

WHAT'S NEXT! Vancouver!

BUILDING OUR CITY'S FUTURE

2016-2021 Strategic Plan



CITY OF
Vancouver
WASHINGTON

An exceptionally vibrant,
safe, welcoming and
prosperous city



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MESSAGE FROM THE MAYOR



Welcome to the City of Vancouver's 2016-2021 Strategic Plan. This plan sets out the City's direction and priorities for the next six years. The vision, goals, objectives and action items laid out here were chosen to help inform the work done by the City as we serve Vancouver residents, visitors, businesses and neighborhoods.

Change and growth is underway in Vancouver and with the community's participation, we developed this plan to communicate an exciting vision for the city we want and a road map for how we will achieve it.

Over two thousand people provided input to the plan through a community survey. You said that you want Vancouver to come alive, to stand out, to be a place where all types of people want to live, work and visit, a vibrant city with a strong sense of community. Your shared thoughts and ideas about Vancouver's future served to form the plan's objectives and actions, which are the basis for realizing the plan's goals.

The Strategic Plan sets forth a vision for Vancouver as a vibrant, safe and prosperous city, and includes support for waterfront development, arts and culture, transportation infrastructure improvements, improved parks, public safety, and for taking care of the assets we already have. It includes goals that are ambitious, and will guide policy-making priorities over the next several years.

We want everyone – residents, businesses and community groups – to play a role in Vancouver's future. As our waterfront city continues to evolve and improve, now is the time for us to come together and make Vancouver prosper. With a focus on economic opportunity, growth and quality of life, we can bring our community's vision to life.

Sincerely,

A handwritten signature in black ink, appearing to read 'Timothy D. Leavitt'. The signature is stylized and written in a cursive-like font.

Timothy D. Leavitt, Mayor

VANCOUVER CITY COUNCIL



Timothy D. Leavitt
Mayor



Jack Burkman
Councilmember



Bart Hansen
Councilmember



Bill Turlay
Councilmember



Anne McEnerny-Ogle
Councilmember



Alishia Topper
Councilmember



Ty Stober
Councilmember

Council would like to acknowledge the contributions of recently retired Mayor Pro-Tem, Larry J. Smith, who participated in the development of this Strategic Plan.

Council Values

LEADERSHIP: We inspire and motivate members of the organization, our partners and members of the community to pursue a shared vision for Vancouver. The City does this through the actions of its elected and appointed leaders and the activities of its workforce, and through its policies and allocation of resources.

STEWARDSHIP: We responsibly manage and protect the community's assets to maximize their benefit for today while preserving their value for future generations. Our assets include our people, the public's trust, the natural and built environment and our financial resources.

INTEGRITY: We reflect a high standard of honesty, objectivity and transparency in the conduct of our relationships and work, fostering a sense of respect, trust and confidence among our employees and the city we serve.

COLLABORATION: We seek ways to work cooperatively to develop solutions that reflect the City's values, advance the interests of the community and support achieving the City's Vision.

ACCOUNTABILITY: We recognize our decisions and actions—as individuals and as an organization—have an impact in the community. The City embraces responsibility and is accountable for those results.

MESSAGE FROM THE CITY MANAGER

I am pleased to present the City of Vancouver's 2016-2021 Strategic Plan, the result of the City Council's desire to create a shared vision and to chart a path for the next chapter for Vancouver.



In early 2014, the City Council developed the framework that is the basis for this plan. Added to this framework is input from thousands of residents, community and business partners and City staff over months of public engagement throughout 2015. The resulting strategic plan is wide ranging and ambitious.

Under the overarching vision of Vancouver as an exceptionally vibrant, safe, welcoming and prosperous city, the community helped to identify areas of focus you will find in the plan: progressive investments in police, fire services and emergency preparedness, connecting with residents and families of all origins and configurations, investing in parks maintenance and recreational opportunities, reinforcing our connection to the Columbia River, supporting economic growth, improving connectivity for all modes of transportation and reinforcing Vancouver's clear and distinctive sense of place.

In addition to helping guide the City's decision-making and resource allocation, the plan also includes a provision for performance tracking and reporting. A Strategic Plan Oversight Committee, chaired by the Mayor Pro Tem, will assure continued community engagement and accountability as we pursue the goals memorialized in the plan.

I want to thank everyone—City Council, the strategic plan team, City staff, the consultant team and most importantly the residents, community and business stakeholders—who participated in and provided support throughout the process. I look forward to partnering with City Council and the community in helping turn Vancouver's ambitions into reality.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric J. Holmes". The signature is fluid and cursive, with a large initial "E" and "H".

Eric J. Holmes, City Manager

“A fabulous waterfront with parks, restaurants and retail!”

“A modern transportation infrastructure.”

“Walkable neighborhoods.”



*Quotes included on photos throughout this document are from the June-Aug. 2015 community survey

EXECUTIVE SUMMARY

GOAL 1: Ensure our built urban environment is one of the safest, most environmentally responsible and well maintained in the Pacific Northwest

- **Objective 1.1:** Develop and maintain a safe, balanced and innovative transportation system that will meet the needs of future generations
- **Objective 1.2:** Ensure our infrastructure, including buildings and utilities, is safe, environmentally responsible and well maintained

GOAL 2: Provide effective, innovative and well-resourced police, fire and emergency medical services

- **Objective 2.1:** Provide reliable and responsive police, fire and EMS services
- **Objective 2.2:** Increase the level of emergency preparedness in the City as an organization and in the community

GOAL 3: Create new programs that engage people of all ages, cultures, family configurations, educational backgrounds, trades and professions

- **Objective 3.1:** Strengthen community identity and sense of belonging
- **Objective 3.2:** Improve services available to underserved or vulnerable residents

GOAL 4: Ensure that Vancouver's parks and trails system is the highest quality and most complete in the region

- **Objective 4.1:** Increase maintenance levels and accessibility to parks
- **Objective 4.2:** Increase recreational opportunities in our parks

GOAL 5: Continue to build high quality historical and cultural experiences for residents and visitors

- **Objective 5.1:** Enhance Fort Vancouver's standing as a site of historical

significance—the birthplace of Pacific Northwest settlement

- **Objective 5.2:** Build a vibrant, regionally recognized arts and cultural community

