industries sector.

The *Creative Economy Strategy* sets forward a framework of Goals, Outcomes, Short-Term and Mid-Term Strategies and Actions. The strategy is a cumulative document that has been informed by a series of reports that highlight findings from the various elements of the project process. In total, three distinct



documents were prepared that inform the *Creative Economy Strategy*.



The process began with an *Economic Research and Analysis Report* (August 2017). This report provided a statistical analysis of the current state of Bellevue’s creative economy, with comparisons to a dozen peer cities in the United States. The report also included highlights from cultural mapping research that identified and spatially mapped Bellevue’s creative and cultural resources.

A second document, the *Values Framework Report* (September 2017) drew forward key findings from the *Economic Research and Analysis Report* which were extended to include conclusions from two sources. The first was a statistically valid and representative telephone survey of creative enterprises in Bellevue. This was followed by interviews with a range of stakeholders from the City (Council and staff), the arts, culture and creative industries sector, and from business, community, post-secondary stakeholders. The Report identified Value Propositions that defined Bellevue’s strengths as a creative city and economy, together with a series of Strategic Themes emerging from engagement.

Both reports informed a series of meetings and workshops in September 2017. Sessions were held with the Creative Edge Bellevue Task Force, the Bellevue Arts Commission, City staff, and a Community Workshop. These discussions affirmed much of what had been learned through earlier consultations while adding new insights and potential strategies for advancing the creative economy in Bellevue.

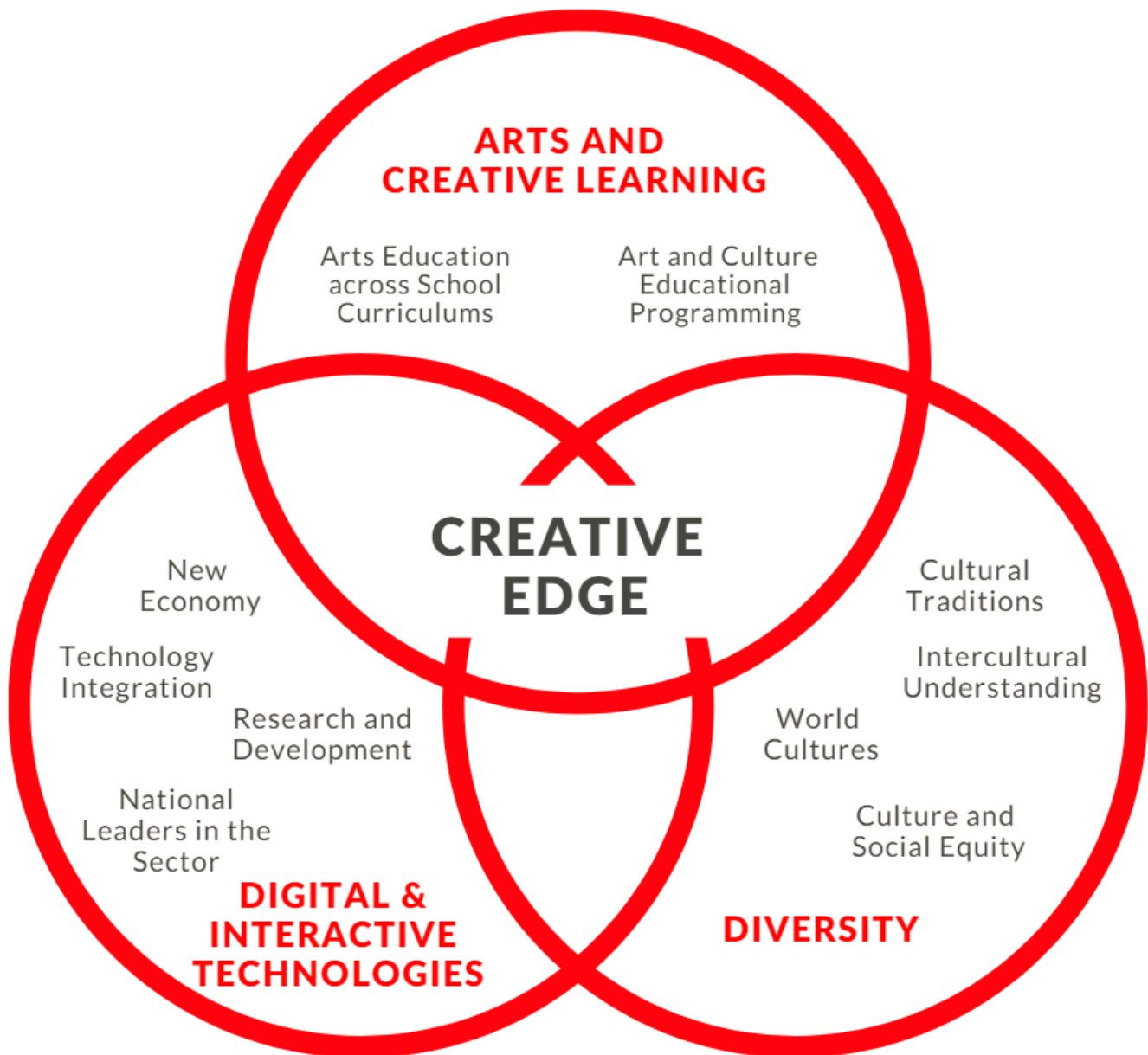
The third document, the *Study Report* (March 2018) is a summary document that synthesizes conclusions and themes emerging from all research and engagement activity. A draft of the *Creative Economy Strategy* was reviewed by the Task Force in February 2018. That input has informed this report.



