Innovative, Vibrant and Caring Community

– Cause & Effect Map

As a community, Bellevue values…

- **A diverse community where there are opportunities for all generations to live well, work, and play.**
- **A community that encourages civic engagement and is welcoming, supportive, and demonstrates caring for people through actions.**
- **A "City in a Park".**

Budget One
one city
one public
one purpose

2013-2014

Factors:

Support Services	Involved Citizens	Opportunities for Interaction	Built Environment
• Accessible and Affordable • Diverse Programs • Community Partnerships • Education	• Creating Public Interest • Transparent Process • Diversified Groups • Outreach Strategies	• Events • Programs • Public Places • Private Places	• Safe and Well Maintained • Community Culture and Design • Housing and Community Facility Options • Planning

Community Indicators:

- **% of residents who agree that Bellevue fosters and supports a diverse community in which all generations have good opportunities to live, work, and play.**
- **% of residents who view Bellevue as a visionary community in which creativity is fostered.**
- **% of residents who agree that the City promotes a community that encourages civic engagement and is welcoming and supportive and demonstrates caring for people through actions.**
- **% of residents who agree that Bellevue can rightly be called a "City in a Park".**

Request for Results

Innovative, Vibrant and Caring Community

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 Innovative, Vibrant and Caring Community (IVCC) Results Team consists of the following members:

Team Leader: Frank Pinney

Team Members: Chad Cummings, Shelley Brittingham, Carole Harper, Franz Loewenherz, Bob Tammen

Community Value Statements

As a community, Bellevue values:

- A diverse community where there are opportunities for all generations to live well, work, and play.
- A community that is visionary and fosters creativity.
- A community that encourages civic engagement and is welcoming, supportive, and demonstrates caring for people through actions.
- A "City in a Park."

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 pretty much staying the same.

- % of residents who agree that Bellevue fosters a diverse community in which all generations have good opportunities to live, work, and play.
- % of residents who view Bellevue as a visionary community in which creativity is fostered.
- % of residents who agree that the City promotes a community that encourages civic engagement and is welcoming and supportive and demonstrates caring for people through actions.
- % of residents who agree that Bellevue can rightly be called a "City in a Park".

Factors

In order to determine the factors that contribute to *IVCC* and how the City can most influence those, 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, etc.) and outside sources (i.e., books, articles and web sites), in addition to conducting interviews with internal (i.e., Neighborhood Outreach, Planning, Human Services, and Parks and Community Services) and external (i.e., community planner/developer, business association and service providers) subject matter experts to help define the key factors and sub factors that contribute to the desired outcome of *Innovative, Vibrant and Caring Community.* 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 both teams consulted is included in Appendix A.

Support Services

The availability of a range of support services to individuals and families is part of the foundation for an innovative, vibrant and caring community. Evidence shows basic human needs (i.e., food, water, and shelter) must be met before people can be a part of, and contribute to, the greater community. A caring community is one with a government that attempts to ensure the basic needs of its citizens are met in one of four ways: by the citizens themselves, by outside organizations, through a partnership with those organizations or directly by the local government. Once the basic needs are met, further assistance, such as language classes and job training, can better enable citizens to support themselves and make meaningful contributions to their Community. Subfactors include:

Accessible and Affordable –

Accessible and Affordable – The City of Bellevue is home to a diverse population which has various means and abilities. Socio-economic backgrounds differ which can limit citizens ability to receive benefit from a program. Citizens should have the opportunity to take advantage of basic services offered regardless of its cost. It is also critical to ensure the service is readily available to people. This could include services offered in various languages, programs accessible to hearing/vision impaired, and/or ensuring the services are provided in convenient locations throughout the City that provide easy access for the public.