GOAL 6: Facilitate the creation of neighborhoods where residents can walk or bike to essential amenities and services—"20-minute neighborhoods"

- **Objective 6.1:** Support a strong, active neighborhood program that enhances livability and community connections
- **Objective 6.2:** Improve amenities and services that allow residents to "age in place"

GOAL 7: Build on our status as the largest city on the Columbia River by strengthening connections to the river and the waterfront

- **Objective 7.1:** Support redevelopment of the Columbia River waterfront

GOAL 8: Strengthen commercial, retail and community districts throughout the city

- **Objective 8.1:** Make downtown Vancouver a vibrant destination for the community and the region
- **Objective 8.2:** Strengthen neighborhood business districts

GOAL 9: Build the strongest, most resilient economy in the region

- **Objective 9.1:** Create infrastructure and policies that support job creation

GOAL 10: Use our influence to support community partners' actions, projects and initiatives that improve our community's livability and prosperity

- **Objective 10.1:** Lend the City's support, as appropriate, to assist with the success of community projects



INTRODUCTION

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. Vancouver has consistently been among the nation's fastest growing mid-size cities, reaching nearly 170,000 residents in 2015—Washington State's fourth-largest city.

The City of Vancouver has a tradition of planning for the future with input from the community. The City's past strategic plans helped to successfully guide significant accomplishments including downtown revitalization, riverfront development, investments in citywide parks, and a continued commitment to prioritize funding for police, fire and emergency services.

In 2014, the Vancouver City Council embarked on developing a new strategic plan, beginning with strategy sessions to identify high-level goals that would serve as the foundation for a strategic planning process. The outcome of these initial strategy sessions was an overarching vision for the city based on three priority areas: Invest in a safe and welcoming city; Become a more vibrant city; and Grow a more prosperous city. (www.cityofvancouver.us/2014StrategicDirectionReport.)

A strategic plan helps ensure Vancouver will remain one of the nation's most livable cities. That means having a strong economy, an exemplary education system, health care, housing, transportation, parks, arts and culture and other amenities. And it means livability for everyone—every resident, whatever their economic status or age. Throughout 2015, the City of Vancouver asked the community what kind of city we want to be and what priorities they feel are important.

A Plan Built on Community Engagement

The engagement process included an environmental scan, a community survey, a forum for partner

organizations, City Council workshops and staff planning sessions. The result of the process is a promise to focus the City of Vancouver's resources on actions that will build our City's future.

Community members who responded to a citywide survey have offered more than 6,000 ideas for improving Vancouver's livability. The survey results also underscore Vancouver's aspiration to become more than a bedroom community—a community with robust cultural experiences, a self-sustained local economy, and opportunities to spend leisure time right here. (See Appendix A for an overview of survey results.)

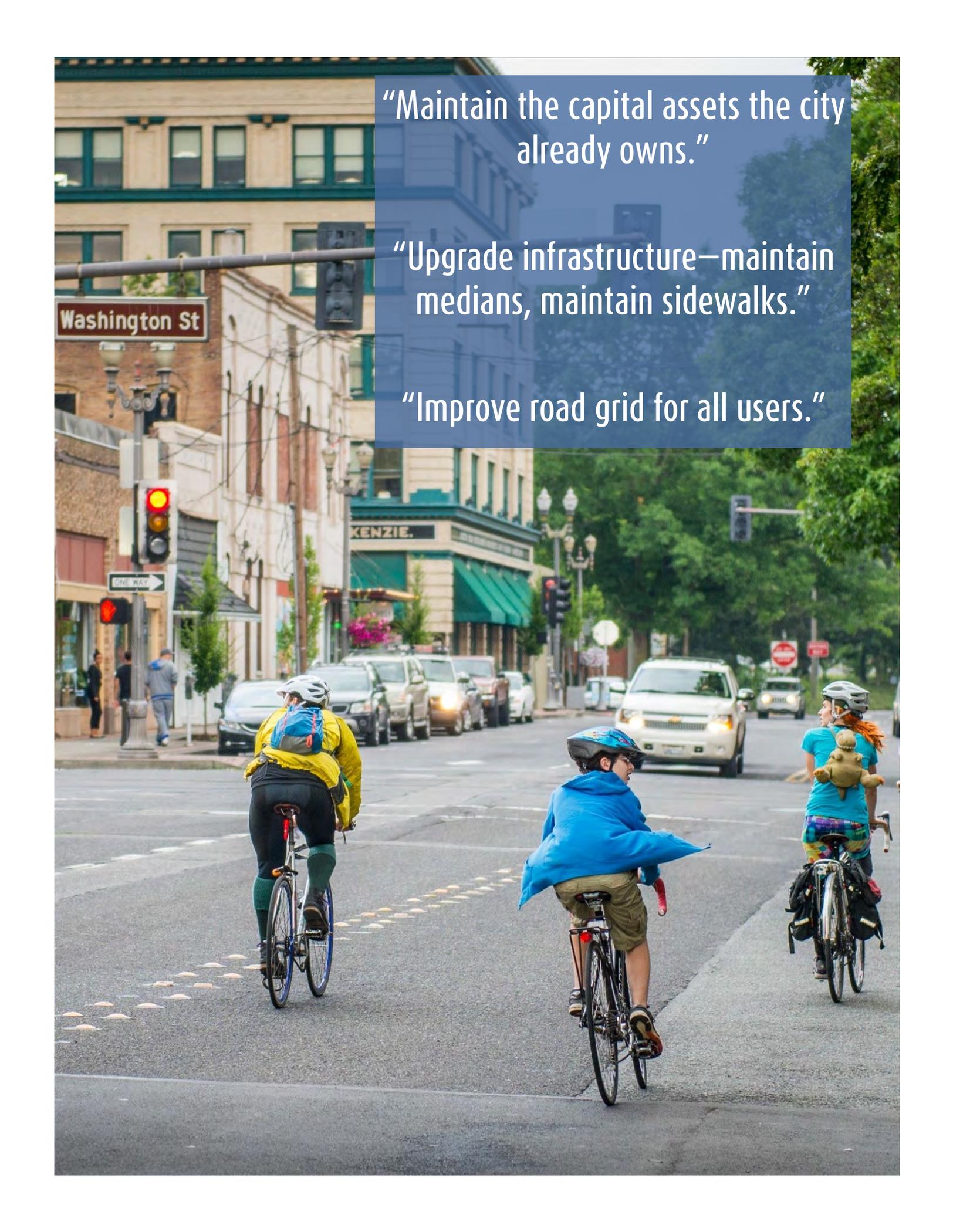
A Vision for the Future

The growing excitement from residents, businesses and community organizations about Vancouver makes the vision for the future clear: Vancouver is an exceptional riverfront city. We take pride in being safe and welcoming to citizens of all walks of life, a place where individuals, families and businesses have opportunities to prosper and contribute to a vibrant and distinctive city.

