

CITY OF BELLEVUE  
CITY COUNCIL

Summary Minutes of Special Meeting  
**Council Retreat**

February 27-March 1, 2014

Resort at Port Ludlow  
Port Ludlow, Washington

PRESENT: Mayor Balducci, Deputy Mayor Wallace and Councilmembers Lee, Chelminiak, Robinson, Robertson, and Stokes

ABSENT: None.

**Thursday, February 27, 2014**

The meeting opened at 8:00 p.m. with all Councilmembers present. Facilitator Tyler St. Clair distributed meeting folders and walked Council through a discussion of the Myers-Briggs Type Indicator instrument and how it can enable Councilmembers to learn more about themselves and their colleagues, with relevant applications to the nature of the Council's work.

At 10:00 p.m., the meeting recessed for the evening.

**Friday, February 28, 2014**

The meeting was called to order at 8:40 a.m., with all Councilmembers present. Ms. St. Clair reviewed the Agenda, purpose and goals of the Council Retreat together with roles for Councilmembers and the Facilitator. She described her process of generating a working report of the Council's work during the Retreat and facilitating any follow-up that might be needed.

After a short team-building exercise, Ms. St. Clair moved into a discussion of the Local Elected Leadership Model, and described how moving from politics to policy is difficult. Under the Council-Manager form of government, the City Manager must make policy and administration come together. Ms. St. Clair shared a model for thinking about governance, based to some degree on the work of John and Miriam Gardner around policy circles. The circles are like nested mixing bowls. There is only one body that can do the work of the big bowl – the Council. The smaller bowls are the work of staff. The strategy for a “big bowl focus” is a collective leadership agreement.

Ms. St. Clair said City Councils give staff the ability to be more creative when they stay at the big bowl level. Anchors are needed for the big bowl, in the form of the collective leadership action agenda. When the full Council can agree on the major priorities, and throw their weight behind them, they can be more powerful and/or effective. She noted the importance that, in 4-3 votes, those on the non-prevailing side are supportive of the majority decision.

Ms. St. Clair reviewed the elements of the Model. The anchors to the big bowl for Councilmembers are the Vision (destination, preferred future, strategic targets, long-term priorities), Vision Principles (principles/policies to guide decision making to achieve preferred future) and Operating Guidelines (values to guide member and staff relationships).

Ms. St. Clair broke the Council into small groups to discuss the long-term, desired future state for Bellevue. She asked them to think about the City in the most ideal state that it could be in 20 years, keeping a possibility-oriented perspective.

1. What would we have to keep in order to achieve that ideal state? (assets and opportunities)
2. What would we have to change in order to achieve that ideal state? (what do we need to achieve/accomplish? Where must we have strategic action in order to be successful? What should we do differently?)

Following the small group exercise, the Council broke for lunch.

At 1:00 p.m., the meeting resumed and Councilmembers reported on their group work from the exercise before lunch.

Ms. St. Clair summarized there is a lot of commonality in the groups' work. There is a desire to determine Bellevue's role in the region. Bellevue has many strengths. Much of the focus of Councilmembers' responses addressed earlier years, although some ideas represented twenty years out.

Ms. St. Clair said the Council is interested in developing greater engagement with the community, including building community support (through interactive processes) in striving toward common goals. A major focus of the Council's comments was on embracing the City's "urban-ness" while maintaining the neighborhoods. The notion of "A big city with a small-town heart" was discussed.

Ms. St. Clair moved to the next segment of the agenda, which is to develop a long-term vision for what Council wants to achieve. She posited that to keep the wonderful aspects of Bellevue, there must be a willingness to change. Ms. St. Clair reviewed a diagram for developing a Core Vision or identity with satellite Strategic Target Areas. She asked Councilmembers to think about the Core Vision—what Bellevue will be known for in 2034. Then imagine what the Council is going to focus on to reach that Vision (macro priorities).

Ms. St. Clair worked with the Council to capture the perceptions of Bellevue in 2034: What is Bellevue's identity? How do others see us? Councilmembers identified a variety of elements that might factor into a vision statement. Ms. St. Clair then moved on to the identification of a series of Strategic Target Areas. Councilmembers came to a consensus on the core elements and the following areas that should form part of a comprehensive Council Vision for the City:

**Strategic Target Areas** (*Areas of change to be successful in 2034*)

- Transportation/Improved Mobility
  - I-405
  - SR 520
  - Light rail
  - Bikes/pedestrians
  - Bus service
  - Neighborhood-to-neighborhood connections
  - Cars
  - Roads
  - Intelligent transportation system (ITS)
  - Parking
  - Taxis
  - Downtown mobility
  - Sidewalks.
  
