











City of Vancouver

EQUITABLE DEVELOPMENT STRATEGY

DRAFT - April 2026

Table of Contents

	Introduction	1
	Chapter 1: City Best Practices	11
	Chapter 2: Equitable Engagement	27
	Chapter 3: Place-Based Investments	39
	Chapter 4: Economic Development	47
	Chapter 5: Housing Equity	57
	Chapter 6: Transportation Justice	73
	Chapter 7: Sustainability & Climate	85

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INTRODUCTION

INTRODUCTION

Vancouver stands at a pivotal moment in its growth. As one of the fastest-growing cities in Southwest Washington, Vancouver has experienced significant population increases, demographic shifts, and escalating pressures on housing, infrastructure, and neighborhood stability. While growth has brought opportunity and investment, it has not been experienced evenly. Long-standing inequities rooted in disinvestment and systemic racism continue to shape who benefits from growth and who bears its burdens.

The Equitable Development Strategy is the first citywide framework designed to respond directly to these conditions. It builds upon and explicitly aligns with the City of Vancouver's Equity Analysis (March 2024), the Equity Chapter of the Our Vancouver 2045 Comprehensive Plan, and place-based efforts such as the Fourth Plain for All Investment Strategy (2023) and The Heights Equitable Development Strategy (2023). Collectively, these efforts demonstrate that equitable development must be intentional, data-informed, community-driven, and embedded across City departments and investment decisions. This strategy will act as a coordinating framework that aligns policy, investment, and implementation around a shared commitment: ensuring that Vancouver's growth improves quality of life for those who have been historically marginalized, while preventing displacement, strengthening community stability, and expanding access to opportunity across the city.

Vancouver's history reveals how public policy has shaped unequal outcomes across neighborhoods. This has contributed to persistent disparities in housing access, wealth-building, health outcomes, and environmental exposure. Neighborhoods such as Fruit Valley, Bagley Downs, Maplewood and Meadow Homes, among the city's most culturally diverse areas, have also experienced some of the highest concentrations of poverty, renter households, and displacement risk. Recent demographic and market trends have heightened the urgency for action. Vancouver has become increasingly diverse, with communities of color now comprising over 30 percent of the population. At the same time, housing costs have risen rapidly, renter households face disproportionate cost burdens, and redevelopment pressures are accelerating along key corridors. Without targeted intervention, these trends risk repeating patterns seen in other growing cities, where reinvestment leads to displacement rather than shared prosperity.



Grounding the Strategy in Data, Policy, and Lived Experience

This Strategy is grounded in both quantitative analysis and community knowledge, drawing from the City's Equity Index and Displacement Risk Map to provide a data-driven decision-making foundation for this Strategy. The Equity Index identifies where structural inequities and social vulnerability are most concentrated. The Displacement Risk Map explains how those inequities intersect with housing market pressures over time. When viewed together, these tools move the City beyond a one-size-fits-all approach and toward targeted, place-sensitive responses.

Data alone, however, cannot capture lived experience. Community engagement conducted across multiple initiatives has consistently elevated shared priorities: housing stability, affordable commercial space for small businesses, safe and accessible transportation, culturally responsive public spaces, and meaningful inclusion in decision-making. This Strategy treats community knowledge as expertise and positions residents and community-based organizations as essential partners in implementation.

Equity as an Operational Lens

At its core, the Equitable Development Strategy operationalizes equity as a decision-making lens across City functions, consistent with the City's adopted Equity Framework and its application throughout the Our Vancouver 2045 Comprehensive Plan update. Our Vancouver 2045 is the first comprehensive plan in Vancouver's history to have a direct, intentional focus on equity within its policy work. The goals and actions within this Equitable Development Strategy will implement Our Vancouver 2045's Equity and Inclusion chapter. This Strategy aligns with Our Vancouver and the City's Equity Framework, emphasizing:

- Acknowledgment of historical harms and their present-day impacts
- Prioritization of communities farthest from opportunity
- Transparency and accountability in implementation
- Shared power through sustained community engagement
- Cross-departmental responsibility for equitable outcomes

The Equitable Development Strategy establishes the foundation for coordinated action over time. It is intended to guide how the City prioritizes investments, aligns departmental work, partners with community-based organizations, and evaluates outcomes related to displacement, stability, and access to opportunity. Implementation will require ongoing collaboration, adaptive learning, and continued investment. Success will be measured not only by projects delivered, but by whether residents can remain in their neighborhoods, build wealth, access opportunity, and see themselves reflected in the future of Vancouver.

INTRODUCTION

Community Engagement Process

The City of Vancouver committed to a community-driven engagement process to inform the Equitable Development Strategy and ensure that community priorities directly shaped the goals, actions, and implementation framework of the Strategy. Consistent with equity-centered engagement practices, the City focused on creating meaningful opportunities for participation and prioritizing voices that are often underrepresented in traditional planning processes.

Internal Engagement

In addition to engaging the community, the project team conducted an extensive internal engagement process to ensure the Equitable Development Strategy was both actionable and aligned with departmental expertise, capacity, and responsibilities. Over the course of several months, the project team collaborated with departments across the City of Vancouver to facilitate in-depth conversations about equitable development goals, existing initiatives, and opportunities for alignment. These discussions focused on understanding how equity considerations intersect with departmental work and identifying where policy, programs, and investments could be strengthened or refined.

Following these initial conversations, the project team developed a preliminary outline of the Equitable Development Strategy, including draft goals and proposed actions. This draft was shared with internal departments to:

- Identify actions or perspectives that may be missing;
- Flag areas of duplication or misalignment; and
- Recommend refinements to improve clarity, feasibility, or impact.



External Engagement

External engagement was conducted through a series of facilitated workshops that brought together approximately 40 community champions, including executive directors, community-based organization leaders, educators, tenant advocates, youth participants, and other community members from across Vancouver, Washington. These participants represented a wide range of lived experiences and professional expertise directly connected to housing stability, economic opportunity, education, and community well-being.

The engagement process consisted of two separate three-hour workshops, both facilitated by the project team from the City of Vancouver. Each workshop was structured to support collaborative learning, dialogue, and action-building across all major categories of the Equitable Development Strategy. Participants worked collectively to identify community needs, elevate lived experiences, and propose actionable solutions aligned with the Strategy's equity goals.

During the workshops, participants were asked to:

- Identify challenges and inequities affecting their communities.
- Propose actions and strategies to address those challenges.
- Prioritize actions based on community impact, urgency, and feasibility.

Following the workshops, City staff synthesized all input gathered from participants. This synthesis process identified:

- High priority actions that rose to the top across both workshops.
- Additional community-identified priorities that, while not ranked as top-tier, were recognized as critical to long-term equitable outcomes.

The results of this process directly informed the structure, goals, and actions of the Equitable Development Strategy. The approach used was not treated as advisory alone, but as foundational to the Strategy's development and implementation framework.



INTRODUCTION

Final Engagement and Document Refinement

Feedback from all engagement was used to draft the Strategy, ensuring that community-identified actions and priorities, along with internal expertise meaningfully shaped the document. Once a draft was completed, the project team re-engaged City staff and community workshop participants to ensure the draft Strategy successfully reflected collective input.

This final engagement phase focused on implementation readiness, including:

- Ensuring all input was accurately captured in the draft Strategy.
- Identifying departmental leads or co-leads for all actions.
- Ensuring alignment between the Strategy and existing work plans.

This collaborative approach emphasized shared ownership, cross-departmental accountability, and long-term implementation success. The result is an Equitable Development Strategy that is not only community-informed but institutionally embedded and positioned for sustained action.

As Vancouver continues to grow, this Strategy affirms a clear commitment to growth with intention, guided by data, informed by community experience, and grounded in equity and shared prosperity.

The Equitable Development Strategy responds to this moment by explicitly linking growth management, equity analysis, and implementation. It recognizes that neutrality in policy is not sufficient when starting conditions are unequal. Instead, equity requires intentionally directing resources, attention, and decision-making power toward communities with the greatest need.



INTRODUCTION





How to Use This Document

This document is organized into distinct chapters, each focused on a key area of equity and community development. Each chapter begins with a vision statement and is followed by strategies designed to support that vision. Each action item consists of four parts – the task itself, the relevant Equity Chapter goals it advances, the lead department(s), and its priority level. Where available, definitions, case studies, and exhibits provide additional context and examples to help readers understand the strategies and actions. This structure allows City staff, stakeholders, and community members to easily identify and track relevant strategies and progress as the City of Vancouver moves forward with implementing the Equitable Development Strategy.

Document Chapters

- City Best Practices
- Equitable Engagement
- Place-Based Investments
- Economic Development
- Housing Equity
- Transportation Justice
- Sustainability & Climate



Our Vancouver Comprehensive Plan Equity Chapter Goals

-  **Equitable Community:** All community members have equitable and inclusive access to opportunities and resources, including communities most impacted by past and present exclusionary practices.
-  **Universal Design & Access:** Public spaces, public infrastructure, and public and private buildings are universally designed and meet best practices for accessibility and inclusion.
-  **Focus on Youth & Aging Population:** The built environment supports community members from childhood through later life, with families and caretakers benefiting from robust youth programs and accessible childcare, enabling children to excel and parents to actively participate in the workforce. Aging populations benefit from accessible infrastructure, inclusive urban design, accessible housing, and opportunities for social connection.
-  **Transparent and Inclusive Governance:** Community members have trust in city government, built and sustained through equitable and inclusive community engagement, equitable access to programs, technology and resources, an emphasis on building trust-based relationships with partners and community members, regular reporting of progress and outcomes, and co-creative and transparent decision-making processes.

CHAPTER KEY

Strategy #

Strategy to support the chapter vision

Actions	Goals	Lead Department	Priority
Actions to implement the strategy	Equity Chapter goals the Action advances 	Who will be leading or helping to implement this action	Action priority and whether they are community-identified  High



If you see this, there's a further explanation of the action on the page, such as a definition, case study, or exhibit.

These actions were identified directly from community members during external engagement.



High
Community Identified High Priority if Indicated

Actions that were identified by community members and/or City staff as particularly high priorities are marked as "High."



Case Study:

Case studies provide an example

- Case study details

Definition

Learn more about how key terms in this plan are defined.



CHAPTER 1

CITY BEST PRACTICES


VISION

The City will build capacity and provide resources for staff to identify areas of inequity within the city and understand the factors contributing to disparities, so they can design programs and projects that close the gap.

CITY BEST PRACTICES

Strategy 1

Increase diversity, cultural competency and cultural humility of City staff.

