



MEMORANDUM

Phone: 425-452-2733
Date: May 15, 2014
To: Mayor Balducci and City Councilmembers
From: Myrna Basich, Assistant City Manager/City Clerk
Subject: Council Vision, Strategic Target Areas, and Priorities

Council's work at your February Retreat and April 21 meeting has been summarized in the attached document that conveys your consensus vision, seven strategic target areas that emanate from that vision, and a list of priorities you wish to achieve over the next two or so years.

This document was earlier circulated to all Councilmembers, and one minor addition to Priority #16 is proposed by Mr. Lee. He seeks to provide additional clarity by adding the language italicized below:

16. Develop a plan for securing greater levels of grant funding *such as for regional projects.*

Should Council wish to proceed with formal adoption of these foundational statements, suggested motion language is provided below:

Move to approve the Council's vision, strategic target areas, and priorities as presented this evening, including *(or not including)* the minor revision suggested to Priority No. 16.

Next steps:

As requested, the City Manager and staff are preparing a Work Plan responsive to the priorities and will be providing it to Council within the next few weeks. Communications staff have prepared the attached communication strategy and action plan for communicating the vision and priorities to the public and to the City organization.

Attachments:

1. Council vision, strategic target areas, and priorities
2. Communication strategy and action plan

BELLEVUE CITY COUNCIL VISION

Bellevue 2035 - The City Where You Want To Be

Bellevue welcomes the world. Our diversity is our strength.

We embrace the future while respecting our past.

Bellevue's neighborhoods are defined by the people who live there. All neighborhoods provide communities for residents that are safe and friendly, with gathering places that keep people connected to each other. Housing choices abound. There are neighborhoods complete with classic Bellevue ramblers and fenced yards. High-rise apartments provide a view over a vibrant urban landscape. And we have every housing type in between. Bellevue is welcoming to everyone, from newborn babies to people with decades of life experience.

Bellevue is open for business. Entrepreneurs can turn their vision into reality. They have access to capital, both human and monetary. We celebrate successful companies. We compete with the world.

Education is a core value. Our people are well-educated and prepared for life in the 21st century. We are continually striving for improvement. We are creators of the future. Every child is prepared to succeed in that future.

We celebrate all aspects of our culture. We embrace our diverse culture through arts, business, entertainment, and community gatherings. Whether it's modern art, opera, theater, or contemporary music, the artists may be world-renowned, live next door, or both.

We are a "City in a Park." Enjoy the tranquility of a wooded trail or a paddle through the Mercer Slough. You can people-watch in an urban plaza, play your favorite sport, or gaze at the shimmering sun on a bright blue lake.

Our residents have the services they need. In Bellevue, you find what you need at a neighborhood store, or shop at the world's best retailers. And you can get there easily. We still drive our cars. But we can walk, bike, rideshare, cab, bus or use rail to get there. Whatever mode we choose, it's predictable and reliable.

Bellevue's elected leaders share these goals and this vision. We provide the leadership and strategy needed to fulfill our ambition for excellence. We are leaders and collaborators throughout the region. Bellevue is respected by, and respectful of our neighbors.

The future of Bellevue is multi-dimensional, and City government will keep the trust of its residents by:

- Bringing economic prosperity to all
- Providing a highly-functioning transportation system
- Developing a quality built environment that serves all aspects of our community
- Ensuring exceptional education opportunities for all ages

- Supporting the cultural strengths of our city - arts, culture, parks, recreation and community events
- Engaging with all residents and stakeholders and continuing to be a community that cares for all people
- Influencing state and regional politics to help Bellevue advocate for a better quality of life for our citizens and region.

Economic Development

Bellevue is known as a hub for global business. We attract the best - a highly educated, entrepreneurial, and talented work force. The best choose Bellevue - we are home to headquarters for global businesses as well as innovative startups that are moving beyond the garage.