Community aspirations include transportation improvements, well supported public safety, affordable housing, better and more parks and recreation facilities, continued waterfront redevelopment and revitalization of downtown and other key areas of the city.

Implementation Strategy

Implementation is the key to a successful strategic plan. The City will play a pivotal role in delivering this vision by continuing to provide high quality core services, as well as reaching for more aspirational goals that focus on the livability of our city. A Strategic Plan Oversight Committee will be charged with collectively managing implementation of the plan, ensuring that the actions move forward—bringing the vision to life.



“Maintain the capital assets the city already owns.”

“Upgrade infrastructure—maintain medians, maintain sidewalks.”

“Improve road grid for all users.”

INVEST IN A SAFE & WELCOMING CITY

GOAL 1: Ensure our built urban environment is one of the safest, most environmentally responsible and well maintained in the Pacific Northwest

OBJECTIVE 1.1 Develop and maintain a safe, balanced and innovative transportation system that will meet the needs of future generations

Actions	City Role	Lead Department
1.1.1 Adopt and implement a “Complete Streets” program (e.g., designed and operated to enable safe mobility for all users)		Community and Economic Development & Public Works
1.1.2 Upgrade key bike and pedestrian corridors (e.g., Evergreen Highway, Fourth Plain Corridor, Columbia Street and MacArthur/McGillivray)		Community and Economic Development & Public Works
1.1.3 Plan for multiple public transit options including bus, Bus Rapid Transit (BRT) and light rail		Community and Economic Development
1.1.4 Actively participate in policy conversations regarding improvements to the I-5 Corridor		City Manager’s Office
1.1.5 Support trade and freight related improvements including the Mill Plain/I-5 interchange		Community and Economic Development
1.1.6 Support development of a Downtown/Uptown/Historic Reserve trolley system		City Manager’s Office

OBJECTIVE 1.2 Ensure our infrastructure, including buildings and utilities, is safe, environmentally responsible and well maintained

Actions	City Role	Lead Department
1.2.1 Build a new, state-of-the-art water facility at Water Station 1		Public Works
1.2.2 Renovate the Operations Center complex and integrate it with the Fourth Plain business district		Public Works
1.2.3 Adopt and implement a “Low Impact Development” policy		Community and Economic Development & Public Works
1.2.4 Convert the City’s streetlight system to LED		Public Works



INVEST IN A SAFE & WELCOMING CITY

GOAL 2: Provide effective, innovative and well-resourced police, fire and emergency medical services

OBJECTIVE 2.1 Provide reliable and responsive police, fire and EMS services

Actions	City Role	Lead Department
2.1.1 Improve community safety through enhancing the Traffic Unit; restoring the Property Crimes Unit and developing a Crime Analysis and Intelligence Unit		Police
2.1.2 Enhance community relationships and provide opportunities for engagement by implementing proven strategies including community policing, neighborhood police officers, bike patrol, police service technicians, and other uses of civilian staffing and volunteers		Police
2.1.3 Replace or repair remaining seismically unstable fire stations		Fire & Public Works

OBJECTIVE 2.2 Increase the level of emergency preparedness in the City as an organization and in the community

Actions	City Role	Lead Department
2.2.1 Pursue strategies at the local, state and federal levels to preserve and enhance community safety by minimizing the opportunity for and mitigating the impact of transport of volatile commodities, such as crude oil and coal, through the City		City Manager's Office, City Attorney's Office, Community and Economic Development & Fire
2.2.2 Establish dedicated emergency management capacity within the City organization		City Manager's Office & Fire



INVEST IN A SAFE & WELCOMING CITY

GOAL 3: Create new programs that engage people of all ages, cultures, family configurations, educational backgrounds, trades and professions

OBJECTIVE 3.1 Strengthen community identity and sense of belonging

Actions

- 3.1.1 Create a grant program to support multi-cultural programs and activities and provide funding to create additional special events capacity
- 3.1.2 Revise the City's process for recruiting and appointing regulatory and advisory boards, commissions and committees to attract a broader range of diverse participants

City Role

Lead Department



Parks



City Manager's Office

OBJECTIVE 3.2 Improve services available to underserved or vulnerable residents

Actions

- 3.2.1 Participate in the development of a coordinated plan for housing the homeless
- 3.2.2 Support access to high-speed internet throughout the city regardless of location and socioeconomic status

City Role

Lead Department



Community and Economic Development



City Manager's Office & IT

“Create a sustainable
endowment model for
developing and maintaining
a rich park system.”



BECOME A MORE VIBRANT CITY

GOAL 4: Ensure that Vancouver's parks and trails system is the highest quality and most complete in the region

OBJECTIVE 4.1 Increase maintenance levels and accessibility to parks

Actions	City Role	Lead Department
4.1.1 Establish and fund a turf management system for the City's parks including repairing and restoring existing irrigation systems		Parks & Public Works
4.1.2 Pursue a dedicated source of funding for parks maintenance that will allow landscaping, furniture, fixtures and buildings to better meet community expectations		City Manager's Office & Parks

OBJECTIVE 4.2 Increase recreational opportunities in our parks

Actions	City Role	Lead Department
4.2.1 Expand summer playground and after/out of school programs		Parks



BECOME A MORE VIBRANT CITY

GOAL 5: Continue to build high quality historical and cultural experiences for residents and visitors