Bellevue's Creative Edge

A core research question guiding the development of the *Creative Economy Strategy* has been “what is Bellevue’s creative edge?” The question sought to identify a vision for Bellevue’s creative economy that built on its unique strengths and attributes, and that could position Bellevue with a unique and aspirational identity as a creative city. Bellevue’s proposed creative edge is also the vision that will guide and animate the *Creative Economy Strategy*.

Emerging from the research and engagement activity were three distinct strengths-based themes.





Creative Edge Vision Statement

Bellevue is an international center for arts and creative learning and innovation.

Bellevue's creative edge is rooted in diversity, fueled by arts and creative learning, and propelled by technology to drive innovation in the creative economy.

1. Bellevue's creative edge begins with the unrivalled *diversity* of its population. This diversity brings with its rich traditions and forms of cultural heritage together with forms of contemporary creative expression from around the world that offer residents and visitors a cultural life unique in the region.
2. From this foundation, Bellevue's creative edge celebrates an *integrated arts and creative learning* ecosystem that cuts across arts and culture disciplines, non-profit and commercial cultural program providers, and digital and direct experience with artistic and creative expression.
3. Finally, Bellevue is home to global leaders in *digital and interactive technologies* that are transforming all facets of producing and distributing culture. These technologies are propelling innovation through research and development that drive the creative industries and broader creative economy in Bellevue forward.



Advancing Bellevue's Creative Edge

Guiding Principles

The *Creative Economy Strategy* is a document that will be implemented over time engaging a wide range of stakeholders and community members. To support continuity in implementation, the following guiding principles are proposed.

Art and Culture

Reaffirm the power of the arts to trigger creativity and affiliation, fostering the new ideas and dialogue that are essential components to community identity and transformation.

Access

Strive to ensure that arts, culture and creative activities and experiences are accessible across all neighbourhoods and community spaces, ensuring that everyone has an opportunity to participate.

Innovation

Promote and celebrate innovation in the arts, culture and creative sector in support of resilient and sustainable organizations and activities.

Inclusion

Recognize diversity in all its forms including visible minority, gender, sexual orientation, income and socio-economic status, age, and physical abilities.

Collaboration

Support collaboration and interaction among City departments, across the creative cultural sector, and between the sector and business and community partners.

City of Bellevue's Role in the Creative Economy Strategy

There is a shift occurring in governments at all levels from a traditional "planner-provider-deliverer" model to an increasingly collaborative "enabler-convener-catalyst-broker" model or approach to advancing public agendas. Collaboration, within and between municipal departments, between municipalities and the wider public sector, and between municipalities and the wider community and business spheres offers local government the potential to pool talent and resources and address social, economic and cultural opportunities in a more consensual way.

The enabling-convener-broker role is essential to the health of Bellevue's creative cultural sector. These roles build relationships and support knowledge flow, both of which are fundamental to highly functioning creative ecosystems.

Creativity and culture are currently considered by the City at a strategic level across departments. Legacy projects such as the Grand Connection are modeling these cross-departmental connections and interventions that will be sustained and extended in implementing the *Creative Economy Strategy*.



Supporting the growth of the creative cultural sector in Bellevue will require the City to play a greater diversity of roles. Diversifying these roles has human resource implications that will need to be addressed if the *Creative Economy Strategy* is to be successfully implemented.

Different City roles and examples of practice are set out below.

Role	Example
<p>Planning and Investment</p> <p>Integrating arts, culture and creativity into plans, policies, and programs across departments, and investing in the sector at a level commensurate with its contribution to the community and economy in Bellevue.</p>	<ul style="list-style-type: none"> ▪ Supporting and investing in creative placemaking initiatives through collaboration between Arts and Culture, Planning and Community Development, Economic Development, Parks, and Recreation, among others. ▪ Increasing funding for the creative cultural sector needed to expand programming opportunities essential to the success of initiatives such as the Grand Connection.
<p>Partner</p> <p>Establishing and sustaining relationships with external partners including arts, culture and creative industries stakeholders, and community and business partners.</p>	<ul style="list-style-type: none"> ▪ Working in partnership with the Bellevue Downtown Association to broaden program offerings in public spaces including parks to attract residents and visitors to the downtown
<p>Convener and Knowledge Broker</p> <p>Building knowledge, strengthening collaboration.</p>	<ul style="list-style-type: none"> ▪ Convening regular meetings of all groups delivering arts, culture and creative sector programming to better coordinate existing offerings and develop new collaborative programs. ▪ Convening issue-based forums on matters relevant to advancing the creative cultural sector, including collaborative implementation strategies for recommended Actions in the <i>Creative Economy Strategy</i> ▪ Establishing digital platforms for continued communication
<p>Expanding Spaces and Facilities</p> <p>Supporting and enabling the expansion of affordable arts, culture and creative spaces across the community</p>	<ul style="list-style-type: none"> ▪ Creating enabling conditions through levers such as zoning to expand the range of creative spaces across the community. ▪ Providing operating funding to arts and culture facilities in the city



Creative Economy Strategy

The *Creative Economy Strategy* is built on three Goals. These Goals set the context for articulated Outcomes connected with that Goal. Each Outcome is linked to a set of Short-Term and Medium-Term Strategies. Each Strategy provides a coherent clustering of specific Actions. Each Strategy is linked to Metrics to enable the evaluation of progress towards each Outcome and Goal.

The *Creative Economy Strategy* should not be considered a “finished” document. Rather, it should be viewed as a thoughtful starting point based on an assessment of where Bellevue finds itself today, together with the expressed needs and aspirations for the future. The *Creative Economy Strategy* must be dynamic and continue to respond to changing needs and opportunities. New initiatives and actions will emerge throughout the lifespan of the document.

