

# Quality Neighborhoods – Cause & Effect Map



As a community, Bellevue values...

- An attractive, well-maintained and safe neighborhood.
- A neighborhood that supports all families.
- Convenient access to day-to-day activities.

## Factors:

### Public Health and Safety

- Neighborhood Preservation
- Public Safety
- Education
- Security

### Facilities and Amenities

- Partnerships
- Planning
- Safe and Clean
- Participation
- Placemaking

### Sense of Neighborhood Identity

- Character
- Diversity
- Pride
- Involvement

### Neighborhood Mobility

- Universal Access
- Planning
- Healthy Choices

### Schools

- Education
- Identity
- Recreation and Social Interaction
- Facilities

## Key Community Indicators:

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

## Key Performance Indicators:

- % of residences in neighborhood in foreclosure process
- % of residents with average to strong sense of community
- % of residents who say their neighborhood is a good or excellent place to live
- # of citizens served by our Human Services each year
- % of households that have visited a neighborhood park or facility over last year
- # of citizens/residents attending neighborhood association meetings



# Request for Results Quality Neighborhoods

---

## The 2015-2016 Quality Neighborhoods Results Team:

**Team Leader:** Jerome Roache

**Team Members:** Byron Stout, Dan Mathieu, Julie Reznick, Kieron Gillmore

**Team Staff:** Toni Rezab

### 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 2015-2016 Operating Budget and 2015-2021 Capital Investment Program Plan.

*Note:* For purpose of this RFR, *citizens* are defined as people who live, work or play in Bellevue.

### Community Value Statements

As a community, Bellevue values:

- ...neighborhoods that are attractive, well maintained, and safe.
- ...neighborhoods that support all families.
- ...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 all families.
- % of residents who say their neighborhoods provide convenient access to their day-to-day activities.

### Performance Indicators

- % of residences in neighborhood in foreclosure process



## Request for Results Quality Neighborhoods

---

- % of residents with average to strong sense of community
- % of residents who say their neighborhood is a good or excellent place to live
- # of citizens served by human services each year
- % of households that have visited a neighborhood park or facility over last year
- # of citizens/residents attending neighborhood association meetings

### **Factors**

Prior RTs reviewed 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 2015-2016 RT reviewed prior research, and conducted further research to understand and clarify the work of the previous RTs. A complete list of resources is included in Appendices A & B.

### **Public Health and Safety**

A quality neighborhood is one that is well-maintained, safe, and attractive. Strong neighbor-to-neighbor connections help create a safe and healthy environment. We acknowledge that safety and security in general may be addressed in other outcomes; however, we are primarily concerned with neighborhood health and safety. Subfactors include:

- **Neighborhood Preservation** – Well maintained neighborhoods maximize property and resale values. While it is hoped everyone will maintain their properties, it sometimes becomes necessary to use City ordinances and code enforcement to ensure property upkeep and to regulate unacceptable activities.
- **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 and emergency preparedness. This 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, work, and play in the City of Bellevue.

### **Facilities & Amenities**

An essential component of a quality neighborhood is a wide range of open spaces and facilities where people can gather and interact in a meaningful way. Clean and safe gathering places provide a public focus for a variety of neighborhood activities and promote a sense of place and a positive neighborhood image. Nearby spaces and facilities provide opportunities for residents of all ages, abilities, socio-economic and cultural backgrounds to participate more fully in neighborhood life. Adequate and quality facilities and amenities



## Request for Results Quality Neighborhoods

---

provide health benefits for residents by offering opportunities for physical activity, reducing stress levels and creating a calming environment. Subfactors include:

- **Partnerships** - Partnering with neighborhood groups is critical to maximizing investments and providing a sense of cohesiveness. This provides 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.
- **Safe and Clean** - Clean and safe gathering places provide a location for a variety of neighborhood activities. Without a safe and well maintained facility people will not come, they will not stay, and they will not interact.
- **Participation** - Facilities and amenities promote neighborhood involvement. Amenities such as shops, institutions, parks, trails, and open space attract both residents and visitors to a neighborhood.
- **Placemaking** – A key ingredient to a quality neighborhood is public space that encourages people to linger, enjoy, and connect with neighbors.

