

# Cross-Cultural Study

## Update

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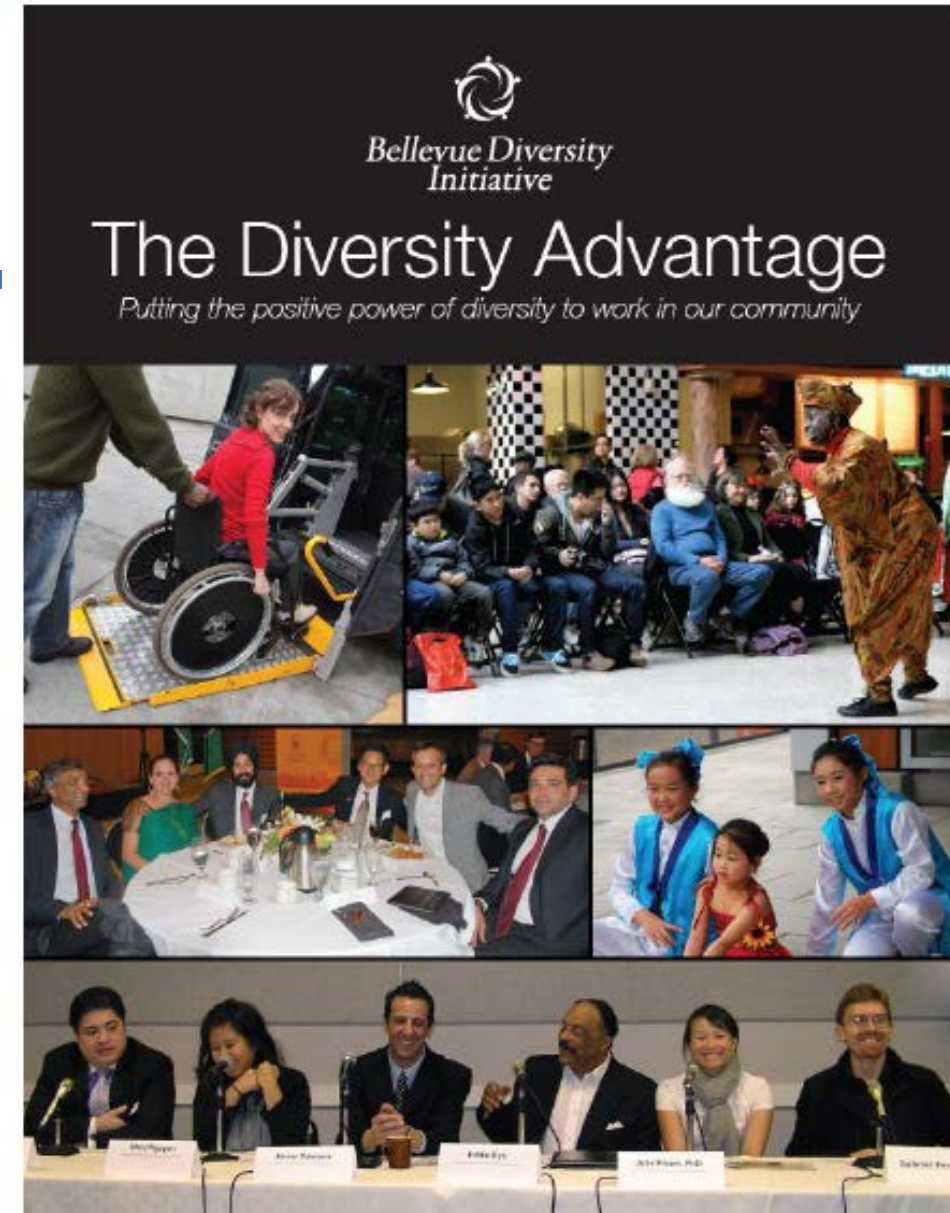


# Diversity Advantage Plan

## Cultural Competence in the Community, Rec. # 3

*“Convene a community advisory group to explore a charter to establish a “Bellevue Diversity Institute...” Its mission would be to educate, celebrate, challenge and inspire Bellevue to be a welcoming and inclusive community that embraces diversity.”*

