Vancouver City Council

Anne McEnerny-Ogle, Mayor
Bart Hansen - Ty Stober - Erik Paulsen
Sarah J. Fox - Diana H. Perez - Kim D. Harless

City Council Meeting Agenda
August 24, 2026

In accordance with the Open Public Meetings Act (OPMA), the Vancouver City Council meeting will be open to in-person attendance. Options for viewing and/or participating in the meeting remotely will also be accommodated. The City Council will be attending this meeting in person.

All City Council workshops and meetings are broadcast onCVTV cable channels 23 / HD 323 and on www.cvtv.org.

Public testimony will be accepted regarding any matter on the agenda below. Advance registration will be required.

Unless otherwise announced by the Presiding Officer, each speaker may testify once for up to three minutes under each public testimony opportunity below and will be asked to provide their name and city of residence for the record.

Testimony will be accepted in the following manner:

- **Written comments submitted in advance**: Email comments to the City Council until 12:00 p.m. August 24, 2026. Comments will be compiled and sent to the City Council and entered into the record.
- **In-person or remote testimony during the meeting**: Register in-person at City Hall. In-person registration is open until 6:30 p.m. on August 24, 2026. Instructions will be provided on-site. Register to testify online. Online registration is open until 12:00 p.m. on August 24, 2026.

Visit the city's website for more information and to register under Community Testimony or call the City Manager's Office at (360) 487-8600.

Further instructions for accessing the virtual meeting (for remote testimony) will be provided upon registration.

Upon request, printouts of agenda materials will be provided, including large print.

Workshops: 3:00 - 6:00 p.m.

Vancouver City Hall - Council Chambers - 415 W 6th Street, Vancouver WA

Vancouver Fire Department Support Staff Proposal
(Approximately 1 hour)

John Drake, Fire Chief, John.Drake@cityofvancouver.us

City Financial Policies and Investment Policy Review
(Approximately 1 hour, to immediately follow the previous workshop)

Lisa Brandl, Deputy City Manager, Anthony Glenn, Treasurer, lisa.brandl@cityofvancouver.us, anthony.glenn@cityofvancouver.us

2026 Climate Action Framework Update
(Approximately 1 hour, to immediately follow the previous workshop)

Rebecca Small, Senior Policy Analyst, rebecca.small@cityofvancouver.us

Council Dinner / Administrative Updates (6:00 - 6:30 PM)

Regular Council Meeting

6:30 PM
Vancouver City Hall - Council Chambers - 415 W 6th Street, Vancouver WA

Pledge of Allegiance

Call to Order and Roll Call

Approval of Minutes

Minutes - August 17, 2026

Community Communication
This is the place on the agenda where the public is invited to speak to Council regarding any matter on the Agenda not already scheduled for Public Hearing. (Separate instructions are provided for offering testimony on Public Hearing when applicable.) This includes the option to testify about Workshops. Members of the public addressing Council are requested to give their name and city of residence for the audio record. Speakers are to limit their testimony to a total of three minutes for all items combined.

Consent Agenda
The following items will be passed by a single motion to approve all listed actions and resolutions. There will be no discussion on these items unless requested by Council. If discussion is requested, the item will be moved from the Consent Agenda and considered separately – after the motion has been made and passed to approve the remaining items.

1. Contract - Bid Award for 2026 Resurfacing Project Ph 2 - ITB 26-28 - C-102341

Staff Report: 167-26

Request: On Monday, August 24, 2026, award a construction contract for the 2026 Resurfacing Project - Ph 2 to the lowest responsive bidder, Lakeside Industries, of Vancouver, WA, at the bid price of $1,519,444, which includes Washington State Sales tax, and authorize the City Manager, or designee, to finalize and execute the contract.

Chris Sneider, Senior Civil Engineer, chris.sneider@cityofvancouver.us

2. Resolution Adopting Revisions to the Affordable Housing Fund (AHF) Administrative and Financial Plan

A RESOLUTION relating to low-income housing, providing amendments to the 2024-2033 Affordable Housing Financing Plan adopted in 2022 for the collection and use of monies authorized by RCW 84.52.105 to fund very low-income housing; providing for Severability; and an Effective Date.

Staff Report: 168-26

Request: On Monday, August 24, 2026, finalize and approve the resolution to adopt revisions to the Affordable Housing Fund (AHF) Administrative and Financial Plan.

Ian Alger, Housing Project Planner, Ian.Alger@cityofvancouver.us

3. Approval of the Claim Vouchers

Request: Approve claim vouchers for August 24, 2026.

Public Hearings

The following item(s) are scheduled for public hearing. Members of the public addressing Council are requested to give their name and city of residence for the audio record. Unless otherwise announced by the Presiding Officer, speakers are to limit their testimony to three minutes for each public hearing.

4. Resolution - Vancouver Heights Senior Housing Partners Limited Partnership Disposition and Development Agreement

A RESOLUTION relating to the approval of a Land Disposition and Development agreement between the City of Vancouver and Vancouver Heights Senior Housing Partners Limited Partnership; establishing the terms and conditions under which the senior housing building on the Heights District Site P lot will be developed and ground leased by the City to Vancouver Heights Senior Housing Partners Limited Partnership; (the “Developer”) and authorizing the City Manager to execute the disposition and development agreement.

Staff Report: 164-26

Request: On Monday, August 24, 2026, upon second reading and a public hearing, approve the resolution approving the Disposition and Development Agreement between the City of Vancouver and Vancouver Heights Senior Housing Partners Limited Partnership Disposition and Development Agreement (DDA) and authorizing the City Manager to execute the agreement, related implementation documents and certain amendments to the DDA.

Amy Stewart, Real Estate Project Manager, amy.stewart@cityofvancouver.us

5. Ordinance Amending Vancouver Municipal Code 3.05 Procurement

AN ORDINANCE of the Vancouver City Council amending chapter 3.05 Vancouver Municipal Code (VMC) to change administrative responsibility for certain procurement actions; to provide clarity to other existing provisions; to provide for severability; and setting an effective date.

Staff Report: 165-26

Request: On Monday, August 24, 2026, upon second reading and a public hearing, finalize and approve the ordinance.

Geraldene Moyle, General Services Director, geraldene.moyle@cityofvancouver.us

6. Ordinance Authorizing the Implementation of 0.1% Public Safety Sales and Use Tax pursuant to RCW 82.14.345

AN ORDINANCE of the City of Vancouver, Washington, enacting an additional sales and use tax of one-tenth of one percent for criminal justice purposes as authorized by RCW 82.14.345; adding a new section to the Vancouver Municipal Code Chapter 5.98; providing for severability; and establishing an effective date.

Staff Report: 166-26

Request: On Monday, August 24, 2026, upon second reading and a public hearing, finalize and approve the ordinance.

Troy Price, Police Chief, Erica Nilsen, Jaycee Elliott, Business Intelligence Analyst, troy.price@cityofvancouver.us, Jaycee.Elliott@cityofvancouver.us

Communications

A. From the Council

B. From the Mayor

C. From the City Manager

Community Survey Follow-Up

Community Forum

This is the place on the agenda where the public is invited to speak to Council regarding any matter. Members of the public addressing Council are requested to give their name and city of residence for the record. Speakers are to limit their testimony to a total of three minutes. Up to 90 minutes will be allotted for the Community Forum.

Adjournment

City Hall is served by C-TRAN. Route information and schedules are available online at www.c-tran.com. You also may reach C-TRAN at (360) 695-0123 for more information on times, fares, and routes.

Anyone needing language interpretation services or accommodations with a disability at a Vancouver City Council meeting may contact the City Manager's staff at (360) 487-8600 (RELAY: 711). Assistive listening devices and live Closed Captioning are available for the deaf, hard of hearing and general public use. Please notify a staff person if you wish to use one of the devices. Every attempt at reasonable accommodation will be made. To request this agenda in another format, please also contact the phone numbers listed above.



CITY OF Vancouver WASHINGTON

VFD Support Staff Proposal

JD Drake
Fire Chief
Vancouver Fire Department
August 24, 2026



Agenda

- VFD 2026-2029: A Safe and Prepared Community
- Proposed Support Staff Positions
- Funding

VFD Vision, Mission, and Values

Vision

To be the regional leader in public safety and emergency services, forging unified partnerships, and safeguarding our community

Mission

To preserve life, protect property, and ensure a safe, prepared community

Values

- Service
- Engagement
- Respect
- Vision
- Integrity
- Collaboration
- Excellence
- Safety

VFD Goals

1. Deliver exceptional public safety and emergency services
2. Promote a safe, healthy work environment that effectively manages personal and organizational risk
3. Commit to a progressive, respectful culture that advances belonging, equity, and inclusion
4. Cultivate interactive leadership, collaborative partnerships, and responsible performance management
5. Foster personal growth, professional development, and organizational succession
6. Identify, implement, and integrate emerging technological innovations
7. Strengthen disaster preparedness, response, and community resilience

Strategic Plan Organization



Goal 1
Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS		RESPONSIBLE LEAD
1 Ensure optimal resource deployment to meet the evolving needs of our community	1.1.1	Conduct a comprehensive Standard of Coverage analysis that addresses the National Fire Protection Association (NFPA) 1710 - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Services (EMS), and Special Operations. Optimize resource distribution, concentration, reliability, and Effective Response Forces (reference Washington Surveying & Rating Bureau [WSRB] ratings) when considering deployment models.	FC/EOPS/ AOPS
	1.1.2	Continually evaluate, redeploy, reconfigure, and augment personnel, apparatus, and resources based on community, public safety, and emergency service needs identified in the Standards of Cover analysis.	FC/EOPS/ AOPS
	1.1.3	Evaluate and reconcile staffing levels per rank and attribute to ensure adherence to minimum requirements.	EOPS
	1.1.4	Develop comprehensive, specialized strategic plans, performance measurement, and performance management processes for resources assigned to Emergency Operations, Administrative Operations, and the Fire Marshal's Office.	EOPS/ AOPS/FM
	1.1.4.1	Emergency Operations	EOPS
	1.1.4.2	Administrative Operations	AOPS
	1.1.4.3	Fire Marshal's Office	FMO
	1.1.4.4	Emergency Medical Services (EMS) Division	EMS
	1.1.4.5	Training Division	TRG

Chief of Staff

Underfill for Deputy Chief Vacancy

- Daytime Battalion Chief assignment that reports to the Fire Chief
- Supports, facilitates, and manages key priorities, initiatives, and projects identified in A Safe and Prepared Community
- Monitors program performance and outcomes, reporting results to leadership
- Identifies opportunities for operational and administrative improvements and recommends process enhancements
- Facilitates communication between the Fire Chief, internal stakeholders, external stakeholders, and government partners

Professional Standards Manager

- Provides guidance to members regarding progressive leadership, mentorship, coaching, counselling, and performance management initiatives
- Develops and reviews VFD manuals and policies related to professional standards, progressive engagement, and performance management
- Collaborates with City HR to ensure accountability for professional conduct and oversee administrative investigations related to internal and external complaints or personnel matters
- Manages employee recognition programs and awards

Emergency Services Manager

- Coordinates completion and maintenance of Standards of Coverage analyses related to emergency resource distribution, concentration, and reliability
- Assists in the coordination and deployment of VFD Public Information Officer (PIO) Program
- Develops comprehensive operational manuals
- Coordinates information sharing and integrated planning with regional law enforcement partners to support homeland security initiatives
- Develops and implements a Continuity of Operations Plan

Support Specialist III

Training

- Performs responsible records management for all suppression personnel training and certifications
- Develops efficient processes for publishing online training assignments and tracking completion
- Organizes, manages logistics, and provides general support for core training functions (e.g., academies, promotional processes, department-wide drills)
- Provides clerical support for implementation of new programs, procedures, methods, and systems

Material Control Coordinator

Logistics Division

- Assists with the purchasing of supplies, equipment, and other services for the VFD
- Issues equipment and supplies while tracking equipment renewal, disposal, surplus, and lost/damaged items
- Manages inventory control through tracking and auditing
- Assesses and implements new processes, procedures, and programs to ensure responsible stewardship of department inventory

Business Intelligence Analyst I

- Supports the implementation of performance measurement and performance management activities connected to A Safe and Prepared Community
- Establishes and maintains performance benchmarks and assessment methods aligned to strategic goals
- Develops analytic products that identify performance trends, highlight areas of strength or concern, and provide leadership with insights
- Partners with program leads to embed performance practices into daily operations

Support Specialist II

Fire Marshal's Office (FMO)

- Assists with billing and collection of permits, fees, and citations
- Provides clerical support for public education initiatives
- Performs a wide variety of administrative support (e.g., data entry, records management, and report preparation)
- Creates building and suite data structures within the FMO records management system

Administrative Assistant III

Deputy Chief Support

- Coordinates meetings, maintains calendars, prioritizes appointments, and manages scheduling conflicts
- Serves as the primary liaison for internal and external communications on behalf of the Deputy Fire Chiefs
- Prepares agendas, presentations, and meeting materials
- Provides administrative support for strategic plan initiatives assigned to the deputy chiefs

Funding for 7 New Positions

Position	2026 Q4	2027	2028	2029 Q1-Q3	Total
Professional Standards Manager	$42,871	$171,484	$178,371	$140,466	**$533,192**
Emergency Services Manager	$42,871	$171,484	$178,371	$140,466	**$533,192**
Support Specialist III (Training)	$21,936	$87,743	$89,798	$70,716	**$270,193**
Support Specialist II (FMO)	$21,936	$87,743	$89,798	$70,716	**$270,193**
Material Control Coordinator	$26,527	$106,106	$108,712	$85,610	**$326,955**
Business Intelligence Analyst I	$31,026	$124,105	$129,570	$102,036	**$386,737**
Administrative Assistant III	$26,527	$106,106	$108,712	$85,610	**$326,955**
Total	**$213,694**	**$854,771**	**$883,332**	**$695,620**	**$2,647,417**

Clark County Fire District 5 will fund all 7 support positions' salaries and benefits for 3 years. Chief of Staff will underfill a vacant Deputy Chief position, incurring salary savings.

Thank you



CITY OF Vancouver WASHINGTON

Memorandum

Date: August 24, 2026

To: City Council
Cc: Lon Pluckhahn, City Manager

From: JD Drake, Fire Chief

Re: **Out of Budget Cycle Request for Additional Support Staff**

VFD Additional Support Staff Proposal

The Vancouver Fire Department (VFD) is respectfully requesting to replace three previous existing positions, underfill an existing position, and add four support staff positions outside of the typical budget cycle.

The first position is Chief of Staff. This position would be a daytime staff position for a Battalion Chief in our organization, underfilling a currently vacant Deputy Chief position.

The rest of the proposed positions are limited term (3 years) positions to be funded by Clark County Fire District 5:

- Professional Standards Manager
- Emergency Services Manager
- Support Specialist III – Training Division
- Material Control Coordinator
- Business Intelligence Analyst I
- Support Specialist II – Fire Marshal's Office
- Administrative Assistant III

Attachment C gives more detail about each proposed position.

VFD 2026-2029 Strategic Plan: A Safe and Prepared Community

VFD worked for several months to solicit input from numerous internal and external stakeholders, as well as subject matter experts to compile our department's 2026-2029

strategic plan; A Safe and Prepared Community. Our plan charts our course for improving public safety and emergency services throughout our service area for the next four years. Ultimately, our vision is to become a regional leader in emergency response while continuing to protect lives and property throughout our community. Our Roadmap for Success includes over 200 tactics aimed towards advancing our department to meet the growing needs of our city, the region, and our employees. Please review VFD's A Safe and Prepared Community plan, which is included as Attachment A for this workshop.

This 2026-2029 VFD Strategic Plan provides a contemporarily relevant roadmap; however, this plan alone will not ensure organizational success. For it is only through continuous, ongoing efforts directed toward leveraging the positive impacts of leadership, measurement, and management processes throughout all levels of the organization that we truly perform at the highest levels. In fact, our capacity to more effectively deliver emergency services in ways that exude the professionalism and high standards expected of our department will be predicated on our determination to follow through on specific elements outlined in our "A Safe and Prepared Community" plan, and with great focus on the benefits derived from effective performance leadership, performance measurement, and performance management processes, which also supports our city initiative, Vancouver for All.

We cannot achieve our goals in a manner that matches the pace of our community's growing needs without additional support. Each proposed support staff position has been carefully considered and crafted to support A Safe and Prepared Community. Attachment C outlines the specific tactics each support staff position supports.

Out of Budget Cycle Request

With A Safe and Prepared Community disseminated, VFD is in a prime position to act upon proposed goals, strategies, and tactics to propel our organization forward. We are eager to begin engaging in performance measurement and performance management to ensure our plan is implemented as envisioned. However, we are limited in our capacity with our current support staff.

The sooner we can recruit, hire, and train these necessary support staff positions, the sooner we can begin working towards department advancement. We humbly request that Council approve our out of budget cycle request at the next possible opportunity so that we may begin important groundwork towards progress as soon as possible.

Funding

No additional funds are required from the City budget to support these additional support staff positions. All positions will either save the City money as an underfilled position, or will be funded by Clark County Fire District 5.

Funding received from Clark County Fire District 5 will support 7 of the proposed positions for 3 years, starting at the time of hire. The job postings will be clearly designated as limited term employment.

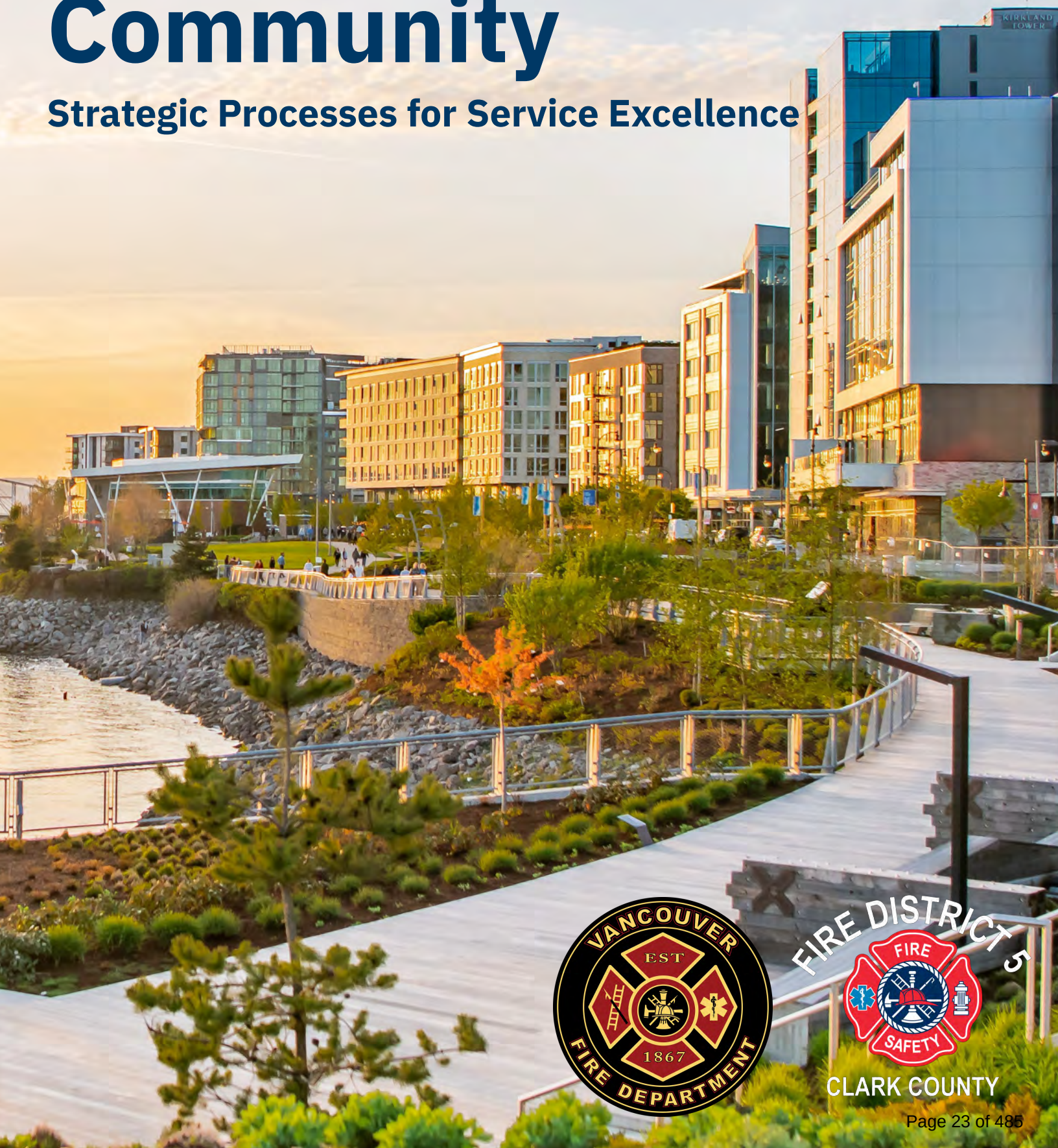
Attachments

- Attachment A – City of Vancouver Fire Department 2026-2029: A Safe and Prepared Community
- Attachment B – Proposed Support Staff Organizational Chart
- Attachment C – Proposed Support Staff Descriptions

City of Vancouver Fire Department 2026-2029

A Safe and Prepared Community

Strategic Processes for Service Excellence



CLARK COUNTY FIRE DISTRICT 5



VFD VISION

To Be the Regional Leader in Public Safety and Emergency Services, Forging Unified Partnerships, and Safeguarding Our Community

VFD MISSION

To Preserve Life, Protect Property, and Ensure a Safe, Prepared Community



VFD CORE VALUES

Service	Compassionate Dedication to Our Community; Prioritizing Emergency Preparedness, Prevention, Response, and Recovery
Engagement	Individual and Collective Contributions that Enhance Our Services
Respect	Appreciation for the Value of Diversity in People, Perspectives, and Beliefs
Vision	Inclusive, Participative Leadership at All Levels; Empowering Innovation
Integrity	Principled Behavior and Professional Performance that Aligns with Our Values
Collaboration	Regional Partnerships that Advance Our Public Safety Services
Excellence	Relentless Pursuit of the Highest Standards and Exemplary Services
Safety	In Every Operation; at Every Incident



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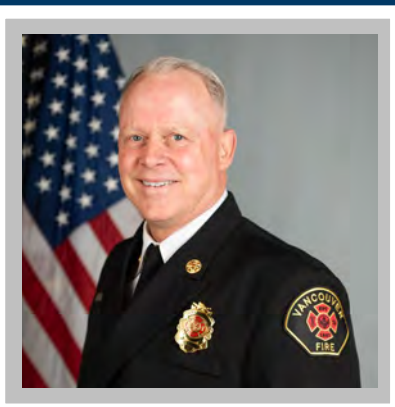


Glossary

AI	Artificial Intelligence
AOPS	Administrative Operations
BC	Battalion Chief
BIA	Business Intelligence Analyst
CC	Community Emergency Response Team (CERT) Coordinator
CRESA	Clark Regional Emergency Services Agency
CRR	Community Risk Reduction
CT	Computer Technician
DOC	Disaster Operations Center
EA	Executive Assistant
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOPS	Emergency Operations
FA	Financial Analyst
FC	Fire Chief
FLEET	Fire Shop/Fleet Services
FM	Fire Marshal
FMO	Fire Marshal's Office
HART	Homeless Assistance and Resources Team
HRG	Human Resources Generalist
HSO	Health and Safety Officer
ICS	Incident Command System
KPI	Key Performance Indicator
LOG	Logistics
NFPA	National Fire Protection Association
PEH	People Experiencing Homelessness
PIO	Public Information Officer
PPE	Personal Protective Equipment
RC	Radio Coordinator
SOG	Standard Operating Guides
SPEC OPS	Special Operations
TRG	Training
US&R	Urban Search & Rescue
VFD	Vancouver Fire Department
WAC	Washington Administrative Code
WSRB	Washington Surveying & Rating Bureau

A Safe and Prepared Community

Strategic Processes for Service Excellence



The Vancouver Fire Department (VFD) plays a vital role in protecting not only the lives and property of all who live, work, and play in Vancouver, but also in our neighboring communities within Clark County and the entire region. Maintaining pace with the growing complexities and dynamic nature of these responsibilities in a growth-oriented, expanding municipality requires meaningful strategic planning and performance management processes that require contributions from progressive leaders, committed managers, and responsible personnel at all levels throughout our organization. The 2026- 2029 VFD Strategic Plan, "A Safe and Prepared Community," offers a pathway for success in preparing our organization to serve the needs of our communities today and well into the future.

The development of this comprehensive plan required a detailed understanding of the importance of engaged collaboration with numerous internal and external stakeholders, as well as the significant value derived from the diverse, unique perspectives each of these stakeholders offered. Without the voices and varied opinions communicated by our Mayor's Office, City Council Members, Clark County Fire District 5 Commission, City departments, community groups, Department Administration, labor organizations, our public safety partners, and our sworn and civilian members, this plan would not offer the clear direction necessary to effectively pursue our vision, accomplish our mission, or achieve our goals.



This 2026-2029 VFD Strategic Plan also provides a contemporarily relevant roadmap; however, this plan alone will not ensure organizational success. For it is only through continuous, ongoing efforts directed toward leveraging the positive impacts of leadership, measurement, and management processes throughout all levels of the organization that we truly perform at the highest levels. In fact, our capacity to more effectively deliver emergency services in ways that exude the professionalism and high standards expected of our department will be predicated on our determination to follow through on specific elements outlined in our "A Safe and Prepared Community" plan, and with great focus on the benefits derived from effective performance leadership, performance measurement, and performance management processes, which also supports our city initiative, Vancouver for All.

Performance Leadership

Vancouver Fire Department improvement requires commitment to three distinct, yet interrelated disciplines: performance leadership, performance measurement, and performance management.

Performance leadership is the first essential component because it offers clear direction and defines the pathway to the desired end-state. More specifically, performance leadership details strategic plan tenets, and the underlying organizational vision, purpose, and goals, while embodying principled beliefs in the execution of the plan. This type of leadership empowers employees to exercise their talents and skills while also facilitating a learning environment conducive to the development of best practices that align with the overall organizational direction.

Performance leadership ideologies maintain the importance of seven core principles which are identified in the following:

- **Vision** – Desired future of our department
- **Mission** – Fundamental purpose of our department
- **Core Values** – Principle beliefs that affect our formal and informal cultures
- **Goals** – Clarity in priority of our desired achievement or end-state
- **Goal Strategies** – Plans crafted to achieve our desired goals
- **Goal Tactics** – Actions specifically implemented to achieve our desired goals
- **Goal Benchmarks** – Criteria established for successfully achieving our goals

These seven performance leadership principles may be practically applied at varying levels throughout our organization, and when embraced and applied at various levels, will prove instrumental to the overall successful execution and institutionalization of our 2026-2029 VFD objectives.

Performance Measurement

The second essential discipline within the performance improvement process involves performance measurement, which quantitatively and qualitatively offers multiple means to gauge progression in achieving desired organizational, program, or project goals. Without the ability to measure, quantify, or qualify progress, it is difficult to accurately assess the organization's position in relation to its intended direction, and consequently, leaves gaps in our ability to ensure appropriate course corrections or plan modifications. Similar to the performance leadership principles, there are also seven principles associated with effective performance measurement processes, which are identified in the following:

- **Inputs** – Resources invested to achieve our goals
- **Activities** – Actions, tasks, or methods executed to achieve our goals
- **Outputs** – Products resulting from the combination of our inputs and our activities
- **Outcomes** – Desired achievement, whether incremental or desired end-state
- **Indicators** – Incremental measurements toward our desired goal achievement
- **Targets** – Incremental benchmarks toward our desired goal achievement
- **Goal Outcomes** – Clarity in priority of our desired achievement or end-state

Throughout the 2026-2029 VFD performance leadership, performance measurement, and performance management processes, our department will continue to invest significant efforts toward supporting a "metrics that matter" philosophy where accurate, verifiable, and reliable data are standardized. Additionally, it is imperative that our members continue to cultivate relationships with those responsible for providing performance data (i.e., VFD personnel, analysts, officers, etc.) and those responsible for following up on data to employ effective performance measurement practices that will assist our leaders with fulfillment of our overall mission.

Performance Management

The third interrelated performance improvement discipline is performance management, which involves the process of monitoring whether a set of activities and outputs meet organizational goals efficiently. Furthermore, performance management involves iterative processes that are designed to improve upon the performance leadership and performance measurement practices previously employed. Performance management processes also incorporate seven principles, which are identified in the following:

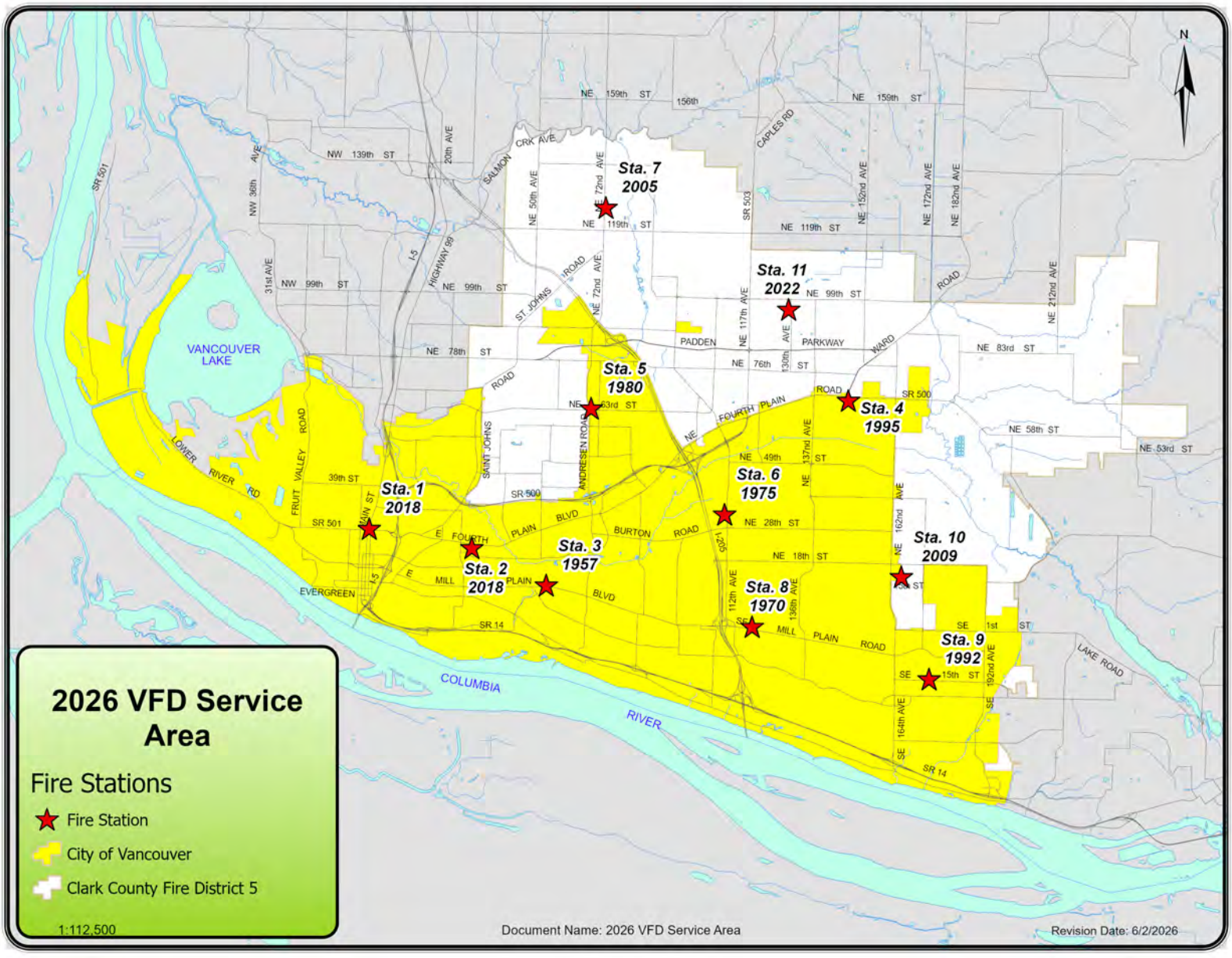
- **Monitoring** – Continuing attention directed at progress toward our goal achievement
- **Evaluating** – Determining optimal data criteria and our measures of effectiveness
- **Analyzing** – Identifying trends to determine necessary adjustments
- **Learning** – Determining the most effective goal strategies, goal tactics, and goal benchmarks
- **Improving Goal Strategies** – Adjusting our plans to facilitate our goal achievement
- **Improving Goal Tactics** – Adjusting our tasks to facilitate our goal achievement
- **Improving Goal Benchmarks** – Adjusting our criteria for successful goal achievement

Ultimately, when reflective and immediate responsiveness in performance management practices occurs throughout all levels of the organization, we will skillfully enhance our ability to continually improve performance, thus maintaining our vision of remaining on the forefronts of public safety and emergency services.

Conclusion

Specific, deliberate, and ongoing efforts are essential to the overall success of our 2026-2029 VFD Strategic Plan. Without question, every sworn and civilian member of our department plays not only a vital role in its successful implementation, but more importantly, a dynamic role in its institutionalization. Therefore, it is important to understand that a strategic plan is a product that will not, in and of itself, affect positive organizational change. These tenets reinforce the imperative that performance leadership, performance measurement, and performance management processes are essential to our success in delivering exceptional public safety and emergency services. Ultimately, as a united team that values the diverse perspectives of our most important resource; our sworn and civilian personnel, we will prepare the VFD for the future.