- **Diverse Programs** – Diversity is a cornerstone in the community and therefore programs provided for the public should not only be accessible and affordable, but should be available to a diverse population which includes people with disabilities, those of all ages and abilities, citizens from differenct cultures, and people from various socio-economic situations.
- **Community Partnerships** – Relationships between the City of Bellevue and the community are key in providing support services to the community. The relationships help to foster partnerships between people within the community, allow for positive interactions with the community, and promote community involvement in the provision of services and community partnerships.

- **Education** – The City and its many partnerships offer a variety of programs that help to meet the basic needs of the community such as crisis support, intervention, and prevention. Ensuring that the citizens are aware of the services offered is critical to their support. Information and training let citizens know what programs are available and how to access them.

Involved Citizens

Involved citizens are a critical component of an innovative, vibrant and caring community. An involved citizenry increases the potential for success of the other factors listed: Support Services, Opportunities for Interaction, and Built Environment. Citizen involvement can take many forms: voting, organizing or participating in a neighborhood project, doing volunteer work with a community organization, participating in public meetings or workshops, and maintaining an open dialogue with city government. Last year 5,863 citizens generated 125,673 volunteer hours in City of Bellevue volunteer projects. Citizens who are involved in their community become well informed about issues and are more likely to be engaged in creating solutions to address those issues. Subfactors include:

- **Creating Public Interest** – Engaged and interested community members are more likely to participate in discussions that may lead to the resolution of perceived community issues. Involved citizens are more knowledgeable about local government processes and services, and are better able to provide feedback about the importance and delivery of those services.
- **Transparent Process** – Open and transparent processes help create greater public trust, facilitate communication and collaboration and can encourage greater participation in community life.
- **Diversified Groups** – Building capacity within community groups increases their ability to become involved and engage other stakeholders in solving community issues. A wide range of ideas and perspectives can result in creative solutions and increased citizen involvement.
- **Outreach Strategies** – Reaching out to the broad range of Bellevue citizens helps provide an accurate view of community strengths and needs, and increases the likelihood of solving issues and enriching community life.

By creating interest in community issues, maintaining open and transparent processes, building capacity within community groups to engage stakeholders, and reaching out to the broad spectrum of Bellevue citizens, we will foster a level of civic engagement that contributes to the desired outcomes. These strategies build a more connected and caring community that embraces opportunities to work together to address the needs of the collective population.

Opportunities for Interaction

Research indicates the ability for people to interact with each other in different settings (e.g., social, physical, and virtual), and to participate in a variety of affordable and accessible programs is a key component of an innovative, vibrant and caring community. Access to leisure activities, both structured and non-structured, helps create a balance in life between work and leisure, offers expanded learning opportunities and enhances overall health benefits. A sense of community is fostered through social contact. Subfactors include:

- **Events** – Public and private special events including arts and culture, recreation and sports and social community events bring people together, and foster increased understanding and interaction among participants as well as promote positive contact among residents in the broader community.
- **Programs** – A variety of affordable and accessible programs including arts and culture, recreation and sports, provide increased health benefits (physical, social and emotional, learning,educational, and cultural enrichment opportunities for participants.
- **Public and Private Places** – Community facilities, public and private, enhance the lives of residents in many ways. They contribute to overall quality of life in the community, and provide access to programs and services as well as gathering places for people to meet and socialize. Offering opportunities for interaction by investing in public places and spaces, programs and events fosters social bonds and builds community. By participating in these activities, residents can be better connected to their neighbors and to the community.

Built Environment

The built environment is a major determinant of whether a community is livable (i.e. a viable place to live, work, and play). The built environment is important for what it contains and for how it is arranged so that all of the components fit together in a complementary and comprehensive manner. Communities are also dynamic and experience cycles of growth and decline over time. How those cycles are managed determines whether the communities remain innovative, vibrant and caring during times of change. Subfactors include:

- **Safe and Well Maintained** – According to the Project for Public Spaces, there are four things that make a great “Place”. It must be accessible, it must have activities, it must be a sociable place where people meet each other and it has to be comfortable. Things that describe a comfortable “Place” are 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.
- **Community Culture and Design** – Ensuring that public and private development is well-designed and respectful of the community’s character helps advance the community’s vision of a thriving city in a park-like setting. Protecting those qualities and characteristics of the

physical environment that are unique to the City help to define the "Bellevue Culture" (e.g., ecological and aesthetic value of open space as a "City in a Park").