Cross-Cultural Programming Public Outreach Study 2018, City of Bellevue



City of Bellevue

# Background

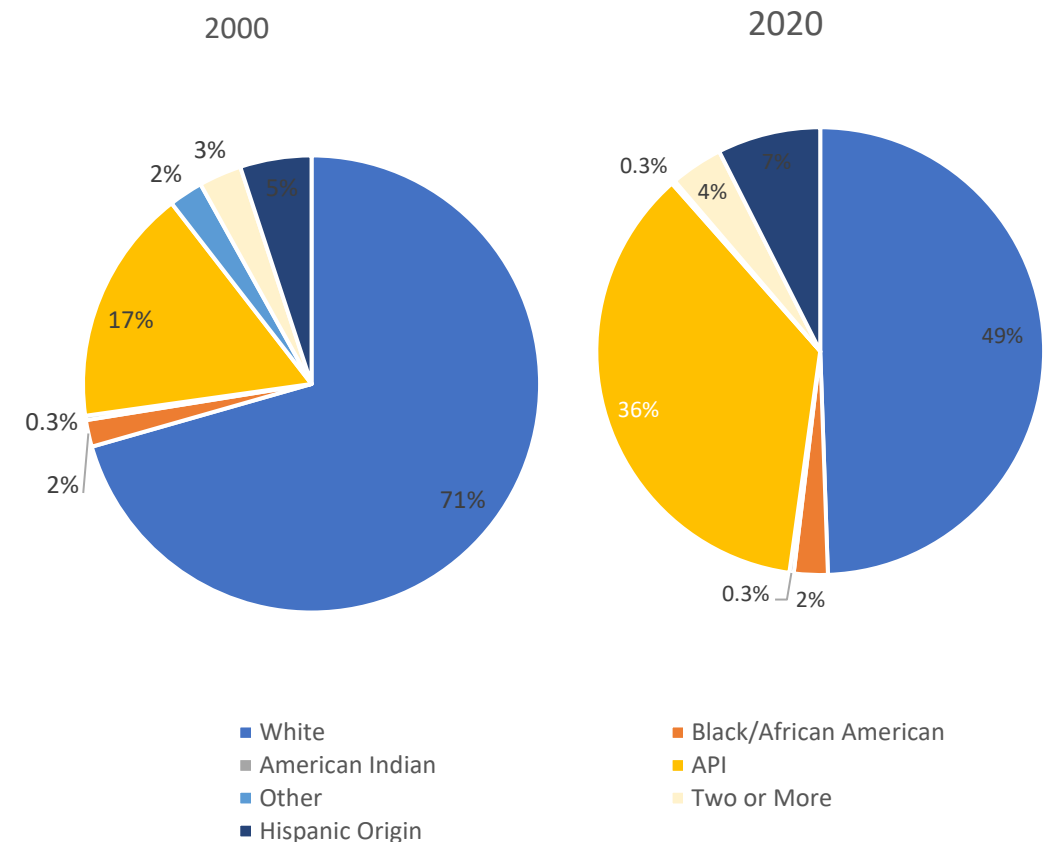
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- 2018 – *Cross-Cultural Programming Public Outreach Study*
  - Community feedback from 443 survey participants and 125 workshop attendees.
  - Identification of barriers to participating and increasing demand for cross cultural gathering spaces
- May 2019 - Council direction to pursue a feasibility study
  - Supply and demand analysis
  - Assessment of current public and private gathering spaces
  - Exploration of cross-cultural facility in Bellevue

# What are implications of demographic and economic factors?

- **Increasingly diverse population**
  - Largest “majority – minority” population in Washington
  - Increasing % of foreign-born residents
  - Younger age demographic is more diverse
  - Significant diversity within racial groups
- **Age, Income & Education**
  - High income and education levels favorable for cultural facilities
  - Slightly older population relative to region
- **Economic Trends**
  - Strong economy fueled by major technology companies and Seattle head tax
  - Workforce interested in downtown residential
  - Retail will face pre-and post-COVID challenges, could provide synergistic opportunities

City of Bellevue Race and Ethnicity  
Demographic Trends







## Phase 1: Cross-Cultural Programming Public Outreach Study



City of Bellevue

# Scope of Work

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1. Does increased cross-cultural engagement enhance the overall quality of life for long term and new residents in Bellevue?
2. What is the interest level of organizations and community members to participate, attend, and support cross-cultural programming?
3. What are resources and program needs of community groups to be engaged support their ability to thrive in the city?
4. What opportunities and ideas can be leveraged to create an environment for increased cross-cultural exchange and engagement that help build community?



