



# 2007 UPDATE OF CITY OF VANCOUVER STRATEGIC PLAN

Capturing our community's vision  
for the future

City Council Workshop  
December 17, 2007



# Agenda

- Overview of Update Process
- Community Outreach
- Summary of Feedback
- Vision
- Review Proposed Strategic Commitments
- Next Steps

# Framework of Strategic Plan

**Community Vision:** What should our community be like in ten to twenty years?

**Core Values:** What are our basic values as a community?

**Organizational Vision:** What should our organization be like in five to ten years?

**Organizational Mission:** What is our primary purpose as an organization?

**Operating Principles:** What are the guiding principles for the way City conducts business?

**Strategic Commitments:** What are the most important things we need to do as a City to move forward in support of our vision?

**Key Indicators:** How are we doing as a City in terms of fulfilling our mission?

# Overview of Progress

<u>Action</u>	<u>Status</u>
Strategic Issues Telephone Survey	Complete
Stakeholder Sessions /Environmental Scan	Complete
<b>Council Check-in #1</b>	<b>August 20</b>
Growth & Transportation & Employee Surveys	Complete
Draft Vision Statement	Complete
<b>Council Check-in #2</b>	<b>October 22</b>
Additional Community Outreach	Complete
Draft new Strategic Commitments	Drafted
<b>Council Check-in #3</b>	<b>December 17</b>
Develop Performance Measures with community	Start in January
Draft final Strategic Plan	February, 2008
<b>Final Review &amp; Adoption by City Council</b>	<b>February, 2008</b>

# Community Outreach

- Strategic Issues Survey conducted in May, 2007
- 11 Stakeholder Sessions held in June and July
- Youth Survey completed at CouvFest in July
- Neighborhood Leader Outreach in July
- City Employee Survey in August
- Follow up survey to stakeholders in September
- **Diverse Community Outreach in November**
- **Strategic Plan website – 2800+ visits**

# Strategic Plan Community Involvement

## Traditional Strategic Plan Approach:

- 600 Scientific phone survey
  - 126 CoV (Employees)
  - 148 In 11 Community & Business Groups
- = 874 Community members

## Diverse Community Outreach:

- 216 “CouvFest” (Youth)
  - 183 Clark College ESL Classes (1<sup>st</sup> Generation)
  - 120 Vancouver Job Fair (Mixed)
  - 102 Korean community & churches (Korean)
  - 75 Lutheran Comm. Svcs NW (Russian-speaking)
  - 50 Vancouver Web Page online surveys (mixed)
  - 40 St. John’s Catholic Church (Hispanic/Latino)
- = 786 Added Community members

**1,660 responses total!**

# Diverse Community Outreach



Clark College ESL

11.20.2007

# How useful is this data?

- **Reliability: High**
- Reliability refers to the accuracy of a given measurement.
- Survey reliability – large population, multiple locations, simple questions, very diverse response means high reliability, better than stakeholder groups and probably as good as random survey.
- **Margin of Error: Low**
- Vancouver has a 10% minority population (15,600) according to the 2006 census information.
- At the 95% confidence level, we have a 4.3% margin of error with a sample this size.
- **Validity: Excellent**
- Do the survey questions capture what they intend?
- Similar results were reproduced across diversity groups in the survey.

