

Quality Neighborhoods – Cause & Effect Map



As a community, Bellevue values...

- An attractive, well-maintained and safe neighborhood.
- A neighborhood that supports families, especially those with children.
- Convenient access to day-to-day activities.



Factors:

Sense of Community

- Character
- Diversity
- Pride
- Involvement

Facilities and Amenities

- Partnerships
- Planning
- Safe and Clean
- Participation

Public Health and Safety

- Preservation
- Public Safety Education
- Security

Mobility

- Universal Access
- Placemaking
- Healthy Choices

Schools

- Education
- Identity
- Recreation
- Social Interaction
- Facilities

Community Indicators:

- % of residents who agree that Bellevue has attractive neighborhoods that are well-maintained and safe.
- % of residents who feel they live in neighborhoods that support families, especially those with children.
- % of residents who say their neighborhoods provide convenient access to their day-to-day activities.



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Introduction

This Request for Results (RFR) outlines the results and factors that will be used to evaluate and rank operating and capital offers for the Budget One process. Citizen-focused outcomes were approved by City Council and will form the basis for developing the City Manager’s Preliminary Budget. This document provides guidance to staff in developing offers for the 2013-2014 Operating Budget and 2013-2019 Capital Investment Program Plan.

The 2013-2014 *Quality Neighborhoods* Results Team consists of the following members:

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Community Value Statements

As a community, Bellevue values:

- ...neighborhoods that are attractive, well maintained, and safe.
- ...neighborhoods that support families, especially those with children.
- ...neighborhoods that have convenient access to day-to-day activities.

Community Indicators

Community Indicators are high-level measurements that provide information about past and current trends. They provide insight that community leaders and others can use in making decisions that affect future outcomes.

In the case of Budget One, they are high level indicators of resident opinion that illuminate Council Outcomes and parallel the Community Value Statements. They are gathered annually and provide insight into the overall direction of an intended outcome – whether things are improving, declining, or staying the same.

- % of residents who agree that Bellevue has attractive neighborhoods that are well maintained, and safe.
- % of residents who feel they live in neighborhoods that support families, especially those with children.
- % of residents who say their neighborhoods provide convenient access to their day-to-day activities.

Factors

The vast majority (96%) of Bellevue residents feel that the quality of life in their neighborhood is good (57%) or excellent (39%). This statistic has improved from 91 percent in 2010.”¹ Some of the attributes

¹ 2012 Budget Survey, City of Bellevue, February 2012



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respondents identified as being of high quality included good, well-maintained facilities (e.g., parks, trails, recreation); low crime; attractive areas; diverse, friendly community; numerous, convenient amenities; and good transportation. Many of these same attributes were also identified as low quality by respondents. Whether they were rated high or low, these were all important for quality neighborhoods.

The RT for the 2011-2012 Budget One process conducted research of existing City documents (e.g., Comprehensive Plan, Parks and Open Space Plan, Ped/Bike Plan) and outside sources in addition to conducting interviews with internal (neighborhood outreach, planning, parks) and external (development, business, service providers) subject matter experts to define the key factors and subfactors that contribute to the desired outcome of *Quality Neighborhoods*. The 2012-2013 RT reviewed the prior team’s research, and conducted further research to understand and clarify the work of the prior RT. A complete list of resources is included in Attachment A.

Sense of Community

Quality neighborhoods have a strong sense of community – a feeling of belonging or shared ownership among the people that live and work there. The perception that neighborhoods are welcoming places for all people (cultures, languages, classes, races, ethnic backgrounds, disabilities, age, religions, genders, sexual orientation) helps attract a large cross section of individuals to the community. This is apparent in Bellevue where the proportion of minorities since 1990 has nearly tripled going from 14.7% of the population in 1990, to 28.3% in 2000, to 40.8% in 2010. Another important indicator of increasing diversity in the community is seen in the Bellevue school district which reports that 82 other first languages were being spoken by children enrolled in the district during the 2011-2012 school year. About half of all Bellevue’s non-English speakers spoke an Asian language in 2008- 2010; the next highest proportions spoke either an Indo-European language (31%) or Spanish (15%).