# What I want others to understand and learn about my identity and culture?

- Personal Values / Customs
- Arts & Culture
- History and heritage
- Community Concerns



# What can prevent me from participating in diversity and multicultural activities?

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**50%**  
of respondents  
identified time of  
day as a barrier

- Location / transportation
- Language / Culture
- Cost
- Childcare
- Not feeling welcomed
- Safety
- Disability
- Other

Cross-Cultural Programming Public Outreach Study 2018, City of Bellevue



# Engagement and Use of Resources

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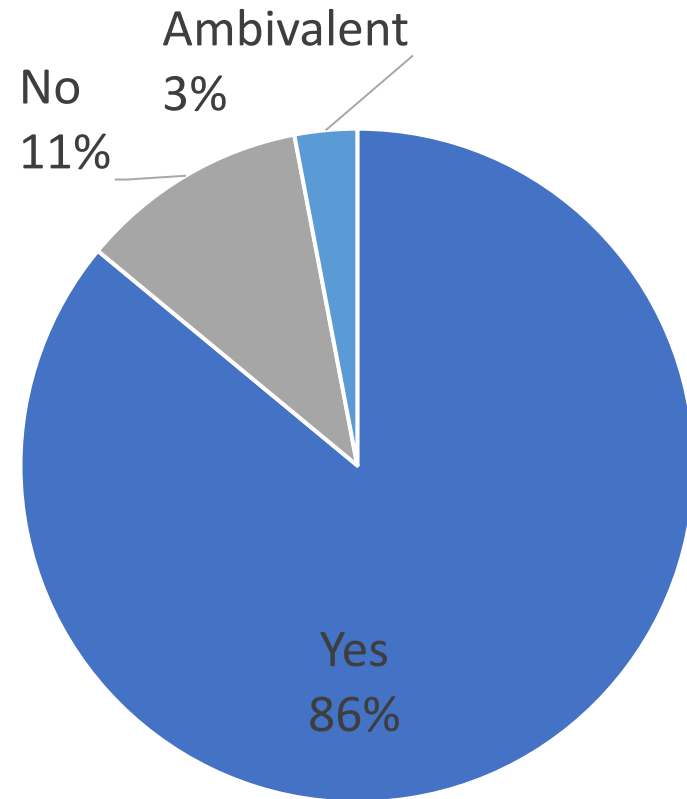
"Bellevue has [a lot] of resources but they are not being utilized because our community [is] not aware and people are fearful of the current immigration issues. If our community does not feel safe, then we don't engage."

Cross-Cultural Programming Public Outreach Study 2018, City of Bellevue



City of Bellevue

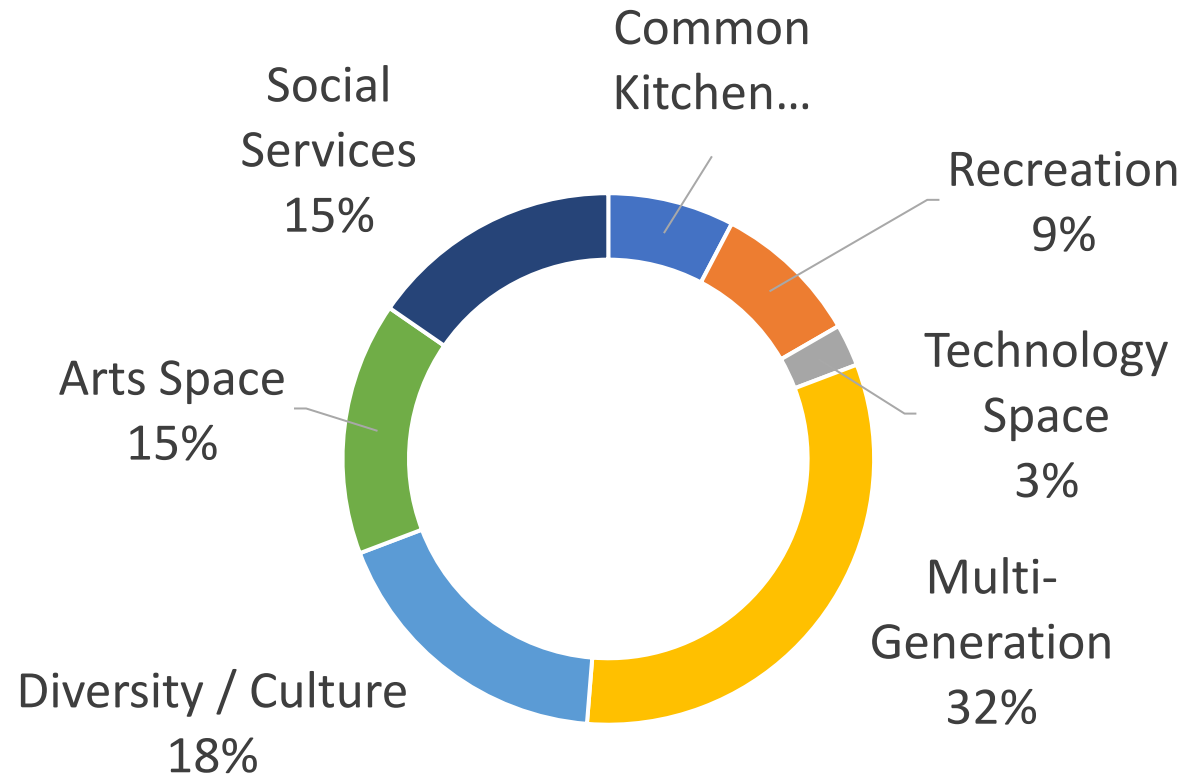
# Does Bellevue need a Multicultural gathering space?



