



Vancouver Strategic Plan
Planning Commission Workshop
December 12, 2023



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Agenda

- Welcome and Overview
- Plan Purpose
- Getting Here: Process and Timeline
- What's in the Plan:
 - Core Values
 - Focus Areas
 - Community Indicators and Performance Measures
- Next Steps



Strategic Plan Purpose

- Lays out city priorities for the next six years for current and future city limits
- Aligns core values with focus areas to identify implementable actions
- Supports prioritization of services related to focus areas including transportation, economic development, housing, culture and heritage, public safety, climate and environment, and governance
- Informs investments and creates accountability to progress through community indicators and performance measures



Connection to Other City Plans

time



Comprehensive Plan

- Long-term (20 yrs)
- Shared community vision
- Future land use and place-based

Master Plans & Frameworks

- Medium-term (5-10 yrs)
- Robust plans and community partnerships
- Topic or location based

Strategic Plan

- Medium-term (3-6 yrs)
- Council's citywide focus areas
- Organizational direction for employees

Biennial Budget, Financial Policies & Operational Plans

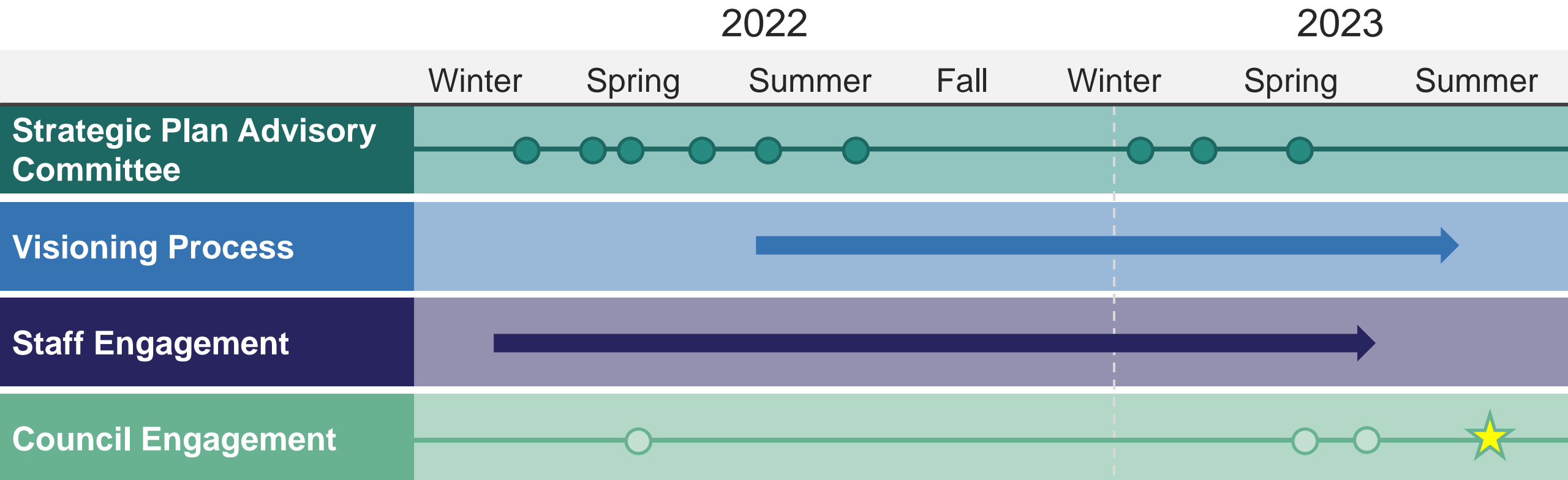
- Short-term (1+ yrs)
- Departmental service levels, capital outlays
- 6-year financial forecast, tax/revenue rates

Performance Management Program

- Daily strategic discipline, performance management
- Pathways for improvement and innovation
- Regular reporting to Council and the community