Although some people argue that a “melting pot” is the highest form of multiculturalism, others maintain that fostering “safe” spaces where particular communities can come together and celebrate their unique culture is equally important in achieving diversity. Studies conclude that the most successful multicultural spaces are those that combine both elements: “The social interaction of diverse groups [in urban parks] can be maintained and enhanced by providing safe, spatially adequate territories for everyone within the larger space of the overall site,” write Setha Low in *Rethinking Urban Parks: Public Space and Cultural Diversity*.

Fostering a shared sense of belonging is influenced by social and physical considerations. Social influences include creating spaces, activities and events that encourage people to gather and get to know their neighbors. Physical influences include attractive landscapes, public properties and facilities (code enforcement related to maintenance issues is addressed in the “Public Health and Safety” factor). Subfactors include:



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- **Character** – Neighborhood character can be reflected in the natural features of the area, special built features and architectural styles, historical background, proximity to landmarks and points of interest, and by the individuals and families who live there. The character of public spaces (parks, plazas, trail systems, etc.) and the features within them influence a neighborhood’s desire to come together and fosters a sense of shared ownership.
- **Diversity** – Inclusion, respect, and engagement with people of different backgrounds, beliefs, and cultures promotes cooperative behavior in neighborhoods and contributes to a sense of community.
- **Pride** – Having pride in one’s living space leads to pride in one’s neighborhood and can instill, even further, community pride and spirit within the neighborhood.
- **Involvement** – A sense of community also results from involvement in a committee or project of a community association (such as a neighborhood association, local school or arts or hobby club). Encouraging involvement of individual citizens and neighborhood groups fosters a sense of community by building familiarity with neighbors sharing common interest, visions and taking ownership of their communities.

Facilities & Amenities

An essential component of quality neighborhoods is a diverse range of well-used public and private open spaces and facilities where people can come together and interact in meaningful ways. Clean and safe gathering places provide a public focus for a variety of neighborhood activities and promotes a sense of place and a positive neighborhood image. Nearby spaces and facilities provide opportunities for residents of all ages, abilities, socioeconomic and cultural backgrounds to participate more fully in neighborhood life. Adequate and quality facilities and amenities provide mental and physical health benefits for residents by offering opportunities for physical activity, reducing stress levels and creating a calming environment through better green spaces. Subfactors include:

- **Partnerships** - Public, quasi-public and private partnerships with neighborhoods are critical to maximizing investments as well as providing a sense of community and a sense of place for facilities and amenities that provide convenient access to day to day activities.
- **Planning** - Promoting community investment in planning, design and implementation of facilities and amenities helps retain and reflect the culture and character of the neighborhoods. Planning and design of a system of public spaces and the features within them is critical in promoting a unique sense of place, pedestrian traffic, economic investment, and a positive neighborhood image and cultural identity.
- **Safe and Clean** - Clean and safe gathering places provide a public focus for a variety of neighborhood activities, a sense of place, a positive neighborhood image, and are comfortable for the public. A comfortable place is described as safe, low in crime, clean, attractive, has a good image and people take pride in it. Without a safe and well maintained “place” people will not come, they will not stay, and they will not interact.



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- **Promote neighborhood participation** - Facilities and amenities promote neighborhood involvement, not just with the people living there, but also other connections such as shops, institutions, parks, trails, and open space. These public and private facilities and amenities provide options for mental and physical health and promote the community's use of these spaces. This is important in ensuring the full involvement of every aspect of a neighborhood.

Public Health and Safety

A quality neighborhood is one that is well-maintained, safe, and attractive. Having a neighborhood that has working street lights, clean streets, and enforced zoning laws – as well as strong neighbor-to-neighbor connections -- helps create a safe and healthy environment. We acknowledge that safety and security is addressed in another outcome area, however the importance of citizens to feel safe in and around their homes and neighborhoods cannot be over emphasized. Providing citizens with information and educational tools, such as crime prevention programs and disaster preparedness classes, are also key to a quality neighborhood. Subfactors include:

- **Neighborhood Preservation** – Maintaining quality residential areas in a city requires the cooperation of ALL in the maintenance of property. Well maintained neighborhoods also maximize property and resale values. While it is hoped everyone will maintain their living space in a way to create quality residential areas, there may be instances when this does not occur. It sometimes becomes necessary to use City ordinances and code enforcement to ensure the upkeep of property and to regulate activities which are harmful in residential areas.
- **Public Safety Education** – It is important that the City of Bellevue work closely with community members, neighborhood associations, the school district, and local businesses to address crime prevention, emergency preparedness and quality of life issues. Crime prevention and emergency preparedness education focuses on preserving public safety and enhancing neighborhood livability to meet the needs of each neighborhood and/or business area.
- **Security** – The vitality of our city depends on how safe we keep our homes, neighborhoods, workplaces, schools, and communities because crime and concern of crime diminish the quality of life for all who live, visit, and do business in the City of Bellevue. Crime and fear destroy our trust in others and in the institutions put in place to keep us safe. This can threaten the community's health and wellbeing, property condition, and neighborhood prosperity.

