



CITY OF  
**Vancouver**  
WASHINGTON



# City of Vancouver Strategic Plan

2023–2029





# Welcome

Welcome to all who live, work and play in the city of Vancouver to our 2023–2029 Strategic Plan. This plan lays out the City’s direction for the next six years and beyond. Using our identified core values as a guide, we will advance efforts in each of the eight focus areas for the benefit of Vancouver residents, businesses and visitors.

Vancouver is at an inflection point. We face many challenges, some local and others societal. We also have boundless opportunities to reshape our community in ways that make it more equitable, safe and climate friendly. Vancouver is a city on the rise, within the region and the state. This plan will ensure that we preserve the unique traits that led us all to this place, while we continue to grow and evolve as a community.

This plan reflects the work of a dedicated group of community participants, along with the broader voices of Vancouver and City staff. We believe it to be a true reflection of the diverse perspectives and goals of Vancouver.

As a Council and City leadership, we are committed to ensuring alignment between future policies, programs and investments and the core values and focus areas of the strategic plan. The use of six-year performance measures and long-term community indicators will allow us all to track our community’s progress and ensure we’re moving in the right direction.

We hope you share our excitement for the Vancouver we are becoming and will join us in ensuring the values we have created are realized.

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Mayor Pro Tem Ty Stober  
Councilmember Sarah J. Fox  
Councilmember Bart Hansen  
Councilmember Kim D. Harless  
Councilmember Erik Paulsen  
Councilmember Diana H. Perez  
City Manager Eric Holmes*

# Acknowledgments

**Recognition of the residents who this plan reflects and serves.**

## Vancouver City Council and Mayor

- Mayor Anne McEnerny-Ogle
- Mayor Pro Tem Ty Stober
- Councilmember Sarah J. Fox
- Councilmember Bart Hansen
- Councilmember Kim D. Harless
- Councilmember Erik Paulsen
- Councilmember Diana H. Perez
- Mayor Pro Tem Linda Glover (former Councilmember 2017-2021)
- Councilmember Laurie Lebowsky (former Councilmember 2018-2021)

**Thank you to City staff for your participation in the planning process and contributions to the strategic plan.**

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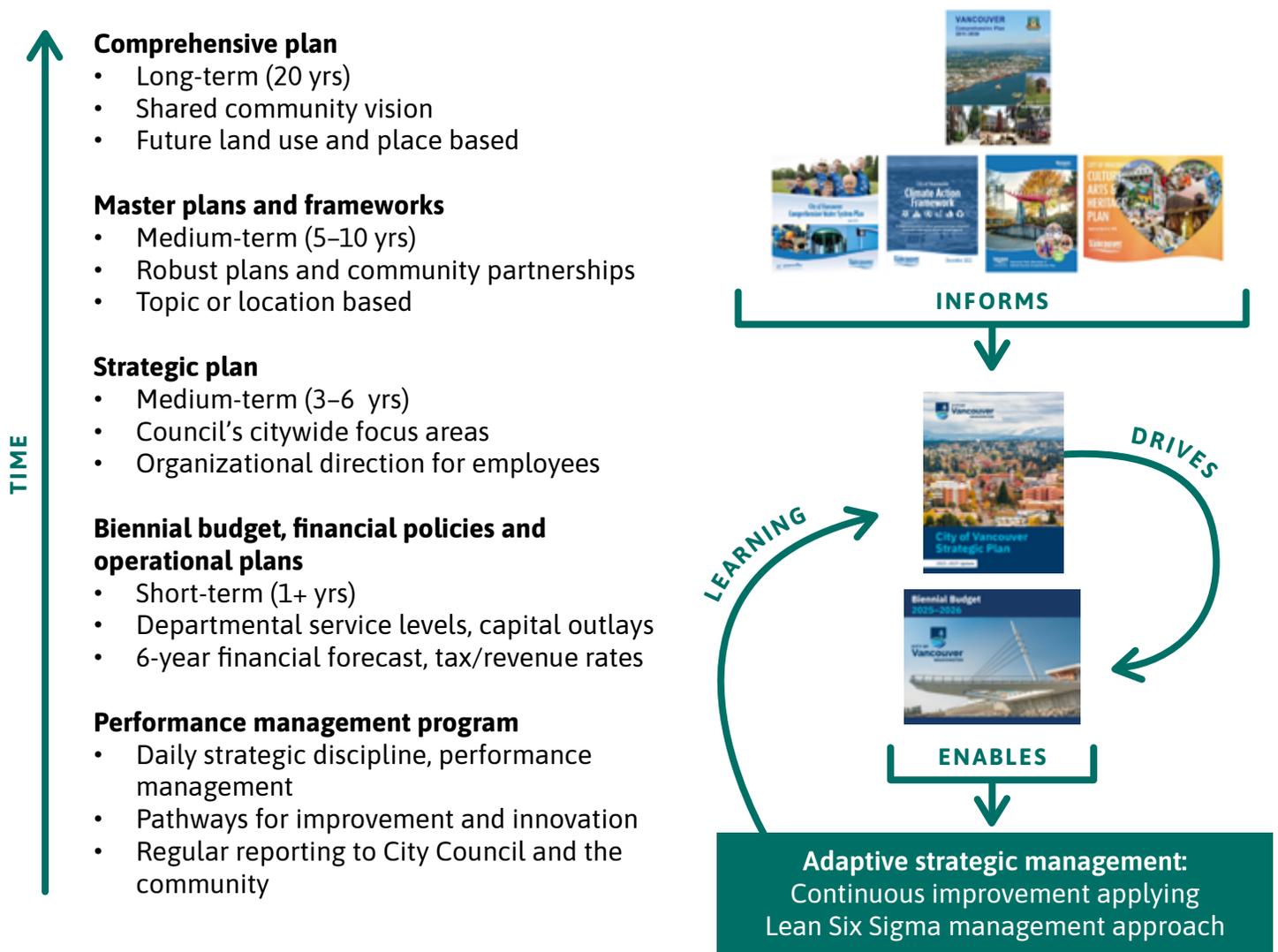
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# Introduction

The 2023 Strategic Plan lays out City priorities for the next six years, through 2029, for current and future city limits. The plan is built on core values and focus areas affirmed by City Council and work previously completed through A Stronger Vancouver, the 2016 Strategic Plan and community engagement efforts. Vancouver’s Strategic Plan will be used to prioritize and fund a broad range of services related to transportation, housing, economic development, environmental resources, parks and recreation, culture, governance and public safety.

## How does the strategic plan fit into other planning processes?



## Why do we need a strategic plan?

Vancouver’s Strategic Plan helps the City understand what to prioritize and invest in. The plan reminds City Council and staff of what’s important to the community and reflects the city’s values, hopes and dreams for the future.

# Core values

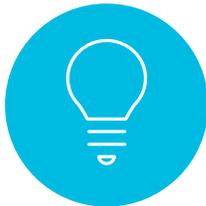
In 2021, City Council identified five core values for Vancouver: livability, equity and inclusion, innovation, sustainability and resiliency, and community trust and relationships. The core values guide a vision for engaging with the public and help re-imagine City structures, practices and policies.



**Livability**



**Sustainability and resiliency**



**Innovation**



**Equity and inclusion**



**Trust and relationships**

# Livability



Livability is about supply and access to basic necessities, quality of life, requirements and experiences that everyone in Vancouver expects. Livability means that every resident and cultural group can live in the community with a sense of belonging and pride while maintaining their own values, beliefs and identities.

## **Gap statement: Opportunities for improvement**

Not all Vancouver residents and cultural groups experience the same level of livability. Bias and negative experiences of communities of color, people with disabilities and other historically disadvantaged communities create a lack of connection between communities. Some groups are forced to alter or hide their beliefs, identities or values. Many residents struggle with housing instability and a lack of safe affordable housing. Other residents lack adequate access to physical, mental or behavioral health resources. Some communities experience elevated crime rates, including violence. Investments in public safety have disparate impacts across communities.

## **A livable Vancouver means:**

- Access to clean and safe housing that is affordable for all socioeconomic statuses.
- Clean public spaces, sidewalks and streets.
- Being safe and feeling comfortable in public spaces and places.
- Not exposed to crime, violence or discrimination.
- Public spaces that feel welcoming to people of all ages and abilities.
- Abundant opportunity to access and engage in core community resources including natural resources, transportation, health care, education, cultural experiences and art.
- Fair, transparent and inclusive processes for economic improvement opportunities.
- Ensuring accessible, inclusive and sustainable access to resources and opportunities for those with disabilities.
- A city that nurtures and values people of all ages, nationality, socioeconomic status, sexual orientation, gender identity, race and religion.
- Education-to-employment support for youth, especially those with barriers to employment.
- A city that is free of groups that promote hate and violence.

# Sustainability and resiliency



A sustainable and resilient Vancouver values long-term solutions and includes crisis management for economic, environmental and social issues. It seeks to build structures to last in harmony with nature and ensures environmental justice for all Vancouver communities so that everyone can live in a safe, healthy environment. Communities benefit from high quality infrastructure, robust communications and an emergency response system that helps everyone in the city prepare, respond and recover from natural disasters and economic harms in a new and better way.

## **Gap statement: Opportunities for improvement**

The City has a role in supporting understanding about sustainability and environmental initiatives to combat some of what gets in the way, including misinformation and uncertainty about the roles individual and the jurisdiction play when responding to challenges. While difficult to operate through change and disruption, the City needs to build more community support, be willing to own and acknowledge existing and future issues and allocate funding to programs and initiatives that respond to emergencies and meet the needs of the future.

## **A sustainable Vancouver means:**

- Protecting water, reducing greenhouse gas emissions, maintaining tree canopies, ecosystem services and biodiversity.
- Crisis management regarding economic, environment and social issues.
- Increasing nature-based solutions.
- Integrated and interacting plans, processes and systems.
- Using a proactive and goal-oriented approach.
- Handling an influx of visitors while minimizing impacts to everyday routines.
- Building codes and land-use planning that ensures integrity of infrastructure.
- Learning from past experiences and taking in new information.

# Innovation



An innovative Vancouver is one that invites and encourages creative thinking. This means calculating risk and finding solutions that promote well-being and improve lives. Innovation can show up in technological solutions, programs, infrastructure investments, climate change and business approaches that ensure Vancouver is a desirable place to open a new business and to bring new jobs to the region.

## **Gap statement: Opportunities for improvement**

Vancouver continues to be a city at a crossroads. Addressing challenges such as climate change, housing and inequality will require us to be bold and work together. We must be willing to confront and work through common barriers to innovation, such as rigid procedures and processes, political polarization, resistance to change and satisfaction with the status quo. Being an innovative city means creatively investing financial resources to solve the challenges of the day and to set a vision for the future.

## **An innovative Vancouver means:**

- Finding new methods and solutions to old problems.
- Using creative problem solving to fulfill needs.
- Adapting to change.
- Actively pursuing new opportunities.
- Inviting creative communities to thrive.
- Committing to collaboration.
- Collecting, processing and analyzing data, then acting on insights.