2026 VFD Service Area



Vancouver Fire Department

Response Statistics

CLARK COUNTY

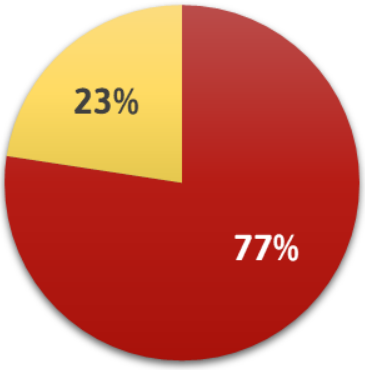
Total Incidents

39,907

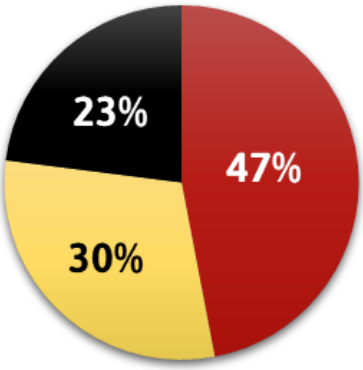
Average Incidents Per Day

109.33

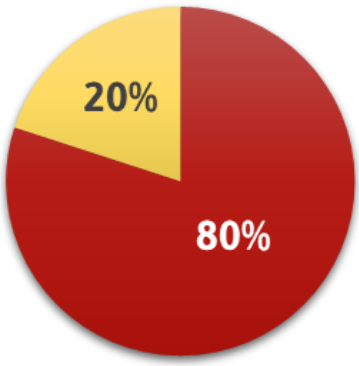
2026 Q1 Incident Dispersal



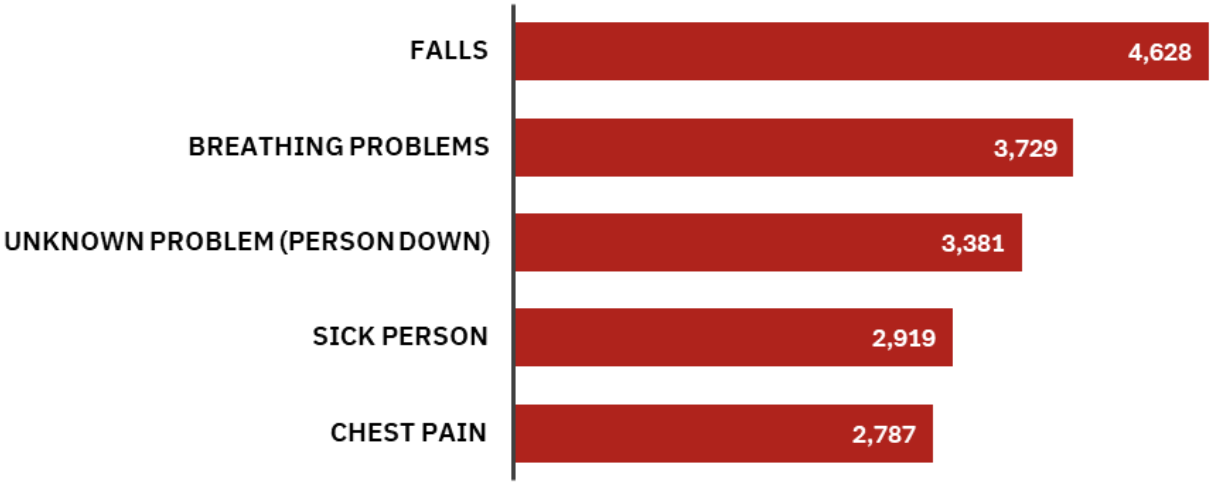
2025 Priority Category



2025 Call Category



Top 5 Dispatched Incident Types in 2025

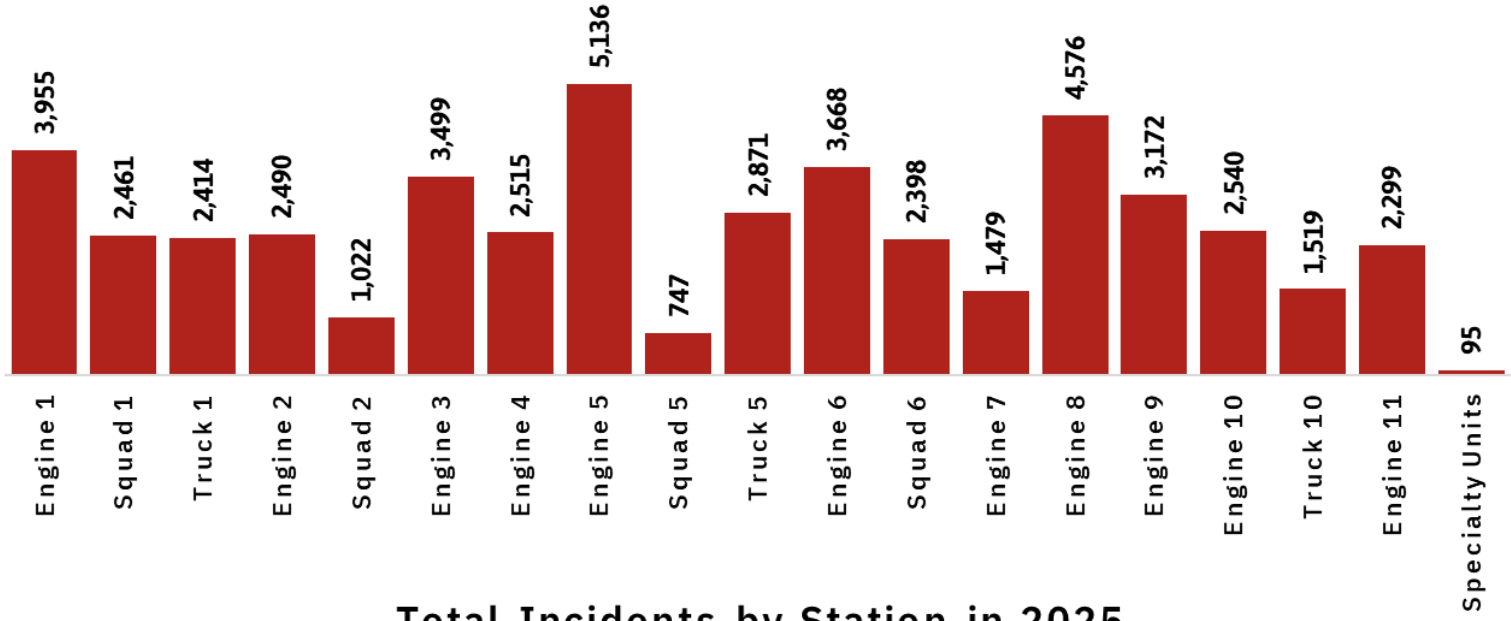


Vancouver Fire Department

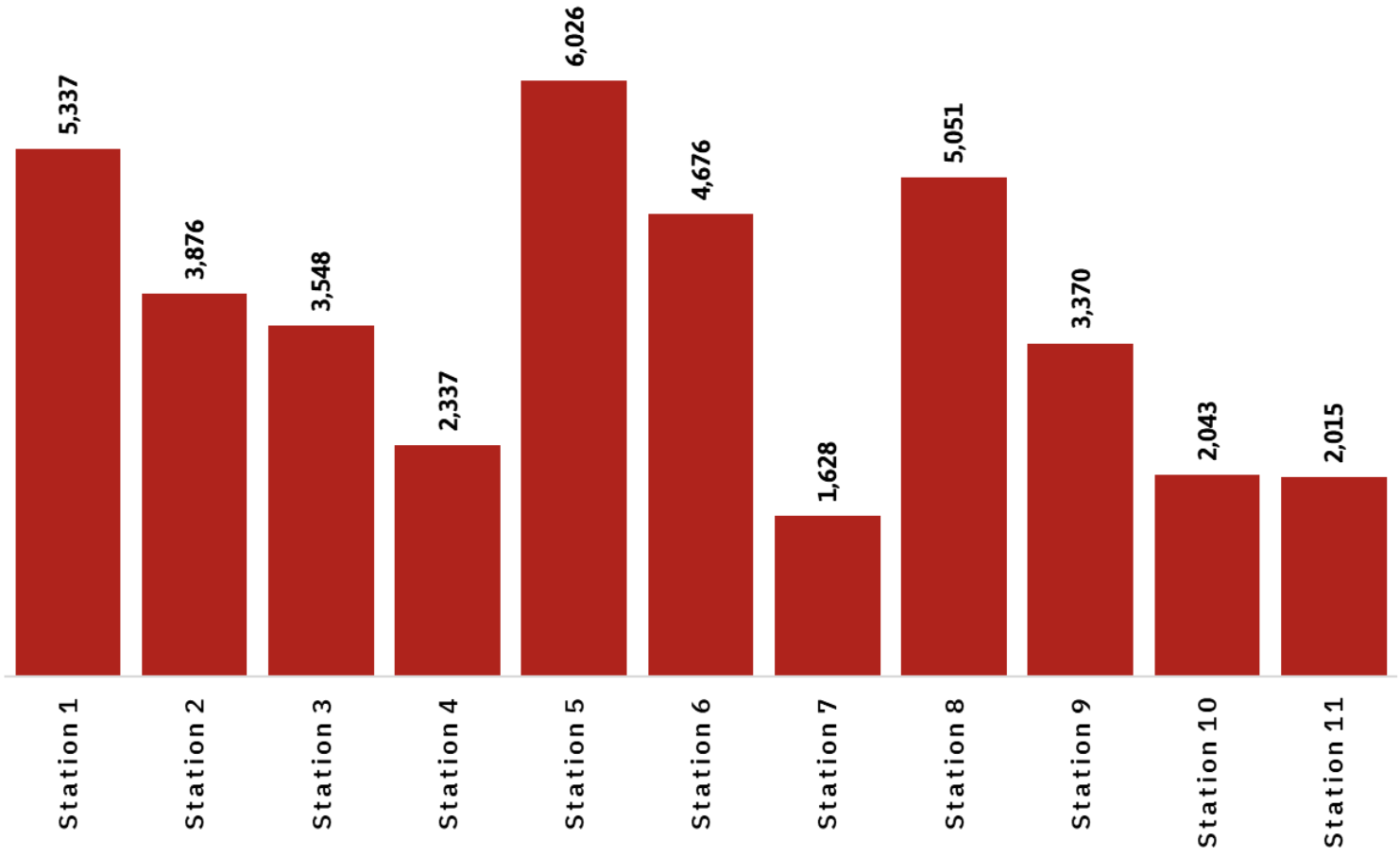
Response Statistics

CLARK COUNTY

Total Responses by Unit in 2025



Total Incidents by Station in 2025





Goal 1

Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS		RESPONSIBLE LEAD
1 Ensure optimal resource deployment to meet the evolving needs of our community	1.1.1	Conduct a comprehensive Standard of Coverage analysis that addresses the National Fire Protection Association (NFPA) 1710 - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Services (EMS), and Special Operations. Optimize resource distribution, concentration, reliability, and Effective Response Forces (reference Washington Surveying & Rating Bureau [WSRB] ratings) when considering deployment models.	FC/EOPS/ AOPS
	1.1.2	Continually evaluate, redeploy, reconfigure, and augment personnel, apparatus, and resources based on community, public safety, and emergency service needs identified in the Standards of Cover analysis.	FC/EOPS/ AOPS
	1.1.3	Evaluate and reconcile staffing levels per rank and attribute to ensure adherence to minimum requirements.	EOPS
	1.1.4	Develop comprehensive, specialized strategic plans, performance measurement, and performance management processes for resources assigned to Emergency Operations, Administrative Operations, and the Fire Marshal's Office.	EOPS/ AOPS/FM
		1.1.4.1 Emergency Operations	EOPS
		1.1.4.2 Administrative Operations	AOPS
		1.1.4.3 Fire Marshal's Office	FMO
		1.1.4.4 Emergency Medical Services (EMS) Division	EMS
		1.1.4.5 Training Division	TRG
		1.1.4.6 Logistics Division	LOG
		1.1.4.7 Health and Safety	SPEC OPS
		1.1.4.8 Marine/Shipboard Operations	SPEC OPS
		1.1.4.9 Hazardous Materials Operations	SPEC OPS
		1.1.4.10 Technical Rescue Operations	SPEC OPS
		1.1.4.11 Wildland Fuel Management	EOPS
		1.1.4.12 Community Risk Reduction (CRR)	FMO
		1.1.4.13 Peer Support Team	AOPS

Goal 1
Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS		RESPONSIBLE LEAD
1 Ensure optimal resource deployment to meet the evolving needs of our community (continued)	1.1.5	Develop comprehensive Continuity of Operations, Maximum Commitment and Surge (Upstaffing) Plans to address urgent public safety and emergency service demands.	EOPS
	1.1.6	Develop comprehensive operational manuals with updated policies, procedures, and guidelines to facilitate success in our mission: to preserve life, protect property, and ensure a safe, prepared community.	EOPS
		1.1.6.1 High Rise Operations	EOPS
		1.1.6.2 Hazardous Materials Operations	SPEC OPS
		1.1.6.3 Wildland Urban Interface/Intermix Operations	EOPS
		1.1.6.4 Community Wildfire Protection Plans	EOPS
		1.1.6.5 Mass Casualty Operations	EOPS
		1.1.6.6 Active Threat Operations	EOPS
		1.1.6.7 Rapid Intervention Procedures	EOPS
		1.1.6.8 Disaster Response Operations	EOPS
	1.1.7	Prioritize the development of essential VFD programs, policies, and procedures that provide clear expectations and facilitate success in our mission: to preserve life, protect property, and ensure a safe, prepared community.	AOPS
		1.1.7.1 Professional Standards	AOPS
		1.1.7.2 Progressive Engagement	AOPS
		1.1.7.3 Progressive Discipline	AOPS
	1.1.8	Prioritize the review process and update of existing VFD policies, procedures, and standard operating guides (SOG) to support optimal practices and services.	EOPS/AOPS

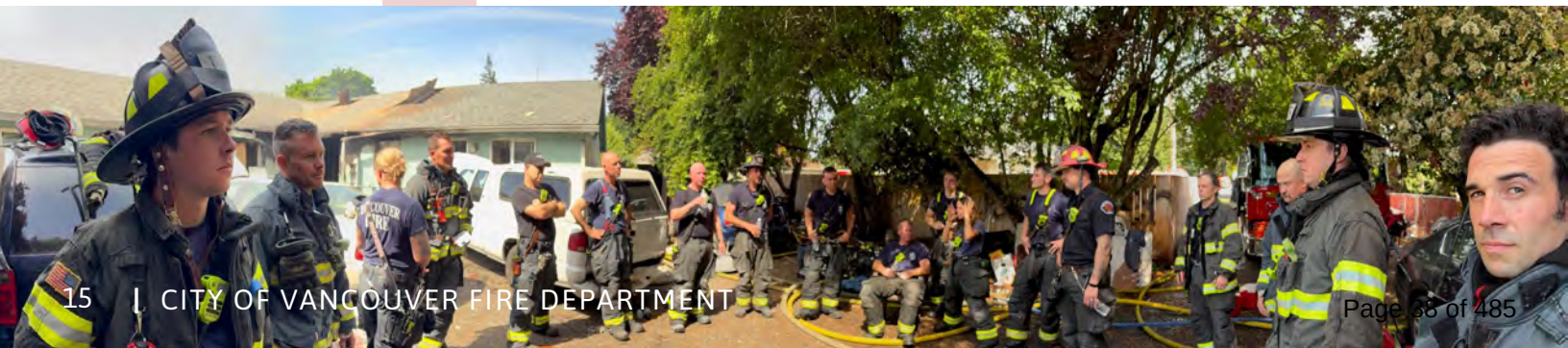
Goal 1
Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS		RESPONSIBLE LEAD
1 Ensure optimal resource deployment to meet the evolving needs of our community (continued)	1.1.9	Upgrade technology to improve response times, service, and safety (e.g., data analysis software, Mobile Display Computers [MDC], Response Guide interface, Geographic Information Services [GIS]).	AOPS
	1.1.10	Examine and reinforce operational effectiveness through established and ad hoc VFD committees (e.g., Safety, Wildland, Apparatus, Incident Review, Equipment Evaluation, Station Design, Awards, and Policy Committees).	EOPS/AOPS
	1.1.11	Develop regional relationships and explore potential service models as opportunities to improve regional services (e.g., annexation or Regional Fire Authority).	FC
	1.1.12	Explore options to cultivate public, private, and nonprofit sector partnerships to enhance operational capacity.	FC/EOPS



Goal 1
Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS		RESPONSIBLE LEAD
2 Develop City and regional partnerships to improve operational capacity and manage large-scale incidents and events	1.2.1	Collaborate with federal, state, and local partners on Event Action Plans (EAP) and Incident Action Plans (IAP) when preparing for and responding to large-scale incidents and planned events (e.g., Federal Emergency Management Agency [FEMA], Homeland Security, Vancouver Police Department, Clark County Sheriff's Office, Washington State Patrol, Washington Department of Transportation [WADOT], City General Services, City Parks & Recreation, and City Public Works).	EOPS
	1.2.2	Coordinate with public safety partners to ensure mass gathering venues and institutions are prepared for localized emergencies (e.g., mass casualty, hazardous materials, and active threat incidents).	EOPS/FMO
	1.2.3	Partner in the completion of timely post-incident analyses (PIA) for large-scale incidents and planned events to improve public safety, emergency services, and first responder safety.	EOPS
	1.2.4	Partner in establishing formal Incident Management Teams with Emergency Operations Center (EOC) capabilities through comprehensive training and preparedness (e.g., Incident Command System [ICS], Command Staff, General Staff, and supporting roles).	EOPS
	1.2.5	Establish formal VFD Incident Management Teams with Department Operations Center (DOC) through comprehensive training and preparedness (e.g., ICS, Command Staff, General Staff, and supporting roles).	EOPS
	1.2.6	Establish DOC capabilities at Fire Station 5 (primary location) and Fire Station 10 (alternative location).	EOPS
	1.2.7	Collaborate with Public Works to improve the inspection, operation, flow, and pressure checks of City fire hydrants adhering to a 5 year maintenance schedule (reference WSRB ratings).	EOPS/AOPS
	1.2.8	Explore options to invest in Mass Casualty Incident (MCI) apparatus deployable in the City of Vancouver or throughout the region.	AOPS



Goal 1
Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS		RESPONSIBLE LEAD
3 Elevate the delivery of Emergency Medical Services (EMS) to ensure the highest quality of patient care	1.3.1	Continually review EMS demands and clinical trends to assess emerging community needs and improve performance on established EMS quality measures.	EMS
	1.3.2	Collaborate with law enforcement agencies to improve responsiveness and safety at EMS incidents involving violence, substance abuse, and mental health concerns.	EOPS/EMS
	1.3.3	Explore permanent funding options for EMS personnel to ensure the EMS Division can manage the community's growing EMS demands.	FC/AOPS
	1.3.4	Evaluate alternative delivery models to accommodate patient -care needs (e.g., Community Assistance Referral and Education Services [CARES], Mobile Integrated Healthcare [MIH], and community paramedicine).	EMS
	1.3.5	Collaborate with Clark County Medical Program Director (MPD) and Nurse Navigation Program personnel to improve resource availability and reliability in the EMS system.	EMS
	1.3.6	Budget for advances in medical equipment and supplies that provide opportunities for positive patient outcomes (e.g., blood delivery and cardiac monitors).	AOPS/EMS
	1.3.7	Collaborate with public safety partners to enhance mental health support and provide definitive care for patients.	AOPS
	1.3.8	Explore options to support and expedite the timely delivery of EMS Ongoing Training and Evaluation Program (OTEP).	EMS
	1.3.9	Explore options to support structured emergency medical technician (EMT) to Paramedic career development pathways.	EMS

STRATEGIES	TACTICS		RESPONSIBLE LEAD
3 Elevate the delivery of Emergency Medical Services (EMS) to ensure the highest quality of patient care (continued)	1.3.10	Collaborate with local hospitals, Clark Regional Emergency Services Agency (CRESA), and partnering agencies to streamline Electronic Patient Care Report (ePCR) workflows.	EMS
	1.3.11	Explore EMS training opportunities to support advanced certifications for EMT-Paramedics (e.g., Advanced Cardiac Life Support [ACLS], and Pediatric Advanced Life Support [PALS]).	AOPS/EMS
	1.3.12	Maintain collaborative relationships with the Washington State Department of Health (DOH), MPD, and American Medical Response (AMR) to provide optimal patient care.	EMS
4 Reinforce and strengthen all-hazard emergency response capabilities	1.4.1	Negotiate, revise, and update Automatic Aid and Mutual Aid Agreements at a minimum of every three years.	AOPS
	1.4.2	Research contemporary operational standards and deliver effective structure and wildland urban interface (WUI) firefighting training.	EOPS
	1.4.3	Provide quarterly didactic and practical training focused on current operational, management, and safety trends (e.g., Battalion-led training and command clinics).	EOPS/BC
	1.4.4	Coordinate with regional public safety partners to establish pre-incident plans and enhance our level of response during aviation and maritime events (e.g., Pearson Field, Portland International Airport, and Columbia River).	EOPS
	1.4.5	Develop and deliver promotional programs to facilitate enhanced competencies and upward mobility (e.g., Engineer, Captain, and Battalion Chief).	TRG
	1.4.6	Collaborate with our regional public safety partners to enhance interoperability and develop common, regional SOG.	EOPS

STRATEGIES	TACTICS		RESPONSIBLE LEAD
5 Maintain an optimal state of readiness for potential homeland security and terrorist incidents	1.5.1	Use incident data, risk assessments, and population density analyses to pursue funding opportunities for special operations (e.g., Hazardous Materials, US&R, Marine, and Homeland Security).	SPEC OPS/EMS
	1.5.2	Improve information sharing and integrated planning with regional law enforcement partners to prepare for emergency incidents and threats to critical infrastructure.	EOPS
	1.5.3	Upgrade chemical, biological, radiological, nuclear, and explosives (CBRNE) detection and response capabilities.	SPEC OPS
6 Strengthen communications, alarm notifications, and dispatch procedures	1.6.1	Collaborate with CRESA to determine opportunities to improve alarm processing and dispatching times to emergency and non-emergency incidents (NFPA 1225 - Standard for Emergency Services Communications).	EOPS/AOPS
	1.6.2	Collaborate with CRESA to evaluate and explore options to improve fire station alerting and notification systems.	AOPS/CT
	1.6.3	Enhance liaison capabilities with CRESA to share technical expertise and improve system performance.	FC
	1.6.4	Liaise with CRESA to regularly evaluate computer-aided dispatch (CAD) response performance and identify opportunities for system improvement.	EOPS
	1.6.5	Collaborate with CRESA to enhance emergency incident dispatch algorithms.	FC
	1.6.6	Collaborate with CRESA to identify training opportunities to improve performance and shared understanding of each agency's roles.	EOPS

Goal 1
Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS		RESPONSIBLE LEAD
7 Improve staffing, facilities, and apparatus to facilitate operational and administrative effectiveness	1.7.1	Explore opportunities to budget, recruit, hire, and develop support staff to facilitate operational and administrative capacity (e.g., Support Specialists, Material Control Coordinator, Administrative Assistant, Chief of Staff, FireStat Data Analyst, Professional Standards Manager, Emergency Services Manager, and Community Liaison Officer).	FC
	1.7.2	Explore opportunities to establish a Planning Section to facilitate proactive analyses of universal trends and establish effective programs, policies and operational preparedness.	FC
	1.7.3	Evaluate the effectiveness and provide recommendations for incorporating Training Division roles for each rank.	EOPS/TRG
	1.7.4	Coordinate with City departments and external contractors to facilitate the optimal design and timely completion of construction projects at Fire Stations 3, 6, and 8.	AOPS
	1.7.5	Collaborate with City Public Works to analyze and support Fire Shop staffing needs, thus ensuring necessary maintenance of apparatus and equipment.	AOPS/FA
	1.7.6	Forecast, plan, and budget for recommended apparatus replacement cycles.	AOPS
	1.7.7	Evaluate additional facility options to enhance public safety (e.g., fire stations, apparatus maintenance facilities, and training facilities).	FC



Goal 1
Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS		RESPONSIBLE LEAD
8 Explore opportunities to enhance Special Operations response capabilities	1.8.1	Ensure all deployable special operations teams maintain federal, state, and local response and safety standards (e.g., Marine, Shipboard Firefighting, Hazardous Materials, and Technical Rescue).	SPEC OPS
	1.8.2	Support special operations team endeavors by recommending necessary staffing, budget, grant administration, training, and equipment.	SPEC OPS
	1.8.3	Develop operational guidelines in concurrence with federal, state, and local standards for first-arriving resources at special operations incidents.	EOPS/SPEC OPS
	1.8.4	Maintain the Heavy Rescue apparatus as a mobile technical rescue resource for VFD and regional response.	SPEC OPS
	1.8.5	Explore opportunities for creating a multi-agency regional hazardous materials team.	SPEC OPS
	1.8.6	Explore opportunities to establish a regional Type 3 Urban Search & Rescue (US&R) Task Force.	SPEC OPS
	1.8.7	Continue participation in the Maritime Fire Safety Association (MFSA) to enhance regional response to maritime incidents on the Columbia and Willamette Rivers.	SPEC OPS
	1.8.8	Collaborate with City General Services and Risk Management to evaluate heavy equipment sharing agreements with public, private, and regional partners to improve reliability in emergency incident operations.	SPEC OPS



Goal 1
Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS		RESPONSIBLE LEAD
9 Maintain and develop innovative prevention and code enforcement programs that advance public safety and reduce risk	1.9.1	Continue enforcing compliance with current laws, fire and life safety codes, and standards to enhance public safety efforts.	FMO
	1.9.2	Explore opportunities to expand the Fire and Life Safety Inspection Compliance Program to reduce risk and fire loss exposure.	FMO
	1.9.3	Strengthen intradepartmental communications and collaboration between Emergency Operations and the Fire Marshal's Office (FMO) (e.g., pre-incident planning, specialized fire protection system and process familiarization, and response guide updates) (refer to WSRB ratings).	EOPS/FMO
	1.9.4	Maintain an effective cost recovery rate for the Fire and Life Safety Inspection Compliance Program.	FMO
	1.9.5	Adhere to requirements for new construction projects by prioritizing plan review and same-day fire inspection requests per Vancouver Municipal Code (VMC).	FMO
	1.9.6	Ensure city-wide operational readiness and integrity of required fire protection systems (e.g., smoke control, explosion control, and fire sprinkler systems).	FMO
	1.9.7	Upgrade the FMO's records management system to increase compliance, public safety, and efficiency.	FMO
	1.9.8	Cultivate partnerships with developers and fire protection contractors to find city-wide solutions that maintain safety, reduce risk, and ensure fire code compliance.	FMO
	1.9.9	Develop Planned Event Commitment Worksheets that provide recommendations for resource deployment at permitted and special events.	FMO
	1.9.10	Enhance the Unwanted Alarm Program objectives to reduce false alarms and improve emergency resource availability.	FMO



STRATEGIES	TACTICS		RESPONSIBLE LEAD
9 Maintain and develop innovative prevention and code enforcement programs that advance public safety and reduce risk (continued)	1.9.11	Optimize the technical plan review and approval process for special hazard fire operational permits.	FMO
	1.9.12	Ensure the effective implementation of required Emergency Responder Radio Systems (ERRS) applicable to new and existing commercial construction.	FMO
	1.9.13	Actively track and enforce compliance with the Washington high-rise fire sprinkler retrofit mandate for multi-family residential occupancies (reference 2021 Washington State Fire Code, Section 1103.5.4)	FMO
	1.9.14	Collaborate with law enforcement agencies to determine the feasibility of Community Risk Reduction (CRR) ordinances that enhance public safety.	FMO
	1.9.15	Maintain adherence to a three-business day response window for FMO customer service requests.	FMO
10 Partner with federal, state, and local agencies to ensure delivery of optimal public safety services to People Experiencing Homelessness (PEH)	1.10.1	Advocate and provide public safety services for the wellbeing and safeguarding of People Experiencing Homelessness (PEH).	EMS
	1.10.2	Partner with VPD, Clark County Sheriff's Office, and Homeless Assistance and Resources Team (HART) to address the risks associated with incidents and events at homeless encampments.	FMO
	1.10.3	Collaborate with HART and other community and public safety partners to centralize data collection, increase access to resources, and improve the wellbeing and stability of PEH.	EMS
	1.10.4	Support HART efforts to ensure accurate and timely information regarding the highest-need encampment locations, unauthorized electrical and water access, and unauthorized commercial habitations.	EMS/FMO
	1.10.5	Collaborate with City Council members, the City Manager's Office, HART, and law enforcement agencies to determine solutions to reduce the loss of life, increase access to mental health and substance abuse treatments, and evacuate PEH from imminent-risk locations.	FC
	1.10.6	Educate employees to provide referrals to appropriate PEH social service agencies and resources.	EMS

Goal 1
Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS		RESPONSIBLE LEAD
11 Uphold and ensure the legal responsibilities for fire/arson investigation laws	1.11.1	Collaborate with federal, state, and local agencies for rapid response to large-scale incidents or events to improve investigative processes and evidence preservation.	FMO
	1.11.2	Collaborate with law enforcement agencies to improve arson and related crime outcomes.	FMO
	1.11.3	Restructure and optimize fire investigation scene procedures and upgrade reporting standards to create greater efficiencies.	FMO
	1.11.4	Budget for the appropriate deployment of resources to support the City Fireworks Ordinance Enforcement Program.	FMO




RAU



Goal 2

Promote a Safe, Healthy Work Environment That Effectively Manages Personal and Organizational Risk

STRATEGIES	TACTICS		RESPONSIBLE LEAD
1 Embrace a culture of health and safety	2.1.1	Explore options to develop a dedicated Health and Safety Officer (HSO) position (NFPA 1550 – Standard for Emergency Responder Health and Safety).	FC/EOPS
	2.1.2	Provide comprehensive training and education to develop safety officer competencies (NFPA 1550).	HSO/TRG
	2.1.3	Partner with City Risk Management to integrate effective risk management principles into practices and procedures.	HSO
	2.1.4	Refine Safety Committee processes to identify, address, and effectively communicate results regarding safety concerns (Washington Administrative Code [WAC] 296-800-13020 – Establish and Conduct Safety Committees).	HSO
	2.1.5	Develop formal review processes to address concerns associated with personnel safety (e.g., Near-Miss Incidents)	HSO
	2.1.6	Annually review and update accident prevention programs.	HSO
2 Upgrade equipment and facilities to elevate health and safety standards	2.2.1	Create policies to ensure VFD-issued personal protective equipment (PPE) meets industry best practices and adheres to current safety standards.	AOPS
	2.2.2	Explore and pursue funding mechanisms to enhance carcinogen reduction efforts at all stations (e.g., PPE laundering extractors [NFPA 1851 – Standard on Selection, Care, and Maintenance of Protection Ensembles for Structural and Proximity Firefighting], and vehicle exhaust removal systems [NFPA 1550]).	AOPS
	2.2.3	Ensure facilities meet or exceed federal, state, and local safety laws, rules, and policies.	AOPS
	2.2.4	Explore funding options to provide and maintain commercial-grade fitness equipment.	AOPS

Goal 2
Promote a Safe, Healthy, and Progressive Work Environment That Effectively Manages Personal and Organizational Risk

STRATEGIES	TACTICS		RESPONSIBLE LEAD
3 Promote occupational health initiatives to enhance employee wellness	2.3.1	Collaborate with Risk Management to develop and deliver occupational health educational information that is informed by injury and illness report data.	HSO
	2.3.2	Provide mental/behavioral health education, screening, and referral services to enhance overall employee wellness in conformance with applicable laws (e.g., Peer Support, contracted mental health professional services, and City Employee Assistance Program).	AOPS/HSO
	2.3.3	Enhance the Peer Fitness Program to reduce and mitigate the repercussions of injuries.	HSO
	2.3.4	Evaluate the applicability of wellness practices and recommendations derived from the International Association of Firefighters (IAFF) and the International Association of Fire Chiefs (IAFC).	AOPS
	2.3.5	Collaborate with Risk Management to improve VFD employees' understanding of and access to the City Workers' Compensation Program.	AOPS
	2.3.6	Continue utilizing healthcare navigation services provided by the City to reduce time-loss and improve outcomes.	AOPS
4 Ensure safe apparatus operation through education, training, policy, and adherence to legal mandates	2.4.1	Improve Driver Operator curriculum and training methods to maintain adherence to legal requirements and improve operational effectiveness.	TRG
	2.4.2	Maintain a cadre of Subject Matter Experts (SME) capable of delivering standardized Emergency Vehicle Incident Prevention (EVIP) training to VFD employees.	TRG
	2.4.3	Institutionalize a formalized process for firefighters to regularly practice non-emergency driving.	TRG
	2.4.4	Review and improve apparatus operation training manuals and task books (e.g., Engine Company, Truck Company, and specialized apparatus operations training).	TRG

Goal 2
Promote a Safe, Healthy, and Progressive Work Environment That Effectively Manages Personal and Organizational Risk











Goal 3

Commit to a Progressive, Respectful Organizational Culture That Advances Belonging, Equity, and Inclusion

STRATEGIES	TACTICS		RESPONSIBLE LEAD
1 Modernize and diversify recruitment systems that reflect the community and attract high-quality candidates	3.1.1	Develop and implement a data-driven recruitment strategy that addresses goals to mirror community demographics.	FC/AOPS
	3.1.2	Collaborate with City Engagement and Access, Human Resources, and Communications to create inclusive, multi-lingual recruitment materials and related digital media content providing realistic job expectations, culture, and career paths.	AOPS
	3.1.3	Engage with educational institutions, trade programs, and community organizations to develop long-term recruitment access.	AOPS/TRG
	3.1.4	Audit and standardize hiring processes, mitigating barriers for underrepresented candidates (e.g., diverse interview panels and implicit bias training).	EOPS/AOPS
	3.1.5	Explore options to provide comprehensive candidate support including physical ability test preparation, tutoring, interview coaching, and mentorship.	AOPS/TRG
2 Strengthen community relationships, increase public trust, and create sustainable access to the fire service	3.2.1	Build and sustain relationships with schools, workforce development organizations, and community groups.	EOPS/FMO
	3.2.2	Establish a VFD Chief's Diversity Advisory Team (CDAT) to build relationships with our community members.	FC/EA
	3.2.3	Collaborate with City Communications to integrate VFD into existing communication channels and optimize engagement with our community.	SPEC OPS
	3.2.4	Collaborate with City Engagement and Access to support and participate in Vancouver for All initiatives.	AOPS



Goal 3
Commit to a Progressive, Respectful Organizational Culture That Advances Belonging, Equity, and Inclusion

STRATEGIES	TACTICS		RESPONSIBLE LEAD
3 Develop structured mentorship and training that promotes engagement and access principles	3.3.1	Ensure all employees participate in City cultural competence and allyship training, supporting Vancouver for All.	TRG/HRG
	3.3.2	Implement a structured mentorship program across all ranks with defined expectations and regular check-ins.	TRG
	3.3.3	Provide leadership development, promotional preparation, and targeted support that embodies Vancouver for All and VFD values, ensuring equitable access to advancement opportunities.	EOPS/TRG
	3.3.4	Establish a Workforce & Recruitment Equity Committee with diverse stakeholder voices to provide counsel on strategic decisions.	FC/HRG
	3.3.5	Collaborate with City Human Resources to measure retention, engagement, mentorship, and demographic trends to facilitate continuous internal improvement.	HRG
	3.3.6	Increase recognition of employees who exemplify VFD vision, mission, core values, and goals.	AOPS
	3.3.7	Increase executive leadership engagement with all employees to advance VFD vision, mission, values, and goals.	FC
	3.3.8	Collaborate with Human Resources to assess department-wide measurement of belongingness and engagement.	AOPS/HRG



Goal 3
Commit to a Progressive, Respectful Organizational Culture That Advances Belonging, Equity, and Inclusion









Goal 4

Cultivate Interactive Leadership, Collaborative Partnerships, and Responsible Performance Management

STRATEGIES	TACTICS		RESPONSIBLE LEAD
1 Institutionalize performance leadership, performance measurement, and performance management as core department functions	4.1.1	Provide clear performance leadership expectations through continual reinforcement of VFD vision, mission, core values, and goals in department communications: **Vision** – Future aspirations **Mission** – Fundamental purpose **Core Values** – Principle beliefs that affect the formal and informal cultures **Goals** – Clarity in priority of desired achievement or end-state **Goal Strategies** – Plans designed to achieve desired goals **Goal Tactics** – Actions specifically implemented to achieve desired goals **Goal Benchmarks** – Criteria established for goal achievement	FC/EOPS/ AOPS/FM
	4.1.2	Employ performance measurement practices focused on a "metrics that matter" approach to determine effectiveness in goal achievement: **Inputs** – Resources invested to achieve goals **Activities** – Actions, tasks, or methods executed to achieve goals **Outputs** – Products resulting from the combination of inputs and activities **Indicators** – Incremental measurement toward desired goal achievement **Targets** – Incremental benchmarks toward desired goal achievement **Goal Outcomes** – Clarity in priority of desired achievement or end-state	FC/EOPS/ AOPS/FM
	4.1.3	Ensure performance management, responsibility, and accountability practices are implemented to maintain or improve performance leadership and performance measurement tenets: **Monitoring** – Continuing attention directed at progress toward goal achievement **Evaluating** - Determining optimal data criteria and measures of effectiveness **Analyzing** – Identifying trends to determine necessary improvements **Learning** – Determining the most effective goal strategies, goal tactics, and goal benchmarks **Improving Goal Strategies** – Adjusting plans to facilitate goal achievement **Improving Goal Tactics** – Adjusting tasks to facilitate goal achievement **Improving Goal Benchmarks** – Adjusting criteria for goal achievement	FC/EOPS/ AOPS/FM

Goal 4
Cultivate Interactive Leadership, Collaborative Partnerships, and Responsible Performance Management

STRATEGIES		TACTICS	RESPONSIBLE LEAD
1 Institutionalize performance leadership, performance measurement, and performance management as core department functions (continued)	4.1.4	Explore opportunities to reinstate and create administrative staff positions to assist with implementing and operationalizing performance measurement and management processes (e.g., e.g., Support Specialists, Material Control Coordinator, Administrative Assistant, Chief of Staff, FireStat Data Analyst, Professional Standards Manager, Emergency Services Manager, and Community Liaison Officer).	FC/AOPS
	4.1.5	Develop and implement training programs for each level of leadership that clarify participative leadership, performance measurement, and performance management practices.	FC/EOPS/ AOPS/FM
	4.1.6	Ensure the implementation of goal tactics align with overarching VFD vision, mission, values, and goals.	EOPS/AOPS/ FM
	4.1.7	Develop and maintain a standardized dashboard system that provides key performance indicator (KPI) visibility to support ongoing management processes.	BIA
	4.1.8	Provide transparent performance measurement data to internal and external stakeholders.	BIA
2 Build trust and engagement through transparency and effective communications	4.2.1	Utilize multiple communication platforms to share information, enhancing employee engagement.	FC/EOPS/ AOPS/FM
	4.2.2	Establish consistent protocols at the executive level to ensure the clear and efficient flow of information.	EA
	4.2.3	Establish and maintain an up-to-date, centralized, and accessible internal digital library.	EA
3 Strengthen internal and external partnerships to enhance performance and services	4.3.1	Engage regional partners in a High Performing Organizations Program to discuss strategic processes for performance excellence.	FC
	4.3.2	Strengthen relationships and communication between Emergency Operations and Fire Marshal's Office personnel (e.g., building inspection collaboration with crews, critical information sharing, and school visits).	EOPS/FM

Goal 4
Cultivate Interactive Leadership, Collaborative Partnerships, and Responsible Performance Management

STRATEGIES	TACTICS		RESPONSIBLE LEAD
3 Strengthen internal and external partnerships to enhance performance and services (continued)	4.3.3	Strive to maintain positive relationships with labor organizations, associations, and nonprofit organizations (e.g., International Association of Firefighters [IAFF] 452, International Association of Fire Chiefs [IAFC], Vancouver Fire Department Guild, and Office & Professional Employee International Union [OPEIU]).	FC
	4.3.4	Establish engagement opportunities to enhance public safety endeavors with City partners (e.g., Vancouver Police Department [VPD], Parks and Recreation, and Public Works).	FC/EOPS
	4.3.5	Establish a Chief's Diversity Advisory Team (CDAT) with community leaders to facilitate benefits derived from diversity, access, and engagement endeavors.	FC/EA
	4.3.6	Encourage VFD participation in City employee resource groups (ERG) (e.g., Rainbow Brigade, Disability, and Building Relationship, Inclusion, Diversity, Growth, and Equity [B.R.I.D.G.E]).	FC/EOPS/ AOPS/FM
4 Provide forums to constructively discuss concerns, address challenges, and identify opportunities for improvement	4.4.1	Establish forums that foster regular interaction between executive leadership and the workforce.	FC/EOPS/ AOPS/FM
	4.4.2	Organize meetings between administration and external stakeholder groups to ensure VFD goals align with community needs.	FC/FM
	4.4.3	Encourage the use of through-channels letters to recommend ideas that impact operations and budget.	EA
5 Maintain a culture of service, professionalism, and accountability	4.5.1	Track KPIs to provide consistent feedback and guidance to employees, ensuring transparency in metrics that matter.	BIA
	4.5.2	Coordinate recognition of exceptional service, performance, and contributions from sworn and civilian employees.	AOPS
	4.5.3	Collaborate with City Human Resources to develop a streamlined complaint investigation process to increase transparency and expedite appropriate resolutions.	AOPS/HRG
	4.5.4	Develop training for supervisors in employee management, coaching, and critical conversation techniques.	FC/EOPS/ AOPS/FM



Goal 5

Foster Personal Growth, Professional Development, and Organizational Succession

STRATEGIES	TACTICS		RESPONSIBLE LEAD
1 Update and modernize training facilities, infrastructure, and resources	5.1.1	Collaborate with public safety partners to secure a regional multipurpose training facility.	FC/EOPS/TRG
	5.1.2	Ensure future fire stations include infrastructure to support on -duty classroom instruction.	AOPS
	5.1.3	Explore options to build a multi-story, Class A live-fire training prop and appropriate training area (NFPA 1403 – Standard on Live Training Evolutions).	EOPS/AOPS/ TRG
	5.1.4	Explore opportunities to acquire land for additional training resources.	FC/AOPS/ TRG
	5.1.5	Explore options to procure additional training props to increase access across stations and decentralize training capabilities.	AOPS/TRG
2 Deliver high-quality comprehensive training and education	5.2.1	Evaluate the staffing needs of the Training Division and explore opportunities to incorporate training positions for all ranks.	FC/AOPS/ TRG
	5.2.2	Prepare, update, and provide comprehensive task books to document employee qualifications and prepare for promotional opportunities.	EOPS/TRG
	5.2.3	Expand the availability of practical academies for specific topics (e.g., Incident Command Systems [ICS], officer [NFPA 1021 – Standard for Fire Officer Professional Qualifications], truck, engineer, and wildland).	EOPS/AOPS/ TRG
	5.2.4	Conduct quarterly command training focused on current operational, management, and safety trends (e.g., Battalion-Led Training and Command Clinics).	TRG/HSO/BC
	5.2.5	Improve workflows to ensure Federal, State, and Local training documentation standards are met (reference Washington Surveying & Rating Bureau grading schedule).	TRG
	5.2.6	Assign dedicated fire apparatus for ongoing training (e.g., crew training, academy training, engineer development, and promotional preparation).	AOPS/TRG
	5.2.7	Establish a process to evaluate external conferences, seminars, and educational opportunities, encouraging employee participation in programs that enhance personal and organizational growth.	AOPS

Goal 5
Foster Personal Growth, Professional Development, and Organizational Succession

STRATEGIES	TACTICS		RESPONSIBLE LEAD
3 Provide leadership training to cultivate future generations of leaders	5.3.1	Create a career development program to provide a pathway for growth within the organization.	EOPS/AOPS/ TRG
	5.3.2	Develop a pathway for current emergency medical technicians (EMT) to Paramedic certification.	EOPS/AOPS/ EMS
	5.3.3	Establish a formal mentorship program to foster growth and upward mobility throughout all ranks and specialties.	EOPS/AOPS/ TRG
	5.3.4	Communicate opportunities in the Tuition Reimbursement Program that allow more employees to pursue approved degrees and certifications.	FC/AOPS
4 Develop a formal mentorship program for career advancement	5.4.1	Establish career development and formal succession planning programs for administrative positions.	FC/EOPS/ AOPS/FM
	5.4.2	Allocate additional resources dedicated to recruiting, training, and creating advancement opportunities for non-sworn personnel.	FC/AOPS/ TRG
	5.4.3	Establish regularly scheduled promotional processes to enhance competencies and facilitate upward mobility and succession planning.	TRG
	5.4.4	Explore opportunities to host entry-level physical and written exams for firefighter candidates, with the goal of increasing engagement and access for local applicants.	TRG



Goal 5
Foster Personal Growth, Professional Development, and Organizational Succession









Goal 6

Identify, Implement, and Integrate Emerging Technological Innovations

STRATEGIES	TACTICS		RESPONSIBLE LEAD
1 Fortify mission-critical application software	6.1.1	Identify software applications that are essential to provide optimal emergency services.	EOPS/CT
	6.1.2	Implement inventory control software and paperless technology applications to streamline inventory management processes.	LOG
	6.1.3	Ensure controlled substance management software meets evolving standards.	EMS/LOG
	6.1.4	Invest and partner in the Clark County Public Safety Data Collaborative Program to improve data analyses and services throughout the region.	
2 Procure and maintain mission-critical apparatus and equipment	6.2.1	Explore partnerships and funding options for a mobile command post to support extended operations and serve as a contingency Department Operations Center (DOC).	FC/FA
	6.2.2	Procure and distribute additional Thermal Imaging Cameras (TIC) per crew for increased safety and improved operational effectiveness at incidents or events.	LOG
	6.2.3	Upgrade vehicle lighting packages for improved safety and visibility.	FLEET
	6.2.4	Explore opportunities for a drone program to enhance intelligence gathering and operational effectiveness.	EOPS/CT
	6.2.5	Develop and enforce policies to facilitate responsible camera use.	EOPS/TRG