Mobility

A key component of quality neighborhoods is a transportation network that provides safe and easy access to residences, parks, schools, retail, and cultural opportunities. This network should serve all users of the transportation system: drivers, pedestrian, bicyclists, and transit riders, including those with disabilities.



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While we acknowledge mobility is addressed in another outcome area, we believe it is particularly important at the neighborhood level to address concerns about traffic and have a contiguous system of pathways for pedestrians and bicyclists as well as easy access to public transportation. Case studies have shown that measures that manage the negative effects of motor vehicle use (excessive vehicle speeds, cut-through traffic, etc.) and enhance conditions for walking, bicycling, and transit use result in improvements to the quality of life in neighborhoods.

Another key component of quality neighborhoods is ease of access (i.e., the proximity of schools, shopping, and other activities to residences) which can influence the frequency and distance of travel and mode choice. Effective land use planning, construction of public infrastructure, private investment, and partnerships can reduce the need to drive by putting destinations closer together and making, walking, biking, and using public transportation easier.

This mobility factor strives to balance the demand for increasing personal mobility and economic growth with the need to respect the environment and provide an acceptable quality of life for all citizens. Fewer vehicles on the road results in a healthier environment and improved safety for pedestrians and bicyclists. Walking to and from daily activities leads to healthier residents, while providing additional opportunities for neighbors to interact with one another in places where they want to be. Subfactors include:

- **Universal Access** – Pedestrian and bicycle facilities are an essential part of the community infrastructure that individuals use to gain access to the goods, services, and social contacts that support their day-to-day existence and quality of life. People are better able to participate in the community if these facilities are accessible because it is easier for them to reach their desired destinations.
- **Placemaking** – A key ingredient to a quality neighborhood is public space that encourages people to linger, enjoy, and connect with neighbors. Placemaking rethinks how to use the right-of-way and how the transportation system contributes to the overall physical feel of the city.
- **Healthy Choices** – The way our transportation system is planned, designed, and built has far-reaching implications for public health. We have an opportunity to provide healthy, affordable choices, and create great places that encourage people to get out and enjoy streets on foot or by bike. In doing so, we can also improve the health of our residents, support environmental sustainability, and bring people together.

Schools

One of the key factors for quality neighborhoods is the presence of schools that provide not only a top-notch education but also opportunities for neighbors and the community to use schools to gather, celebrate and participate in life-long long learning activities, sports and events. Bellevue is renowned nationally for providing quality education. In addition to a reputation for exemplary primary and secondary education, another key factor is the long-standing partnership between the City of Bellevue



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and its education systems (public, private, and higher education). Schools are utilized in a variety of service mechanisms to enhance not only the quality of education, but also the quality of community and neighborhood life. Schools partner with the City as an extended community resource for children and family services, providing additional open and green space, use of fields for sports, exercise and community events, out-of-school time and weekend activities and a community gathering place for all generations. The utilization of schools in such a manner follows the “Collective Impact” model that incorporates the schoolhouse as the place where the positive and healthy development of the community can occur.

In *Cities Ranked & Rated*, Bert Sperling notes that “an educated population – high levels of educational attainment compared to national averages – is the single best indicator of good schools and educational processes in an area.” This is apparent in Bellevue where Bellevue adults are highly educated and increasingly so. The percentage of Bellevue residents 25 years of age or older with at least a bachelor’s degree went from 46% in 1990 to 54% in 2000, to 61% in 2008-2010. During that same period, the percentage with a graduate or professional degree went from 14% to 19%, to 23%. It is therefore, not surprising that the International School, Newport High School, Interlake, Bellevue High School and Sammamish High School earn top honors again in the 2009 Newsweek’s exclusive rankings of some 1,500 top U.S. schools.

