Vancouver Strategic Plan Update
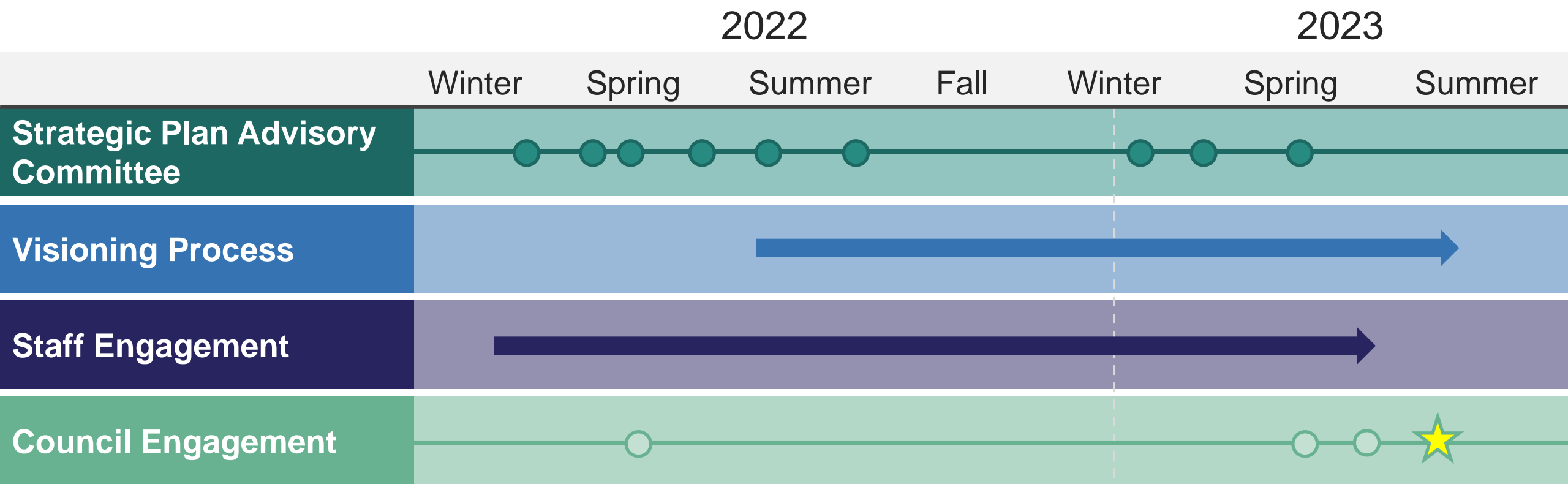## May 8, 2023

Agenda

- Welcome and Overview

- Strategic Plan Process

- Measuring Progress

- Closing and Next Steps

Strategic Plan Advisory Committee

Purpose:

- Support community outreach and listening
- Help improve communications between diverse 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

Outcomes:

- Developed language for the Core Values and Focus Areas
- Participated in small group discussions to shape indicators and performance measures

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Community Visioning Process

- Engaged more than 1015 community members in visioning conversations since June 2022