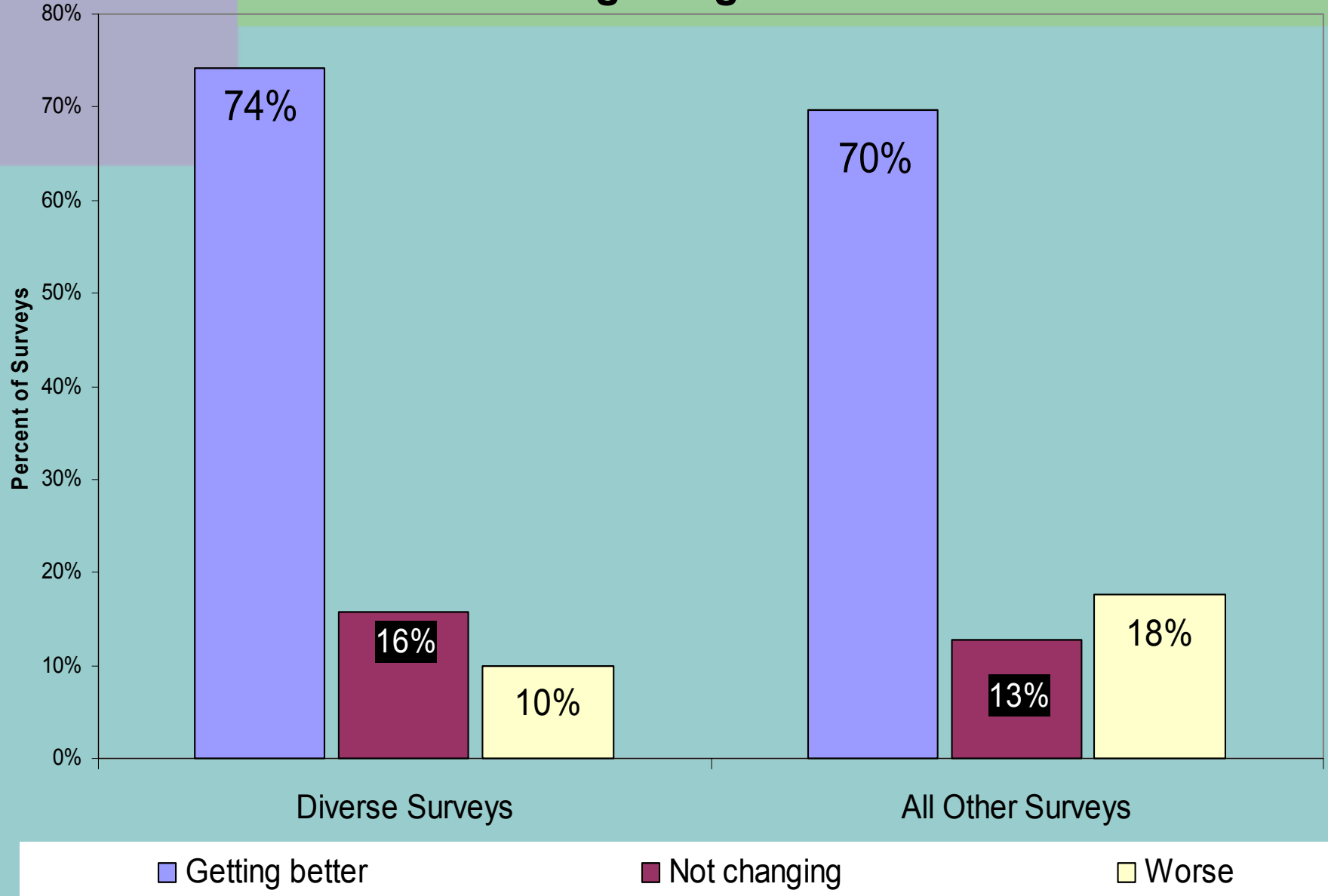
\*Full dataset to be available on web site by Friday

# What did we ask?

- Fewer questions, more focused
- Three question align with other survey
  - Is Vancouver Improving or Getting Worse?
  - What are the Most Important Problems?
  - What are Your Hopes and Dreams for the Future?
- Others
  - Do you feel like you are part of the community?
  - What can we improve?
- Translation required slightly different wording

*\*Full dataset available on line by Friday*

# Q1: Is Vancouver getting better or worse?



# Why do you think Vancouver is changing for the better or for the worse as a place to live and work? 😊

- “Actually, I just moved here a month ago. So in the last month, Vancouver has not changed.”
- “Because Vancouver is between Oregon and Seattle”
- “Better here - there are old people and quiet”
- “It’s growing, but problems are not”