	Actions	Goals	Lead Department	Priority
1.1.1	Create recruitment and retention strategies to ensure City staff are reflective of the Vancouver community.		Human Resources	High
1.1.2	Institute a compensation program for bilingual staff to reflect the additional workload, including interpretation at in-person events and document translation.		Human Resources	
1.1.3	Incorporate City priorities and Equitable Development Strategy goals into recruiting and onboarding programs to ensure new staff enter with a foundational understanding of the City's values around equity and inclusion.		Human Resources	
1.1.4	Improve cultural competency and cultural humility for City staff through active engagement in educational and experiential learning.		Engagement and Access	High
1.1.5	Create education and training programs for City staff regarding effective engagement with community members with disabilities.	 	Engagement and Access	High
1.1.6	Formally recognize employees who advance diversity, equity, and cultural competency to celebrate these contributions as a reflection of the City's values through programs such as the V Awards and Access in Action Award.		Engagement and Access	

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated



Cultural Competency

The ability to understand, communicate with, and effectively interact with people across cultures. It encompasses an awareness of one's own cultural worldview, the ability to recognize and appreciate cultural differences, and the skills required to navigate diverse cultural contexts.¹

Cultural Humility

Cultural humility involves understanding the complexity of identities, incorporates a lifelong commitment to self-evaluation and self-critique, and focuses on developing authentic interactions and relationships.²

Diversity

Representative of a range of backgrounds, perspectives, and life experiences.

1. Georgetown University. "Definitions of Cultural Competence." National Center for Cultural Competence. <https://nccc.georgetown.edu/curricula/culturalcompetence.html>.

2. Lekas, H. M., Pahl, K., & Fuller Lewis, C. (2020). Rethinking Cultural Competence: Shifting to Cultural Humility. Health services insights, 13, 1178632920970580. <https://doi.org/10.1177/1178632920970580>

CITY BEST PRACTICES

Strategy 2

Enhance the City of Vancouver's procurement procedures to be more equitable and inclusive.

	Actions	Goals	Lead Department	Priority
1.2.1	Expand outreach to diverse suppliers, contractors and consultants - including minority-owned, women-owned, veteran-owned, and small and emerging businesses - to educate them on how to participate in the City's procurement process.	 	Procurement; Economic Prosperity and Housing	
1.2.2	Expand the number of languages that the City's supplier manual and other educational materials are translated into to reduce barriers to participation.	 	Procurement	
1.2.3	Include social and environmental responsibility criteria for selecting developers for City-owned developments.		Procurement; Economic Prosperity and Housing	
1.2.4	Increase procurements with developers who are more diverse, culturally reflective, accessible and inclusive, and understand the unique needs of BIPOC communities.	 	Procurement; Economic Prosperity and Housing	
1.2.5	Support mission-driven developers who are focused on equity and accessibility, especially for elderly and disabled residents.	 	Procurement; Economic Prosperity and Housing	
1.2.6	Identify gaps in service and existing needs for small businesses by partnering with representatives that facilitate current procurement assistance workshops.		Procurement; Economic Prosperity and Housing	

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated



Equitable

Fair and just, especially in a way that takes account of and seeks to account for different needs, circumstances, and historical or systematic barriers.

Inclusive

Intentionally creating environments, processes, or decisions where people of all backgrounds and perspectives feel welcomed, respected, and able to participate.

Public Procurements

When the local government purchases goods, services and construction using public funds. Public procurement involves specific rules and regulations to ensure transparency, fair competition, and cost-effectiveness.³

3. NIGP: The Institute for Public Procurement. "Dictionary of Procurement Terms." <https://www.nigp.org/dictionary-of-terms?letter=p&page=13>.

CITY BEST PRACTICES

Strategy 3

Use technology and information ethically and equitably.

	Actions	Goals	Lead Department	Priority
1.3.1	Create a standardized checklist for evaluating technology and information systems across City departments. The checklist will be applied collaboratively across departments and assess tool alignment with program goals, examine underlying system assumptions, monitor for expected and unintended outcomes, evaluate equitable performance, and establish a regular re-evaluation cadence.		Information Technology	
1.3.2	Implement Digital Accessibility under the Language Access Plan.		Engagement and Access; Communications	
1.3.3	Provide artificial intelligence (AI) training to address technology bias and encourage critical engagement with emerging digital tools.		Information Technology	

Digital Accessibility

Websites, tools, and technologies are designed and developed so that people with disabilities can use them. A website is accessible when it is easy to see or hear, easy to use, easy to understand, and works well with different devices and assistive tools.⁴

Goals Key:

Equitable Community
 Universal Design & Access
 Focus on Youth & Aging Population
 Transparent and Inclusive Governance

Community & Priority Key:

Community Identified
 High Priority if Indicated

Strategy 4

Fund and create internal structures needed to implement the Equitable Development Strategy and other equity-based plans.

	Actions	Goals	Lead Department	Priority
1.4.1	Every department shall create and maintain an equity team to ensure equity is integrated into every aspect of their work.		Engagement and Access	
1.4.2	Maintain a permanent ADA Coordinator full-time employee.		Engagement and Access	
1.4.3	Maintain permanent staff in the Community Development Department Comprehensive Planning Division to coordinate and advance Equitable Development Strategy priorities and initiatives.	 	Community Development	
1.4.4	Fund and implement the priorities that are highlighted in the ADA Transition Plan.		Engagement and Access; General Services	
1.4.5	Address disparities of outcomes of complaint-based systems.		Engagement and Access	

The Americans with Disabilities Act (ADA)

The Americans with Disabilities Act. A federal civil rights law that prohibits discrimination against individuals with disabilities in everyday activities. The purpose of the law is to make sure that people with disabilities have the same rights and opportunities as everyone else.

CITY BEST PRACTICES

Strategy 5

Create a repository for all equity-based data and maps to be publicly accessed.

	Actions	Goals	Lead Department	Priority
1.5.1	Create an equity atlas to compile all spatial, demographic information and equity-based data. This should initially include the Equity Index Map, Displacement Risk Map, Transit Dependency Map, and other maps referenced in this strategy. Other relevant maps will be added as they are created.		Community Development	High
1.5.2	Utilize GIS to map geographic disparities in income, housing, healthcare access and other key indicators as needed.		Community Development; Engagement and Access	High
1.5.3	Develop and maintain a database of housing availability, market costs, and community need based on household income distribution, and expected cost to deliver units to inform housing policy, incentives, and priorities as market conditions change.	 	Economic Prosperity and Housing	High
1.5.4	Maintain a citywide dashboard to track and display key performance indicators that are updated at regular intervals and show progress over time.		Community Development; Information Technology	High

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

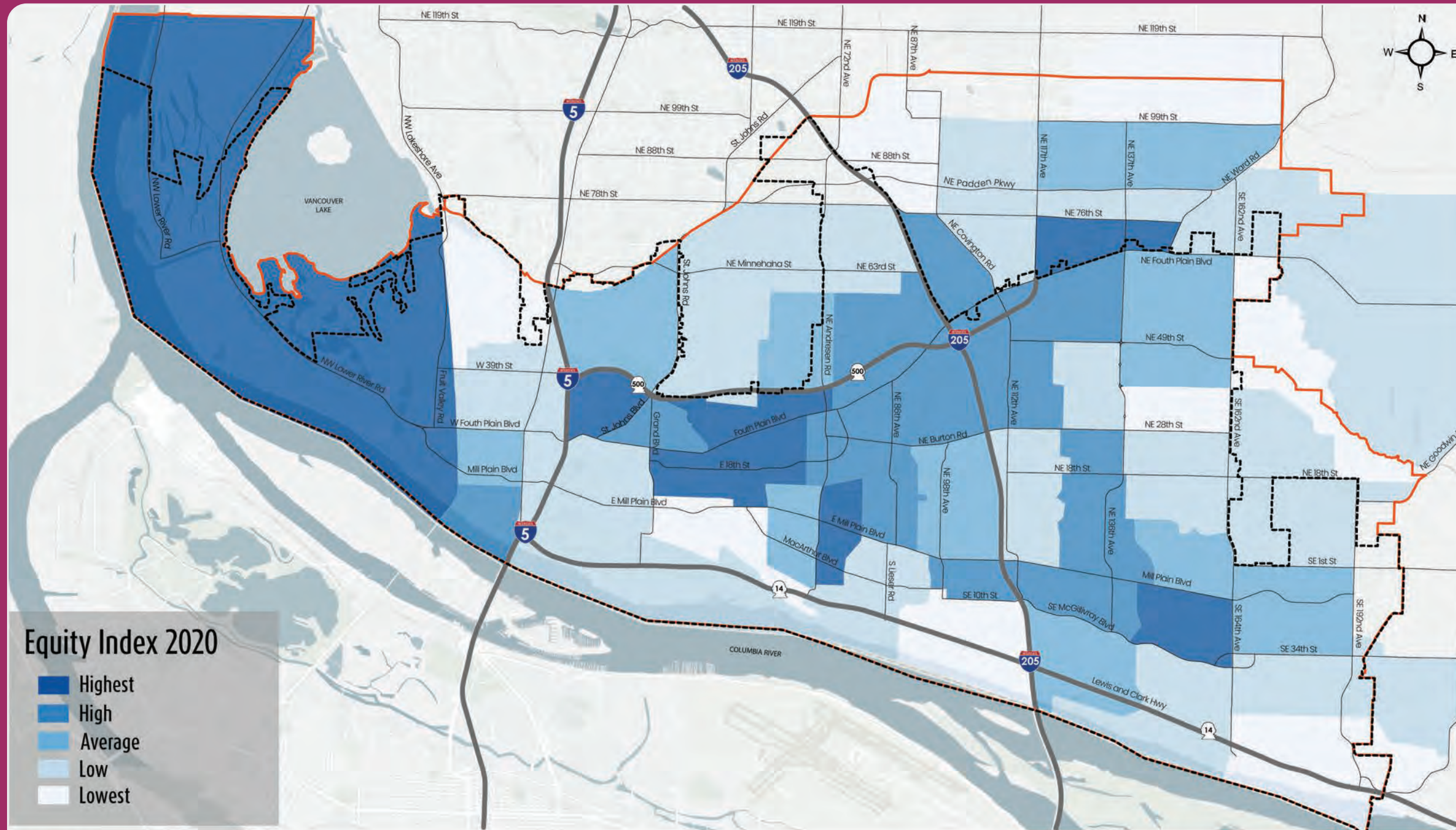
High Priority if Indicated



Geographic Information System (GIS)

A computer system that analyzes and displays geographically referenced information. It uses data that is attached to a unique location.⁵

5. USGS. "What is a Geographic Information System (GIS)?" USGS. Last updated January 29, 2025. <https://www.usgs.gov/faqs/what-a-geographic-information-system-gis>.



Equity Index Map

The City of Vancouver’s Equity Index Map highlights equity priority areas in the city based on concentrations of multiple indicators such as race, income, housing status, age, disability, education, and English proficiency. The City will use this map to identify priority investment areas, tailor program offerings for specific communities, and better understand opportunities to advance social and economic equity across the city. These maps are most powerful when paired with authentic community engagement that integrates community values, priorities, and lived experiences to holistically inform policy and funding decisions.

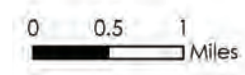
This map highlights neighborhoods in darker blue areas, referred to as equity priority areas, where targeted investments and resources could have the greatest impact on building community resilience and equity.