Process and Timeline

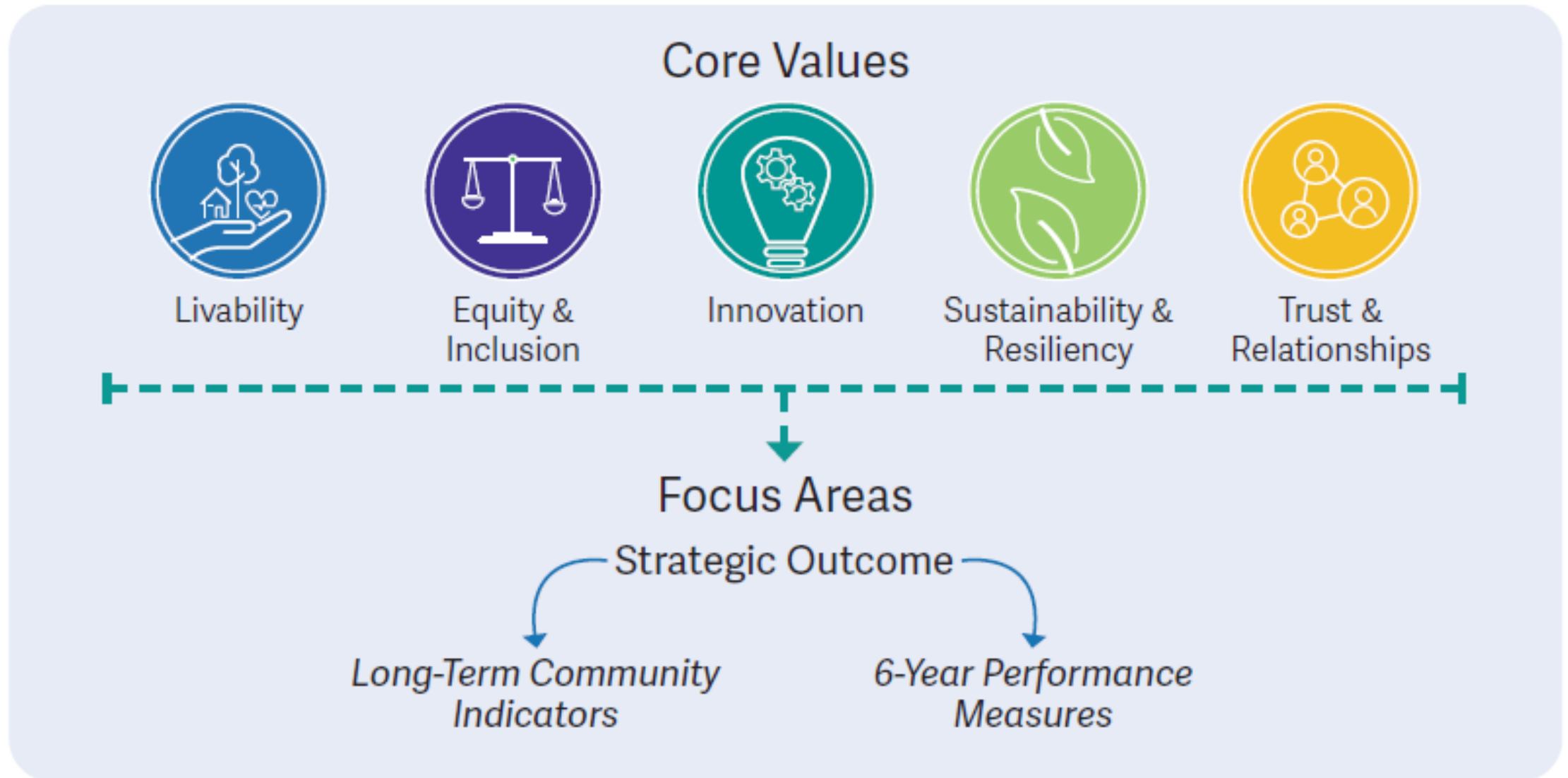


Engagement Process

- 8 Vancouver City Council meetings
- 15 interviews with interested parties
- 9 Strategic Plan Advisory Committee meetings
- Ongoing public engagement across a wide range of projects, programs, and initiatives
- Ongoing meetings and check-ins with department staff



What's in the Plan: Core Values and Focus Areas



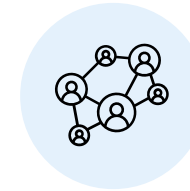
Measuring Progress: Focus Areas



**Transportation
and Mobility**



**Housing and Human
Needs**



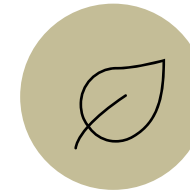
**Safe and Prepared
Community**



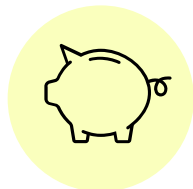
**High Performing
Government**



**Vibrant and Distinct
Neighborhoods**



**Climate and Natural
Systems**



**Economic
Opportunity**



**Culture and
Heritage**

Measuring Progress

Navigating Community Indicators and Performance Measures

Strategic Outcomes - What are we trying to achieve?