Overview of Goals, Outcomes and Strategies

SUMMARY OF GOALS & OUTCOMES

Creative Edge Themes	Arts and Creative Learning	Digital and Interactive Media	Diversity
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Goals (Results)	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 (Aspirations)	1.1 Strong Cultural Districts	2.1 An Enhanced Civic Image and Profile	3.1 Increased Investment From All Sources
	1.2 Arts and Creativity Embedded Across the City	2.2 An Entrepreneurial and Start-Up Culture in the Creative Cultural Industries	3.2 Increased Sectoral Capacity and Impact
			3.3 Affordable Creative Spaces



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	Promote and Expand Festivals and Events	Build Skills and Knowledge that Supports Start-Ups and Strengthens Entrepreneurship	Implement Local and Regional Partnership Mechanisms	Shape a New Cultural Development Model that Integrates Home-Grown and Satellite Elements	Embrace and Implement an Integrated Vision of Creative Spaces
		Expand the Public Art Program	Raise Awareness of Bellevue’s Diverse Communities and Cultures	Explore Connections Between the Arts and Digital and Interactive Media Including Video Games	Support Knowledge Sharing and Strengthen Sectoral Collaboration	Embrace New Operating Models for Cultural Organizations	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		



Goal 1: Creative Placemaking and a Transformed Public Realm

Bellevue in 2028

Enabling the arts, culture, and creativity throughout the city has transformed the physical form, streetscapes and public spaces throughout Bellevue. Public art is accepted as a core City investment that reaches into every corner of the community. Art and creativity infuse public infrastructure, from public buildings to utility boxes, to bridges. *Public works have become public art.*

Following on the ground-breaking creative placemaking implemented for the Cultural Corridor and Grand Connection project, creative placemaking has become a central planning tenet for community building and enhancing the public realm in all neighborhoods and commercial districts across the city. Arts and cultural programming engages residents, builds community connections and strengthens civic engagement.

Creative placemaking is supported by leveraging community assets such as malls, parks, schools, community centers, and churches as venues for cultural programs and activities. Planning for future civic infrastructure such as schools and community centers now incorporates neighborhood cultural spaces.

In creative placemaking, partners from public, private, non-profit, and community sectors strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.

National Endowment for the Arts.

Outcomes and Strategies

Outcome 1.1 – Strong Cultural Districts

Clear, consistent policies and tools have been implemented to assist the creation of strong cultural districts that have become a defining feature of Bellevue's identity. These districts have created an environment that builds community and stimulates civic engagement providing places where individuals from across Bellevue's diverse communities converge and engage. Affordable creative spaces have been created in the form of artists' studios, shared workspaces, creative hubs, and live-work spaces.

Outcome Indicator: Capacities to preserve, present, and promote community heritage and creative enterprises.

Outcome Metric: The presence or absence of the necessary policies, plans, funding, facilities, businesses, and programs in geographically contiguous areas.

Data Sources: Adopted heritage plans and policies | Business licenses | City budget | Cultural resources database



SHORT TERM STRATEGIES

ZONING CHANGES TO EXPAND CREATIVE PLACES AND SPACES

- Adopt flexible zoning practices that allow for mixed-use in existing and future development as essential to addressing the most significant barrier to creative cultural sector development across the city – the lack of affordable space.
- Leverage zoning changes being developed to support the Grand Connection to extend access to creative places and spaces across the city.
- Examine creative and cultural space needs and opportunities throughout the Neighborhood Area Planning (NAP) process. Adjust neighborhood zoning to accommodate the development of future cultural facilities and creative spaces.

Metric: Integration of creative spaces/places needs into City planning and decision-making.

MIDTERM STRATEGIES

REALIZE OPPORTUNITIES IN BELLEVUE'S EXISTING AND PLANNED CULTURAL DISTRICTS

- Invest in implementing the vision of a Cultural Corridor set out in the Grand Connection's *Arts and Cultural Plan* to support a vibrant Downtown Bellevue.
- Make anchor City investments in cultural district-based programming to encourage district programming by arts and cultural groups and organizations in Bellevue.
- Coordinate district-based cultural programming delivered by all groups and organization.
- Enhance key public spaces in Downtown Bellevue for cultural uses including the Downtown Park, Compass Plaza, and the Bellevue Transit Center.
- Amend the BelRed Subarea Plan to officially define the BelRed Arts District in recognition of the significant role already being played by arts and culture in enhancing community vibrancy and cultural vitality.
- Retain BelRed's existing critical mass of artists and arts activity, and attract new creative professionals to live and work in the District by investing in new cultural spaces, facilities, and amenities.
- Prioritize the public art and performance space incentives for private development to integrate an arts identity throughout the redevelopment of the BelRed Arts District.

Metric: Increase over time the # of businesses in each of the cultural industries, according to NAICS codes.



CASE STUDY Partnering with Artists to Solve Problems

Artisan Manufacturing Zoning Amendment, Nashville TN

Artists were constrained with few suitable work and live/work spaces in the urban core that were affordable due to gentrification and zoning barriers.

STRATEGY

In 2014, the Metro Nashville Arts Commission (Metro Arts) was assigned to facilitate the community process to develop the arts, culture, and creativity section of the *NashvilleNext* long-range plan. The Commission worked with artists to explore barriers and develop solutions. They discovered that few spaces were amenable to light manufacturing such as the small batch production of textiles and other material goods as well as food. Zoning barriers also restricted the co-location of production and retail spaces in existing mixed use, commercial, and industrial areas. These barriers existed in context of the fact that a sizable portion of industrial land was identified as underutilized land that could be suitable for small manufacturing and co-working space.