# Equity and inclusion



An equitable and inclusive Vancouver is one where everyone feels a sense of belonging and can feel safe expressing their beliefs and values. It is a community that provides access to opportunities, so everyone has the chance to reach their full potential. A Vancouver where other perspectives are heard with compassion and an open mind, that celebrates and recognizes diverse people, activities and cultures. Ultimately, it means that every culture feels respected and the elements of livability are accessible to all regardless of age, race, color, national origin, ethnicity, creed, religious opinions or affiliations, sexual orientation, gender identity/expression, pregnancy, marital status, family status, mental or physical disability, military status, status as a veteran or any other protected status under applicable law. It means everyone has equal opportunities because the City is investing in and valuing outcomes for everyone.

On December 2, 2024, Council approved Resolution M-4313 adopting the following equity and inclusion vision statement: The Vancouver City Council is dedicated to creating an environment where individuals can live with dignity and opportunity and contribute to the health and vibrancy of the city. The Council actively works to ensure the safety and well-being of its residents, both physically and mentally and strives to make all aspects of living in the city attainable. In addition, the Council strives for community members to be able to express their true selves and feel a solid connection to the city.

## Gap statement: Opportunities for improvement

This vision is not the current reality for many of Vancouver’s communities. Class disparities exist where those with wealth and resources have what they need and many others lack access to basic needs, including housing, health care and transportation. These communities carry the burden of poverty because of systemic racism and classism, and feel unwelcome, unappreciated, undervalued and unsafe. Equity and inclusion demand that the City account for differential impacts to Vancouver’s community members and eliminate barriers for communities of color, religious minorities, people with disabilities, LGBTQIA+ communities and other disadvantaged communities.

## An equitable Vancouver means:

- Fair, transparent and inclusive processes for economic improvement opportunities.
- Ensuring accessible, inclusive and sustainable access to resources and opportunities for those with disabilities.
- Nurturing and valuing people of all ages, nationalities, socioeconomic status, sexual orientation, gender identity, race and religion.

# Trust and relationships



A trusting community is reflected by transparent decision-making processes, open communication between the government and the community, and a broadly shared belief that decisions are intended to enhance livability, equity and the resilience of the entire community. There is a belief that the government is representative of all communities. Vancouver communities believe that building trust leads to an engaged community of government, business and residents that actively support and participate in carrying out City initiatives.

## **Gap statement: Opportunities for improvement**

Trust in policing and law enforcement is critical to community trust and safety. In Vancouver, crime, and fear of crime in communities, erodes trust in law enforcement and government in general. Vancouver's vision is to have a city where residents and officials have trusting relationships. Increasing trust requires us to build, repair and maintain relationships. It requires ongoing collaboration and inclusive political processes, which consider the needs of the entire community. Investments in trust building will enable us to work together more effectively and to deliver improvements that will benefit all community members.

## **A trusting Vancouver means:**

- Strong partnerships and community engagement.
- City leaders who follow through on actions, policies and commitments.
- Equitable treatment in City processes and equity in outcomes.
- Communities that treat each other in ways they want to be treated.
- A government that demonstrates openness and provides accurate and unambiguous information.
- Respect for common spaces.
- A government that ensures adequate representation in decision making and minimizes barriers to engagement.
- Successful interactions in challenging circumstances.
- Humility, fairness, openness, kindness and honesty is demonstrated between communities and between communities and government.
- Frequent and intentional interaction from City leaders.

# Vancouver profile

Located between the Pacific Ocean and the Cascade Mountains, on the north bank of the Columbia River, Vancouver is known for its natural beauty and high quality of life. Prior to the establishment of the Hudson's Bay Company post in 1824, the area was occupied by many Native Americans, including Chinook, Cowlitz and Klickitat tribes.<sup>1</sup> The city was incorporated in 1857 and grew to Washington's fourth largest city, with a 2020 population of 190,915 and a service area for sewer, water, fire and EMS that encompasses more than 290,000.<sup>2,3,4</sup>

## Vancouver is home to 190,915 residents



- 13%** speak a language other than English at home
- 6%** are veterans
- 22%** are under 18
- 11%** identify as LGBTQ
- 10%** live with a disability



- \$63K** is the annual median household income
- 48%** rent their home
- 52%** own their home



- 29%** hold a bachelor's degree
- 97%** are employed
- 13%** live in poverty



- 14.5** miles is the average a person travels daily
- 2%** walk to work
- 10%** carpool to work



- 20** miles of trails
- 1,600** acres of parks

1. National Park Service. N.D. Vancouver National Historic Reserve Cultural Landscape Report. <http://npshistory.com/publications/fova/clr.pdf>  
 2. John Caldbick. 2009. Washington Territorial Legislature incorporates the City of Vancouver on January 23, 1857. HistoryLink.org. <https://www.historylink.org/File/9115>  
 3. U.S. Census Bureau, 2020 Census of Population and Housing, updated every 10 years. Decennial Census by Decades  
 4. Office of Financial Management. April 1 Official Population Estimates. <https://tinyurl.com/mt73ck28>

# Strategic planning process

The City is committed to developing a strategic plan that aligns with community values and hopes for the future. From 2020 to 2023, the project team attended Council workshops and retreats, conducted interviews with community-based organizations and partners, convened a 16-person advisory committee and engaged the public through the visioning process to learn about priorities for the future. The project team also worked closely with City staff to ensure that the proposed strategic outcomes and metrics are realistic and align with other planning efforts.

## Vancouver City Council

The project team met with City Council throughout the process to provide updates on the Strategic Plan Advisory Committee and strategic plan.

- March 2020 – Council workshop
- January 2021 – Council retreat
- April 2021 – Council workshop
- February 2022 – Council retreat
- February 2022 – Council workshop
- April 2022 – Council memo
- April 2023 – Council meeting
- May 2023 – Council workshop

## Interviews with interested parties

The project team conducted 15 interviews with internal and external stakeholders between December 2021 and January 2022. Interviews focused on understanding of the strategic plan and desired outcomes for the strategic plan update.

## Vancouver's Strategic Plan Advisory Committee

The Strategic Plan Advisory Committee (SPAC) was convened to:

- Support community outreach and listening.
- Improve communications between a diversity of community members and the City.
- Identify and reflect on community needs, concerns and opportunities.
- Guide how the strategic plan will collect data and measure progress towards goals.

Committee members met throughout 2022 and 2023 in large and small groups to define the core values and focus areas, and to provide input on metrics for the strategic plan.



Committee members reflected on the process during a Vancouver City Council meeting in May 2023.



## Public engagement

During 2022, City staff engaged the Vancouver community across a wide range of projects, programs and initiatives related to the strategic plan. These efforts have involved:

- Housing
- Affordable Housing Fund
- Affordable Housing Levy
- Safe Stay Community Sites #2 and #3
- Short-Term Rentals
- Redevelopment
- Waterfront Gateway
- The Heights District
- Main Street Promise
- Transportation
- Complete Streets Projects
- Fort Vancouver Way/ Fourth Plain Blvd.
- McGillivray Blvd.
- Transportation System Plan
- Climate and Environment
- Climate Action Framework
- Parks Development Projects
- Ida Bell Jones Park
- Raymond Shaffer Park
- Oakbrook Park
- Public Safety
- Police Chief Recruitment
- Opportunities for Broader Policy Direction
- City Council Community Forums
- Biennial Budget
- Biennial Community Survey
- Future of Neighborhoods Initiative

Since June 2022, City staff have also engaged more than 1,015 community members in visioning conversations to learn about community needs and hopes for the future. These conversations have included one-on-one meetings, tabling and intercept interviews at community events and small group dialogues over the course of three City Council Community Forums — community conversations that each have brought together 40 and 80 community members to share their input directly with councilmembers.

City staff completed a systematic review of the engagement efforts listed above, noting themes that have appeared consistently across visioning conversations and other projects. Care was taken to improve the accuracy of analysis by triangulating across multiple data sources, multiple methodologies (qualitative and quantitative), and multiple researchers (different staff and project teams). To help inform the strategic plan, the resulting summary included major themes organized by focus area. City staff and members of the Committee used this work to ensure the strategic plan reflects a greater understanding of community needs, challenges and hopes for the future. Engagement results also helped inform language and examples used throughout the strategic plan, including descriptions of core values, focus areas and community indicators and performance measures.

## Technical engagement

City staff were engaged throughout the strategic plan process to provide input on focus areas and to refine community indicators and performance measures. In addition to the six-year horizon of the strategic plan, City staff worked within the two-year budgeting cycle and, in many cases, a 10–20 year comprehensive plan. These different planning horizons help guide the work and funding of the City.



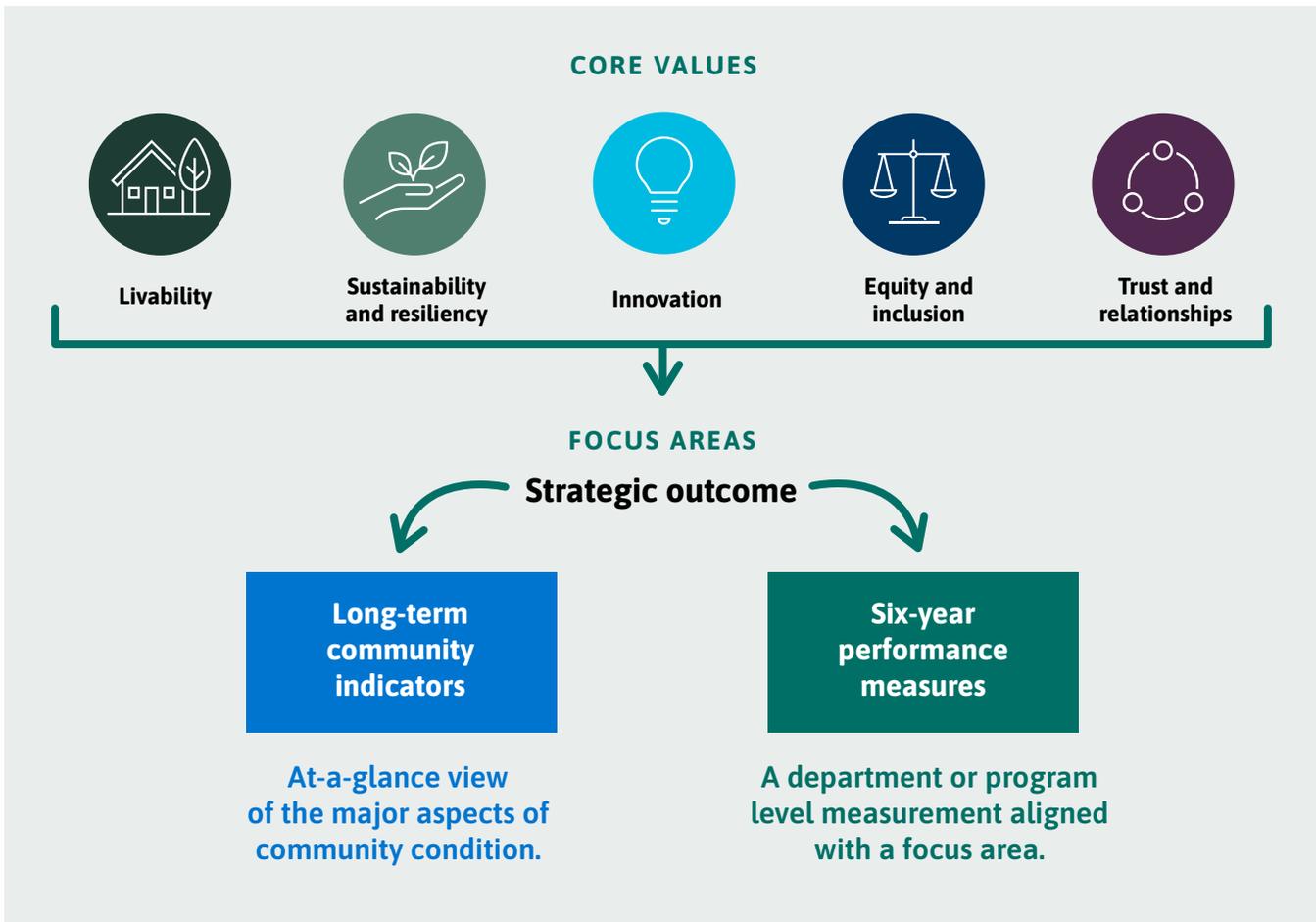
# Focus areas

The following focus areas, strategic outcomes, community indicators and performance measures set a path forward for the city. These elements will be used to set citywide priorities and measure progress over time.