# Why do you think Vancouver is changing for the better or for the worse as a place to live and work?

- Diversity seems to be expanding, business opportunities are growing therefore so are employment positions. Vancouver is fast becoming a notable community.
- I believe the public is concerned about safety and well-being not just individually but as a community... Vancouver is filled with positive ideas and diversity.
- It looks like a group of people who really care and are excited about making Vancouver a better place are here and looking for more of the same as well as changes already going in the right direction.
- Getting better because we pay taxes; we have hope for the future, invest in the city

# What are your hopes or dreams for our community? 😊

- “I would like to see people help each other and help clear the debris to make it a more clean and welcoming atmosphere...examples: pick up litter off the street even if its not your own, hold the door open for another person, give a positive compliment to another person everyday, and pass your smile and laughter around!”
- “I am dreaming...that every bar and club will be closed”
- “More bars”

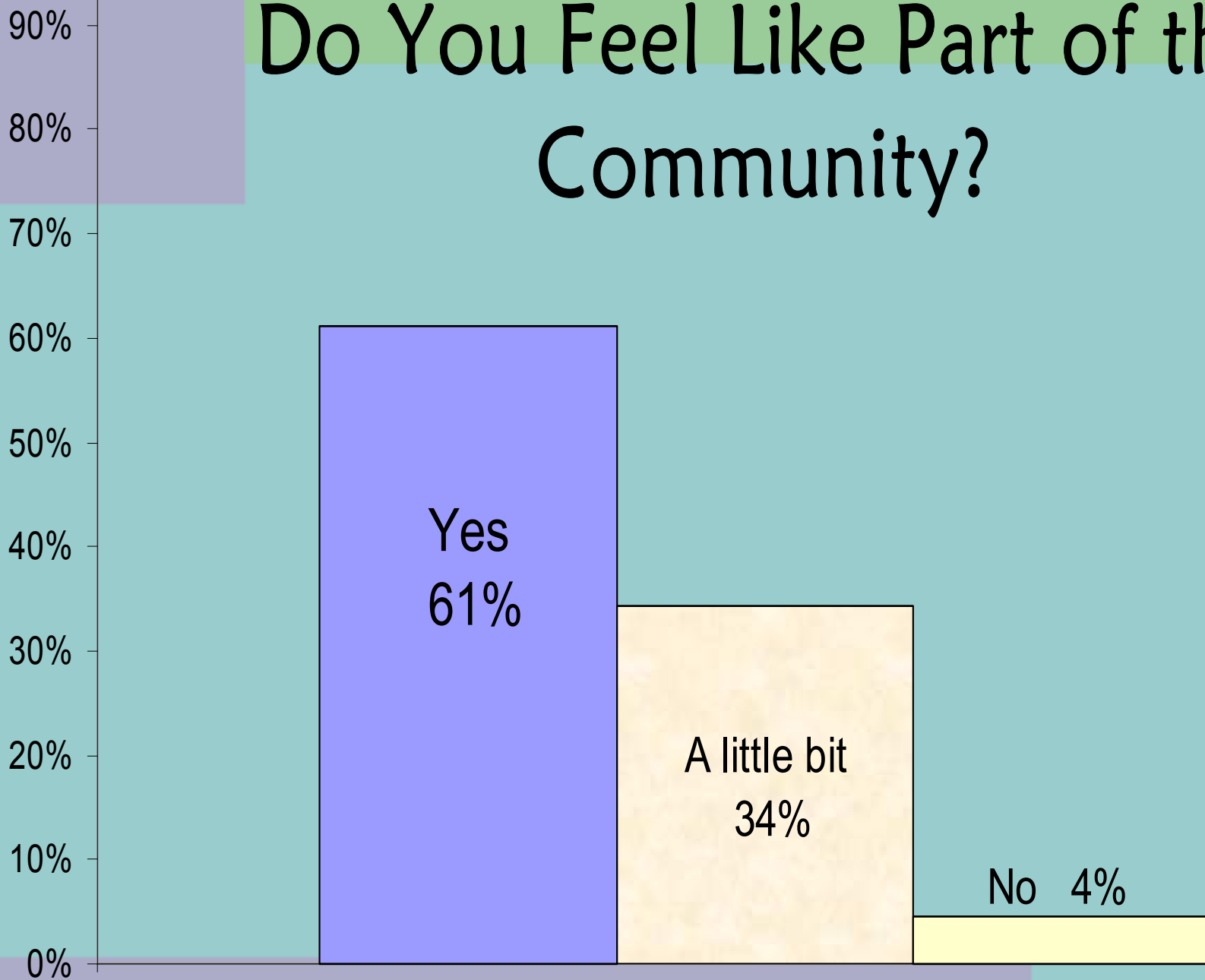
# What are your hopes or dreams for our community?

