Policy	Policy Description	Policy Category	City Department / External Partner	Implementation Plan and Potential Barriers	Required City Administrative Time and Complexity	Implementation Time Horizon	Impact on Downtown Active Businesses	Impact on Downtown Active Ground Floor Spaces	Impact on Downtown Economic Development Goals	Impact Score
Allow Flexibility in Ground Floor Uses	Limit ground floor retail requirements to pedestrian heavy nodes or corridors and eliminate ground floor retail requirements in low pedestrian areas to ensure required retail does not cause a financial burden to property.	Land Use	City of Vancouver Community Development	Work with Comprehensive Plan team and Planning department to allow greater flexibility in ground floor uses.	**Medium**	**Near**	**Low**	**Medium**	**High**	**6.5**
Exempt Priority Uses from Certain Active Storefront Requirements	Exempt target industries from certain active ground floor ready requirements in order to support delivery of space that align with economic development goals.	Land Use	City of Vancouver Community Development	Work with Comprehensive Plan team and Planning department to allow exemptions in the zoning code.	**Medium**	**Near**	**Low**	**Medium**	**High**	**6.5**
Reduce Building Design or Façade Guidelines	Reduce building design or façade guidelines to reduce development costs and increase efficiencies within a development.	Land Use	City of Vancouver Community Development	Work with Downtown Design Guidelines team to reduce building and façade design guidelines.	**Low**	**Near**	**Low**	**Low**	**Medium**	**3.0**
Coordinate Targeted Industries with Public Infrastructure Investments	Coordinate infrastructure investments with desired locations for target industries in Downtown (i.e., bike/pedestrian infrastructure, utility infrastructure, etc.)	Land Use	Public Works	Collaborate with Public Works on planned infrastructure plans and implement infrastructure investments that support target industries.	**High**	**Medium**	**Low**	**Medium**	**Medium**	**4.0**
Consider Mobility Strategies (i.e., Transit Stations, Lime, Biketown, etc.)	Incorporate scooters, public transit, and bicycles into Downtown to create a more active and pedestrian friendly environment.	Land Use	City of Vancouver Downtown Parking Team, C-Tran, Lyft/Uber	Attracting national companies to want to be in Downtown Vancouver may be difficult.	**Medium**	**Near**	**High**	**Low**	**Medium**	**5.3**
Support Dense and Efficient Use of Downtown Land	Support dense residential and commercial development to create a walkable and active Downtown.	Land Use	City of Vancouver Community Development, City of Vancouver Housing and Economic Prosperity	Limiting development types may slow down the development pipeline.	**Medium**	**Medium**	**Medium**	**Medium**	**Low**	**3.0**
Consider Curb Utilization on Land Uses	Ensure curb utilization strategies account for the desired mix of business types throughout Downtown.	City Process	City of Vancouver Community Development, City of Vancouver Housing and Economic Prosperity	Continue curb management through zoning code, and infrastructure plans with public works.	**Low**	**Near**	**Medium**	**Low**	**High**	**6.5**
Permit Streamlining for Priority Projects/Industries	Limiting the time that a project spends in permitting by considering efficient review, reducing resubmittal review times, considering preapproved plans, and coordinating with city departments to reduce development costs for projects that include space for target industries.	City Process	City of Vancouver Community Development	Coordinate with permitting team to create criteria for projects that should be streamlined.	**Medium**	**Near**	**Neutral**	**Medium**	**Medium**	**3.8**
Downtown Project Ombudsman/Support Staff	Dedicate a city staff member for development projects in Downtown that align with target industries to help move these projects through the city process, reducing time and costs for development.	City Process	City of Vancouver Housing and Economic Prosperity	Utilize real estate manager positions or new positions to be a liaison for city departments and developer.	**High**	**Near**	**Neutral**	**Medium**	**Medium**	**3.8**

Conduct Outreach to Vacant Property Owners/Operators	Contact owners of vacant space in Downtown to actively engage in ways to retenant the space and support active ground floor uses and/or target industries. Also consider providing land use changes or zoning code review for possible new tenants.	City Process	City of Vancouver Housing and Economic Prosperity	Update the Downtown Redevelopment study to do outreach for vacant / underutilized properties and provide assistance for zoning code review and land use change for possible new tenants.	**Medium**	**Near**	**Low**	**Low**	**Medium**	**3.0**