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# Structure and navigation



## How to navigate this section

Community indicators are **blue** and include a metric, definition, data source and why it matters. Performance measures are **green** and include a goal, metric, target (optional), definition, data source and why it matters.

Indicators and measures are organized with labels to help the City track data (i.e. TM=transportation and mobility, CI=community indicator, etc.).

# Definition of terms

## **Focus area**

Identified topic of priority for the city.

## **Strategic outcome**

Defines the state we are trying to achieve.

## **Long-term community indicator**

At-a-glance view of the major aspects of community condition, tracks trends over time but may not be directly connected to specific City services.

## **Six-year priority performance measures (goal statements and metrics)**

A department or program level measurement aligned with a focus area. Measures the City's contribution (through its programs and policies) towards achieving the strategic outcome.

## **Goal statement**

What will be accomplished in the next six years to support the strategic outcome.

## **Metrics**

Associated with a goal statement so that progress towards the goal can be quantified. Includes the context of a target, defines what is being measured, identifies the data source and describes why it matters.

## **Types of measures**

Measures are included to have a complete picture of complex issues and services.

- **Results/effectiveness:** The change in either the quality of life or behavior of a population or place.
- **Service experience:** The level of satisfaction with a City program/activity experience.
- **Efficiency:** The unit of performance/output achieved per unit of input (\$).
- **Output:** The amount of products/services delivered to or received by customers of a City program/activity.

## **External factors and emerging issues**

As identified by staff and Strategic Plan Advisory Committee members.

## **Related plans**

List of existing city plans that are related to the focus area.



# Transportation and mobility

## 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

- **Mode split** (TM.CI.1)
- **Transportation user experience** (TM.CI.2)
- **Transportation fatalities and serious injuries** (TM.CI.3)

## Performance measures

- **Miles of complete streets** (TM.PM.1)
- **Number of collisions** (TM.PM.2)
- **Paved trails and paths** (TM.PM.3)
- **Percentage of residents near transit facilities** (TM.PM.4)
- **Availability and use of infrastructure to access downtown** (TM.PM.5)
- **Parking demand program** (TM.PM.6)

## Core values



**Livability**



**Sustainability  
and resiliency**



**Equity and  
inclusion**

### Mode split (TM.CI.1)

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

#### 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.

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### Transportation user experience (TM.CI.2)

The level of satisfaction based on users of the transportation system in Vancouver.<sup>6</sup>

#### 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.

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### Transportation fatalities and serious injuries (TM.CI.3)

The number of fatal and serious injuries (including vehicles, bikes, pedestrians, transit) by year on all roads within Vancouver per 10,000 residents.<sup>7</sup>

#### Why it matters

This is a standard metric commonly used to inform transportation and road safety policy and planning, and aligns with the Washington State Department of Transportation's Strategic Highway Safety Plan. This allows the City to identify the most dangerous roadways and intersections in the city and prioritize investments to address safety issues.

5. US Census Bureau, American Community Survey

6. Periodic, statistically valid community survey

7. Washington State Department of Transportation (WSDOT)

### Goal 1

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

### Miles of complete streets (TM.PM.1)

#### Performance measure

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.

#### Definition

Measures the quantity of lane miles in Vancouver that are a roadway providing safe and comfortable facilities for all transportation users rather than only automobile facilities. These roadways are known as a "complete street".<sup>8</sup>

#### 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 lowers emissions and creates savings for individuals and the City in the form of street maintenance.

8. City of Vancouver Public Works Department (GIS)

### Goal 2

To monitor the safety effectiveness of alternative transportation systems, the City will measure the number of collisions both citywide and in areas with updated designs.

### Number of collisions (TM.PM.2)

#### Performance measure

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

#### Target

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

#### Definition

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.<sup>9</sup>

#### 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 individuals and the City.

9. Washington State Department of Transportation (WSDOT)

### Goal 3

To support multiple convenient transportation options (community members have choices for transportation) and connections in all of Vancouver's neighborhoods, the Public Works Department will maintain and increase the miles of improved non-motorized trails and paths.

### Paved trails and paths (TM.PM.3)

#### Performance measure

Paved trail and path management and development.

#### Definition

A count of the linear miles of paved trails or multi-use paths for walking/biking/rolling that received maintenance or upgrades to safety standards/design during the reporting period or were added to the city's trail system.<sup>10</sup>

#### Why it matters

Well-maintained off-road trails and multi-use paths provide low-barrier, all ages and abilities facilities for transportation and recreation options, and improve access to opportunities for public health and wellbeing.

<sup>10</sup>. City of Vancouver Community Development Department and Public Works Department

### Goal 4

To facilitate transit usage, the City will increase the number of neighborhoods designed to allow safe, non-motorized travel by residents to transit facilities.

### Percentage of residents near transit facilities\* (TM.PM.4)

#### Performance measure

Percentage of residents living within a 15-minute walk or bike to transit facilities.\*

#### Definition

The portion of residents (in single family and multifamily homes) that can get to a public transit facility within 15 minutes by foot or by bike.<sup>11</sup>

#### Why it matters

Creating safe access by foot, bike or other small mobility device to bus stops lowers the barriers to using transit and improves accessibility for all ages and abilities. Low-barrier access to transit provides affordable, reliable and clean transportation options to help Vancouver residents meet their daily needs.

\*Shared with Housing and Human Needs and Vibrant and Distinct Neighborhoods  
11. Vancouver City Staff, C-Tran

### Goal 5

Develop a transportation system that supports and facilitates access to downtown (specifically areas where parking is managed) via methods that do not involve the need to park an automobile.

City Transportation Planning and Parking Services teams will implement Downtown Parking and Transportation System Plans to actively support investment in existing and new options for people to get to and around downtown without a vehicle, or to park once and move about downtown using other modes.

### Availability and use of infrastructure to access downtown (TM.PM.5)

#### Performance measure

Availability and use of infrastructure and programs that support non-drive alone travel modes to access downtown.

#### Definition

The count of pedestrians and bicycles on Columbia Street since the completion of the complete street project. The count of bike racks installed in the downtown area between 2023 and 2029. The count of audible pedestrian signals in downtown. C-Tran ridership and downtown bus stop utilization Participation in Commute Trip Reduction for employees in downtown.<sup>12</sup>

#### Why it matters

Encouraging multiple mode access to downtown increases the share of individuals walking, bicycling and using public transit, decreasing greenhouse gas emissions and promoting a rotating flow of customers to local businesses unconstrained by parking availability.

12. US Census Bureau – American Community Survey and City Parking Services occupancy, permit and metered parking utilization data

### Goal 6

Expand parking supply available to the public through agreements with private parking owners to unlock underused parking for commuters, patrons and special events.

### Parking demand program (TM.PM.6)

#### Performance measure

Number of agreements with private parking owners and increase in utilization by commuters, patrons, and special event attendees.

#### Definition

The count of agreements between the city and parking lot owners in the parking enforcement zone and the associated parking capacity.

#### Why it matters

While the growth in people living and working downtown has made Vancouver a more vibrant and livable community, we recognize that the options for people to access and move around our city center must adapt to facilitate this growth. Central to this effort is a new approach to the City's management of its existing parking assets.

### External factors and emerging issues

- How might we adjust City funding and staffing to achieve these goals?
- How might we effectively collaborate with agencies, organizations and the Vancouver community around mobility decision-making?
- How might we lower the risk of travel-related injury and protect and promote public health?
- How might we conduct public outreach and collaboration with all transportation users to discuss prioritization and trade-offs?
- How might we ensure residents' needs are met within 15-minute neighborhoods?
- How might we prepare for and lead in leveraging rapidly evolving technology in transportation?

### Existing City plans and initiatives related to transportation and mobility

- Transportation System Plan (20-year horizon)
- Transportation Improvement Program (6-year horizon)
- Climate Action Framework



# Economic opportunity

## Strategic outcomes: What are we trying to achieve?

Vancouver is a place where a wide variety of businesses of all sizes, from young startups to established enterprises, grow and thrive. A host of education and training opportunities bring prosperity to those who live here and provide a skilled workforce for companies.

## Community indicators

- **Median household income** (EO.CI.1)
- **Per capita income** (EO.CI.2)
- **Business diversity** (EO.CI.3)
- **Job creation** (EO.CI.4)
- **Unemployment** (EO.CI.5)
- **Education attainment** (EO.CI.6)
- **Pre-K enrollment** (EO.CI.7)
- **Workforce readiness** (EO.CI.8)

## Performance measures

- **Number of new business licenses** (EO.PM.1)
- **Equity index score** (EO.PM.2)
- **Businesses older than two years** (EO.PM.3)
- **Living wage jobs in Vancouver** (EO.PM.4)
- **Equitable development strategy** (EO.PM.5)
- **Engagement by visitors and locals** (EO.PM.6)

## Core values



Livability



Innovation



Equity and inclusion

### Median household income (EO.CI.1)

The middle point of the range of household income levels in Vancouver compared to the broader metropolitan region. Disaggregated by race/ethnicity, gender and age demographics where available.<sup>13</sup>

#### Why it matters

Provides information about the financial resources available to households broken down into different community groups.

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### Per capita income (EO.CI.2)

Mean money income received in the past 12 months computed for every person in a geographic area. Disaggregated by race/ethnicity, gender and age demographics where available.<sup>14</sup>

#### Why it matters

Life satisfaction is strongly correlated with per capita income. This is particularly true among disadvantaged countries, regions and communities, because income gains in these places are associated with the greatest increases in life satisfaction.

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### Business diversity (EO.CI.3)

An assessment of the local businesses in our community considering sector, ownership and size as determined by number of employees, women and minority-owned businesses.<sup>15</sup>

#### Why it matters

Having a diversity of businesses and industries may help contribute to a healthy and resilient local economy. Understanding the types of businesses and industries and any disparities may provide information for improving equity and diversity.

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### Job creation (EO.CI.4)

The number of new jobs created in Vancouver.<sup>16</sup>

#### Why it matters

An indicator of the health of the local economy, job creation means businesses are hiring.