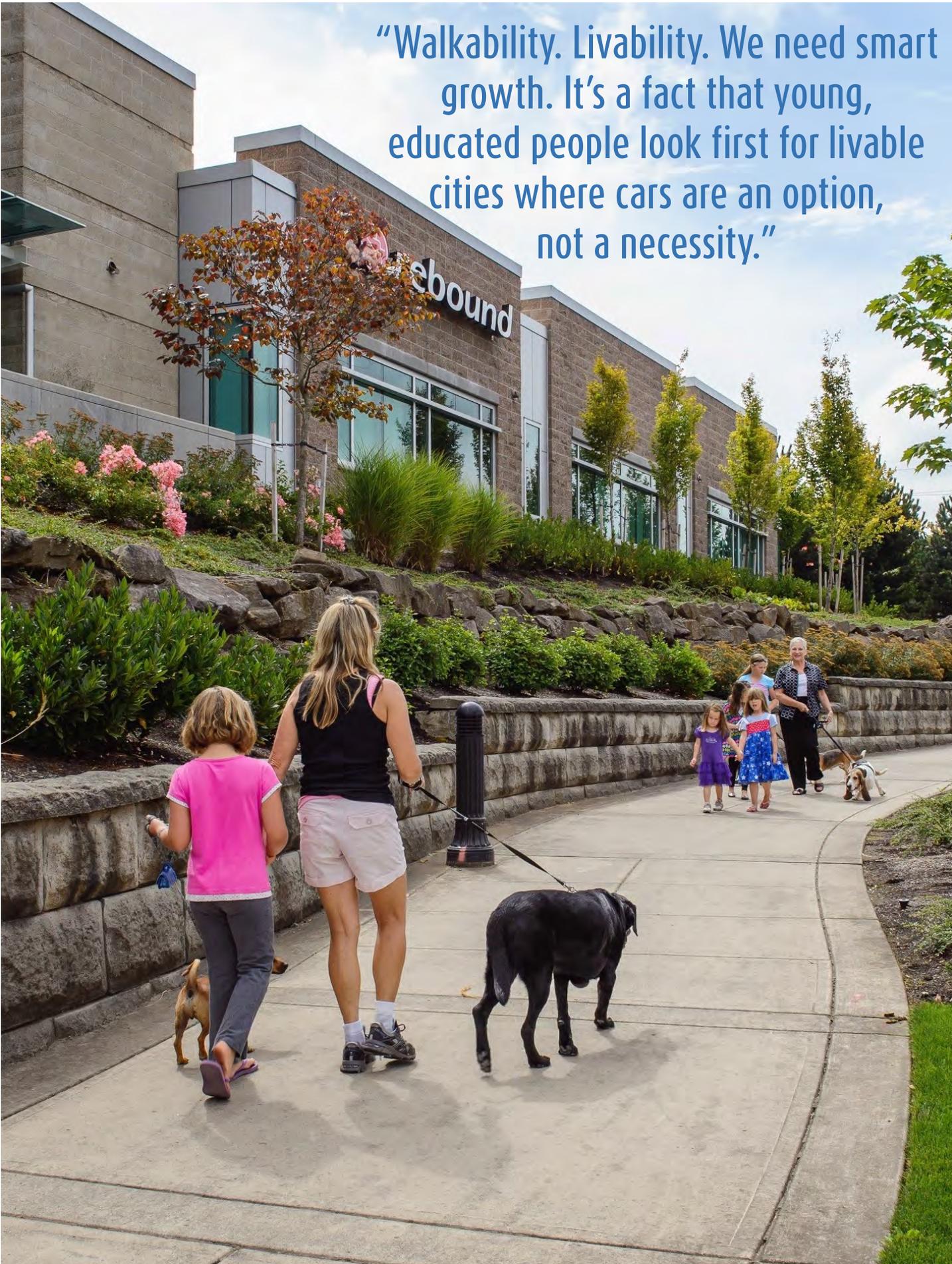
OBJECTIVE 5.1 Enhance Fort Vancouver’s standing as a site of historical significance—the birthplace of Pacific Northwest settlement

Actions	City Role	Lead Department
5.1.1 Include an arts component in the mix of uses at the West Barracks		City Manager’s Office
5.1.2 Develop Pearson Airfield to optimize its value as a community asset		City Manager’s Office
5.1.3 Support the National Park Service in completing the reconstruction of the remaining buildings at Fort Vancouver and the renovations of the East and South Barracks		City Manager’s Office

OBJECTIVE 5.2 Build a vibrant, regionally recognized arts and cultural community

Actions	City Role	Lead Department
5.2.1 Assist the Clark County Historical Museum in securing a new or expanded facility		City Manager’s Office
5.2.2 Update the City’s public art program including revised policies and procedures and development of a dedicated source of funding		City Manager’s Office
5.2.3 Update the City’s Cultural Plan		City Manager’s Office

“Walkability. Livability. We need smart growth. It’s a fact that young, educated people look first for livable cities where cars are an option, not a necessity.”



BECOME A MORE VIBRANT CITY

GOAL 6: Facilitate the creation of neighborhoods where residents can walk or bike to essential amenities and services — “20-minute neighborhoods”

OBJECTIVE 6.1 Support a strong, active neighborhood program that enhances livability and community connections

Actions

City Role

Lead Department

6.1.1 Restore funds for a Neighborhood Grant Program (to support neighborhood improvement projects including transportation options, access to sidewalks and street lighting systems)



City Manager’s Office

OBJECTIVE 6.2 Improve amenities and services that allow residents to “age in place”

Actions

City Role

Lead Department

6.2.1 Develop a broader range of housing choices through incentives, changes in regulations and implementation of the Affordable Housing Task Force recommendations



Community and Economic Development

6.2.2 Increase capacity and effectiveness of code compliance services to help address neighborhood livability concerns



Community and Economic Development

“A fabulous waterfront with parks,
restaurants and retail!”

“...waterfront development with a
marquis building that gives the city a
signature look.”

“Continue to develop waterfront
access for public use.”