Goal 6
Identify, Implement, and Integrate Emerging Technological Innovations

STRATEGIES	TACTICS		RESPONSIBLE LEAD
3 Optimize communication platforms, dispatch interface capabilities, and service continuity	6.3.1	Collaborate with Clark Regional Emergency Services Agency (CRESA) on improved communication and dispatch processes (NFPA 1225).	FC
	6.3.2	Create a focus group to explore innovative software and hardware advancements (e.g., Response Guides, Dispatch Information, and Digital Mapping).	RC
	6.3.3	Increase radio communications and reliability through satellite applications (e.g., FirstNet satellite beta testing).	RC
	6.3.4	Explore radio communications improvement opportunities through the use of very high frequency (VHF) and ultra high frequency (UHF) platforms.	AOPS/RC
	6.3.5	Coordinate with CRESA to explore opportunities to provide alternate and auxiliary dispatch systems (reference Washington Surveying & Rating Bureau [WSRB] ratings).	EOPS/AOPS
4 Streamline departmental communications utilizing optimal digital productivity applications	6.4.1	Implement electronic signature software for chain of command approvals.	EA
	6.4.2	Utilize online and asynchronous technologies to deliver information across the VFD.	EA
	6.4.3	Ensure adherence to City of Vancouver Social Media Use and Artificial Intelligence (AI) policies promoting ethical, appropriate, and risk-averse practices.	AOPS/PIO
	6.4.4	Create a focus group to explore AI applications for administration, training, and emergency operations.	AOPS
	6.4.5	Solicit feedback to improve the end user experience of the VFD intranet.	EA
	6.4.6	Research policy management technology to improve accuracy, accessibility, and compliance.	AOPS

Goal 6
Identify, Implement, and Integrate Emerging Technological Innovations









Goal 7

Strengthen Disaster Preparedness, Response, and Community Resilience

STRATEGIES	TACTICS		RESPONSIBLE LEAD
1 Enhance preparation, response, and recovery capabilities for large-scale events and disasters	7.1.1	Update disaster policy and operational manuals addressing natural and technological disasters.	EOPS
	7.1.2	Develop reliable communication plans and network capabilities with primary, secondary, and tertiary contingencies.	EOPS
	7.1.3	Collaborate with public safety partners to create a regionalized disaster response plan aligning interoperable priorities, communications, and terminology.	EOPS
	7.1.4	Collaborate with regional partners to identify water supply vulnerabilities and develop alternate water source plans (e.g., drafting operations).	EOPS
	7.1.5	Explore additional grant opportunities to support disaster training and equipment purchases.	AOPS
	7.1.6	Ensure each station's disaster supply inventory is adequate to support protracted incidents.	LOG
	7.1.7	Collaborate with Clark Regional Emergency Services Agency (CRESA) and the City of Vancouver to include VFD employees in the City's Employee Preparedness Program.	AOPS
	7.1.8	Collaborate with regional partners to develop a Stranded Worker Program that bridges geographic barriers during urgent circumstances.	EOPS
	7.1.9	Certify FMO personnel in Applied Technology Council (ATC) 20 building evaluation standards to deploy in the event of a disaster.	FMO
2 Enhance facilities and disaster recovery procedures to meet essential service needs	7.2.1	Develop a highly efficient and effective Department Operation Center (DOC).	EOPS/AOPS
	7.2.2	Ensure seismic retrofitting of existing facilities meets current code requirements.	AOPS
	7.2.3	Develop a comprehensive fuel plan to sustain emergency services during large-scale incidents or disasters.	AOPS

Goal 7
Strengthen Disaster Preparedness, Response, and Community Resilience

STRATEGIES	TACTICS		RESPONSIBLE LEAD
3 Pursue and engage in Community Risk Reduction (CRR) efforts designed to reduce fire and life-safety risk	7.3.1	Conduct a comprehensive community risk assessment within the VFD service delivery area to identify and prioritize fire and life safety risks.	FMO
	7.3.2	Engage with local school districts to get involved with the Safe Schools Task Force to improve safety preparedness for schools in the region.	EOPS/FMO/ EMS
	7.3.3	Collaborate with City Human Resources and the City Manager's Office to explore options to engage Fire Corps volunteers to support Community Risk Reduction (CRR) programs.	FMO
	7.3.4	Explore opportunities to establish a dedicated CRR officer for the advancement of comprehensive fire and life safety targeted initiatives.	FMO
	7.3.5	Explore opportunities to devote more resources to public outreach, education, and CRR programs (reference Washington Surveying & Rating Bureau [WSRB] ratings).	FMO
4 Cultivate stakeholder support and partnerships that reinforce community resilience and disaster recovery	7.4.1	Collaborate with the City of Vancouver Emergency Operations Center (EOC), CRESA EOC, and Washington State Emergency Management to coordinate emergency operations and continuity of operations.	EOPS
	7.4.2	Explore opportunities to coordinate and utilize resources within Citizen Corps groups as a force multiplier during disaster events.	CC
	7.4.3	Collaborate with City Office of Neighborhoods to strengthen relationships with neighborhood associations, enhancing community resilience and disaster recovery efforts.	AOPS/FMO
	7.4.4	Collaborate with law enforcement agencies to enhance coordination and response to large-scale incidents and planned events (e.g., civil disturbance and protests).	EOPS
	7.4.5	Develop and implement an urban wildfire interface mitigation and community resiliency plan (i.e., Community Wildfire Protection Plan).	EOPS

Goal 7
Strengthen Disaster Preparedness, Response, and Community Resilience

STRATEGIES	TACTICS		RESPONSIBLE LEAD
5 Enhance public education and outreach programs promoting community resilience	7.5.1	Collaborate with City Communications to explore options to use the City website and social media platforms to provide centralized fire and life safety preparedness content.	FMO
	7.5.2	Increase VFD community engagement during National Preparedness Month (September), building community resiliency education and awareness.	FMO
	7.5.3	Participate in the annual Washington Great Shakeout event, increasing public visibility and coordination with community partners.	EOPS/FMO
6 Support City initiatives to foster a climate-ready community	7.6.1	Support active participation in Clark County's Natural Hazard Mitigation Plan (NHMP) process.	AOPS
	7.6.2	Collaborate with law enforcement agencies to identify community vulnerabilities to extreme weather events and develop measures to prepare a more resilient community.	EOPS/EMS
	7.6.3	Collaborate with the City Manager's Office to explore options to support the City of Vancouver goal of carbon neutrality by 2040.	AOPS
	7.6.4	Ensure safe storage and disposal of hazardous materials at all department facilities.	SPEC OPS



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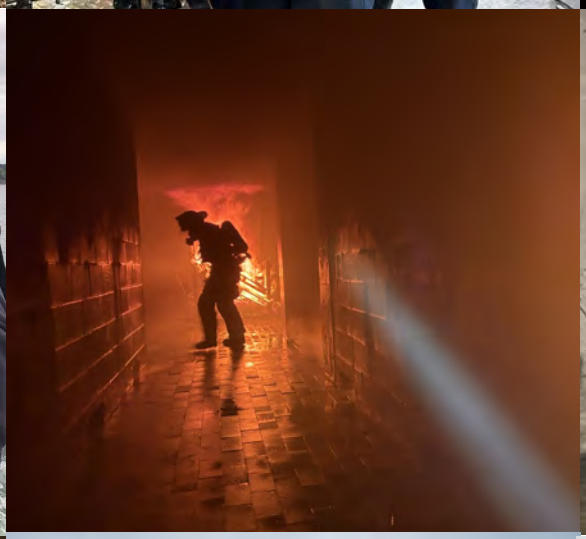
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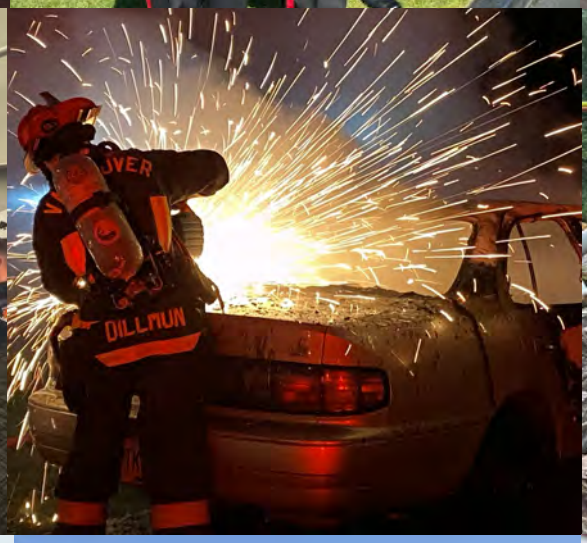



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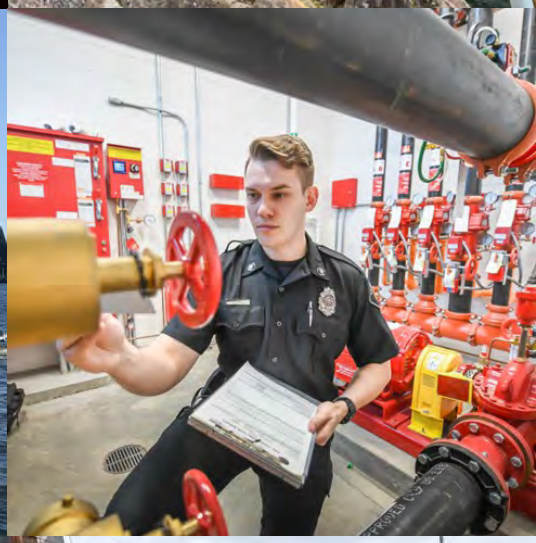



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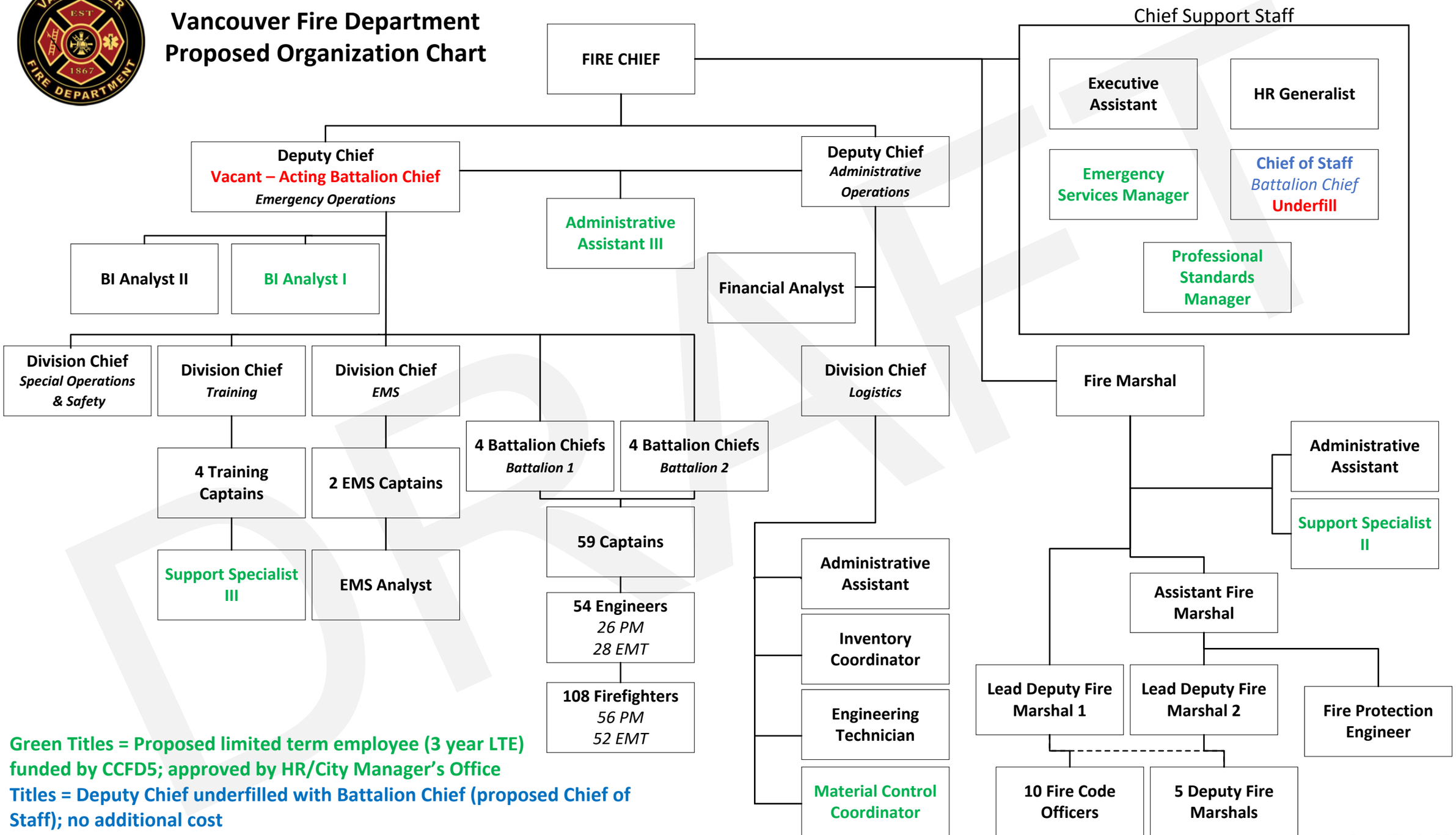

VANCOUVER
FIRE






To Be the Regional Leader in Public Safety and Emergency Services, Forging Unified Partnerships, and Safeguarding Our Community

Vancouver Fire Department
Proposed Organization Chart



Green Titles = Proposed limited term employee (3 year LTE) funded by CCFD5; approved by HR/City Manager's Office

Titles = Deputy Chief underfilled with Battalion Chief (proposed Chief of Staff); no additional cost

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VFD Chief of Staff

The Chief of Staff (COS) position is designed to enhance organizational, operational, and administrative efficiencies and executive support capacity while allowing executive chief officers to focus on emergency services, field operations, personnel management, capital projects and budget processes. The COS shall report directly to the Fire Chief, thus providing liaison, coordination, support, and project management for key departmental initiatives. As a liaison, the COS will facilitate communications between the Fire Chief, command staff, internal and external stakeholders and report results and performance outcomes to executive leadership, as well as foster community relations while presenting information to internal and external stakeholders on behalf of the Fire Chief. As a command officer, the COS will enhance operational effectiveness during large scale incidents/events at times of increased demand, ensuring operational organization, safety, and accountability during complex emergency scenes. However, the COS does not hold independent authority over the rank of Battalion, Division, or Deputy Chief.

Key Responsibilities and Duties

- Support, facilitate, and manage key priorities, initiatives, and projects identified in the 2026-2029 VFD Strategic Plan: “A Safe and Prepared Community”
- Support implementation of the Fire Chief’s priorities
- Lead and manage special projects and initiatives to support department objectives.
- Ensure daily activities align with long-term goals and strategic plans
- Manage departmental projects ensuring they are aligned with strategic goals
- Monitor program performance, outcomes, and report results to leadership.
- Identify opportunities for operational and administrative improvements and recommend process enhancements
- Facilitate communication between the Fire Chief, internal stakeholders, external stakeholders and government partners.
- Present information on behalf of the Fire Chief to internal and external audiences.
- Mentor and support personnel in delivering on key goals and objectives.
- Other duties as assigned

Facilitation of VFD Strategic Plan: "A Safe and Prepared Community" Initiatives

The COS is key to facilitating several initiatives outlined in the VFD Strategic Plan: "A Safe and Prepared Community." Including but not limited to:

- 1.1.4: Develop comprehensive, specialized strategic plans, performance measurement, and performance management processes for resources assigned to Emergency Operations, Administrative Operations, and the Fire Marshal's Office.
- 1.1.5: Develop comprehensive Continuity of Operations, Maximum Commitment and Surge (Upstaffing) Plans to address urgent public safety and emergency services demands.
- 1.2.1: Collaborate with federal, state, and local partners on Event Action Plans (EAP) and Incident Action Plans (IAP) when preparing for and responding to large-scale incidents and planned events (e.g. Federal Emergency Management Agency [FEMA], Homeland Security, Vancouver Police Department, Clark County Sheriff's Office, Washington State Patrol, Washington Department of Transportation [WADOT], City General Services, City Parks & Recreation, and City Public Works).
- 1.2.4: Partner in establishing formal Incident Management Teams with Emergency Operations Center (EOC) capabilities through comprehensive training and preparedness (e.g. Incident Command System [ICS], Command Staff, General Staff, and supporting roles).
- 1.2.5: Establish formal VFD Incident Management Teams with Departmental Operations Center (DOC) through comprehensive training and preparedness (e.g. ICS, Command Staff, General Staff, and supporting roles).
- 4.1.1: Provide clear performance leadership expectations through continual reinforcement of VFD vision, mission, core values, and goals:
    - Vision – Future aspirations
    - Mission – Fundamental purpose
    - Core Values – Principle beliefs that affect the formal and informal cultures
    - Goals – Clarity in priority of desired achievement or end-state
    - Goal Strategies – Plans designed to achieve desired goals
    - Goal Tactics – Actions specifically implemented to achieve desired goals
    - Goal Benchmarks – Criteria established for goal achievement
- 4.1.2: Employ performance measurement practices focused on a "metrics that matter" approach to determine effectiveness in goal achievement:
    - Inputs - Resources invested to achieve goals
    - Activities - Actions, tasks, or methods executed to achieve goals
    - Outputs - Products resulting from the combination of inputs and activities
    - Indicators - Incremental benchmarks toward desired goal achievement
    - Goal Outcomes - Clarity in priority of desired achievement or end-state

- 4.1.3: Ensure performance management, responsibility, and accountability practices are implemented to maintain or improve performance leadership and performance measurement tenets:
    - Monitoring - Continuing attention directed toward goal achievement
    - Evaluating - Determining optimal data criteria and measures of effectiveness
    - Analyzing - Identifying trends to determine necessary improvements
    - Learning - Determining effective goal strategies, tactics, and benchmarks
    - Improving Goal Strategies - Adjusting plans to facilitate goal achievement
    - Improving Goal Tactics - Adjusting tasks to facilitate goal achievement
    - Improving Goal Benchmarks - Adjusting criteria for goal achievement
- 4.1.9: Ensure the implementation of goal tactics align with overarching VFD vision, mission, values, and goals.

VFD Professional Standards Manager

The Professional Standards Manager (PSM) serves as a key member of the Vancouver Fire Department leadership team, overseeing the department's professional standards, accountability systems, and administrative investigations. The PSM position is integral to fostering a formal and informal culture of respect, integrity, and excellence through coaching, mentoring, and progressive engagement. This position acts on behalf of the Fire Chief and other City departments to coordinate and monitor internal complaints, conduct or oversee investigations into allegations of employee misconduct, ensure compliance with department policies and labor agreements, and promote a culture of professionalism, integrity, accountability, and organizational excellence. As the Vancouver Fire Department continues to grow in complexity and public visibility, the PSM ensures consistent, fair, and legally compliant handling of personnel matters while supporting employee rights, organizational integrity, and public trust. The PSM position further endeavors to strengthen the Vancouver Fire Department's ability to improve policies and training while supporting a professional and respectful workplace culture aligned with department core values and best practices in public safety administration.

Key Responsibilities and Duties

- Collaborates with HR to conduct and oversee administrative investigations related to internal and external complaints or personnel matters.
- Provides guidance to supervisors regarding employee accountability, coaching and counselling, performance management, and professional conduct.
- Performs responsible records management and reporting as it relates to investigations, professional policies, and training.
- Develops and reviews Vancouver Fire Department policies related to professional standards and compliance.
- Manages employee recognition programs and awards, including planning the annual Vancouver Fire Department awards program.

Facilitation of VFD Strategic Plan: "A Safe and Prepared Community" Initiatives

The PSM is key to facilitating several initiatives outlined in the VFD Strategic Plan: "A Safe and Prepared Community." Including but not limited to:

- 1.1.7: Prioritize the development of essential VFD programs, policies, and procedures that provide clear expectations and facilitate success in our mission: to preserve life, protect property, and ensure a safe, prepared community.
    - 1.1.7.1: Professional Standards
    - 1.1.7.2: Progressive Engagement
    - 1.1.7.3: Progressive Discipline
- 2.1.5: Develop formal review processes to address concerns associated with personnel safety (e.g. Near-Miss Incidents).
- 2.1.6: Annually review and update accident prevention programs.
- 3.2.2: Establish a VFD Chief's Diversity Advisory Team (CDAT) to build relationships with our community members.
- 3.3.1: Ensure all employees participate in City cultural competence and allyship training, supporting Vancouver for All.
- 3.3.2: Implement a structured mentorship program across all ranks with defined expectations and regular check-ins.
- 3.3.5: Collaborate with City Human Resources to measure retention, engagement, mentorship, and demographic trends to facilitate continuous internal improvement.
- 3.3.6: Increase recognition of employees who exemplify VFD vision, mission, core values, and goals.
- 3.3.7: Increase executive leadership engagement with all employees to advance VFD vision, mission, values, and goals.
- 3.3.8: Collaborate with Human Resources to assess department-wide measurement of belongingness and engagement.
- 4.1.1: Provide clear performance leadership expectations through continual reinforcement of VFD vision, mission, core values, and goals in department communications:
    - Vision – Future aspirations
    - Mission – Fundamental purpose
    - Core Values – Principle beliefs that affect the formal and informal cultures
    - Goals – Clarity in priority of desired achievement or end-state
    - Goal Strategies – Plans designed to achieve desired goals
    - Goal Tactics – Actions specifically implemented to achieve desired goals
    - Goal Benchmarks – Criteria established for goal achievement
- 4.1.2: Employ performance measurement practices focused on a "metrics that matter" approach to determine effectiveness in goal achievement:
    - Inputs - Resources invested to achieve goals
    - Activities - Actions, tasks, or methods executed to achieve goals
    - Outputs - Products resulting from the combination of inputs and activities
    - Indicators - Incremental benchmarks toward desired goal achievement
    - Goal Outcomes - Clarity in priority of desired achievement or end-state
- 4.1.3: Ensure performance management, responsibility, and accountability practices are implemented to maintain or improve performance leadership and performance measurement tenets:

    - Monitoring - Continuing attention directed toward goal achievement
    - Evaluating - Determining optimal data criteria and measures of effectiveness
    - Analyzing - Identifying trends to determine necessary improvements
    - Learning - Determining effective goal strategies, tactics, and benchmarks
    - Improving Goal Strategies - Adjusting plans to facilitate goal achievement
    - Improving Goal Tactics - Adjusting tasks to facilitate goal achievement
    - Improving Goal Benchmarks - Adjusting criteria for goal achievement
- 4.3.5: Establish a Chief's Diversity Advisory Team (CDAT) with community leaders to facilitate benefits derived from diversity, access, and engagement endeavors.
- 4.5.2: Coordinate recognition of exceptional service, performance, and contributions from sworn and civilian employees.
- 4.5.4: Develop training for supervisors in employee management, coaching, and critical conversation techniques.
- 6.4.3: Ensure adherence to City of Vancouver Social Media Use and Artificial Intelligence (AI) policies promoting ethical, appropriate, and risk-averse practices.

VFD Emergency Services Manager

The Emergency Services Manager (ESM) is a senior member of the Vancouver Fire Department executive team who provides high-level administrative, operational, and public information support to the Fire Chief and department leadership. This position assists and coordinates with the Public Information Officer (PIO) program to ensure timely, accurate internal and external communications and oversees public information activities during routine operations and large-scale incidents and events. The ESM assists in the development and maintenance of comprehensive operational manuals as well as a Standards of Coverage document to optimize resource distribution, concentration, and reliability across all response areas. The ESM will coordinate integrated planning and information sharing with regional law enforcement and homeland security partners to enhance regional preparedness and response. Additionally, this position assists in Continuity of Operations (COOP), emergency preparedness, incident planning, and training coordination to maintain mission-critical functions during large-scale emergencies and disruptions.

Key Responsibilities and Duties

- Coordinates the completion and maintenance of a Standards of Coverage document to optimize resource distribution, concentration, and reliability.
- Assists in the coordination and deployment of VFD Public Information Officer (PIO) Program, ensuring timely and accurate internal and external communications.
- Assists in the development of comprehensive operational manuals.
- Coordinates information sharing and integrated planning with regional law enforcement partners to support homeland security initiatives.
- Assists in the development and implementation of a comprehensive COOP Plan.

Facilitation of VFD Strategic Plan: “A Safe and Prepared Community” Initiatives

The ESM is key to facilitating several initiatives outlined in the VFD Strategic Plan: “A Safe and Prepared Community.” Including but not limited to:

- 1.1.1: Conduct a comprehensive Standard of Coverage analysis that addresses the National Fire Protection Association (NFPA) 1710-Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Services

(EMS), and Special Operations. Optimize resource distribution, concentration, reliability, and Effective Response Forces (reference Washington Surveying & Ratings Bureau [WSRB] ratings) when considering deployment models.

- 1.1.2: Continually evaluate, redeploy, reconfigure, and augment personnel, apparatus, and resources based on community, public safety, and emergency service needs identifies in the Standards of Coverage Analysis.
- 1.1.5: Develop comprehensive Continuity of Operations (COOP), Maximum Commitment and Surge (Upstaffing) Plans to address urgent public safety and emergency services demands.
- 1.1.6: Develop comprehensive operational manuals with updated policies, procedures, and guidelines to facilitate success in our mission: to preserve life, protect property, and ensure a safe and prepared community.
    - 1.1.6.1: High Rise Operations
    - 1.1.6.2: Hazardous Materials Operations
    - 1.1.6.3: Wildland Urban Interface/Intermix Operations
    - 1.1.6.4: Community Wildfire Protection Plans
    - 1.1.6.5: Mass Casualty Operations
    - 1.1.6.6: Active Threat Operations
    - 1.1.6.7: Rapid Intervention Procedures
    - 1.1.6.8: Disaster Response Operations
    - 1.1.6.9: Earthquake Operations
- 1.2.1: Collaborate with federal, state, and local partners on Event Action Plans (EAP) and Incident Action Plans (IAP) when preparing for and responding to large-scale incidents and planned events.
- 1.2.3: Partner in the completion of timely post-incident analyses (PIA) for large-scale incidents and planned events to improve public safety.
- 1.5.2: Improve information sharing and integrated planning with regional law enforcement partners to prepare for emergency incidents and threats to critical infrastructure.
- 1.8.3: Develop operational guidelines in concurrence with federal, state, and local standards for first-arriving resources at special operations incidents.
- 7.1.1: Update disaster policy and operational manuals addressing natural and technological disasters.
- 7.1.3: Collaborate with public safety partners to create a regionalized disaster response plan aligning interoperable priorities, communications, and terminology.
- 7.5.3: Participate in the annual Washington Great Shakeout event, increasing public visibility and coordination with community partners.

VFD Support Specialist III – Training Division

The Support Specialist provides critical administrative and program support for Vancouver Fire Department's Emergency Operations Training Division. This position coordinates activities, manages records and reporting systems, supports recruit academies, promotional processes, and department-wide training events, and assists with budget and procurement functions. This position was previously eliminated, creating operational gaps in training coordination, employee support services, document management, and administrative oversight. Funding this position through Clark County District 5 restores essential support capacity that improves organizational efficiency, strengthens department accountability, and ensures consistent administrative support for training, compliance, and workforce development initiatives.

Key Responsibilities and Duties

- Maintains electronic and physical training and certification records for all fire suppression personnel, following federal, state, and City regulations and guidelines.
- Develops efficient processes for publishing online training assignments and tracking completion.
- Organizes, manages logistics, and provides general support for Training Division activities. Including, but not limited to recruit academies, promotional exams, and department-wide training.
- Offers clerical support assisting with the implementation of new programs, procedures, methods, and systems.

Facilitation of VFD Strategic Plan: "A Safe and Prepared Community" Initiatives

The Support Specialist is key to facilitating several initiatives outlined in the VFD Strategic Plan: "A Safe and Prepared Community." Including but not limited to:

- 1.1.4: Develop comprehensive, specialized strategic plans, performance measurement, and performance management processes for resources assigned to Emergency Operations, Administrative Operations, and the Fire Marshal's Office.
    - 1.1.4.1: Training Division Plan
- 1.4.3: Provide quarterly didactic and practical training focused on current operational, management, and safety trends.

- 1.4.5: Develop and deliver promotional exams to facilitate enhanced competencies and upward mobility.
- 1.7.1: Explore opportunities to budget, recruit, hire, and develop support staff to facilitate operational and administrative capacity.
- 1.7.3: Evaluate the effectiveness and provide recommendations for incorporating Training Division roles for each rank.
- 2.1.2: Provide comprehensive training and education to develop safety officer competencies.
- 2.4.1: Improve Driver Operator curriculum and training methods to maintain adherence to legal requirements and improve operational effectiveness.
- 2.4.3: Institutionalize a formalized process for firefighters to regularly practice non-emergency driving.
- 2.4.4: Review and improve apparatus operation training manuals and task books.
- 3.1.1: Develop and implement a data-driven recruitment strategy that addresses goals to mirror community demographics.
- 3.1.3: Engage with educational institutions, trade programs, and community organizations to develop long-term recruitment access.
- 3.1.4: Audit and standardize hiring processes, mitigating barriers for underrepresented candidates.
- 3.1.5: Explore options to provide comprehensive candidate support including physical ability test preparation, tutoring, interview coaching, and mentorship.
- 3.3.1: Ensure all employees participate in City cultural competence and allyship training, supporting Vancouver for All.
- 3.3.2: Implement a structured mentorship program across all ranks with defined expectations and regular check-ins.
- 3.3.3: Provide leadership development, promotional preparation, and targeted support that embodies Vancouver for All and VFD values, ensuring equitable access to advancement.
- 5.2.2: Prepare, update, and provide comprehensive task books to document employee qualifications and prepare for promotional opportunities.
- 5.2.3: Expand the availability of practical academies for specific topics (e.g., Incident Command System, Officer, Truck, Engineer, and Wildland Academies).
- 5.2.5: Improve workflows to ensure Federal, State, and Local training documentation standards are met (reference Washington Surveying & Rating Bureau grading schedule).
- 5.3.1: Create a career development program to provide a pathway for growth within the organization.
- 5.3.4: Communicate opportunities in the Tuition Reimbursement Program that allow more employees to pursue approved degrees and certifications.
- 5.4.3: Establish regularly scheduled promotional processes to enhance competencies and facilitate upward mobility and succession planning.
- 5.4.4: Explore opportunities to host entry-level physical and written exams for firefighter candidates, with the goal of increasing engagement and access for local applicants.

VFD Material Control Coordinator

The Material Control Coordinator (MCC) provides critical administrative and logistical support for fleet operations, inventory management, emergency radio systems, technology coordination, and facility security within the VFD's Logistics Division. This position was previously vacated and left unfilled, creating operational gaps in purchasing coordination, asset tracking, inventory accountability, program enhancements, and support services that directly impact the fire department efficiency and readiness. Funding this position through Clark County Fire District 5 provides a cost-effective regional partnership that restores essential operational support capacity without additional direct financial impact to the City of Vancouver.

Key Responsibilities and Duties

- Assists in the purchasing of supplies, equipment, and other services for the VFD, adhering to City procurement thresholds and processes which will include soliciting vendor quotes and contacting vendors for pricing.
- Manages and uses purchasing cards, enters and processes requisitions, enters purchase orders, and enters invoices for payment in City finance software.
- Issues equipment and supplies to VFD employees and tracks for equipment renewal, disposal, surplus, and lost/damaged items.
- Manages inventory control through tracking and performing audits. Ensures inventory stock level is adequate for department activity.
- Assesses and implements new processes, procedures, and programs to ensure responsible stewardship of department inventory, adhering to federal, state, and City regulations.

Facilitation of VFD Strategic Plan: "A Safe and Prepared Community" Initiatives

The MCC is key to facilitating several initiatives outlined in the VFD Strategic Plan: "A Safe and Prepared Community." Including but not limited to:

- 1.1.4: Develop comprehensive, specialized strategic plans, performance measurement, and performance management processes for resources assigned to Emergency Operations, Administrative Operations, and the Fire Marshal's Office.

    - 1.1.4.6: Logistics Division
- 1.1.9: Upgrade technology to improve response times, service, and safety (e.g., data analysis software, Mobile Display Computers [MDC], Response Guide interface, Geographic Information Services [GIS]).
- 1.2.7: Collaborate with Public Works to improve the inspection, operation, flow, and pressure checks of City fire hydrants adhering to a 5 year maintenance schedule (reference Washington Surveying & Ratings Bureau [WSRB] ratings).
- 1.2.8 Explore options to invest in Mass Casualty Incident (MCI) apparatus deployable in the City of Vancouver or throughout the region.
- 1.3.6: Budget for advances in medical equipment and supplies that provide opportunities for positive patient outcomes (e.g., blood delivery and cardiac monitors).
- 1.7.3: Coordinate with City departments and external contractors to facilitate the optimal design and timely completion of construction projects at Fire Stations 3, 6, and 8.
- 2.2.1: Create policies to ensure VFD-issued personal protective equipment (PPE) meets industry best practices and adheres to current safety standards.
- 2.2.2: Explore and pursue funding mechanisms to enhance carcinogen reduction efforts at all stations (e.g., PPE laundering extractors [NFPA 1851 – Standard on Selection, Care, and Maintenance of Protection Ensembles for Structural and Proximity Firefighting], and vehicle exhaust removal systems [NFPA 1550]).
- 2.2.3: Ensure facilities meet or exceed federal, state, and local safety laws, rules, and policies.
- 2.2.4: Explore funding options to provide and maintain commercial-grade fitness equipment.
- 5.1.3: Explore options to build a multi-story, Class A live-fire training prop and appropriate training area (NFPA 1403 – Standard on Live Training Evolutions).
- 5.1.5: Explore options to procure additional training props to increase access across stations and decentralize training capabilities.
- 6.1.2: Implement inventory control software and paperless technology applications to streamline inventory management processes.
- 6.1.3: Ensure controlled substance management software meets evolving standards.
- 6.2.1: Explore partnerships and funding options for a mobile command post to support extended operations and serve as a contingency Department Operations Center (DOC).

- 6.2.2: Procure and distribute additional Thermal Imaging Cameras (TIC) per crew for increased safety and improved operational effectiveness at incidents or events.
- 6.3.2: Create a focus group to explore innovative software and hardware advancements (e.g., Response Guides, Dispatch Information, and Digital Mapping).
- 7.1.6: Ensure each station's disaster supply inventory is adequate to support protracted incidents.
- 7.2.1: Develop a highly efficient and effective Department Operations Center (DOC).
- 7.6.3: Collaborate with the City Manager's Office to explore options to support the City of Vancouver goal of carbon neutrality by 2040.

VFD Business Intelligence Analyst I

The Business Intelligence Analyst (BIA) position provides dedicated analytical and performance management support for the Vancouver Fire Department's Emergency Operations Division by improving how organizational performance, strategic initiatives, and operational outcomes are measured and evaluated. This new position will support implementation of the VFD Strategic Plan A Safe and Prepared Community through the development of performance benchmarks, data analysis, trend identification, and reporting tools that provide leadership with actionable information for decision making and continuous improvement. This role also strengthens accountability and transparency by embedding performance measurement practices into daily operations and ensuring the integrity and consistency of department data used to evaluate programs and service delivery.

Key Responsibilities and Duties

- Supports the implementation and oversight of performance measurement and performance management activities directly connected to the VFD Strategic Plan, ensuring organizational goals are monitored consistently and transparently.
- Establishes and maintains performance benchmarks and assessment methods aligned to strategic goals, ensuring reliable tracking of progress and the integrity of data used for evaluating department outcomes.
- Develops analytic products that identify performance trends, highlight areas of strength or concern, and provide leadership with insights necessary to evaluate and refine strategic initiatives.
- Partner with program leads to embed performance practices into daily operations, supporting continuous improvement through measurable outcomes and routine performance reviews.

Facilitation of VFD Strategic Plan: "A Safe and Prepared Community" Initiatives

The BIA is key to facilitating several initiatives outlined in the VFD Strategic Plan: "A Safe and Prepared Community." Including but not limited to:

- 1.1.9: Upgrade technology to improve response times, service and safety (e.g., data analysis software, Mobile Display Computers [MDC], Response Guide interface, Geographic Information Systems [GIS]).
- 1.5.1: Use incident data, risk assessments, and population density analysis to pursue funding opportunities for special operations (e.g., Hazardous Materials, US&R, Marine, and Homeland Security).
- 4.1.2: Employ performance measurement practices focused on a "metrics that matter" approach to determine effectiveness in goal achievement:
  Inputs- Resources invested to achieve goals
  Activities- Actions, tasks, or methods executed to achieve goals
  Outputs- Products resulting from the combination of inputs and activities
  Indicators- Incremental measurement toward desired goal achievement
  Targets- Incremental benchmarks toward desired goal achievement
  Goal Outcomes- Clarity in priority of desired achievement or end-state.
- 4.1.3: Ensure Performance management, responsibility, and accountability practices are implemented to maintain or improve performance leadership and performance measurement tenets:
  Monitoring- Continuing attention directed at progress toward goal achievement
  Evaluating- Determining optimal data criteria and measures of effectiveness
  Analyzing- Identifying trends to determine necessary improvements
  Learning- Determining the most effective goal strategies, goal tactics, and goal benchmarks
  Improving Goal Strategies- Adjusting plans to facilitate goal achievement
  Improving Goal Tactics- Adjusting tasks to facilitate goal achievement
  Improving Goal Benchmarks- Adjusting criteria for goal achievement
- 4.1.6: Establish a Performance Measurement Committee.
- 4.1.10: Develop and maintain a standardized dashboard system that provides key performance indicator (KPI) visibility to support ongoing management processes
- 4.1.11: Provide transparent performance measurement data to internal and external stakeholders
- 4.5.1: Track KPIs to provide consistent feedback and guidance to employees, ensuring transparency in metrics that matter
- 6.1.4: Invest and partner in the Clark County Public Safety Data Collaborative Program to improve data analysis and services throughout the region
- 6.3.2: Create a focus group to explore innovative software and hardware advancements (e.g., Response Guides, Dispatch Information, and Digital Mapping)

VFD Support Specialist II – FMO

The Support Specialist provides critical support Vancouver Fire Department's Fire Marshal's Office (FMO). Currently, the responsibilities associated with this position are either not being completed or are being distributed among multiple staff as secondary duties, creating inefficiencies and leaving critical work unfinished. A dedicated Support Specialist for the FMO would provide essential administrative and operational support that directly advances the city and department's strategic plan goal of maintaining a safe and prepared community. Establi8shing this role will improve operational consistency, accountability, and service delivery while allowing technical and operational staff to remain focused on core fire prevention and life safety responsibilities. Funding for this position is proposed by Clark County District 5, recognizing the shared regional benefit for this role.

Key Responsibilities and Duties

- Assists with billing and collection of permits, fees, and citations.
- Provides clerical support for public education initiatives
- Performs a wide variety of administrative support such as data entry, records management, and report preparation.
- Creates building and suite data structures within the FMO records management system.

Facilitation of VFD Strategic Plan: "A Safe and Prepared Community" Initiatives

This Support Specialist is key to facilitating several initiatives outlined in the VFD Strategic Plan: "A Safe and Prepared Community." Including but not limited to:

- 1.1.4: Develop comprehensive, specialized strategic plans, performance measurement, and performance management processes for resources assigned to Emergency Operations, Administrative Operations, and the Fire Marshal's Office.
    - 1.1.4.3: Fire Marshal's Office
    - 1.1.4.12: Community Risk Reduction (CRR)
- 1.9.1: Continue enforcing compliance with current laws, fire and life safety codes, and standards to enhance public safety efforts.