13. Department of Commerce, US Census data

14. Department of Commerce, US Census data – American Community Survey

15. US Census Data, Annual Business Survey

16. Bureau of Labor and Statistics (Portland/Hillsboro/Vancouver)

### Unemployment (EO.CI.5)

The share of the labor force without a job. Disaggregated by race/ethnicity, gender and age demographics where available.<sup>17</sup>

#### Why it matters

An indicator of the health of the local economy.

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### Education attainment (EO.CI.6)

The number of residents with high school, associate and four-year college degrees broken down by race, ethnicity, gender and income, expressed as a percentage of all residents 25 and older in a region. Disaggregated by race/ethnicity, gender, special education, English language learners, low-income.<sup>18</sup>

#### Why it matters

Researchers correlate higher levels of educational attainment with better economic prospects. Earnings increase with higher levels of education. A person's earning power compounds, rather than merely increases, with higher levels of educational attainment. However, the benefits of higher levels of education do not accrue evenly. White and Asian individuals receive greater economic benefit from education compared to Black and Hispanic individuals. In addition, for White and Asian individuals, education has a protective effect on wealth during times of recession while this benefit is absent for Black and Hispanic individuals for equal education.

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### Pre-K enrollment (EO.CI.7)

Total count of children ages 3 to 4 enrolling in public or private preschool.<sup>19</sup>

#### Why it matters

Preschool attendance is associated with higher reading and math skills compared to non-preschool enrollment. Some studies show preschool enrollment can facilitate labor force participation and increase educational attainment for parents.

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### Workforce readiness (EO.CI.8)

Number and types of businesses reporting that they are able to find qualified job applicants locally.<sup>20</sup>

#### Why it matters

In addition to having job opportunities, our community must have a workforce that is prepared to fill those jobs.

17. Bureau of Labor and Statistics (Portland/Hillsboro/Vancouver)

18. US Census Bureau American Community Survey

19. US Census Bureau

20. Survey of community businesses

### Goal 1

Create opportunities for generational wealth, especially for underserved communities, by strengthening support for small businesses.

### Number of new business licenses (EO.PM.1)

#### Performance measure

Number of new business licenses.

#### Definition

The number of business licenses issued to new businesses within one calendar year in a census tract with a high equity index score.<sup>21</sup>

#### Why it matters

The number of new businesses is related to potential employment opportunities for people in our community. Providing opportunities for employment in census tracts that have a high equity index score prioritizes areas of the city with higher risk.

21. State Department of Licensing and City of Vancouver data  
22. 5-year American Community Survey Estimates by the US Census Bureau

### Equity index score (EO.PM.2)

#### Performance measure

Equity index score.

#### Definition

An equity index score has been calculated for each census tract in the city, which have been categorized as very low to very high. Generally, a census tract with a high or very high equity index includes communities that have a larger proportion of the population who are people of color, renters, ages 65+, households with children, a smaller proportion with a bachelor's degree or higher, and a lower median family income.<sup>22</sup>

#### Why it matters

Knowing the equity index scores for census tracts across the city allows investments to be made where they can have the largest impact on addressing inequity and the biggest improvement in factors that impact life outcomes.

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### Businesses older than two years (EO.PM.3)

#### Performance measure

Number of businesses older than two years.

#### Definition

The number of businesses that have maintained a business license for more than two years.<sup>23</sup>

#### Why it matters

For our economy to thrive, we need to attract and retain businesses. The first few years of startup can be pivotal for the success of a business.

23. State Department of Licensing, City of Vancouver data

### Goal 2

Establish pathways to accessible quality jobs and reduce barriers to economic opportunity.

### Living wage jobs in Vancouver (EO.PM.4)

#### Performance measure

Number of living wage jobs in Vancouver.

#### Definition

Living wage is considered the minimum employment earnings necessary to meet a family's basic needs while maintaining self-sufficiency.<sup>24</sup>

#### Why it matters

So that all working people and their families can afford basic necessities, developing a supportive and collaborative community with a shared interest and strong commitment to uplifting people.

24. Census data and Massachusetts Institute of Technology's Living Wage Calculator

### Goal 3

Support equitable development planning for City-managed development and redevelopment projects.

### Equitable development strategy (EO.PM.5)

#### Performance measure

Alignment of City redevelopment projects with equitable development goals and outcomes.

#### Definition

100% of City redevelopment projects utilize the tools and approaches outlined in the City's Equitable Development Strategy and post completion of projects an analysis is performed to measure whether desired goals and outcomes were achieved.

#### Why it matters

The City's Equitable Development Strategy outlines tools and approaches to ensure that benefits from redevelopment projects (housing and commercial) benefit local residents and underserved communities, with a particular emphasis on guarding against displacement pressures.

### Goal 4

Support Visit Vancouver's Destination Master Plan implementation to increase visitation and local place-making efforts.

### Engagement by visitors and locals (EO.PM.6)

#### Performance measure

Engagement by visitors and locals.

#### Definition

The number of visits to Vancouver based on hotel utilization, hosted events and festivals, and other tourism-specific data.<sup>25</sup>

#### Why it matters

Events, festivals and cultural programs and facilities help to create a sense of community for residents and visitors and have the potential to generate economic impact for Vancouver-based small businesses.

25. JLARC reporting, STR reports (hotel demand), lodging tax and sales tax revenues

### External factors and emerging issues

- How might we ensure that all residents experience economic mobility?
- How might we maintain a resilient economy by supporting small businesses and skilled workforce that provides equitable opportunities for people and businesses?

### Existing City plans and initiatives related to economic opportunity

- Our Vancouver: Comprehensive Plan 2045
- Columbia River Economic Development Council 5-Year Regional Economic Development Plan
- 2019–2023 Consolidated Housing and Community Development Plan



# Housing and human needs

## Strategic outcomes: What are we trying to achieve?

Vancouver meets basic needs and partners with organizations to support its communities. All communities have access to safe and affordable housing, healthcare, food, transportation, education and dependable access to utilities.

## Community indicators

- **Point-in-time count** (HH.CI.1)
- **Housing affordability** (HH.CI.2)
- **Rental affordability** (HH.CI.3)
- **Children in poverty** (HH.CI.4)
- **Healthy food insecurity** (HH.CI.5)
- **People living in poverty** (HH.CI.6)

## Performance measures

- **Unsheltered individuals** (HH.PM.1)
- **Occupancy rate** (HH.PM.2)
- **Exit destinations** (HH.PM.3)
- **Diversity of housing stock** (HH.PM.4)
- **Number of new housing units** (HH.PM.5)
- **Rental assistance** (HH.PM.6)
- **Annual utility rate adjustments** (HH.PM.7)
- **Annual System Development Charge adjustments** (HH.PM.8)
- **Reduce City multiplier** (HH.PM.9)
- **Utility service restoration** (HH.PM.10)
- **Broadband internet access** (HH.PM.11)
- **Community Court** (HH.PM.12)

## Core values



Livability



Equity and inclusion

### Point-in-time count (HH.CI.1)

A countywide count of people experiencing homelessness held during one day in January each year. Data includes the race/ethnicity and age of individuals living unsheltered, individuals living in shelters and individuals in transitional housing programs.<sup>26</sup>

#### Why it matters

Homelessness and the many factors (shortage in shelter, affordable housing, inequity in employment/housing/education, generational poverty, untreated mental health and substance use) that contribute to it are a priority concern based on community survey results.

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### Housing affordability (HH.CI.2)

The Housing Affordability Index (HAI) measures whether a typical family earns enough income to qualify for a mortgage loan on a typical home. A value of 100 means that a family with the median income has exactly enough income to qualify for a mortgage on a median-priced home. For example, a composite HAI of 120 means a family earning the median family income has 120% of the income necessary to qualify for a conventional loan covering 80 percent of a median-priced existing single-family home.<sup>27</sup>

#### Why it matters

Median home values are often tracked as an indicator of the wealth of a community. Many municipalities are funded through property tax, which is closely tied to home values. Households that are cost-burdened, characterized as spending 30% or more of household income on housing, are more likely to experience marital dissatisfaction and are less likely to spend money on child enrichment, healthcare and food. Lack of access to affordable housing can increase commute times (leading to lower quality of life) and higher rates of eviction. Typically, a household's second-largest expenditure, transportation costs, are largely a function of the characteristics of the neighborhood in which a household chooses to live. Opposing trends are at work on housing affordability: lower mortgage costs, lower home values and the health of the market economy all contribute to a higher score.

26. Council for the Homeless, Homeless Management Information System<sup>5</sup> Department of Commerce, US Census data – American Community Survey

27. Federal Reserve Economic Data (FRED)

### Rental affordability (HH.CI.3)

Renter households spending more than 30% of their income on housing costs and utilities are cost burdened; those spending more than half of their income are severely cost burdened.<sup>28</sup>

#### Why it matters

If rental housing is not affordable, people are at risk of becoming homeless.

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### Children in poverty (HH.CI.4)

The number of children under 18 living below the federally defined poverty line, expressed as a percentage of all children under 18. Disaggregated by race/ethnicity, special education, English language learners and low-income.<sup>29</sup>

#### Why it matters

Childhood poverty is strongly and negatively correlated with children's mental, emotional and behavioral health and long-term life chances. Children in low socioeconomic status households are less likely to graduate from high school and more likely to experience developmental and academic difficulties.

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### Healthy food insecurity (HH.CI.5)

Food insecurity is defined by the United States Department of Agriculture as the lack of access, at times, to enough food for an active, healthy life. Disaggregated by race/ethnicity and age.<sup>30</sup>

#### Why it matters

Food insecurity is associated with numerous adverse social and health outcomes and is increasingly considered a critical public health issue. Key drivers of food insecurity include unemployment, poverty and income shocks, which can prevent adequate access to food.

28. HUD Comprehensive Housing Affordability Strategy data

29. US Census Bureau

30. Feeding America's Mind the Meal Gap

### People living in poverty (HH.Cl.6)

The number of people who are earning less than the federal poverty limit.<sup>31</sup>

#### Why it matters

Poverty is associated with a host of health risks and housing instability. Reducing poverty helps build a stronger middle class and helps grow the economy.

<sup>31</sup> US Census Bureau

### Goal 1

To meet basic needs of individuals experiencing unsheltered homelessness, reduce barriers to accessing existing services and reduce the number of individuals living unsheltered in our community, the City will increase shelter capacity by establishing additional Safe Stay Communities and Safe Parking options and partner with community organizations/nonprofits to operate sites.

### Unsheltered individuals (HH.PM.1)

#### Performance measure

Number of unsheltered individuals.

#### Definition

Number of individuals living without shelter and/or on public right-of-way within the city.<sup>32</sup>

#### Why it matters

Adequate shelter plays a vital role in promoting and maintaining physical and mental health. It reduces exposure to the elements/harsh weather conditions, can prevent illnesses or injuries related to the experience of homelessness, provides dignity and privacy, and facilitates regular access to healthcare and other support services. Having safe and stable shelter creates a foundation for stability, which affords individuals greater mental and physical capacity to improve their lives and transition to a more permanent housing situation, obtain employment and/or participate in education or work training programs, and build community/support networks necessary for long-term stability.

<sup>32</sup>. HMIS, annual PIT Count, HART

### Occupancy rate (HH.PM.2)

#### Performance measure

Occupancy rate.