ACTION

The planning process generated many arts and culture planning priorities, including a policy goal to create or streamline land use, zoning, and permitting tools to encourage the creation and enhancement of creative neighbourhoods and cultural districts. One notable policy success championed by Metro Arts was the creation and adoption of an Artisan Manufacturing Zoning Amendment in August 2015.

The adopted Amendment included:

- The creation of a new use definitions for Artisan Manufacturing and allowing this use with conditions in most mixed-use, commercial, and industrial zoned areas of Nashville Davidson County;
- The clarification of existing definitions for Rehearsal Hall, Theatre, Commercial Amusement (indoor), and Cultural Center and designation as allowable with conditions within artisan manufacturing;
- New allowances for parking for arts uses within Artisan Manufacturing; and
- New allowances for multi-family live/work housing within Artisan Manufacturing, i.e., a maximum of two live/work units on the same industrial parcel with exceptions around storage to protect health and safety.

RESULTS

The Artisan Manufacturing Zoning Amendment created clearer categories for arts and culture-related uses and removed some barriers and special permit requirements for artisan and small micro businesses.



Outcome 1.2 – Arts and Creativity Embedded Across the City

Bellevue is a city where spontaneous encounters with art and creativity are experienced in all neighborhoods, commercial districts and public spaces across the city. Creative placemaking is a lens that informs City planning, providing an integrated vision of the role of arts, culture, and creativity play in building a rich public realm that attract residents and growing numbers of visitors.

Indicator: The percentage of residents satisfied with arts, culture, and heritage offerings.

Metric: Track responses to the survey question: “How satisfied are you with the selection of arts, culture, and heritage offerings in the city?”

Data Sources: Local resident survey

SHORT TERM STRATEGIES

EMBED CREATIVE PLACEMAKING IN CITY PLANNING

- Invest in implementing the creative placemaking strategy set out in the Grand Connection’s *Arts and Culture Plan*. Leverage successful implementation of the Plan to model creative placemaking methods and approaches that are integrated into all City planning.
- Create a register of buildings with heritage value in the city as one element of creative placemaking.

EXPAND THE PUBLIC ART PROGRAM

- Establish a public art policy that commits the City to predictable annual investments in public art, in keeping with practice in many municipalities in the region.
- Expand public art installations in neighborhoods across the city that facilitate the creation of gathering places in neighborhoods for cultural programming and exchange.
- Ensure that Bellevue’s diversity is reflected in the city’s public art program and increase the visibility of the city’s diverse communities in public spaces and places.
- Leverage the city’s strength in digital and interactive media to create immersive public art installations that can be a key element of Bellevue’s cultural brand.
- Address the need for both temporary and permanent public art installations.

Metrics

Increase over time the % of residents who believe they can have a positive, creative impact on their community based on local surveys.

The total number of listed cultural heritage properties on the City register.



MIDTERM STRATEGIES

ENABLE NEIGHBORHOOD-BASED CREATIVE PLACEMAKING

- Building on current efforts, entrench a creative placemaking perspective in all neighborhood planning.
- Ensure Bellevue’s diversity is reflected in all creative placemaking projects and initiatives.
- Work with arts and culture sector organizations in Bellevue to deliver neighborhood-based arts and cultural education and programming.
- Drawing on leading practice, use creative placemaking initiatives to engage communities in building social capital and connectedness in Bellevue’s neighbourhoods.
- Leverage the use of existing community assets such as malls, parks, schools, community centers, and churches as venues for cultural programs and activities.
- Incorporate neighborhood cultural spaces during the planning for future civic infrastructures such as schools and community centers.

Metric: Increase over time the % of residents who believe they can have a positive, creative impact on their community based on local surveys.

CASE STUDY: Arts Infused and Inclusive Community Planning

Creative City Making Program, Minneapolis, MN

The City of Minneapolis wanted to foster fresh and innovative approaches to address long-term transportation, land use, economic, environmental, and social issues.

STRATEGY

The City decided to partner with Intermedia Arts, a cutting-edge art center in Minneapolis, who had a history of working with surrounding neighborhoods and various municipal agencies. In 2011, the City and Intermedia Arts formed the Creative CityMaking Program (CCM). They initiated discussions with community members through a variety of planning projects with the goal of increasing participation of under-represented communities in determining the city’s future.

ACTION

- The program formed artist-planner teams of local practicing artists and city planners.
- Teams initially focused on small-area plans for distinct geographic areas of the city and evaluated the city’s surveying efforts to inform historic preservation policy.
- Other teams focused on action plans regarding a Light Rail Transit Station Area.
- During 2013, CCM focused on a set of short-term goals and small community changes with the idea that small and strategic change that impacts individuals, ecosystems, economies, and/or social systems will lead to larger changes.

RESULTS

Artist-planner collaborations brought new people together and inspired innovation that bled into other city departments. In assessing their efforts, artists, planners and evaluators came to define the practice as “arts infused and inclusive community planning.” By 2014 the project had resulted in many new tools and strategies that foster engagement in community planning among under-represented communities. The arts also brought playful and more accessible qualities to the process of community engagement in complex planning processes.



Goal 2: Creativity and Culture as a Key Driver in Innovation and Economic Growth

Bellevue in 2028

An integrated arts, culture and creative sector, is recognized as an important and legitimate sector of the economy that also makes significant social contributions to the city. The vibrancy of Bellevue's arts and cultural scene has made it a widely recognized cultural destination attracting new residents and supporting a flourishing tourism sector.