Equity Index 2020

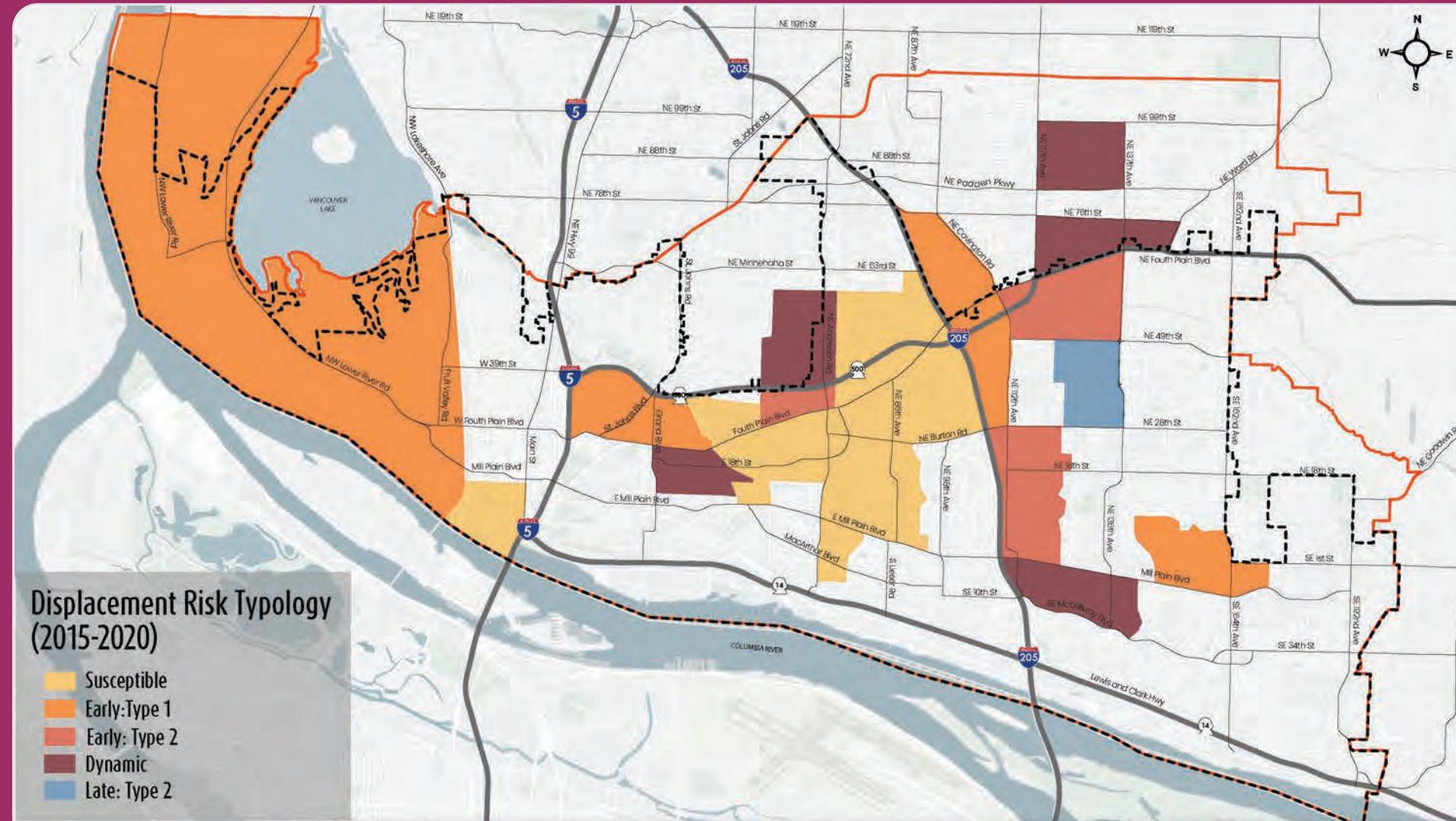
- Highest
- High
- Average
- Low
- Lowest

- Legend**
- City Boundary
 - Utility Service Boundary
 - Major Arterials

County of Clark, WA, Oregon Metro, Oregon State Parks, State of Oregon GEO, WA State Parks GIS, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, METI/ NASA, USGS, Bureau of Land Management, EPA, NPS, USDA



6. “Vancouver Equity Risk Weighting Tool.” City of Vancouver. October 1, 2022. <https://city-of-vancouver-wa-geo-hub-cityofvancouver.hub.arcgis.com/documents/00e816c210d540b686e64cdaa9ff02dc/about>



Seven Displacement Risk Neighborhood Typologies

Typology	Vulnerable Population?	Demographic Change?	Housing Market Condition
Susceptible	Yes	No	Adjacent
Early: Type 1	Yes	No	Accelerating
Early: Type 2	Yes	Yes	Adjacent
Dynamic	Yes	Yes	Accelerating
Late: Type 1	Yes	Yes	Appreciated
Late: Type 2	Used to be in 2000 or in year 1	Yes	Accelerating
Continued Loss	Used to be in 2000 or in year 1	Increasing share of white residents and adults with a four-year degree	Appreciated



County of Clark, WA, Oregon Metro, Oregon State Parks, State of Oregon GEO, WA State Parks GIS, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc., METI/ NASA, USGS, Bureau of Land Management, EPA, NPS, USDA





Displacement Risk Map

A Displacement Risk Map identifies where communities may be most vulnerable to being forced out of their homes or neighborhoods due to economic or social pressures. It combines multiple indicators such as changes in housing costs, income levels, and demographic changes to highlight areas at higher risk of displacement. It does not predict neighborhood outcomes, but reveals patterns and concentrations of risk across a geographic area. Displacement risk maps are often used to guide planning and policy decisions such as where to prioritize tenant protections, affordable housing investments, and anti-displacement policies to promote more stable, inclusive, and resilient neighborhoods.

The Displacement Risk Map shown above indicates census tracts that may be experiencing accelerated patterns of displacement that could potentially be mitigated through anti-displacement measures and interventions.

Strategy 6

Assess impacts of projects and programs.

	Actions	Goals	Lead Department	Priority
1.6.1	Create a standard impact assessment framework that equips City staff to evaluate the effects of policies and development initiatives on all community groups. This framework will support the Vancouver for All initiative by guiding decision-making with the aim of eliminating barriers and promoting opportunities for all residents.		Engagement and Access	High
1.6.2	Conduct impact assessments on all new projects and programs once a standard impact assessment framework is created.		All Departments	High
1.6.3	Periodically evaluate ongoing projects and programs to assess their effectiveness and impact across all community groups, ensuring benefits are broadly shared and unintended consequences are identified and addressed.		All Departments	High
1.6.4	Create and implement a neighborhood-specific survey to help us understand the nuances that exist within our community and identify ways to make our programs and services more welcoming and accessible for everyone.		Engagement and Access	High

Goals Key:

 Equitable Community
  Universal Design & Access
  Focus on Youth & Aging Population
  Transparent and Inclusive Governance

Community & Priority Key:

 Community Identified
  High Priority if Indicated



Case Study:

Vancouver for All Initiative

Vancouver for All is a transformative initiative designed to create a connected community where all residents feel a sense of belonging and where barriers to participation and success are removed. This approach aligns with the City’s core values of collaboration, innovation, and empowerment.

- **Collaboration:** Vancouver for All emphasizes working together to integrate varying perspectives and ensure that the voices of all groups, especially those underserved, are considered in the decision-making process.
- **Innovation:** Recognizing a one-size-fits-all approach does not work when addressing the diverse needs of community, this initiative will utilize innovative strategies tailored to the specific challenges faced by different groups.
- **Empowerment:** The City will establish goals that will be measurable, allowing for transparency and accountability. Regular assessments and feedback loops will be built into the initiative to monitor progress and make necessary adjustments.

Three approaches will be taken to implement Vancouver for All:

- **Targeted professional development** to provide staff with the knowledge and skills to equip them to recognize and address barriers within their team’s work environments to better serve all communities throughout the city.
- **Tailored resources and support**, such as mentorship programs, accessibility enhancements for community services, and targeted outreach initiatives that aim to eliminate barriers and promote opportunities for all residents.
- **Community engagement and feedback** through surveys, focus groups, and town hall meetings will be central to Vancouver for All. This will help identify specific barriers faced by all community groups, allowing the city to adapt its strategies effectively.



CHAPTER 2

EQUITABLE ENGAGEMENT & RELATIONSHIP BUILDING

VISION

City staff will engage community stakeholders early and often to ensure that projects and initiatives reflect the needs, concerns and aspirations of all city residents.

EQUITABLE ENGAGEMENT & RELATIONSHIP BUILDING

Strategy 1

Provide City staff with education and resources to build capacity for authentic, equitable community engagement.

	Actions	Goals	Lead Department	Priority
2.1.1	Create a framework to guide City staff in building ongoing, relationship-based community engagement that goes beyond project-specific outreach. The framework will at a minimum include stakeholder mapping, a needs assessment, and best practices.		Engagement and Access; Communications	High
2.1.2	Use stakeholder mapping to identify key stakeholders from diverse community segments, including marginalized groups, to ensure broad representation.		Engagement and Access; Communications	High
2.1.3	Create a toolkit for staff regarding inclusive engagement with the disability community.		Engagement and Access	

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated



Stakeholder Mapping

The process of identifying individuals, groups, and organizations affected by or influential to a project and analyzing their interests, power, and relationships to inform approaches to engagement and communications.⁷

EQUITABLE ENGAGEMENT & RELATIONSHIP BUILDING

Strategy 2

Create and maintain relationships with communities that have been historically underserved.

	Actions	Goals	Lead Department	Priority
2.2.1	Engage the community early in the process of developing any project, program, or policy.		All Departments	
2.2.2	Equitably engage the community to better understand community needs. Conduct surveys, focus groups, and community meetings to gather community input. Prioritize inclusivity by providing interpretation services and holding meetings at accessible times and locations.		All Departments	
2.2.3	Create community liaison positions within the city to build and maintain deep relationships through collaboration with community leaders.		Engagement and Access	
2.2.4	Rotate City staff schedules and locations to meet communities where they are, increasing visibility and accessibility.		All Departments	
2.2.5	Advance equity and transparency by hosting inclusive community connection events with City staff.		All Departments	
2.2.6	Improve accessibility of City communications and digital platforms, aiming to meet or exceed web accessibility standards.		Communications	

Goals Key:

Equitable Community
 Universal Design & Access
 Focus on Youth & Aging Population
 Transparent and Inclusive Governance

Community & Priority Key:

Community Identified
High
 High Priority if Indicated



Case Study:

Community Liaison Program at the City of Seattle

The Community Liaison Program is run by the Department of Neighborhoods and was created to help the City do a better job of engaging with and serving historically underserved communities in Seattle.⁸





Community Liaisons are independently contracted and act as a neutral bridge between historically underserved communities and city government, ensuring these groups have access to information, resources, and decision-making power.⁹

8. City of Seattle. "Community Liaisons." Neighborhoods. <https://www.seattle.gov/neighborhoods/community-connections/community-engagement/community-liaisons>.
 9. City of Seattle. "Celebrating 15 years of the Community Liaison Program and honoring those who have served since the beginning." Front Porch. <https://frontporch.seattle.gov/2024/09/18/celebrating-15-years-of-the-community-liaison-program-and-honoring-those-who-have-served-since-the-beginning/>.