#### Definition

Percentage of beds/units/parking spaces that are occupied at any given time.<sup>33</sup>

#### Why it matters

Reflects the demand, need and/or desire for and utilization of safe stay/safe parking sites.

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### Exit destinations (HH.PM.3)

#### Performance measure

Exit destinations.

#### Definition

Where individuals go after leaving the safe stay/safe parking sites.<sup>34</sup>

#### Why it matters

Tracking the exit destination (permanent housing, transitional housing, other shelter, family reunification, unsheltered homelessness, etc.) is reflective of the effectiveness/success of the program at facilitating pathways out of homelessness.

<sup>33</sup>. HMIS  
<sup>34</sup>. HMIS, HART

### Goal 2

To increase options for housing citywide, the City will propose and adopt revisions to its land use regulations (VMC Title 20) to allow a variety of housing types and sizes in low-density residential and other zoning districts and reduce or eliminate regulatory or procedural barriers to housing production when possible.

### Diversity of housing stock (HH.PM.4 )

#### Performance measure

Diversity of citywide housing stock by type and size.

#### Definition

The share of new and existing citywide housing units that are detached single family homes, duplexes and townhomes, apartments, mobile homes, accessory dwelling units and income-restricted units. Within these categories, the number of bedrooms will also be tracked.<sup>35</sup>

#### Why it matters

A diverse range of housing types and sizes are needed to accommodate the diversity of local household types, sizes and income levels.

35. County GIS analysis, City permit tracking

### Goal 3

To meet new demand and close the deficit within 10 years, Vancouver must increase annual housing production to at least 2,500 new housing units, including 750 new housing units per year that are affordable to households earning 80% or less of the area median income.

### Number of new housing units (HH.PM.5)

#### Performance measure

Number of new housing units constructed (overall and affordable).

#### Definition

Number of closed new construction permits — permitted new construction units receiving final approved inspection.<sup>36</sup>

#### Why it matters

When demand for housing is high and supply is low, housing prices increase. When there is adequate housing supply or lower demand, the price will fall.

<sup>36</sup>. Multifamily Development Dashboard and Affordable Housing Fund database

### Goal 4

Prevent homelessness and provide housing stability for households with low incomes by temporarily assisting with housing costs.

### Rental assistance (HH.PM.6)

#### Performance measure

Number of households stabilized in housing with rental assistance and/or other housing services.

#### Definition

Households receiving rental assistance maintain their housing and do not become homeless.<sup>37</sup>

#### Why it matters

Rental assistance provides a safety net for people who are struggling to make ends meet and helps them maintain a decent standard of living. Housing stability is important for employment, school, social supports, and mental and physical health.

<sup>37</sup>. HMIS

### Goal 5

To protect Vancouver’s water resources and ensure affordable access to water utilities, the City will implement a water resiliency framework with a financially sustainable rate approach.

### Annual utility rate adjustments (HH.PM.7)

#### Performance measure

Annual utility rate adjustments.

#### Definition

The change in rates charged to customers for water utilities.<sup>38</sup>

#### Why it matters

Adequate utility rates ensure that a system to protect water resources can be maintained and that all customers can afford to access this vital resource.

<sup>38</sup>. Utility Billing System: Infor

### Annual System Development Charge adjustments (HH.PM.8)

#### Performance measure

Annual System Development Charge (SDC) adjustments.

#### Definition

The change in rates charged to developers when connecting to City water or sewer.<sup>39</sup>

#### Why it matters

Adequate SDCs ensure that a system to protect water resources can be maintained and that the development community pays its fair share.

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### Reduce City multiplier (HH.PM.9)

#### Performance measure

Reduce inside/outside City multiplier.

#### Definition

Reduce the multiplier that the City charges water and sewer customers outside the city limits from 1.5 to 1.25 over a 15-year period.<sup>40</sup>

#### Why it matters

An appropriate multiplier creates rate equity among customers and helps reduce risk for the City.

<sup>39,40</sup>. Infor

### Goal 6

To ensure dependable utility services, the City will restore drinking water utility services within six hours of disruption and sewer utility services within eight hours of disruption.

### Utility services restoration (HH.PM.10)

#### Performance measure

Average time to restore utility services after disruption.

#### Definition

The total time in hours from loss of service to restoration of services to City utility customers, whether planned or unplanned.<sup>41</sup>

#### Why it matters

Access to clean, safe and affordable water and sewer services is a foundation of public health and community vitality. Reliable utilities are key to building trust with customers. Being prepared to restore unexpected utility interruptions and communicating about planned interruptions is key to ensuring access to services and garnering public trust.

<sup>41</sup> NFOR database, City GIS analysis

### Broadband internet access (HH.PM.11)

#### Performance measure

Percentage of residents accessing high-speed broadband internet in their home.

#### Definition

Percentage of the population with access to download speeds greater than 25 Mbps at home (as of 2014).<sup>42</sup>

#### Why it matters

Internet access has a huge impact on businesses, allowing employees to work remotely from home and communicate more efficiently. Healthcare is another field greatly affected by the advent of the Internet. Improvements in online connectivity and communication technology allow physicians much greater access to medical resources. Government organizations use the Internet to improve organization and communication, and voters can go online to gain more information about current issues.

42. National Broadband Map

### Goal 7

The City will offer a Community Court to increase contact between homeless service providers and individuals accused of quality-of-life offenses. Vancouver is working to break barriers that have historically prevented individuals experiencing unsheltered homelessness from obtaining permanent jobs and housing while reducing quality-of-life offenses, supporting victims and improving public trust in the justice system.

### Community Court (HH.PM.12)

#### Performance measure

Number of contacts between homeless service providers and individuals accused of quality-of-life offenses.

#### Definition

The count of contacts (referrals in which recommended assistance has been completed) made between homeless service providers and individuals accused of a quality-of-life offense who opt to participate in a case plan offered through Community Court as an alternative to the traditional court docket at the District Court. A contact is counted once for each individual. Further detail may be obtained regarding the issues addressed during contact: identification, housing, substance use, mental health.<sup>43</sup>

#### Why it matters

Individuals experiencing unsheltered homelessness face a wide variety of barriers that stand in the way of obtaining permanent jobs and housing.

Contacts with homeless service providers have been proven to assist in breaking down barriers to obtaining services such as housing, healthcare, insurance, behavioral health treatment, trauma therapy, personal identification/licensing services and supplemental security income (SSI)/disability income.

43. Vancouver's Criminal Case Management System, Clark County District Court AIMS System, Volunteer Lawyers

### External factors and emerging issues

- How might we increase equitably distributed options for household availability in all parts of Vancouver?
- How might we leverage both prevention and service delivery to reduce the number of people experiencing homelessness?
- How might we proactively create conditions that result in optimal physical, mental and behavioral health, and ensure access to health services is available to all Vancouver residents?
- How might we ensure race, ethnicity, gender, age, sexual orientation, education, geographic location and income level do not predetermine whether individuals are able to achieve better health?

### Existing City plans and initiatives related to housing and human needs

- Housing Action Plan
- 2019–2023 Consolidated Housing and Community Development Plan



# Vibrant and distinct neighborhoods

## Strategic outcomes: What are we trying to achieve?

Vancouver offers a variety of accessible places and spaces to interact and enjoy nature, art, culture, food, shopping and community. Neighbors care for each other and show up in times of need.

### Community indicators

- **Neighborhood cohesion** (VDN.CI.1)
- **Diversity of businesses** (VDN.CI.1)
- **Business districts assessment** (VDN.CI.1)

### Performance measures

- **Existence of key businesses** (VDN.PM.1)
- **Proximity to services** (VDN.PM.2)
- **Active neighborhood associations** (VDN.PM.3)

### Core values



Livability



Equity and inclusion



Trust and relationships

### Neighborhood cohesion (VDN.CI.1)

Percent of adults who report a sense of high social cohesion (trust and feeling connected) in their neighborhoods.<sup>44</sup>

#### Why it matters

A cohesive society is one where people are protected against life risks, trust their neighbors and the institutions of the state, and can work towards a better future for themselves and their families. Social cohesion, built on social inclusion, social capital and social mobility, is the glue that holds society together.

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### Diversity of businesses (VDN.CI.2)

An assessment of local businesses within a neighborhood district considering sector, ownership, and size as determined by number of employees.<sup>45</sup>

#### Why it matters

Having a diversity of businesses may help contribute to a healthy and resilient local neighborhood economy. Understanding the types of businesses and any disparities may provide information for improving equity and diversity.

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### Business districts assessment (VDN.CI.3)

Resident satisfaction with the mix of businesses in their neighborhood business district.<sup>46</sup>

#### Why it matters

Residents are more likely to support businesses in their neighborhood business district if they have a positive perception of the business mix in their district. How residents feel about their business district is important because a poor perception of neighborhood business districts will cause residents to spend their money elsewhere and support businesses outside of their area. Conversely, positive perceptions of neighborhood business districts will encourage local business support and promote entrepreneurship and business startups in the neighborhood.

44. Community survey

45. US Census Data, Annual Business Survey

46. Periodic community survey

### Goal 1

Invest in neighborhood commercial districts that result in safe, vibrant and accessible communities, so residents have the business services they need within close proximity to where they live.

### Existence of key businesses (VDN.PM.1)

#### Performance measure

Existence of key businesses in neighborhood districts.

#### Definition

Key businesses include grocery stores, restaurants, healthcare, recreation and arts/entertainment businesses within a district defined by neighborhood boundaries.<sup>47</sup>

#### Why it matters

Key businesses provide important services and improve residents' perceptions of the business mix in their district. Key businesses reduce the need to spend money elsewhere and encourage the development of neighborhood business districts.

<sup>47</sup> NAICS, ESRI

### Goal 2

To increase the number of people in Vancouver that have nearby access to supermarkets and full service grocery stores, and commercial and public services and amenities, the City will propose and adopt a Comprehensive Plan, zoning and other changes to facilitate closer location of interrelated uses by 2028.

### Proximity to services (VDN.PM.2)

#### Performance measure

Percentage of residents living within ¼ mile of supermarkets or food stores, restaurants, parks, schools or community centers.

#### Definition

The share of city residents living within ¼ mile of a supermarket or food store and shares of City residents within 1,500 feet of a park, restaurant, park, school, or community center.<sup>48</sup>

#### Why it matters

Proximity to services and amenities increases access and likelihood of use, reduces road system demand, encourages healthy transportation options, and facilitates community identity and reduced social isolation.

<sup>48</sup>. City GIS analysis

### Goal 3

Maintain active and healthy neighborhood associations. At least 85% of neighborhood associations are considered active.

### Active neighborhood associations (VDN.PM.3)

#### Performance measure

Percent of neighborhood associations that are considered active.

#### Definition

Active status is measured by fulfilling the recognition requirements outlined in Vancouver Municipal Code 2.75 including: adopted by-laws, election of officers and holding at least one meeting per year.<sup>49</sup>

#### Why it matters

Neighborhood associations provide residents with a forum to address problems, share information, offer opportunities for community input and to undertake projects to benefit the neighborhood. Recognized neighborhood associations serve as a conduit for communication between the community and the City.

<sup>49</sup>. City staff

### External factors and emerging issues

- How might we create equitable access to parks, trails, open space and recreational opportunities?
- How might we support more connected communities, strengthening our community well-being and enabling more effective responses and recoveries tied to major events?