Over the past decade, digital technologies have transformed Bellevue's cultural sector by enabling new forms of creation, production, distribution, access, and participation. Bellevue's leveraging of its strength in digital media in support of its arts, culture and creative sector has made it a national leader and model in creative cultural sector development. The City has partnered with industry to invest in platforms and applications that contribute to the visibility of local artists, training activities that help them to experiment and create with digital technologies, and various measures to protect copyright. Policies and strategies related to the creative cultural sector have been transformed. To support continuous innovation, the policy and planning paradigm in the new digital environment is characterized by continuous interaction and collaboration.

Outcomes and Strategies

Outcome 2.1 – An Enhanced Civic Image and Profile

Bellevue is widely recognized as a vibrant community characterized by a high quality of life, an exceptional parks system, thriving arts and culture districts and corridors, and a vital arts and cultural scene. It is a "must see" cultural destination in the region. The city's image as a creative city attracts new residents who wish to live and work in Bellevue. The same image strengthens tourism and boosts local spending.

Indicator: Increase over time the # of visitors in Bellevue.

SHORT TERM STRATEGIES

PROMOTE AND EXPAND FESTIVALS AND EVENTS

- Increase awareness and promotion of existing festivals and events organized by different diverse communities, and connect these events with the wider creative cultural scene in the city.
- The *Bellevue Destination Development Plan* contains a wide range of recommended initiatives that can strengthen and grow cultural festivals and events. Among its recommendations:
 - Develop a Festivals and Events Strategy, Festivals and Events Council, and Festivals and Events Development Fund.
 - Establish an Events and Festivals Strategy for the Grand Connection.



- Create special events and social media promotion for interdisciplinary events that combine culinary and other cultural activities to attract multiple markets.

Metrics:

Increase # of seasonal distribution of celebrations and festivals.

Growing attendance at festivals and events

RAISE THE AWARENESS OF BELLEVUE'S DIVERSE COMMUNITIES AND CULTURES

- The *Destination Development Plan* acknowledges the importance of the city's diversity as a defining characteristic. Among its recommendations:
 - Develop a Culture Trail that builds on the city's rich and important tapestry of ethnic and cultural experiences.
 - Establish a Multicultural Arts Council through collaboration with community groups to create "new dynamic multicultural experiences that strengthen visitation opportunities to Bellevue and supplements existing venues and experiences by diversifying their offerings."
- Explore platforms that address the needs of non-Western cultures in Bellevue

Metric: # of community cultural organizations and artists from native or diverse ethnic communities who have received City culture funding and amount of funding received.

MIDTERM STRATEGIES

EXPAND AWARENESS OF BELLEVUE AS A CULTURAL DESTINATION

- Implement the *Destination Development Plan* recommendation for a Nightlife Strategy.
- Raise awareness and increase profile for existing cultural activities and experiences in the city leveraging a range of websites and digital platforms. Examine best practices in user-driven cultural calendars in other communities.
- Ensure the inclusion of programs or activities being delivered by diverse cultures in the city.
- Consider developing a cultural brand and marketing strategy to expand awareness.

Metric: Track responses to the survey question: "How likely are you to recommend Bellevue as a vibrant arts and cultural destination?"



CASE STUDY Enabling Communities to Be Their Best

Festal at Seattle Center, Seattle, WA

The Seattle Center needed to balance free public programming and creating an inclusive environment, with making festivals more cost effective.

STRATEGY

A redevelopment of the Seattle Center campus in the mid-90s served as a catalyst for the formation of Festal as a group of united festivals. Rather than each festival functioning as a stand-alone event, the Seattle Center helps communities to produce and promote their festive gatherings under the umbrella of one event series. This yearlong series of free weekend festivals offers visitors a glimpse into the dynamic cultures of our region through music, dance, hands-on exploration, exhibits, foods, children's activities and more. The series

ACTION

- Seattle Center offers both event space and services to ethnic communities.
- Staff collaborates with intergenerational teams in each community on event planning and logistics.

RESULTS

Since presenting the first MLK Day festival in 1997, Festal has grown to partnering with 23 ethnic communities who share their culture and build community through their yearly festivals.



Outcome 2.2 – An Entrepreneurial and Start-Up Culture in the Creative Cultural Industries

Despite the proximity of global leaders in software and digital media, the vast majority of creative cultural enterprises in all jurisdictions are small and medium-size businesses. Success in launching and sustaining these enterprises requires specific competencies, including entrepreneurial skills. Relative to many other business enterprises, the start-up costs for creative cultural industries are lower with few large capital infrastructure needs. However, as with the non-profit side of the creative cultural sector, new enterprises are challenged by the high cost of space in Bellevue.

Indicator: Technology Index Score 2017 Baseline: 240.

Metric: Increase over time the % share of high-tech firms and the high-tech location quotient in Bellevue.

Data Sources: US Economic Census

SHORT TERM STRATEGIES

EXPLORE CONNECTIONS BETWEEN THE ARTS AND DIGITAL AND INTERACTIVE MEDIA INCLUDING VIDEO GAMES

- Raise the profile of digital and interactive enterprises, many of which fly under the radar for many in the arts community, as well as the community-at-large.
- Leverage the *Destination Development Plan's* recommendation to establish a High Tech Working Group “to consider opportunities for an event, festival or attraction that could reflect individual or collective research, talent, work, products or activities that would also benefit Bellevue as a visitor destination”. Ensure representation from one or more creative cultural industries on the Working Group.
- Examine best practices in non-profit arts and cultural organizations leveraging digital media as a tool for creating, producing, presenting and distributing cultural content across many artistic disciplines. In particular, examine success models used by artists and cultural content creators’ that leverage networks, including social media and crowd-sourced funding, to connect content to markets.
- In addressing affordable space needs in Bellevue, work toward co-locating independent artists, non-profit arts and culture groups, and offices for small enterprises in digital and interactive technologies.