- 1.9.2: Explore opportunities to expand the Fire and Life Safety Inspection Compliance Program to reduce risk and fire loss exposure.
- 1.9.4: Maintain an effective cost recovery rate for the Fire and Life Safety Inspection Compliance Program.
- 1.9.5: Adhere to requirements for new construction projects by prioritizing plan review and same-day fire inspection requests.
- 1.9.6: Ensure city-wide operational readiness and integrity of required fire protection systems (e.g., smoke control, explosion control, and fire sprinkler system).
- 1.9.7: Upgrade the FMO's records management system to increase compliance, public safety, and efficiency.
- 1.9.9: Develop Planed Event Commitment Worksheets that provide recommendations for resource deployment at permitted and special events.
- 1.9.10: Enhance the Unwanted Alarm Program objectives to reduce false alarms and improve emergency resource availability.
- 1.9.11: Optimize the technical plan review and approval process for special hazard fire operational permits.
- 1.9.13: Actively track and enforce compliance with the Washington high-rise fire sprinkler retrofit mandate for multi-family residential occupancies (reference 2021 Washington State Fire Code, Section 1103.5.4).
- 1.9.15: Maintain adherence to a three-business day response window for FMO customer service requests.
- 1.11.3: Restructure and optimize fire investigation scene procedures and upgrade reporting standards to create greater efficiencies.
- 1.11.4: Budget for the appropriate deployment of resources to support the City Fireworks Ordinance Enforcement Program.
- 3.2.1: Build and sustain relationships with schools, workforce development organizations, and community groups.
- 4.4.2: Organize meetings between administration and external stakeholder groups to ensure VFD goals align with community needs.
- 7.1.9: Certify FMO personnel in Applied Technology Council (ATC) 20 building evaluation standards to deploy in the event of a disaster.
- 7.3.1: Conduct a comprehensive community risk assessment within the VFD service delivery area to identify and prioritize fire and life safety risks.
- 7.3.2: Engage with local school districts to get involved with the Safe Schools Task Force to improve safety preparedness for schools in the region.

- 7.3.3: Collaborate with City HR and the City Manager's Office to explore options to engage Fire Corps volunteers to support Community Risk Reduction (CRR) programs.
- 7.3.5: Explore opportunities to devote more resources to public outreach, education, and CRR programs (reference Washington Surveying & Rating Bureau [WSRB] ratings).
- 7.4.3: Collaborate with City Office of Neighborhoods to strengthen relationships with neighborhood associations, enhancing community resilience and disaster recovery efforts.
- 7.5.1: Collaborate with City Communications to explore options to use the City website and social media platforms to provide centralized fire and life safety preparedness content.
- 7.5.2: Increase VFD community engagement during National Preparedness Month (September), building community resiliency, education, and awareness.
- 7.5.3: Participate in the annual Washington Great Shakeout event, increasing public visibility and coordination with community partners.

VFD Administrative Assistant III

The Administrative Assistant (AA) provides dedicated support for VFD Deputy Chiefs. Currently, the responsibilities associated with this position are either not being completed or are being distributed among multiple staff as secondary duties, creating inefficiencies and leaving critical work unfinished. This position would provide essential administrative and operational support that directly advances the city and department's strategic plan goal of maintaining a safe and prepared community. Key functions include schedule management, meeting coordination, managing internal and external communications, and preparing administrative documents. Funding for this position is proposed from Clark County Fire District 5, recognizing the shared regional benefit of the role.

Key Responsibilities and Duties

- Coordinates meetings, maintains calendars, prioritizes appointments, and manages scheduling conflicts.
- Serves as the primary liaison for internal and external communications on behalf of the Deputy Fire Chiefs to include emails, phone calls, and drafting correspondence.
- Prepares agendas, presentations, and meeting materials.
- Tracks action items and project deadlines.
- Provides administrative support for strategic plan initiatives assigned to the Deputy Chiefs.

Facilitation of VFD Strategic Plan: "A Safe and Prepared Community" Initiatives

The AA is key to facilitating several initiatives outlined in the VFD Strategic Plan: "A Safe and Prepared Community." Including but not limited to:

- 1.1.4: Develop comprehensive, specialized strategic plans, performance measurement, and performance measurement processes for resources assigned to Emergency Operations, Administrative Operations, and the Fire Marshal's Office.

    - 1.1.4.1: Emergency Operations
    - 1.1.4.2: Administrative Operations
    - 1.1.4.11: Wildland Fuel Management
    - 1.1.4.13: Peer Support Team
- 1.1.6: Develop comprehensive operational manuals with updated policies, procedures, and guidelines to facilitate success in our mission: to preserve life, protect property, and ensure a safe, prepared community.
    - 1.1.6.1: High Rise Operations
    - 1.1.6.2: Hazardous Materials Operations
    - 1.1.6.3: Wildland Urban Interface/Intermix Operations
    - 1.1.6.4: Community Wildfire Protection Plans
    - 1.1.6.5: Mass Casualty Operations
    - 1.1.6.6: Active Threat Operations
    - 1.1.6.7: Rapid Intervention Procedures
    - 1.1.6.8: Disaster Response Operations
    - 1.1.6.9: Earthquake Operations
- 1.1.7: Prioritize the development of essential VFD programs, policies, and procedures that provide clear expectations and facilitate success in our mission: to preserve life, protect property, and ensure a safe, prepared community.
    - 1.1.7.1: Professional Standards
    - 1.1.7.2: Progressive Engagement
    - 1.1.7.3: Progressive Discipline
- 1.1.8: Prioritize the review process and update of VFD policies, procedures, and standard operating guides (SOG) to support optimal practices and services.
- 1.1.10: Examine and reinforce operational effectiveness through established and ad hoc VFD committees (e.g., Safety, Wildland, Apparatus, Incident Review, Equipment Evaluation, Station Design, Awards, and Policy Committees).
- 1.1.12: Explore options to cultivate public, private, and nonprofit sector partnerships to enhance operational capacity.
- 1.2.3: Partner in the completion of timely post-incident analyses (PIA) for large-scale incident and planned events to improve public safety, emergency services, and first responder safety.
- 1.4.1: Negotiate, revise, and update Automatic Aid and Mutual Aid Agreements at a minimum of every three years.
- 1.5.2: Improve information sharing and integrated planning with regional law enforcement partners to prepare for emergency incidents and threats to critical infrastructure.
- 1.7.6: Forecast, plan, and budget for recommended apparatus replacement cycles.

- 2.2.1: Create policies to ensure VFD-issued personal protective equipment (PPE) meets industry best practices and adheres to current safety standards.
- 2.3.5: Collaborate with Risk Management to improve VFD employees' understanding of and access to the City Workers' Compensation Program.
- 3.1.2: Collaborate with City Engagement and Access, Human Resources, and Communications to create inclusive, multi-lingual recruitment materials and related digital media content providing realistic job expectations, culture, and career paths.
- 3.1.5: Explore options to provide comprehensive candidate support including physical ability test preparation, tutoring, interview coaching, and mentorship.
- 3.2.4: Collaborate with City Engagement and Access to support and participate in Vancouver for All initiatives.
- 3.3.3: Provide leadership development, promotional preparation, and targeted support that embodies Vancouver for All and VFD values, ensuring equitable access to advancement opportunities.
- 3.3.6: Increase recognition of employees who exemplify VFD vision, mission, core values, and goals.
- 4.1.9: Ensure the implementation of goal tactics align with overarching VFD vision, mission, values, and goals.
- 4.2.1: Utilize multiple communication platforms to share information, enhancing employee engagement.
- 4.4.1: Establish forums that foster regular interaction between executive leadership and the workforce.
- 4.5.2: Coordinate recognition of exceptional service, performance, and contributions from sworn and civilian employees.
- 5.2.7: Establish a process to evaluate external conferences, seminars, and educational opportunities, encouraging employee participation in programs that enhance personal and organizational growth.
- 6.4.3: Ensure adherence to City of Vancouver Social Media Use and Artificial Intelligence (AI) policies promoting ethical, appropriate, and risk-averse practices.
- 6.4.4: Create a focus group to explore AI applications for administration, training, and emergency operations.
- 6.4.6: Research policy management technology to improve accuracy, accessibility, and compliance.



CITY OF Vancouver WASHINGTON

Financial Policies and Investment Policies Review

Lisa Brandl
Deputy City Manager
City Manager's Office

Anthony Glenn
City Treasurer
Finance Dept.

August 24, 2026



Agenda

- City Financial Policies
- City Investment Policy
- Biennium Budget Status/Update
- Next Steps
- Discussion

Financial Policies



City Financial Policies - 1 of 4

Role and Purpose

- Council updates City Financial Policies every two years
- Objectives:
  - Establishes framework to build City's financial future
  - Ensures best practices to ensure long-term fiscal stability
  - Simplify and modernize policies to reflect current economic and fiscal environment
  - The policies are realistic, achievable and tailored to the needs of the City

City Financial Policies – 2 of 4

Cycle Updates

- Accessibility updates
- Addressing the need for debt service
- Review of the entire policies through new leadership lens
- Establishment of a six-year Capital Improvement Plan for City Facilities (currently one in place for Public Works projects)
- Requirement of cost recovery studies by Finance Department every two years
- Assessment of development fees and completion of Airport Master Plan

City Financial Policies 3 of 4

Cycle updates continued

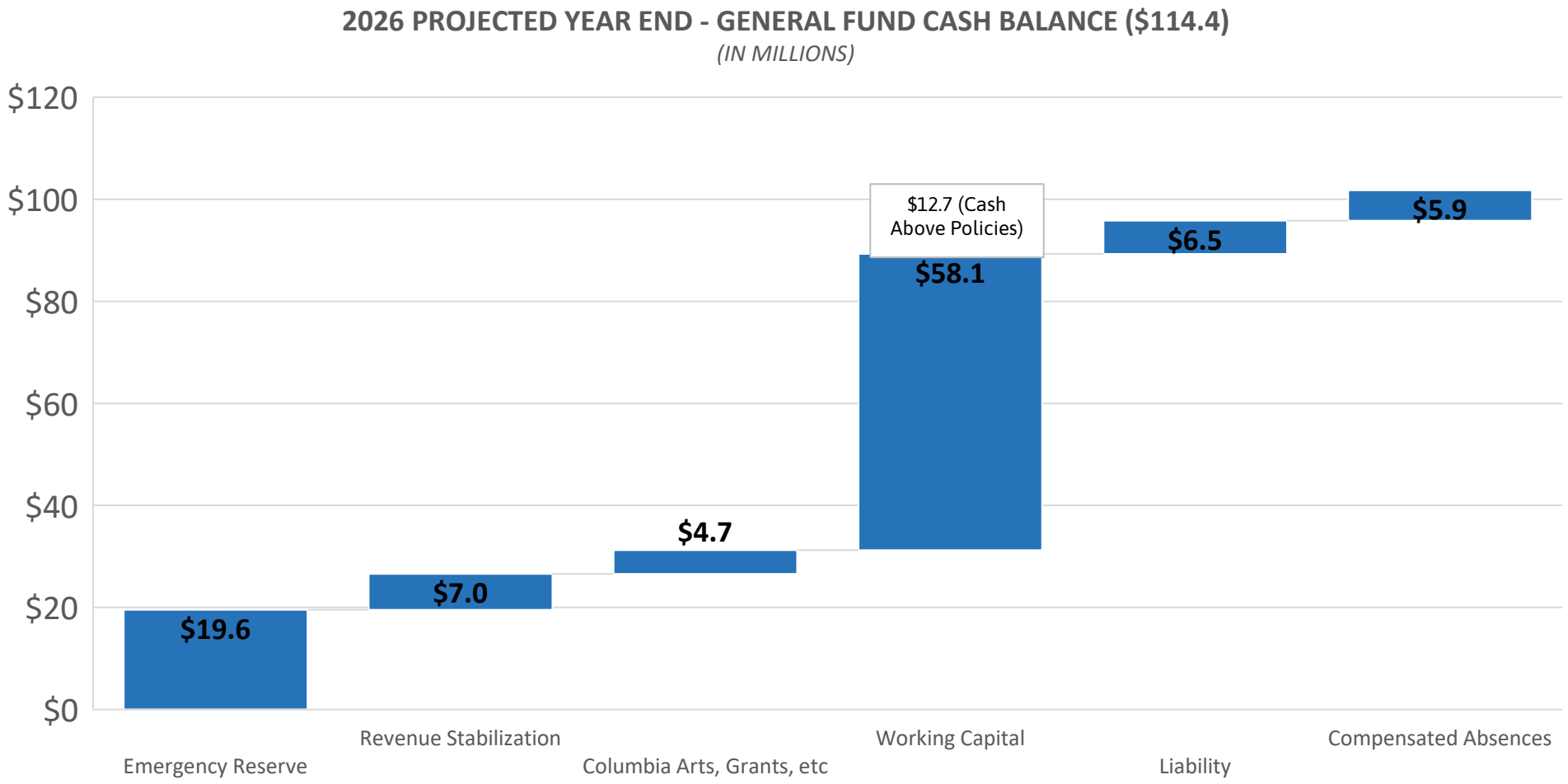
- Alignment of Financial Policies to City Strategic Plan and City Council Policy themes of Climate, Equity and Community Safety
- Separation of Capital Planning and Asset Management to its own categories
- Completion of cost recovery analysis by Parks, Recreation and Cultural Services
- Updating language for equity
- Establishment of regular cadence of reports, studies in this cycle

City Financial Policies 4 of 4

Reserves

- Two highlighted recommendations
  - Designation of $1M for Columbia Arts Center to Arts Hub Project
    - Proceeds from the sale of the building were designated to be used towards an arts facility
    - This recommendation solidifies the intention of the designation towards the Arts Hub Project
  - Budget Deficit Strategy Element: New formula for compensated absences
    - Five-year average of actuals x 150% - changes reserve to $2.6M (returns $3.29M to General Fund)
      - Formula currently at 50% of unused banked time off = $5.9M in current reserve
  - All other reserves status quo

Reserves


2026 PROJECTED YEAR END - GENERAL FUND CASH BALANCE ($114.4)
(IN MILLIONS)
$120
$100
$80
$60
$40
$20
$0
$19.6
$7.0
$4.7
$58.1
$12.7 (Cash Above Policies)
$6.5
$5.9
Emergency Reserve
Revenue Stabilization
Columbia Arts, Grants, etc
Working Capital
Liability
Compensated Absences

City Investment Policy



City Investment Policy - 1 of 4

Why Update the Policy?

- Modernize the City's 2012 investment policy
- Align with current Washington law and industry best practices
- Improve governance, transparency, and accountability
- Maintain the City's conservative investment philosophy while providing greater flexibility

City Investment Policy – 2 of 4

Strengthening Oversight

- Clearly defines investment roles and decision-making authority
- Enhances internal controls and increases reporting transparency
- Established procedures for monitoring downgraded securities
- Requires ongoing professional investment training for staff

City Investment Policy – 3 of 4

Modernizing the Portfolio

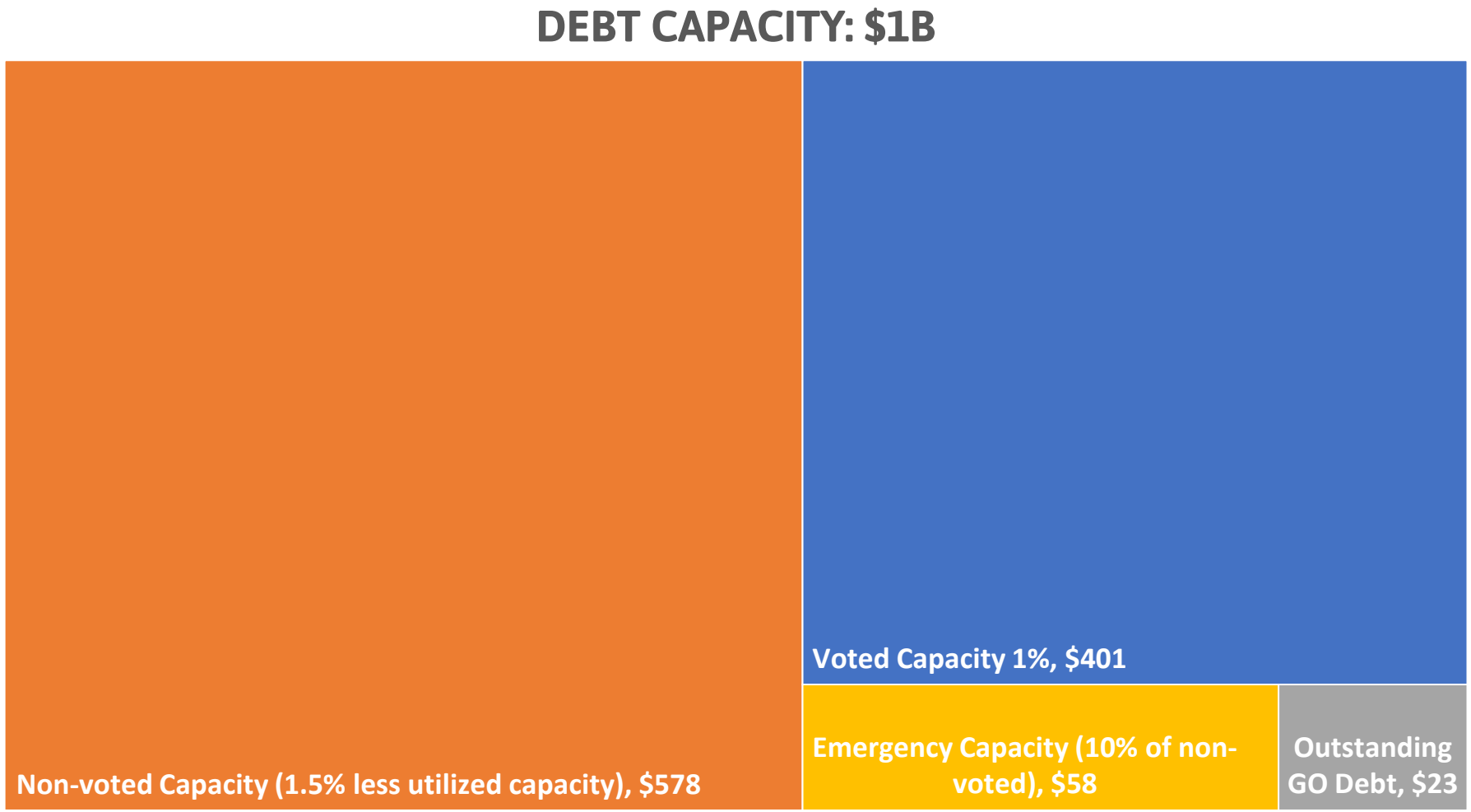
- Expands investment options already authorized under Washington law
- Updates diversification and maturity limits to reflect current best practices
- Clearly identifies prohibited investments
- Improves benchmarking and performance reporting

City Investment Policy – 4 of 4

Benefits of the Updated Policy

- Protects public funds through a conservative investment framework
- Enhances transparency and accountability
- Aligns with current Washington law professional best practices
- Preserves the City's investment priorities:
  - Safety
  - Liquidity
  - Return

Debt Capacity



(In Millions)

Biennium Budget

Status - Update



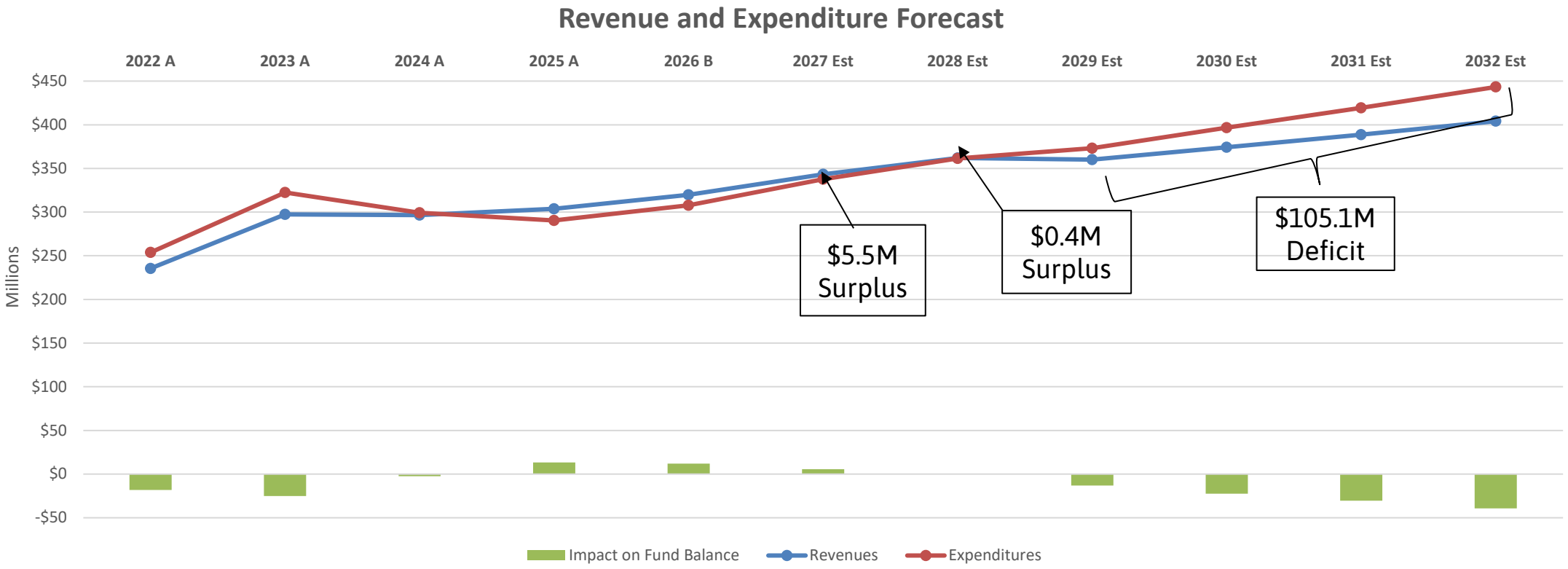
Biennium Budget Update

Status

- Departments submitted budgets
  - Currently being evaluated
- Ongoing labor negotiations – impact to forecast TBD
- Forecast remains unchanged from July 13
- Chief Financial Officer started July 27

Biennium Budget Forecast Through 2032

General, Street and Fire Funds



Next Steps

Biennium Budget Adoption Activities

- Financial Policies and Investment Policy Staff Reports – September 14
- Preview of City Manager Recommended Budget – September 21
- City Manager Recommended Budget Published – October 1
- Council Workshops – October 12 & 26
- Council Consent – November 2
- Public Hearing and Adoption – November 16

Community Engagement Schedule

Mix of online and in-person

- Budget webpage- April
- City Newsletter - June
- Community survey – July
- Be Heard budget exercise – August
- Employee Idea Box – July-August
- Community meetings – September

Discussion



Thank you



CITY OF Vancouver WASHINGTON

MEMORANDUM

DATE: August 24, 2026

TO: Vancouver City Council

FROM: Lisa Brandl, Deputy City Manager
Anthony Glenn, City Treasurer

RE: **Financial and Investment Policies Update**

CC: Lon Pluckhahn, City Manager, Jeff Towery, Deputy City Manager, Nena Cook, City Attorney, Katie Shifley, Chief Financial Officer

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Financial Policies

The City Council, as part of the budget adoption process, approves the City's financial policies, which establish the framework to build the City's financial future. Financial policies ensure best practices to ensure long-term stability, as well as simplify and modernize practices to reflect the current fiscal environment. Every biennium, it is good practice to review the financial policies to ensure they are realistic, achievable and tailored to the City. Every jurisdiction is unique, and financial policies are not meant to be a one-size-fits-all approach, so a regular review during every biennium is recommended.

During this biennium, there are more changes to the financial policies than in the past due to some larger themes: updating for accessibility, addressing the need for debt service for upcoming capital projects such as the Public Works Operations Campus, and a review of the policies in general through new leadership that update many practices within the policies.

Below is a compendium of some, but not all the major changes to the Financial Policies:

- Updating the format to follow accessibility standards (i.e., landscape to portrait), and formatted into the City's policy standard template
- Aligning financial policies with the City's Strategic Plan
- Striving for pay-as-you-go, but also maintaining appropriate levels of debt

- Updating language for equity (i.e., changing “residents” “citizens” “taxpayers” and “customers” to “community”, changing “social justice” to “equity and inclusion”)
- Separating out “Capital Planning and Asset Management” to its own individual section to recognize the depth and breadth of each category
- Using one-time sources for no more than one biennium
- Requiring studies for cost recovery every biennium by the Finance Department
- Establishing a six-year Capital Improvement Plan for City Facilities during the biennium and every biennium afterwards by the General Services Department (we currently have one for Public Works projects, but not City-owned facilities)
- Assessment of development fees and cost recovery, and completion of the Airport Master Plan during the biennium by Public Works
- Updating the classification and compensation plan to the current practice in place
- Updating the formula for compensated absences to a five-year average of actual multiplied by 150%
- Removal of the benefits self-insurance reserve, as the city has transitioned over to the AWC pooled health insurance plan
- Working with the City Manager’s Office, the Directors of Public Works and General Services updated both the Capital Planning and Asset Management section
- Working with the City Manager’s Office, the Finance Department, specifically the City Treasurer, updated the Financial Asset and Liability Management section

Investment Policy

The City Investment Policy has not been updated since 2012. The proposed investment policy does not materially change the City’s core investment philosophy of prioritizing safety, liquidity, and return. Instead, it modernizes the policy to reflect current Washington statutes, expands governance and risk management provisions, and updates the list of authorized investments.

The most substantive changes are the addition of new allowable investment types (such as corporate notes), expanded governance and risk management provisions, a longer allowable weighted average maturity (from two to three years), more comprehensive diversification standards, enhanced reporting, and clearer internal controls.

The revised policy also aligns the City's investment practices with current industry standards and recommendations from the Government Finance Officers Association (GFOA), Government Investment Officers Association (GIOA), and Washington Public Treasurers' Association (WPTA).

Overall, the revised policy provides greater flexibility for portfolio management while reinforcing strong governance and preserving the City's conservative investment approach.

Finally, city staff have engaged a municipal advisor to assist with a debt management plan, assist in planning out a phased debt management approach to meet the capital project needs of the city, and to work with the Chief Financial Officer and City Treasurer to update the City Debt Management Policy, which will be presented to Council at a later date.

Attachments:

1. Draft 2027-2028 City Financial Policies
2. 2025-2026 City Financial Policies
3. 2025-2026 City Financial Policies with Edits
4. Draft City Investment Policy July 2026
5. 2012 City Investment Policy

DRAFT 2027-2028 City Financial Policies

Title: 2027/2028 City Financial Policies	
Policy and Procedure Number:	Supersedes (Number and Title): Staff Report 091-26, 4/27/26
Citywide policy: Citywide	
Effective Date:	Approved by (Name, Title and Signature): Vancouver City Council

Purpose: In addition to following all laws related to budgeting as outlined by the Revised Code of Washington (RCW) 35, the City has internal Financial Management Policies that are adopted by the City Council and reviewed every two years during the budget development process.

Policy Statement: The City Financial Policies are a compendium of all city policies that shape the budget and ensure that the City maintains a healthy financial foundation while planning for the future. The goal of these policies is to promote:

- An extended six-year financial planning horizon in alignment with the City's Strategic Plan to increase awareness of future potential challenges and opportunities.
- Setting aside reserves for contingencies, replacement of capital equipment and other similar needs.
- Maintaining the effective buying power of fees and charges and modifying cost recovery targets when appropriate.
- Accountability for meeting standards of financial management and efficiency in providing services.
- Management of the City's physical assets to provide sustainable service levels into the future.
- Planning for the capital needs of public facilities for the community and managing them for future use.
- Improved equity for those we serve through investments and revenue structures.
- An emphasis on improving community safety through strategic deployment of the City's financial resources.

- Improving the City's overall impact on climate change through strategic investments in infrastructure and integrating climate change goals into new capital projects and renovation and/or remodels of existing facilities wherever possible.
- Ensuring quality bond ratings through strategic debt strategies.
- Investing public funds to provide maximum security with appropriate returns and timely liquidity.
- Investment of public funds in accordance with the City's Investment Policy.
- Communication to the community regarding how the City's Strategic Plan goals are being addressed.

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1.0 Long-Range Financial Planning and Resource Utilization

It is essential for the City to incorporate a long-term perspective and monitor the performance of programs competing to receive funding. Management will ensure compliance with the legally adopted budget. Purchases and expenditures will comply with legal requirements and policies and procedures set forth by the City.

1. A long-term forecast of revenues and expenditures will be developed for all operating funds for the six-year period following the end of the current biennial budget.

2. The financial impact of budget decisions made during the development of the biennial budget will be reviewed in the context of the six-year forecast.

3. The operating budget will be based on the principle that current operating expenditures, including debt service, will be funded with current revenues. The budget will not use one-time (non-recurring) sources to fund ongoing (recurring)

uses for more than one biennium, postpone expenditures, or use internal borrowing to fund operations. Pausing current expenditures may occur as evaluation of programs are conducted. The budget will incorporate the best available estimates of revenues and expenditures.

4. The City aspires toward the use of performance management and will be utilized as part of the budget prioritization to ensure alignment with the City's goals and strategic commitments. Wherever possible, performance data will be used to support budgetary decisions. Measures should be developed to reflect the City's efficiency and effectiveness. Status of key performance updates will be reported to the Council.

5. Positive progress towards climate action, equity and inclusion and community safety will be measured annually. Equity and environmental sustainability lenses will be developed and utilized to support budgetary decisions. Status of key performance measures will be reported to the City Council annually.

6. Service levels will be defined and measured in a manner that is based on results, including improving equity, safety and advancing climate action goals in the community (e.g., units of service delivered, service quality and customer satisfaction) rather than resources allocated to provide the service and shall be considered in development of the Biennial Budget.

7. The City will endeavor to maintain a diversified general revenue base to diminish the effects of short-term fluctuations on any given revenue. The goal is to have a combination of revenues that grow in response to a good economy and those that remain stable during times of economic downturn. Examples of the former include sales taxes, utility taxes and building permit fees. Examples of the latter include property taxes, court fine revenues, and gambling tax.

8. Revenue estimates will be developed using reasonably conservative but realistic assumptions. Revenues will be monitored and reported quarterly, including trends and year-end estimates.

9. User fees and utility rates in all funds will be based on balancing the cost of providing the service, the competitive market, public benefit, community affordability and other appropriate policy considerations. User fees and rates will be reviewed annually by the CPI-W for the Seattle-Bellevue-Tacoma region

using the index for the 12 months ending in October of the prior year to monitor the costs of providing services. Fees and rates will be reviewed every three to five years and further adjusted if necessary.

10. The City's Financial and Management Services Department will conduct a cost-of-service study every biennium to identify the full cost of providing services funded with fees, as well as the equity and affordability resulting from the cost recovery structures. The calculation of full cost will include all reasonable and justifiable direct and indirect cost components and will be reviewed by the City Manager's office for further determination and/or next steps.

11. Specific council policies related to cost recovery targets by specific program are listed below:
    a. Building Fee Cost Recovery Target – 100%
    b. Land Use Fee Cost Recovery Target – 75%
    c. Development Review Fees in Transportation Target – 75%
    d. Recreation Fees Cost Recovery Target –Under Review

    The above target rates represent percentage of the full cost of providing the services, including City administrative costs, departmental administrative costs, cost of maintenance and operation of facilities that the services are provided from and maintenance and replacement of the equipment used.

12. The Financial and Management Services Department will review all cost recovery plans, develop a citywide framework and policy during the 27-28 Biennium and present recommended cost recovery targets to the City Manager's Office for review and approval.

13. The City will strive for full cost recovery in the enterprise fund operations as follows:
    a. City Utility Operations (water, sewer, storm water and solid waste). An assessment of development and fees and cost recovery will be completed by Public Works in 2027.
    b. Pearson Airport – an assessment of operating costs and fees will be completed with the Airport Master plan development in 2027/2028 by Public Works.
    c. Parking Fund (as of 2018 no longer receives a General Fund subsidy).
    d. Tennis Center (the Center has been operated by the United States Tennis Association – USTA, since September of 2018, but the General Fund is

continuing to support the Center's indirect costs and up to $10,000 per year in maintenance costs for the Center's building).

14. Overhead costs will be appropriately shared by all operating funds as determined by the City's indirect cost allocation plan. The amount charged by the City for services provided under interlocal, or similar agreements, will include a formula covering the City's overhead costs. The City Financial and Management Services Department will conduct a review of the indirect cost allocation plan and all other cost plans and present recommendations to the City Manager's Office for approval before implementation.
15. Grants that support city objectives and are consistent with high priority needs, including those helping to address climate action, equity and inclusion and community safety, will be aggressively sought. Grants requiring a local match or a continuing city obligation to fund programs will be carefully considered prior to applying for the grant to ensure that ongoing resources will be available to meet the obligation. The City shall attempt to recover all allowable costs, direct and indirect, associated with the administration and implementation of the program funded through grants.
16. Expenditures will be controlled by an annual appropriated budget at the department/fund level. The City Council shall establish appropriations through the budget process. The City Council does not require a re-appropriation of carry-forward funds in the second year of the biennium. New or increases in appropriations require council approval.
17. If a deficit is projected during the course of a fiscal year, the City will take steps to reduce expenditures, increase revenues, or, if the deficit is caused by an emergency, consider using one of the existing General Fund reserves. The City Manager may institute a variety of measures to ensure spending remains below reduced revenues.
18. The City's classification and compensation plan will be designed to ensure a robust complement of positions exist to meet the City's current and future needs. Having a full range of job levels allows jobs to be slotted with accuracy and helps maintain the overall integrity of the compensation structure. The compensation plan will be maintained in a manner consistent with the labor market by

reviewing positions against and benchmark information from published salary surveys. Changes to positions or the overall classification structure will coincide with the budget cycle or planned budget actions when possible.
The City's compensation philosophy is to target the median of market salaries. The City's salary grade midpoints generally approximate the market rate for jobs. Employees' pay is set based on the experience, education, and/or other job-related factors they hold when they enter a job with. Based on those factors, employees will be placed in an appropriate step within the range. Starting salaries will not routinely exceed the midpoint of the range. A schedule of pay ranges for non-represented staff will be attached to the budget for Council review and adoption.

19. Positions may be overfilled by the City Manager or their designee for a limited time period to help maintain authorized staffing, reduce personnel-related costs, transfer knowledge, and provide a seamless transition between new, separating, terminating, and retiring employees. Overfills will be managed within the fund/department budget appropriations and the overfill FTEs shall be included in the approved budget.

20. Actual expenditures will be closely and frequently monitored. The comparison of budget to actual expenditures shall be reported to council on a quarterly basis.

2.0 Reserves

Reserves are an important indicator of the City's financial position and its ability to withstand adverse events. Detailed policies pertaining to fund balance classifications can be found in the City's Fund Balance Policy. Maintaining reserves is a prudent management practice.

1. An emergency General Fund reserve, will be maintained equal to 7% of actual external revenues in the preceding fiscal year in the General, Street and Fire Funds. The emergency reserve is for unexpected, large-scale events where damage in excess of $1 million is incurred and immediate, remedial action must be taken to protect the health and safety of the community and continuity of city operations (e.g., major flood and earthquake, other natural disaster, cybersecurity event, pandemic, infrastructure collapse, city facility failure). Remedial actions include, but are not limited to funding medical supplies, temporary clinics, and

disease-control efforts, strengthening first responders and evacuation systems; repairing critical infrastructure like power, water roads, bridges, citywide information technology infrastructure, citywide facilities and related support services; providing shelters and essential services for vulnerable residents, and improving communication , coordination and preparedness through training, alerts and community outreach. In the event that these "emergency reserve: funds are used, the City shall restore the reserve to the full 7% level within a reasonable amount of time as necessitated by the scale of emergency. A clear plan will be developed to refill the reserve, and the first significant deposit will occur the following fiscal year after the event.

2. The City will maintain additional working capital reserves, sufficient to fund, on average, of 60-90 days of operations in each city operating fund and 45 days for utility funds. This reserve will address cash flow requirements and allow the City to operate without funding its operations through short-term borrowing.

3. The City will maintain a revenue stabilization reserve with a goal of reaching 2.5% of the current year's budget in the General Fund. This reserve may be used to provide funding to temporarily offset unanticipated fluctuations in ongoing revenues or unanticipated events, such as unexpected external mandates, reductions in state-shared revenues, etc. The reserve funds will provide time for the City to restructure its operations in a deliberate manner to ensure continuance of critical city activities. If the reserve is spent down, it shall be restored within the following two years. This reserve could be utilized if there is an identified three-to-six-month trend of reduced revenues.

4. An additional designated liability funding reserve will be created when the City accepts funding leading to future liabilities. The reserve will be equal to the stated liability in the future. If a federal or state grant requires local resources to fund the initiative after the grant expiration, the cost of funding the initiative is considered to be a liability that will be funded from the "designated liability funding reserve. The current designated liability reserve is for public infrastructure tied to the HP, Inc. Development Agreement.

5. The City will set aside a compensated absences reserve to fund 150% of the average of the past five years' actual leave payoff amount.

6. The Designated Reserve exists when the City accepts funding leading to future liabilities. This reserve, currently designated at $4.7M, is comprised of different liabilities as notated in Attachment A to this Policy. An example is Council's designation of reserves representing proceeds from the sale of the Columbia Arts Center and is redesignated to the Arts Hub Capital Project.

7. Funds more than the reserves will be considered unassigned General Fund balance and could be used to fund high-priority Council-designated one-time purposes, which includes but is not limited to funding accumulated currently unfunded deferred liabilities.

8. Equipment replacement reserves will be maintained in the equipment services capital fund sufficient to replace covered vehicles and heavy equipment at the end of their useful lives with like/similar equipment. Equipment rates will include a rate to accrue the estimated replacement cost over the life of the equipment. Reserve balances and rates will be reviewed in the 2027/2028 Biennium.

9. Technology equipment replacement reserves will be maintained in the technology equipment replacement fund sufficient to repair covered equipment and major software systems for replacement at the end of their useful life.

10. A liability self-insurance reserve will be maintained to cover potential liability for tort claims. The unrestricted fund balance subtracts from available cash all the known claims against the City and those claims that might have occurred but not yet been reported. The fund balance will be based on the most recent actuarial study of the self-insurance fund. The actuarial study of the fund is to be performed no less frequently than once every two years.

11. Fire pension benefit obligations will be addressed by annual contributions to the fire pension fund in accordance with recommendations in the most recent actuarial study, as required by R.C.W. 41.16.050. (Note: This is a "closed" plan with no new participants.) City obligations arise only for those firefighters hired prior to March 1, 1970. The State of Washington has assumed all obligations for those hired on or after that date. In addition to the pension payments, the City is also responsible for lifetime medical benefits for the retired members that participated in the LEOFF 1 plan. The City contribution includes the projected annual pension payments for the retired members eligible for retirement benefits

and projected annual medical benefit payments for those retired members eligible for medical and long-term coverage.

12. Police pension benefit obligation will be funded on a pay-as-you-go basis by making contributions to the police pension fund in an amount sufficient to meet police pension benefit obligations. (Note: This is a "closed" plan with no new participants.) City obligations arise only for those police officers hired prior to March 1, 1970. The State of Washington has assumed all obligations for those hired on or after that date. In addition to the pension payments, the City is also responsible for the members' lifetime medical benefits of retired members and none on active duty.

13. A facilities asset management and replacement reserve shall be established in a separate fund to provide for maintenance and building replacement of the major city facilities at the end of their useful life.