- “To continue to be the beautiful city more and more people want to visit and inhabit. To keep our charm for generations to come.”
- “That we can revitalize the economy, while retaining the unique history we have. That we can regain a feeling of community, rather than the fragmented mess we have now because of economically selective annexation that draws borders around and excludes residential neighborhoods.”
- “Multi-cultural neighborhoods that cherish diversity.”
- “I hope to be a part of the community and help “

# What are your hopes or dreams for our community?

“The most important thing that the government can help with is help immigrants to speak English. This is my third year living in Vancouver. I came from Ukraine. When I went to a gathering in Moscow they did not warn us that that we would have to take the citizenship exam in English. When I go to English classes, my head hurts. If I knew that, I would not have come. I am 68 years old. In school I was not a bad student. I beg you, during your gatherings talk, about this so that people would know about this. Other than that everything is very good. I am thankful to you for everything.”

# Do You Feel Like Part of the Community?



# How can the city government help you feel more involved? What can we change? 😊

- “We moved here from Lake Oswego four years ago to restore a beautiful historic home in Shumway. We have since been very active in two neighborhood associations and have testified about critical development issues in front of the council several times.

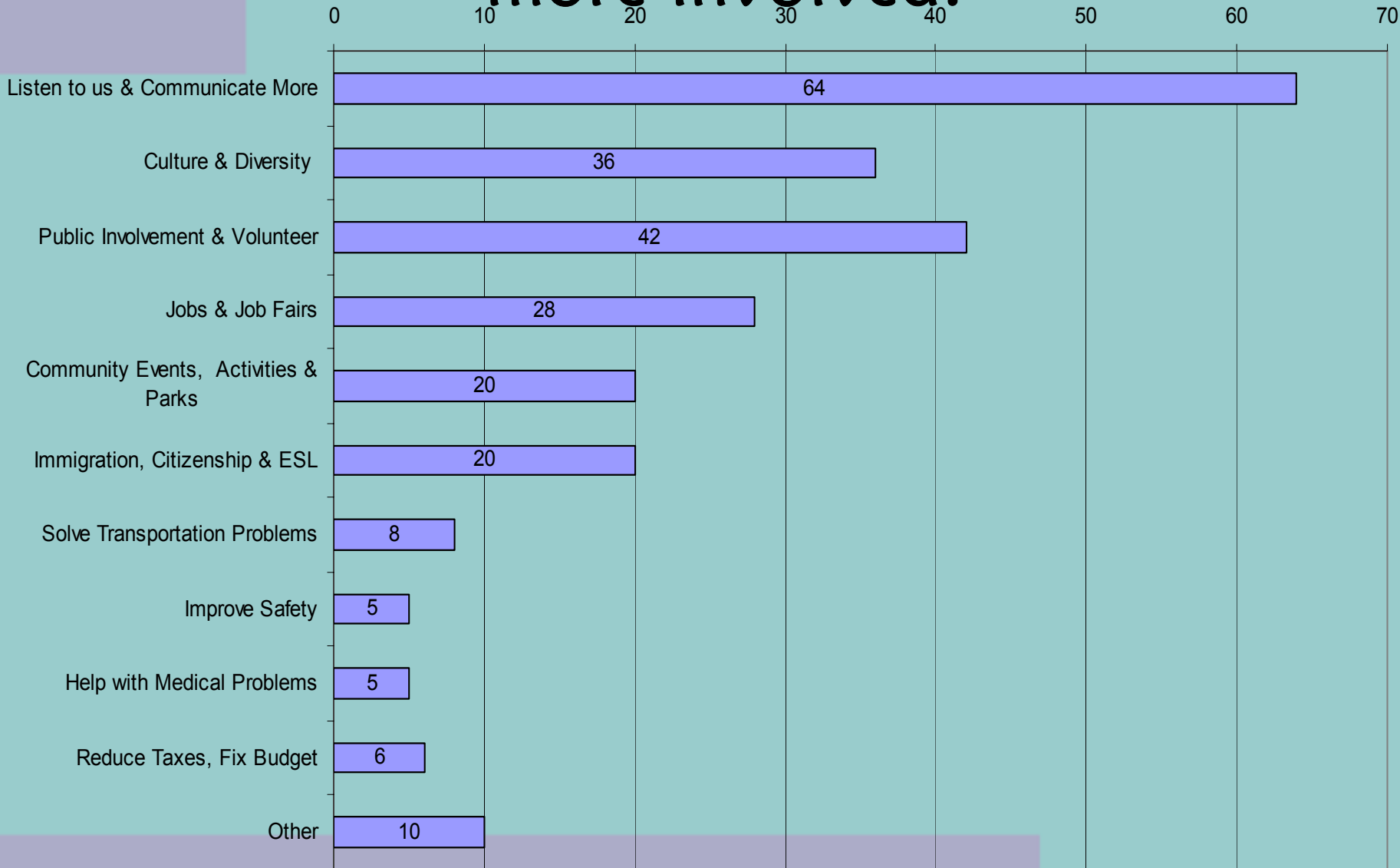
My voice was never valued much in Lake Oswego, yet in Vancouver, I feel that the public opinion is heard, considered, and respected.”

- “I am a part of the community in Vancouver”