- **Housing and Community Facility Options** – Providing for a range of housing types and costs helps meet the City's needs of a diverse and growing population. Investing in community facilities enables current and future generations to live well, work, and play (examples include streets, transit, parks, community centers, utilities, schools, libraries, and art works). Facilities may be public or quasi-public to maximize city resources and provide and support programs, events and facilities that serve our diverse population. Partnerships with schools, both public and private (examples include art, music, dance, and college) maximize the use of facilities and the community programs they support.
- **Planning** – Comprehensive planning is critical to anticipating and managing growth and change in ways that are integrated and visionary; planning for an adequate amount of land in suitable locations is critical to providing the community with jobs, goods and services; and ensuring walkable communities for greater opportunities for personal activity and health. This planning must be aligned with the City's and Parks Department's master planning efforts to ensure a cohesive, well designed and appealing Built Environment.

Background/Choices

Quality Neighborhoods (QN) was identified by City Council as an important outcome distinct from the *IVCC* outcome. There is a significant amount of overlap between these two outcomes, and the same RT was charged with preparing each RFR and reviewing and rating 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 *QN*, while those items relating to a broader geographic area (i.e., multiple neighborhoods, subarea or citywide) are assigned to *IVCC*. The RFR for each outcome will provide some additional guidance to proposers (in this RFR, they are noted after each purchasing strategy), though there may still be some proposals that do not fit neatly into one outcome; those will be addressed (by the RTs in cooperation with the proposers) on a case-by-case basis.

Purchasing Strategies

A set of Citywide Purchasing Stratgies are listed in the Request for Results Introdocution (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 Innovative, Vibrant and Caring Community outcome.

Outcome-specific purchasing strategies

While the team acknowledges it is essential for citizens' basic needs (food, water and shelter) to be met at an individual level before the rest of the factors become priorities, we have determined all factors deserve equal consideration. Each factor is a necessary component for serving the broader

Bellevue population, and for achieving the desired outcome of an innovative, vibrant and caring community. Therefore, the factors above, and the purchasing strategies below, are not listed in any particular order, nor are they prioritized.

- We are seeking proposals that provide affordable access to a range of ***Support Services,*** specifically proposals that:
  - Increase awareness of, and access to, basic services provided by the City or other organizations.
  - Maintain and enhance existing cultural and recreational programs.
  - Support diverse community programs and to accommodate all diversity including disability, ages, abilities, culture, and social/economical, which allow for enhanced or improved access to such programs.
  - Allow for positive interactions within the community and promote community involvement and partnerships with other agencies, and private and public groups in the provision of services, programs, and facilities.
  - Provide information and/or training on programs such as: crisis support, intervention, and prevention.

- We are seeking proposals that contribute to ***Involved Citizens,*** specifically proposals that:
  - Provide education, empowerment and involvement by individuals and community groups to make their neighborhoods more vibrant, appealing and functional. These proposals should focus on including multiple neighborhood associations, groups, and volunteer organizations. Individual neighborhood initiatives are addressed in Quality Neighborhoods.
  - Support programs focused on encouraging dialogue, cooperation and interaction between diverse groups of citizens such as ethnic, socioeconomic, environmental and religious groups. These proposals should also provide opportunities for these groups to gather to discuss common goals, objectives and concerns that affect all members of their communities, and develop strategies as to how these issues can be addressed.
  - Clearly define strategies to be employed by the city to encourage citizen involvement in the quality, character, and feeling of security in their community.