3.0 Asset Management

Asset Management for government infrastructure refers to the integrated, multidisciplinary process of planning, monitoring, maintaining and managing public infrastructure assets (e.g., water system, sewer system, transportation system, property, buildings, etc.) throughout their entire lifecycle – from design and construction to operation, maintenance, rehabilitation and eventual decommissioning. These assets are essential for delivering public services, supporting economic activity, and ensuring public safety. The goals are to maximize value, extend asset life, reduce lifecycle costs and minimize risks of failure or service disruption. Effective asset management balances many elements such as risk of failure, criticality of the asset, cost affordability, safety, environmental impact and level of service, among others.

1. In pursuit of an asset management strategy that prioritizes climate action, equity and inclusion and community safety, the City will:

a. Consider the climate action impacts of asset investments and pursue asset management strategies that reduce their contribution to climate change over time.

b. Consider equity and the inclusionary impacts of asset management strategies and prioritize investments that improve equity and inclusion within the City.

c. Consider the potential improvements to community safety associated with asset management strategies and prioritize investments that improve community safety within the City.

d. The General Services Department will develop a maintenance and improvements tasks ranking by evaluating the immediate impact on safety and level of service against the risk of asset failure during the 2027-2028 Biennium and update every biennium thereafter. This protocol prevents critical infrastructure degradation while properly categorizing cosmetic enhancements.

2. The City will strive to integrate the principles and best practices of asset management such as those embodied in the International Infrastructure Management Manual or equivalent methodology in the management of its assets.

3. Existing asset management strategies will include full life-cycle cost analysis.

4. Maintenance of City assets shall be addressed on a current need rather than deferred into the future due to budgetary constraints. Relevant condition indexes, such as the Facility Condition Index (FCI), for facilities, will be used to weigh the cost of improvements and repairs to full replacement costs.

4.0 Capital Planning

Capital planning for government infrastructure refers to the systematic process of identifying, prioritizing and funding major capital projects to maintain, upgrade and expand public facilities and infrastructure. It ensures that limited public resources are used efficiently to meet current and future community needs while aligning with broader strategic and financial goals. Capital planning will, under the Asset Management strategies, help the City prioritize projects, coordinate infrastructure needs with land use, budgeting and economic development strategies, and help leverage funding opportunities such as grants, low interest loans and bonds.

1. A rolling six-year city-wide Capital Improvement Program shall be developed bi-annually and shall provide a prioritized list of reasonably funded projects and those in process of securing funding. The six-year Capital Improvement Program shall be consistent with the current Comprehensive Plan and system-wide plans as required by Washington State Statutes or permits (e.g. Water System Plan Update, General

Sewer Plan and Facilities Plan, Transportation Improvement Program, etc.), and any other plans adopted by the City Council.

2. The resources that support current outstanding debt on street improvement projects shall, once that debt is retired, be dedicated to ongoing support of the capital program of the City's street fund. Eligible uses shall be consistent with the City's adopted Transportation System Plan, Comprehensive Plan, and annually updated six-year transportation improvement program.

3. Funding for capital projects, including major facilities maintenance projects, will be allocated in a manner consistent with asset management strategies and in a manner that balances community needs with city priorities, the potential for attracting matching funds, and the ability to reduce or limit expenses in future years.

4. The City will strive to incorporate a "pay-as-you-go" approach (using available cash and current resources) in the Capital Improvement Program. The Directors of Financial and Management Services and Public Works, working with the City Manager's Office, will develop a Strategic funding Plan for Short and Long-Range Capital planning that utilizes a balance of tools to maximize and leverage non-general fund dollars whenever possible for the funding of capital improvements. With City Council approval, use of debt instruments may be used. Proceeds from the sale of city capital assets no longer utilized in operations will be deposited consistently with the initial ownership of the asset and invested in the highest priority city capital projects. Debt funding shall be considered for large capital projects with long useful life to better reflect inter-generational equity.

5. The biennial capital budget will be adopted at the same time as the City operating budget is adopted. The capital budget will include fully funded projects, as well as those projects notified of grant/loan funding but have not been awarded funding, and those projects anticipated to be funded via future bonding. The capital budget will only contain projects identified in the Capital Improvement Program and those projects approved via City Council action. Capital projects may be changed through City Council action. General Services will develop a Capital Improvement Program for non-Public Works projects during the 2027-2028 Biennium.

6. A capital repair appropriation will be maintained for unanticipated major repairs of general operating facilities and for emergency replacement of general fund

equipment. Additions to the capital repair contingency reserve will be made based on council directions.

7. Impacts on net annual operating and maintenance costs will be identified as part of the funding considerations for new capital projects. This includes identifying potential reductions in maintenance costs if improvements are funded. The necessary funds to operate the capital facility will be identified at the time the capital budget is adopted.

8. Impact Fees and System Development Charges will be collected and maintained in separate, individual funds to be used for growth-related capital costs in accordance with the applicable sections of the RCWs. All impact fees and system development charge revenue will be contributed to the funds and shall only be used for associated infrastructure improvements.

9. Utility rates collected in the Water, Sewer, Stormwater and Solid Waste enterprise funds will include sufficient funding to cover a component for capacity improvements, and system expansion needs not funded via System Development Charges, and the routine replacement of expired capital assets as per the City's Asset Management strategies. Other enterprise fund policies, including financial related policies specific to each enterprise fund, will be developed and maintained by the department responsible in coordination with the City Manager's Office and the Director of Financial and Management Services.

5.0 Financial Asset and Liability Management

This section will be reviewed by the financial advisor and bond counsel and may return to Council for subsequent revisions if necessary.

Investment Policies

1. The City will invest public funds in a manner which will provide maximum security for the principal with the highest investment return, while meeting the daily cash flow demands of the City. Detailed policies are found separately in the City Investment Policy. The City will invest public funds in a manner that prioritizes the safety of principal, maintains adequate liquidity to meet operational needs, and achieves a market rate of return consistent with those objectives.

2. The City will conform to all federal, state and local statutes governing the investment of public funds.

3. All investment security transactions shall be conducted on a delivery-versus-payment (DVP) basis.

4. The City will only deposit funds with financial institutions qualified by the Washington Public Deposit Protection Commission and in accordance with the provisions of RCW 39.58.

5. The City will issue Request for Proposals (RFPs) for banking services, safekeeping trust services and other contracts related to financial services.

Debt Management Policies

1. The City will attempt pay-as-you-go financing for capital projects whenever practical. Debt may be used for projects with useful lives that meet or exceed the debt term and when it supports intergenerational equity, financial flexibility, or timely infrastructure delivery. The term of any debt issued shall not exceed the estimated useful life of the asset or project being financed.

2. The City will issue debt in conformance with the requirements of its statutory general obligation debt limits. The non-voted debt limit is a sub-part of that limit. Revenue bonds or other debt tied to utilities or dedicated revenue outside the general fund are not included in the debt limit calculation. All debt issuances shall comply with applicable laws and statutory debt limits. The City will evaluate affordability, operating budget impacts, debt capacity, and long-term financial sustainability before issuing debt. Long-term debt will be issued only for capital improvements and other nonrecurring purposes and will not be used to fund operating expenditures.

3. The City will reserve 10% of its non-voted debt capacity as a contingency against unforeseen emergencies requiring the issuance of debt. To preserve financial flexibility, the City will maintain a prudent margin below its statutory non-voted debt limit. As a policy target, outstanding non-voted general obligation debt should not exceed 90% of available non-voted debt capacity.

4. The City shall not exceed 90% of the non-voted legal debt limit, excluding the 10% reserved for emergency purposes. Debt capacity and affordability metrics will be reviewed annually as part of the budget and capital planning process.

5. The annual General Fund-supported debt service will not exceed 10% of annual General Fund expenditures unless approved by the City Council based on demonstrated financial capacity and strategic need.

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ATTACHMENT A

Designated Reserve - $4.7M

Current Liabilities

Description	Balance	Note
DIG Vancouver 57th LLC Loan	$900,000	Resolution M-4202, 1/19/23, due Jan. 2028
Cascara Vancouver LLP	$2,500,000	Resolution M-4310, 12/2/24, loan term 50 yrs
Long-Term Loan to Affordable Housing Fund	$240,000	Due Jan 2028
Columbia Arts Center	$1,003,437	Original intent in 2000 was for arts facility. Redesignation to Arts Hub Project.
Grants (various)	$48,495	Grants dated 2017-2024. Accounting to reconcile 2017-2024 grants for possible clean-up.
Total	$4,691,932	

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2025-2026 City Financial Policies

City Financial Policies

In addition to following all laws related to budgeting as outlined by the Revised Code of Washington (RCW) 35, the City has internal Financial Management Policies that are adopted by the City Council and reviewed every two years during the budget development process. The Financial Management Policies are a compendium of all city policies that shape the budget. The policies ensure that the City maintains a healthy financial foundation into the future. The goal of these policies is to promote:

- An extended financial planning horizon to increase awareness of future potential challenges and opportunities.
- Setting aside reserves for contingencies, replacement of capital equipment, and other similar needs.
- Maintaining the effective buying power of fees and charges and modifying cost recovery targets when appropriate.
- Accountability for meeting standards for financial management and efficiency in providing services.
- Management of the City's physical assets to provide sustainable service levels into the future.
- Planning for the capital needs of the community and managing them for future use by citizens.
- Improved equity for those we serve through investments and revenue structures.
- An emphasis on improving community safety through strategic deployment of the City's financial resources.
- Improving the City's overall impact on climate change.
- Maintaining appropriate levels of debt while ensuring quality bond ratings.
- Investing public funds to provide maximum security with appropriate returns and timely liquidity.
- Communication to residents and customers on how the community goals are being addressed.

The policy statements are grouped by major category in alignment with the policy goals and are presented in the following order:

- Long Range Financial Planning and Resource Utilization
- Reserves
- Capital Planning and Asset Management
- Financial Asset and Liability Management

Long-Range Financial Planning and Resource Utilization

It is essential for the City to incorporate a long-term perspective and monitor the performance of programs competing to receive funding. Management will ensure compliance with the legally adopted budget. Purchases and expenditures will comply with legal requirements and policies and procedures set forth by the City.

1. A **long-term forecast** of revenues and expenditures will be developed for all operating funds for the six-year period following the end of the current biennial budget.

2. The financial **impact** of budget decisions made during the development of the biennial budget will be reviewed in the context of the **six-year** forecast.

3. The operating budget will be based on the principle that **current operating expenditures**, including debt service, will be **funded with current revenues**. The budget will not use one-time (non-recurring) sources to fund ongoing (recurring) uses, postpone expenditures, or use internal borrowing to fund operations. The budget will incorporate the best available estimates of revenues and expenditures.

4. **Performance management** will be utilized in the budget prioritization to ensure alignment with the City's goals and strategic commitments. Performance data will be used to support budgetary decisions. Measures will be developed to reflect the City's efficiencyand effectiveness. Status of key performance measures will be reported to the Council.

5. Positive progress towards **climate action, social justice** and **community safety** will be measured annually. Equity and environmental sustainability lenses will be developed and utilized to support budgetary decisions. Status of key performance measures will be reported to Council annually.

6. **Service levels will be defined and measured** in a manner that is based on results, including improving equity, safety and advancing climate action goals in the community (e.g., units of service delivered, service quality and customer satisfaction) rather than resources allocated to provide the service, and shall be considered in development of the City Budget.

7. The City will endeavor to maintain a **diversified general revenue base** to diminish the effects of short-term fluctuations in any given revenue. The goal is to have a combination of revenues that grow in response to a good economy and those that remain stable during times of economic downturn. Examples of the former include sales taxes, utility taxes, and building permit fees. Examples of the latter include property taxes, court fine revenues, and gambling tax.

8. **Revenue estimates** will be developed using reasonably conservative, but realistic assumptions. Deviation of actual revenues from forecast shall not be greater than 2.5%. Revenues will be monitored and reported quarterly, including trends and year-end estimates.

9. **User fees and utility rates** in all funds will be based on balancing the cost of providing the service, the competitive market, public benefit, community affordability, and other appropriate policy considerations. User fees and rates will be adjusted annually at least by the CPI-W for the Seattle-Bellevue-Tacoma using the index for the 12 months ending in October of the prior year to reflect increases in the costs of providing services. Fees and rates will be reviewed every three to five years and further adjusted if necessary.

10. On a regular basis, the City will conduct **cost of service studies** to identify the full cost of providing services funded with fees, as well as the equity and affordability resulting from the cost recovery structures. The calculation of full cost will include all reasonable and justifiable direct and indirect cost components.

11. Specific council policies related to **cost recovery targets** by specific program are listed below.

- Building Fee Cost Recovery Target: 100%
- Land Use Fee Cost Recovery Target: 75%
- Development Review Fees in Transportation Target: 75%
- Recreation Fees Cost Recovery Target: 72% -under review

The above target rates represent percentage of the full cost of providing the services, including City administrative costs, departmental administrative costs, cost of maintenance and operation of facilities that the services are provided from and maintenance and replacement of the equipment used.

12. **Full cost recovery** will be targeted in the enterprise fund operations:

- City Utility Operations (water, sewer, storm water, and solid waste).
- Pearson Airport (currently is fully recovering its operating costs).
- Parking Fund (as of 2018 no longer receives a General Fund subsidy).
- Tennis Center (the Center is operated by the United States Tennis Association (USTA), since September of 2018, but the General Fund will continue supporting indirect costs and up to $10,000 per year in maintenance costs of the building).

13. **Overhead costs** will be appropriately shared by all operating funds as determined by the City's indirect cost allocation plan. The amount charged by the City for services provided under interlocal, or similar agreements, will include a factor to cover the City's overhead costs.

14. **Grants** that support city objectives and are consistent with high priority needs, including those helping to address climate action, social justice and community safety, will be aggressively sought. Grants requiring a local match or a continuing city obligation to fund programs will be carefully considered prior to applying for the grant to ensure that ongoing resources will be available to meet the obligation. The City shall attempt to recover all allowable costs, direct and indirect, associated with the administration and implementation of the program funded through grants.

15. **Expenditures will be controlled** by an annual appropriated budget at the department/fund level. The City Council shall establish appropriations through the budget process. The City Council does not require a re-appropriation of carry-forward funds in the second year of the biennium. New or increases in appropriations require council approval.

16. If a deficit is projected during the course of a fiscal year, the City will take steps to reduce expenditures, increase revenues, or, if the deficit is caused by an emergency, consider using one of the existing General Fund reserves. The City Manager may institute a variety of measures to ensure spending remains below reduced revenues.

17. The City's **classification and compensation plan** will be maintained in a manner consistent with the labor market by reviewing classification specifications and benchmark information from private and public employers, so that changes in the classification structure may coincide with the budget cycle. The City will target compensating employees at the market median, and other factors as necessary, within its ability to pay. A schedule of pay ranges of non-represented staff will be attached to the budget for Council review and adoption.

18. Positions may be overfilled by the City Manager or their designee for a limited time period to help maintain authorized staffing, reduce personnel-related costs, transfer knowledge, and provide a seamless transition between new, terminating, and retiring employees. Overfills will be managed within the fund/department budget appropriations and the overfill FTEs shall be included in the approved budget.

19. Actual expenditures will be closely and frequently monitored. The comparison of budget to actual expenditures shall be reported to council on a quarterly basis.

Reserves

Reserves are an important indicator of the City's financial position and its ability to withstand adverse events. Maintaining reserves is a prudent management practice.

1. An **emergency General Fund reserve** will be maintained equal to 7% of actual external revenues in the preceding fiscal year in the General, Street, and Fire Funds. The emergency reserve is for unexpected, large-scale events where damage in excess of $1 million is incurred and immediate, remedial action must be taken to protect the health and safety of the community and continuity of city operations (e.g., major flood, earthquake, other natural disaster, cybersecurity event, pandemic, infrastructure collapse, city facility failure). Remedial actions include, but are not limited to funding medical supplies, temporary clinics and disease-control efforts, strengthening first responders and evacuation systems; repairing critical infrastructure like power, water, roads, bridges, citywide information technology infrastructure, citywide facilities and related support services; providing shelters and essential services for vulnerable residents; and improving communication, coordination and preparedness through training, alerts and community outreach. In the event that these "emergency reserve" funds are used, the City shall restore the reserve to the full 7% level within a reasonable amount of time as necessitated by the scale of emergency. A clear plan will be developed to refill the reserve and the first significant deposit will occur the following fiscal year after the event.

2. The City will maintain additional **"working capital"** reserves, sufficient to fund, on average, 60-90 days of operations in each operating city fund. This reserve will address cash flow requirements and allow the City to operate without funding its operations through short-term borrowing.

3. The City will maintain a **"revenue stabilization"** reserve with a goal of reaching 2.5% of the current year's budget in the General Fund. This reserve may be used to provide funding to temporarily offset unanticipated fluctuations in ongoing revenues or unanticipated events, such as unexpected external mandates, reductions in state-shared revenues, etc. The reserve funds will provide time for the City to restructure its operations in a deliberate manner to ensure continuance of critical city activities. If the reserve is spent down, it shall be restored within the following two years. This reserve could be utilized if there is an identified 3-6 month trend of reduced revenues.

4. An additional **"designated liability funding"** reserve will be created when the City accepts funding leading to future liabilities. The reserve will be equal to the stated liability in the future. If a federal or state grant requires local resources to fund the initiative after the grant expiration, the cost of funding the initiative is considered to be a liability that will be funded from the "designated liability funding" reserve.

5. The City will set aside a reserve to fund no less than 50% of the liability associated with **accrued compensated absences** in all city operating funds.

6. Council may take action to designate reserves for a specific purpose. An example is council's designation of reserves representing proceeds from the sale of the Columbia Arts Center.

7. Funds in excess of the reserves will be considered **unassigned General Fund balance** and could be used to fund high-priority council- designated one-time purposes. This includes, but is not limited to funding accumulated currently unfunded deferred liabilities.

8. **Equipment replacement reserves** will be maintained in the equipment services capital fund sufficient to replace covered vehicles and heavy equipment at the end of their useful lives with like equipment. Equipment rates will include a factor to accrue the estimated replacement cost over the life of the equipment. Reserve balances and rates will be reviewed bi-annually for sufficiency.

9. **Technology equipment replacement reserves** will be maintained in the technology equipment replacement fund sufficient to repair covered equipment and major software systems for replacement at the end of its useful life.

10. A **liability self-insurance reserve** will be maintained to cover potential liability for tort claims. The unrestricted fund balance subtracts from available cash all the known claims against the City and those claims that might have occurred, but not yet reported. The fund balance will be based on the most recent actuarial study of the self-insurance fund. The actuarial study of the fund is to be performed no less frequently than once every two years.

11. A **benefits self-insurance reserve** will be maintained to cover two months of costs associated with benefit insurance premiums. Additional reserve might be set, as needed, to smooth out annual health insurance cost increases over time. Self-insured health insurance reserves will be maintained at a level consistent with State of Washington requirements for self-insured benefit plans.

12. **Fire pension** benefit obligations will be addressed by annual contributions to the fire pension fund in accordance with recommendations in the most recent actuarial study, as required by R.C.W. 41.16.050. (*Note: This is a "closed" plan with no new participants.*) City obligations arise only for those firefighters hired prior to March 1, 1970. The State of Washington has assumed all obligations for those hired on or after that date.

In addition to the pension payments, the City is also responsible for life-time medical benefits for the retired members that participated in the LEOFF 1 plan. The City contribution includes the projected annual pension payments for the retired members eligible for retirement benefits and projected annual medical benefit payments for those retired members eligible for medical and long-term coverage.

13. **Police pension** benefit obligation will be funded on a pay-as-you-go basis by making contributions to the police pension fund in an amount sufficient to meet police pension benefit obligations. (Note: this is a "closed" plan with no new participants). City obligations arise only for those police officers hired prior to March 1, 1970. The State of Washington has assumed all obligations for those hired on or after that date. In addition to the pension payments, the City is also responsible for the member's life-time medical benefits of retired members and none on active duty.

14. A **facilities asset management and replacement reserve** shall be established in a separate fund to provide for major maintenance and building replacement of the major city facilities at the end of their useful life.

Capital Planning and Asset Management

Asset management is a systematic process whereby the assets of the City (e.g., water system, sewer system, transportation system, property, buildings, etc.) are operated, maintained, replaced, and upgraded cost-effectively. It includes operations and maintenance costs, as well as capital investments which can take the form of new construction, rehabilitation, or replacement.

1. In pursuit of an asset management strategy that prioritizes safety, equity and climate action, the City will:
    - Consider the climate impacts of asset investments and pursue asset management strategies that reduce its contribution to climate change over time.
    - Consider equity impacts of capital projects and asset management strategies and prioritize investments that improve equity within the City.
    - Consider the potential improvements to community safety associated with capital investments and prioritize investments that improve community safety, particularly in the transportation system.

2. Asset management best practice involves managing the performance, risk, and expenditures on infrastructure assets in an optimal and sustainable manner throughout their lifecycle covering planning, design, construction, operation, maintenance, and disposal. The City shall integrate the principles and best practices of asset management such as those embodied in the *International Infrastructure Management Manual* or equivalent methodology in the management of its assets. Asset inventory will be maintained with maintenance, repair and deferred maintenance costs identified and updated on an annual basis. Maintenance of city assets shall be addressed on a current need, rather than deferred into the future.

3. The resources that support current outstanding debt on street improvement projects shall, once that debt is retired, be dedicated to ongoing support of the capital program of the City's street fund. Eligible uses shall be consistent with the City's adopted Transportation System Plan, Comprehensive Plan, and annually updated six-year transportation improvement program.

4. A **six-year city-wide Capital Improvement Program** shall be developed annually and shall provide a prioritized list of reasonably funded projects and those in process of securing funding. Capital improvement plans for utility assets shall be updated no less frequently than every two years. The comprehensive plan will identify longer-term capital needs by program area.

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2025-2026 City Financial Policies with Edits

City Financial Policies

In addition to following all laws related to budgeting as outlined by the Revised Code of Washington (RCW) 35, the City has internal Financial Management Policies that are adopted by the City Council and reviewed every two years during the budget development process. The City Financial Management Policies are a compendium of all Ccity policies that shape the budget. The policies ensure that the City maintains a healthy financial foundation into the future. The goal of these policies is to promote:

- An extended six-year financial planning horizon in alignment with the City's Strategic Plan to increase awareness of future potential challenges and opportunities.
- Setting aside reserves for contingencies, replacement of capital equipment, and other similar needs.
- Maintaining the effective buying power of fees and charges and modifying cost recovery targets when appropriate.
- Accountability for meeting standards for financial management and efficiency in providing services.
- Management of the City's physical assets to provide sustainable service levels into the future.
- Planning for the capital needs of public facilities thefor the community and managing them for future use. by citizens.
- Improved equity for those we serve through investments and revenue structures.
- An emphasis on improving community safety through strategic deployment of the City's financial resources.
- Improving the City's overall impact on climate change through strategic investments in infrastructure and integrating climate change goals into new capital projects and renovation and/or remodels of existing facilities wherever possible. .
- Maintaining appropriate levels of debt while ensuring quality bond ratings. Ensuring quality bond ratings through strategic debt strategies.
- Ensuring quality bond ratings through strategic debt strategies.
- Investing public funds to provide maximum security with appropriate returns and timely liquidity.
- Investment of public funds in accordance with the City's Investment Policy.
- Communication to residents and customersthe community regarding on how the community City's Strategic Plan goals are being addressed.

The policy statements are grouped by major category in alignment with the policy goals and are presented in the following order:

- Long Range Financial Planning and Resource Utilization
- Reserves
- Capital Planning and Asset Management
- Capital Planning
- Financial Asset and Liability Management

Long-Range Financial Planning and Resource Utilization

It is essential for the City to incorporate a long-term perspective and monitor the performance of programs competing to receive funding. Management will ensure compliance with the legally adopted budget. Purchases and expenditures will comply with legal requirements and policies and procedures set forth by the City.

1. A **long-term forecast** of revenues and expenditures will be developed for all operating funds for the six-year period following the end of the current biennial budget.

2. The financial **impact** of budget decisions made during the development of the biennial budget will be reviewed in the context of the **six-year** forecast.

3. The operating budget will be based on the principle that **current operating expenditures**, including debt service, will be **funded with current revenues**. The budget will not use one-time (non-recurring) sources to fund ongoing (recurring) uses for more than one biennium, postpone expenditures, or use internal borrowing to fund operations. Pausing current expenditures may occur as evaluation of programs are conducted. The budget will incorporate the best available estimates of revenues and expenditures.

4. **The City aspires toward the use of pPerformance management** will be utilized inas part of the budget prioritization to ensure alignment with the City's goals and strategic commitments. Wherever possible, pPerformance data will be used to support budgetary decisions. Measures will should be developed to reflect the City's efficiencyand effectiveness. Status of key performance measures updates will be reported to the Council.

5. Positive progress towards **climate action, social justiceequity and inclusion** and **community safety** will be measured annually. Equity and environmental sustainability lenses will be developed and utilized to support budgetary decisions. Status of key performance measures will be reported to Council annually.

6. **Service levels will be defined and measured** in a manner that is based on results, including improving equity, safety and advancing climate action goals in the community (e.g., units of service delivered, service quality and customer satisfaction) rather than resources allocated to provide the service, and shall be considered in development of the City Biennial Budget.

7. The City will endeavor to maintain a **diversified general revenue base** to diminish the effects of short-term fluctuations in any given revenue. The goal is to have a combination of revenues that grow in response to a good economy and those that remain stable during times of economic downturn. Examples of the former include sales taxes, utility taxes, and building permit fees. Examples of the latter include property taxes, court fine revenues, and gambling tax.

8. **Revenue estimates** will be developed using reasonably conservative, but realistic assumptions. Deviation of actual revenues from forecast shall not be greater than 2.5%. Revenues will be monitored and reported quarterly, including trends and year-end estimates.

9. **User fees and utility rates** in all funds will be based on balancing the cost of providing the service, the competitive market, public benefit, community affordability, and other appropriate policy considerations. User fees and rates will be adjusted annually at least by the CPI-W for the the Seattle-Bellevue-Tacoma region using the index for the 12 months ending in October of the prior year to reflect increases in the costs of providing services. Fees and rates will be reviewed every three to five years and further adjusted if necessary.

10. On a regular basis, the CityThe City's Financial and Management Services Department will conduct a **cost of service studies every biennium** to identify the full cost of providing services funded with fees, as well as the equity and affordability resulting from the cost recovery structures. The calculation of full costs will include all reasonable and justifiable direct and indirect cost components and will be reviewed by the City Manager's Office for further determination and/or next steps.

11. Specific council policies related to **cost recovery targets** by specific program are listed below.

- Building Fee Cost Recovery Target: 100%
- Land Use Fee Cost Recovery Target: 75%
- Development Review Fees in Transportation Target: 75%
- Recreation Fees Cost Recovery Target: 72% -under review

The above target rates represent percentage of the full cost of providing the services, including City administrative costs, departmental administrative costs, cost of maintenance and operation of facilities that the services are provided from and maintenance and replacement of the equipment used.

12. The Financial and Management Services Department will review all cost recovery plans, develop a citywide framework and policy during the 27-28 Biennium and present recommended cost recovery targets to the City Manager's Office for review and approval.

12. 13. The City will strive for full cost recovery ~~**Full cost recovery** will be targeted~~ in the enterprise fund operations as follows:

- City Utility Operations (water, sewer, storm water, and solid waste). An assessment of development fees and cost recovery will be completed by Public Works in 2027.
- Pearson Airport (currently is fully recovering its operating costs). An assessment of operating costs and fees will be completed with the Airport Master Plan development in 2027/2028 by Public Works.
- Parking Fund (as of 2018 no longer receives a General Fund subsidy).
- Tennis Center (the Center is has been operated by the United States Tennis Association (USTA). since September of 2018, but the General Fund will is continue continuing to supporting support the Center's indirect costs and up to $10,000 per year in maintenance costs of for the Center's building).

~~13.~~ **14.** **Overhead costs** will be appropriately shared by all operating funds as determined by the City's indirect cost allocation plan. The amount charged by the City for services provided under interlocal, or similar agreements, will include a factor formula to covercovering the City's overhead costs. The City Financial and Management Services Department will conduct a review of the indirect cost allocation plan and all other cost plans and present recommendations to the City Manager's Office for approval before implementation.

~~14.~~ **15.** **Grants** that support city objectives and are consistent with high priority needs, including those helping to address climate action, social justiceequity and inclusion and community safety, will be aggressively sought. Grants requiring a local match or a continuing city obligation to fund programs will be carefully considered prior to applying for the grant to ensure that ongoing resources will be available to meet the obligation. The City shall attempt to recover all allowable costs, direct and indirect, associated with the administration and implementation of the program funded through grants.

~~15.~~ **16.** **Expenditures will be controlled** by an annual appropriated budget at the department/fund level. The City Council shall establish appropriations through the budget process. The City Council does not require a re-appropriation of carry-forward funds in the second year of the biennium. New or increases in appropriations require council approval.

16. 17. If a deficit is projected during the course of a fiscal year, the City will take steps to reduce expenditures, increase revenues, or, if the deficit is caused by an emergency, consider using one of the existing General Fund reserves. The City Manager may institute a variety of measures to ensure spending remains below reduced revenues.

~~17.~~13. 18. The City's **classification and compensation plan** will be maintained designed to ensure a robust complement of positions exist to meet the City's current and future needs. Having a full range of job levels allows jobs to be slotted with accuracy and helps maintain the overall integrity of the compensation structure. The compensation plan will be maintained in a manner consistent with the labor market by reviewing positions against classification specifications and benchmark information from published salary surveys. private and public employers, so that cChanges to positions or the overall in the classification structure may will coincide with the budget cycle or planned budget actions when possible. The City's compensation philosophy is to will target the median of market salaries. The City's salary grade midipoints generally approximate the market rate for jobs. Employees' pay is set based on the experience, education and/or other job-related factors they hold when they enter a job with. Based on those factors, employees will be placed in an appropriate step within the range. compensating employees at the market median, and other factors as necessary, within its ability to pay. A schedule of pay ranges of for non-represented staff will be attached to the budget for Council review and adoption.

18. 19. Positions may be overfilled by the City Manager or their designee for a limited time period to help maintain authorized staffing, reduce personnel-related costs, transfer knowledge, and provide a seamless transition between new, terminating, and retiring employees. Overfills will be managed within the fund/department budget appropriations and the overfill FTEs shall be included in the approved budget.

~~19.~~ 20. Actual expenditures will be closely and frequently monitored. The comparison of budget to actual expenditures shall be reported to council on a quarterly basis.

Reserves

Reserves are an important indicator of the City's financial position and its ability to withstand adverse events. Maintaining reserves is a prudent management practice.

1. An **emergency General Fund reserve** will be maintained equal to 7% of actual external revenues in the preceding fiscal year in the General, Street, and Fire Funds. The emergency reserve is for unexpected, large-scale events where damage in excess of $1 million is incurred and immediate, remedial action must be taken to protect the health and safety of residents and continuity of city operations (e.g., major flood and earthquake, other natural disaster, cybersecurity event, pandemic, infrastructure collapse, city facility failure). Remedial actions include, but are not limited to funding medical supplies, temporary clinics, and disease-

control efforts, strengthening first responders and evacuation systems, repairing critical infrastructure like power, water, roads, bridges, citywide information technology infrastructure, citywide facilities and related support services; providing shelters and essential services for vulnerable residents, and improving communication, coordination and preparedness through training, alerts and community outreach. In the event that these "emergency reserve" funds are used, the City shall restore the reserve to the full 7% level within a reasonable amount of time as necessitated by the scale of emergency. A clear plan will be developed to refill the reserve and the first significant deposit will occur the following fiscal year after the event.

2. The City will maintain additional **"working capital"** reserves, sufficient to fund, on average, 60-90 days of operations in each City operating city funds and 45 days for utility funds. This reserve will address cash flow requirements and allow the City to operate without funding its operations through short-term borrowing.

3. The City will maintain a **"revenue stabilization"** reserve with a goal of reaching 2.5% of the current year's budget in the General Fund. This reserve may be used to provide funding to temporarily offset unanticipated fluctuations in ongoing revenues or unanticipated events, such as unexpected external mandates, reductions in state-shared revenues, etc. The reserve funds will provide time for the City to restructure its operations in a deliberate manner to ensure continuance of critical city activities. If the reserve is spent down, it shall be restored within the following two years. This reserve could be utilized if there is an identified 3-6three-to-six month trend of reduced revenues.

4. An additional **"designated liability funding"** reserve will be created when the City accepts funding leading to future liabilities. The reserve will be equal to the stated liability in the future. If a federal or state grant requires local resources to fund the initiative after the grant expiration, the cost of funding the initiative is considered to be a liability that will be funded from the "designated liability funding" reserve. The current designated liability reserve is for public infrastructure tied to the HP, Inc. Development Agreement.

5. The City will set aside a reserve to fund no less than 50% of the liability associated with **accrued compensated absences** in all city operating funds. The City will set aside a compensated absences reserve to fund 150% of the average of the past five years' actual leave payoff amount.

6. Council may take action to designate reserves for a specific purpose. An example is council's designation of reserves representing proceeds from the sale of the Columbia Arts Center. The Designated Reserve exists when the City accepts funding

leading to future liabilities. This reserve, currently designated at $4.7M, is comprised of different liabilities as notated in Attachment A to this Policy. An example is Council's designation of reserves representing proceeds from the sale of the Columbia Arts Center, and is redesignated to the Arts Hub Capital Project.

7.5. Funds in excess omore than f the reserves will be considered **unassigned General Fund balance** and could be used to fund high-priority councilCouncil- designated one-time purposes, which . This includes, but is not limited to funding accumulated currently unfunded deferred liabilities.

8. **Equipment replacement reserves** will be maintained in the equipment services capital fund sufficient to replace covered vehicles and heavy equipment at the end of their useful lives with like/similar equipment. Equipment rates will include a factor rate to accrue the estimated replacement cost over the life of the equipment. Reserve balances and rates will be reviewed bi-annually for sufficiency.in the 2027/2028 Biennium.

9.6. **Technology equipment replacement reserves** will be maintained in the technology equipment replacement fund sufficient to repair covered equipment and major software systems for replacement at the end of its their useful life.

10. A **liability self-insurance reserve** will be maintained to cover potential liability for tort claims. The unrestricted fund balance subtracts from available cash all the known claims against the City and those claims that might have occurred, but not yet reported. The fund balance will be based on the most recent actuarial study of the self-insurance fund. The actuarial study of the fund is to be performed no less frequently than once every two years.

11. A **benefits self-insurance reserve** will be maintained to cover two months of costs associated with benefit insurance premiums. Additional reserve might be set, as needed, to smooth out annual health insurance cost increases over time. Self-insured health insurance reserves will be maintained at a level consistent with State of Washington requirements for self-insured benefit plans.

~~12.~~ **11.** **Fire pension** benefit obligations will be addressed by annual contributions to the fire pension fund in accordance with recommendations in the most recent actuarial study, as required by R.C.W. 41.16.050. (*Note: This is a "closed" plan with no new participants.*) City obligations arise only for those firefighters hired prior to March 1, 1970. The State of Washington has assumed all obligations for those hired on or after that date.

In addition to the pension payments, the City is also responsible for life-time medical benefits for the retired members that participated in the LEOFF 1 plan. The City contribution includes the projected annual pension payments for the retired members eligible for retirement benefits and projected annual medical benefit payments for those retired members eligible for medical and long-term coverage.

~~13.~~ **12.** **Police pension** benefit obligation will be funded on a pay-as-you-go basis by making contributions to the police pension fund in an amount sufficient to meet police pension benefit obligations. (*Note: this is a "closed" plan with no new participants.*). City obligations arise only for those police officers hired prior to March 1, 1970. The State of Washington has assumed all obligations for those hired on or after that date. In addition to the pension payments, the City is also responsible for the member's life-time medical benefits of retired members and none on active duty.

~~14.~~ 13. A **facilities asset management and replacement reserve** shall be established in a separate fund to provide for major maintenance and building replacement of the major city facilities at the end of their useful life.

Capital Planning and Asset Management

Asset management is a systematic process whereby the assets of the City (e.g., water system, sewer system, transportation system, property, buildings, etc.) are operated, maintained, replaced, and upgraded cost-effectively. It includes operations and maintenance costs, as well as capital investments which can take the form of new construction, rehabilitation, or replacement. Asset Management for government infrastructure refers to the integrated, multidisciplinary process of planning, monitoring, maintaining and managing public infrastructure assets (e.g., water system, sewer system, transportation system, property, buildings, etc.) throughout their entire lifecycle – from design and construction to operation, maintenance, rehabilitation and eventual decommissioning. These assets are essential for delivering public services, supporting economic activity, and ensuring public safety. The goals are to maximize value, extend asset life, reduce lifecycle costs and minimize risks of failure or service disruption. Effective asset management balances many competing elements such as risk of failure, criticality of the asset, cost, affordability, safety, environmental impact and serve quality (level of service), among others.

1. In pursuit of an asset management strategy that prioritizes climate action, equity and inclusion and community safety, equity and climate action, the City will:

   - Consider the climate action impacts of asset investments and pursue asset management strategies that reduce its their contribution to climate change over time.
   - Consider equity and the inclusionary impacts of capital projects and asset management strategies and prioritize investments that improve equity and inclusion within the City.
   - Consider the potential improvements to community safety associated with capital investmentsasset management strategies and prioritize investments that improve community safety, particularly in the transportation system.
   - The General Services Department will develop a maintenance and improvements tasks ranking by evaluating the immediate impact on safety and level of service against the risk of asset failure during the 2027-2028 Biennium and update every biennium thereafter. This protocol prevents critical infrastructure degradation while properly categorizing cosmetic enhancements.

2. Asset management best practice involves managing the performance, risk, and expenditures on infrastructure assets in an optimal and sustainable manner throughout their lifecycle covering planning, design, construction, operation, maintenance, and disposal. The City shall will strive to integrate the principles and best practices of asset management such as those embodied in the International Infrastructure Management Manual or equivalent methodology in the management of its assets.

~~2.~~3. 3. Asset inventory will be maintained with maintenance, repair and deferred maintenance costs identified and updated on an annual basis. Maintenance of city assets shall be addressed on a current need, rather than deferred into the future.

3. Existing asset management strategies will include full life-cycle cost analysis.

4. Maintenance of City assets shall be addressed on a current need rather than deferred into the future due to budget constraints. Relevant condition indexes, such as the Facility Condition Index (FCI), for facilities, will be used to weigh the cost of improvements and repairs to full replacement costs.

Capital Planning

Capital planning for government infrastructure refers to the systematic process of identifying, prioritizing and funding major capital projects to maintain, upgrade and expand public facilities and infrastructure. It ensures that limited public resources are used efficiently to meet current and future community needs while aligning with broader strategic and financial goals. Capital planning will, under the Asset Management strategies, help the City prioritize projects, coordinate infrastructure needs with land use, budgeting and economic development strategies, and help leverage funding opportunities such as grants, low interest loans and bonds.

1. A rolling **six-year city-wide Capital Improvement Program** shall be developed bi-annually and provide a prioritized list of adequately funded projects and those in process of securing funding. The six-year Capital Improvement plans Program shall be consistent with the current Comprehensive Plan and system-wide plans as required by Washington State Statutes or permits (e.g. Water System Plan Update, General Sewer Plan and Facilities Plan, Transportation Improvement Program, etc.) and any other plans adopted by the City Council. for utility assets shall be updated no less frequently than every two years. The comprehensive plan will identify longer-term capital needs by program area.

~~3.~~ 2. The resources that support current outstanding debt on street improvement projects shall, once that debt is retired, be dedicated to ongoing support of the capital program of the City's street fund. Eligible uses shall be consistent with the City's adopted Transportation System Plan, Comprehensive Plan, and annually updated six-year transportation improvement program.

~~4.~~ A **six-year city-wide Capital Improvement Program** shall be developed annually and shall provide a prioritized list of reasonably funded projects and those in process of securing funding. Capital improvement plans for utility assets shall be updated no less frequently than every two years. The comprehensive plan will identify longer-term capital needs by program area.