BECOME A MORE VIBRANT CITY

GOAL 7: Build on our status as the largest city on the Columbia River by strengthening connections to the river and the waterfront

OBJECTIVE 7.1 Support redevelopment of the Columbia River waterfront

Actions	City Role	Lead Department
7.1.1 Complete the waterfront park and trail in downtown Vancouver		Parks
7.1.2 Adopt infrastructure improvements, tax incentives and other tools to stimulate redevelopment of Vancouver's urban waterfront		Community and Economic Development
7.1.3 As opportunities arise, acquire and develop additional trail easements and access points to the river, including connectivity across Highway 14		Parks & Public Works



Design rendering for the waterfront park and trail



GROW A MORE PROSPEROUS CITY

GOAL 8: Strengthen commercial, retail and community districts throughout the city

OBJECTIVE 8.1 Make downtown Vancouver a vibrant destination for the community and the region

Actions	City Role	Lead Department
8.1.1 Surplus Block 10 and issue an RFP to solicit a use that will contribute to downtown vitality		Community and Economic Development
8.1.2 Adopt a master plan for select City-owned downtown properties that includes potential uses and development scenarios		Community and Economic Development
8.1.3 Approve a dedicated source of funding (e.g., BID, sales tax) that can address downtown's unique needs including safety/security projects, parking management, etc.		City Manager's Office & Community and Economic Development
8.1.4 Update the 2007 Vancouver City Center Vision with the addition of a new 10-year work plan		Community and Economic Development

OBJECTIVE 8.2 Strengthen neighborhood business districts

Actions	City Role	Lead Department
8.2.1 Implement subarea plans to provide more local job opportunities (i.e., Fourth Plain Boulevard Corridor, Riverview Gateway, Lower Grand Employment Area)		Community and Economic Development
8.2.2 Install entrance features, including signage, at key gateways into the city		Public Works

“Develop job opportunities that
allow the community to work
where they live.”



GROW A MORE PROSPEROUS CITY

GOAL 9: Build the strongest, most resilient economy in the region

OBJECTIVE 9.1 Create infrastructure and policies that support job creation

Actions	City Role	Lead Department
9.1.1 Update the City's annexation plan		Community and Economic Development
9.1.2 Create an Economic Development Reserve to finance projects and programs that create and/or retain jobs and improve the local tax base		City Manager's Office & Community and Economic Development
9.1.3 Support Innovative Partnership Zones (IPZ) and development of an industry cluster of tech businesses, including advocating for state funding to assist with marketing and business recruitment		Community and Economic Development
9.1.4 Develop a menu of incentives to attract knowledge-based, high-value companies that sell to markets outside the region		Community and Economic Development
9.1.5 Facilitate creation of a small business incubator to provide business start-up capacity		Community and Economic Development
9.1.6 Develop a menu of incentives to support the development and growth of small businesses to retain and grow local jobs		Community and Economic Development



COMMUNITY PARTNERS

GOAL 10: Use our influence to support community partners' actions, projects and initiatives that improve our community's livability and prosperity

OBJECTIVE 10.1 Lend the City's support, as appropriate, to assist with the success of community projects

Actions

- 10.1.1 Support opportunities for early childhood education including Head Start
- 10.1.2 Encourage more specialized education opportunities including apprenticeships and STEM programs
- 10.1.3 Assist in aligning educational institutions' offerings with our workforce needs
- 10.1.4 Support expansion of a network of school-based family resource centers
- 10.1.5 Support strategies that increase the number of students who do post-secondary education
- 10.1.6 Support location of a downtown presence for Washington State University Vancouver
- 10.1.7 Demonstrate support for new WSUV College of Medicine
- 10.1.8 Ensure land availability and appropriate zoning for future K-12 schools throughout the community
- 10.1.9 Support creation of an arts/cultural center

Beyond 2021

There were several actions suggested by community partners and through the community survey that require partnerships or resources not likely to be available within the strategic plan's six year time frame. Several of these actions are important to Vancouver's long-term livability and noted below so they can be revisited at a future date :

- Redesign and rebuild Main Street to attract more commercial activity
- Add "spray ground" wading pools to select community parks east of I-205
- Complete renovation of the Post Hospital Building into an arts facility
- Ensure that the proposed "Community Connector" between the West Barracks and downtown Vancouver continues to be included in plans for I-5 corridor improvements



IMPLEMENTATION

The Strategic Plan Oversight Committee is charged with managing implementation of the plan to ensure the actions move forward—bringing the vision to life.

Strategic Plan Oversight Committee

The Strategic Plan Oversight Committee (Committee) is chaired by the Mayor Pro-Tem with support from the Strategic Plan Manager and Performance Analyst. City staff who represent the program/service areas that are addressed by the goals and objectives are assigned to support the work of the Committee.

Performance Indicators

Performance indicators for many of the objectives will be further refined by the assigned staff person, then monitored by the Performance Analyst.

Schedule

Twice annually, the Committee will meet to review progress on implementation of the individual objectives in the strategic plan. A written update will be provided to City Council, and the Committee will present an annual update at a Council workshop. The timing of the review will align with budget preparation activities to ensure priority actions for each year can be adequately funded.

Updates

Revisions to the strategic plan will be considered by the Committee each year and any proposed revisions will be included in the update to City Council for consideration.





PROCESS

The engagement process for the strategic plan took almost a year and included an environmental scan, a community survey completed by more than 2,000 residents, a forum for partner organizations, City Council workshops and staff planning sessions.

City Council Direction

Directing the development of the Strategic Plan, the City Council was at the center of planning. Councilmembers championed the plan with the community through appearances at community events, sharing information with their constituents, and enlisting community partners. The Council's role included refining public input and setting priorities—balancing actions with available resources.