Vancouver has a safe, future-ready and convenient transportation system that offers affordable and climate-friendly options for people to get where they need to be. All community members can walk, roll, bike, drive, and take transit to reach their destination. Vancouver considers the needs of different communities when designing transportation infrastructure and prioritizes equity. Vancouver's transportation network supports the local and regional economy and facilitates the movement of goods in addition to people.

Community Indicators	Performance Measures
TM.CI.1 Model Split	TM.PM.1 Miles of Complete Streets
TM.CI.2 Transportation User Experience	TM.PM.2 Number of Collisions
TM.CI.3 Transportation Fatalities & Serious Injuries	TM.PM.3 Miles of Improved Facilities
	TM.PM.4 Percentage of Residents Near Transit Facilities

Core Values



Livability



Equity & Inclusion



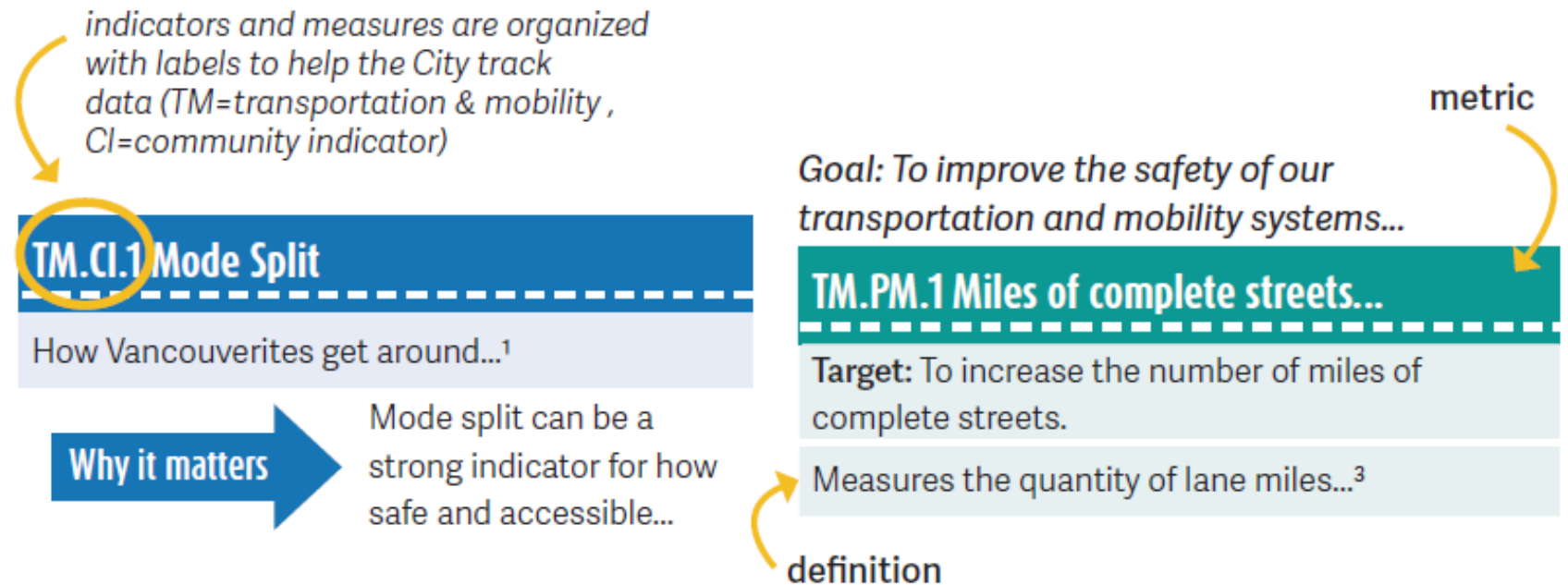
Sustainability & Resiliency

Measuring Progress

Navigating Community indicators and Performance Measures

Community indicators include a metric, definition, data source, and why it matters