Schools provide convenient meeting places for people to gather for a myriad of activities and events. They are geographically beneficial for neighborhood and community use. According to the Bellevue School District Facilities Department, current Bellevue facilities are being offered and used by neighborhoods and communities for 8-10 different afterhours language schools including Japanese, Chinese, Korean, East Indian and Hindu. School gymnasiums are being used for adult and kid sporting events, Cub Scout meetings, PTA, neighborhood homeowners association meetings or dinners, and fundraising events. The theaters are used for plays, dance productions, and talent shows. Various religious groups also enjoy access to school facilities.

In addition to providing open space, recreational fields, and meeting rooms, schools conduct programs for students and parents that foster social interaction among neighbors and encourage social cohesion. In the 1920’s, Clarence Perry proposed the “neighborhood unit concept” for the *New York Regional Plan* as an area with an elementary school at its geographic, cultural and social center. The concept has evolved over the past century and is still considered a building block of neighborhoods and cities. “These institutions need to be redefined more broadly as community-wide institutions,” asserts Fred Kent, President of Project for Public Spaces, “that have a physical facility/public space that is part of the larger neighborhood they are in, and a program that involves the community. Both the physical facility and the neighborhood it is placed in need to merge—and to partner with other institutions that are part of that community.”

Schools can serve an important social function for the neighborhoods in their attendance areas. Schools are closely linked to the factors “sense of community” and “facilities and amenities” in the



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Quality Neighborhoods Cause and Effect Map. Subfactors include:

- **Education** – Programs that offer educational experiences have been shown to be effective in bringing people together. People want to learn, and when they come together to share the experience of knowledge, social divisions often dissolve.
- **Identity** – School activities, sporting events, concerts, chess tournaments, art shows, science fairs, and more – encourage people to get involved and take pride in the area.
- **Recreation** – Research shows the importance of keeping schools open for after-school care, and other extended learning opportunities. Organized activities help children and youth resist unsafe behaviors and enhance learning. They also give participants the opportunity to explore and master activities (i.e., art, dance, music, sports) that can contribute to their overall development and achievement. Family bonds are improved by the sharing of leisure time. Community school facilities can offer venues for after-school and summer activities as well as community events and neighborhood gatherings.
- **Social Interaction** – School facilities are important to enhance social interaction in local neighborhoods and throughout the community. Most neighborhoods are within a mile or two of an existing school facility which provides easy access for a meeting place. School facilities also provide a cost effective community center for those who wish to use them. These facilities have existing amenities that can be enjoyed by a large number of interests. For example, gymnasiums and playfields for sporting events, theaters for cultural events, and cafeterias for large gatherings.
- **Facilities** – Although school facilities either public, private or universities are owned and operated by other agencies, the cooperation and partnerships are even more important when managing these facilities. An example of one of these partnerships is the sharing of use and maintenance of sports fields at schools, where the schools make the fields available to the public and the Parks Department maintains them. This kind of partnership is a win for the schools, the City of Bellevue, and the people who live, work, and play in Bellevue.

Background/Choices

Quality Neighborhoods was identified by City Council as an important outcome distinct from the *Innovative, Vibrant and Caring Community* outcome. There is a significant amount of overlap between these two outcomes and the same Results Team was charged with preparing each RFR, and reviewing and ranking the proposals for both outcomes. In order to clarify the distinction between these outcomes for proposers and reviewers, the RT used the following filter: factors, subfactors, and purchasing strategies that are generally carried out on a neighborhood-by-neighborhood basis (i.e., localized programs or improvements) are assigned to *Quality Neighborhoods* while those items that relate to a broader geographic area (i.e., multiple neighborhoods, subarea, or citywide) are assigned to *Innovative, Vibrant and Caring Community*. The RFR for each outcome will provide some additional



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guidance to proposers, though there may still be some proposals that do not fit neatly into one outcome; those will be addressed by the RTs in coordination with the proposers on a case-by-case basis.

Purchasing Strategies

A set of Citywide Purchasing Strategies are listed in the Request for Results Introduction (pages 4 -5) section the RFR book. Proposal writers should make reference of these purchasing strategies in their proposals as they apply to programs to the Quality Neighborhoods outcome.