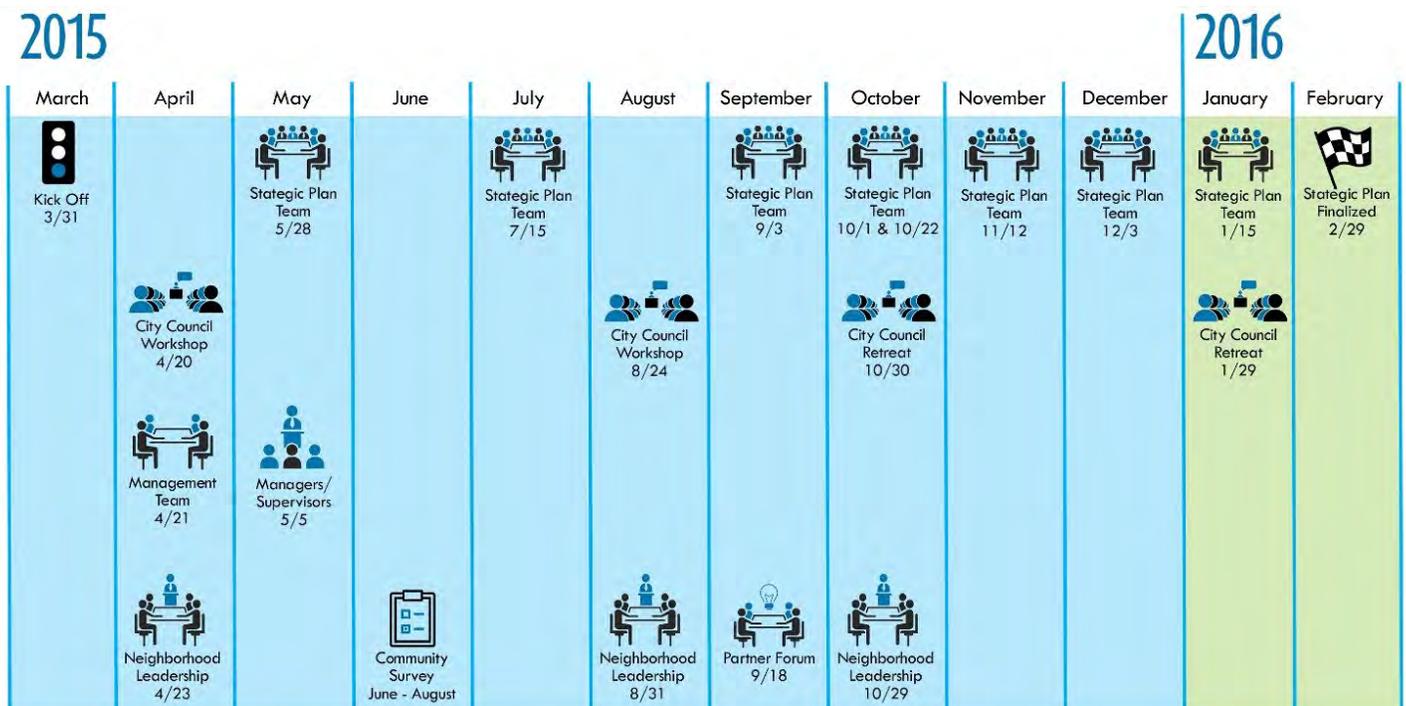
Community Aspirations

From June-August 2015, more than 2,200 community members completed the *What's Next*

Vancouver? survey. Responses were almost uniformly upbeat. People feel good about living in Vancouver. Respondents agree our parks and trail systems lead the way in making Vancouver special. A close second is access to the amenities offered through the city's proximity to Portland. Other special characteristics include family-friendliness, affordability, good schools, and the community's rich history.

When asked what's missing, survey respondents say transportation needs top the list: street maintenance, transit options, light rail, and a new bridge crossing. Other desired additions include more restaurants, shopping, night-life, entertainment options, year-round community events, public art, and a performing arts center.

When offered a chance to imagine what Vancouver should do if there were millions of dollars for programs or projects, community members select transportation improvements for



their top investment priority. Second on the list is expansion and improvement for the community's most special feature—parks, trails, and recreation opportunities.

An underlying theme heard across the survey results was a strong appeal to the City to maintain and take care of what we already have. Citizens want streets and parks well maintained, and further revitalization of downtown and other key areas of the community. The survey also points to the community's aspiration to become more than a bedroom community, with robust cultural experiences, a self-sustained local economy, and opportunities to spend leisure time right here. The survey results correspond well with the City Council's vision of an exceptionally vibrant, safe, welcoming and prosperous city.

Partner Focus

Vancouver relies on community partner organizations that contribute so much to our quality of life. Many of the actions listed in the Strategic Plan have a role for partners. In September 2015, the City hosted a well-attended Partner Forum to get feedback on the community survey and to hear directly from partner organizations on their priorities for the future.

Many partner organizations said that community aspirations—including transportation, education, and arts and culture—also aligned with their goals. Several representatives discussed how their work focuses on helping residents of all walks of life to lead better lives, through access to affordable housing, jobs, health care and education and asked the City to not forget the underrepresented while planning for the future.

Neighborhood Themes

Neighborhood associations participated in the planning through the community survey and

quarterly neighborhood leaders meetings. Priorities for Vancouver's neighborhoods include livability issues, public safety, "age-in-place" opportunities and neighborhoods where residents can walk, ride, drive to markets, services, jobs and recreation within 20 minutes of their homes.

City Leadership Perspective

The City's management team reviewed the Council's framework vision, refined the language, and identified actions from business plans and programs associated with the vision. The team highlighted areas where there were gaps between the actions and available resources, and conducted an environmental scan to ensure the outcome of the strategic planning process would meet future challenges.

Strategic Planning Team

The City's Strategic Planning Team met regularly throughout the process to provide oversight for the development of community outreach materials, analysis of community feedback, refinement of strategic plan actions, developing benchmarks, and an implementation strategy.

The Strategic Planning Team's work ensured this plan will be implementable and also will reflect the City Council's framework, community and neighborhood aspirations, and partner organizations' priorities.

ACKNOWLEDGEMENTS

Strategic Plan Team

Jeanette Bader, Program & Policy Development Manager
Carol Bua, Communications Manager
Julie Hannon, Director of Parks & Recreation
Michael Whitney, Police Commander

Teresa Brum, Economic Development Manager
Brian Carlson, Public Works Director
Dan Olson, Deputy Fire Chief
Brian Willett, Performance Analyst

Community Partners

Building Industry Association of Clark County
Clark County Bicycle Pedestrian Advisory Committee
Clark County Historical Museum
C-TRAN
Fort Vancouver National Trust
National Park Service
Parks Foundation of Clark County
Port of Vancouver
Southwest Regional Transportation Council
Vancouver's Downtown Association
Vancouver Public Schools
WSUV
YWCA of Clark County

Clark College
Clark County Rental Association
Columbia River Economic Development Council
Evergreen Public Schools
Greater Vancouver Chamber of Commerce
North Bank Artists
PeaceHealth Southwest Washington
SHARE
Vancouver Business Journal
Vancouver Farmers Market
Visit Vancouver USA
YMCA

Consultant Team, Barney & Worth

Libby Barg, Project Manager
Clark Worth
Kimi Sloop
Vic Parker

And the thousands of Vancouver community members who participated through the survey!