EQUITABLE ENGAGEMENT & RELATIONSHIP BUILDING

Strategy 3

Increase diversity of Boards and Commissions to better reflect the community as a whole.

	Actions	Goals	Lead Department	Priority
2.3.1	Increase outreach about Boards and Commissions to more intentionally engage with underrepresented residents.		City Manager's Office	
2.3.2	Address barriers to participation and create ways to build individual capacity for residents to step into Board and Commission roles.		City Manager's Office	
2.3.3	Actively recruit Board and Commission members from underrepresented communities when vacancies arise to ensure Boards represent the community.		City Manager's Office	
2.3.4	Provide community education around Boards and Commissions and their role in developing policies and large investments.		City Manager's Office	

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated



Boards and Commissions

Formal groups appointed or created by a government or organization to provide guidance, oversight, or decisions on specific policy areas, programs, or community issues.¹⁰

10. Priya Elangovan. "The Importance of Boards and Commissions." All In Together. <https://aitogether.org/the-importance-of-boards-and-commissions/>.

EQUITABLE ENGAGEMENT & RELATIONSHIP BUILDING

Strategy 4

Build the capacity of neighborhood associations to reflect and engage all Vancouver residents.



Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated

	Actions	Goals	Lead Department	Priority
2.4.1	Encourage community building outside of formal neighborhood association meetings.		Office of Neighborhoods	
2.4.2	Provide funding and technical assistance for neighborhood events, projects, and programs.		Office of Neighborhoods	
2.4.3	Support neighborhood engagement across age, race, ethnicity, language, ability and religion.	 	Office of Neighborhoods	
2.4.4	Facilitate partnerships between neighborhood associations and other community groups.		Office of Neighborhoods	
2.4.5	Support neighborhood associations to find and implement creative ways to foster a sense of belonging in their neighborhoods.		Office of Neighborhoods	
2.4.6	Update and fill-in neighborhood boundaries, so that all Vancouver community members are represented by a neighborhood association.		Office of Neighborhoods	
2.4.7	Revamp neighborhood action plans, allowing neighborhood associations to easily document and share their hopes for the future.		Office of Neighborhoods	
2.4.8	Develop a yearly training program to: <ul style="list-style-type: none"> • Empower neighborhood leaders • Support equitable and inclusive neighborhood engagement • Improve neighborhood communication • Encourage improved financial management practices • Cultivate and support the next generation of neighborhood leaders 	 	Office of Neighborhoods	

Neighborhood Association

A voluntary organization of residents to advocate for local interests and improvements, address neighborhood issues, and collaborate with local governments and residents within a designated neighborhood.¹¹

Community Building

Community building is the intentional process of fostering trust, connections, and inclusive spaces where all residents, especially those historically excluded, feel a sense of belonging, shared ownership, and collective investment in one another's wellbeing.

11. The Policy Circle. "Neighborhood Associations Guide." Policy Insight. <https://www.thepolicycircle.org/minibrief/neighborhood-associations/>.

EQUITABLE ENGAGEMENT & RELATIONSHIP BUILDING

Strategy 5

Engage with Tribal Community Members.

	Actions	Goals	Lead Department	Priority
2.5.1	Foster meaningful partnerships with Tribal communities and original stewards of the land we currently occupy, integrating their knowledge, priorities, and cultural perspectives into local decision-making processes.		City Manager's Office; Engagement and Access	

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated





CHAPTER 3

PLACE-BASED INVESTMENTS







VISION

The City will identify underserved areas where focused resources are needed to enhance quality of life.

PLACE-BASED INVESTMENTS

Strategy 1

Use the Equity Atlas to identify strategic locations where additional resources are needed to enhance quality of life.

	Actions	Goals	Lead Department	Priority
3.1.1	Utilize the City's Equity Index and Displacement Risk Maps to prioritize infrastructure, housing, and public service investments in historically underserved neighborhoods.	 	Community Development	
 3.1.2	Update the City's Equity Index and Displacement Risk Assessment and establish equity priority areas in need of focused, place-based investments every 5 years.	 	Community Development	
3.1.3	Conduct an existing conditions report on areas prioritized for place-based investments. The existing conditions report will include infrastructure, community character, social and economic conditions, comprehensive demographic analysis, land use, public facilities and services, and environmental factors at a minimum.		Community Development	

Equity Priority Communities

Communities or geographic areas identified as historically underserved that would most benefit from increased support and resources.

Goals Key:

 Equitable Community
  Universal Design & Access
  Focus on Youth & Aging Population
  Transparent and Inclusive Governance

Community & Priority Key:

 Community Identified
  High Priority if Indicated

Strategy 2

Support equitable growth in identified neighborhoods that enhances well-being without displacement.

	Actions	Goals	Lead Department	Priority
3.2.1	Focus wealth building strategies from the Economic Development and Housing chapters (4 and 5) along transit corridors and in equity-priority areas.	 	Economic Prosperity and Housing; Community Development	
3.2.2	Implement actions listed in the Economic Development and Housing chapters (4 and 5) in areas experiencing growth and/or large upcoming capital projects. Equitable development and anti-displacement interventions should be implemented as far in advance of large capital projects as possible to foster resilient communities and minimize displacement risk.	 	Economic Prosperity and Housing	
3.2.3	Include opportunities for community ownership in City-led developments.	 	Economic Prosperity and Housing	
 3.2.4	Include commercial buyback options in City-led development projects to allow the City to solely purchase, or purchase with community partners, new retail to utilize or achieve other equity goals.	 	Economic Prosperity and Housing	
3.2.5	Leverage City-owned land and infrastructure investments to advance economic development, housing, transit, and climate goals.	 	Economic Prosperity and Housing	High
3.2.6	Target City incentives and programs to promote affordable and community benefiting development in equity priority areas.	 	Economic Prosperity and Housing	

Commercial Buyback Option

A commercial buyback option gives the City, or a community partner, the right to purchase commercial space within a new development after it has been built. By owning the retail space, the City can prioritize social outcomes over maximum profit. Commercial buyback options also allow for a broader range of uses (small-scale manufacturing, shared distribution, retail, etc.).

PLACE-BASED INVESTMENTS

Strategy 3

Design public spaces to be safe, accessible, inclusive, and reflective of Vancouver’s diversity.



Public Spaces

Public spaces are publicly accessible places – including parks, streets, sidewalks, libraries, and commercial areas – where people gather, connect, and engage in community life.

Community Help Hub

A community help hub is a central location where community members can easily access resources and services or get connected to where those services are available elsewhere.¹²

Crime Prevention Through Environmental Design (CPTED)

An approach that uses thoughtful design of buildings, streets, and public spaces to reduce crime in ways that make them feel safer and help discourage crime. This can include adequate lighting, clear sight lines, and active, welcoming spaces where people naturally watch out for each other.¹³

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated

	Actions	Goals	Lead Department	Priority
	3.3.1	Involve local residents and community organizations in the design of public spaces to help meet the needs of diverse communities and affirm their history, present and future in the city. Public spaces shall incorporate cultural assets, history, and placemaking that reflect the communities they serve.	Community Development; Economic Prosperity and Housing; Parks, Recreation and Cultural Services; General Services	
	3.3.2	Identify capital and infrastructure investments to advance multiple goals and benefit the local community, including through strategic partnerships.	Community Development; Economic Prosperity and Housing; General Services; Public Works	
	3.3.3	Engage impacted communities in the planning and implementation of large City-funded redevelopment, park, and public space projects through inclusive and culturally responsive engagement processes.	Community Development; Economic Prosperity and Housing; Parks, Recreation and Cultural Services; General Services	
	3.3.4	Facilitate universal design, pedestrian safety, and other accessibility criteria for public spaces, such as streets, sidewalks, parks, and commercial areas.	Community Development; Economic Prosperity and Housing; Parks, Recreation and Cultural Services; Public Works	
	3.3.5	Create a Community Help Hub in central Vancouver. This action had the strongest support during workshops with community.	Community Development; Economic Prosperity and Housing	High
	3.3.6	Integrate Crime Prevention Through Environmental Design (CPTED) to improve safety outcomes of public spaces. Hostile architecture should not be included as CPTED design elements.	Community Development, Economic Prosperity and Housing, Parks, Recreation and Cultural Services	



12. Laurie Pferr. "Community Care Hubs: What Evidence-Based Program Providers Need to Know." National Council on Aging. <https://www.ncoa.org/article/community-care-hubs-what-evidence-based-program-providers-need-to-know/>.

13. National Crime Prevention Council. "Crime Prevention Through Environmental Design Guidebook." Readiness and Emergency Management for Schools. <https://www.humanitarianlibrary.org/sites/default/files/2020/09/SNCPC%202003%20Crime%20prevention%20thru%20environmental%20design.pdf>.

PLACE-BASED INVESTMENTS

Strategy 4

Enhance accessibility of services.

	Actions	Goals	Lead Department	Priority
3.4.1	Conduct Service Mapping to identify areas lacking essential services and prioritize improvements in identified “service deserts”.	 	Community Development; Economic Prosperity and Housing	High

Service Mapping

Mapping existing services to see where there are gaps, sometimes called “service deserts”, to guide decision making and prioritize improvements. Service mapping can also be used to help the public navigate services.¹⁴

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified


High

High Priority if Indicated



Strategy 5

Advance health equity by broadening access to essential health services in underserved neighborhoods to address environmental causes of place-based health disparities.

	Actions	Goals	Lead Department	Priority
3.5.1	Incentivize affordable and healthy food businesses, and other businesses that support healthy living, to locate in equity priority areas.		Economic Prosperity and Housing	
3.5.2	Work with non-profit organizations, by-for organizations, and local healthcare providers to expand healthcare access and culturally competent healthcare, including mental health services, prioritizing facilities in equity priority areas for accessible and inclusive care.	 	Community Development; Economic Prosperity and Housing	

Health Equity

When everyone has a fair and just opportunity to attain their full potential for health and well-being regardless of social, economic, demographic, geographic, or other differences.¹⁶

14. Australian Government. Service Mapping 101. Policy Projects and Taskforce Office. <https://www.apsacademy.gov.au/sites/default/files/2024-07/Service%20Mapping%20101%20Guide%20-%20accessible%20version.pdf>.

15. National Digital Inclusion Alliance. “Digital Inclusion 101.” <https://www.digitalinclusion.org/digital-inclusion-101/>.

16. World Health Organization. “Health Equity.” Health Topics. https://www.who.int/health-topics/health-equity#tab=tab_1.



CHAPTER 4

ECONOMIC DEVELOPMENT & WORKFORCE EMPOWERMENT

VISION

The City will create a thriving, dynamic business environment where entrepreneurs from all backgrounds, including those historically underserved, can reach their full potential and create living-wage jobs throughout Vancouver.