Outcome-specific purchasing strategies

- We are seeking proposals that strengthen the ***Sense of Community***, specifically proposals that:
 - Preserve and enhance neighborhood character.
 - Respond to Bellevue’s evolving demographic profile.
 - Build capacity within neighborhoods for greater self-reliance.
 - Involve partnerships for community building.
 - Increase neighborhood involvement and cohesion.

- We are seeking proposals for Neighborhood ***Facilities and Amenities***, specifically proposals that:
 - Provide facilities and amenities that promote partnerships between public and private entities and encourages the communities use of those public/private spaces.
 - Develop and maintain trails, parks, open space, and facilities that are aligned with the City’s long-range plans and retain the culture and character of individual neighborhoods.
 - Invest in design, development, and maintenance of safe and clean facilities and amenities.
 - Provide options for mental and physical health for all ages, abilities, cultures, and socioeconomic groups and promote the community’s involvement and use of public spaces.

This purchasing strategy overlaps with the Innovative, Vibrant and Caring Community (IVCC) purchasing strategy related to “Built Environment”. Proposals that address an individual neighborhood facility or amenity should be directed to the Quality Neighborhood outcome. All other proposals should be directed to IVCC.

- We are seeking proposals that provide services and programs that enhance ***Public Health and Safety***, specifically proposals that:
 - Result in clean streets, sidewalks and other public spaces. (This purchasing strategy overlaps with Improved Mobility and Healthy and Sustainable Environment. Proposals related to clean streets should be directed to Improved Mobility. Other Proposals related to neighborhood projects should be directed to Quality Neighborhoods.)



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- Provide prevention education in the area of public safety, emergency preparedness and public health. (This purchasing strategy overlaps with Safe Community; proposals should be directed to the Safe Community Outcome.)
 - Result in clean, attractive neighborhoods by helping preserve and improve commercial structures, residential areas, and public spaces.
 - Improve neighborhood security and enhance crime reduction through engineering, community involvement, and by encouraging ownership in their neighborhood.
- We are seeking proposals that encourage and support neighborhood **Mobility**, specifically proposals that:
- Enable people with disabilities to enjoy the benefits of Bellevue’s programs, services, and activities by removing barriers that impede their ability to reach their desired destinations and participate in the community.
 - Enhance streetscape design to account for the form, function, and feel of the transportation system and its place within the larger community.
 - Increase public awareness among motorists, cyclists, and pedestrians to obey traffic laws and show respect to other road users. Promote bicycling and walking as means of transport, recreation, and physical activity through encouragement programs and events.

Potential overlap with Improved Mobility: proposals that involve capacity or infrastructure improvement projects should be directed to Improved Mobility.

- We are seeking proposals that leverage the importance and utilization of **Schools** for the benefit of Bellevue neighborhoods.
- Leverage partnerships with educational institutions to provide facilities and amenities.
 - Expand the range of affordable and accessible programs and services to the greater community.
 - Encourage partnerships and innovation among community program providers.



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Attachment A List of Primary Evidence

Sense of Community

The Creative Class, "Beautiful Places: The Role of Perceived Aesthetic Beauty in Community Satisfaction" (March 2009) <http://www.creativeclass.com/rfcgdb/articles/Beautiful%20places.pdf>

Sustainable Seattle, "*Indicators of a Sustainable Community Report*", 1998 (page 66)
<http://sustainableseattle.org/Programs/RegionalIndicators/1998IndicatorsRpt.pdf>

American Planning Association (APA) "*Characteristics and Guidelines of Great Neighborhoods*",
<http://www.planning.org/greatplaces/neighborhoods/characteristics.htm>

National Civic League, Community Services Article, "Apathetic Citizens? Not When They Can Make A Difference." www.ncl.org/cs/articles/okubo2.html

Setha Low, *Rethinking Urban Parks: Public Space and Cultural Diversity* (2005)

Interview with Mary Pat Byrne, City of Bellevue – Planning and Community Development (3/20/2012)

Public Health and Safety

James Q. Wilson and George Kelling, "*Broken Windows: The Police Neighborhood Safety*" (The Atlantic, March 1982)

City of Midland, Michigan, *Neighborhood Preservation and Maintenance Brochure* (May 2005)
<http://www.midland-mi.org/government/departments/planning/building/Neighborhood%20Brochure.pdf>