The City does all the things it needs to provide an attractive business environment. Infrastructure is ample and in excellent condition, including roads, rails, high-speed data, reliable electricity, and clean water. Business regulation is fair and the tax structure is attractive. The City, region, and state offer appropriate incentives to locate business in Bellevue. Affordable and flexible workspaces nurture start-ups and entrepreneurial businesses.

We provide the lifestyle, amenities and institutions that attract the next generation of business leaders and innovators: high-end entertainment, outdoor recreation, exceptional K-12-and higher education, high capacity transit, and a green and sustainable environment. Our educational institutions inspire innovation and train the talent needed to support our high-tech sector right here in Bellevue.

We foster a diversified suite of business activities. We support our existing and traditional sectors including retail, auto sales, financial services, aerospace, and light industrial businesses. We are a growing center for a broad range of technologies - including software, mobile communications, and medical devices and services. Our arts and cultural opportunities, shopping, and proximity to major recreational activities make us a premier destination for tourism and conventions.

Transportation and Mobility

Getting into, around, and through Bellevue is a given. Transportation is both reliable and predictable. Mode choices are abundant and safe.

Bellevue is well connected to the rest of the region and its activities via roads and transit. Bellevue's commercial centers are bustling, but can be reliably traversed by their employees and customers even during commute hours and holidays. People come to Bellevue for entertainment and shopping because it is convenient to get around.

Adequate regional road capacity handles a high volume of demand. Regional trips are accommodated on regional roads, thus limiting the impacts to neighborhoods from cut-through traffic. Roads are well designed and well maintained, and are managed to minimize congestion and keep people moving even at peak periods. A state-of-the-art intelligent transportation system moves people through the City with a minimum of wait times and frustration. Those who choose to drive can find convenient parking. Visitors and those who do not drive enjoy ample public transportation with seamless, reliable

connections through a wide variety of services including local transit, circulator buses, taxis and ride-sharing services. Walking and biking is safe and enjoyable, and pedestrians are comfortable and safe.

High Quality Built and Natural Environment

Bellevue has it all. From a livable high-rise urban environment to large wooded lots in an equestrian setting, people can find exactly where they want to live and work in Bellevue. The diverse and well-balanced mix of business and commercial properties and a wide variety of housing types attract workers and families who desire a safe, sustainable and accessible community.

Bellevue has an abundance of parks and natural open space. Known as a “City in a Park,” our park system is one of the best in the nation due to its high park acreage-to-population ratio. From neighborhood walking paths and forested trails to a regional waterfront park, we enjoy a variety of recreational opportunities within walking distance of our homes and businesses.

Bellevue is a “Smart City” with a clean, high-quality environment and excellent and reliable infrastructure that supports our vibrant and growing city, including high-tech connectivity. The City has a connected multi-modal transportation system which blends seamlessly with its buildings, plazas, and parks.

Whether it’s an urban high rise or a classic Bellevue Rambler, the constant is our people. Our neighborhoods and businesses transcend age, ethnicity, and culture to create safe, welcoming places to live and work.

Bellevue: Great Places Where You Want to Be

Bellevue is the place to be inspired by culture, entertainment, and nature. Learn, relax, shop, eat, cook, read, play, or marvel at our natural environment. Whatever your mood, there is a place for you in Bellevue.

From the sparkling waters of Meydenbauer Bay Park you can walk or bike east, through Downtown, across the I-405 Park to the Wilburton West center for business and entertainment. Along the way you enjoy nature, culture, street entertainment, a world fusion of food, and people from all over the planet.

Culture is celebrated. Bellevue’s Performing Arts Center is a success, operating for over a decade and attracting the best in on-stage entertainment. Cultural organizations throughout the City are supported by private philanthropy and a cultural arts fund. Arts and cultural opportunities stimulate our creative class workers and residents, whether they are members of the audience or performers. The cultural arts attract Fortune 500 companies to our community, whether it is to locate their headquarters or visit for a convention.