ECONOMIC DEVELOPMENT & WORKFORCE EMPOWERMENT

Strategy 1

Support underrepresented businesses from start to sustainability.



Community Investment Trust (CIT)

CITs allow neighborhood residents and other community members—often with low or moderate incomes—to buy small, affordable shares in a commercial or community-owned property. They are for-profit organizations that help people invest in their own neighborhood, build wealth, strengthen local ownership, and keep economic benefits within a neighborhood.¹⁷

Neighborhood Business Incubators (NBIs)

NBIs help businesses launch and grow by providing free or low-cost workspace, training, mentorship, access to investors, and in some cases, working capital.¹⁸

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated

	Actions	Goals	Lead Department	Priority
	4.1.1 Utilize City-controlled real estate to provide affordable commercial leasing opportunities for small and emerging businesses.		Economic Prosperity and Housing	
	4.1.2 Support the growth and expansion of culturally specific businesses to help increase access to cultural goods and services for all residents.		Economic Prosperity and Housing	
	4.1.3 Improve accessibility of small business programs through equitable outreach and multilingual implementation.		Economic Prosperity and Housing	
	4.1.4 Facilitate affordable commercial space to support small or locally owned businesses and increase economic opportunities. This may include code changes, negotiated development agreements, master leasing arrangements, supports for tenant improvements, shared amenities, etc.		Economic Prosperity and Housing; Community Development	
	4.1.5 Reframe the narrative around historically underserved neighborhoods by actively promoting their strengths and culture.		Economic Prosperity and Housing; Communications	
	4.1.6 Support Community Investment Trusts (CIT) and other opportunities for commercial ownership. Give local small businesses collective ownership over their physical location and provide an investment opportunity for individuals with low incomes.		Community Development; Economic Prosperity and Housing	
	4.1.7 Help small businesses and microenterprises access capital and build assets. Activities could include forming a partnership with a microfinance organization, facilitating low-cost loans, or encouraging small business owners to set up Individual Development Accounts (IDAs).		Economic Prosperity and Housing	
	4.1.8 Explore creative funding options to fund CBOs, anti-displacement strategies, community events, equitable community development programs, etc. This could include taxing high risk retail clusters.		Community Development; Economic Prosperity and Housing	
	4.1.9 Expand the Fourth Plain for All (FPFA) small business revolving loan fund citywide.		Economic Prosperity and Housing	
	4.1.10 Direct technical assistance and business support resources to underrepresented businesses, including skill-building opportunities and other tailored services.		Economic Prosperity and Housing	
	4.1.11 Fund Neighborhood Business Incubators. NBIs are a type of affordable shared commercial space that provide both a physical location and programmatic business development support for entrepreneurs.		Economic Prosperity and Housing	

17. Anti-Displacement Network. "Community Investment Trusts." About. <https://antidisplacement.org/tool/community-investment-trusts/>.

18. Anti-Displacement Network. "Neighborhood Business Incubators." About. <https://antidisplacement.org/tool/neighborhood-business-incubators/>.



Case Study:

Fourth Plain For All (FPFA)

Fourth Plain For All is a community-driven investment strategy approved by Vancouver City Council in November 2023, co-created with Fourth Plain residents, workers, and students to reflect a shared vision for central Vancouver neighborhoods.¹⁹

Vision statement: *Through continued investment, the people who live, work, and go to school in our community are healthy, safe, and have greater access to opportunities. Our ties to one another are strengthened through spaces to celebrate diverse cultures. People feel safe and are safe – whether walking, taking the bus, or visiting a park. Our neighborhoods are not only a local hub, but an international district that people love to visit – a Fourth Plain For All.*

A 10-Year Strategy with Immediate Action²⁰

The FPFA strategy was born out of a rare and significant opportunity: \$25 million in American Rescue Plan Act (ARPA) funding dedicated to central Vancouver neighborhoods. Rather than determining how to spend those dollars without community input, the City worked with Fourth Plain community members to identify near-term priorities for ARPA investment while simultaneously developing a broader 10-year roadmap to guide future investment in the area.

Together, the community identified more than 40 actions – spanning Housing, Community Building & Public Health, Parks & Public Space, Transportation & Safety, and Economic Development – prioritizing those most urgent for immediate ARPA funding while charting a course for long-term investment in the years ahead.



Case Study:

Fourth Plain Community Commons Project

- Fourth Plain Community Commons is a mixed-use development located on Fourth Plain Boulevard that is designed to serve the community with flexible event spaces, commercial kitchen incubators, office spaces, and more.²¹
- The building opened in September 2023, and includes affordable housing on the upper floors and flexible community-serving spaces on the ground floor. Community space elements include:
 - A commercial kitchen incubator to launch and support emerging food-based businesses;
 - A shared office space to co-locate services to make it easier for residents and businesses to access resources;
 - A community event space that can be rented for festivals, birthdays, etc.; and
 - A public plaza with infrastructure to support a market, food trucks, or other events.
- The development was funded through federal, state, and local funding sources and partnerships.

19. City of Vancouver. "Fourth Plain for All." Equitable Development Planning. <https://www.cityofvancouver.us/business/planning-development-and-zoning/equitable-development-planning/fourth-plain-for-all/>.



20. City of Vancouver. "Fourth Plain for All Community Grant Program." Equitable Development Planning. <https://www.cityofvancouver.us/business/planning-development-and-zoning/equitable-development-planning/fourth-plain-for-all-community-grant/>.

21. City of Vancouver. "Fourth Plain Community Commons." Equitable Development Planning. <https://www.cityofvancouver.us/business/planning-development-and-zoning/equitable-development-planning/fourth-plain-community-commons/>.

ECONOMIC DEVELOPMENT & WORKFORCE EMPOWERMENT

Strategy 2

Extend small business support to home-based microenterprises.

	Actions	Goals	Lead Department	Priority
4.2.1	Invest time and resources in community outreach to engage home-based businesses.		Economic Prosperity and Housing	High
4.2.2	Review City's Development Code for barriers to establishing or operating home-based businesses.		Community Development	High



Strategy 3

Support workforce development programs to increase access to quality jobs.



	Actions	Goals	Lead Department	Priority
4.3.1	Bring together employers, labor representatives, workers, job training partners, funders, and workforce development boards that specialize in a specific industry to address local workforce needs.	 	Economic Prosperity and Housing	
4.3.2	Increase access to existing job training, entrepreneurial services, and technology for under-represented communities. This should include hiring a workforce navigator to improve utilization of existing job training services in a specific area that is tailored to that community.	 	Economic Prosperity and Housing	
4.3.3	Partner with area schools to support people in gaining skills needed to access jobs.		Economic Prosperity and Housing	
4.3.4	Attract and support industries and companies to boost the number of living wage jobs at multiple levels of education and/or experience.		Economic Prosperity and Housing	

Goals Key:



 Equitable Community
  Universal Design & Access
  Focus on Youth & Aging Population
  Transparent and Inclusive Governance

Community & Priority Key:

 Community Identified
 High
 High Priority if Indicated

Strategy 4

Increase access to childcare.

	Actions	Goals	Lead Department	Priority
4.4.1	Provide specialized support for home-based childcare businesses.		Economic Prosperity and Housing	High
4.4.2	Address City regulations that make developing childcare facilities difficult and/or more expensive.		Community Development	High
4.4.3	Explore funding mechanisms, support programs and partners, and utilize City-owned properties to increase the number of childcare facilities and improve their affordability and accessibility for all Vancouver residents.	 	Community Development; Economic Prosperity and Housing	High
4.4.4	Research and adapt strategies from other cities to improve childcare workforce recruitment, retention, and wages, and better support working families and caregivers.	 	Community Development; Economic Prosperity and Housing	

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated





CHAPTER 5

HOUSING EQUITY & DISPLACEMENT RISK

VISION

All residents have access to safe, affordable housing and protections against displacement.

HOUSING EQUITY & DISPLACEMENT RISK

Strategy 1

Expand protections and programs aimed at improving housing safety, security, and reducing displacement.

Displacement

Involuntary relocation of households and businesses from their neighborhoods due to rising costs, redevelopment, or changing neighborhood conditions. For instance, displacement can happen when rents or housing costs become too high for existing residents to afford, forcing them to leave the neighborhood, often far away from jobs, services, and culturally-specific amenities in order to find more affordable housing.²²

Rental Assistance Programs

Programs that provide temporary financial aid to help with rent and utility payments. These programs are typically for residents with low-income who face a threat of eviction.²³

Community-Based Organizations (CBO)

Local organizations, often nonprofits, that provide services, advocacy, and resources to meet the specific needs and priorities of a particular community for issues like housing, education, health, environment, etc.²⁴

Tenant Protection Enhancements

New policies that increase tenant protections. These policies can include protections like limits on the reasons for which a landlord can evict a tenant or laws strengthening code enforcement and habitability standards.²⁵

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated

	Actions	Goals	Lead Department	Priority
	5.1.1 Improve distribution of emergency rental assistance programs to provide greater access for BIPOC and immigrant communities. Build capacity of culturally specific community-based organizations (CBOs) to administer available funding.		Economic Prosperity and Housing	
	5.1.2 Enhance tenant protections by expanding legal protections for renters to reduce and mitigate high costs of displacement. The City should eliminate junk fees and other cost barriers that drive up rental prices and create inequitable access for residents with lower income.		Economic Prosperity and Housing	High
	5.1.3 Support tenants facing eviction. This may include incorporating pre-eviction mediation when feasible, tracking eviction actions to inform policy decisions and identify patterns of concern, and developing programs and partnerships to connect tenants with resources, support and information throughout the eviction process - recognizing that an eviction filing can affect a renter's record regardless of outcome.		Economic Prosperity and Housing	High
	5.1.4 Reduce emissions within residential buildings. This could include incentivizing the installation of ventilation systems or building air intake away from street-level pollution sources and planting large form trees between the building and street.		Community Development	
	5.1.5 Disperse transitional housing throughout the City and offer grants to offset complexities for specific populations.		Economic Prosperity and Housing	

22. Carson Bridges and Steve Butler. "Dealing with Housing Displacement in Your Comprehensive Plan". Municipal Research and Services Center. <https://mrsc.org/stay-informed/mrsc-insight/may-2024/housing-displacement>.

23. Center on Budget and Policy Priorities. "Federal Rental Assistance." Policy Basics. <https://www.cbpp.org/research/housing/federal-rental-assistance>.

24. Public Input. "What is a Community Based Organization?." Dictionary. <https://publicinput.com/wp/dictionary/what-is-a-community-based-organization-cbo/>.

25. National Low Income Housing Coalition. "States Introduce Multiple Tenant Protections Bills This Legislative Session, Securing Several Wins for Renters Rights." Resources. <https://nlihc.org/resource/states-introduce-multiple-tenant-protections-bills-legislative-session-securing-several-wins-for-renters-rights>.

HOUSING EQUITY & DISPLACEMENT RISK

Strategy 2

Preserve the existing stock of affordable housing to maintain the available housing options for residents of lower economic means.