- Economic Development
  - Plan/strategy
  - Director
  - Activities
  - High tech
  - Incubator
  - International trade
  - Competitive tax rates and regulations
  - Investment
  - Affordable work space
  - All types of commercial buildings
  - Successful high-end retail
  - Shopping/entertainment
  - Neighborhood shopping centers
  - Light industrial areas
  - Tourism
  - Auto sales
  - High technology culture
  - Permitting/construction.
  
- Regional Leadership – “Eastside Century”
  - Want our seat at table in negotiations and decision making.

- Pooling resources for things we can't afford as single city.
- The real/perceived leadership focus in the region – who do I talk to?
- Strategically engaged in region.
- Sort through the size of government needed to address issues – sometimes the City, County, sub-region, region.
- Look at all service lines and see if they can be done more effectively.
- Do we need a new organization?
- Leader
- Catalyst
- Collaboration
- Organizations – analyze participation – what to join/what to form.
- Join Sound Cities Association?
- How does this relate to regional public facilities?
- Where to take leadership?
  
- Achieving Human Potential
  - Education
  - Quality of life
  - Preventing human trafficking
  - Engagement
  - Culture
  - Collective impact/Eastside Pathways
  - Community connectivity
  - Medicine and health care
  - Building community capacity
  - Transparency of government
  - Access to information
  - Children and Family Services levy
  - Diversity
  
- High-Performing Government -- Responsive and responsible government
  - Bond rating
  - Good local government
  - Public safety
  - Customer service
  - Transparency
  - High quality service (Core Value)
  - Maintain public trust /confidence
  - Culture of the city
  - Financial stewardship
  - Council outreach to the community
  - Customer survey
  - How to best utilize Boards/Commissions?
  - Develop future leadership.

- Placemaking Opportunities (i.e., game changers, regional attractions)
  - PACE/Tateuchi Center
  - Higher educational institution
  - Meydenbauer Bay Park
  - Aquatic center
  - Metro site/civic campus
  - Museum
  - Bellevue Hall of Fame
  - Major athletic center --Football/hockey/sports
  - Major entertainment center
  - Wilburton special opportunity district
  - Look at and utilize all of the City's properties.
  - Land use opportunities that span the freeway – Lincoln Center.
  
- High-Quality Built and Natural Environment
  - Appropriate land use
  - Mix of business and commercial properties
  - Sustainable community
  - Housing affordability/work force housing
  - Look and feel of city and how it operates
  - Land use to provide stability and quality future growth
  - Sustainability
  - Downtown livability
  - Shoreline Master Program
  - What you see and what you don't see (e.g., utilities) is subjective.
  - Sustainable and sound City planning.
  - Light rail and surrounds
  - Transit-oriented development (TOD)
  - Innovative housing
  - Electrical reliability
  - Broadband/data connectivity
  - Stable and inclusive neighborhood communities
  - Expanded parks and open space
  - Urban /suburban mix
  - Financially feasible
  - Smart city (high technology uses)
  - Equitable access – physical, language, culture – through universal design. How should information be conveyed? Are there ways to reach different age groups more effectively?
  - Clean community.

At 5:15 p.m., the Council recessed for dinner.

### **Saturday, March 1, 2014**

At 8:40 a.m., the meeting resumed with all Councilmembers present. Ms. St. Clair presented a suggested revised agenda for the remainder of the Retreat. Council will work to finish the “macro state,” including drafting a vision statement and then developing desired future states. Next Council will identify near-term (2-3 year) priorities. The clarification of roles and operating guidelines will be postponed to a later discussion. However, some discussion of roles that help in the pursuit of the Council’s goals will be conducted today.

Ms. St. Clair described the characteristics of an effective vision, adapted from *The Reinventer’s Fieldbook* by David Osbourne. She suggested that the vision describe the desired future state in details that enable staff and the public to visualize where the City is going.

Using the content of the vision brainstorm, Councilmembers worked on a Vision “preamble” as a large group. Small groups then developed desired future states for the seven strategic target areas to create a comprehensive vision. The desired future states may be edited slightly at a later date to improve form, remove duplication, and add ideas.

The Council then worked to identify their top two- to three-year priorities for each Strategic Target Area (desired future state) and agreed upon the following 23 priorities:

#### **Economic Development**

1. Complete Economic Development plan and begin implementing it (with appropriate and adequate resources).
  - Attract companies to establish offices in Bellevue.
  - Develop the Bellevue brand and create a marketing brochure for investment in the City.
  - Create incubator environment: develop affordable and flexible work place for start-up and entrepreneurial businesses.
  - Integrate infrastructure planning with an economic development focus (our main departments work collaboratively with an ED focus).
  - Promote tourism.
2. Develop an educational institution such as R&D center for local and international talents and businesses.