**“I want to see a physical space to anchor the community.”**

Cross-Cultural Programming Public Outreach Study 2018, City of Bellevue

# Top Resources Desired



“I would like to see communications between different [groups], such as performances, community potluck, lectures about history and culture”

Cross-Cultural Programming Public Outreach Study 2018, City of Bellevue



# Recommendations

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- Conduct an **assessment of access and inclusion** of existing City-directed cross-cultural activities and programs
- **Strengthen the marketing and communications** about a City of Bellevue cross-cultural programming
- Explore options to form **community-centered program models that will work in partnership with the City.**
- Strengthen the use of **Bellevue community liaisons** as they conduct culturally relevant outreach, education, and technical assistance
- **Implement phase two** of the Council's approach that would analyze the effectiveness and adequacy of the places of cross-cultural programming and gatherings.





## Phase 2: Cross-Cultural Feasibility Study



# What are the relevant findings of outreach and planning studies?

- Outreach Study

- 86% of people felt that Bellevue needs a multicultural community center
- A place for people outside of their ethnic or cultural community to understand values, customs, arts, culture, history
- Increase knowledge and awareness, particularly with historically underrepresented communities, of existing cross-cultural programs, services, and spaces
- Significant interest in retaining control of programming while wanting endorsement, support and partnership with the City
- 66% indicated that it should be an “Arts Performance and Practice Space”
- Other priorities included: multi-generational activities, gathering space, festivals and celebrations, diversity and cultural awareness, and social services

- Other Studies

- City Parks and Open Space Plan identified a need for another community center with recommendation of downtown
- Bellevue residents have a strong interest in the arts and culture
- Raising awareness for diverse communities identified as part of creative sector strategy







## Phase 2: Scope of Work

- What are the key needs, aspirations and desired elements of cross-cultural programming?
- What facilities, city-owned, public and private, are currently used for cross-cultural activities?
- What site opportunities are possible?
- What is the operating and financial model?

# What are key findings from the stakeholder interviews?

## Over 40 Stakeholder Interviews

- City of Bellevue staff
- Nonprofit organizations
- School district staff
- Cultural groups
- Religious organizations
- Disability organizations
- Community members engaged in diversity, equity, disability, or cultural efforts or activities

## Key Findings

- **Strong interest and enthusiasm** for a center that focused on diversity and equity issues
- **Multiple visions expressed:** performing arts space, community center with a multicultural focus, “third place” where people of underrepresented groups would feel welcome
- Significant alignment around the value of a **separately branded facility** rather than integration into existing community centers
- **Mission-driven organization** with cross-cultural and equity focus
- **Produce programming** and support other organizations’ programming
- **Cross-cultural**, not just one cultural segment or community
- Specifically designed and operated as **intentionally welcoming to all people** and communities, not just accessible through special accommodations
- **Experienced staff** with appropriate expertise, not just facility management
- Interest in **partnering or utilizing** a cross-cultural center - specific market support needs further evaluation
- **Public support for capacity building for nonprofit cultural organizations** in Bellevue is an important need