Conduct Outreach to Create List of Potential Downtown Tenants by Industry	Research and contact target industry users in the region to learn about infrastructure needs, space needs, and possible expansion into Downtown.	City Process	City of Vancouver Housing and Economic Prosperity	Create a list of industries/businesses that are desired in Downtown.	**Medium**	**Near**	**Neutral**	**Medium**	**High**	**6.3**
Conduct Outreach to Industry Representatives (CREDC, Workforce SW WA, etc.)	Coordinate with regional industry representatives to bring diverse and target industries to Downtown.	City Process	City of Vancouver Housing and Economic Prosperity	Conduct outreach to industry representatives to discuss future partnerships and users in Downtown.	**Low**	**Near**	**Neutral**	**Medium**	**High**	**6.3**
Coordinate Infrastructure Improvements to Support Active Uses and Industries	Identify infrastructure projects necessary to support active uses and target industries.	City Process	City of Vancouver Housing and Economic Prosperity	Partner with Public Works to discuss what type of infrastructure upgrades are required, funding for these upgrades may be difficult	**High**	**Medium**	**Medium**	**Medium**	**High**	**7.5**
Align Public Management of Ground Floor Spaces with Economic Development Goals	Work with complimentary public agencies and partners that own and operate ground floor spaces in Downtown to expand the tenant mix and target industries that align with economic development goals.	City Process	Vancouver Housing Authority	Coordinate with VHA to discuss how to better manage and align tenants with economic development goals. Funding for future managements and changes may be difficult.	**Medium**	**Medium**	**Low**	**Low**	**Medium**	**3.0**
Use Public Development Corporation to Acquire Land and Support Development Efforts	Create/expand a downtown public development corporation to support land acquisition that can accommodate new development projects that include ground floor uses that align with City goals.	City Process	Future Public Development Corporation, CCRA, City of Vancouver Housing and Economic Prosperity	Allowing a public development corporation requires change in policy and a public funding source, this may not be liked by all parties.	**High**	**Long**	**Low**	**High**	**High**	**7.8**
Increase Programming in Downtown to Support Businesses	Increase the number of public events and activities in Downtown to increase attendance and foot traffic in Downtown to support existing and future businesses.	City Process	City of Vancouver Parks and Recreation, VDA	Discuss Downtown event programming with Parks and Rec. to coordinate events with local businesses. Funding more events may provide a challenge.	**Medium**	**Near**	**Medium**	**Low**	**Low**	**2.0**
Facilitate Pop-Up Stores in Vacant Spaces	Coordinate with vacant ground floor storefront owners to allow short-term pop-up uses for local business.	City Process	Future Public Development Corporation, City of Vancouver Housing and Economic Prosperity	Policy change to allow short term uses and getting existing property owners to agree to pop-ups may be a deterrent.	**Medium**	**Near**	**Medium**	**High**	**Low**	**4.3**
Partner with Local Non-profits, Schools, and Arts to Activate Vacant Storefronts	To activate vacant storefronts and maintain an active environment in Downtown, partner with arts organizations to create murals, and artwork along the front of the store.	City Process	Vancouver Downtown Association, Local Schools Arts Organizations Non-Profits City of Vancouver Community Development Department	Collaborate with external organizations to provide artwork, property owners to allow the artwork to be provided, and coordinate efforts with the Vancouver Downtown Association.	**Medium**	**Near**	**Low**	**Medium**	**Low**	**2.0**

Leverage City-Owned Land to Support Priority Projects/Industries	To catalyze development that align with Downtown goals, the city can use current land inventory to lease, or sell at a discounted price to developers.	Financial Incentives	Future Public Development Corporation, City of Vancouver Housing and Economic Prosperity	Work with Housing and Economic Prosperity to further public purchasing of land and encourage target industries for publicly owned land.	**High**	**Medium**	**Low**	**High**	**High**	**7.8**