5. 3. Funding for capital projects, including major facilities maintenance projects, will be allocated in a manner consistent with asset management strategies and a manner that balances community needs with city priorities, the potential for attracting matching funds, and the ability to reduce or limit expenses in future years.

4. The City's objectiveCity will strive to is to incorporate a **"pay-as-you-go"** approach (using available cash and current resources) in the Capital Improvement Program. The Directors of Financial and Management Services and Public Works, working with the City Manager's Office, will develop a Strategic Funding Plan for Short and Long-Range Capital planning that utilizes a balance of tools to maximize and leverage non-general fund dollars whenever whenever possible for the funding of capital improvements. With City Council approval, use of debt instruments may be used. . Proceeds from the sale of city capital assets no longer utilized in operations will be deposited consistent with the initial ownership of the asset and invested in the highest priority city capital projects. Debt funding shall be considered for large capital projects with long useful life to better reflect inter-generational equity.

~~6.~~ 5. The biennial capital budget will be adopted at the same time as the City operating budget is adopted. The capital budget will only include fully funded projects, as well those projects notified of grant/loan funding but have not been awarded funding, and those projects anticipated to be funded via future bonding. The capital budget will only contain projects identified in the Capital Improvement Program and those projects approved via City Council action. Capital projects may be changed through City Council action. General Services will develop a Capital Improvement Program for non-Public Works projects during the 2027-2028 Biennium.

~~7.~~4. 6. A **capital repair appropriation** will be maintained for unanticipated major repairs of general operating facilities and for emergency replacement of general fund equipment. Additions to the capital repair contingency reserve will be made based on ~~c~~ouncil Council directions.

7. Impacts on net annual operating and maintenance costs will be identified as part of the funding considerations for new capital projects. such as buildings, parks, and street enhancements. This includes identifying potential reductions in maintenance costs if improvements are funded. The necessary funds to operate the capital facility will be identified at the time the capital budget is adopted.

8. Impact Fees and System Development Charges will be collected and maintained in separate, individual funds to be used for growth-related capital costs in accordance with the applicable sections of the RCWs. All impact fees and system development charge revenue will be contributed to the funds and shall only be used for associated infrastructure improvements.

~~8.~~ 9. Utility rates collected in the Water, Sewer, Stormwater and Solid Waste enterprise funds will include sufficient funding to

cover a component for capacity improvements, and system expansion needs not funded via System Developme Charges, and the routine replacement of expired capital assets as per the City's Asset Management strategies. Other enterprise fund policies, including financial related policies specific to each enterprise fund, will be developed and maintained by the department responsible in coordination with the City Manager's Office and the Director of Financial and Management Services .

9. In order to provide long-term sustainable utility services, the City will structure utility rates so that system reinvestment including major repair, rehabilitation and replacement of utility assets can be fully funded on an ongoing basis in accordance with the City's "pay as you go" policy. This will be achieved through a plan of smaller incremental rate increases to maintain affordability. As identified by the utility capital improvement plan, rates will also include an investment component for capacity improvements and system expansion.

10. A **system development reserve** will be maintained to fund growth related capital costs. All systems development charge revenue will be contributed to the fund.

Financial Asset and Liability Management

This section will be reviewed by the financial advisor and bond counsel and may return to Council for subsequent revisions if necessary.

Investment Policies

1. The City will invest public funds in a manner which will provide maximum security of principal for the principal with the highest investment return, while meeting the daily cash flow demands of the City. Detailed policies are found separately in the City Investment Policy. The City will invest public funds in a manner that prioritizes the safety of principal, maintains adequate liquidity to meet operational needs, and achieves a market rate of return consistent with those objectives.

2. The City will conform to all federal, state and local statutes governing the investment of public funds.

3. All investment security transactions will be conducted on a delivery-versus-payment (DVP) basis.

4. The City will only deposit money with financial institutions qualified by the Washington Public Deposit Protection

Commission and in accordance with the provisions of RCW 39.58.

5. The City will issue Request for Proposals (RFPs) for banking services, safekeeping, trust services, and other contracts related to financial services.

Debt Management Policies

1. The City will attempt to pay for capital projects on a "pay-as-you-go" financing for capital projects whenever practical basis. However, if debt is required, the City will follow debt policies as detailed in Exhibit B – Debt Management Policy. Debt may be used for projects with useful lives that meet or exceed the debt term and when it supports intergenerational equity, financial flexibility, or timely infrastructure delivery. The term of any debt issued shall not exceed the estimated useful life of the asset or project being financed.

2.1. The City will issue debt in conformance with the requirements of its statutory general obligation debt limits. The non-voted debt limit is a sub-part of that limit. Revenue bonds or other debt tied to utilities or dedicated revenue outside the general fund are not included in the debt limit calculation. All debt issuances shall comply with applicable laws and statutory debt limits. The City will evaluate affordability, operating budget impacts, debt capacity and long-term financial sustainability before issuing debt. Long-term debt will be issued only for capital improvements and other nonrecurring purposes and will not be used to fund operating expenditures.

3.2. The City will reserve 10% of its non-voted debt capacity as a contingency against unforeseen emergencies requiring the issuance of debt. To preserve financial flexibility, the City will maintain a prudent margin below its statutory non-voted debt limit. As a policy target, outstanding non-voted general obligation debt should not exceed 90% of available non-voted debt capacity.

4.3. The City shall not exceed 8590% of the non-voted legal debt limit, excluding the 10% reserved for emergency purposes. Debt capacity and affordability metrics will be reviewed annually as part of the budget and capital planning process.

5.4. The City's annual debt service payments will not exceed 10% of the total General Fund annual expenditure appropriation, unless approved by the City Council based on demonstrated financial capacity and strategic need.

6. Any Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the expected useful life of the project.

7.5. The City will adhere to all post-debt-issuance compliance policies as described in Exhibit B – Debt Management Policy.

DRAFT City Investment Policy July 2026

Title: Investment Policy	
Policy and Procedure Number:	Supersedes (Number and Title):
Citywide policy	
Effective Date:	Approved by (Name, Title and Signature):

Purpose: The purpose of this Policy is:

- To establish investment objectives and parameters necessary to safeguard public funds entrusted to the City of Vancouver (the City).
- To articulate the City Council's intent for the governance over the City's investments.
- To communicate clear policy and strategy guidelines for the City's investment administration.
- To demonstrate a transparent and accountable stewardship plan to the community.

Policy Statement: It is the policy of the City to invest public funds in a manner that safeguards and protects the principal of the City's investments, provides liquidity in meeting daily cash flow, and provides the highest return possible through budgetary and economic cycles. All investment activity will be in compliance with chapter 35.39 RCW "Fiscal - Investment of funds," chapter 39.59 RCW "Public Funds – Authorized investments," and any other statutes or regulatory requirements, such as Internal Revenue Codes, which may apply.

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1.0 – Scope

This investment policy applies to all financial assets of the City of Vancouver. These funds are accounted for in the City's Annual Financial Report and include:

1. General Fund
2. Special Revenue Funds
3. Capital Projects Funds
4. Enterprise Funds
5. Trust and Agency Funds
6. Internal Services Funds
7. Public Facilities Funds
8. Debt Service Funds (Unless prohibited by Bond indentures)
9. Any new fund created by City ordinance, unless specifically exempted

Should bond covenants be more restrictive than this policy, funds shall be invested in full compliance with those restrictions.

Investments of the City's funds may be made on a pooled basis across all funds, with principal and interest apportioned for the benefit of the various participating funds or for the benefit of the General Fund. (RCW 35.39.034)

2.0 – Authority to Invest

Enabling Legislation

All investments shall be managed in a manner responsive to public trust, consistent with state statutes (Revised Code of Washington (RCW)). Authority to manage the City's investment program is derived from RCW sections 35A.40.050, 35.39.032, 36.29.020 and from the applicable sections of the City Code.

Delegation of Authority

The City Council, as the governing body, will retain ultimate fiduciary responsibility for the City's investment portfolio. The City Council shall receive monthly investment reports, designate an Investment Officer through the City Manager, and review and adopt any changes to the investment policy.

In accordance with City Charter Section 3.03, the City Manager, as head of the administrative branch of the city government, shall provide executive oversight of the City's investment program and shall appoint the Finance Director (or his/her designee) to serve as the City's Investment Officer. The Investment Officer is authorized to manage the City's investment program and executive investment transactions in accordance with this Policy.

No person may initiate investment transactions on behalf of the Investment Officer without the express written consent of the Investment Officer. The Finance Director shall be responsible for the administration and day-to-day operation of the investment program, including the development and implementation of investment strategies for all funds held by or belonging to the City.

Training

All staff engaging in investment transactions shall attend public investment training, which may include staff training by a qualified finance professional. Staff shall not engage in any allowable investment transaction for which they cannot articulate a rationale for having done so.

Contracted Management

The City may engage the services of an external investment advisor to assist in the management of the City's investment portfolio in a manner consistent with the City's objectives. Such external advisors may be granted non-discretionary authority to purchase and sell investment securities in accordance with this Investment Policy. Such advisors must be registered under the Investment Advisers Act of 1940. Any external investment manager engaged to assist in the management of the City's investment portfolio will be held to the prudent investor standard of care (RCW 11.100.020).

3.0 – Objectives

1. **Safety.** Safety of principal is the foremost objective of the City's investment policy. City investments shall be made in a manner that seeks to ensure the preservation of capital in

the overall portfolio. To mitigate credit and interest rate risk, investment decisions shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.

a. *Credit risk*. This is the risk of loss due to the financial failure of the security issuer or backer. The City will minimize credit risk by:

(1) Limiting exposure to poor credits and concentrating the investments in the safest types of securities;
(2) Diversifying the investment portfolio so that potential losses on individual securities will be minimized; and
(3) Actively monitoring the investment portfolio holdings for rating changes, changing economic market conditions, etc.

b. *Interest rate risk.* This is the risk that the market value of securities in the portfolio will fall due to increases in general interest rates. The City will mitigate interest rate risk by:

(1) Structuring the investment portfolio so that securities mature to meet cash requirements, when known, for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity;
(2) Investing liquidity funds primarily in short-term instruments (i.e., investments maturing in less than one year); and
(3) Investing excess liquidity funds in a manner that is consistent with the established risk/return objectives of this policy within the stated maximum weighted average maturity constraint.

2. **Liquidity.** The City's investment portfolio will remain sufficiently liquid to enable the City to meet all reasonably anticipated operating requirements. This will be accomplished by either maintaining a portion of the portfolio in investment vehicles offering daily liquidity at face value, such as the Washington State Local Government Investment Pool (LGIP), or structuring the portfolio so that securities mature concurrently with cash needs to meet anticipated demands. Because all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets.

3. **Return on investment.** The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints, the cash flow characteristics of the portfolio, and earnings relative to the State of Washington LGIP. Return on investment is of lesser importance compared to the safety and liquidity objectives described above.

4.0 – Prudence

The standard of prudence to be used by investment officials shall be the "prudent investor standard," which, as enacted by State Statute (RCW 11.100.020), says:

(1) A trustee shall invest and manage trust assets as a prudent investor would, by considering the purposes, terms, distribution requirements, and other circumstances of the trust. In satisfying this standard, the trustee shall exercise reasonable care, skill, and caution.

(2) A trustee's investment and management decisions respecting individual assets must be evaluated not in isolation but in the context of the trust portfolio as a whole and as a part of an overall investment strategy having risk and return objectives reasonably suited to the trust.

Investment officers acting in accordance with the written procedures and exercising due diligence shall be relieved of personal responsibility for individual securities' credit risk or marketplace changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

5.0 – Ethics and Conflict of Interest

Officers and employees involved in the investment process shall refrain from, or disclose, personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and officers shall subordinate their personal interests to those of the City, particularly with regard to the time of purchases and sales. However, an employee is unlikely to personally own a controlling interest in a security that becomes the best investment for the City, such as a highly rated medium-term note issuer, and should not have to sell their personal position in order to serve the City.

- **Disclosure**. Employees and investment officials shall disclose in writing to the City Manager any material financial interests in the financial institutions to conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the portfolio. Employees and officers shall refrain from, or disclose, any personal investment transactions with the same agents with whom business is conducted on behalf of the City and shall avoid, or disclose, transactions that might impair public confidence.

- **Gifts.** Officers and employees involved in the investment process may not accept any valuable gift, favor or gratuity which is made on the basis of his or her position in the City's service.

6.0 – Authorized Financial Dealers and Institutions

- **Brokers**. The Investment Officer or his/her designee will maintain a list of broker/dealers, which are authorized to provide investment services. To be eligible to do business with the City, a broker/dealer must provide a Broker/Dealer Questionnaire that includes the following: audited financial statements, current securities-related licensing; proof of registration and licenses held with the Financial Industry Regulatory Authority (FINRA); proof of registration with the State of Washington Securities Division; provide current active municipal client references; and certification of having read the City's current investment policy. The financial condition of qualified brokers will be reviewed annually by the Investment Officer.

- **Banks**. Banking services, depository accounts and certificates of deposit, as required by state law, (RCW 39.58), may be contracted only with those institutions approved by the Washington Public Deposit Protection Commission (PDPC)

7.0 – Authorized Investments

Investment authority is governed by VMC 2.10.030, which authorizes the Finance Director to invest City funds in accordance with state law. Pursuant to that authority and applicable provisions of state law (including, without limitation, RCW 39.59.020, 39.59.030, 43.84.080, and 43.250.040, including all future amendments) the City may invest in various securities, including, without limitation, the following:

Local Government Investment Pool (LGIP)
The Washington State Local Government Investment Pool (LGIP) provides local governments with a secure, highly liquid investment option for managing short-term funds. The LGIP is administered by the Washington State Treasurer and invests in a diversified portfolio of high-quality, short-term investments in accordance with state law and investment policies.

Clark County Investment Pool
The Clark County Investment Pool is a pooled investment program administered by the Clark County Treasurer that allows local governments to combine funds for investment purposes. Participation in the pool provides daily liquidity, professional portfolio management, and diversification consistent with applicable state laws and investment policies.

U.S. Treasury Obligations
Direct obligations of the United States Treasury with the full faith and credit of the United States.

U.S. Agency Obligations
U.S. Government Agency obligations and U.S. Government Sponsored Enterprises (GSEs), including but not limited to Federal Farm Credit Banks Funding Corporation (FFCB), Federal Home Loan Bank (FHLB), Federal Home Loan Mortgage Corporation (FHLMC), and Federal National Mortgage Association (FNMA).

Repurchase Agreements
Repurchase agreements for securities provided that the transaction is structured so that the City obtains control over the underlying securities. If utilized, a Master Repurchase Agreement must be executed by the Finance Director with the transacting bank or dealer. Collateral must meet the authorized investment and maturity constraints of this policy.

Bankers' Acceptances
Bankers' acceptances purchased on the secondary market that, at the time of purchase, are rated in the highest short-term rating category by at least two nationally recognized statistical rating organizations (NRSROs), including A-1 by Standard & Poor's, P-1 by Moody's, F1+ by Fitch, or equivalent ratings.

Commercial Paper
Commercial paper provided that the Finance Director adheres to the policies and procedures of the State Investment Board regarding commercial paper (RCW 43.84.080(7)); the City will not allow asset-backed commercial paper. Commercial paper shall not have maturities exceeding 270 days and must be purchased on the secondary market rather than directly from issuers.

Commercial paper must be rated at the time of purchase in the highest short-term rating category by at least two NRSROs, including A-1 by Standard & Poor's, P-1 by Moody's, F1+ by Fitch, or equivalent ratings. If rated by more than two NRSROs, the security must receive the highest short-term rating from all rating agencies providing ratings.

Any commercial paper purchased with a maturity greater than 100 days must also have a long-term senior unsecured debt rating of at least AA- by Standard & Poor's or Fitch, Aa3 by Moody's, or equivalent ratings.

The City will utilize an Environmental, Social, and Governance (ESG) framework as part of its due diligence process for corporate investments. The ESG methodology shall be developed by the Finance Director using recognized industry standards and available third-party research and

shall be periodically reviewed and updated to ensure consistency, transparency, and alignment with the City's investment objectives.

If a commercial paper holding is downgraded below these minimum standards after purchase, the Finance Director shall review the holding and determine whether continued ownership is prudent and consistent with the objectives of this Investment Policy.

Commercial paper and corporate notes combined shall not exceed 25 percent of the total market value of the investment portfolio at the time of purchase.

Certificates of Deposit / Bank Deposits / Savings
Investment deposits including certificates of deposit with qualified public depositories as defined by RCW 39.58.010(2) and in accordance with applicable statutory requirements.

If not 100 percent collateralized, the depository institution must be rated in the highest short-term rating category by at least one NRSRO, including A-1 by Standard & Poor's, P-1 by Moody's, F1+ by Fitch, or equivalent ratings.

Bonds of the State of Washington
Bonds of the State of Washington and any local government in the State of Washington rated A- or better at the time of investment by a nationally recognized rating agency.

General Obligation Bonds of Other States or Local Governments
General obligation bonds of states other than Washington and their local governments rated A- or better at the time of investment by a nationally recognized rating agency.

Corporate Notes
No corporate fixed-income issuer may exceed 3 percent of the total portfolio market value.

The maximum percentage of corporate notes that may be purchased from any single issuer rated AA- or better by at least two NRSROs (or all available NRSROs if fewer than two exist) is 3 percent of the total portfolio market value.

The maximum percentage of corporate notes that may be purchased from any single issuer rated A+, A, or A- by any major rating agency is 2 percent of the total portfolio market value.

The City will utilize an Environmental, Social, and Governance (ESG) framework as part of its due diligence process for corporate investments. The ESG methodology shall be developed by the Finance Director using recognized industry standards and available third-party research and shall be periodically reviewed and updated to ensure consistency, transparency, and alignment with the City's investment objectives.

Corporate notes must be purchased on the secondary market and not directly from the issuer.

If securities are downgraded below these minimum standards after purchase, they shall remain eligible holdings and may be held or sold at the discretion of the Finance Director.

Commercial paper and corporate notes combined shall not exceed 25 percent of the total market value of the investment portfolio at the time of purchase.

Supranational Bonds
Supranational bonds issued by international financial institutions established by agreements among nations, with member nations contributing capital and participating in management. The City may only purchase bonds issued by institutions for which the United States is the largest shareholder.

Eligible supranational securities shall carry a long-term credit rating of at least AA- by Standard & Poor's or Fitch, Aa3 by Moody's, or equivalent ratings from another NRSRO at the time of purchase.

If a supranational security is downgraded below these minimum standards after purchase, the Finance Director shall review the holding and determine whether continued ownership is prudent and consistent with the objectives of this Investment Policy.

8.0 – Prohibited Investments

Equities (stocks), collateralized mortgage obligations, asset-backed securities, money market mutual funds, inverse floaters, negotiable certificates of deposit, reverse repurchase agreements, and cryptocurrency are not authorized.

Any investment type not expressly permitted in this policy is ineligible.

9.0 – Diversification and Maximum Maturities

Diversification is required to reduce overall portfolio risk while achieving market rates of return. Diversification by issuer, security type, and maturity shall be used to avoid over-concentration. Percentage limits will be based on market value and will be calculated at the time of purchase (settlement date).

Except as provided below, the City will invest in securities with maturities of five (5) years or less from the date of purchase.

1. The maximum weighted average maturity of the total portfolio shall not exceed three (3) years.
2. The maximum duration of the corporate notes portfolio shall not exceed three (3) years.
3. Callable agency securities are permitted, provided aggregate holdings do not exceed 35 percent of the total portfolio at the time of purchase.
4. Liquidity funds shall be held in LGIP, bank deposits, or short-term instruments maturing within six (6) months.
5. The portfolio will maintain securities maturing between one (1) day and five (5) years.
6. Investments exceeding five (5) years may be permitted when matched to expected use of funds.

Diversification and Maturity Guidelines

Authorized Investment	Max Portfolio	Max Maturity	Max Per Issuer	Credit Quality / Notes
LGIP	100%	-	-	-
Clark County Investment Pool	50%	-	-	-
U.S. Treasury Obligations	100%	5 years	-	-
U.S. Agency Obligations	100%	5 years	-	-
Repurchase Agreements	10%	60 days	None	State collateral requirements must be followed
Bankers' Acceptances	10%	180 days	10%	Rated A-1 / P-1 / F1+ by at least two NRSROs, or equivalent ratings
Certificates of Deposit / Bank Deposits / Savings	20%	24 months	10%	If not fully collateralized, rated A-1 / P-1 / F1+ by at least one NRSRO
Corporate Notes	25%	5 years	See Section 7.0 for issuer concentration and rating tier	AA- or A-tier limits as defined in Section 7.0
Commercial Paper		270 days	U.S. 3% / Non-U.S. 2%	Must be rated A-1 / P-1 / F1+ at issuance and meet long-term AA- / Aa3 requirement when maturity

				exceeds 100 days. See Section 7.0 for maturity limits and purchase restrictions
General Obligation Bonds	20%	5 years	5%	Rated A- or better
Supranational Bonds	20%	5 years	5%	Rated AA- / Aa3 or equivalent

The investment program shall follow the following investment transactions parameters:

1. Obtain at least three offers/bids (when applicable/available) or obtain independent third-party pricing.
2. Forward settlement time limit of not more than 30 days.

10.0 – Downgraded Securities

The City may, from time to time, hold securities that are downgraded below minimum policy standards. In such cases, the Investment Officer shall review the holding and recommend an appropriate course of action to the City Manager.

If an Investment Advisor is utilized, the Advisor shall notify the Investment Officer and provide recommendations within one month.

The City may continue to hold a downgraded security to maturity if doing so is determined to be in the best interest of the City and consistent with preservation of capital and avoidance of unnecessary realized losses.

11.0 – Collateralization

- **Depository Collateral.** State statute (RCW 39.58) requires that all deposits of public funds be made with qualified public depositaries, protected through the actions of the Public Deposit Protection Commission (PDPC), comprised of the State Treasurer, Governor and Lieutenant Governor. State law requires that all deposits of public funds over and above federally insured amounts (including Certificates of Deposit) be collateralized in accordance with regulations of the PDPC. All collateral is regulated by the PDPC. The PDPC ensures public funds deposited in banks are protected should a financial institution become insolvent.

- **Repurchase Agreements.** The collateral for repurchase agreements shall be U.S. Treasury or Agency securities with a term of maturity not to exceed the maximum maturity allowed by investment policy. Mortgage-backed securities of any maturity will not be accepted as collateral. In order to anticipate market changes and provide a level of security for all funds, the collateralization level will be at 102% of market value of principal and accrued interest. Collateral is to be delivered to and held by the trust department of the bank with whom the Treasurer is currently using as the City's safekeeping custodian. Collateral held for repurchase agreements will be evidenced by safekeeping receipts provided to the Investment Officer.

12.0 – Safekeeping and Custody

Security transactions entered into by the City shall be conducted on a delivery-versus-payment (DVP) basis. Securities will be held by a third-party custodian designated by the Finance Director, or his/her designee, and evidenced by safekeeping reports which will be reconciled monthly to the portfolio. Third-party custodial reports shall be required monthly, to list, at a minimum, each individual security, CUSIP, purchase date, cost, market value, par value, and maturity date.

13.0 – Performance Standards / Benchmarks

The City's investment portfolio will be designed to obtain a market average rate of return during budgetary and economic cycles, taking into account the City's investment risk constraints and cash flow needs. Appropriate benchmarks shall be established against which portfolio performance shall be compared on a regular basis. The benchmarks shall be reflective of the actual securities being purchased and a comparison to the LGIP earnings rate should be completed on a regular basis.

14.0 – Reporting and Disclosure

Monthly Reports. The Investment Officer shall make a monthly report of all treasury activity to the City Council (RCW 35.39.032). The treasury report should provide a summary of the current investment portfolio and the individual transactions executed to show holdings and activities during the reporting period conform to the investment policy. The report should include the following:

- An asset listing showing par value, cost and market value, type of investment, issuer, days to maturity and interest rate of each security;
- Average days to maturity of the portfolio;
- Maturity distribution of the portfolio and distribution by type of investment.
- Credit quality of portfolio holdings;

- Average weighted yield to maturity of portfolio on investments; and,
- Performance comparison to benchmark

15.0 – Internal Controls

The Office of the State Auditor requires that in accordance with Revised Code of Washington 43.09.260, the City must undergo annual financial examinations performed by State Examiners. Investment management is to be included as part of the annual independent audit to ensure compliance with this investment policy.

The City's internal controls shall be designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, or unanticipated changes in financial markets. Controls which the City deems important include, but are not limited to:

- Control of collusion
- Separation of functions
- Separation of transaction authority from accounting and recordkeeping
- Custodial safekeeping
- Avoidance of bearer-form securities
- Specific limitations regarding securities losses and remedial action
- Clear delegation of authority to subordinate staff members
- Written confirmation of telephone transactions
- Supervisory authority of employee actions
- Minimize the number of authorized investment officials
- Documentation of transactions and strategies

16.0 – Review, Approval and Adoption

This investment policy shall be adopted by resolution of the City Council. The policy shall be reviewed annually by the Investment Officer, and any significant modifications must be approved by resolution.

17.0 – State and Federal Amendments

If new legislation or regulation should amend the permitted instruments or institutions, those changes will be deemed to be immediately incorporated into this policy.

18.0 – Glossary

Agency – A debt security issued by a federal or federally sponsored agency. Federal agencies are backed by the full faith and credit of the U.S. Government. Federally Sponsored Agencies (FSAs)

are backed by each particular agency with a market perception that there is an implicit government guarantee. (Also see FEDERAL AGENCY SECURITIES and GOVERNMENT SECURITY)

Amortization – In portfolio accounting, periodic charges made against interest income on premium bonds in anticipation of receipt of the call price at call or of par value at maturity.

Average Maturity – A weighted average of the expiration dates for a portfolio of debt securities. An income fund's volatility can be managed by shortening or lengthening the average maturity of its portfolio.

Bond – A long-term debt security, or IOU, issued by a government or corporation that generally pays a stated rate of interest and returns the face value on the maturity date.

Book Entry Securities – U.S. government and federal agency securities that do not exist in definitive (paper) form; they exist only in computerized files maintained by the Federal Reserve Bank.

Book Value – The amount at which an asset is carried on the books of the owner. The book value of an asset does not necessarily have a significant relationship to market value.

Broker – A broker brings buyers and sellers together for a commission paid by the initiator of the transaction or by both sides.

Bullet – Non-callable. The investment can be held to maturity without concern that it will be called. [propose adding]

Callable – An investment that the issuer has the right to redeem, or buy back, the security at a call date or a during a range of call dates. [propose adding]

Certificates of Deposit – Certificates of Deposit, familiarly known as CDs, are certificates issued against funds deposited in a bank for a definite period of time and earning a specified rate of return.

Collateral – Property (as securities) pledged by a borrower to protect the interest of the lender.

Commercial Paper – An unsecured short-term promise to repay a fixed amount on a certain future date. Commercial paper usually matures from 2 to 270 days and is traded on a discount basis. This debt instrument, issued by banks, companies and other borrowers, uses only their credit ratings to back the security.

Corporate Bond/Note – A debt security issued by a corporation. The backing for the bond is usually the payment ability of the company, which is typically money to be earned from future operations. Corporate bonds are considered higher risk than government bonds. As a result, interest rates are almost always higher, even for higher credit quality companies. Most corporate bonds have maturities greater than one year. Corporate debt that matures in less than one year is typically called commercial paper.

Credit Quality – The measurement of the financial strength of a bond issuer. This measurement helps an investor to understand an issuer's ability to make timely interest payments and repay the loan principal upon maturity. Generally, the higher the credit quality of a bond issuer, the lower the interest rate paid by the issuer because the risk of default is lower. Credit quality ratings are provided by nationally recognized rating agencies.

Credit Risk – The risk that another party to an investment transaction will not fulfill its obligations. Credit risk can be associated with the issuer of a security, a financial institution holding the entity's deposit, or a third-party holding securities or collateral. Credit risk exposure can be affected by a concentration of deposits or investments in any one investment type or with any one party.

Cryptocurrency – A digital currency verified by a decentralized system using cryptography, outside a centralized government or authority; a foreign currency with no country.

Custodian – An independent third party (usually bank or trust company) that holds securities in safekeeping as an agent for the city. Also known as safekeeping.

Dealer – A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

Delivery – The providing of a security in an acceptable form to the City or to an agent acting on behalf of the City and independent of the seller. Acceptable forms can be physical securities or the transfer of book entry securities. The important distinction is that the transfer accomplishes absolute ownership control by the City

Delivery vs. Payment (DVP) – There are two methods of delivery of securities: Delivery vs. payment and delivery vs. receipt (also called free). Delivery vs. payment is delivery of securities with an exchange of money for the securities. Delivery vs. receipt is delivery of securities with an exchange of a signed receipt for the securities.

Depository bank – A bank used as the point of deposit for cash receipts.

Depository Insurance – Insurance on deposits with financial institutions. For purposes of this policy statement, depository insurance includes a) Federal depository insurance funds, such as

those maintained by the Federal Deposit Insurance Corporation (FDIC) AND Federal Savings and Loan Insurance Corporation (FSLIC); and b) Public Deposit Protection Commission.

Discount – 1. (n.) selling below par; e.g., a $1,000 bond selling for $900. 2. (v.) anticipating the effects of news on a security's value; e.g., "The market had already discounted the effect of the labor strike by bidding the company's stock down."

Diversification – Dividing available funds among a variety of securities and institutions so as to minimize market risk.

Divestment – Conversion into cash. Divestment. Sale. Liquidation.

Face Value – The value of a bond stated on the bond certificate; thus, the redemption value at maturity. Most bonds have a face value, or par, of $1,000.

Federal Agency Securities – Several government-sponsored agencies, in recent years, have issued short and long-term notes. Such notes typically are issued through dealers, mostly investment banking houses. These Federal government-sponsored agencies were established by the U.S. Congress to undertake various types of financing without tapping the public treasury. In order to do so, the agencies have been given the power to borrow money by issuing securities, generally under the authority of an act of Congress. These securities are highly acceptable and marketable for several reasons, mainly because they are exempt from state, municipal and local income taxes. Furthermore, agency securities must offer a higher yield than direct Treasury debt of the same maturity to find investors, partly because these securities are not direct obligations of the Treasury.

The main agency borrowing institutions are the Federal National Mortgage Association (FNMA), the Federal Home Loan Bank System (FHLB), and the Federal Farm Credit Bank System (FFCB).

Federal Deposit Insurance Corp (FDIC) – A Federal institution that insures bank deposits. The current limit is up to $250,000 per depository account.

Federal Farm Credit Bank – FFCB – The Farm Credit System is a nationwide network of borrower-owned lending institutions and specialized service organizations. Established by Congress in 1916 as the authority for certain predecessor entities, the System is the oldest of the Government-sponsored enterprises. Throughout its long history, the fundamental purpose of the System has remained the same: To provide American agriculture with sound and dependable credit at competitive interest rates. Currently, there are three Farm Credit Banks and one Agricultural Credit Bank providing funds and support services to approximately 78 locally owned Farm Credit

Associations and numerous cooperatives nationwide. Approximately 40 percent of the real estate and non-real estate credit needs of U.S. agriculture are met by the System

Federal Home Loan Bank – FHLB – Created by the Federal Home Loan Bank Act of 1932 to increase the amount of funds available for lending institutions who provide mortgages and similar loan agreements to individuals. Having served its original objectives well, the FHLB system now primarily focuses on increasing the amount of loanable funds available for affordable housing and community development projects. It continues to have a material impact on housing and development financing offering funds to member institutions at rates that are usually lower than commercially competitive prices. The 11 banks of the FHLB Bank System are owned by over 7,300 regulated financial institutions from all 50 states, U.S. possessions, and territories.

Federal Home Loan Mortgage Corporation – FHLMC (Freddie Mac) – Is a stockholder-owned, government-sponsored enterprise chartered by Congress in 1970 to keep money flowing to mortgage lenders in support of homeownership and rental housing for middle income Americans. FHLMC purchases, guarantees and securitizes mortgages to form mortgage-backed securities. The mortgage-backed securities that it issues tend to be very liquid and carry a credit rating close to that of U.S. Treasuries.

Federal National Mortgage Association – FNMA (Fannie Mae) – FNMA, like GNMA, was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a Federal corporation working under the auspices of the Department of Housing and Urban Development, HUD. It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

Financial Institutions – Establishments that include the circulation of money, the granting of credit, the making of investments, and the provision of banking facilities.

FINRA – Financial Industry Regulatory Authority - a self-regulatory organization authorized to regulate U.S. stockbrokers and broker-dealer firms. Brokers must be registered with FINRA in order to execute trades on behalf of their clients.

Fiscal Agency – A financial institution that handles certain bond and coupon redemptions on behalf of the entity.

Government Security – Any debt obligation issued by the U.S. government, its agencies or instrumentalities. Certain securities, such as Treasury Bonds and GNMA's, are backed by the

government as to both principal and interest payments. Other securities, such as those issued by the Federal Home Loan Mortgage Corporation, or Freddie Mac, are backed by the issuing agency.

Liquidity – Refers to the ease and speed with which an asset can be converted into cash without a substantial loss in value.

Loss – The excess of the cost or book value of an asset over selling price.

Local Government Investment Pool (LGIP) – The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

Mark-to-market – An adjustment in the valuation of a securities portfolio to reflect the current market values of the respective securities in the portfolio.

Marketability – Ability to sell quickly and at competitive prices.

Market Risk – The risk associated with declines or rises in interest rates which cause an investment in a fixed-income security to increase or decrease in value. The risk that the market value of an investment, collateral protecting a deposit, or securities underlying a repurchase agreement will decline.

Market Value – The price at which a security is trading and could be sold.

Master Repurchase Agreement – An agreement between the investor and the dealer or financial institution. This agreement defines the nature of the transactions, identifies the relationship between the parties, establishes normal practices regarding ownership and custody of the collateral securities during the term of the investment, provides for remedies in the event of a default by either party and otherwise clarifies issues of ownership.

Maturity – The time when a security becomes due and at which time the principal and interest or final coupon payment is paid to the investor.

Nationally Recognized Statistical Rating Organization (NRSRO) – A credit rating agency that issues credit ratings that the U. S Securities and Exchange Commission permits other financial firms to use for certain regulatory purposes (i.e. Fitch, Moody's S&P).

Net Worth – A financial institutions available funds after their total liabilities have been deducted from their total assets.

Par Value – The nominal or face value of a debt security; that is, the value at maturity.

Portfolio – Collection of securities held by an investor.

Premium – The amount by which a bond sells above its par value.

Primary Dealers – A pre-approved bank, broker/dealer or other financial institution that is able to make business deals with the U.S. Federal Reserve, such as underwriting new government debt. These dealers must meet certain liquidity requirements as well as provide a valuable flow of information to the Fed about the state of the worldwide markets.

Principal – An invested amount on which interest is charged or earned.

Prudence – The ability to govern and discipline oneself by the use of reason. Shrewdness in the management of affairs. Able to use skill and good judgment in the use of resources.

Public Fund Interest-bearing Investment Accounts – Bank accounts with Qualified Public Depositories which pay a rate of interest on the balance maintained. Used in diversifying the investment portfolio and most commonly used as part of a liquidity portfolio.

Qualified Public Depository – A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated, for the benefit of the commission, eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

Repurchase Agreement (Repo) – The Repo is a contractual transaction between an investor and an issuing financial institution (not a secured loan). The investor exchanges cash for temporary ownership of specific securities, with an agreement between the parties that on a future date, the financial institution will repurchase the securities at a prearranged price. An "Open Repo" does not have a specified repurchase date and the repurchase price is established by a formula computation.

Reverse Repurchase Agreement (Reverse Repo) – The opposite of the transaction undertaken through a regular repurchase agreement. In a "reverse" the City initially owns securities and the bank or dealer temporarily exchanges cash for this collateral. This is, in effect, temporarily borrowing cash at a high interest rate and is also known as securities lending. Most typically, a Repo is initiated by the lender of funds. Reverses are used by dealers to borrow securities they have shorted.

Safekeeping – A service to customers rendered by banks for a fee whereby all securities and valuables of all types and descriptions are held in the bank's vaults for protection, or in the case

of book entry securities, are held and recorded in the customer's name and are inaccessible to anyone else.

Securities – Bonds, notes, mortgages, or other forms of negotiable or non-negotiable instruments.

Securities and Exchange Commission – (SEC) – A U.S. government agency that oversees securities transactions, activities of financial professionals and mutual fund trading to prevent fraud and intentional deception. The SEC consists of five commissioners who serve staggered five-year terms. No more than three of the commissioners may belong to the same political party.

Settlement Date – The day on which payment is due for a securities purchase. For stocks and mutual funds bought through an investment dealer, settlement is normally five business days after the trade date. Bonds and options normally settle one business day after the trade date mutual fund shares purchased directly by mail or wire settle on the day payment is received.

Supranational Institution (SUPRA) – An international organization, or union, whereby member states transcend national boundaries or interests to share in the decision making and vote on issues pertaining to the wider grouping. It is formed by two or more central governments through international treaties. The purpose for creating a supranational is to promote economic development for the member countries. The International Bank for Reconstruction and Development (World Bank), the Inter-American Development Bank (IADB), IFC (International Finance Corporation) and ADB (Asian Development Bank) are examples of supra's.

Tripartite Custodian Agreement – An agreement that occurs when a third party or custodian becomes a direct participant in a repurchase transaction. The custodian ensures that the exchange occurs simultaneously and that appropriate safeguards are in place to protect the investor's interest in the underlying collateral.

Third-party Safekeeping – A safekeeping arrangement whereby the investor has full control over the securities being held and the dealer or bank investment department has no access to the securities being held.

Time Deposit – Interest-bearing deposit at a savings institution that has a specific maturity.

Treasury Bills (commonly called "T-Bills) - Treasury Bills are short-term debt obligations of the U.S. Government. They offer maximum safety of principal since they are backed by the full faith and credit of the United States Government. T-Bills are sold in three, six, nine, and twelve-month bills. Because Treasury Bills are considered "risk-free," these instruments generally yield the lowest returns in the major money market instruments.

Treasury Notes and Bonds – While T-Bills are sold at a discount rate that establishes the yield to maturity, all other marketable treasury obligations are coupon issued. These include Treasury Notes with maturities from one to ten years and Treasury Bonds with maturities of 10-30 years. The instruments are typically held by banks and savings and loan associations. Since Bills, Notes and Bonds are general obligations of the U.S. Government, and since the Federal Government has the lowest credit risk of all participants in the money market, its obligations generally offer a lower yield to the investor than do other securities of comparable maturities.

Underlying Securities – Future securities transferred, the object of a repurchase agreement.

Vendor – A business or individual who provides a service or product at a cost.

Yield – The rate at which an investment pays out interest or dividend income, expressed in percentage terms and calculated by dividing the amount paid by the price of the security and annualizing the result.

DRAFT

2012 City Investment Policy

City of Vancouver

Exhibit A - Investment Policies

The City's Investment Policies were approved by City Council on February 5, 2001 by Resolution No. M-3325.