What's Next Vancouver?

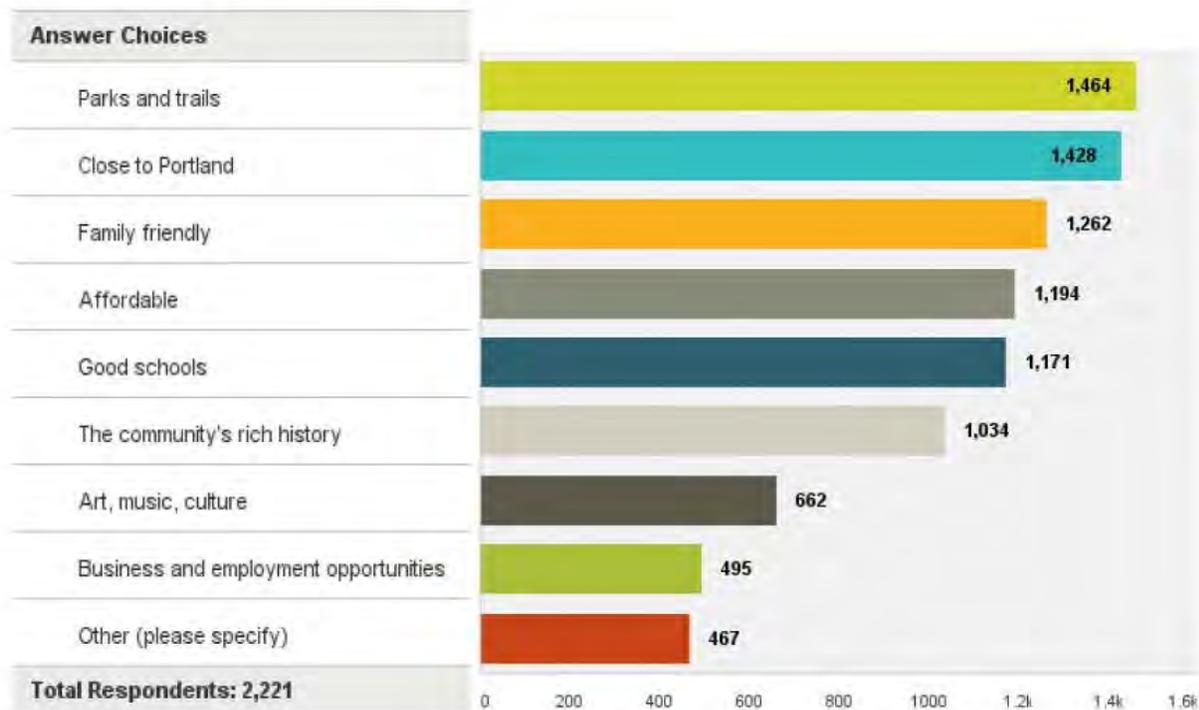
Community Survey—Preliminary Result (August 11, 2015)

2,227 Survey Participants

What best describes you?

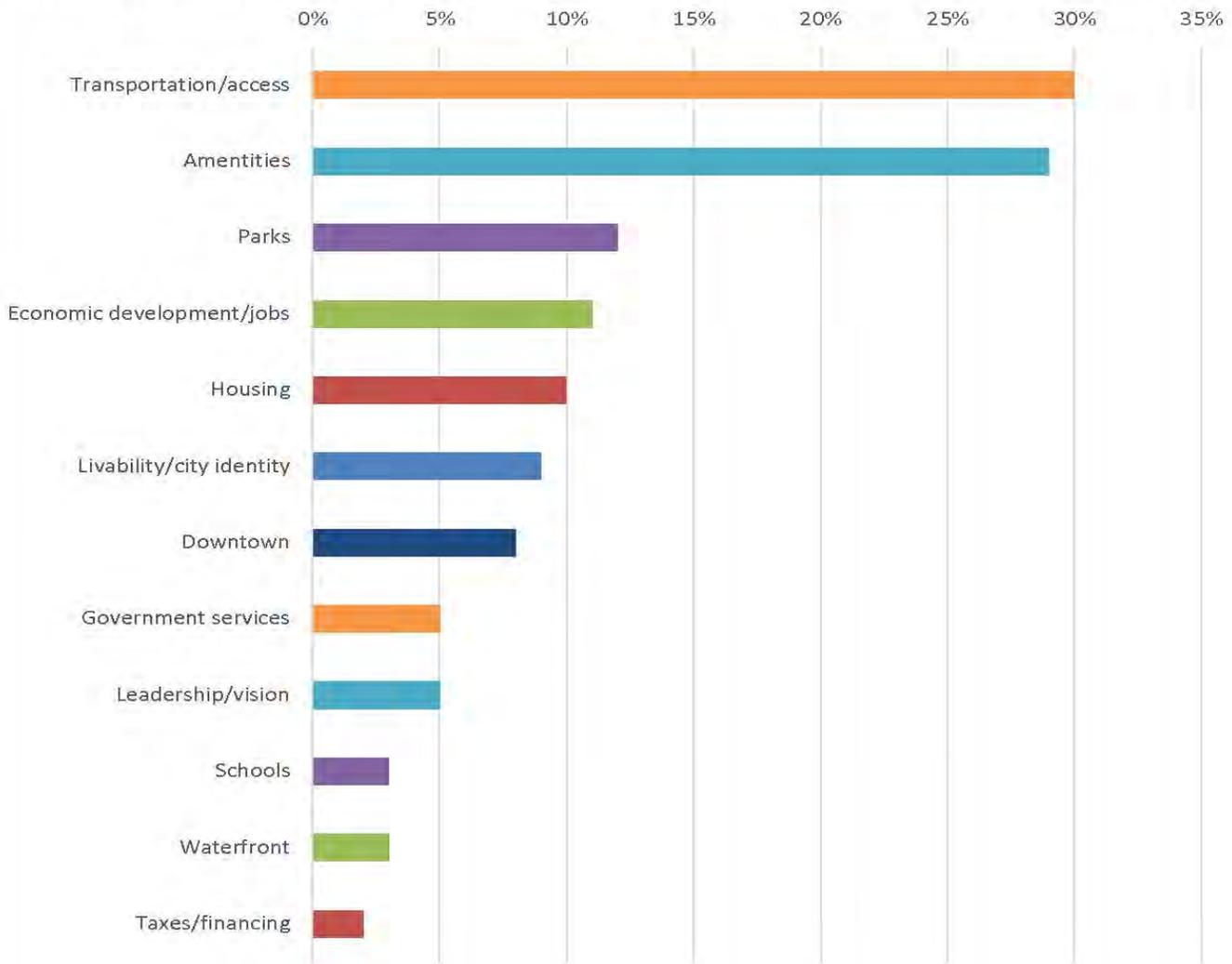


What makes Vancouver special?