  o Asked about hopes for the future, community needs, concerns and big ideas

- Align current and upcoming planning efforts around a shared 20-year vision for Vancouver
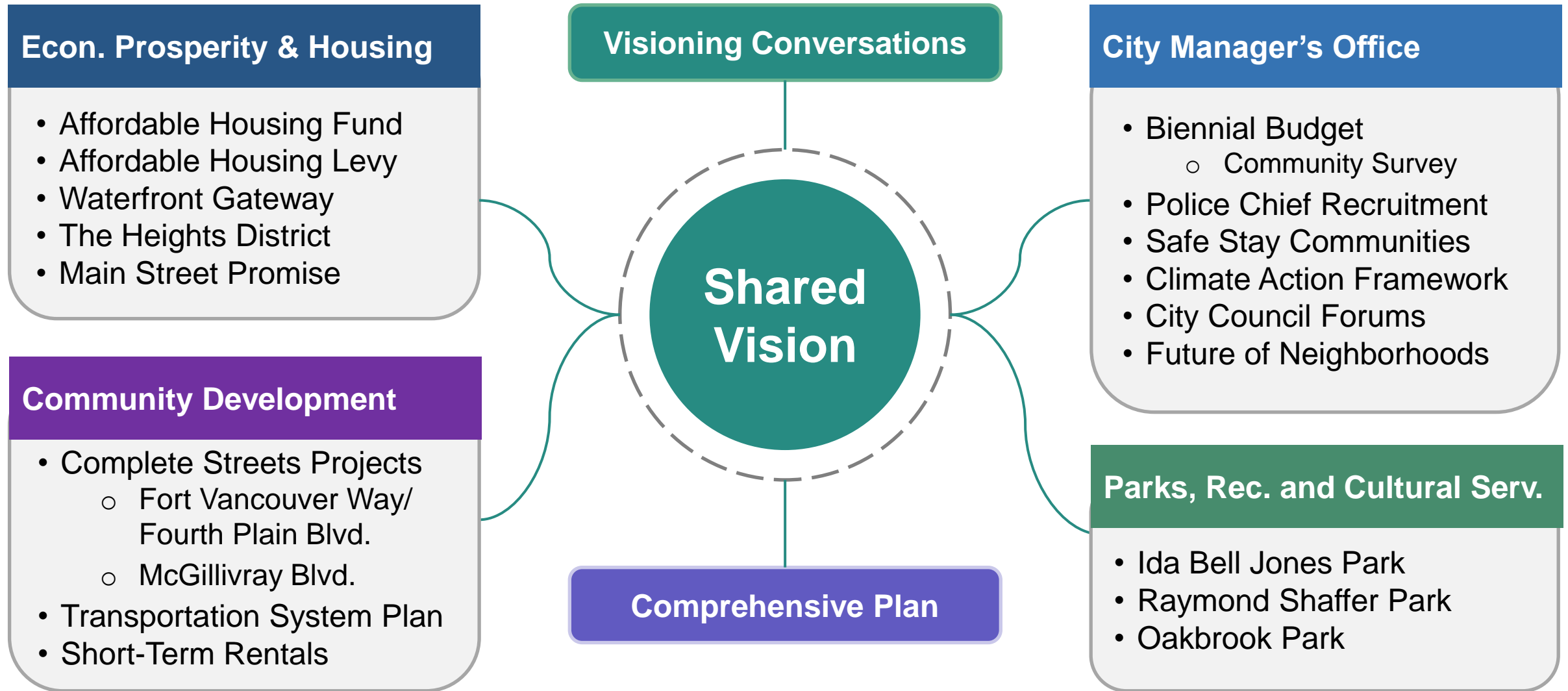
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How are we reaching community members?

- One-on-one interviews

- Pop-ups, tabling and intercept interviews at community events

- Surveys and polls

- Community dialogues

- Small-group conversations

- Online engagement through Be Heard Vancouver

Sharing learning across projects

Econ. Prosperity & Housing

- Affordable Housing Fund
- Affordable Housing Levy
- Waterfront Gateway
- The Heights District
- Main Street Promise

Community Development

- Complete Streets Projects
  - Fort Vancouver Way/ Fourth Plain Blvd.
  - McGillivray Blvd.
- Transportation System Plan
- Short-Term Rentals

Visioning Conversations

Shared Vision

Comprehensive Plan

City Manager's Office

- Biennial Budget
  - Community Survey
- Police Chief Recruitment
- Safe Stay Communities
- Climate Action Framework
- City Council Forums
- Future of Neighborhoods

Parks, Rec. and Cultural Serv.