Performance measures include a goal, metric, target (optional), definition, data source, and why it matters



Measuring Progress

Example Community Indicators

TM.CI.1 Mode Split

The breakdown of how Vancouverites get around, typically representing the percentage of travelers using a particular type of transportation (walk, bike, public transit, etc.).⁵

Why it matters

Mode split can be a strong indicator for how safe and accessible non-drive alone transportation options are for community members. Increased shares of people walking, bicycling, and using transit translates to fewer greenhouse gas emissions, cleaner air, safer roadways, and decreased capital and maintenance costs for the City. Research has shown that having options other than driving alone can also save families money on their transportation costs, have positive health outcomes by increasing activity rates, and improve personal mobility and freedom for those who are unable or choose not to drive.

TM.CI.2 Transportation User Experience

The level of satisfaction based on users of the transportation system in Vancouver.⁶

Why it matters

Understanding public sentiment about using the transportation system to move around the community can provide insight into what is working well, and where gaps exist and improvements are needed.

⁵ US Census Bureau, American Community Survey

⁶ Periodic, statistically valid community survey

Measuring Progress

Example Performance Measures

Goal: To improve the safety of our transportation and mobility systems for all residents, workers and visitors, the City's Public Works Department in partnership with the Community Development Department will increase the number of miles that are complete streets.

TM.PM.1 Miles of complete streets/mobility lanes/sidewalks and number of Americans with Disabilities Act (ADA) compliant curb ramps/audible pedestrian signal (APS) conversions

Target: To increase the number of miles of complete streets.

Measures the quantity of lane miles in Vancouver that are "complete streets" (a roadway that provides safe and comfortable facilities for all transportation users) compared to roadways that only feature automobile lanes.⁸

Why it matters

Providing complete streets ensures safety and accessibility for all travelers no matter how they choose to travel. It lowers barriers to choosing active transportation modes like walking and bicycling, which lower emissions and creates savings for individuals and the City in the form of street maintenance.

Goal: To monitor the safety effectiveness of alternative transportation systems, the City of Vancouver will measure the number of collisions both city-wide and in areas with updated designs.

TM.PM.2 Number of collisions between vehicles and vulnerable users (pedestrians and bicyclists)

Target: Reduce the number of collisions that occur between vehicles and pedestrians/cyclists.

The count of collisions within the city limits between vehicles and vulnerable users where vulnerable users include bicyclists, pedestrians, and other small-mobility users etc.⁹

Why it matters

The number of collisions can indicate a safety design opportunity/risk. Collisions may result in injuries, property damage, and increased costs to the individual and the City.

⁸ City of Vancouver Public Works Department (GIS)

⁹ Washington State Department of Transportation (WSDOT)

Next Steps

- Connecting the Strategic Plan focus areas to the City budget and investments
- Creating a community dashboard to demonstrate transparency and ensure community members can evaluate progress over time.
- Aligning other City processes, plans and policies with Strategic Plan values
- Maintaining an ongoing committee to periodically assess progress, provide feedback, and inform decision-making
- Develop and maintain communications that support ongoing community engagement and awareness of the Plan



Questions?



Focus Areas with Community Indicators

Transportation & Mobility	High Performing Government	Economic Opportunity	Housing & Human Needs	Vibrant & Distinct Neighborhoods	Culture & Heritage	Safe & Prepared Community	Climate & Natural Systems
Mode Split	Price of Government	Median Household Income	Point in Time Count of Individuals Experiencing Homelessness	Neighborhood Cohesion	Arts-related Businesses	Residents' Perception of Safety	Greenhouse Gas Emissions
Transportation User Experience	Resident Satisfaction with Municipal Services	Per Capita Income	Housing Affordability	Diversity of Businesses	Economic Impact	Residents' Perception of Community Preparedness	Waste Diversion
Transportation Fatalities & Serious Injuries	Municipal Bond Rating	Business Diversity	Rental Affordability	Business Districts Assessment	Creative Vitality Index		Tree Canopy
		Job Creation	Children In Poverty				Parkland Acreage per 1000 Residents
		Unemployment	Healthy Food Insecurity				
		Education Attainment	People Living in Poverty				
		Pre-k Enrollment					
		Workforce Readiness Survey					

The image is a table showing focus areas in columns and associated indicators in rows