Our community buildings, libraries, community centers, City Hall, and museums provide places where neighbors gather, connect with each other, and support our civic and business institutions.

Bellevue University, the new Research Center of Excellence, and our other institutes of higher learning are connected physically and digitally from Eastgate to Bel-Red, Downtown, and the University of Washington in Seattle.

From the constant beat of an urban center, you can quickly escape into nature in our parks, streams, trails and lakes. You can kayak the Slough, hike the lake-to-lake trail, and have the opportunity to enjoy the latest thrill sport.

Regional Leadership and Influence

Bellevue will lead, catalyze, and partner with our neighbors throughout the region. We are at the center of the lakeside crescent formed by the cities of Redmond, Kirkland, Bellevue, Issaquah, and Renton. The lakeside crescent is made up of distinct cities that share common goals. Transportation, land use, and a common agenda are at the heart of our success. The Eastside represents a major political, economic, cultural, and educational force in the region. Bellevue and Seattle collaborate, partner and celebrate the benefits of working together as one region.

Achieving Human Potential

Bellevue is a caring community where all residents enjoy a high quality of life. People from around the world are welcomed by people from around the corner. People in Bellevue know that they are an important part of their community.

Our residents feel connected to each other and invested in their community. People connect to each other through a variety of organizations.

Bellevue is an intellectual community that values education. We have an array of excellent educational opportunities for life-long learning, from one of the nation's best K-12 school districts to a variety of secondary and higher educational opportunities including technical and trades education, college, and graduate programs at a top international research university.

We enjoy access to high-level medical services that attract top providers from around the region. We serve our entire community regardless of address, ethnicity, age or capability.

High Performance Government

Bellevue is characterized by high performance government. Our residents live in a safe, clean city that promotes healthy living. The perception of safety contributes to the success of businesses and neighborhoods. Police, fire, and emergency personnel are seen by citizens every day, and we ensure that these services reflect high standards and pride.

People are attracted to live here because they see that city government is well managed. Our high quality of customer service ensures that residents realize a direct link between their tax dollar investments and the services they receive. We make public investments wisely, assuring taxpayers that we are living within our means, but also ensuring that we have superb infrastructure to support growing businesses and desirable residential opportunities. We have beautiful public buildings that residents point to with pride. Government plays its role in supporting the careful balance of neighborhoods, commercial and retail growth, diverse residential living opportunities, and amenities

that characterize Bellevue. City leadership fosters careful long-term planning, responsible financial policy, and thoughtful partnerships with businesses, the non-profit sector, and the region.

We support public engagement and connectivity. Our boards, commissions, and other citizen advisory groups assist City Council in providing superior leadership by representing the diverse interests of the City and providing thoughtful and creative ideas that assure sound policy direction and decisions.

Our residents care for Bellevue. They speak up and collectively work to address our mutual needs. In Bellevue, our residents know that their local government listens, cares about, and responds to them.

CITY COUNCIL 2-YEAR PRIORITIES

Economic Development

1	<p>Complete the economic development plan and begin implementing the plan (with appropriate and adequate resources)</p> <ul style="list-style-type: none"> • Attract companies to establish local offices in Bellevue • Develop the Bellevue brand and create a marketing brochure for investment in the City • Create an incubator environment; develop affordable and flexible workspace for entrepreneurial businesses • Integrate our infrastructure planning with an economic development focus (our main departments should work collaboratively with an economic development focus) • Promote tourism
2	<p>Develop an educational institution such as an R&D Center for local and international talents and businesses</p>

Transportation and Mobility

3	<p>Establish a 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 that are complementary to light rail construction by Sound Transit in Bellevue through 2024.</p>
4	<p>Secure funding for the next phase of I-405 and completion of SR 520</p>
5	<p>Complete the Downtown Transportation Plan and begin implementing it</p>
6	<p>Permit light rail to include mitigation; reach closure on the MOU as agreed in the collaborative design process and in an economically viable manner</p>