Coordinate with Other Public and Non-Profit Landowners	Collaborate with other public or non-profit entities that own land in Downtown and work together to allow ground leases, or sales at a discounted price to support active uses and target industries.	Financial Incentives	Future Public Development Corporation, City of Vancouver Housing and Economic Prosperity	Create conversations with Clark County, and non-profit organizations on using their land to increase housing and high wage jobs. This could collide with existing plans of the other organizations.	**Medium**	**Long**	**Low**	**High**	**Medium**	**5.3**
City Fee Waiver/Deferrals for Priority Projects/Industries	Waive or defer impact fees on new development projects that align with City goals to reduce development costs for projects that provide affordable housing, green building standards, or innovative ground floor uses.	Financial Incentives	City of Vancouver Community Development	The City currently requires fee waivers to be backfilled and replaced. Lightening this policy could help increase fee waivers.	**Low**	**Near**	**Neutral**	**Medium**	**Medium**	**3.8**
Property Tax Exemptions for Priority Projects/Industries	Extend property tax exemptions to non-residential ground floor uses that align with target industries.	Financial Incentives	State of Washington, Clark County, City of Vancouver Financial Services and Management	Lobby for more flexibility for tax exemption to the State and County. This process is long and requires funding.	**Medium**	**Near**	**Neutral**	**Medium**	**Medium**	**3.8**
Workforce Incentives (i.e., business license fee waivers, etc.)	Waive business license fees and other fees for businesses that operate in Downtown to lower start-up costs for local businesses and target industries.	Financial Incentives	City of Vancouver Financial Services and Management, City of Vancouver Community Development	This requires policy change to allow business license waivers and foregoes revenue for the City. Coordinate with community development to discuss possibility and budget implications.	**Low**	**Near**	**Low**	**Low**	**High**	**5.5**
Construction Sales Tax Rebates for Priority Projects/Industries	Waive or rebate the sales taxes and use taxes charged on construction materials to decrease development costs.	Financial Incentives	City of Vancouver Financial Services and Management, City of Vancouver Community Development	Coordinate with State and Mayor's office to allow constructions sales tax rebates on priority projects.	**Medium**	**Near**	**Neutral**	**Medium**	**Medium**	**3.8**
Local Sales Tax Rebates	Consider a local sales tax rebate program for Downtown developments or businesses that align with the target industries.	Financial Incentives	State of Washington, City of Vancouver Financial Services and Management	Coordinate with State and Mayor's office to allow sales tax rebates for new ground floor development and priority projects.	**Medium**	**Near**	**Neutral**	**Low**	**Medium**	**2.8**
Purchase Strategic Parcels / Redevelopment Sites to Support Targeted Industries	Purchase underutilized sites throughout Downtown and offer ground leases or discounted sales to development projects that include ground floor uses that align with City goals.	Direct and Indirect City Investments	Future Public Development Corporation, City of Vancouver Housing and Economic Prosperity	Continue to pursue land acquisition with CCRA and a possible public development company.	**High**	**Medium**	**Neutral**	**Low**	**High**	**5.3**
Direct City Investment/Gap Funding to Development Projects	Provide direct financial assistance through gap funding or low interest loans to developments that include active uses or uses for target industries.	Direct and Indirect City Investments	City of Vancouver Housing and Economic Prosperity	Work with budget team to decide amounts available to fund priority development projects.	**Low**	**Near**	**Neutral**	**Medium**	**High**	**6.3**
Façade Improvements Programs	Support a façade improvement program to help businesses in Downtown active corridors improve building façade by updating signage and building exteriors.	Direct and Indirect City Investments	City of Vancouver Housing and Economic Prosperity, City of Vancouver Community Development	Work with budget team and housing and economic prosperity team to determine funding sources and buildings that require façade upgrades.	**Medium**	**Medium**	**Medium**	**Medium**	**Low**	**3.0**