BUILD SKILLS AND KNOWLEDGE THAT SUPPORTS START-UPS AND STRENGTHENS ENTREPRENEURSHIP

- Promote the Startup 425 Workshops established by the City’s Cultural and Economic Development Office across the creative cultural sector of aimed at assisting technology companies to succeed by strengthening entrepreneurship and other essential small business skills/competencies.
- Encourage the participation of creative cultural industries in the “One Million Cup” program, aimed at building an entrepreneurial ecosystem in Bellevue.
- Identify online learning resources geared to building entrepreneurial skills in the creative cultural sector.



Metric: Track responses to the survey question: “How likely are you to recommend Bellevue as a place to start and grow a creative business?”

Metric: # of businesses who report they have an arts and cultural plan.

MIDTERM STRATEGIES

LEVERAGE STRENGTHS IN DIGITAL AND INTERACTIVE MEDIA

- Work with Washington Interactive to explore the potential for a transmedia¹ incubator or accelerator in Bellevue in conjunction with the industry.
- Support participation in the Washington Interactive’s initiative to introduce greater diversity in the interactive media sector.
- Foster a culture change in the arts and culture sector that comes to view digital technology and the resulting innovation as integral to organizational identity and operations, rather than an add-on or distraction from artistic or public service mission.

Metric: % increase of community cultural organizations in private revenue, volunteer hours, or in-kind services by creative firms.

CASE STUDY: Bringing Artists and Techies Together

TechniCulture, Philadelphia, PA

Recognizing that the creative economy is a big driver in the community, the Greater Philadelphia Cultural Alliance sought to conjure a spirit of entrepreneurialism and experimentation across the arts and tech spaces.

STRATEGY

TechniCulture was launched as an opportunity to connect artists and techies and use technology to make new artistic and organizational connections, encourage and inspire cultural organizations to think more innovatively and entrepreneurially, and to celebrate our region’s burgeoning tech resources. The core activity was innovation micro-residencies, a collaboration between an arts organization and a digital technologist who were paired up to solve a problem.

ACTION

- An Advisory Committee of leaders working outside of arts and culture gives vision to the initiative.
- In 2015, an event was hosted at Philly Tech Week, a festival celebrating technology ventures.
- TechniCulture Residency Awards placed a resident technologist into three cultural organizations.
- These organizations presented at the 2016 TechniCulture event.
- One organization received a \$20,000 award to continue the collaboration funded by the Barra Foundation. The two runners up received awards of \$10,000 each.

RESULT

Feedback on the pilot program resulted in findings that have improved the interactions between artists and technologists, including shifting the focus from technology itself to audience engagement and user experience. They also realized that each group needed time to explore each other’s approaches to the creative process.

¹ Transmedia is commonly defined as a narrative or project that combines multiple media forms. A transmedia project may combine many different types of prints or prose text, graphics and animation, or work across multiple platforms



Goal 3: A Resilient and Sustainable Creative Cultural Sector

Bellevue in 2028

A culture of collaboration is embedded in Bellevue's vibrant creative cultural sector. Strong connections and partnerships have been forged across cultural disciplines, and between public, non-profit and for-profit enterprises and activities in the city. Many of Bellevue's non-profit arts and culture groups are seamlessly linked to commercial creative cultural industries of all kinds. In assuming a wider set of responsibilities, the City has created a robust enabling environment for the creative cultural sector supporting the continuous flow of knowledge through community and online forums. This knowledge flow fuels innovation in cultural development and growing the creative economy.

In recognition of the important contributions made by the creative cultural sector to social and economic development in Bellevue, the City has increased its investment commensurate with these contributions. City investments in the sector have leveraged contributions from philanthropic, community, and business sources.

Creative spaces in Bellevue are understood as an interrelated and interdependent system rather than individual buildings or facilities. Creative spaces and facilities are distributed across all neighborhoods and commercial spaces. These spaces support activities that range from community arts to professional arts creation and presentation. They are inclusive spaces that celebrate the city's diversity and foster inter-cultural engagement. Flexible City zoning has enabled the creation of spaces in existing and new developments across the community and provide incentives to private developers to build creative spaces into development proposals.

Outcomes and Strategies

Outcome 3.1 – Increased Investment from All Sources

Increased investment in the sector by the City has leveraged investment from philanthropic, community and business sources in the community and beyond. Increased investment from businesses includes contributions from large corporations in the area (Microsoft, Amazon, Costco, and Expedia) as well as local businesses. Enhanced collaboration within the sector has led to greater impacts in the community which in turn have built confidence and respect from all funders. All partners have come together to develop a Cultural Investment Strategy to support a resilient and sustainable creative cultural sector.

Indicator: Funds leveraged by municipal investment in arts and culture grants.

Metric: % Increase in operating budgets of community cultural organizations that received grants from the City. This is a total of earned revenue, private revenue, public funds, and other funds.

Data Sources: Annual Budget Reports



SHORT TERM STRATEGIES

IMPLEMENT LOCAL AND REGIONAL PARTNERSHIP MECHANISMS

- Examine the requirements for the Bellevue Arts Commission to facilitate new cross-sectoral partnerships connecting stakeholders within the creative cultural sector to the City and to supportive community, philanthropic and business partners.
- Examine existing models of regional collaboration in other sectors, such as the Innovation Triangle or A Regional Coalition for Housing (ARCH) to determine the mechanism best suited to the creative cultural sector.
- Continue the discussion among participants in the Creative Edge Bellevue process to determine the most effective models or mechanisms for collaboration.
- Ensure the inclusion of younger artists and cultural professionals together with representatives from Bellevue's diverse communities in establishing any partnership mechanisms.