Other: Restaurants, sense of place, location, low taxes

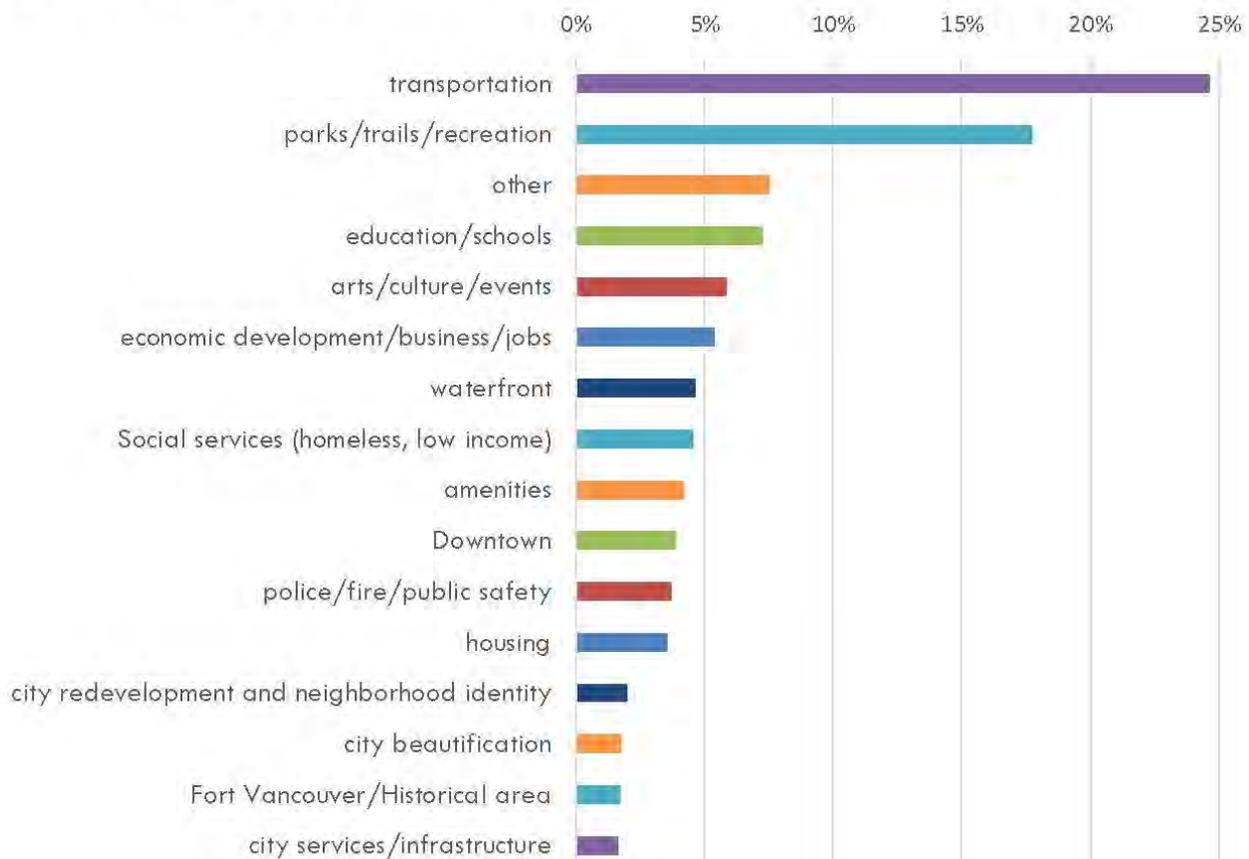
What do you think the community is missing?



Amenities examples: more restaurants, shopping, night-life, year-round community events, entertainment options, downtown grocery store, public art, performing arts center, etc.

What are your top three priorities?

Total responses: 5,488



What are the top three priorities?

Key Topics

Transportation	Transit, light rail, bridge, street maintenance
Parks/trails/recreation	Trails, community centers/sports complexes, water features
Other	Multiple topics: taxes/financing, food, sustainability, environment, fireworks/4th of July, coal, health care, Port
Education/schools	General K-12, some specific programming and college funding/offerings
Arts/culture/events	Performing arts center
Economic development/business/jobs	Recruiting companies, incentives, jobs
Waterfront	Riverwalk, waterfront development, river access
Social services	Services for homeless
Amenities	Youth, professional sports, restaurants
Downtown	Investment in (parking, businesses), clean up
Police/fire/public safety	Fund police
Housing	Low income, affordable
City redevelopment and identity	Some specific locations—4 th Plain / Eastside / Waterfront
City beautification	Clean up, maintenance, trees
Fort Vancouver/Historical area	Invest in Ft. Vancouver/officer row, barracks, etc.
City services/infrastructure	General infrastructure

Vancouver Strategic Plan—Emerging Themes

Tier 1 Priorities

Connecting people and places

- Bridge
- Light rail
- Transit
- Street maintenance

Providing access to recreation

- Trails
- Water features
- Youth sports
- Community centers/sports complexes
- Riverwalk, waterfront development, river access

Tier 2 Priorities

Providing educational opportunities

- K-12
- Specific programming
- College funding/offering

Promoting cultural experiences

- Performing arts center
- Invest in Ft. Vancouver/Officer Row, Vancouver Barracks, etc.
- Professional sports

Creating jobs and opportunities

- Recruit companies, offer incentives
- Create local jobs

Ensuring a safe community

- Services for homeless
- Fund police
- Low income, affordable housing

Creating livable neighborhoods

- Investment in downtown (parking, businesses, clean up, grocery store)
- Restaurants
- Grocery store (downtown)



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