# How can the city government help you feel more involved? What can we change?

- “More interaction & strategic investment in capital community projects, otherwise we don't want to know you are there.”
- “Taking the good ideas every month or every term (3-4 months) by e-mails or normal mail from each family to develop the city”
- “This is a hard one because I live outside the city limits, but I'm still part of the Vancouver Community. “
- “When I participate in city/county activities then I feel like a part.”

# Q6: How can we help you feel more involved?



# Results from Outreach

- Vancouver is seen as providing a bright future full of opportunity for our diverse community
- They have a strong desire to build and participate in a safe, involved community
- Respondents are concerned about developing a better future for their families
- Jobs & Economic Development are a major concern after Transportation and after Growth
- Communicate, communicate, communicate!  
Outreach for the strategic plan was good, but they want more

# (More) Results from Outreach

- Can we develop/provide more opportunities for teen and older recreation?
- Some concerns about crime
- Strong response that we are heading in the right direction in our diversity efforts as a community
- Concerns about sustainability and our need to preserve the environment
- This is a good style of outreach, continue it
- Can we help more with language, access, transition, especially for older new residents?

# Outreach recognized by ICMA

**ICMA** *Leaders at the Core of Better Communities*

## PERFORMANCE MATTERS

*Monthly e-news on performance measurement strategies for local government*

December 2007

### Inside this issue:

- [Using Performance Measurement: Reaching Under-Surveyed Groups in Vancouver](#)
- [President Bush Signs Executive Order for Improving Government Program Performance](#)
- [Research in the Field: Baltimore's CitiStat Performance Strategy](#)

