



2008

STRATEGIC PLAN UPDATE

Capturing our community's vision for the future

City Council Workshop

April 28, 2008

Support for this project is provided in part by the National Center for Civic Innovation

Agenda

- **Review Progress to Date**
- **Community Involvement**
- **Summary of Feedback**
- **Vision**
- **Strategic Commitments and Key Indicators**
- **Next Steps**

Progress to Date

- **Kick-off Council Workshop (Mar 2007)**
- **Environmental Scan & Survey (May 2007)**
- **Community Involvement (Continuous)**
- **Vision (Oct 2007)**
- **Strategic Commitments (Dec 2007)**
- **Directions and Key Indicators (Mar 2008)**
- **Stakeholders Review Plan (Apr 2008)**
- **Update Council Workshops (Aug, Oct, Dec)**

Community Involvement

- **OVER 2,100 PARTICIPANTS**

- Telephone Strategic Survey of 600 residents - May 2007
- Eleven Stakeholder Groups – June & July 2007
- Youth Survey at CouvFest music festival – July 2007
- Neighborhood Leaders (59 neighborhoods) – July 2007
- Online Survey of 126 City employees - August 2007
- City of Vancouver Job Fair 120 takers - October 2007
- Diverse Community Outreach, 529 native language participants - November 2007
- Mail & Phone Survey of 400 residents - February 2008

- **Strategic Plan website = 4,400+ visits**

New Tools for Vancouver

- **Web-based “Survey Monkey” surveys**
- **Computer “Kiosks” (CouvFest, Job Fair)**
- **Multi-lingual surveys (Diverse)**
- **Community help in survey process (Diverse)**
- **Audience voting tools (Stakeholder Groups)**
- **Timely web-based distribution of results**
- **GovDelivery[®] citizen notification service**
- **Community Survey with geocoded data & regional comparables**

What We Learned: Positive

- **Residents prize Vancouver for its beauty, sense of community, and accessibility**
- **Quality of life remains high**
- **We are getting more diverse and the diverse population is very positive**
- **People feel like they are part of the community**
- **We are generally doing the right things, in the right ways**

What We Learned: Areas to Work On

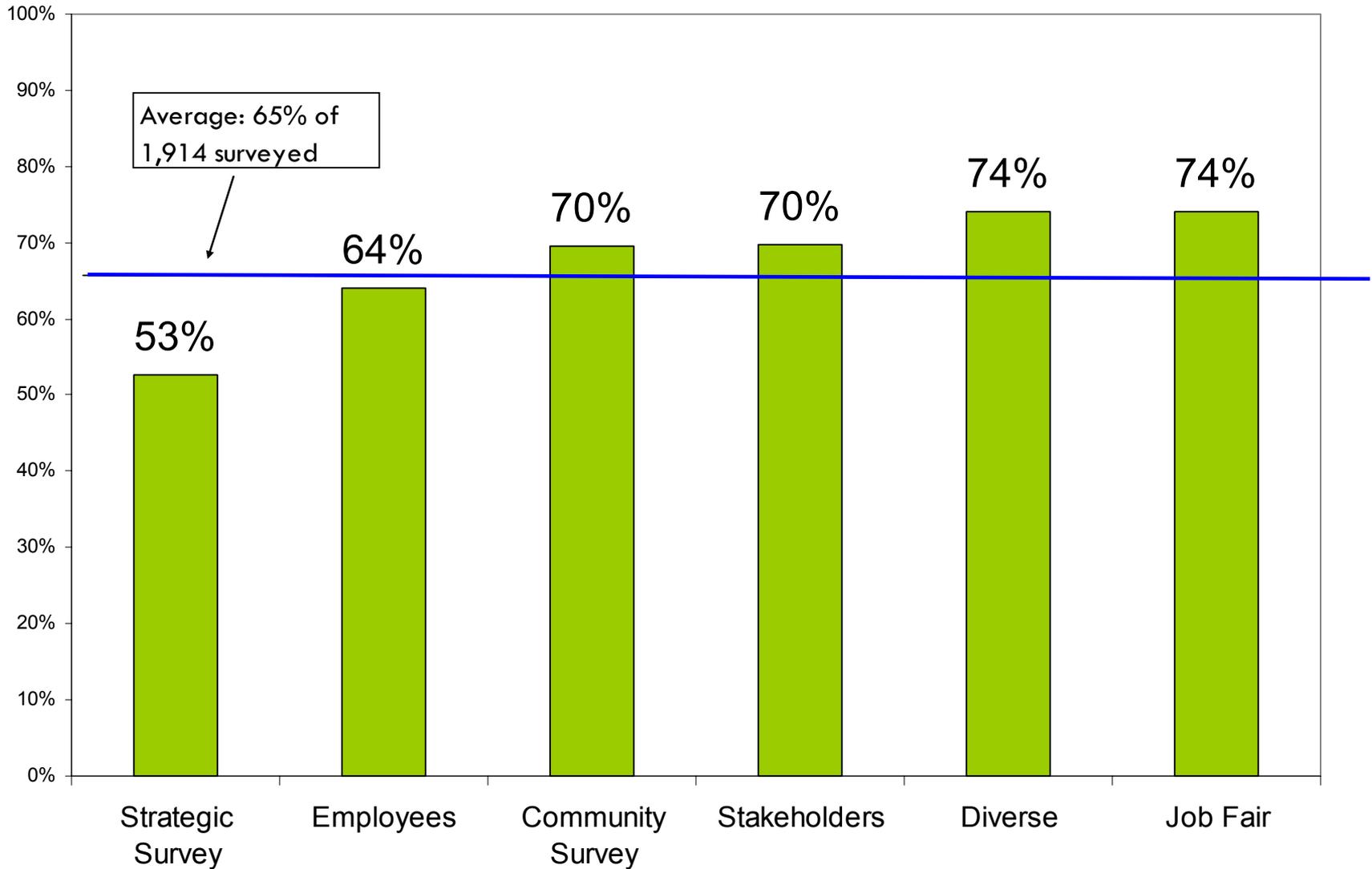
- **Traffic, congestion, transportation system**
- **“Walkable village” model for our neighborhoods and city**
- **Road & street maintenance**
- **Jobs**
- **Safety - Focused**
- **Who are we?**
- **How can we communicate better?**