#### **Transportation and Mobility**

3. Establish transportation capital plan for future growth and mobility of the city and determine long-term capital funding mechanisms to support the plan. At a minimum, the plan should speed the completion of transportation projects complimentary to light rail construction by Sound Transit in Bellevue by 2024.
4. Secure funding for next phase of I-405 and completion of SR 520.
5. Complete the Downtown Transportation Plan and begin implementation.
6. Permit light rail and include mitigation; reach closure on ST MOU as agreed in the Collaborative design process and in an economically viable manner.

### **High quality built and natural environment**

7. Promote housing opportunities to meet the needs of our diverse population and work force, to include:
  - Bringing forward the multi-family property tax exemption for Council’s consideration.
  - Bring forward for Council’s consideration the possibility of a revolving fund for affordable transit-oriented development in the Bel-Red area.
8. Construct Phase 1 of Meydenbauer Bay Park and complete the Downtown Park circle and gateway by the end of 2018.
9. Develop the “Smart City” strategy to include high speed data options to support business and residents and determine implementation steps.
10. Complete the Downtown Livability Initiative study and identify items for early action.

### **Placemaking: Great Places Where You Want and Need to Be**

11. Collaborate with regional partners to reach a determination regarding a performing arts center in Bellevue.
12. Create a civic center plan integrating City Hall, the Metro property, Convention Center expansion and the Transit Center.
13. Establish a vision for a grand connection from Meydenbauer Bay Park to the Special Opportunity District.
14. Create a Master Plan for Ashwood Park that connects KidsQuest, the Library, and a new community/multi-cultural center with adequate parking that maintains significant green space and views.

### **The Eastside Century**

15. Engage City staff and our elected leaders to develop a plan for regional advocacy and collaboration with Eastside cities.

### **Achieving human potential**

16. Explore options for expanding higher education options, including graduate school programs, in Bellevue.
17. Recreate a neighborhood program that encourages neighborhood leadership, engagement, and community-directed investment (similar to NIS, NEP). Request that staff create a neighborhood engagement strategy and come back with a funding proposal.
18. Complete the Diversity Initiative update and include a plan for strengthening community connections and outreach (e.g., diverse engagement through multicultural activities, participation, and partnerships, translation bank; encouraging residents to become multi-lingual ).
19. Seek update on the implementation of Eastside Pathways and determine the best way for the City to continue to support and further their goals.

### **High performance government**

20. Evaluate how we can better provide hearing accessibility within the public meeting areas of the city.
21. Develop and implement a strategy for Council engagement with the community.
22. Identify and implement technologies that improve customer service.

23. Through the budget process, assure that the City's budget Outcome goals are reached.

Ms. St. Clair reviewed the following Next Steps:

- Ms. St. Clair will send her report to the Acting City Manager.
- The Acting City Manager will distribute the Report "as is" to Councilmembers.
- The Mayor and Acting City Manager will determine a strategy for editing the Vision document.
- The Council will have another mini-session with the Facilitator to complete the discussion of Roles and Operating Guidelines. The Facilitator will work with the Acting City Manager on scheduling.
- The Acting City Manager will use the City Council's Vision and 2-Year Priorities to develop a Work Plan on how to accomplish them (including goals, timetable, and resource needs.) The Acting City Manager may include additional major initiatives that address Council's Desired Future States in the Work Plan in order to provide a more comprehensive picture to the Council.
- The City Council will consider/review the overall Work Plan (date TBD).
- Upon completion of the Council's Vision, it would be helpful to develop and initiate a communications strategy to provide Bellevue citizens and other stakeholders with information about the City Council's collective leadership agenda. As the Work Plan is completed by staff, other opportunities to share the Vision and the Council's Priorities will become available.
- A means of reporting regularly to the Council on progress should be developed to facilitate implementation and accountability. Likewise, the Council may wish to develop a system for communicating on issues for which the Council will be providing leadership.
- Consider scheduling a Council retreat to renew the Vision every two years after elections are held.

The Council reviewed the Desired Future States and offered several observations to be considered in editing and reviewing them. Among them were:

- Consider whether strong, healthy small business is addressed in Economic Development.
- Insure that Council has captured the concept of "abundant access" in Transportation.
- Consider whether to add "serving people of all abilities" after "public buildings" in the High Performance Government Strategic Target Area.

At 3:15 p.m., Mayor Balducci declared the Retreat adjourned.

Myrna L. Basich, MMC  
City Clerk

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