



Bellevue Planning Commission

January 24, 2018

PLANNING COMMISSION STUDY SESSION ITEM

SUBJECT

Planning Commission Guiding Principles Part II

STAFF CONTACT(S)

Terry Cullen, AICP, Comprehensive Planning Manager, 452-4070
Planning & Community Development

POLICY ISSUES

Guiding Principles can't be used to direct action that is inconsistent with state and local laws and regulations and Council policy and direction. Guiding principles cannot be used to expand or change the roles and responsibilities of the Planning Commission. Guiding principles that direct the work program efforts of staff or affect the City's budget require Council's approval.

DIRECTION NEEDED FROM THE PLANNING COMMISSION

ACTION

DIRECTION

INFORMATION ONLY

**Important Notes Regarding This Agenda Memo – The Planning Commission began their discussion on this subject in September 2017 and on January 10, 2018 approved a set of guiding principles (Attachment A). Commissioner Morisseau had several discussion notes that she requested be brought forward as part of the Guiding Principles' agenda item during the November 8, 2017 Planning Commission retreat. The Guiding Principles agenda item was not heard that evening because of time constraints. Those discussion notes should have been brought forward to the January 10, 2018 meeting when the original guiding principles were up for discussion again. Due to an oversight, those discussion notes weren't included with the agenda packet for that evening. Staff recommended that the Planning Commission act on the existing guiding principles that evening and program a separate discussion (with possible amendments to the now approved guiding principles) for the January 24, 2018 meeting. Hence the reference in the agenda title to 'Part II'. The original agenda memo is replicated here and the discussion notes as suggested by Commissioner Morisseau are included (Attachment B). The options for possible consideration is one notable change from the original agenda memo. Now it includes an option to change, or not change, the newly approved guiding principles.*

BACKGROUND/ANALYSIS

Several Planning Commissioners developed informally a set of guiding principles following the annual 2014 retreat. The principles were never fully vetted by the Planning Commission nor operationalized for use in Commission business.

The Planning Commission requested following the 2016 annual retreat that those guiding principles be brought forward and considered by the entire Commission. The guiding principles are succinct and grouped into three (3) categories: trust, communicate and deliver results.

A copy of those principles is included with this agenda memo.

Guiding Principles Definitions

There are many definitions for 'guiding principles' and most are quite similar. Here are three (3) examples:

Any principles or precepts that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management. (BusinessDictionary.com)

[A]n idea that influences you very much when making a decision or considering a matter.

Any ideas that give an organization guidance in circumstances even if goals change and work changes. (Cambridge Dictionary)

Any ideas that give an organization guidance in circumstances even if goals change and work changes. (Black's Law Dictionary)

Examples of Guiding Principles:

Most organizations have defined guiding principles. Though aspirational, they are intended to provide a message with clear intent. The following are excerpts from larger sets of guiding principles from different organizations:

- We are committed to being responsible members of the communities in which we work. (Marcellus Shale Coalition)
- Respect-We honor the uniqueness of each individual and treat him/her equally. (Overlake Hospital)
- Corporate Social Responsibility - Human Rights – We work to understand our human rights impacts and to apply the power of technology to advance human rights. (Microsoft)
- Embrace Change - We are committed to innovate and remain relevant to meet the evolving needs of our customers and our business. (Marriott)
- All we do is guided by four core values: impact, integrity, disciplined approach and collaboration. (Gordon and Betty Moore Foundation)

Possible Approaches to for Structured Dialog on Guiding Principles:

There is no one way in which to have a dialog about guiding principles. One approach is simply a discussion about the current guiding principles, their relevancy and any changes that may be needed.

Another possible framework for guiding principles is one based on the eight (8) elements of an organization's design. Understanding how the current principles fit into this framework and noting gaps may be useful. The eight (8) elements include:

- Decisions, and how they are made. (An example of a guiding principle – We make thoughtful decisions based on the information presented in a timely manner for City Council.)
- Norms, or how people act instinctively or take action. (An example of a guiding principle – Ensure fidelity of communications that sustain trust before, during and after meetings; say what we mean and do what we say we will. [This is one of the existing guiding principles developed by the Planning Commission.])

- Motivators, or how people are compelled to perform. (An example of a guiding principle – We are motivated by our shared responsibility to provide the City the best possible recommendations.)
- Commitments, or how people are inspired to contribute. (An example of a guiding principle – We strongly value equity and strive to provide equal opportunity for the public to engage with us.)
- Information, and how the organization processes data and knowledge. (An example of a guiding principle – Meaningful and relevant information presented in a manner that educates diverse audiences simply and effectively is crucial to our success.)
- Mind sets, or how people make sense of their work. (An example of a guiding principle – The diversity of backgrounds, experiences and professions of our Commissioners enables thorough dialog and achieves powerful results.)
- Structure, or how work and responsibilities get divided. (An example of a guiding principle – The Planning Commission is an enterprise guardian of the Comprehensive Plan.)
- Networks, or how people connect beyond the lines and boxes. (An example of a guiding principle – The Planning Commission, as an institution of local government, is a partnership of City Council, Planning Commission and Staff.)

Excerpted with notations. *10 Principles of Organization Design*, Gary L. Neilson, Jaime Estupiñán, and Bhushan Sethi, Strategy+Business (on-line), March 23, 2015.

OPTIONS

1. Retain existing and approved guiding principles.
2. Revise existing and approved guiding principles.

RECOMMENDATION

Staff has recommended no one option.

ATTACHMENT(S)

- A. Planning Commission Guiding Principles
- B. Guiding Principles Part II – Further Discussion Notes