- Ida Bell Jones Park
- Raymond Shaffer Park
- Oakbrook Park

Top community needs/concerns

- Public safety

- Economic opportunity (jobs, business development and growth)

- Affordable housing

- Homelessness

- Climate change

Top community hopes for the future

- Safety in all forms

- Economic prosperity

- Affordable housing/preventing displacement

- Community and neighborhood connections

- Environmental stewardship and climate action

- Care for parks and public spaces

How has visioning informed the Strategic Plan?

- Allowed SPAC members and staff to ensure plan is aligned to community hopes and needs

- Informed language and examples used to describe Core Values and Focus Areas, including:
  - Strategic outcomes
  - Performance measures

Transportation and mobility

Vibrant and distinct neighborhoods

Housing and human needs

Climate and natural systems

Safe and prepared community

Economic opportunity

High performing government

Culture and heritage

Measuring Progress

Transportation and mobility

Housing and human needs

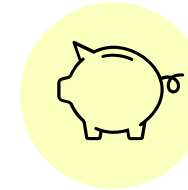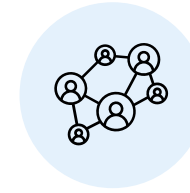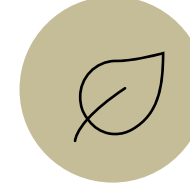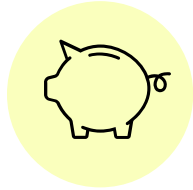**Safe and prepared community**

High performing government

Vibrant and distinct neighborhoods

Climate and natural systems

Economic opportunity

Culture and heritage

Focus Areas with Community Indicators

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

Transportation & mobility focus area

Strategic outcome statement

Developed by Strategic Plan Advisory Committee Members
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

Transportation user experience

Transportation fatalities & serious injuries

Progress Indicators

Construct of a Community indicator

Mode split

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

Data source: US Census Bureau – American Community Survey Table.

Why it matters: Research shows that active transport is inversely related to obesity rates. Air Quality (especially sulfur and VOC emissions) is typically higher in areas where active transportation (walking, biking) is popular than in those in which it is unpopular. This popularity comes with additional health benefits. Research suggests that those who commute using active methods report lower commute stress levels; it is important to note that this may be related to city size, because as size increases, public transit stress increases.

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Progress Indicators

Construct of a Community indicator

Mode split

Name of Indicator

How we define it

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

The data we will use to measure it

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The reason that we are measuring the indicator.

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Performance Measures

Construct of a Performance measure

Goal statement

To ensure fire response times under 8 minutes, the City will renovate or construct 5 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

Definition: The time elapsed between 911 call and from emergency call alerting of fire and EMS response resources and arrival of emergency services at the site of the emergency.

Data source: CRESA/City of Vancouver Fire Department

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.

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Performance Measures

Construct of a Performance measure

Goal statement

To ensure fire response times under 8 [minutes ... fire] *tations by 2029, and add additional fire response units as needed in high demand areas, prioritizing locations where response times are longer.*

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What will be accomplished in the next 6 years to support the Strategic outcome

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Performance Measures

Construct of a Performance measure

Goal statement

To ensure fire response times under 8 [minutes] at [all] 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

Definition: The time elapsed between 911 ca[ll to] EMS response resources and arrival of emerg[ency]

Data source: CRESA/City of Vancouver Fire Department

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> What will be accomplished in the next 6 years to support the Strategic outcome

> Metric associated with the goal statement so that progress towards the goal can be quantified

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What will be accomplished in the next 6 years to support the strategic outcome

Metric associated with the goal statement so that progress towards the goal can be quantified

Context of metric including definition, data sources and the reason we are measuring it

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Thank You

High performing government focus area

Strategic outcome statement

Developed by Strategic Plan Advisory Committee Members

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

Resident satisfaction with municipal services

Municipal bond rating

Measuring Progress

Construct of a Community indicator

Price of government

Name of indicator

How we define it

Definition: 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).

Data source: Revenues: Washington State Auditor's Offic[...]dget Office. Personal Income: US Census, total population in C[...]apita income.

The data we will use to measure it

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.

The reason that we are measuring the indicator.

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