City of West Sacramento, CA - Police Department, Crime Prevention and Education
<http://www.cityofwestsacramento.org/city/depts/police/prevention/default.asp>

Solutions for America, <http://www.solutionsforamerica.org/thrivingneigh/crime-prevention.html>

Mobility

Pedestrian and Bicycle Transportation Plan, City of Bellevue, 2009
http://www.bellevuewa.gov/pdf/Transportation/ped_bike_plan_2009.pdf

Walk Score, "*Why Walk?*"
<http://www.walkscore.com/walking-matters.shtml>

Smart Grow America, "*A Data for a new Era, A Summary of the SMARTRAQ Findings*"



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http://www.smartgrowthamerica.org/documents/SMARTRAQSummary_000.pdf

Interview with Karen Gonzalez, City of Bellevue – Transportation (3/20/2012)

Schools

Play, Creativity, and Lifelong Learning: Why play matters for both kids and adults.

http://www.helpguide.org/life/creative_play_fun_games.htm

Collective Impact. John Kania & Mark Kramer

http://www.ssireview.org/articles/entry/collective_impact

Multiple Factors

National Recreation and Parks Association. *Synopsis of 2010 Research Papers*

http://www.nrpa.org/uploadedFiles/Explore_Parks_and_Recreation/Research/2011_Summary_of_Reserach-Final-Web3.pdf

Cities ranked & rated: more than 400 metropolitan areas evaluated in the U.S. Bert Sperling, Peter Sander, Peter J. Sander. John Wiley and Sons, Apr 20, 2007

U.S. Census Bureau's American Community Survey (ACS). <http://www.census.gov/acs>

Washington State Office of Financial Management, Forecasting Division. Official April 1, 2011 Population Estimates. <http://www.ofm.wa.gov/pop/april1/default.asp>

Project for Public Spaces, Placemaking 101 Articles,
<http://www.pps.org/placemaking/articles/placemaking-tools/>

2011-2012 Human Needs Update, City of Bellevue,
http://www.ci.bellevue.wa.us/humanservices_needs_update.htm

Interview with Cheryl Kuhn, City of Bellevue - Neighborhood Outreach (2/17/10) & (3/20/2012)

Interview with Dan Stroh, City of Bellevue - Planning and Community Development (2/17/10)

Interview with Camron Parker, City of Bellevue – Parks and Community Services Department (3/21/2012)

Interview with Helena Stephens, City of Bellevue – Parks and Community Services Department (3/21/2012)

Interview with Pat Harris, City of Bellevue – Parks and Community Services Department (3/21/2012)



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Interview with Terry Smith, City of Bellevue – Parks and Community Services Department (3/21/2012)

2012 Budget Survey, City of Bellevue, February 2012.

[http://www.bellevuewa.gov/pdf/Finance/FINAL_J6609847 Bellevue Budget Final Report March 5 2012.pdf](http://www.bellevuewa.gov/pdf/Finance/FINAL_J6609847_Bellevue_Budget_Final_Report_March_5_2012.pdf)

City of Longmont, CO, <http://www.ci.longmont.co.us/finance/budget/documents/neighbor.pdf>

The Finance Project <http://www.financeproject.org>

B-Sustainable Seattle, “*Built Environment Goals*”

<http://www.b-sustainable.org/built-environment/livable-neighborhoods-and-communities>

Interview with Judd Kirk, President, Port Blakely Communities (3/10/2010)

Comprehensive Plan, City of Bellevue

Communities Count, King County, WA (2008), www.communitiescount.org

NeighborWorks America, www.nw.org; including “Summary of Success Measure Outcome Indicators” (2007), www.nw.org/network/ps/successmeasures/documents/indicators-no_numbers_short.pdf

HUD-DOT-EPA Interagency Partnership for Sustainable Communities,

<http://www.epa.gov/smartgrowth/partnership/index.html#livabilityprinciples>

Seattle Foundation, *Healthy Community Report*, 2009,

<http://www.seattlefoundation.org/page28157.cfm>

Livable Communities Initiative, Federal Transit Administration, www.ntl.bts.gov/DOCS/livbro.html

Local Government Commission, *Ahwahnee Principles for Resource-Efficient Communities*,

www.lgc.org/ahwahnee/principles

Savannah, GA, budget, “Neighborhood Vitality Outcome”