# What existing facilities exist that support cross-cultural activities?



City Owned and  
Operated Community  
Centers



Crossroads Community  
Center



Highland Community  
Center



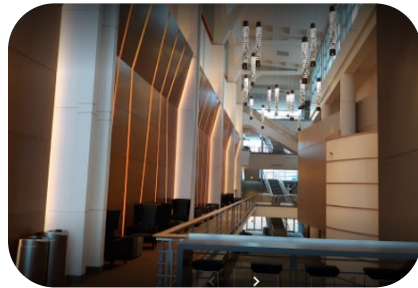
North Bellevue  
Community Center



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

# What are key operating and financial characteristics of the City's existing community centers?

Community Center	Facility Size (SF)	Programming	Utilization	Financial Performance	
Crossroads	16,990	Programs for all ages, particular emphasis on youth and teens	Estimated 85%; serves most ethnically diverse population	Revenue Expenses Cost Recovery Expenses per GSF	\$300,000 \$960,000 31% \$57
Highland	20,890	Focused on adaptive recreation Cross-cultural primarily seen in private rentals	Well-utilized overall, with some gaps in availability during daytime slots; nights have high demand	Revenue Expenses Cost Recovery Expenses per GSF	\$273,000 \$764,000 36% \$37
North Bellevue	17,713	Senior programming focused Recently initiated new partnerships with cultural groups	Utilization strong; some availability during evenings and afternoons	Revenue Expenses Cost Recovery Expenses per GSF	\$264,000 \$789,000 33% \$45
Northwest Arts Center	5,342	Focused on arts programming	Some available utilization; limited due to size and location	n/a	
South Bellevue	33,980	Health and wellness focus, outdoor adventure and fitness activities; partnership with Boys & Girls Club	Nearly fully utilized; partnership impacts availability for prime rental slots significantly	Revenue Expenses Cost Recovery Expenses per GSF	\$962,000 \$1,801,000 53% \$53

# How does this research translate to building program?

- Program is illustrative for financial and site analysis purposes
- Key program elements:
  - A range of **multipurpose spaces**, from small classrooms to large event spaces.
  - A **signature immersive and 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 (need to examine other future facilities)
  - Amenities such as a kitchen, shared working space, lounge, etc.
- 20,000 – 30,000 square feet, midpoint of 25,000 square feet

Illustrative Cross-Cultural Facility Program	
Program Area	Estimated Size (SF)
Multipurpose Room	4,000
Flexible Performance Space	3,000
Immersive Exhibit / Multimedia Experience	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

# What criteria should be considered when evaluating possible site opportunities?



Accessible to a Sound Transit station to maximize accessibility, leverage investment in light rail, integrate with TOD efforts



Complimentary surrounding uses and/or critical mass of activity: restaurants and retail, active parks, other community nodes of activity



Ability to leverage and support other community and economic development goals and investments