Rental Registration Program

A program that requires all rental properties to register with the City and receive a permit demonstrating habitability of the unit and code compliance. The program would create a database of all rental properties in the city.²⁶

Manufactured Home Parks (MHPs)

A site containing spaces that are leased for the long-term placement of manufactured homes. These are commonly known as Mobile Home Parks, but are also referred to as Manufactured Dwelling Parks due to changes in federal regulations around mobile and manufactured homes.²⁷

Right of First Refusal Program

This program gives certain groups the first chance to buy a property before it is on the open market. For example, a Community Land Trust could get the first opportunity to purchase a home. The owner must offer the property to the CLT before offering it to anyone else.²⁸

Transitional Housing

Temporary housing with supportive services to individuals and families experiencing homelessness with the goal of providing stability and support as the individual or family successfully moves to and maintains permanent housing.²⁹

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated

	Actions	Goals	Lead Department	Priority
5.2.1	Continue implementation of the Rental Registration Program by maintaining a comprehensive database of rental properties and landlords, and conducting inspections to ensure rental units meet basic health and safety standards.		Economic Prosperity and Housing	
5.2.2	Maintain affordability of Manufactured Home Parks (MHPs). This can include zoning to protect existing mobile home parks that provide naturally affordable housing units, supporting nonprofit organizations who work with residents to help them purchase manufactured dwelling parks under a cooperative model, and supporting residents with low-income to maintain properties in manufactured dwelling parks.		Community Development; Economic Prosperity and Housing	
5.2.3	Explore opportunities to preserve single-family homes for long-term affordability. This could include voluntary Right of First Refusal programs, engaging Community Land Trusts, and gathering input from homeowners, tenants, and nonprofit partners to understand interest, feasibility, and potential incentives for participation.		Economic Prosperity and Housing	
5.2.4	Support transitional housing for people experiencing homelessness.		Economic Prosperity and Housing	
5.2.5	Support Community Land Trusts. The City should work to help local CLTs build capacity to increase the number of CLT units in Vancouver, particularly neighborhood-specific CLTs.		Economic Prosperity and Housing	
5.2.6	Enhance programs to provide home repair loans and grants to stabilize and assist homeowners with low to moderate income by making improvements to their homes.		Economic Prosperity and Housing	
5.2.7	Preserve multi-family housing. Fund critical repairs or rehabilitation through grants or low-interest loans, support acquisition by mission-driven developers or nonprofits, monitor expiring affordability covenants, and intervene early. Identify and prioritize at-risk properties for preservation.		Economic Prosperity and Housing	

26. Housing Solutions Lab. "Rental Registries." Housing Policy Library. <https://www.localhousingsolutions.org/housing-policy-library/rental-registries/>.

27. Municipal Research and Services Center. "Manufactured Housing Regulation and Preservation." Housing and Homelessness. <https://mrsc.org/explore-topics/housing-homelessness/housing/manufactured-housing>.

28. Housing Alliance of Pennsylvania. "Affordable Housing Preservation: Right of First Refusal or Opportunity to Purchase." <https://housingalliancepa.org/wp-content/uploads/OpToPurchaseFactSheet.pdf>.

29. HUD Exchange. "What is Transitional Housing?." Transitional Housing. <https://www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/coc-program-components/transitional-housing/>.



Case Study:

Community Land Trusts (CLTs)

A Community Land Trust is a shared equity model that helps ensure long-term affordability through deed restrictions that require a portion of equity to be reinvested as a subsidy to reduce the sale price for future buyers.

Example CLT: Proud Ground

- Proud Ground’s mission directly addresses housing equity by utilizing the CLT model to achieve two goals for households with low- and moderate-income:
 - **Permanent affordability:** By retaining ownership of the land and selling only the home structure to the buyer, Proud Ground drastically reduces the initial purchase price.
 - **Wealth Building:** Unlike rental assistance, the CLT model allows homeowners to build equity. The standard Proud Ground resale formula ensures the homeowner earns back their principal plus a set percentage of the appreciation in the home’s value when they sell.³⁰
- Proud Ground project example: Proud Ground partnered with the Portland Clean Energy Community Benefits Fund (PCEF) on projects to create climate-resilient, affordable homes:
 - **Design:** Development of net-zero energy townhomes that feature solar panels, high-performance windows, and advanced insulation.
 - **Financial Impact:** Due to the CLT model and PCEF funding, homes that would typically sell for over \$400,000 were offered to income-qualified buyers for less than \$300,000.
 - **Long-Term Benefit:** Homeowners benefit from a permanently reduced purchase price and super low utility bills (or even no bills) due to the net-zero design, further increasing their long-term financial stability and equity.³¹



Case Study:

Affordable Housing Fund (AHF)

The City of Vancouver has an AHF that is funded through a local property tax levy. First approved in 2016, it was renewed for an additional \$100 million for 2024-2033. The AHF supports people experiencing very low-income in Vancouver through affordable housing development, rental assistance, and homelessness services.³²

- The City has funding available to community partners for projects and programs that:
 - Build and preserve long-term affordable housing in Vancouver;
 - Provide temporary shelter to people experiencing homelessness; or
 - Provide rental assistance and services to help households avoid an eviction or access a rental unit.
- The funding aims to increase affordable housing for individuals and families experiencing low incomes within the City of Vancouver, with a focus on:
 - Households earning below 50% of the Area Median Income (AMI) for rental units.
 - Households earning below 80% of the AMI for homeownership opportunities.
 - AMI is the midpoint of a region’s household incomes and is used to determine what counts as affordable housing for different income levels.

30. Proud Ground. “Our Organization.” About Us. <https://www.proudground.org/our-organization>

31. City of Portland. “Proud Ground and PCEF collaborate on building efficient, climate-resilient and affordable housing.” Planning and Sustainability. <https://www.portland.gov/bps/cleanenergy/news/2025/2/6/proud-ground-and-pcef-collaborate-building-efficient-climate>.

32. City of Vancouver. “Affordable Housing Fund.” Economic Prosperity and Housing. <https://www.cityofvancouver.us/economic-prosperity-and-housing/affordable-housing-fund/>.

HOUSING EQUITY & DISPLACEMENT RISK

Strategy 3

Support production of affordable housing.



Transit-Oriented Development (TOD)

Development that concentrates housing, jobs, and amenities within a walkable area around transit services. It aims to create compact, walkable, mixed-use neighborhoods that reduce car dependence and support vibrant, sustainable communities.³³

Community Housing Development Organization (CHDO)

A private, non-profit community based organization that has staff with the capacity to develop affordable housing for the community.³⁴

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated

	Actions	Goals	Lead Department	Priority
5.3.1	Support production of affordable housing by implementing the City's Housing Action Plan, which outlines specific actions to promote affordable and market-rate development.		Economic Prosperity and Housing	
5.3.2	Create a Land Acquisition and Management Strategy to acquire land for the development and preservation of affordable housing.		Economic Prosperity and Housing	
5.3.3	Advocate to increase funding to support affordable housing development at the state and federal levels.		City Manager's Office	
5.3.4	Incentivize inclusive transit-oriented developments (TODs). Incentives can include targeting the MFTE program to add transit-supportive requirements, providing the option of Type 1 development review to expedite the application process, and facilitating low-interest financing for projects with significant community benefit.		Economic Prosperity and Housing; Community Development	
5.3.5	Support public partnerships (private, nonprofit, or VHA) that further equity and housing goals. <ul style="list-style-type: none"> Support and partner with mission-aligned organizations, including CHDOs, to build local capacity for equitable and affordable housing development. Identify strategies to financially support public partnerships using non-traditional financing tools (i.e. revolving loan fund or philanthropic investment fund). 		Economic Prosperity and Housing	
5.3.6	Provide guidance and resources to support equitable community engagement in affordable housing projects. Offer tools such as equity-based planning, community benefit frameworks, advanced engagement feedback, and clear suggestions for how input can be incorporated, so developers can incorporate inclusive practices without needing to do their own engagement or delaying production. Maintain a list of trusted CBOs and tenant groups that developers can contact to host engagement conversations.	 	Economic Prosperity and Housing	
5.3.7	Support non-traditional housing: Promote and remove regulatory barriers preventing non-conventional methods of constructing housing, such as modular, panelized construction, 3d printing, or other methods that have the potential to reduce construction costs.		Community Development; Economic Prosperity and Housing	

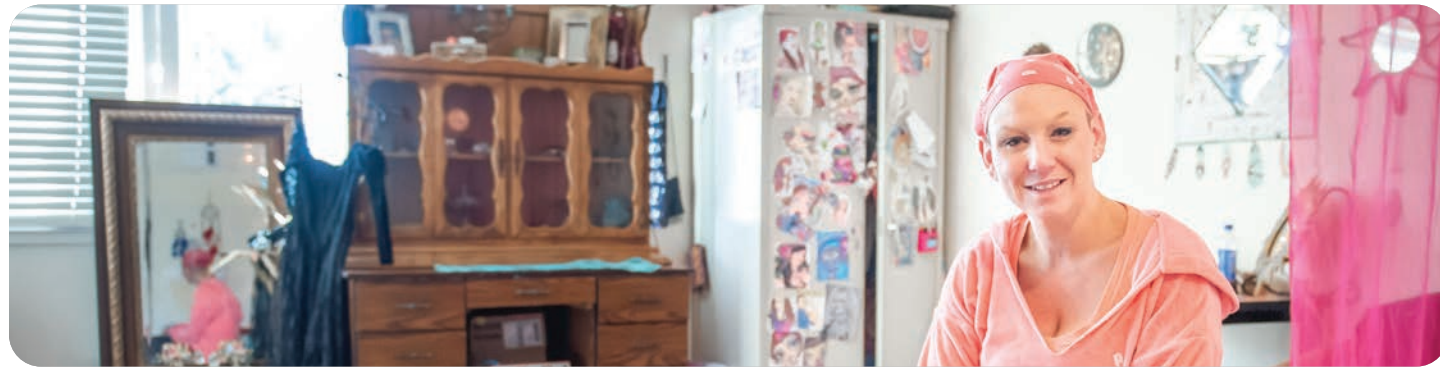
33. Transit-Oriented Development Institute. "TOD." Transit-Oriented Development. <http://www.tod.org/>.

34. HUD. "Home CHDO." HUD Exchange. <https://www.hudexchange.info/programs/home/topics/chdo/#policy-guidance-and-faqs>.

HOUSING EQUITY & DISPLACEMENT RISK

Strategy 4

Support programs and projects that help residents with lower-income enter and/or stay in the housing market to begin building generational wealth.