### Sense of Neighborhood Identity

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, abilities, age, religions, genders, sexual orientation) helps attract a large cross section of individuals to the community.

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. 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 Subfactors include:

- **Character** –The character of a neighborhood, which includes its 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 abilities, ages, backgrounds, beliefs, and cultures promotes cooperative behavior and contributes to a sense of neighborhood.
- **Pride** – Having pride in the condition of one’s property leads to enjoyment in one’s neighborhood and can inspire and increase community pride and spirit within the neighborhood.
- **Involvement** – A sense of neighborhood also results from involvement in a committee or project of a neighborhood group (such as associations, local schools or an arts/hobby club). Encouraging



## Request for Results Quality Neighborhoods

---

involvement fosters a sense of identity by building relationships with neighbors, sharing common interests and creating a “feeling of belonging” in their neighborhood.

### Neighborhood 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, including: drivers, pedestrian, bicyclists, and transit riders, regardless of ability. While we acknowledge mobility is addressed in another outcome area, we believe it is particularly important at the neighborhood level. This factor strives to balance the demand for increasing personal mobility and economic growth with the need to respect the environment. Managing motor vehicle and transit use and enhancing conditions for walking and bicycling results 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 decrease the need to drive by reducing distance between destinations, facilitating walking, biking or the use of public transit. Subfactors include:

- **Universal Access** – All modes of transportation are an essential part of a neighborhood 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 neighborhood activities if these facilities are accessible to all modes of transportation.
- **Planning** - Promoting neighborhood investment in planning, design and implementation of transportation systems helps retain and reflect the culture and character of the neighborhood.
- **Healthy Choices** – The way our transportation system is planned, designed, and built has far-reaching implications for public health. Providing healthy accessible choices encourages people to get out and enjoy their neighborhood 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

Schools can serve an important social function for the neighborhoods in their attendance areas. 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. Schools are closely linked to the factors “sense of neighborhood identity” and “facilities and amenities” in the Quality Neighborhoods Cause and Effect Map. Subfactors include:

- **Education** – Shared educational experiences are effective in eliminating barriers between neighbors.
- **Identity** – Shared activities, events, and experiences encourage people to get involved and take pride in their neighborhood.



## Request for Results Quality Neighborhoods

---

- **Recreation & Social Interaction** – 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 can offer venues for after-school and summer activities as well as community events and neighborhood gatherings. 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.
- **Facilities** – Although school facilities are owned and operated by other agencies, the cooperation and partnerships are even more important when managing the use of these facilities. Examples of these partnerships are the shared use agreements regarding sports fields at schools. In these agreements the schools make the fields available to the public and the Parks Department maintains them. These kinds of partnership are a win for the schools, the City of Bellevue, and the people who live, work, and play here.

### Background/Choices

Quality Neighborhoods was identified by the 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 is 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; 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 Strategies are listed in the Request for Results Introduction section of the RFR book. Proposal writers should refer to 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 provide services and programs that enhance **Public Health and Safety**, specifically proposals that:
  - Provide neighborhood prevention education in the area of public safety, emergency preparedness and public health.



## Request for Results Quality Neighborhoods

---

- 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, participation and by encouraging citizen involvement in their neighborhood.
  - Result in clean streets, sidewalks and other public spaces specific to a neighborhood.
- 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 encourage the neighborhood use of those 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 within the neighborhood.
  - Encourage participation for all ages, abilities, cultures, and socio-economic groups within the neighborhood.
  - Enhance a neighborhood’s public space to gather, linger and connect with neighbors.
- We are seeking proposals that strengthen the **Sense of Neighborhood Identity**, specifically proposals that:
- Preserve and enhance a neighborhood’s character.
  - Respond to the neighborhood’s evolving diversity/demographics.
  - Involve partnerships for community building.
  - Increase neighborhood involvement and cohesion
- We are seeking proposals that encourage and support **Neighborhood Mobility**, specifically proposals that:
- Enable people, regardless of their ability, to enjoy the benefits of neighborhood programs, services, and activities.
  - Enhance neighborhood 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 alternate modes of transportation as a means of travel, recreation, and physical activities.
- We are seeking proposals that leverage the importance and utilization of **Schools**, specifically proposals that:
- Leverage partnerships with educational institutions to provide facilities and amenities.
  - Expand the range of affordable and accessible programs and services to the neighborhood.
  - Encourage partnerships and innovation among program providers.