### Existing City plans and initiatives related to vibrant and distinct neighborhoods

- Culture, Arts & Heritage Plan
- Parks, Recreation and Cultural Services Comprehensive Plan



# Culture and heritage

## Strategic outcomes: What are we trying to achieve?

Vancouver celebrates culture and heritage. Public events, museums, cultural centers, concerts and exhibits offer opportunities for communities to learn about different cultures and experiences.

### Community indicators

- **Arts-related businesses** (CH.CI.1)
- **Economic impact** (CH.CI.2)
- **Creative vitality index** (CH.CI.3)

### Performance measures

- **Investment in arts, culture and heritage** (CH.PM.1)
- **Participation in arts, culture and heritage experiences** (CH.PM.2)
- **Indirect investment in arts, culture and heritage** (CH.PM.3)
- **Geographic distribution of arts, culture and heritage resources** (CH.PM.4)

### Core values



Livability



Equity and inclusion

### Arts-related businesses (CH.CI.1)

Total number of arts-related businesses and rate per 1,000 residents. Businesses include those in the North American Industry Classification System (NAICS) code 71: art galleries, camera and photographic supply stores, bookstores, performing arts companies, performing arts promoters, independent artists, writers and performers, musical instrument stores, compact disc and record stores and museums.<sup>50</sup>

#### Why it matters

The activities of art-related businesses and cultural and heritage organizations foster cultural and creative vitality. A growing number of arts-related businesses also provides opportunities for individuals to learn and participate in a rich array of arts, culture and heritage activities. They are also essential to supplying arts and cultural organizations with products and services. Consequently, their number reflects, in part, the strength of the arts sector in a regional economy.

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### Economic impact (CH.CI.2)

The portion of community members employed by arts-related businesses as defined by North American Industry Classification System (NAICS) code and the compensation they receive. The value of the goods and services produced in an area related to arts, culture, historic preservation and heritage.<sup>51</sup>

#### Why it matters

The Vancouver community recognizes the educational, recreational, aesthetic, environmental and economic development value of having a large area replete with public art, preserved landmarked buildings and beautiful green spaces.

This indicator helps measure the economic value of arts, culture, historic preservation and heritage in our community so that we can make informed decisions about developing a healthy local creative economy and supporting ongoing stewardship, conservation, public access and interpretation.

50. US Census Data, County Business Patterns

51. Bureau of Economic Analysis, National Endowment for the Arts, US Census Data

### Creative vitality index (CH.CI.3)

Developed by the Western States Arts Federation (WESTAF) in partnership with Economic Modeling Specialists Inc. (EMSI), the Creative Vitality Index is a robust and inclusive measure of economic vitality of the arts and art-related activities in a specific geographic region of the United States.<sup>52</sup>

#### Why it matters

This measure indicates the relative health of economic elements of the creative economy. It measures annual changes in the economic health of an area by using per capita concentration of creative activities in both the for-profit and non-profit sectors.

52. ArtsWA, WESTAF and EMSI

### Goal 1

To provide more equitable access to arts, culture and heritage experiences across the community, the City will invest resources to support the local creative economy in locations that serve people residing in areas with a high equity index score.

### Investment in arts, culture and heritage (CH.PM.1)

#### Performance measure

City of Vancouver's direct investment in arts, culture and heritage.

#### Definition

Total expenditures on cultural grants; cultural events; public art installation, repair and site preparation; preservation and interpretation of cultural and historical sites and structures; support to cultural service providers; and City staffing, supplies and services to support these areas.<sup>53</sup>

#### Why it matters

The City provides direct support to the local creative economy through budgeted projects and programs, cultural grants, public art installations and upkeep, site preservations and interpretation and partnerships.

53. City of Vancouver financials; Culture, Arts & Heritage Commission, Clark County Historical Museum, The Historic Trust

### Participation in arts, culture and heritage experiences (CH.PM.2)

#### Performance measure

Number of people participating in City-funded or partnered arts, culture and heritage experiences.

#### Definition

Number of attendees, participants and registrants at City-funded arts, culture and heritage events, locations, and programs, including art events, cultural grant projects, art programming, and rentals of art, cultural or heritage spaces.<sup>54</sup>

#### Why it matters

The number of attendees indicates exposure to and participation in the creative economy, helping ensure that more of the community can benefit from arts, culture and heritage. This also helps monitor progress toward reducing barriers.

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### Indirect investment in arts, culture and heritage (CH.PM.3)

#### Performance measure

Indirect investment in arts, culture and heritage in Vancouver.

#### Definition

Total dollar amount leveraged via cultural grants awarded and via preservation and interpretation of cultural and historical sites and structures, and value of in-kind work provided to support art installation or cultural assets.<sup>55</sup>

#### Why it matters

The City's support can spur further investment in the local creative economy for greater overall impact to the community, such as providing a match for cultural grant recipients.

54. City staff, staff at Clark County History Muesum, Fort Vancouver National Historic Site, and the Historic Trust, registration software

55. Cultural grant recipient reports, Clark County Historical Museum, The Historic Trust, National Park Service, City staff from PRCS, Public Works, and other departments

### Goal 2

To better understand equitable investment and access to cultural resources, the City will gauge engagement in, and geographic distribution of, arts, culture and heritage experiences.

### Geographic distribution of arts, culture and heritage resources (CH.PM.4)

#### Performance measure

Geographic distribution of arts, culture and heritage assets and resources.

#### Definition

Mapping of City-owned public art; City-funded culture, arts and heritage facilities and program locations; events; and interpretive elements.<sup>56</sup>

#### Why it matters

Comparing the distribution of assets against participation data helps the City understand where barriers to accessing culture, art and heritage occur. This in turn enables the City to address these barriers and focus on more equitable access across the city.

<sup>56</sup>. City Cultural Services and GIS staff

### External factors and emerging issues

- How might we inclusively honor and preserve Vancouver’s unique and diverse history, culture and traditions?
- How might we ensure the creative industry has equitable access to capacity building and revenue development resources and capital?
- How might we increase the supply of affordable public and private spaces (e.g., housing, work, studio, performance) for our creative industry to survive?

### Existing City plans and initiatives related to culture and heritage

- Culture, Arts & Heritage Plan
- Parks, Recreation and Cultural Services Comprehensive Plan



# Safe and prepared community

## Strategic outcomes: What are we trying to achieve?

Vancouver feels like a safe place to live, work, learn and play. All communities are free from violence and crime and care for each other in times of need. Communities understand what to do in times of crisis because Vancouver plans for disasters and is ready to adapt to change. All communities have dependable access to utilities and buildings, bridges, and roads are designed to be modern, safe, inclusive and accessible.

## Community indicators

- **Residents' perception of safety** (SPC.CI.1)
- **Residents' perception of preparedness** (SPC.CI.2)

## Performance measures

- **Violent and property crime rate** (SPC.PM.1)
- **Fire response time** (SPC.PM.2)
- **Trainings for disaster events** (SPC.PM.3)
- **Community building assessment** (SPC.PM.4)
- **Building seismic code** (SPC.PM.5)

## Core values



Livability



Sustainability and resiliency



Innovation



Equity and inclusion



Trust and relationships

### Residents' perception of safety (SPC.CI.1)

How residents feel about public safety in their community.<sup>57</sup>

#### Why it matters

Perceptions of neighborhood crime are negatively associated with level of physical activity among youth. Poorer perceptions of neighborhood safety are associated with higher levels of depressive symptoms among adults ages 50–74. Perceptions of neighborhood crime have been positively associated with other mental health problems, such as anger, depression and anxiety, as well as vicarious victimization by exposure to violence in the neighborhood and visual signs of disorder. However, individuals who have a strong connection to their neighbors are less likely to worry about crime, even when living in areas with high levels of disorder.

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### Residents' perception of community preparedness (SPC.CI.2)

How residents feel about the community's preparedness for a disaster, including individual, family and neighborhood preparedness.<sup>58</sup>

#### Why it matters

Residents are more likely to undertake disaster preparedness if they perceive it to be effective. Government trust can directly increase perceived efficacy and indirectly increase self-efficacy.

<sup>57, 58.</sup> Community survey

### Goal 1

To contribute to a safe community, the Vancouver Police Department will continue to foster community relationships and dedicate department resources toward crime response and prevention efforts.

### Violent and property crime rate (SPC.PM.1)

#### Performance measure

Violent and property crime rate.

#### Definition

For state level data, crime rate is defined as the number of reported crimes per 100,000 residents. The violent crime figures include the offenses of murder, forceable sex offenses, robbery and aggravated assault. The property crime figures include the offenses of burglary, larceny-theft, motor vehicle theft and arson.<sup>59</sup>

#### Why it matters

Violent crime rates correlate positively to poverty levels, income inequality and residential instability. Research suggests that violent crime rates negatively correlate to the probability of arrest, the probability of imprisonments, level of social capital and collective efficacy. Relative poverty and local segregation of high-income households from low-income households can exacerbate violent crime. Elevated crime rates correlate to decreased confidence in police and can contribute to weakened relationships between the community and police.

59. FBI crime statistics

### Goal 2

To ensure fire response times under eight minutes, the City will renovate or construct five fire stations by 2029, and add additional fire response units as needed in high-demand areas, prioritizing locations where response times are longer.

### Fire response time (SPC.PM.2)

#### Performance measure

Fire response time.

#### Definition

The time elapsed from an emergency call alerting fire and emergency medical services response resources and arrival of emergency services at the site of the emergency.<sup>60</sup>

#### Why it matters

A quick response time can save lives, reduce costs associated with damage and build trust in public services provided the services are equitably available to all areas of the community.

60. CRESA/City of Vancouver Fire Department

### Goal 3

To increase the opportunities for Vancouver residents to learn about and prepare for a disaster event, the City will provide disaster preparedness training for community partners.

### Trainings for disaster events (SPC.PM.3)

#### Performance measure

Trainings offered to residents to prepare for a disaster event.

#### Definition

Provide quarterly disaster preparedness training opportunities for community partners.<sup>61</sup>

#### Why it matters

Community members may not be aware of the sorts of issues a large-scale disaster might introduce into their lives and may not have taken any steps to prepare themselves. A prepared community is more resilient and can help mitigate the adverse effects of an event with preparation, provided they understand what to prepare for.

<sup>61</sup> City staff

### Goal 4

To increase the community's ability to prepare for and recover from a seismic disaster, the City will perform an assessment of anticipated seismic performance of existing buildings (resident, multifamily, commercial, industrial) in the community.

### Community building assessment (SPC.PM.4)

#### Performance measure

Community building inventory.

#### Definition

An inventory of the residential, multifamily, commercial, and industrial buildings in Vancouver built prior to 1990 and assessment of their ability to withstand a seismic event.<sup>62</sup>

#### Why it matters

Since 1990, the building code has included specifications that address seismic resiliency. Understanding the risk associated with the building inventory prior to 1990 can assist the City in planning for recovery from or mitigation for a seismic event, increasing resiliency and reducing recovery time.

<sup>62</sup>. City staff

### Goal 5

To prepare the community for a potential seismic event, the City will ensure compliance with all seismic codes for permitted projects, increasing the percentage of buildings that are seismically sound.