### **Using Performance Measurement: Reaching Under-Surveyed Groups in Vancouver, Washington**

Jurisdiction: Vancouver, Washington

Population: 156,600

Square Miles: 48.5

Form of government: Council-manager

Performance Indicator: Citizen satisfaction

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to a colleague*

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**Asking Your Police and Fire  
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Get the Right Answers**

ICMA University Audioconference  
with Leonard Matarese

Thursday, December 13, 2007

1:00 p.m. - 2:30 p.m. ET

**Register Today!**

ICMA

# Using Performance Measurement: Reaching Under-Surveyed Groups in Vancouver, Washington

As part of Vancouver's FY 2009/10 strategic plan update, the city wanted to gather opinions about city services from local residents who are not native speakers of English. Both the strategic planning survey conducted this year and Vancouver's regular biannual community survey are conducted only in English. City officials were concerned that they were not hearing from a significant proportion of residents who might be unable to respond due to language barriers—and thus, the city might not be generating a complete picture of residents' opinions.

About 100-200 responses were expected—but thus far, Vancouver has received more than 525 responses, the majority on paper. Representatives from each diversity group have come forward to assist with translation of written responses, keeping cost low and adding another facet to the level of community participation in the survey.

Please click [here](#) to learn more about Vancouver's survey, or contact Tom Nosack, Performance Analyst at [tom.nosack@ci.vancouver.wa.us](mailto:tom.nosack@ci.vancouver.wa.us).

# Overall: Right Direction?

Reasons for this **positive** outlook include:

- Approximately one-half (53%) of those phone surveyed, 70% of the stakeholder groups, and 74% of the diverse group believe Vancouver is headed in the **right** direction.
- Positive growth/development/vibrant /progressive/up and coming (25%) (28%)
- Revitalizing/improving downtown /Esther Short Park (22%) (13%)
- Developing/attracting new business/ economic development (18%) (19%)

*Note: second % is diverse group*

# Overall: Top Issues

“What is the most important problem Vancouver faces in the next ten years?”

- Growth management & planning: neighborhoods, infill, business mix & location; also related transportation issues (37%)
- Transportation which includes traffic congestion, mass transit, bridge, 15 commutes (31%) (22%)
- Jobs (16%) (16%)

# Overall: Summary

- “A city that is very walkable with integrated green space, multiple transportation options, and great access to our everyday needs.”
- “Existing neighborhoods and the diversity they represent to be preserved.”
- “New neighborhoods to be distinctive and integrated with the city better.”
- “Continue to expand communications efforts, especially with the diverse community. Listen to us and keep us aware about how we can participate.”
- “A safe, involved community with many activities available to all of us.”
- “Develop the waterfront and downtown, but make sure they are very people friendly and active!”

# Vision Statement



Birthplace of the Pacific Northwest, Vancouver is the heart of southwest Washington, connecting people and places throughout the region. The mighty Columbia River is the link to our past and the key to our future.



We are a friendly city for all ages, incomes, abilities and backgrounds, with proud, unique neighborhoods. We are dedicated to preserving our heritage and natural beauty while welcoming the opportunities change brings to our lively metropolitan community.



We are the most livable city in the Pacific Northwest. Residents and businesses across our city are passionate about building a safe, thriving and sustainable community together. We are proud to proclaim, “I am Vancouver.”



# Core Values

Heritage

Active & Livable  
Neighborhoods

**Economic Vitality &  
Diversity**

**Quality Urban Services**

**Cultural  
Diversity**

Natural Resources

Responsive  
Government

# Proposed Strategic Commitments

## Proposed / (2000 Counterpart)

A Livable, Sustainable Vancouver

(Managed Growth and Natural Resources)

Transportation, Mobility and Connectivity

(Safe and Effective Transportation Systems)

Financial Health and Economic Vitality

(Economic Health)

A Safe and Prepared Community

(NEW)

Accountable, Responsive City Government

(Strong Visionary Leadership AND  
Balancing Resources w/ Community Needs)

*An Active and Involved Community*

(Strengthening our Sense of Community)

# A Livable, Sustainable Vancouver

## Why is it important?

- Quality of life concerns
- Walkability
- Climate change
- Loss of green and open spaces
- Pollution
- Density issues

## Pledge

We will build a community that balances environmental protection, economic health, and social equity.