  Potential Overlap: While Involved Citizens is an important factor in IVCC, and some proposals may ultimately reside here, proposal writers should also refer to Responsive Government. It is anticipated that most proposals designed to enhance information flow and government accessibility (e.g., Service First) would go to Responsive Government, as that is their primary objective, whereas general outreach efforts to neighborhoods might be more appropriate for IVCC or QN, depending on the nature of the proposal.

- We are seeking proposals that provide ***Opportunities for Interaction***, specifically proposals that:
  - Reduce barriers to involvement and interaction.
  - Offer a variety of recreational, arts, and cultural opportunities for people to express creativity, learn new skills, and enjoy the outdoors.
  - Build social bonds for people to better relate to each other promoting greater understanding and fostering acceptance between people of different backgrounds and cultures.

- We are seeking proposals that contribute to the ***Built Environment,*** specifically proposals that:
  - Address existing characteristics and identify opportunities for improvement.
  - Accommodate future growth and development in terms of demographics, amount, location, design, environmental factors, and infrastructure thru proper planning. This planning effort should follow the City's and Park's master planning effort while reflecting the culture and character of the City and its neighborhoods.
  - Allow commerce to thrive while minimizing negative impacts to the community.
  - Create a positive, memorable and comfortable experience for those who live in, or visit, the community by providing a "place" for people to interact that is: safe and well maintained; designed to encourage gathering and interaction; reflective of both the social and physical character of the community
  - Maximize the investment in community facilities by:
    - Supporting programs, events, and facilities that serve diverse populations.
    - Providing and maintaining accessible parks and open spaces and attractive street landscapes.
    - Providing indoor and outdoor spaces for people to gather, interact, and recreate.
    - Providing options for housing, facilities, and amenities for a diverse population.
    - Provide programs and services that support the communities character and vision of a "City in a Park".

*Potential Overlap of planning in **Built Environment**: Planning efforts which are citywide strategic and are updates to the Comprehensive Plan should go to Responsive Government, Comprehensive Plan Community Vision, subarea plan and general land use planning should come to IVCC. Transportation planning efforts would go to Improved Mobility, unless the transportation planning is part of a larger planning effort (e.g., subarea plans, Bel-Red Redevelopment, etc.). In the latter case, proposals should come to IVCC.*

*Potential Overlap of community facilities in **Built Environment**: The Quality Neighborhoods, Improved Mobility, and Healthy and Sustainable Environment purchasing strategies all address portions of the built environment, including roads, sidewalks, parks and open spaces. Proposals that address an individual neighborhood facility or amenity should be directed to the Quality Neighborhood outcome. Proposals that involve creating system linkages or improvements to serve land uses that are already planned should be directed to Improved Mobility. With regard*

to proposals for parks and/or open spaces, those intended to provide active recreational opportunities for citizens should be directed to IVCC, whereas those having a goal of preserving the environment, and/or allowing citizens to experience the natural environment, should be directed to Healthy and Sustainable Environment.

Attachment A
List of Primary Evidence

Support Services

Interview with Linda Hall, Sue Sherbrook and Cheri Kilty, YWCA (3/15/10)

Interview with Emily Leslie, Human Services Manager, City of Bellevue Parks and Community Services Department (2/25/10)

Interview with Patrick Foran, Director, Parks and Community Services, City of Bellevue (March 2010)

Interview with Cheryl Kuhn, Neighborhood Outreach Manager, City of Bellevue (2/17/10)

Interview with Dan Stroh, Planning Director, City of Bellevue (2/17/10)

"*Human Needs Update 2009-2010",* City of Bellevue

Most Livable Cities web site http://www.mostlivable.org

Morgan Quinto Press, State and City Ranking Publications
http://www.statestats.com or http://cqpress.com

Puget Sound Regional Competitiveness Indicators, published by Prosperity Partnership

Involved Citizens

National Civic League, Community Services Article, "*Apathetic Citizens? Not When They Can Make A Difference",* http://www.ncl.org/cs/articles/okubo2.html
Sustainable Communities Network, www.sustainable.org