### Building seismic code (SPC.PM.5)

#### Performance measure

Buildings meeting current seismic building codes.

#### Definition

The percentage of buildings in the community that meet current codes for residential, multifamily, commercial, industrial and government and are considered a lower risk.<sup>63</sup>

#### Why it matters

Buildings that can withstand a seismic event will save lives and reduce costs associated with the event.

63. City Permit Center, Infor

### External factors and emerging issues

- How might we engage and inform the community to ensure that public safety services are delivered to a diverse community and vulnerable populations in a safe, timely and proactive manner given the challenges of significant population growth, racial inequities and traffic congestion?
- How might we build meaningful community relationships that transform our organizations, foster trust and legitimacy, and increase compliance with laws and regulations?
- How might we strengthen local and regional partnerships to prevent, prepare for and respond to natural and human-caused hazards?

### Existing City plans and initiatives related to safe and prepared community

- City of Vancouver Emergency Operations Plan
- Clark Regional Natural Hazard Mitigation Plan



# Climate and natural systems

## Strategic outcomes: What are we trying to achieve?

Environmental stewardship and efforts to address climate change ensure that everyone has a sustainable future. We recognize the intrinsic value of the land beyond the economic benefits it provides. Vancouver protects, restores and cares for the natural environment upon which all living things depend. The health of our natural systems supports the health of all who live, work and play in our community.

## Community indicators

- **Greenhouse gas emissions** (CN.CI.1)
- **Waste diversion** (CN.CI.2)
- **Tree canopy** (CN.CI.3)
- **Parkland acreage per 1000 residents** (CN.CI.4)

## Performance measures

- **Proximity to parks** (CN.PM.1)
- **Business inspections** (CN.PM.2)
- **Landscapes that support natural systems** (CN.PM.3)
- **GHG emissions goals** (CN.PM.4)
- **Wastewater solids renewal program** (CN.PM.5)
- **PFAS regulatory compliance** (CN.PM.6)
- **Organic waste sent to landfill** (CN.PM.7)

## Core values



**Livability**



**Sustainability and resiliency**



**Innovation**



**Equity and inclusion**

### Greenhouse gas emissions (CN.CI.1)

Greenhouse gases include carbon dioxide, methane and nitrous oxide, and cause climate change.<sup>64</sup>

#### Why it matters

Addressing climate change and the many impacts associated with it begins with decreasing the amount of greenhouse gases emitted. The City Council has adopted a goal of carbon neutrality — achieving net zero greenhouse gas emissions by balancing those emissions so they are equal (or less than) the emissions that get removed through the planet’s natural absorption — for both municipal operations and the broader Vancouver community by 2040.

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### Waste diversion (CN.CI.2)

Tons of solid waste diverted to recycling/composting as a ratio of tons of solid waste collected.<sup>65</sup>

#### Why it matters

This indicator tracks how much solid waste is collected for recycling or otherwise diverted from disposal each year. Diverting solid waste from a landfill conserves valuable resources, saves energy, reduces greenhouse gas emissions and other harmful environmental pollutants, conserves landfill space and creates jobs. Greater public outreach can change personal behavior and increase waste diversion.

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### Tree canopy (CN.CI.3)

The percentage of land area covered by tree foliage.<sup>66</sup>

#### Why it matters

Tree canopy contributes to air and stormwater quality and minimizes the urban heat island effect. Tree canopy is directly linked to human health and community livability. For maximum benefits, a 40% cover is recommended.

64. Periodic greenhouse gas emission inventory of community and of City operations collected from various sources including, but not limited to, municipal operations, Regional Transportation Council, regional energy providers, Port of Vancouver, C-Tran.

65. City of Vancouver Public Works Solid Waste Contract reporting

66. GIS maps and aerial imaging.

### Parkland acreage per 1,000 residents (CN.CI.4)

This metric is calculated by dividing the total number of City park acres by the city's population and multiplying the factor by 1,000.<sup>67</sup>

#### Why it matters

According to the National Recreation and Park Association, greenspace exposure corresponds with improved physical health, including decreases in stress, blood pressure, heart rate and risk of chronic disease (cancer, diabetes, cardiovascular heart disease). Children with access to parks and facilities have shown decreased prevalence of obesity compared to children without access. Time spent in nature positively impacts mental health by increasing cognitive performance and well-being and alleviating illnesses such as depression, attention deficit disorders and Alzheimer's. For climate benefits, parks lower ground temperatures with tree canopy, clean water, reduce flooding and contribute to healthier air. Trees and vegetation in parks help reduce air pollution directly by removing pollutants and reducing air temperature. Urban parks can improve the environment, enhance storm water management, reduce traffic noise and increase biodiversity.

<sup>67</sup>. City Parks, Recreation and Cultural Services Staff, Census data

### Goal 1

To ensure that residents have opportunities for cooling during times of excessive heat, the Urban Forestry Program will plant trees in parks.

### Proximity to parks (CN.PM.1)

#### Performance measure

Number of residents within a 10-minute walk of a park that provides localized cooling through tree canopy cover or vegetative surfaces.

#### Definition

The count of trees planted in parks by the Urban Forestry Program.

Geographic Information system (GIS) analysis determines the percentage of residents that meet the standards. The 10-minute walk standard is a recognized national standard that allows for comparison with peer cities.<sup>68</sup>

#### Why it matters

Multiple studies show that parks with trees provide a cooling effect during extreme heat events. It is important to ensure that an increasing number of residents have access to these cooling benefits.

<sup>68</sup>. City GIS analysis

### Goal 2

To improve water quality and prevent negative effects on habitat and wildlife, the City will inspect businesses annually to ensure pollution prevention best-management practices are properly implemented.

### Business inspections (CN.PM.2)

#### Performance measure

Number of businesses inspected annually.

#### Target

Conduct 800 inspections annually.

#### Definition

The count of inspections conducted by City staff each calendar year of businesses in Vancouver that have the potential to generate pollutants to the stormwater system.<sup>69</sup>

#### Why it matters

Preventing pollutants from coming into contact with stormwater and entering water resources is the best way to reduce impacts from municipal stormwater and protect receiving waters and drinking water. Site inspections educate businesses on activities that have the potential to release pollutants to water resources and provide guidance on required best practices.

69. City of Vancouver business inspection database (MS4Front Software)

### Goal 3

To increase carbon storage and improve ecosystem resilience within Vancouver, the City will increase internal and external collaboration to maximize climate and natural systems outcomes on City-owned and managed landscapes.

### Landscapes that support natural systems (CN.PM.3)

#### Performance measure

Percentage of city-owned landscapes that are designed and managed to achieve natural systems outcomes.

#### Definition

The percentage of the total area of plant-able land managed by the city (including parks, landscaping at office buildings, street medians, greenways) that support beneficial natural systems outcomes.<sup>70</sup>

#### Why it matters

The city manages a significant amount of land on behalf of its community members and is, therefore, positioned to have direct impact on the health of natural systems through planning, design and maintenance. A coordinated approach can maximize City-owned landscapes in support of natural systems goals including pollinator habitat, native and resilient ecosystems, biodiversity and carbon sequestration.

70. Grounds maintenance records maintained by city staff

### Goal 4

To support the goal of achieving carbon neutrality by 2040 for both municipal operations and the broader Vancouver community, the City will look at further investments and changes to municipal policies to reduce greenhouse gas emissions, especially in the highest impact areas of transportation and buildings, to achieve an 80% reduction in emissions by 2025 for municipal operations and an 80% reduction in emissions by 2030 for the broader community.

### GHG emissions goals (CN.PM.4)

#### Performance measure

Interim greenhouse gas emissions goals.

#### Definition

Greenhouse gases include carbon dioxide, methane and nitrous oxide, and cause climate change.<sup>71</sup>

#### Why it matters

Compliance with this early interim target will ensure that the City is on track to achieve its 2040 carbon neutrality target and that it is demonstrating leadership on climate action for the broader community.

71. Periodic greenhouse gas emission inventory of community and of City operations collected from various sources including, but not limited to, municipal operations, Regional Transportation Council, regional energy providers, Port of Vancouver, C-Tran

### Goal 5

Develop a plan for the effective, sustainable and cost-effective management of wastewater solids in support of strategic outcomes and through collaboration with community stakeholders.

### Wastewater solids renewal program (CN.PM.5)

#### Performance measure

Wastewater solids renewal program plan.

#### Target

50% design plan by the end of 2028.

#### Definition

Development of a proposed plan that identifies the facilities, technologies, funding strategies and community partnerships to maximize resource recovery. The modeled quantity of biogas and beneficial solids available for capture and beneficial use.<sup>72</sup>

#### Why it matters

The current system for managing solids collected through the sewer has a remaining useful life of eight to ten years, the solids renewal program plan pursues a more sustainable and beneficial direction for wastewater solids management that aligns with the City's Climate Action Framework, Comprehensive Plan while providing for safe, clean and environmentally sound facilities.

72. Consultant-based modeling tools to measure solids system attributes (GHG emissions, biogas generation, energy production, energy usage, local air/water/land/traffic impacts, risk, capital & OM cost, revenue)

### Goal 6

To ensure Vancouver's drinking water is safe for the community, the public works department will monitor PFAS concentrations and invest in mitigation that reduces PFAS in drinking water.

### PFAS regulatory compliance (CN.PM.6)

#### Performance measure

PFAS drinking water regulatory compliance.

#### Definition

The concentration of PFAS in drinking water as defined by federal regulations.<sup>73</sup>

#### Why it matters

Per- and polyfluoroalkyl substances (PFAS) have been used around the world in industry and in consumer products such as food packaging, non-stick cookware, waterproof clothing, stain-resistant fabrics and fire fighting foam. PFAS accumulate in the body over time and have known health impacts. Drinking water is one known pathway for PFAS to enter the human body. Removal of PFAS from drinking water to meet federal drinking water regulations will reduce negative public health impacts.

73. City of Vancouver Public Works Water Utility sampling

### Goal 7

To reduce per capita waste and support Council’s Climate Action Framework, the City will build program capacity to divert wasted edible food to those who need it, increase the processing capacity of the existing collection and transfer system, and adopt an ordinance to require organics collection services in compliance with the Revised Code of Washington (RCW) 43.19A.150.

### Organic waste sent to landfill (CN.PM.7)

#### Performance measure

Tons of organic waste sent to landfill.

#### Definition

Total tons of organic waste disposed of at landfill as measured in the Solid Waste System Waste Composition Study.<sup>74</sup>

#### Why it matters

Diverting food waste, yard debris and other organic materials for composting or other beneficial uses provides a number of benefits, including reducing the amount of waste sent to landfills or incinerators, reducing greenhouse gas emissions from landfills.

74. 5-year state solid waste composition study

### External factors and emerging issues

- How might we proactively identify, assess and manage risks related to the quality, reliability and access to critical infrastructure given the challenges of an aging infrastructure, greater climate impacts and population growth?
- How might we improve our approach to facilities and infrastructure management to ensure a high-quality, efficient and sustainable portfolio that supports both staff and the customer?

### Existing City plans and initiatives related to climate and natural systems

- Urban Forestry Plan
- Climate Action Framework
- Comprehensive Solid Waste Management Plan
- Comprehensive Parks, Recreation, Arts & Culture Plan
- Stormwater Management Plan
- Comprehensive Plan



# High performing government

## Strategic outcomes: What are we trying to achieve?

Vancouver's government is reliable, fiscally responsible, equitable and open to compromise. Decision-making processes are transparent. City leaders have integrity and work with the community to plan for the future.