Limited Equity Cooperative (LEC)

A housing model where residents own a share in the building instead of their individual unit, and any profit from selling their share is capped to keep the home affordable for future residents. It's collectively owned and democratically run by the members.³⁵

Individual Development Account (IDA)

A matched savings account designed to help individuals with low-income build assets for specific goals such as homeownership. Funds are matched by government agencies or non-profits.³⁶

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated

	Actions	Goals	Lead Department	Priority
5.4.1	Fund programs that help homeowners with low income maintain and remain in their homes. This may include energy conservation, utilities assistance and home repair programs. Help residents reduce energy consumption to lower utility costs by creating pathways to weatherize their homes and learn sustainable energy use techniques.		Economic Prosperity and Housing	
5.4.2	Develop limited equity housing models with lower financial risk to support ownership opportunities for households with low income.		Economic Prosperity and Housing	
5.4.3	Create and/or fund programs that help households with low to moderate income enter the housing market affordably. Fund down payment assistance and financial literacy programs to help residents with moderate-income achieve homeownership.		Economic Prosperity and Housing	
5.4.4	Encourage and support models of homeownership to maintain long-term affordability. This includes supporting organizations using Community Land Trust (CLT) and Limited Equity Cooperative (LEC) shared equity models and deed-restricted homeownership to ensure long-term affordability for homebuyers with low to moderate income.		Economic Prosperity and Housing	
5.4.5	Support programs that increase household financial stability to increase housing security. See Economic Development and Workforce Empowerment (Chapter 4) for action items.		Economic Prosperity and Housing	
5.4.6	Create and fund a new Individual Development Account (IDA) program to help more people enter into the housing market to begin building generational wealth. Advocate for greater state funding to support IDAs.		Economic Prosperity and Housing	
5.4.7	Support cooperative housing where members pool resources to build or buy property together.		Economic Prosperity and Housing	





35. Housing Solutions Lab. "Limited Equity Cooperatives." Housing Policy Library. <https://www.localhousingolutions.org/housing-policy-library/limited-equity-cooperatives/>.

36. Oregon IDA Initiative. "About the Oregon IDA Initiative." Overview. <https://oregonidainitiative.org/overview/>.

HOUSING EQUITY & DISPLACEMENT RISK

Strategy 5

Support the use of universal design principles to enhance accessibility for people of all ages and abilities.

	Actions	Goals	Lead Department	Priority
5.5.1	Require universal design principles in new housing, commercial development, and public spaces.		Community Development	
5.5.2	Encourage affordable housing options tailored to multigenerational living, aging in place, and a wide range of abilities.		Economic Prosperity and Housing	
5.5.3	Provide financial assistance (grants or low interest loans) to home owners with low income to retrofit existing homes with accessibility features.		Economic Prosperity and Housing	
5.5.4	Support the retrofitting of existing public spaces and commercial developments to enhance accessibility.		Economic Prosperity and Housing	

Retrofit

A modification or upgrade performed after the building has been completed and occupied. Retrofitting existing homes to make them more accessible could include installing wheelchair ramps, widening doors and hallways to accommodate wheelchairs, lowering kitchen appliances to make them reachable from a seated position, or installing smart technology to assist with lights or doors.³⁷

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified






High

High Priority if Indicated



Strategy 6

Ensure that residents have access to services that support multigenerational living and aging in place.

	Actions	Goals	Lead Department	Priority
5.6.1	Support programs that connect older adults with caregivers, including family caregivers and professional services.		Economic Prosperity and Housing	
5.6.2	Create intergenerational community spaces and programming that encourage interactions between seniors, children, and working-age adults.		Economic Prosperity and Housing; Parks, Recreation and Cultural Services	
5.6.3	Work with partners to develop resources and trainings for family members caring for aging relatives.		Economic Prosperity and Housing	
5.6.4	Explore options to expand property tax relief programs for senior homeowners and multigenerational households with low-income.	 	Economic Prosperity and Housing	

Universal Design

The design of products or environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design regardless of age, ability, or physical condition.³⁸

37. Cinnamon Janzer. "The Unaffordability of Accessibility: The Challenge of Retrofitting American Homes." Shelter Force. <https://shelterforce.org/2023/06/22/the-unaffordability-of-accessibility-the-challenge-of-retrofitting-american-homes/>.

38. National Association of Home Builders. "What is Universal Design?." Consumer Resources. <https://www.nahb.org/other/consumer-resources/what-is-universal-design/>.

HOUSING EQUITY & DISPLACEMENT RISK

Strategy 7

Support identity-based and culturally-specific housing needs.

Culturally-Specific Housing Needs

Refers to the design, location, and management of housing that reflects and supports the unique social, religious, lifestyle, and general practices of a specific cultural, ethnic, or demographic group. Culturally-specific housing needs ensure housing validates and sustains the residents' way of life rather than forcing them to adapt their culture to a standard housing model.³⁹

Identity-Based Housing Needs

Identity-based housing needs refer to the distinct housing challenges, barriers, and preferences experienced by individuals based on aspects of their social identity – including race, ethnicity, gender identity, sexual orientation, disability, age, religion, national origin, and familial status.

Permanent Supportive Housing (PSH)

Combines affordable housing with supportive services to help people achieve long-term housing stability. PSH is a Housing First principle and is designed to build independent living skills as a solution to homelessness. Housing First is an approach to ending homelessness that focuses on providing permanent and unconditional access to housing before other supportive services. Supportive services can include health care, mental health counseling, job training and employment support.⁴⁰

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated

	Actions	Goals	Lead Department	Priority
5.7.1	Work with partners to facilitate and fund housing that meets the needs of different households based on age, sex, gender identity, culture, disability, and other factors.		Economic Prosperity and Housing	
5.7.2	Facilitate collaboration and partnerships between community-based organizations and affordable housing providers. This will help affordable housing units to be reflective of community needs when disaggregated by race, disability, sex, gender identity, and other factors.		Community Development; Economic Prosperity and Housing	
5.7.3	Accommodate identity-based needs in Permanent Supportive Housing (PSH), Temporary Housing, and Shelter Space.		Economic Prosperity and Housing; City Manager's Office	
5.7.4	Do not require citizenship status or government-issued IDs for shelter access at City-funded facilities. An exception can be made only where alternative funding source requirements expressly prohibit this standard.		City Manager's Office	
5.7.5	Support housing models that reflect cultural traditions, such as multi-generational living spaces, communal kitchens, shared common spaces, or extended family accommodations.		Community Development; Economic Prosperity and Housing	
5.7.6	Support mixed-income housing developments.		Community Development; Economic Prosperity and Housing	
5.7.7	Support culturally responsive property management and tenant support services, including providing information in different languages.		Community Development; Economic Prosperity and Housing	
5.7.8	Develop shelters that offer adequate services to address barriers and help residents transition into permanent housing. Ensure funding is adequate to provide needed programming or support services.		City Manager's Office	

39. Minnesota Housing Partnership. "Towards Culturally Sensitive Housing." <https://mhponline.org/toward-culturally-sensitive-housing/>.

40. National League of Cities. "What is Permanent Supportive Housing?." <https://www.nlc.org/article/2024/01/31/what-is-permanent-supportive-housing/>.



CHAPTER 6

TRANSPORTATION JUSTICE

VISION

The City's transportation system is equitable, sustainable, accessible and affordable, and barriers to mobility are eliminated for all residents.

TRANSPORTATION JUSTICE

Strategy 1

Make walking and rolling, small mobility, and transit options convenient for neighborhood travel.

	Actions	Goals	Lead Department	Priority
6.1.1	Develop and implement a Vancouver Safe Routes to School (SRTS) program. The City will work with schools to understand student travel patterns, identify barriers to safe walking, rolling, and biking, and take action to address those challenges.		Community Development	
6.1.2	Prioritize areas for improvement using the Equity Atlas to make walking and rolling, small mobility, and transit options safe and accessible for neighborhood travel.		Community Development; Public Works	
6.1.3	Increase street tree canopy in partnership with Urban Forestry and Parks, focusing on equity priority areas first. This can serve as a form of traffic calming, provide more enjoyable and comfortable routes, and provide needed cooling during extreme heat events.		Community Development; Parks, Recreation and Cultural Services; Public Works	

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated



Case Study:

Safe Routes to School

- Safe Routes to School is a movement to create safe, convenient, and fun opportunities for children to walk and bike to and from school. The concept is to address the decline in children walking or biking to school by improving safety and reducing traffic around schools.⁴¹
- Portland's SRTS program features:
 - Dedicated funding specifically to SRTS.
 - Infrastructure focused changes such as high-visibility crosswalks, building new sidewalks and filling sidewalk gaps, and implementing traffic calming measures like speed bumps, raised crosswalks, and refuge islands near schools.
 - Equity-focused approach prioritizes schools located in areas with high poverty rates and where there is a disproportionate number of traffic crashes involving pedestrians and cyclists.
 - Encouragement and education programs that work with neighborhood associations and schools to host events, provide free bicycle education, and distribute helmets and bike equipment to students.⁴²
- Portland's SRTS initiatives have increased the number of children walking and biking to school and reduced speed and traffic volume on critical school routes.⁴³

41. Safe Routes Partnership. "Impact of Safe Routes to School Program on Walking and Bicycling." Resource. <https://saferoutespartnership.org/resource/impact-srts-walking-biking/>.

42. City of Portland. "Fixing Our Streets and Safe Routes to School." Transportation. <https://www.portland.gov/transportation/walking-biking-transit-safety/safe-routes/fixing-our-streets-and-safe-routes-school>.

43. City of Portland. "Safe Routes to School Program Summary 2023-24." Transportation. <https://www.portland.gov/transportation/walking-biking-transit-safety/safe-routes/safe-routes-school-program-summary-2023-24>.

TRANSPORTATION JUSTICE

Strategy 2

Create transportation corridors that connect growth areas, support business, serve transit, and maximize safety and accessibility.



Transportation Improvement Program (TIP)

Every year, the City of Vancouver prepares a Six-Year Transportation Improvement Program (TIP). The TIP lists all future projects with detailed project information and funding status. Projects in the TIP include studies, plans, and major street, bicycle, pedestrian, and traffic signal improvements. Each annual update to the TIP includes a public outreach process and requires City Council approval.⁴⁴

Vision Zero

A strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, and equitable mobility for all.⁴⁵

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated

	Actions	Goals	Lead Department	Priority
🔍 6.2.1	Program projects into the TIP with a set of criteria based on equity, safety, climate, and transportation choice. Elevate projects that are in equity priority areas, serve transit stops, are near a school, are in an identified critical walking and rolling or bicycling gap, or are along a high-crash corridor.	Equitable Community, Universal Design & Access	Community Development; Public Works	High
6.2.2	Prioritize corridors for repaving based on equity, transit use, and pavement condition.	Universal Design & Access	Public Works	
🔍 6.2.3	Adopt a Vision Zero policy committing to end traffic fatalities and serious injuries on Vancouver streets by 2040.	Transparent and Inclusive Governance	Community Development	
6.2.4	Create a process for regular updates to the Local Roads Safety Plan by analyzing existing collision data to identify the city's "high-crash corridors." Regularly update the online dashboard of the high-crash roads and apply the City's equity index to determine where historically underserved communities are at greater risk of death and injury while traveling in their neighborhood. Use this information to prioritize investments, outreach and education to improve safety and reach our Vision Zero goals.	Equitable Community, Universal Design & Access	Community Development; Public Works	High
6.2.5	Make parking and other signage highly legible and easy to understand from the user perspective, particularly for non-native English speakers and people with disabilities. Use technology, information, wayfinding, or other strategies so people can easily find their destination.	Universal Design & Access	Community Development; Public Works	
6.2.6	Improve public education and outreach around how to use public transportation, including campaigns that empower both youth and parents to take the bus, to debunk negative perceptions of public transit, and increasing bus stop coverage and amenities across neighborhoods citywide.	Transparent and Inclusive Governance	Community Development	Community Identified

44. City of Vancouver. "Transportation Improvement Program." Public Works. <https://www.cityofvancouver.us/government/department/public-works/transportation-improvement-program/>

45. Vision Zero Network. "What is Vision Zero?." About. <https://visionzeronetwork.org/about/what-is-vision-zero/>.

TRANSPORTATION JUSTICE

Strategy 3

Fill sidewalk gaps, add safe crossings, and support speed and reliability projects that keep transit moving efficiently.