Opportunities for Interaction

Interview with Judd Kirk, President, Port Blakely Communities, Issaquah Highlands developer (3/10/10)

"The Rise of the Creative Class" by Richard Florida, www.creativeclass.com

The Benefits of Leisure, The Academy of Leisure Sciences
http://www.academyofleisuresciences.org/alswp7.html

Puget Sound Regional Competitiveness Indicators, published by Prosperity Partnership

Built Environment

Interview with Judd Kirk, President, Port Blakely Communities, Issaquah Highlands developer (3/10/10)

Interview with David Miniken, CPA, Sweeney Conrad, Bellevue Downtown Association (BDA) member (3/5/10)

Interview with Patrick Foran, Director, Parks and Community Services, City of Bellevue (March 2010)

Interview with Cheryl Kuhn, Neighborhood Outreach Manager, City of Bellevue (2/17/10)

Interview with Dan Stroh, Planning Director, City of Bellevue (2/17/10)

"*The Rise of the Creative Class*" by Richard Florida, www.creativeclass.com

Rochester Regional Community Decision Center (RRCDC) http://www.rrcdc.org/contact_faqs.html

King County, Transportation Department, *"A Study of Land Use, Transportation, Air Quality and Health in King County, WA",(Executive Summary 9/27/05,)* HealthScape publication http://docs.google.com/viewer?a=v&q=cache:JuOsFGeudb8J:www.kingcounty.gov/transportation/HealthScape/~/media/transportation/healthscape/publications/exec_summary_092705.ashx+study+of+land+use+transportation+air+quality+and+health&hl=en&gl=us&pid=bl&srcid=ADGEEShpkyqltoMFGp6cZGR9Hlr9BFUf2FndY4omc1gK8gvlXvLS6e16N04C3VO8u7JRBpmxRNigG_wHZz4_O7Fv33uFjIurPf5BjC77OkLg7Inct-yLyx3-fHMnwY2E4VK6TE7-cg8L&sig=AHIEtbSN4eiBsSt0qgY2aqWqkrQbY1TVjA

NeighborWorks Amercia, *Summary of Success Measure Outcome Indicators* (2007) http://www.nw.org/network/ps/successmeasures/documents/indicators-no_numbers_short.pdf

Somerville Community Corporation http://www.somervillecdc.org/WhatWeDo/development.html

Tasman District Council
http://www.tdc.govt.nz/index.php?Developmentwillcreatevibrantcommunityspace

National Transportation Library, Federal Gov't - Livable Communities Initiative, *Characteristics of Livable Communities* http://ntl.bts.gov/DOCS/livbro.html

United States Department of Agriculture, Rural Development, Rural Housing and Community Programs http://www.rurdev.usda.gov/rd/pubs/pa1557.htm

United States Environmental Protection Agency, HUD-DOT-EPA Interagency Partnership for Sustainable Communities - Livability Principles
http://www.epa.gov/smartgrowth/partnership/index.html#livabilityprinciples
Sustainable Communities Network, www.sustainable.org

All Factors

"The Price of Government" by David Osborne & Peter Hutchinson

"Ahwahnee Principles for Resource-Efficient Communities", from the Local Government Commission, www.lgc.org/ahwahnee/principles
The Finance Project http://www.financeproject.org

SeattleFoundation*, "Healthy Community Report 2009",* http://www.seattlefoundation.org

Communities Count 2008, A Report on the Strength of King County's Communities
http://www.communitiescount.org/uploads/pdf/archives/2008%20Report/CC08%20Report-logos%20removed.pdf

"Knight Soul of the Community 2010", Why people love where they live and why it matters.
http://www.knightfoundation.org

City of Bellevue's *"Cultural Compass: A Strategic Vision for the Arts & Culture",*
http://www.bellevuewa.gov/cultural_compass.htm

"Project for Public Spaces, The Power of 10", http://www.pps.org/articles/the-power-of-10/