Overall: Top Issues

Question was: “What is the most important problem Vancouver faces in the future?”

- **Growth management & planning: neighborhoods, infill, business mix & location; also related transportation issues (37%)**
- **Transportation including traffic congestion, mass transit, bridge, I-5 commutes (31%)**
- **Jobs (16%)**

Is Vancouver Heading in the Right Direction?



Overall: Right Direction?

- **70% of the stakeholder groups, and 74% of the diverse group believe Vancouver is headed in the **right** direction.**
- **A subsequent mail & phone community survey in 2008 confirmed 70% say we are heading in the right direction**

Reasons for this **positive** outlook:

- **Positive growth/development/ vibrant / progressive/up and coming (25%)**
- **Revitalizing/improving downtown / Esther Short Park (22%)**
- **Developing/attracting new business/ economic development (18%)**

Overall: Summary

- ***“A city that is very walkable with integrated green space... transportation options... and great access”***
- ***“Existing neighborhoods and the diversity they represent to be preserved.”***
- ***“New neighborhoods (that are) distinctive and integrated with the city better.”***
- ***“Continue to expand communications efforts...”***
- ***“A safe, involved community with many activities...for all of us.”***
- ***“Develop the waterfront and downtown, but make sure they are very people friendly and active!”***

Vision Statement

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

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

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

Core Values

Heritage

Quality Urban Services

**Economic Vitality &
Diversity**

*Active & Livable
Neighborhoods*

**Cultural
Diversity**

**Responsive
Government**

Natural Resources

Updated Strategic Commitments

- **A Healthy, Livable and Sustainable Vancouver**
- **Transportation, Mobility and Connectivity**
- **Financial Health and Economic Vitality**
- **A Safe and Prepared Community**
- **Accountable, Responsive City Government**
- **An Active and Involved Community**

Strategic Commitment Components

- **Why is This Important?**
- **Pledge Statement**
- **Strategic Directions**
- **Key Indicators**
 - ★ “Green star” indicators have performance measures now



A Healthy, Livable and Sustainable Vancouver



A Healthy Livable and Sustainable Vancouver

Why is it important?

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



A Healthy, Livable and Sustainable Vancouver

Our Pledge:

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



A Healthy, Livable and Sustainable Vancouver

Strategic Directions

- Develop and implement a community-wide sustainability plan
- Educate the community about sustainability, and promote sustainable practices
- Lead by example
- Require sustainable development patterns
- Protect & enhance our natural infrastructure
- Consider how our decisions and actions today impact future generations

A Healthy, Livable and Sustainable Vancouver

Key Indicators

- ✦ Clean Drinking Water
- ✦ Citizen Perception of City's Livability
- ✦ Managing Growth
- ✦ Healthy Existing Tree Canopy
- ✦ Improving Tree Canopy
- ✦ Preserving Open Space
- ✦ Reducing Trash
 - Accessible Parks

Transportation, Mobility and Connectivity



Transportation, Mobility and Connectivity

Why is this important?