	Actions	Goals	Lead Department	Priority
6.3.1	Prioritize sidewalk and crosswalk gaps adjacent to transit stops, schools, parks, and other City facilities, particularly along transit equity corridors. Identify first/last mile barriers to major transit stops and address on a rolling basis.	 	Community Development	
6.3.2	In coordination with C-TRAN, build a network of Enhanced Transit Corridors where higher levels of transit service (frequency, hours of operation, stop amenities) are desired based on existing and future density and equity needs.		Community Development	High
6.3.3	Ensure that roadway configurations and design support transit travel time and reliability on enhanced transit corridors.		Public Works	
6.3.4	Designate transit equity corridors based on equity priority areas and residential areas with high reliance on transit. Use as a criterion in project prioritization.		Community Development	
6.3.5	Integrate shared and emerging mobility technology and tools with C-TRAN microtransit zones to provide a suite of mobility options, especially in lower-density areas without high-frequency transit.		Community Development	

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated



Transit Equity Corridors

Public transportation routes or areas designed to ensure all communities, especially underserved or low-income communities, have fair and just access to reliable, affordable, and efficient public transportation.⁴⁶

Microtransit

Microtransit is a flexible, on-demand public transportation service that uses smaller vehicles to connect passengers to destinations within a defined service area. C-TRAN launched The Current that provides door-to-door service that can be scheduled through a mobile app or over the phone.⁴⁷




46. City of Vancouver. "Equitable Transportation Investment Strategy." https://www.cityofvancouver.us/wp-content/uploads/2023/07/cov_equitable_transportation_investment_strategy_22_05_26.pdf.

47. C-TRAN. "Introducing The Current: C-TRAN's New On-Demand Service." <https://mail.c-tran.com/about-c-tran/news/news-releases/876-introducing-the-current-c-tran-s-new-on-demand-service>.

TRANSPORTATION JUSTICE

Strategy 4

Make the walking, rolling, bicycling, and small mobility networks inviting for all ages and abilities.

	Actions	Goals	Lead Department	Priority
6.4.1	Build a citywide low-stress Bike and Small Mobility (BSM) network that prioritizes safety and comfort for people of all ages and abilities. Target a density of low-stress facilities every half-mile.		Community Development; Public Works	
6.4.2	Create safe routes to community destinations such as parks and schools. Identify the specific needs of seniors and develop safe routes for these users.		Community Development	
6.4.3	Explore the creation of an E-bike rebate program focused on increasing access to E-bikes for individuals in households with low- and moderate-income.		Community Development	

Bicycle and Small Mobility (BSM) Network

A connected system of bike lanes, paths, and routes for small, non-motorized or low-speed mobility devices like e-scooters and e-bikes to provide safe, accessible, and convenient travel options.⁴⁸

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated



Case Study:

E-bike rebate program

- An e-bike rebate program is a financial incentive offered by a government entity to encourage residents to purchase an electric bicycle. The goal of these programs is to encourage residents to switch from car trips to e-bike use.
- The City of Tacoma's E-Bike Rebate Pilot Program is focused on communities impacted by pollution.
 - Tacoma's program was funded from the Department of Ecology with funding from Washington's Climate Commitment Act.
 - Because it focused on air quality, the e-bike rebates were available specifically in neighborhoods highly impacted by air pollution.
- The e-bike rebates were tiered based on household income ranging from \$300 to \$1,200.
 - 95% of Tacoma's e-bike rebates went to lower-income residents and were for the full \$1,200.
- Community Outreach
 - The City partnered with Community Ambassadors (local leaders that were compensated) to deliver culturally relevant outreach in their communities and were fluent in Spanish, Cambodian, and Vietnamese.
 - The City also hosted E-Bike Community Parties at neighborhood parks to answer questions about e-bikes and encourage residents to apply.
 - The City partnered with a local cycling group to offer free Adult Learn To Ride classes to participants.⁴⁹




48. City of Vancouver. "Transportation System Plan 2024-2044." <https://www.cityofvancouver.us/wp-content/uploads/2024/01/Van-TSP-Book-202402-Reduced.pdf>.

49. City of Tacoma. "E-Bike Programs." Public Works. <https://tacoma.gov/government/departments/public-works/mobility-options/bicycling/e-bike-programs/>.

TRANSPORTATION JUSTICE

Strategy 5

Embed equity at all levels when developing policies and programs relating to new transportation technologies.

	Actions	Goals	Lead Department	Priority
6.5.1	Create City policies for how shared mobility and emerging mobility vendors can operate in Vancouver. Integrate equity through reduced costs for people with low incomes.		Community Development	
6.5.2	Pilot a small mobility and scooter share program. Focus station placement in equity priority areas and subsidize membership for people with low incomes.	 	Community Development	

Goals Key:

 Equitable Community
 Universal Design & Access
 Focus on Youth & Aging Population
 Transparent and Inclusive Governance

Community & Priority Key:

 Community Identified
 High Priority if Indicated





CHAPTER 7




SUSTAINABILITY & CLIMATE JUSTICE

VISION

All residents live in environments free from pollution and have access to resources during extreme climate events.

Strategy 1

Address health exposure and climate vulnerability.

	Actions	Goals	Lead Department	Priority
7.1.1	Identify areas where health exposure and climate vulnerability are high. Utilize the state's environmental justice analysis, Comprehensive Plan data, Clark County Heat Watch 2024 Report, and other related data.		City Manager's Office; Community Development	High
7.1.2	Review Climate Adaptation Strategy with an equity lens and create equity-based action items to be implemented.		City Manager's Office; Community Development	High
7.1.3	Reduce and remediate soils contaminated from industrial and building processes.		Economic Prosperity and Housing	

Climate Vulnerability

The degree to which a community is susceptible to harm and able to prepare, endure, and recover from the impacts of climate change, including extreme weather events, sea-level rise, or temperature changes.⁵⁰

Health Exposure

Health exposure is the degree to which people are subjected to environmental conditions that negatively impact wellbeing, such as air pollution, extreme heat, noise, or toxic substances.

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated



Strategy 2

Prioritize green infrastructure investments in equity priority areas.

Green Infrastructure

Green infrastructure uses plants, soils, and other media to capture and treat stormwater at its source. It manages stormwater by letting it soak into the ground, be absorbed by plants, or evaporate naturally. Examples include rain gardens, bioswales, and green roofs.⁵¹

Heat Island Effect

Heat islands occur when a developed area experiences higher temperatures than nearby rural areas, or when areas experience hotter temperatures within a city due to human activities, dense buildings, lack of trees and green spaces, and paved surfaces that absorb and retain heat.⁵²

Ecosystem Benefits

Ecosystem benefits are the positive contributions that natural systems provide to people, plants, and animals, such as clean air and water, climate regulation, flood protection, wildlife habitat, food production, and mental well-being.⁵³

Bioswales

Bioswales are vegetated, landscape channels that capture, treat, and filter stormwater runoff.⁵⁴

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated

	Actions	Goals	Lead Department	Priority
7.2.1	Invest in green infrastructure, including parks, urban forests, and stormwater management systems to improve environmental quality and resilience in equity priority areas. Include green infrastructure elements in all capital investments where feasible.		Parks, Recreation and Cultural Services; Urban Forestry; Public Works	
7.2.2	Combat the impacts of the heat island effect by increasing biodiversity and offering quick access to nature, prioritizing equity priority areas. Incentivize long-lived, large form, drought-tolerant, and/or climate-resilient native plantings and retention in existing and new developments. Reach 28% tree canopy citywide by focusing on areas with the largest disparities in tree cover.		Parks, Recreation and Cultural Services; Urban Forestry	
7.2.3	Keep natural lands intact to ensure that vegetation continues to capture carbon from the atmosphere and provide ecosystem benefits and access to nature.		Parks, Recreation and Cultural Services; Community Development	
7.2.4	Widen planting strips to accommodate medium to large street trees, prioritizing areas most affected by extreme heat and air pollution, in order to maximize shade and reduce both air pollution and the heat island effect.		Community Development; Public Works	
7.2.5	Screen highways with vegetation that provides high levels of carbon capture to reduce air pollution and provide a visual buffer.		Community Development, Public Works	
7.2.6	Support green activation of rooftops and vertical walls to help reduce the urban heat island effect, prioritizing equity priority areas and areas with the greatest disparities of green infrastructure. Utilize rooftops for edible rooftop gardens with small trees and vegetated walls and spaces to reduce urban heat islands.	 	Community Development; Economic Prosperity and Housing	
7.2.7	Implement green infrastructure solutions in areas prone to localized flooding, including storage basins, ponds, bioswales, rain gardens, and stormwater trees, to reduce stormwater impacts.		Community Development; Public Works	

51. EPA. "About Green Infrastructure." Green Infrastructure. <https://www.epa.gov/green-infrastructure/about-green-infrastructure>.







52. EPA. "Heat Island Effect." Heat Islands. <https://www.epa.gov/heatislands>.

53. USDA. "Ecosystem Services." Climate Hubs. <https://www.climatehubs.usda.gov/ecosystem-services>.

54. NACTO. "Bioswales." Urban Street Design Guide. <https://nacto.org/publication/urban-street-design-guide/street-design-elements/stormwater-management/bioswales/>.

Strategy 3

Expand access to education, resources and natural areas, particularly in equity priority areas.

	Actions	Goals	Lead Department	Priority
7.3.1	Ensure all neighborhoods have access to healthy food options, prioritizing equity priority areas. Incentivize community gardens.	 	Economic Prosperity and Housing; Community Development; Parks, Recreation and Cultural Services	
7.3.2	Create walkable (15 minute) opportunities for all people to access fresh food and support food sovereignty, reducing emissions and reliance on a personal vehicle.	 	Community Development	
7.3.3	Create programs for both children and adults to learn about nature-based solutions throughout the community.		Parks, Recreation and Cultural Services	
7.3.4	Ensure all neighborhoods have access to open space by providing accessible, walkable trail connections within a half mile to the nearest open space, prioritizing equity priority areas.		Community Development; Parks, Recreation and Cultural Services; Public Works	

Goals Key:



Equitable Community



Universal Design & Access



Focus on Youth & Aging Population



Transparent and Inclusive Governance

Community & Priority Key:



Community Identified

High

High Priority if Indicated