# Transportation, Mobility and Connectivity

## Why is it important?

- Traffic congestion
- More mobility options wanted
- Connection to greater metro area
- Better transit options
- Light rail

## Pledge

We will develop a balanced transportation system and encourage better transit service throughout the city, including high capacity transit connections to the Portland metropolitan area.

# Financial Health and Economic Vitality

## Why is it important?

- Need for quality jobs
- Youth
- Affordability
- No new taxes sentiment
- Rising costs of vital services
- Downtown and waterfront

## Pledge

We will foster a dynamic, diverse economy in Vancouver to provide good jobs for our citizens, support successful businesses - large and small - and ensure financial stability for future generations.

# A Safe and Prepared Community

## Why is this important?

- Public safety growing concern
- Community connections
- Youth
- Emergency preparedness

## Pledge

We will ensure a safe and secure environment for our residents, businesses, and visitors using a community oriented approach.

# Accountable, Responsive City Government

## Why is this important?

- Public expectations
- Citizen involvement
- Changing population
- Constrained resources

## Pledge

We will encourage civic engagement by all and listen to what our citizens have to say to effectively and efficiently deliver the services that Vancouver's citizens need, want and are willing to support.

# An Active and Involved Community

## Why is this important?

- Challenge to involve people
- Increasingly diverse population
- People WANT to be involved, but how?
- Citizens want more ways to connect
- Opportunities for youth
- Putting a face on city government

## Pledge

We will strengthen the connection and understanding among all people in our community by enhancing opportunities for community involvement and dialogue.

# Strategic Commitments

## Council Questions And Discussion

# Next Steps

## December to January

- Feedback from stakeholders on Strategic Commitments
- Develop Key Indicators
- Draft final plan
- Feedback from stakeholders on final draft plan

## February

- Council review and adoption of updated Strategic Plan

# The Vision Continues...



Questions?

Comments?

Our Strategic Plan can be found on the City's website at:  
[www.cityofvancouver.us/StrategicPlan](http://www.cityofvancouver.us/StrategicPlan)

# Back up data

## Using Performance Measurement: Reaching Under-Surveyed Groups in Vancouver, Washington

- Vancouver has been one of the highest growth cities in Washington for a number of years, much of it due to immigration. As part of Vancouver's FY 2009/10 strategic plan update, the city wanted to gather opinions about city services from local residents who are not native speakers of English. Both the strategic planning survey conducted this year and Vancouver's regular biannual community survey are conducted only in English. City officials were concerned that they were not hearing from a significant proportion of residents who might be unable to respond due to language barriers—and thus, the city might not be generating a complete picture of residents' opinions.
- The city has a standing language translation service contract that is used extensively by many departments. By analyzing both translation requests and census data, Vancouver was able to determine that translating their survey into three foreign languages would most useful: Spanish, Russian and Korean. The goal of the survey itself was to assess these residents' vision for the future of Vancouver and their feelings of connectedness to the city.
- The simple, single page survey was translated into three languages by their local language translation service for about \$100 per language, and distributed both online through "Survey Monkey" and on paper in all four languages. The online version was made available through links on the city's website plus a news release. Paper versions were shared through various community organizations working with Spanish-, Russian-, and Korean-speaking residents. Many ESL classes in the local community college presented the survey as an in-class assignment and assisted in basic analysis of their results.
- About 100-200 responses were expected—but thus far, Vancouver has received more than 525 responses, the majority on paper. Representatives from each diversity group have come forward to assist with translation of written responses, keeping cost low and adding another facet to the level of community participation in the survey. Due to the high level of assistance from the community, initial results are expected at the beginning of December. This is the first time the city has received such high levels of participation from residents who are not native speakers of English.