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

Transportation, Mobility and Connectivity

Our Pledge:

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

Transportation, Mobility and Connectivity

Strategic Directions

- Provide variety of travel options
- Complete missing links in system
- Balance vitality with congestion
- Work with C-Tran to improve transit service
- Work with Columbia River Crossing on bridge crossing options and impacts
- Anticipate and plan for the future

Transportation, Mobility and Connectivity

Key Indicators

- Travel Time by Car
- ✦ Perception of Congestion
- ✦ Street Conditions
- ✦ Street Safety
- ✦ Driving Feels Safe
- ✦ Traffic Safety / Accident Rate
- ✦ Connectivity through paths & walkways
- ✦ Mass Transit Use

Financial Health and Economic Vitality



Financial Health and Economic Vitality

Why is it important?

- Need for quality jobs
- Youth
- Affordability of housing, living & vital services
- “No new taxes” sentiment
- Downtown and waterfront potential

Financial Health and Economic Vitality

Our Pledge:

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



Financial Health and Economic Vitality

Strategic Directions

- Recruit “green” businesses
- Build on our existing businesses
- Leverage private investment
- Continue revitalization across the city
- Continue downtown redevelopment
- Build on community’s history and heritage
- Reach out to community
- Sustain core services within available resources

Financial Health and Economic Vitality

Key Indicators

- ✦ Resident Income
- ✦ Housing Costs
- ✦ Employment Rate
 - Local Job Creation
 - Economic Development Progress
- ✦ Working in Vancouver
- ✦ Funding City Services
- ✦ City Financial Stability

A Safe and Prepared Community



A Safe and Prepared Community

Why is this important?

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



A Safe and Prepared Community

Our Pledge:

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



A Safe and Prepared Community

Strategic Directions

- Promote community partnerships
- Support progressive code enforcement
- Be proactive in emergency preparedness
- Ensure appropriate levels of public safety services as population grows
- Focus on crime and fire prevention programs
- Reduce through-traffic in neighborhoods
- Support positive outlets for youth

A Safe and Prepared Community

Key Indicators

- ✦ Overall Safety
- ✦ Decreasing Property Crime
- ✦ Decreasing Violent Crime
- ✦ Police Respond Quickly
- ✦ Effective Fire & EMS Response
- ✦ Fire Loss is Minimized
- ✦ Well-lighted Streets
- ✦ Resolving Unsafe or Unhealthy Conditions

Accountable and Responsive City Government



Accountable and Responsive City Government

Why is this important?

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



Accountable and Responsive City Government

Our Pledge:

We will be a leader in the efficient and effective delivery of services that our community values the most.



Accountable and Responsive City Government

Strategic Directions

- Maintain open communication with our public
- Implement long-term financial strategies for stability and solvency
- Integrate plans with financial planning and resource allocation
- Partner with others
- Regularly evaluate customer satisfaction and make appropriate changes
- Ensure city services are accessible

Accountable and Responsive City Government

Key Indicators

- ★ Good City Government
- ★ Effective City Employees
- ★ Building Permits are quick
- ★ Citizens See a Responsive Government
- ★ Leadership is Rated Highly by Employees
- ★ Government That Provides Value
- ★ Cost of City Services
- ★ Recreation Programs Value

An Active and Involved Community



An Active and Involved Community

Why is this important?

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

An Active and Involved Community

Our Pledge:

We will help build a community that welcomes everyone and provides them with the opportunity to participate fully in community life.



An Active and Involved Community

Strategic Directions

- Implement comprehensive communication plan
- Support events that build community
- Support youth-oriented programs
- Promote multiculturalism
- Nurture volunteerism
- Strengthen neighborhood identity
- Celebrate our history and heritage
- Support neighborhood and business associations

An Active and Involved Community

Key Indicators

- ✦ Neighborhoods are Active
- ✦ Widespread Sense of Community
- ✦ Sense of Belonging
- ✦ Connected Citizens
- ✦ People Vote
- ✦ Participating in Government
 - People visit Community Centers
 - Volunteerism

Vancouver 1857



Vancouver Moving to 2028



Next Steps

- **Complete final plan**
- **Council Adoption (May)**
- **Integration of Strategic Plan with Budget Process**
- **Integration of Strategic Plan with Departmental Business Plans**
- **Annual Progress Report**

Council Questions and Discussion



The Vision Continues...

www.cityofvancouver.us/StrategicPlan