## Community indicators

- **Price of government** (HPG.CI.1)
- **Resident satisfaction with municipal services** (HPG.CI.2)
- **Municipal bond rating** (HPG.CI.3)

## Performance measures

- **Workforce profile alignment** (HPG.PM.1)
- **Employee satisfaction and engagement** (HPG.PM.2)
- **Female VPD staff** (HPG.PM.3)
- **Audit results** (HPG.PM.4)
- **Open Data Hub datasets** (HPG.PM.5)
- **Legal and regulatory training** (HPG.PM.6)
- **Response rate to outreach methods** (HPG.PM.7)
- **Demographic representation of community responses to outreach** (HPG.PM.8)
- **Demographic representation of Boards and Commissions** (HPG.PM.9)

## Core values



**Equity and inclusion**



**Trust and relationships**

### Price of government (HPG.CI.1)

Sum of all taxes, fees and charges collected by a city or county as a percentage of aggregate personal income. That is, all revenue excluding that which comes from “Other Financing Sources” (long-term debt proceeds, sale of capital assets, transfers from other funds, insurance proceeds) and “Non-Revenues” (cash received for accounting purposes but is not technically revenue). Disaggregated by race/ethnicity and age.<sup>75</sup>

#### Why it matters

This indicator allows a local government to monitor the level of resources available to provide critical services within its jurisdiction and helps inform the price range within which residents and businesses are willing to pay for living in a city with those services.

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### Resident satisfaction with municipal services (HPG.CI.2)

How satisfied residents are with municipal services in their community. Disaggregated by race/ethnicity, age, income, English language learner and disability.<sup>76</sup>

#### Why it matters

Government services are often compulsory and serve a broad base of customers. Assessing the level of satisfaction with service can provide information about service gaps to certain populations or barriers to adequate service delivery.

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### Municipal bond rating (HPG.CI.3)

Credit rating or assessment of the financial health of the organization as determined by third-party sources.<sup>77</sup>

#### Why it matters

Bond ratings convey a sense of confidence and ability of the organization to finance projects to create a vibrant, safe and diverse community.

75. Revenues: Washington State Auditor's Office, City of Vancouver Budget Office. Personal Income: US Census, total population in Vancouver, per capita income.

76. Community survey

77. Moody's and S&P

### Goal 1

To ensure that hiring practices, workforce and careers reflect the diversity of the community across the range and depth of the organization, the City will develop a systematic approach for collecting inclusive data regarding demographics within the City's workforce by 2029.

### Workforce profile alignment (HPG.PM.1)

#### Performance measure

Align City's workforce profile with regional and national demographics.

#### Definition

City employee demographics based on race, age, veteran status and gender.<sup>78</sup>

#### Why it matters

Understanding the demographics of the workforce at the City may provide insight to barriers for certain populations that can be actively addressed.

78. Equal Employment Opportunity data, data collected by City, Workday and community Census data

### Goal 2

To be an “Employer of Choice” the City will offer services and programs that meet employees’ needs. Human Resources will survey employees in 2026 to understand if benefits meet their needs and to solicit feedback on what changes may be important.

Additionally, the City will continue to participate in the Northwest Benefits Survey annually and use it to understand how City benefits compare to those provided by other regional employers.

### Employee satisfaction and engagement (HPG.PM.2)

#### Performance measure

Employee satisfaction and engagement.

#### Definition

Percent of employees who feel that city services and programs meet their needs.<sup>79</sup>

#### Why it matters

The City believes that a supported and engaged workforce is essential to our community’s success. We provide employees with programs and services that are relevant to their needs and support their ability to be a high performing employee.

<sup>79</sup>. Employee engagement survey

### Goal 3

To increase public safety, the Vancouver Police Department will increase the representation of commissioned female recruits to 30% by 2030.

### Female VPD staff (HPG.PM.3)

#### Performance measure

Percentage of commissioned staff in Vancouver Police Department who are female.

#### Definition

The percentage of all commissioned staff within the Vancouver Police Department who are female.<sup>80</sup>

#### Why it matters

Approximately half of Vancouver's population is female. According to the 30x30 initiative website, women make up only 12% of sworn officers and 3% of police leadership in the U.S. This under-representation of women in policing undermines public safety. Research shows women officers use less force and less excessive force; are named in fewer complaints and lawsuits; are perceived by communities as being more honest and compassionate; see better outcomes for crime victims, especially in sexual assault cases; and make fewer discretionary arrests.

80. City of Vancouver Workday - Human Resources Department and Vancouver Police Training Department

### Goal 4

To increase public trust, the City will demonstrate our commitment to fiscal responsibility and transparency by having our annual audits from the Office of the Washington State Auditor completed without findings.

### Audit results (HPG.PM.4)

#### Performance measure

Audit results.

#### Definition

Each year, the City receives an audit from the Office of the Washington State Auditor. The City aims for these audits to be free of any findings. Findings are internal control weaknesses that are significant enough to result in material errors, non-compliance, or lack of fiscal accountability. The independent Office of the Washington State Auditor follows generally accepted auditing standards and internal procedures to make consistent determinations on materiality regarding our annual financial statement, federal grant and accountability audits.<sup>81</sup>

#### Why it matters

City leadership relies on the trust of the citizens to be effective in managing the operations of the City. The assurance provided by a clean audit from an independent body regarding the accuracy of the City's financial statement information and the effectiveness of internal processes to safeguard public resources is a vital tool to help increase trust through transparency.

81. The Office of the Washington State Auditor publicly publishes the results of their Financial, Federal, and Accountability audits on their website. The audit reports for the City of Vancouver as published on the State Auditor's at SAO.wa.gov will be our source for evaluating this performance measure.

### Goal 5

To increase transparency and accountability, the City will foster and develop its data governance program including developing an Open Data Hub for publishing City datasets.

### Open Data Hub datasets (HPG.PM.5)

#### Performance measure

Number of high-quality datasets available in Open Data Hub.

#### Definition

The count of datasets available through the hub. An Open Data Hub is a website location where City datasets are proactively made available to the public. Datasets in this hub have undergone a data governance review to ensure quality, accessibility and confidentiality for pertinent data.<sup>82</sup>

#### Why it matters

The ability to share and access data in a timely manner is key to gaining public support and lowering barriers to vital public information.

<sup>82</sup>. ArcGIS

### Goal 6

To increase the number of City managers, supervisors and officials who receive necessary training in applicable legal and regulatory topics to 100% by 2025, the City will ensure that employees and officials have access to training and education needed to support their efforts to build a city of the future along the Columbia River through a shared commitment to equity, stewardship, resilience and community safety.

### Legal and regulatory training (HPG.PM.6)

#### Performance measure

Percent of City managers, supervisors and officials receiving training in applicable legal and regulatory topics.

#### Definition

The percent of employees required to receive training who were offered the course and successfully completed it through the Workday Learning module. City managers, supervisors and officials includes City elected officials, volunteers and regular part-time and full-time managers and supervisors that work at the City. Applicable legal and regulatory topics include applicable privacy and transparency laws; municipal powers, authority and corporate governance; and accessibility, human rights, and labor and employment laws.<sup>83</sup>

#### Why it matters

Increasing access to pertinent training supports comprehension of legal requirements related to City work. When City managers, supervisors and officials understand the constantly changing legal landscape impacting their jobs, they can better provide increased safety, support climate resiliency, and ensure equity and economic prosperity for Vancouver's residents.

<sup>83</sup>. Workday Learning Module

### Goal 7

Provide access to opportunities for everyone to serve, impacting their communities through trust and relationship building, by diversifying the recruiting methods for community to participate in Boards and Commissions. Identify gaps and assess the effectiveness of outreach strategies. Target to increase demographic diversity of Boards and Commissions participants.

### Response rate to outreach methods (HPG.PM.7)

#### Performance measure

Response rate to outreach methods.

#### Definition

The count of different outreach methods used to build engagement (i.e. social media, community events, partnerships, etc.) and associated response rates for each method.

#### Why it matters

Broadening the diversity of participants serving on city boards and commissions enables other perspectives to be heard with intention and compassion. Representation from the communities we serve is supported and uplifted for all voices to be heard.

### **Demographic representation of community responses to outreach (HPG.PM.8)**

#### **Performance measure**

Demographic representation of community responses to outreach.

#### **Target**

Increase demographic diversity of Boards and Commissions participants.

#### **Definition**

For each recruitment event, collect appropriate demographic data to track participation from diverse communities.

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### **Demographic representation of Boards and Commissions (HPG.PM.9)**

#### **Performance measure**

Demographic representation of Boards and Commissions.

#### **Definition**

The demographic representation of boards and commissions is in alignment with the City demographics. For each recruitment event, collect appropriate demographic data to track participation

#### **Why it matters**

Broadening the diversity of participants serving on City Boards and Commissions enables other perspectives to be heard with intention and compassion. Representation from the communities we serve is supported and uplifted for all voices to be heard.

### External factors and emerging issues

- How might we address the fact that current data maturity of the organization is individualized?
- How might we foster and model relationships of trust, welcome diverse viewpoints and confront racism at all levels (personal, cultural and institutional) in our community and in the City?
- How might we create systems that recognize the ability of underrepresented communities to co-create solutions with local government and with each other?
- How might we achieve more equitable outcomes and deliver services that meet or exceed the expectations of the people we serve?
- How might we continue to meet the needs of a rapidly growing city while managing organizational capacity and ensuring fiscal responsibility?
- How might we attract and retain a talented workforce that sustains a workplace culture of engagement, community focus and high performance?
- How might we mature the City's data and technology capabilities to provide secure and scalable solutions that enable staff to deliver accessible, modern and impactful services to all residents?

### Existing City plans and initiatives related to high performing government

- Diversity Equity and Inclusion Strategic Plan
- Financial Policies
- Water Strategy

# Next steps

This plan reflects a foundational vision for the City of Vancouver. It provides a mechanism for the City and community to ensure accountability to the core values and focus areas by assessing and measuring progress against the outlined indicators and measures.

## The strategic plan will inform future efforts by:

- Connecting the strategic plan focus areas to the City budget and investments. City Council will examine budget proposals through the lens of the strategic plan to ensure programmatic investments and policies align with the indicators and measures.
- Creating a community dashboard to demonstrate transparency and ensure community members can evaluate progress over time.
- Aligning other City processes, plans and policies with the overall values embraced within the strategic plan.
- Maintaining an ongoing committee to periodically assess progress, provide feedback and inform decision-making as it relates to implementation of programs and actions connected to the focus areas and aligned with the core values.
- Developing and maintaining communications that support ongoing community engagement and awareness of the strategic plan. Sharing opportunities to participate in other planning processes connected to the indicators and measures.



# Revision history

Elected officials	Date	Revision number	Notes
Councilmembers: Bart Hansen, Kim D. Harless, Erik Paulsen, Diana H. Perez, Ty Stober  Mayor: Anne McEnerny-Ogle  Mayor Pro Tem: Sarah J. Fox	February 2, 2026	1	City Manager: Lon Pluckhahn