Grants to Businesses	Distribute grants to local businesses in target industries for business support and tenant improvements.	Direct and Indirect City Investments	City of Vancouver Housing and Economic Prosperity	Work with budget team to decide amounts available to fund new and existing local businesses. Create a criteria as to what businesses qualify for grants.	**Low**	**Near**	**Medium**	**Medium**	**Medium**	**5.0**
Grants to Developers/Property Owners	Contribute grants to new development or redevelopment projects that include space for target industries.	Direct and Indirect City Investments	City of Vancouver Housing for Economic Prosperity	Work with budget team to decide amounts available to fund new and existing local businesses. Create a criteria as to what projects qualify for grants.	**Low**	**Near**	**Low**	**Medium**	**Medium**	**4.0**
Create Revolving Loan Fund	Establish a low-interest rate revolving loan fund to be used for construction or short-term debt for businesses, target industries, and new development that support activation of Downtown.	Direct and Indirect City Investments	City of Vancouver Housing and Economic Prosperity	Work with Mayor's office to approve a revolving loan fund that focuses on Downtown and target industries.	**High**	**Medium**	**Medium**	**Low**	**Medium**	**4.0**
Invest in Marketing Support	Implement a marketing plan for Downtown as a destination to support Downtown businesses.	Direct and Indirect City Investments	City of Vancouver City Manager's Office, VDA, City of Vancouver Housing and Economic Prosperity, Visit Vancouver WA	Determine the best managing partner in order to promote Downtown and where to market Downtown.	**Medium**	**Near**	**High**	**Low**	**Low**	**3.3**
Provide Technical Assistance for Small Businesses	Work with non-profit groups, universities, and local schools to educate and support small businesses and entrepreneurs in Downtown to decrease tenant turnover.	Direct and Indirect City Investments	City of Vancouver Housing and Economic Prosperity, Local Non-Profits, Local Educators, Technical Institutes	Create a list of non-profits, educators, and schools in the area that focus on small business support and coordinate efforts for existing and new local businesses.	**Medium**	**Near**	**Medium**	**Low**	**Medium**	**4.0**
Partner with Workforce Development Organizations to Increase Skilled Workers.	Collaborate with technical schools, and workforce development organizations to build a skilled workforce.	Direct and Indirect City Investments	City of Vancouver Housing and Economic Prosperity, Technical Colleges and Institutes, Workforce Development Organizations	Contact the technical colleges and workforce development organizations to determine how the City can provide direct or indirect financial assistance.	**Medium**	**Near**	**Low**	**Low**	**Medium**	**3.0**
Maintaining Clean and Safe	Continue the sanitation and cleaning of the Downtown area to maintain a safe and clean neighborhood.	Direct and Indirect City Investments	Vancouver Downtown Association, City of Vancouver Public Works	Collaborate with Public Works and Vancouver Downtown Association in efforts to maintain a clean Downtown through funding, workforce, etc.	**Medium**	**Near**	**High**	**High**	**Medium**	**7.5**
Support Infrastructure Investments Necessary to Accommodate Target Industries	Financially support new development and existing infrastructure upgrades to support the needs of target industries to Downtown.	Direct and Indirect City Investments	City of Vancouver Public Works	Coordinate with permitting team, and engineering services team to fund infrastructure upgrades for upcoming developments.	**Medium**	**Long**	**Low**	**Low**	**High**	**5.5**
City-Funded Shared Parking Infrastructure	Develop City-led shared parking infrastructure for dense residential and commercial developments by reducing the need for developers to include parking on site.	Direct and Indirect City Investments	City of Vancouver Downtown Parking Team	Work with Downtown Parking team to conceptualize where a shared parking lot/garage would be most effective. Contact local businesses in the area to understand need for parking.	**High**	**Long**	**High**	**High**	**Medium**	**7.5**

Downtown Employee Transportation Management Plan	Collaborate with public transit agencies, Downtown parking, and parking garages to create a cohesive downtown employee transportation plan that encourages alternative forms of transportation (e.g., transit wallet, etc.)	Direct and Indirect City Investments	C-Tran, City of Vancouver Downtown Parking Team	Partner with C-Tran and Downtown Parking team to provide transit wallet for Downtown Employees.	**Low**	**Near**	**Medium**	**Medium**	**Medium**	**5.0**