Metric: Is there a cross-sectoral collaboration mechanism for culture external to the City? How often does it meet?

SUPPORT KNOWLEDGE SHARING AND STRENGTHEN SECTORAL COLLABORATION

- Support “the essentials for collaboration and capacity building” by convening regular meetings to support knowledge sharing and relationship building, building shared calendars of events, and promoting institutional mentoring in the sector.
- Adopt a strong narrative to generate new resources for the sector, one that communicates the contribution of the sector to economic development and community resilience.
- Examine best practices for digital platforms to sustain communication and the flow of knowledge within the creative cultural sector and between the sector and the City, community, and business partners.
- Designate existing facilities in the community as cultural hubs and spaces for sectoral dialogue and knowledge-building.
- Convene an annual Creative Bellevue Summit that brings diverse representatives from the creative cultural sector, the City, business, community and educational partners to assess success in implementing the *Creative Economy Strategy* over the past year, to undertake “opportunity citing” in response to new developments, and to continue to build cross-sectoral relationships.
- Recruit or develop an arts school that offers Bachelor of Fine Art education.

Metric: Is there a cultural resources database, and is it maintained?



MIDTERM STRATEGIES

DEVELOP A CROSS-SECTORAL CULTURAL INVESTMENT STRATEGY

- Develop a Cultural Investment Strategy connecting public, private and philanthropic resources to support the implementation of the *Creative Economy Strategy* and ongoing creative cultural sector and creative economy development.

Metric: Is there a cross-sectoral collaboration mechanism for culture external to the City? How often does it meet?

CASE STUDY Enhancing Urbanization through Arts and Culture

City of Surrey, Canada

The City of Surrey sought to raise the profile of the community to better attract new residents, businesses and investment.

STRATEGY

The City decided to link arts and culture to urbanization goals. This vision and direction is enshrined in the City's 2012 Cultural Plan which adopted the theme "Enhancing Urbanization through Arts and Culture." The focus of the Plan is on a series of enhancements including: city and town centres; sense of community and involvement; economy; and city efforts. The Plan also recast the City's role, working to foster communications between cultural groups and leading initiatives aimed at strengthening a sense of pride in the diversity of the community.

ACTION

- An expansion of the Surrey Museum and upgrades to conservation standards at the Surrey Art Gallery.
- A sponsorship strategy designed to identify, promote, cultivate, coordinate, recognize and retain a range of sponsors for the arts and cultural sector.
- Resources for print-based and social media promotion and communication tools for cultural organizations to profile and reach audiences in the city and beyond.
- An arts and culture report card that illustrates the growth and type of activity occurring in the culture sector.

RESULTS

Arts and culture have and continue to play a vital role in the urbanization and invigoration of Surrey and have led to major capital and program investments including the Newton Cultural Centre and the Surrey City Centre Library. It has also helped generate continued support for arts and culture programming like the Fusion Festival, the International Children's Festival, and the Vaisakhi Parade; as well as funding for the public art program totalling \$3.75 million over 12 years.



Outcome 3.2 – Increased Sectoral Capacity and Impact

The creative cultural sector has embraced new ways of thinking and acting that led to increased capacity in individual organizations and enterprises as well as the sector as a whole. New operating and financial models have been embraced leading to enhanced organizational resilience and sustainability. The sector has established a common voice that communicates the importance of arts, culture and creative industries to Bellevue’s economy and civic life.

Indicator: The capacity to innovate, provides public benefits, and grows local arts and heritage offerings and creative enterprises.

Metric: Track responses to the survey question: “I have the resources and partnerships to evolve my art form or creative enterprise, subsidize free programming or services for underserved people, and expand the reach of my work to new audiences or markets?”

Data Sources: Bi-Annual Arts Survey | Bi-Annual Business Survey

SHORT TERM STRATEGIES

SHAPE A NEW CULTURAL DEVELOPMENT MODEL THAT INTEGRATES HOME-GROWN AND SATELLITE ELEMENTS

- Embrace and communicate a clear vision of Bellevue as a place where art is created, not just presented.
- Create pathways (including affordable space) to support the emergence of Bellevue-based professional artists and emerging cultural organizations and creative enterprises.

Metric: Does the municipality have an (updated) cultural plan approved by Council?

DEVELOP A CITY-WIDE ARTS AND CULTURE PROGRAMMING STRATEGY LINKING INSTITUTIONS AND ORGANIZATIONS

- Facilitate discussions with the many groups in the community delivering arts, culture and heritage programming to explore opportunities for collaboration. Identify gaps or areas of need as well as exploring opportunities for new collaborative program offerings.
- Coordinated programming can support creative placemaking objectives for the Cultural Corridor of the Grand Connection, and ongoing development of the BelRed as an arts district.
- Recruit satellite facilities or organizations with their homes in Seattle that provide residents of Bellevue with access to a greater diversity of professional programming than would otherwise be available.

Metrics:

people visiting and/or using programs or products that did not exist three years ago.

% of revenue coming from offerings that did not exist three years ago.



MIDTERM STRATEGIES

EMBRACING NEW OPERATING MODELS FOR CULTURAL ORGANIZATIONS

- Build capacity in the sector to use social media to raise awareness and increase engagement in arts and cultural activity, including arts education programming; organize social media “boot camps” for arts and cultural groups.
- Promote new operating models that include crowd-sourced funding, temporary collaborations/collectives, co-creation and participation with audiences, and leveraging digital media in all facets of operations.
- Celebrate existing anchor cultural institutions and discover the aspirations of smaller and emerging arts and culture organizations. Encourage and facilitate larger institutions playing a mentoring role for smaller groups. Embrace a programming vision of compact, flexible organizations delivering diverse programming in diverse locations throughout the community.