Proposed changes to the Investment Policies are summarized below and included in the policies that follow this introduction:

1) **Section 4.2 - Delegation of Authority**: Added language that procedures will reference safekeeping agreements, PSA Master Repurchase Agreements, wire transfer agreements, custody agreements and investment related banking service contracts.
2) **Section 4.3 – Investment Committee:** Added language that the committee will review performance benchmarks compared to the rate of return of the investment portfolio.
3) **Section 4.5 – Ethics and Conflicts of Interest:** Added language related to RCW 42.52.140 related to prohibiting acceptance of anything of economic value.
4) **Section 4.8 – Authorized and Suitable Investments:** Added variable rate, floating rate, and structured governmental securities tied to specific indexes. These are allowed by RCW. Added "non-negotiable" to certificates of deposit (this is a state law requirement).
5) **Section 4.10 – Diversification:** Added specific percentages allowed for each investment type. The prior policy had these same restrictions, but didn't include the added security types (Federal Agency variable rate notes).
6) **Section 4.11 – Maximum Maturity:** Reduced the final maturity on any single security to 5 years. In the prior policy it was 5.5 years. The prior policy also allowed corporate bond investments for the pension fund to have a final maturity of 20 years. Corporate bonds for the pension fund will also be limited to a 5 year maximum maturity. The maximum maturity on a repurchase agreement is increased to 90 days. Previously, it was one week. With this change, if the City entered into repurchase agreements, it would permit the purchase of term repos.
7) **Section 4.13 – Reporting**: Added additional reporting requirements. List of individual securities at the end of the reporting period; average life and final maturity of all investments; coupon, discount, and earnings rate; and percentage of portfolio in each investment category. Deleted the requirement for a comprehensive annual report of investment transactions reported to Council, since this information is already reported to Council on a quarterly basis in the quarterly financial report.

Version 2012

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1.0 Purpose

To provide guidelines for the investment of city monies.

2.0 Organizations Affected

Finance

3.0 References

City Charter Section 6.00
VMC 2.10.030

4.0 Policy

It is the policy of the City of Vancouver to invest public funds in a manner which will provide maximum security of principal with the highest investment return while meeting the daily cash flow demands of the City of Vancouver and conforming to all state and local statutes governing the investment of public funds.

4.1 Scope

4.1.1 City of Vancouver

The investment policy applies to all financial assets of the City of Vancouver, Washington as accounted for in the City's Comprehensive Annual Financial Report, and includes:

- General fund
- Special revenue funds
- Debt service funds
- Capital project funds
- Enterprise funds
- Internal service funds
- Trust and agency funds
- Pension funds
- Any new fund created by the City Council, unless specifically exempted by it.

4.1.2 Other Agency's Monies

The investment policies of the City of Vancouver shall apply also to all investment activities taken on behalf of other agencies for which the City has agreed to act as investment manager or fiduciary agent.

4.2 Delegation of Authority

In accordance with VMC 2.06.010, 2.10.030 and Section 6.00 of the City Charter, the responsibility for conducting investment transactions resides with the Finance Director. The Finance Director shall establish written procedures for the operation of the investment program, consistent with this investment policy. Such procedures shall include reference to: safekeeping, PSA master repurchase agreements, wire transfer agreements, custody agreements and investment related banking service contracts. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Director. The Finance Director shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of subordinate officials.

Bonding of all staff involved in the investment process shall be required, and such bonding requirements shall apply to those individuals authorized to place orders, and to purchase and sell investment instruments. The City's Risk Manager shall establish specific bonding levels.

4.3 Investment Committee

There is hereby created an Investment Committee, consisting of the Finance Director, the Treasurer, and the Treasury Accountant. The Investment Committee shall meet at least quarterly to determine general strategies and to monitor results. The Investment Committee shall include in its deliberations such topics as: economic outlook, portfolio diversification, and maturity structure, potential risks to the City of Vancouver's funds, authorized depositories, brokers and dealers, a review of performance benchmarks compared to the rate of return of the investment portfolio, and the target rate of return on the investment portfolio.

4.4 Prudence

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income derived. The standard of prudence to be used by investment officials shall be the "prudent person" standard as defined by RCW 43.250.040, and shall be applied in the context of managing the overall portfolio. Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided

deviations from expectations are reported in a timely manner and appropriate action is taken to control adverse developments.

4.5 Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict or appear to conflict with proper execution of the investment program, or may impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the City Manager any material financial interests in financial institutions that conduct business within the City of Vancouver, and they shall further disclose any personal financial/investment positions that could be related to the performance of the City's portfolio. Employees and officers shall subordinate their personal investment transactions to those of the City, particularly with regard to the timing or purchases and sales.

No officer or employee of the City may receive, accept, take, seek, or solicit, directly or indirectly, anything of economic value as a gift, gratuity, or favor from a person if it could be reasonably expected that the gift, gratuity, or favor would influence the vote, action, or judgment of the officer or employee, or be considered as part of a reward for action or inaction. RCW 42.52.140.

4.6 Objectives

4.6.1 Safety

Safety of principal is the foremost objective of the investment program. Investments of the City of Vancouver shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To obtain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

4.6.2 Liquidity

The City's investment portfolio will remain sufficiently liquid to enable the City to meet operating requirements that might be reasonably anticipated.

4.6.3 Return

The City's investment portfolio shall generally be managed with the objective of attaining a market-average rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and the cash flow characteristics and risk parameters of the portfolio.

4.7 Authorized Financial Dealers and Institutions

The City will maintain a list of broker/dealers and financial institutions authorized to provide investment services to the city. Authorized broker/dealers and financial institutions will be limited to those that meet one or more of the following: 1) financial institutions approved by the Washington Public Deposit Protection Commission (RCW 39.58); or 2) primary dealers recognized by the Federal Reserve Bank; or 3) non-primary dealers qualified under the U.S. Securities and Exchange Commission Rule 15C3-1, the Uniform Net Capital Rule, a certified member of the National Association of Securities Dealers, and proof of registration with the State of Washington. In addition, a list will also be maintained of approved security broker/dealers selected by creditworthiness.

Each authorized dealer or financial institution will make available annual reports, including audited financial statements, proof of National Association of Securities Dealers certification, and certification of having read the City of Vancouver's investment policy. The City will conduct an annual review of the financial condition of firms. A current audited financial statement is required to be on file for each financial institution and broker/dealer with whom the City invests.

Before a dealer or institution can be approved to be added to the authorization list, the supervising officer at each depository and recognized securities broker/dealer shall submit a completed broker/dealer questionnaire and certification. The document will certify that the officer has reviewed the City of Vancouver's investment policies and objectives and agrees to disclose potential conflicts or risks to public funds that might arise out of business transactions between the firm/depository and the City of Vancouver. All financial institutions shall agree to undertake reasonable efforts to preclude imprudent transactions involving this entity's funds. The City must have a signed trading authorization form with each approved broker/dealer or financial institution.

4.8 Authorized and Suitable Investments

The City is empowered to invest in eligible investment securities and deposits authorized by Washington statute. (RCW 39.58, 39.59, and 43.84.080). Eligible investments include, but are not limited to:

1. Obligations of the U.S. government;
2. Obligations of U.S. government agencies, or of corporations wholly owned by the U.S. government;
3. Obligations of government-sponsored corporations which are, or may become eligible as collateral or advances to member banks as determined by the board of governors of the Federal Reserve;
4. Variable rate, floating rate, and structured governmental securities are eligible if the following criteria are met: a) Floating rate note securities which at all times can reasonably be expected to have a market value that approximates their amortized cost. This would include those who reset based on indices such as Fed Funds or the prime

lending rate. Floating rate notes that reset based on any other index must be approved by the Finance Director. b) Variable rate note securities which on any reset date can reasonably be expected to have a market value that approximates their amortized cost. This would include those who reset on indices such as LIBOR or US Treasury Bills. Variable Rate Notes that reset on any other index must be approved by the Finance Director.

5. Banker's acceptances purchased on the secondary market rated with the highest short-term credit rating of any two designated Nationally Recognized Statistical Rating Organizations (NRSROs) at the time of purchase. IF the banker's acceptance is rated by more than two NRSROs, it must have the highest rating from all of the organizations;
6. Commercial paper, provided that the city adheres with the policies and procedures of the Washington State Investment Board regarding commercial paper (RCW 43.84.080(7));
7. Non-negotiable certificates of deposits or demand deposits with financial institutions qualified by the Washington Public Deposit Protection Commission and made in accordance with the provisions of RCW 39.58;
8. Obligations of the State of Washington or its political subdivisions;
9. The Washington State Local Government Investment Pool;
10. The Clark County Washington Investment Pool;
11. Repurchase Agreements and Reverse Repurchase Agreements structured with U.S. bonds or U.S. certificates of indebtedness provided that a Master Repurchase Agreement has been executed with the contra-party. a) Collateralization will be required for all repurchase agreements. In order to anticipate market changes and provide a level of security for all funds, the collateralization level will be 102% of market value of principal and accrued interest. The City chooses to limit collateral to the following: 1) United States bonds, 2) United States certificates of indebtedness. Collateral will always be held by an independent third party with whom the City has a current custodial agreement. Clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City for retention. The right of substitution is granted.
12. Corporate bonds, for the pension funds only, with a rating of "A" or better.

A complete list is included as part of the investment procedures manual.

4.9 Safekeeping and Custody

All security transactions, including collateral for repurchase agreements, entered into by the City shall be conducted on a delivery-versus-payment (DVP) basis. Securities purchased by the City will be delivered against payment and held in a custodial safekeeping account. The Finance Director will designate a third-party custodian and safekeeping receipts will evidence all transactions. Deposits will only be made in depositories approved by the Washington Public Deposit Protection Commission. The third-party custodian shall be required to provide a statement to the City listing at a minimum each specific security, description, maturity date, market value, par value, purchase date, and cusip number.

4.10 Diversification

The City's portfolio shall be structured to diversify investments to reduce risk of loss resulting from over-concentration of assets in a specific maturity, a specific issuer, or a specific type of security. The maximum percentage of the portfolio permitted in each eligible security is detailed in the following tables.

Type of Security	Credit Standards	Maximum Percentage Permitted
U.S. Treasuries	NA	100%
Federal Agencies (Fixed Rate)	NA	100%
Federal Agencies (VRNs)	NA	10%
Banker's Acceptances	A1/P1	25%
Commercial Paper	A1/P1 and "A" or equivalent	15%
Non-negotiable Certificates of Deposit	Approved Public Depository	25%
Corporate Bonds (Pension Funds Only) RCW 41.16.040	"A"	10%
Repurchase Agreements	"A" if maturity < one week, "AA" if maturity > one week	100% overnight or 20% if maturity > than 30 days
Reverse Repurchase Agreements	Same as Repos	10%
WA State Municipal Bonds	"A" or equivalent	20%
Clark County Investment Pool	NA	25%
Washington State Local Government Investment Pool	NA	100%

The City's portfolio will be further diversified to limit the exposure to any one issuer. No more than 5% of the portfolio will be invested in the securities of any one single issuer with the following exception.

Type of Security	Maximum Percentage Permitted
U.S. Government Obligations	100%
U.S. Agency Obligations	25% per issuer
Repurchase Agreement Counterparties	20% per provider overnight, 10% per provider > 1 day
Non-negotiable Certificates of Deposit	10%

4.11 Maximum Maturities

To the extent possible, the City will attempt to match its investment maturities with anticipated cash flow requirements. Except for pension funds, assets of the City of Vancouver shall be invested in instruments whose maturities do not exceed five (5) years at the time of purchase. However, the average maturity of the portfolio (excluding pension funds) following the purchase shall not exceed two (2) years. Assets held in pension funds shall be unrestricted with regard to maturity. Any cash in excess of that necessary to meet the anticipated cash flow needs may be invested with the following maturity limitations:

Type of Security	Maximum Maturity
Any single security (unless matched to a specific cash flow requirement)	5 years
Repurchase and Reverse Repurchase Agreements	90 days
Commercial paper	180 days
Banker's Acceptances	180 days

4.12 Internal Controls

The Finance Director shall establish an annual process of independent review by an external auditor. In the State of Washington, the Washington State Auditor's Office performs a review of the City's internal controls and compliance with all state and federal statutes and relevant policies and procedures.

4.13 Reporting

The Finance Director shall submit to Council quarterly an investment report that summarizes recent market conditions, economic developments and anticipated investment conditions. The report shall:

1. Summarize the investment strategies employed in the most recent quarter;
2. List the individual securities held at the end of the reporting period;
3. List the average life and the final maturity of all investments listed;
4. List the coupon, discount, or earnings rate;
5. List the percentage of the portfolio in each investment category;
6. Compare the quarter's investment results to established goals, including the effects, if any, of market or liquidity risks;
7. Include an appendix that discloses all transactions during the past quarter;
8. Indicate any areas of concern with planned revision of investment goals or strategies, and;
9. Report the par value, the amortized book value, and the market value of the portfolio.

At the end of each year, the Financial Services Manager shall present an annual investment plan for the following year including a current market analysis, an analysis of liquidity, and a forecast of future yields.

4.14 Performance Standards

The investment portfolio shall be designed to obtain an average rate of return during budgetary and economic cycles, consistent with the investment objectives and cash flow needs. The Finance Director shall construct a custom benchmark for measuring the performance of the portfolio. The benchmark will reflect the universe of securities available which conform to the City's investment policy and the cash-flow needs of the City. The custom benchmark will be reviewed at least quarterly and adjusted as needed to measure current portfolio goals.

4.15 Amendments

This policy and procedure shall be presented to and reviewed by the City Manager and the City Council not less often than once each two years. A meeting with City council to discuss the policy will be held if requested by Council, the City Manager or the Finance Director.

5.0 Procedure

The procedures to be followed in order to carry out the objectives of this policy shall be outlined in an investment manual adopted by the Finance Director.



CITY OF Vancouver WASHINGTON

Q3 2026 Climate Action Framework Update

Council Workshop

Rebecca Small
Policy Analyst 3

Lexi Farina
Bloomberg Harvard Fellow

City Manager's Office
August 24, 2026

Timeline for 2026 CAF Update



CAF Workplan Development

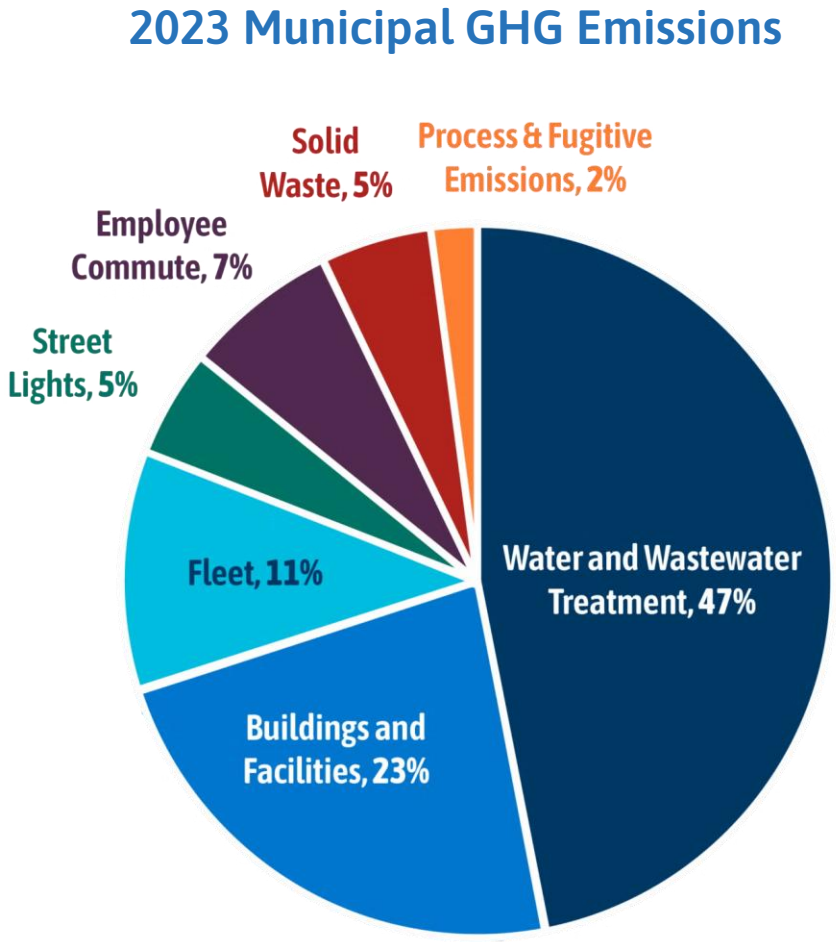
Identify priority actions for the next five years

Reflect Council-identified priorities

- Meet municipal GHG reduction targets
- Benefits the public can “see and feel”
- Increase focus on adaptation, resilience over time

Example workplan items

- Wastewater Solids Renewal Program
- City facility energy efficiency
- Fleet decarbonization roadmap
- Tree canopy expansion
- Annual sidewalk infill goal



Workplan Elements

- Description of the project or program
- Lead department or team
- Supporting partners (internal or external)
- Timeline
- Resources needed
- Progress metrics (2027)



Community Events

Conducted as of Aug. 1









PNW Climate Week

- **Hot Takes for a Cooler Planet** – Friendly debate on transportation policy topics
- **Scottish Bike Ride** – Community bike ride showcasing a potential future “climate corridor”
- **Heritage Tree Bike Ride** – Urban Forestry tour highlighting heritage trees and urban heat mitigation
- **Recycling 101 Workshop** – Waste Connections and Clark County led recycling and waste reduction workshop









Online Survey

- Short survey designed to understand resident concerns and priorities related to climate action.
- Outreach conducted through community event tabling and flyers at everyday locations across Vancouver.
- **165 Vancouver residents** completed the survey between July 6–27.
- Results were weighted to improve representativeness of Vancouver's population.



Survey Results

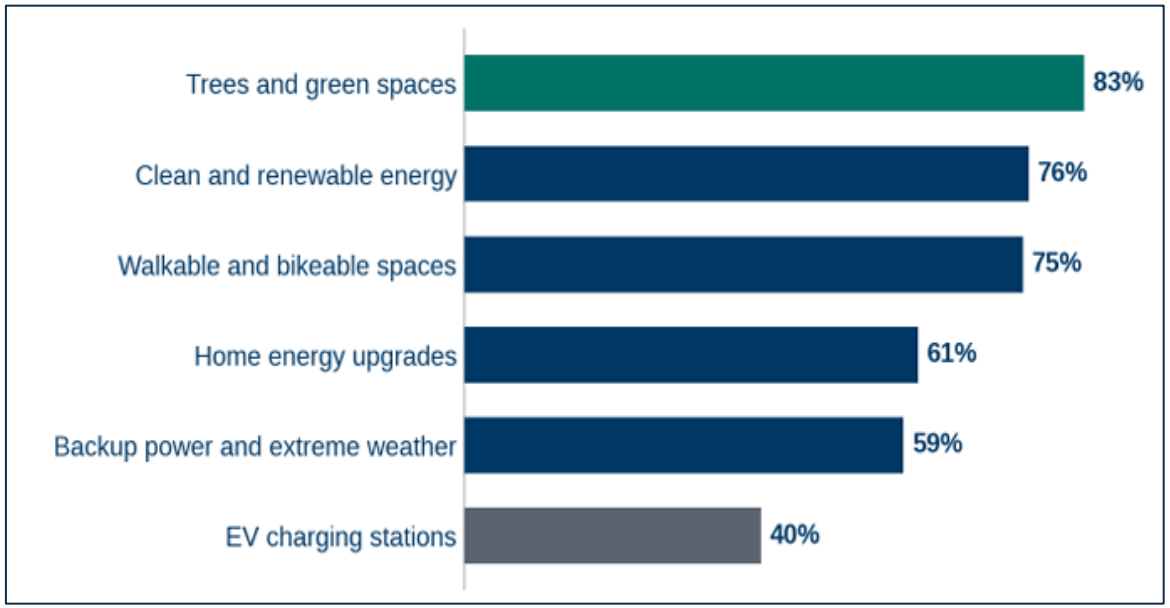
Key Messages

- Almost all respondents reported personally feeling climate impacts, particularly **extreme heat** (72%) and **wildfire smoke** (71%).
- However, **climate impacts are felt unevenly,** with lower-income households reporting **higher utility bills and more health impacts** despite similar exposure to extreme heat and wildfire smoke.
- When asked about transportation behaviors and improvements, **safety emerged as the primary barrier to more cycling. Protected bike lanes (77%)** were substantially more likely than painted or buffered bike lanes to encourage residents to bike more often. **Support for a bike share** program was also high (67% in favor).

Survey Results

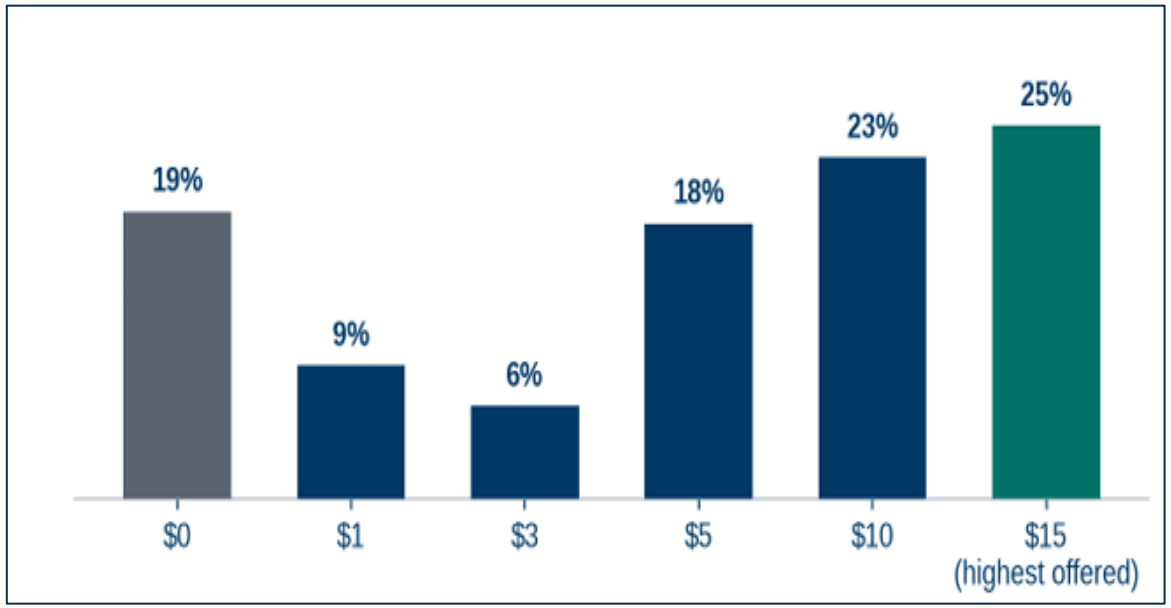
Key Messages Cont.

% Rating Public Funding for Each Climate Investment Important or Very Important



Trees and green spaces emerged as the highest funding priority, followed by clean energy and active transportation.

Additional Monthly Amount Willing to Contribute to Climate Priorities



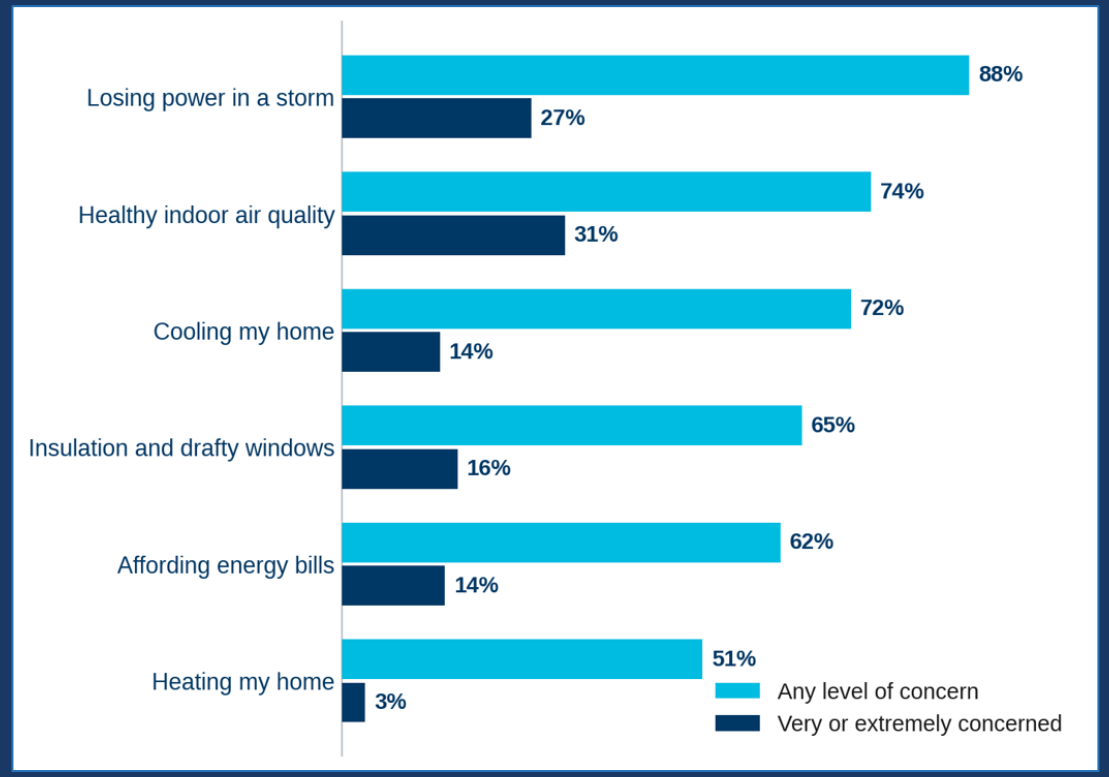
81% of respondents would contribute something, and the median amount is $5 per month.

Healthy & Climate-Smart Homes Deep Dive

Survey findings

- Within their homes, residents' concerns centered on climate resilience and comfort.
- The greatest number of concerns were related to power outages (88%).
- However, the most intense concern is around indoor air quality, with 31% being very or extremely concerned.

Climate-Related Concerns at Home





Healthy & Climate-Smart Homes Deep Dive

Small group discussions

- Building on survey findings, targeted engagement will be conducted to better understand barriers, priorities, and opportunities to inform future program design.
- Small group conversations are underway with:
  - Low- and middle-income homeowners
  - Renters
  - Small property owners



Engagement through Action

Focused efforts in Fruit Valley

- Advancing neighborhood climate resilience priorities
- Building on Comprehensive Plan and Equitable Development engagement
- Partnering with **Nature+Play Designs** to coordinate education, volunteer plantings, and greenscaping
- Coordinating across City teams (Equitable Development, Forestry, Stormwater, Parks)



Engagement through partnership

- Contracted with **Washington Conservation Action** to expand community engagement capacity
- Climate Community Advisors provide policy and plan input
- Neighborhood conversations build awareness and gather feedback
- One-on-one interviews capture community priorities



Next steps

- Focused community engagement activities
- Continued coordination with City Departments on CAF workplans and metrics
- Two upcoming Workshops
  - Oct. 12 – Healthy & Climate-Smart Homes
  - Nov. 9 – **Draft CAF Review**
- Dec. 7 - Public Hearing

Thank you



CITY OF Vancouver WASHINGTON

MEMORANDUM

DATE: Aug 24 2026

TO: Mayor and City Council

FROM: Lon Pluckhahn, City Manager

RE: **Q3 2026 CLIMATE ACTION FRAMEWORK UPDATE**

CC: Rebecca Small, CMO
Lexi Farina, CMO

Purpose
To brief City Council on progress to date for the 2026 Climate Action Framework (CAF) update, present findings from early community engagement and the public survey, and outline the next steps toward preparing the draft CAF Update for Council review this autumn.

Context
This workshop is the third in a series designed to keep Council informed about the 2026 Climate Action Framework update. Since the previous workshop in May, staff have focused on implementing the Community Engagement Strategy and are reporting back on what has been heard through the Climate Community Forum, PNW Climate Week, an online survey, tabling events, and targeted conversations led by consultant partners.

Staff will provide an update on the CAF workplan development, including anticipated implementation projects and the approach to performance metric development.

Community Engagement Summary
The Climate Team has been actively implementing the three-track Engagement Strategy for the CAF Update, which includes General Outreach, Neighborhood Resilience, and Climate Smart and Healthy Homes engagement efforts.

<u>2026 Climate Priorities Survey</u>
Thanks to the additional capacity and expertise provided by Bloomberg Harvard Intern, Ezekiel Wells, the Climate Team was able to develop, administer, and analyze a community survey to better understand resident priorities as they relate to topics including transportation infrastructure, buildings, climate impacts and concerns, and support for funding climate investments. Between July 6 and July 27, 2026, 165 Vancouver residents

completed the survey. Where supported by the data, results have been weighted to align with U.S. Census benchmarks to better reflect the City's population.

Some key takeaways include:

- **81% of respondents** indicated they would contribute to funding climate initiatives, with a **median contribution of $5 per month**.
- Climate impacts are already widely experienced, with lower-income residents reporting disproportionately higher levels of concern, exposure, and health impacts.
- Protected mobility lanes matter: 77% of respondents said protected bike facilities would moderately or strongly encourage them to bike more, compared with 29% for painted lanes.
- Trees and green spaces were the **top funding priority**, followed by clean and renewable energy and walkable, bikeable infrastructure.

A summary of the survey findings is provided in **Attachment A**.

Community Conversations

As part of the General Outreach track, staff have participated in community tabling events and conversations throughout the City to share information about the CAF Update and gather input from community members.

To date, the Climate Team has engaged with the community through 21 outreach events and conversations, reaching more than 500 community members, including:

- 7 community center and library tabling sessions
- 8 citywide events (Waterfront and Sunday Sounds Concerts, community festivals)
- 1 Council Community Forum
- 1 neighborhood association presentation
- 4 community events through PNW Climate Week

Expanding Community Engagement through Partnerships

To expand community engagement capacity for the CAF Update, the Climate Team contracted with Washington Conservation Action (WCA) to support outreach, relationship-building, and community input. WCA has convened a diverse Climate Community Advisors group to provide feedback on climate policies and plan updates; a list of participants is included in **Attachment B.**

WCA is also hosting a series of neighborhood conversations to build awareness of the CAF Update and gather community perspectives, as well as conducting one-on-one interviews with community leaders and elders over the coming months to better understand community priorities, concerns, and opportunities.

Fruit Valley Climate Resilience Focus

The Climate Team is also moving forward with a community engagement effort in the Fruit Valley neighborhood to advance climate resilience priorities identified by community members. Building on previous engagement from the City's Comprehensive Plan and Equitable Development teams, the effort will focus on identifying and implementing greenscaping projects that support environmental justice, localized flooding and heat island

mitigation, and food access. The City is partnering with Nature+Play Designs to coordinate educational opportunities, volunteer plantings, and greenscaping activities, while collaborating across City teams, including Equitable Development, Forestry, Stormwater, and Parks.

Climate Smart and Healthy Homes conversations

To advance the Climate-Smart and Healthy Homes focus area, staff are conducting a series of targeted community discussions to identify opportunities to support residents in making their homes safer, more comfortable, and more resilient to a changing climate. The Climate Priorities Survey showed residents are particularly concerned about power outages and indoor air quality within their homes. To better understand these concerns and the barriers residents face in making related home improvements, staff are hosting facilitated discussions with low- and middle-income homeowners, renters through a partnership with the Vancouver Housing Authority's Rental Advisory Board, and small property owners.

Staff will also meet with past participants who received high-efficiency electric appliances through the Department of Commerce's Home Electrification and Appliance Rebates (HEAR) Program, administered by the City's Housing Rehabilitation Program in partnership with the Northwest Native Chamber and Hispanic Metropolitan Chamber, to gather feedback and identify opportunities to strengthen future initiatives. Insights from all discussions will help define community priorities and inform the design of future residential programs.

Department Workplans and Metrics Development

As discussed in previous workshops, the CAF Update will introduce a 4–6 year workplan that identifies priority climate actions for City departments to advance climate goals, strengthen community resilience, and guide implementation. The workplan will provide focus and prioritization among the many actions identified in the existing CAF and will be presented to City Council for adoption alongside the updated CAF in December 2026.

The workplan is expected to include the following elements:

Workplan Element	Description
Action	A clear description of the action the department will undertake.
Lead Department or Team	Primary department or team responsible for leading implementation.
Partners	Internal and external partners that will support implementation or contribute to success.
Timeline	Anticipated timeframe for implementation.
Resources Needed	Anticipated staffing, funding, or other resources needed to support implementation.
Progress Measures	Metrics or milestones that can help track implementation progress.

Staff began working with departments in August and will continue through September to develop a focused set of implementation priorities, guided by Council's direction earlier this year to prioritize actions that both reduce municipal greenhouse gas emissions and deliver visible, tangible benefits to the community.

The largest sources of municipal greenhouse gas emissions are Water and Wastewater Treatment (47%), Buildings and Facilities (23%), and Fleet (11%). Accordingly, priority workplan projects under development include the Wastewater Solids Renewal Program, energy efficiency and electrification projects for City facilities, and a Fleet Decarbonization Roadmap.

The workplan will also include highly visible community investments that were strongly supported through the community survey, including tree canopy expansion and annual sidewalk infill goals.

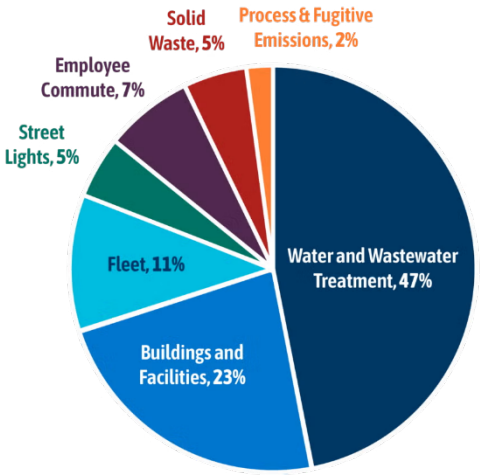


Fig. 1: Sources of Municipal Greenhouse Gas Emissions (2023)

Staff are also developing a focused set of implementation metrics to track progress. Wherever possible, these measures will align with existing data collections efforts through existing City plans, including the Strategic Plan, Comprehensive Plan, Transportation System Plan, and departmental plans.

The metrics framework is intended to:

- Build on existing data and minimize new reporting requirements.
- Develop practical, department-informed performance measures.
- Track progress toward the City's climate goals with a focused set of meaningful metrics.

Timeline and Next Steps
Over the coming months, the Climate Team will continue focused engagement with the Fruit Valley neighborhood climate resilience projects, the Climate Community Advisors group, and the Climate Smart and Healthy Homes discussion groups while refining the updated Climate Action Framework and implementation workplan. Staff will return to Council for a workshop on October 12 to share engagement outcomes, followed by a workshop on November 9 to present the draft updated Climate Action Framework and workplan. A public hearing for adoption is scheduled for December 7.

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Attachments:
Attachment A: 2026 Climate Priorities Survey
Attachment B: Climate Community Advisors roster

Attachment A: Survey Results



2026 Climate Priorities Survey

Ezekiel Wells
July 30th, 2026

CITY OF Vancouver WASHINGTON

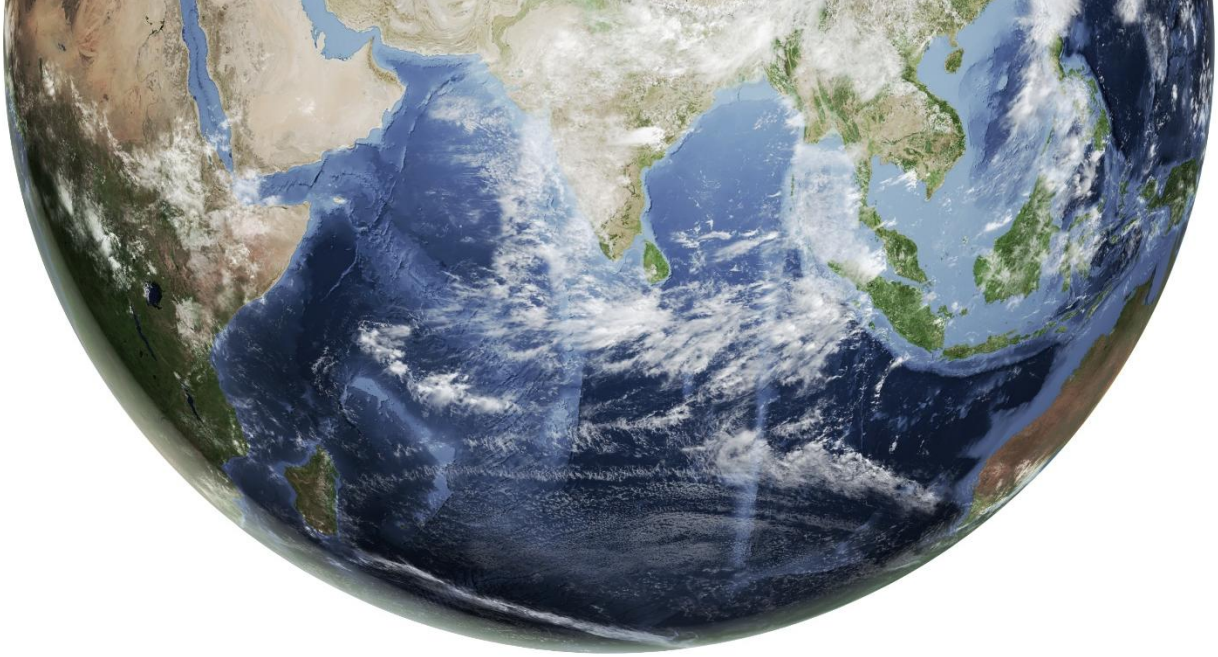


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1. Introduction

What is the Climate Action Framework?

On December 5, 2022, Vancouver City Council adopted the Climate Action Framework, a roadmap for reducing the community's greenhouse gas emissions and building resilience to climate impacts. The framework was developed after extensive community and stakeholder engagement and organizes the City's work around six vision areas, including equity in climate action, clean energy, active and electrified transportation, and connected natural systems. Three greenhouse gas reduction goals guide the work:

- An 80% reduction in greenhouse gas emissions by the Vancouver community by 2030.
- Carbon neutrality by both municipal operations and the Vancouver community by 2040.

The 2026 Update, Voted on this December

The Climate Action Framework is scheduled for its update in 2026, with a Council vote expected in December 2026. The update is an opportunity to:

- Evaluate progress
- Revise action items and focus areas
- Develop new strategies
- Revise action items and focus areas

Why We Chose Our Question Topics

The survey contained 18 questions total. Eight questions had defined answers, two questions were open-ended, and another eight questions asked about respondent demographics. The questions evaluated items related to three key areas:

1. Transportation Infrastructure
2. Buildings
3. Climate Impacts and Concerns

Climate concerns were added because many of climate change's effects are happening now, and transportation and buildings were a focus because those two sectors account for 87% of citywide greenhouse gas emissions, according to the 2023 Greenhouse Gas Inventory, as pictured below.

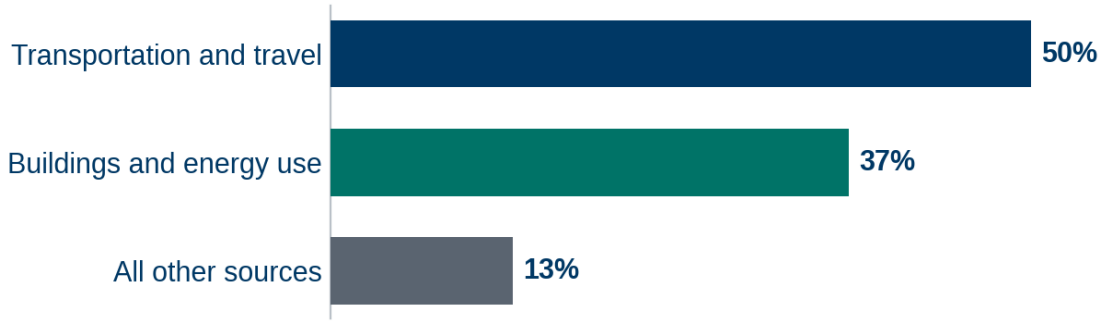


Figure 1. Share of Vancouver community greenhouse gas emissions by sector. Source: City of Vancouver 2023 Greenhouse Gas Inventory and Green Building Program. Figures are approximate and rounded.

Finally, questions on funding priorities and willingness to pay were asked to analyze the financial feasibility of action items related to climate.

2. Summary of Findings

Between July 6 and July 27, 2026, 165 Vancouver residents completed a survey on city priorities. Results below are weighted to Census benchmarks where the data supports it, using the rule described in Section 3. Percentages are rounded.