Programmable outdoor space



Site area sufficient to accommodate the facility and parking



Visibility and centrally located



# What area have site opportunities?

## – Downtown

- Civic Center
- Meydenbauer Center
- Ashwood Park

## – Wilburton

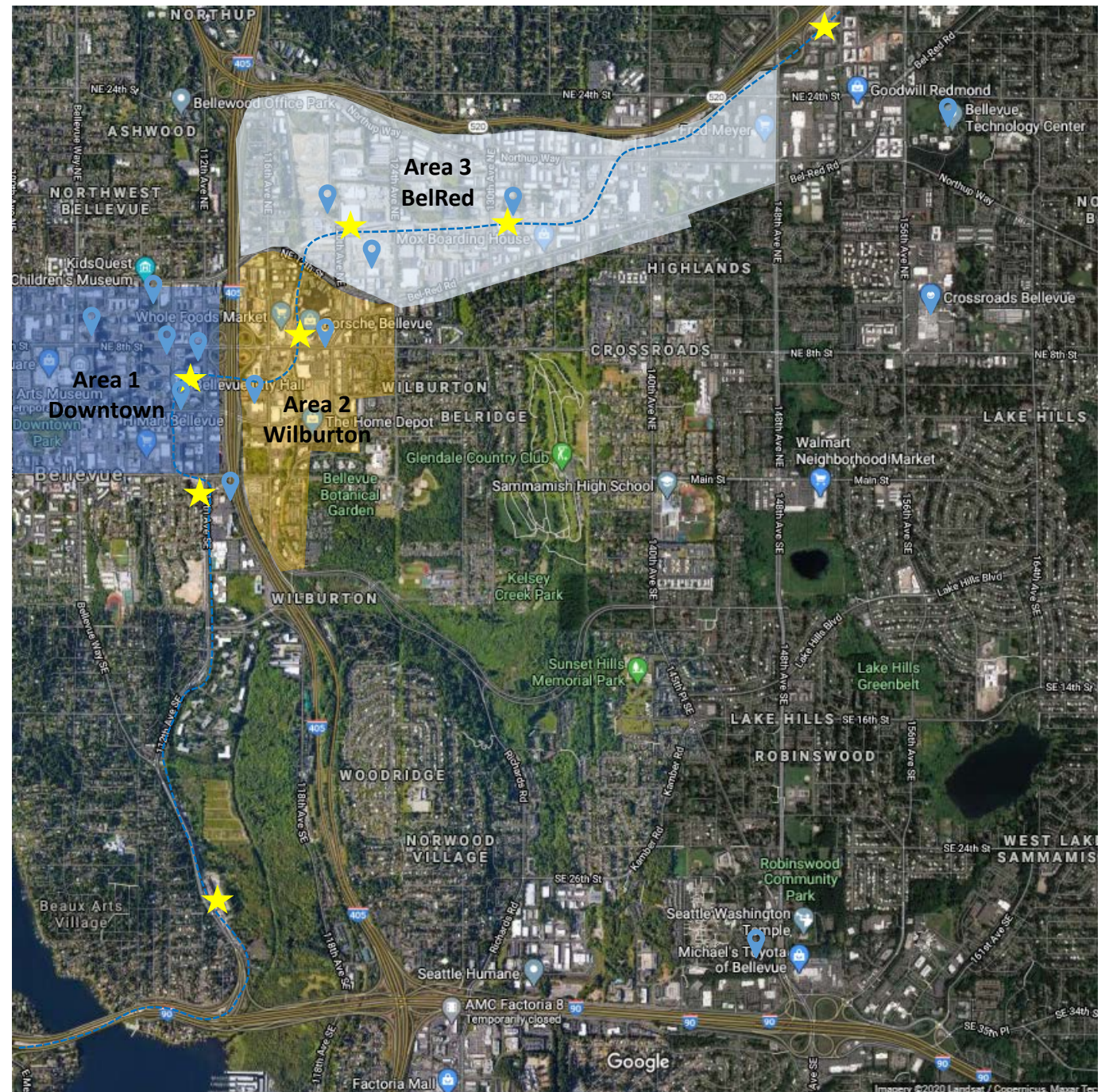
- Lincoln Center

## – BelRed

- 130th TOD site
- Sound Transit OMF TOD site

## – Other Opportunities

- Performing arts
- Retail centers



# What is the financial model for a cross-cultural facility?

- Summary:
  - Annual operating budget: **\$1 to \$1.5 million**
  - Earned revenue ratio/cost recovery: **35% to 40%**
  - Required annual contributed income of **\$700,000 to \$800,000**
  - Contributed income can be mix of City funding, corporate donations, foundation grants, 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>
<b>Total Operating Budget</b>	<b>\$1,238,000</b>
Typical Earned Income Ratio	35%
Resulting Earned Income	\$465,000
<b>Required Contributed Income</b>	<b>\$773,000</b>
Operating Budget per Gross SF	\$50



# What are possible operating models?

## City of Bellevue Owned and Operated

- City governs and operates new facility
- Complete oversight
- Model can include a community advisory board
- Can include resident tenants or organizations / partners
- Possible to have foundation that raises funds for specific needs, although this can be challenging with fully owned and operated public facility


## Hybrid Model

- City has some role in operations and governance
- Typically requires new operating entity
- Many different governance, management, and operating agreement arrangements
- Options include: management contract, funding agreement, joint operations, facility support
- Ability to leverage private dollars

## Non-Profit Operated

- Likely requires new operating entity
- Limited City oversight
- Can receive public funding, but typically not as much as in hybrid model
- City still has some risk

# Final findings and recommendations

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- Cultivate project champions, consider organizing a small group of leaders, with representatives from the City, community stakeholders, and the corporate sector
  - Integrate this work into existing community and economic development efforts that will help illuminate the economic viability and market potential for a cross-cultural facility
  - Conduct additional demand analysis to confirm and refine desired physical program spaces, completing additional detailed potential sites evaluation, prioritizing and applying the evaluation criteria
  - Develop shared marketing and collaboration resources for existing programs, as well as the development of additional cross-cultural programs to be held at existing spaces
  - Work to build additional capacity building resources for nonprofit cultural organizations, consider working with partners from private or foundation sectors



# Current context

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- COVID has limited community building efforts
- Past and current benchmarking indicates that there will be significant demand for “high touch” in addition to “high tech” experiences post-COVID
- Nationally and local conversation on social and racial equity
- Need for shared experiences that allow diverse communities to develop mutual understanding

# Information Only

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Open for questions.