Metric: Increase over time the # of workers in cultural industries, and # of residents who consider themselves artists.

CASE STUDY Space and Services for Arts Start-Ups

Arlington Arts Incubator, Arlington, VA

A 7-minute drive from the Potomac River, which is the border between Arlington and Washington D.C., Arlington wanted to create an environment to attract arts organizations and professional artists from Washington D.C. to serve better communities throughout the county.

STRATEGY

A program of Arlington Cultural Affairs, the incubator concept is to provide free live/work space and services to arts organizations so that they can focus on organizational development and programming excellence. The incubator was officially launched in 1990 through the adoption of a new County policy for the support of arts organizations and individual artists.

ACTION

- Repurposed the historic Maury School in Arlington, VA.
- The facility offers 17,000 square feet of space including two classrooms, nine exhibitions galleries, 13 live/work studios; 1 studio is reserved for visiting artists
- Most inhabitants are professional artists from Washington D.C.
- Visiting artists often offer workshops for adults or children during their stay.

RESULTS

Between its establishment in 1990 and 2010, the Arts Incubator has doubled the number of arts groups in Arlington, and the number of arts events have increased more than 500 percent. In 1996, the Arlington County Arts Incubator won the Ford Foundation’s Innovations in American Government Award.



Outcome 3.3 – Affordable Creative Spaces

Affordable space is the single most significant barrier to arts and cultural organizations and creative industries locating and remaining in Bellevue. Supporting flexible City zoning that enables multi-use structures in existing or new developments enables the creation of creative spaces addressing a range of needs. Innovative creative hubs have emerged that are multi-function, multi-tenant environments that enable synergies and collaborations that propel cultural development and the creative economy in Bellevue. Affordable space is a magnet attracting creative talent and enterprise from Seattle to Bellevue.

Indicator: Space security

Metric: Track responses to the survey question: “My organization or business has reliable access to affordable space that meets our needs?”

Data Sources: Bi-Annual Arts Survey | Bi-Annual Business Survey

SHORT TERM STRATEGIES

EMBRACE AND IMPLEMENT AN INTEGRATED VISION OF CREATIVE SPACES

- Adopt a whole system perspective related to creative space planning that cuts across the arts and culture value chain: *creation* (e.g. artists’ studios), *production* (e.g. recording studios), *presentation* (e.g. exhibition or performance spaces), *gathering* (e.g. community or neighborhood hubs), and *housing* (e.g., live/work space, affordable housing). Ensure that spaces accommodate needs across the continuum of community arts to professional arts practice and exist in all parts of the city.
- Identify and leverage cultural use for new or repurposed presentation and participation platforms such as shopping centers, churches, schools, community and recreation centers, parks, and multi-purpose community hubs.
- Build relationships and strengthen coordination with the Bellevue School System to enhance access to school facilities

Metric: The total square footage of appropriately zoned space, and cost per square foot.

INVENTORY AND MAKE USE OF UNDERUTILIZED SPACES IN THE COMMUNITY

- Build a publicly accessible inventory of underutilized City-owned properties. This could include spaces under bridges, small parcels left unused after development projects, and parks as venues for cultural presentation and participation.
- Retrofit aging or underutilized suburban retail space as places for community programming and creative placemaking as well as potential spaces for incubators or shared work spaces, studio spaces, makerspaces, among others.

Metric: # and distribution of cultural facilities and spaces owned by the City, not-for-profit and private.



MIDTERM STRATEGIES

BUILD A SYSTEM OF DIVERSE AND ACCESSIBLE CREATIVE SPACES

- Establish a Cultural Infrastructure Fund, beginning with a legacy investment by the City, to leverage and attract private and public donations.
- Build relationships with developers to encourage the integration of creative spaces into new buildings or the redevelopment of existing structures.

Metric: Total annual capital arts and culture expenditures by public and private entities.

CASE STUDY: Turning Artist Renters into Owners

Make a Mark Loan Program, Nashville, TN

Nashville identified the need to create and preserve affordable artist space, and “revitalize neighborhoods through focused placemaking driven by the creative community.”

STRATEGY

Make a Mark is a program of The Housing Fund which is a Community Development Financial Institution (CDFI). It provides loans to artists and non-profits for the purchase, rehab, and/or new construction of artist live/work or workspace in the Nashville or Davidson County area. To be eligible, artists must earn 80% Area Medium Income or less, or the property must be in a low-to moderate-income census tract. The program tracks the impacts loans have on neighborhoods, including: changes in population; increase in arts/cultural activity; and increase in financial investment in community.

ACTION

- The Kresge Foundation and Surdna Foundation provided \$200,000 in seed funding for a 2-year pilot.
- The Housing Fund leveraged these funds to create a total loan pool of up to \$1,000,000.
- The Housing Fund matched each approved loan request 4:1, and works with applicants to develop specific loan terms advised by staff and an Artist Advisory Committee
- The Advisory Committee consists of representatives from the Metro Arts Commission, non-profit cultural organizations, lenders, local government representatives, developers, and artists.

RESULTS

The program is currently focusing on making investments in the Buchanan Street Arts District, but ultimately wants to assist/establish creative hubs outside downtown Nashville and the urban core to expand to all Tennessee counties. The Kresge Foundation and Surdna Foundation paired up to provide similar seed funding for programs in Toledo, Santa Fe/Albuquerque, Philadelphia, and Baltimore (all in January 2015).