# Request for Results Quality Neighborhoods

---

## Appendix A: List of Primary Evidence

### ***Sense of Neighborhood Identity***

[www.planning.org/greatplaces/neighborhoods/characteristics.htm](http://www.planning.org/greatplaces/neighborhoods/characteristics.htm)

[http://bellevuewa.gov/neighborhood\\_associations.htm](http://bellevuewa.gov/neighborhood_associations.htm)

### ***Mobility***

Walk Score, "Why Walk?"

[www.walkscore.com/walking-matters.shtml](http://www.walkscore.com/walking-matters.shtml)

### ***Public Health and Safety***

[www.bellevuewa.gov/police-crime-prevention.htm](http://www.bellevuewa.gov/police-crime-prevention.htm)

[www.cityofwestsacramento.org/city/depts/police/prevention/default.asp](http://www.cityofwestsacramento.org/city/depts/police/prevention/default.asp)

### ***Schools***

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

[http://www.helpguide.org/life/creative\\_play\\_fun\\_games.htm](http://www.helpguide.org/life/creative_play_fun_games.htm)

*Collective Impact.* John Kania & Mark Kramer

[http://www.ssireview.org/articles/entry/collective\\_impact](http://www.ssireview.org/articles/entry/collective_impact)

### ***Multiple Factors***

[www.ci.longmont.co.us/finance/budget/documents/neighbor.pdf](http://www.ci.longmont.co.us/finance/budget/documents/neighbor.pdf)

[www.pps.org/reference/great-places-tips](http://www.pps.org/reference/great-places-tips)

[www.ncpc.org](http://www.ncpc.org)

[http://www.bellevuewa.gov/humanservices\\_needs\\_update.htm](http://www.bellevuewa.gov/humanservices_needs_update.htm)

[http://bellevuewa.gov/human\\_services.htm](http://bellevuewa.gov/human_services.htm)



## Request for Results Quality Neighborhoods

---

### Appendix B: Previous RT's 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](http://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>



## Request for Results Quality Neighborhoods

---

### **Mobility**

*Pedestrian and Bicycle Transportation Plan*, City of Bellevue, 2009  
[http://www.bellevuewa.gov/pdf/Transportation/ped\\_bike\\_plan\\_2009.pdf](http://www.bellevuewa.gov/pdf/Transportation/ped_bike_plan_2009.pdf)

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

Smart Growth America, "A Data for a new Era, A Summary of the SMARTRAQ Findings"  
<http://www.smartgrowthamerica.org/documents/SMARTRAQSummary000.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/creativeplayfungames.htm>

*Collective Impact.* John Kania & Mark Kramer  
<http://www.ssireview.org/articles/entry/collectiveimpact>

### **Multiple Factors**

National Recreation and Parks Association. *Synopsis of 2010 Research Papers*  
[http://www.nrpa.org/uploadedFiles/ExploreParksandRecreation/Research/2011Summaryof\\_Reserach-Final-Web3.pdf](http://www.nrpa.org/uploadedFiles/ExploreParksandRecreation/Research/2011Summaryof_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](http://www.ci.bellevue.wa.us/humanservices_needs_update.htm)



## Request for Results Quality Neighborhoods

---

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)

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/FINALJ6609847BellevueBudgetFinalReportMarch\\_52012.pdf](http://www.bellevuewa.gov/pdf/Finance/FINALJ6609847BellevueBudgetFinalReportMarch_52012.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](http://www.communitiescount.org)

NeighborWorks America, [www.nw.org](http://www.nw.org); including “Summary of Success Measure Outcome Indicators” (2007), [www.nw.org/network/ps/successmeasures/documents/indicators-nonumbersshort.pdf](http://www.nw.org/network/ps/successmeasures/documents/indicators-nonumbersshort.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](http://www.ntl.bts.gov/DOCS/livbro.html)



## Request for Results Quality Neighborhoods

---

Local Government Commission, *Ahwahnee Principles for Resource-Efficient Communities*,  
[www.lgc.org/ahwahnee/principles](http://www.lgc.org/ahwahnee/principles)

Savannah, GA, budget, "Neighborhood Vitality Outcome"