High Quality Built and Natural Environment

7	<p>Promote housing opportunities for the needs of our diverse population to include:</p> <ul style="list-style-type: none"> • Bring forward a multifamily property tax exemption for Council's consideration • Bring forward the possibility of a revolving fund for affordable transit-oriented development in the Bel-Red area for Council's consideration
8	<p>Construct Phase One of Meydenbauer Bay Park and complete the downtown park circle and gateway by the end of 2018</p>
9	<p>Develop the Smart City strategy to include high speed data options to support business and residents and determine implementation steps</p>
10	<p>Complete the Downtown Livability Initiative study and identify items for early action</p>

Bellevue: Great Places Where You Want To Be

11	<p>Collaborate with regional partners to reach a determination regarding a performing arts center in Bellevue</p>
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12	Create a civic center plan integrating City Hall, the Metro property, Convention Center expansion, and the Transit Center <ul style="list-style-type: none"> • Pedestrian Corridor • Special Opportunity District
13	Establish the vision for a grand connection from Meydenbauer Bay Park to the Wilburton Special Opportunity District
14	Update the master plan for Ashwood Park

Regional Leadership and Influence

15	Engage the City staff and our elected leaders to develop a plan for regional advocacy and collaboration with other jurisdictions, especially Eastside cities
16	Develop a plan for securing greater levels of grant funding <u>such as for regional projects</u>

Achieving Human Potential

17	Explore options for expanding higher education options in Bellevue (grades 13 through 20)
18	Re-create a neighborhood program that supports neighborhood leadership, engagement, and community-directed investment (request that staff come back with a funding proposal)
19	Complete the Diversity Initiative to include a plan to increase community connections and outreach (e.g. diversity engagement through multicultural activities, participation, and partnership; translation banks; encouraging residents to become multi-lingual)
20	Get update on implementation of Eastside Pathways and determine the best way for the City to continue to support their goal
21	Work toward an Eastside solution for permanent winter shelter

High Performance Government

22	Evaluate how we can better provide hearing accessibility within the public meeting areas in the City
23	Develop and implement strategies for Council engagement with the community
24	Identify and implement technologies that improve customer service
25	Through the budget process, insure that the City's budget outcome goals are reached <ul style="list-style-type: none"> • Evaluate public safety standards as part of the budget process • Staff should be focused on how the organization operates in a high performing way.

Council Vision Communication Strategy & Action Plan

As of May 15, 2014

The Communications Team will develop and execute a communications plan that seeks to:

- Increase awareness of the Council vision and strategic target areas (STA);
- Show a direct relationship between Council actions on immediate priorities and the vision and strategic target areas.

Key audiences are both internal and external, ranging from city staff and boards and commissions to the general public, business and community organizations and leaders and regional partners.

The Communications Team will use all available communications channels and tools to help spread the message that Bellevue welcomes the world, our diversity is our strength, and the current City Council is well positioned to build upon past successes and ready to leap ahead to future opportunities. Below are a few of the actions underway or planned for the near future. The Communications Team will also evaluate media, including social, outreach opportunities.

T = Final Council Approval

Channels and Tools	Due Date	Owner	Notes
Email, A Message from Brad Miyake	April 29	CMO	Internal message to city staff
Speaking Opportunities	Ongoing	Council Office Council members Comms Team	-Track speaking - Use vision messages at public events - Promote via social media, when possible - PowerPoint template available now
Council Round Up	Ongoing	Comms Team	When appropriate, incorporate vision and STA messaging
Council Letter to Staff	T + 3-4 days	Comms Team	Signed by all Councilmembers
New Webpage Feature, Mobile Enabled	T + 3 weeks	Comms Team	Include links to printed materials, videos, etc.
Brochure or other printed materials	T + 3 weeks	Comms and Graphics Teams	Design is underway
<i>It's Your City</i> - Council Corner - Front Page Graphic Feature	June 2014	Comms and Graphics Teams	Column by Mayor