1. CLIMATE IMPACTS ARE ALREADY WIDELY EXPERIENCED, AND UNEVENLY FELT

- About 89% of respondents report at least one climate impact in Vancouver. Roughly seven in ten report both extreme heat (72%) and wildfire smoke (71%).
- Exposure is broadly similar across income groups. Reported harm is not. Residents in households under $50,000 report health impacts from heat or smoke at 37%, compared with 14% among households at $100,000 or more, and report higher utility bills at 70% compared with 41%.

2. CONCERNS CENTER ON POWER RELIABILITY AND INDOOR AIR

- Losing power in a weather event is the most widely shared concern in the survey. 88% of respondents register at least some concern, the highest of any item.
- Indoor air quality draws the most intense concern, with 31% very or extremely concerned.
- Concern about cooling a home (14% very or extremely concerned) is roughly four times concern about heating one (3%).

3. FOR CYCLING, PERCEIVED SAFETY LEADS, AND DESIGN MATTERS MORE THAN MILEAGE

- The most cited barrier is that bike lanes do not feel safe enough (41%), ahead of there not being enough of them (31%).
- Protected mobility lanes would moderately or strongly encourage 77% of respondents to bike more. Painted mobility lanes would encourage 29%.
- Bike-share draws 67% support against 11% opposition. 41% expect they would use it monthly or more often.

4. TREES & GREEN SPACES VIEWED AS MOST IMPORTANT TO FUND, EV CHARGERS LEAST.

- Trees and green spaces rank first at 83%, with 66% calling it very important to fund. In 10,000 bootstrap resamples it ranked first 95% of the time.
- Clean and renewable energy (76%) and walkable and bikeable spaces (75%) are statistically tied, as are home energy upgrades (61%) and backup power (59%). EV charging stations rank last at 40%.

- Demographic differences in funding priorities are small. Reweighting to Census benchmarks moves every figure by six points or less.

5. WILLINGNESS TO CONTRIBUTE EXISTS AND SCALES STEEPLY WITH INCOME

- 81% of respondents would contribute something each month. The median is $5.
- Median stated contribution is $1 among households under $50,000 and $10 among households at $100,000 or more. 40% of lower-income respondents would contribute nothing.

6. TWO MAIN LIMITATIONS

- The survey under-reached younger residents, renters, and people of color. Weighting corrects the observable composition but cannot correct for people who were never reached.
- 19.7% of Vancouver residents speak a language other than English at home. One of 165 responses was submitted in Spanish, despite the survey being translated into Spanish and Russian.

3. Outreach & Methodology

HOW THE SURVEY WAS DISTRIBUTED

The survey was fielded between July 6 and July 27, 2026. It was distributed two ways. Staff tabled at community events across the city, handing out flyers with a QR code linking to the survey. Flyers were also left at everyday locations chosen to reach residents who would be unlikely to encounter a City survey otherwise, including laundromats, grocery stores and coffee shops. Locations included Fred Meyer on Columbia House Boulevard, New Seasons on Main Street, Daily Deals Market, China Cook, the O Street Laundromat and The Laundry Wizard.

Two choices shaped what the survey could measure:

Neutral framing to reduce selection bias: the survey was introduced as being about city priorities, and the word climate did not appear in the recruitment language. This was intended to reduce the degree to which residents selected themselves based on how much they already cared about climate.

Gift card incentives and venue choice to promote access across underrepresented groups:
A $50 gift card raffle was offered as an incentive to help combat selection bias.

COST

Total direct cost of planning, administering, and analyzing the survey was under $500, consisting of $225 in gift cards plus tabling materials and supplies.

WHO RESPONDED

165 residents completed at least part of the survey. Not every respondent answered every question, and item counts are reported alongside each result. The table below compares respondents to Vancouver adults using the 2024 American Community Survey five-year estimates.

Group	Respondents	Vancouver adults	Weight applied
18-29	8%	21%	2.58x
30-44	37%	28%	0.76x
45-64	29%	30%	1.03x
65+	26%	21%	0.80x
Woman	63%	52%	0.82x
Man	37%	49%	1.32x
Homeowner	64%	53%	0.82x

Group	Respondents	Vancouver adults	Weight applied
Renter	36%	47%	1.33x
White, not Hispanic or Latino	78%	65%	0.84x
People of color	22%	35%	1.59x

Table 1. Respondent composition compared with Vancouver adults. Sources: ACS 2024 five-year tables B01001 (age and sex), B25008 (tenure), B03002 (race and Hispanic origin). Race benchmark is all ages; sensitivity testing across adult shares from 65% to 71% moved every result by less than 1.5 percentage points.

Three gaps stand out. Residents aged 18 to 29 make up 8% of respondents and 21% of Vancouver adults. People of color make up 22% of respondents and about 35% of residents. Renters make up 36% of respondents and 47% of residents. Women are over-represented at 63%.
Household income is the one demographic where the sample came close to the city. Respondent income is within a few points of the citywide distribution across all six bands, with no band requiring a weight above 1.3. This appears to reflect the decision to distribute flyers at laundromats and grocery stores rather than only at community events.

WEIGHTING RESULTS FOR EQUITY

Weighting adjusts results so that groups under-represented among respondents count in proportion to their share of the city. Weighting on a demographic that does not relate to a question adds statistical noise without reducing bias, so weights were applied selectively according to a fixed rule:

> **Weighting rule:** A demographic is used as a weighting variable for a question only if a reliable Census benchmark exists for it and it predicts responses within that question. Selection is based on whether a demographic predicts the responses, not on whether weighting changed the resulting estimate.

Qualifying tests:

- For age and household income, both of which are ordered, the test is a trend test across all categories. For gender, housing tenure, and race, the test compares group means.
- Multi-select questions are tested option by option, limited to substantive options selected by at least 20 respondents. The threshold throughout is $p < 0.05$, and all significance tests were run on unweighted data.
- Length of residence in Vancouver was the strongest single predictor of responses to the transportation questions, but the Census does not measure how long a person has lived in a particular city. Because no benchmark exists, it could not be used as a weighting variable. It is reported as a subgroup comparison in Section 7 instead.

EFFECTIVE SAMPLE SIZE AFTER ADJUSTMENTS

Question	Weighted on	Respondents	Effective sample
Q1. Climate impacts	Income, tenure	112	102.7

Question	Weighted on	Respondents	Effective sample
Q2. Home concerns	Income, gender	119	108.7
Q3. Barriers to biking	Age, income	122	94.6
Q4. Bike infrastructure	Age, gender	139	104.5
Q5 and Q6. Bike-share	Age, tenure	130	96.2
Q7. Funding priorities	Age, gender, race	127	88.4
Q8. Willingness to contribute	Income	122	116.9
Q9 and Q10. Open responses	Not weighted	126 / 71	n/a

Table 2. Weighting applied to each question. Effective sample size accounts for variation in weights and is lower than the number of respondents. Questions 9 and 10 are open-ended and were coded thematically rather than weighted.

EQUITY CONSIDERATIONS

Two distinct equity questions arise in a survey like this one. The first is whether the people who responded reflect the community. The second is whether the results say anything about how climate burdens are distributed.

On the first, the answer is partly. Choosing everyday locations rather than only civic events appears to have worked for economic reach, since respondent income closely matches the citywide distribution. It did not work for age or race. Income correlates with where people shop, which venue selection can influence. Age and race do not sort the same way, and reaching younger residents and communities of color appears to depend more on trusted messengers than on location. The single clearest gap is language, as described in Section 2.

On the second, the survey does provide evidence. Section 4 reports that exposure to heat and smoke is broadly similar across income groups while reported harm from that exposure is not. This is the clearest equity finding in the data, and it is a finding about the community rather than about the sample.

Weighting should not be mistaken for a solution to either question. It adjusts for the observable composition of people who did respond. It cannot speak for residents who were never reached, and the residual uncertainty that leaves is not quantified anywhere in this report.

4. Climate Concerns

Respondents were asked which climate impacts they had personally experienced in Vancouver, and how concerned they currently feel about conditions in their own homes. Taken together, the answers describe conditions residents report living with now rather than anticipating for the future.

WHAT RESIDENTS REPORT EXPERIENCING

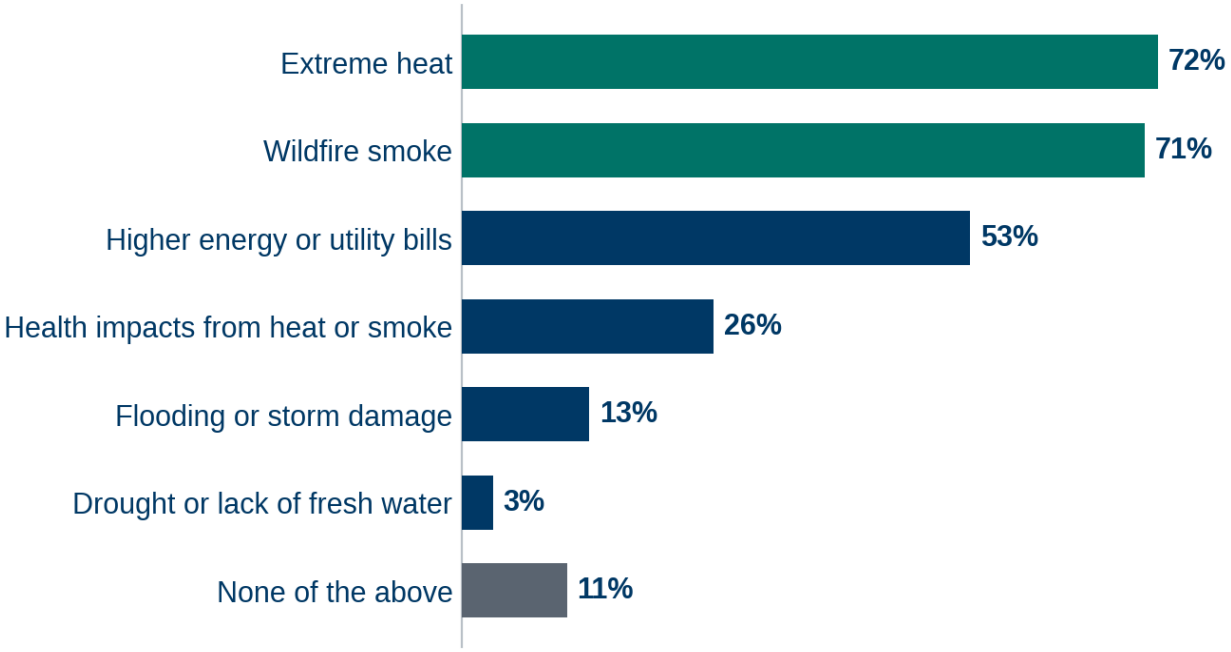


Figure 2. Climate impacts personally experienced in Vancouver. Q1, n = 162, multiple answers allowed so figures sum to more than 100%. Weighted on household income and housing tenure.

About 89% of respondents report at least one impact. Extreme heat and wildfire smoke are reported at nearly identical rates, roughly seven in ten, and higher energy or utility bills follow at 53%.

REPORTED HARM IS NOT EVENLY DISTRIBUTED

Grouping respondents into three income bands shows a consistent pattern. Exposure to heat and smoke varies little. Reported consequences of that exposure vary considerably.

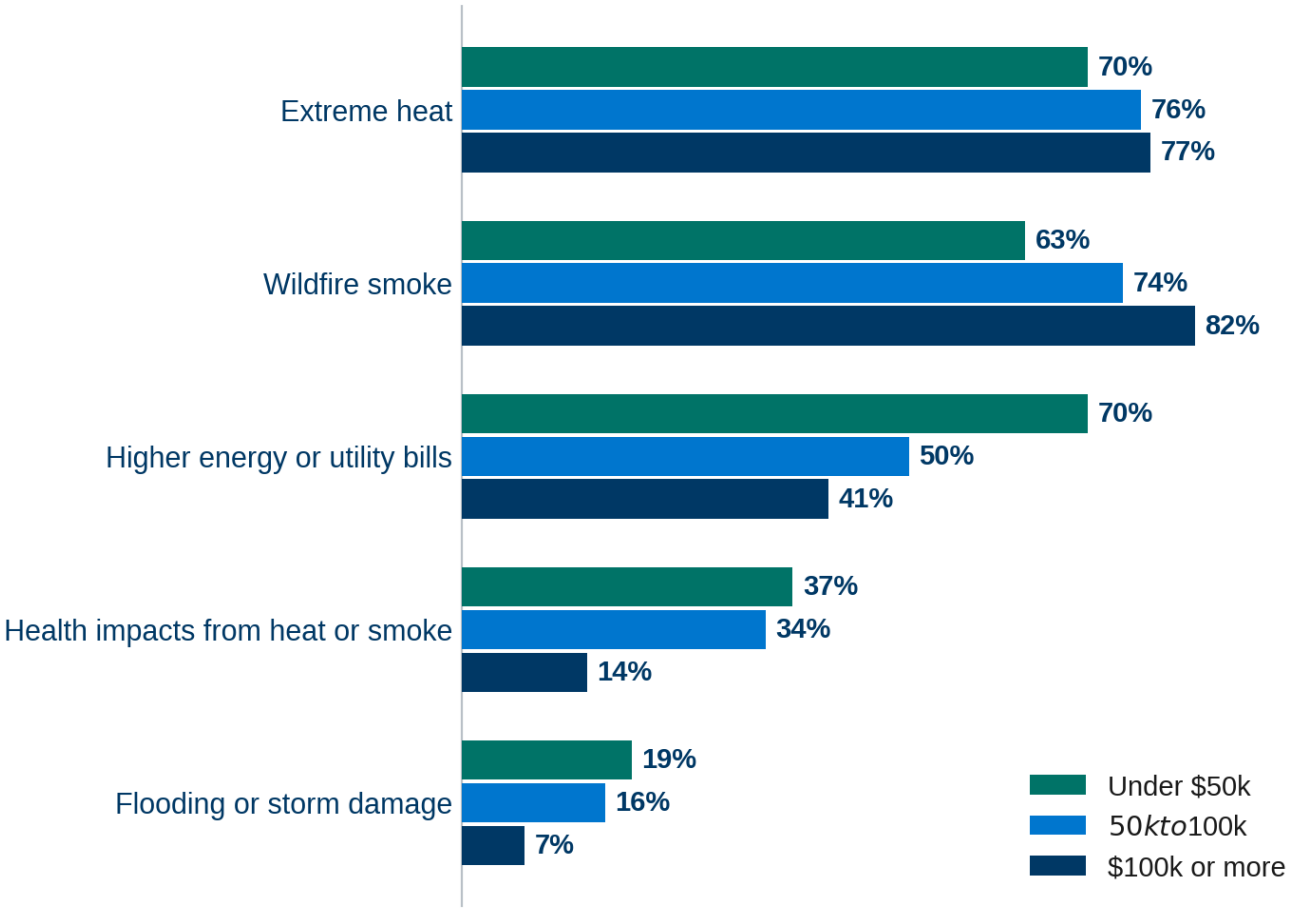


Figure 3. Climate impacts experienced, by household income. Q1, unweighted subgroup shares. Group sizes: under $50k n = 27, $50k to $100k n = 38, $100k or more n = 57.

Impact reported	Under $50k	$50k to $100k	$100k or more	Trend p
Extreme heat	70%	76%	77%	0.97
Wildfire smoke	63%	74%	82%	0.07
Higher energy or utility bills	70%	50%	41%	0.02
Health impacts from heat or smoke	37%	34%	14%	0.01
Flooding or storm damage	19%	16%	7%	0.19

Table 3. Climate impacts by household income band, unweighted. Trend p values are Spearman tests across all six income categories.

Residents in households under $50,000 report health impacts from heat, smoke or air quality at 37%, compared with 14% among households at $100,000 or more. Higher utility bills follow the same pattern, 70% compared with 41%. Reported exposure to smoke runs in the opposite direction, which may reflect differences in how salient the exposure was rather than differences in exposure itself. Sample sizes within each income band are small, between 27 and 57 respondents, so these figures should be read as an indication rather than a measurement. The direction is consistent across two

separate items and matches the pattern in Section 6, where lower-income respondents report substantially more concern about affording energy bills.

WHAT CONCERNS RESIDENTS AT HOME

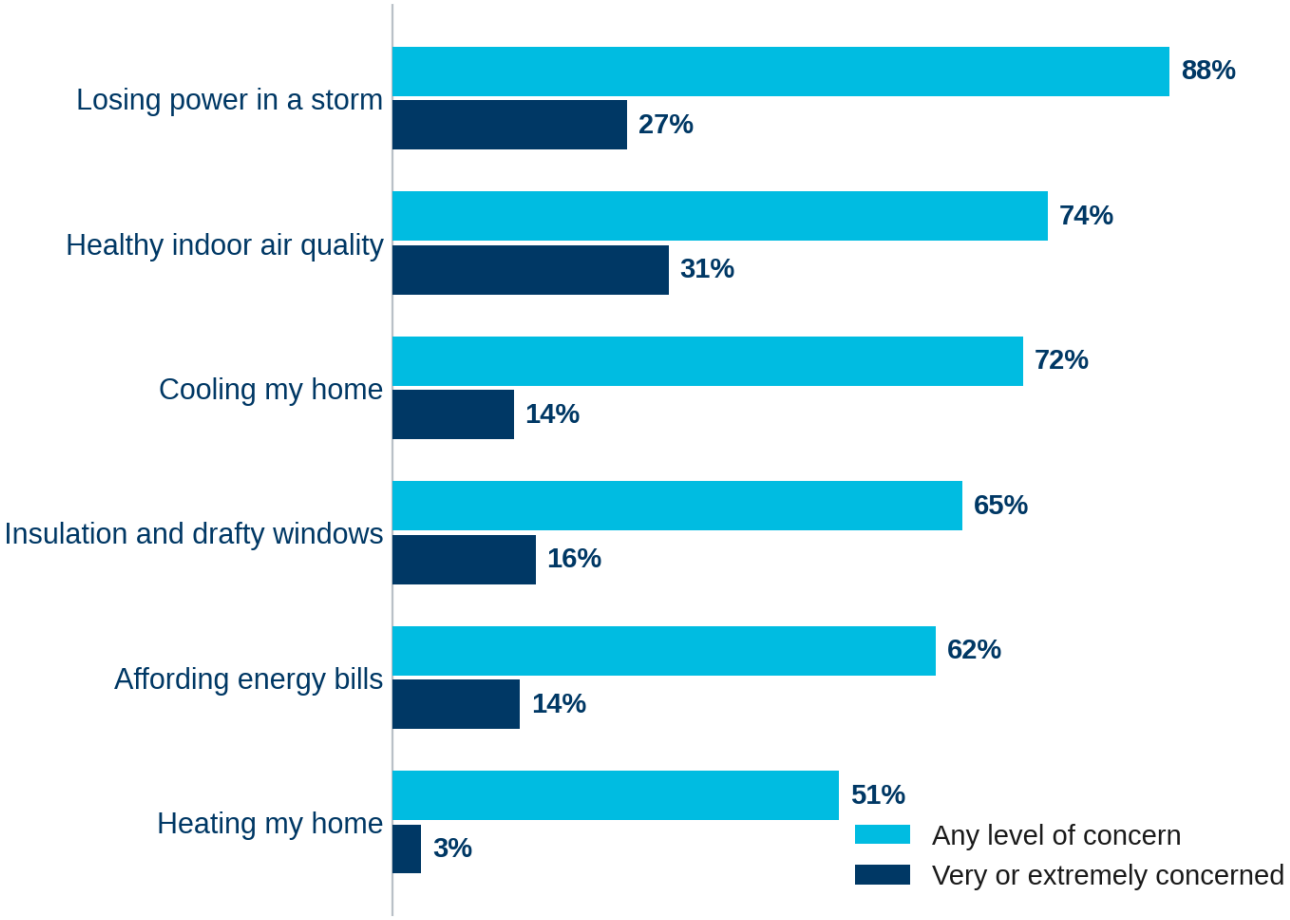


Figure 4. Concern about conditions in the home. Q2, n = 152 to 162 depending on item. Weighted on household income and gender.

Two items lead, and they lead in different ways.

Losing power during a weather event has the widest reach of any concern in the survey: 88% of respondents report at least some concern, and only 12% report none.

Indoor air quality draws the most intense concern, with 31% very or extremely concerned, though a quarter of respondents report no concern about it at all.

The comparison between heating and cooling is also notable. 72% of respondents express at least some concern about adequately cooling their home, compared with 51% about heating it, and the gap widens at the intense end, 14% against 3%.

Concern is concentrated rather than universal. Among respondents who answered all six items, 47% reported no item at the very or extremely concerned level.

5. Transportation

Transportation accounts for roughly half of Vancouver's community emissions, and three survey questions addressed it: what prevents residents from cycling, what would change that, and whether they would support a bike-share system.

WHAT PREVENTS RESIDENTS FROM CYCLING

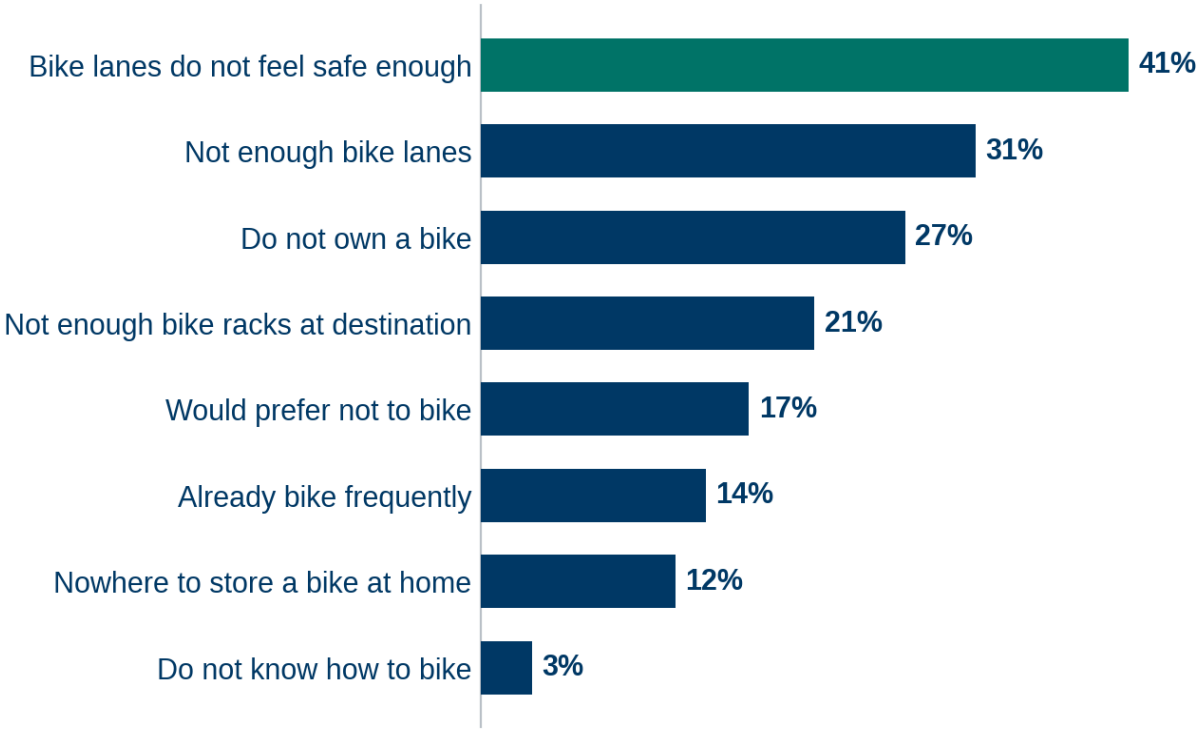


Figure 5. Barriers to biking or e-biking more often. Q3, n = 163, multiple answers allowed. Weighted on age and household income. An additional 48 respondents wrote in an answer under "Other."

The **most commonly cited barrier is that existing bike lanes do not feel safe enough**, at 41%. That sits above the number of respondents who say there are not enough bike lanes, 31%. The two are different problems.

Access to equipment also appears more often than the raw counts suggest. Once weighted for age and income, **27% of respondents report not owning a bike, 21% report not enough bike racks at their destination**, and 12% report nowhere to store a bike at home.

Only 17% say they would prefer not to bike at all.

WHAT WOULD ENCOURAGE MORE CYCLING

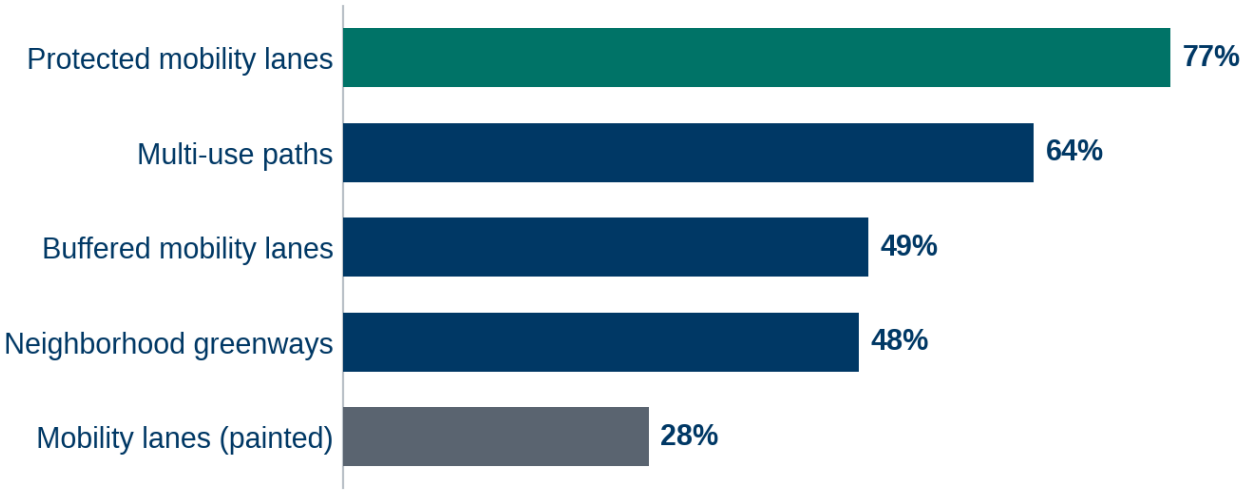


Figure 6a. Share who say each facility type would moderately or strongly encourage them to bike more often. Q4, n = 147 to 158 depending on item. Weighted on age and gender. Respondents answering "I already bike as much as possible" are excluded from each item.

Three of the five options describe the same treatment at increasing levels of physical separation from traffic, and responses increase steadily with separation: painted mobility lanes 29%, buffered mobility lanes 49%, protected mobility lanes 77%. Separately, 37% of respondents say a painted lane would not encourage them at all, compared with 14% for a protected lane.

Besides using the descriptors, respondents were given the following 5 items to rate from “Would not encourage me at all” to bike more, to “Would strong encourage me” to bike more. An option to the right is provided for those who “already bike as much as possible”, implying that bike lane type would have no or minimal bearing on their decision to bike.

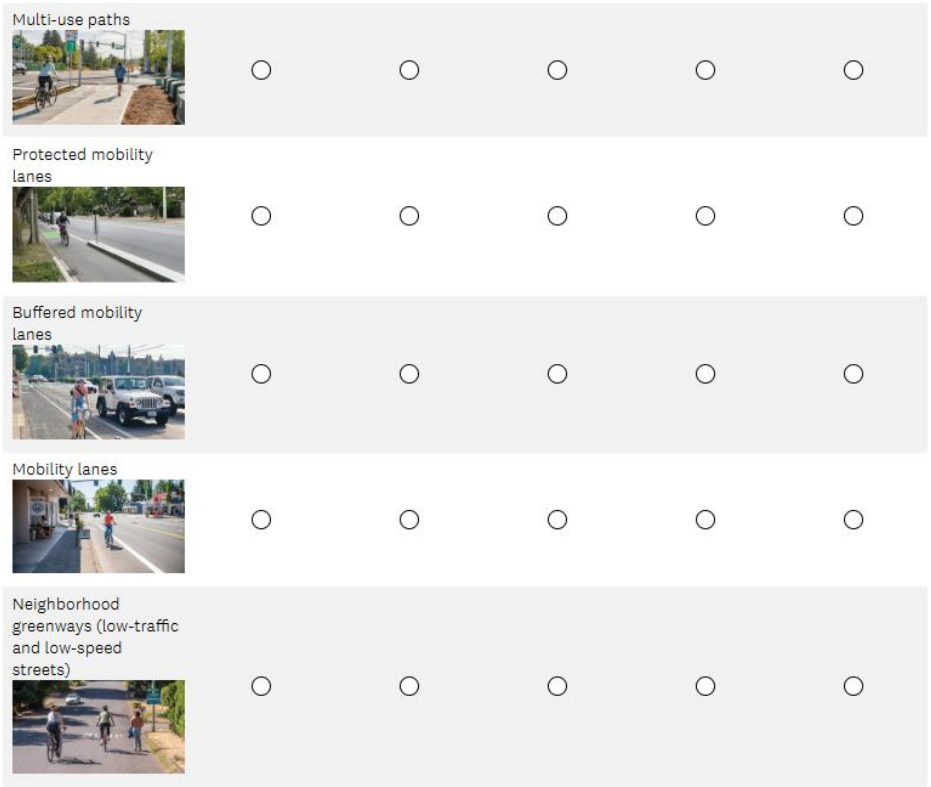


Figure 6b: A picture of what the bike lane type question looked like on the survey. Options are pictured with their representative image.

DO PEOPLE WANT BIKE-SHARE?

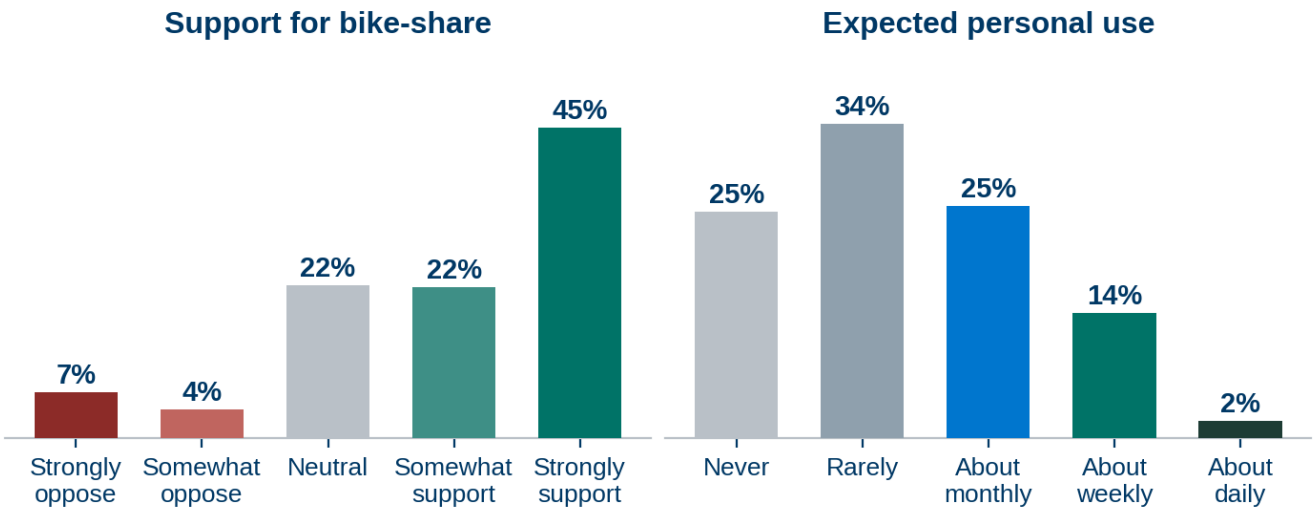


Figure 7. Support for bike-share and expected personal use. Q5 n = 161, Q6 n = 160. Weighted on age and housing tenure.

Support runs 67% in favor against 11% opposed, with 22% neutral. Expected use is lower: **41% say they would use it monthly or more often**, and 16% weekly or more often.

The gap between the two is worth noting. Among respondents who support bikeshare, 54% say they would use it never or only rarely themselves. Support therefore reflects a broader view about the service being available rather than personal demand for it, and the support figure should not be read as a usage estimate.

This question is also where the sample composition matters most. Renters report expected monthly use at 51% compared with 21% among homeowners, and expected use declines steadily with age from 58% among respondents aged 18 to 29 to 11% among those 65 and older. Because renters and younger residents are both under-represented, the unweighted figure for expected use is 29% and the weighted figure is 41%.

This is the largest weighting adjustment anywhere in the survey. Respondents aged 18 to 29 number only 12, so that subgroup figure carries substantial uncertainty.

Expected use is hypothetical. Stated intentions about future behavior are generally higher than observed behavior, and this figure should be read as an indication of interest rather than a forecast of ridership.

AN OBSERVATION ABOUT ALTERNATIVES

One theme came up repeatedly in conversation at tabling events but was not measured by any survey question, and it is recorded here as an observation rather than a finding. Several residents expressed support for bike infrastructure in general while objecting to bike facilities that reduce general traffic capacity, on the grounds that they cannot substitute cycling for many of their trips.

The written responses touch on the same premise and mostly draw the opposite conclusion. Four of the 197 written comments describe car dependence as a problem and ask the City to expand

alternatives, for example "make this entire city and counties navigable without needing a car" and "walkability and ability to travel without needing a car." One comment objects directly to lane reallocation. Cars, traffic and parking is nonetheless the most common theme in the general comments question, appearing in 21% of responses.

The survey did not ask what residents would be willing to give up in order to gain something else, and it did not ask about lane reallocation specifically. That is a gap in the instrument rather than a conclusion about resident opinion, and it is the change most worth making before the next round of outreach.

6. Funding Priorities & Willingness to Pay

RELATIVE FUNDING PRIORITY

Respondents rated six candidate investments on a five-point scale from "should not be taxpayer funded" through "very important to fund."

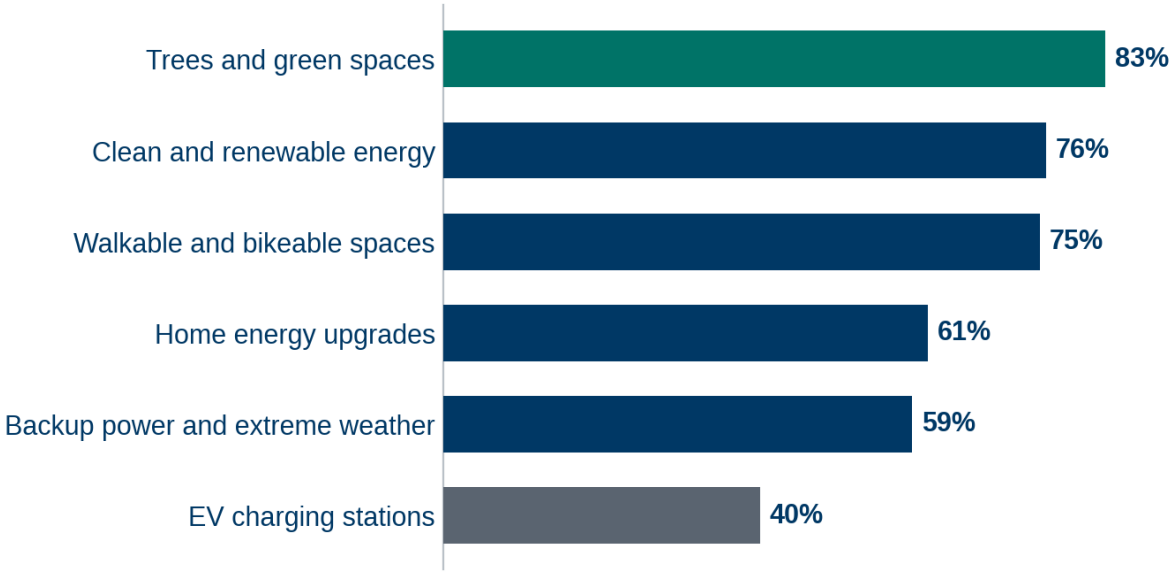


Figure 8. Share rating each investment important or very important to fund. Q7, n = 156 to 161 depending on item. Weighted on age, gender and race.

Trees and green spaces rank first at 83%, and the margin is concentrated: 66% of respondents rate it very important to fund, and no other item exceeds 50% in that top category. To test how stable the ordering is, results were resampled 10,000 times. Trees and green spaces ranked first in 95% of resamples.

The same test shows that not all of the ordering is meaningful. Clean and renewable energy outranked walkable and bikeable spaces in 59% of resamples, and home energy upgrades outranked backup power in 66%, both close to even. Those two pairs are best read as tied. EV charging stations ranked last in every resample.

Grouping	Investment	Important or very important
Ranks first	Trees and green spaces	83%
Statistically tied	Clean and renewable energy	76%
	Walkable and bikeable spaces	75%

Grouping	Investment	Important or very important
Statistically tied	Home energy upgrades	61%
	Backup power and extreme weather	59%
Ranks last	EV charging stations	40%

Table 4. Funding priorities grouped by whether the survey can distinguish between them. Groupings derived from 10,000 bootstrap resamples of the weighted data.

Differences between demographic groups on these six items are small. Reweighting to Census benchmarks changes every figure by six percentage points or less, and the ordering is unchanged. One pattern is worth noting: respondents of color rated five of the six items lower than white respondents, and rated home energy upgrades higher, 64% against 53%. That is the one item on the list which directly reduces a household's costs. With 29 respondents of color, this is a pattern to examine further rather than a result.

OBJECTION IS SEPARATE FROM PRIORITY

The scale included a distinct option for respondents who felt an item should not be taxpayer funded at all. That is a different response from rating something a low priority.

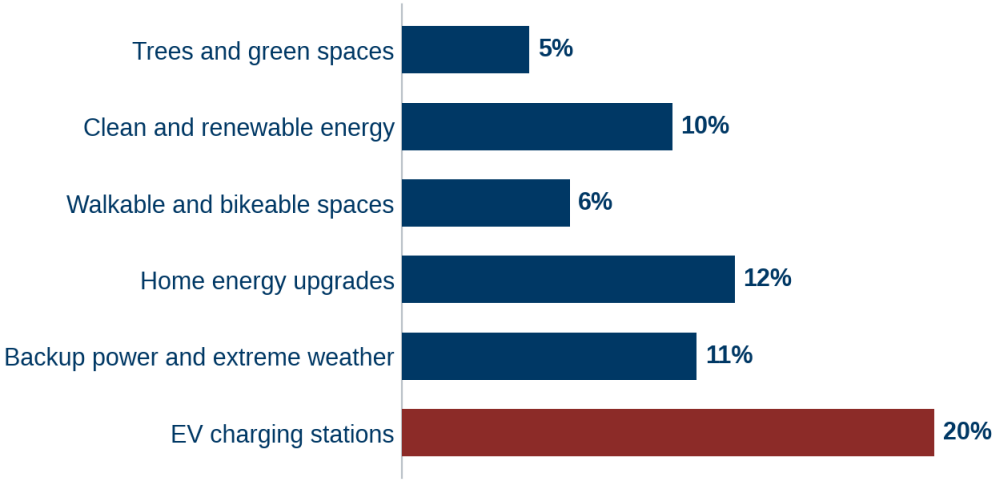


Figure 9. Share selecting "should not be taxpayer funded." Q7, weighted on age, gender and race.

EV charging stations draw the highest rate at 20%, roughly four times the rate for trees and green spaces. Read alongside its 40% priority rating, this indicates that the item is not only ranked lowest but is also the one where the largest share of residents question public funding as the right mechanism. Clean and renewable energy shows a different shape: 10% say it should not be publicly funded while only 1% rate it a low priority.

WILLINGNESS TO CONTRIBUTE

Respondents were asked how much additional money, if any, they would be willing to contribute per month to support the programs listed in the previous question.

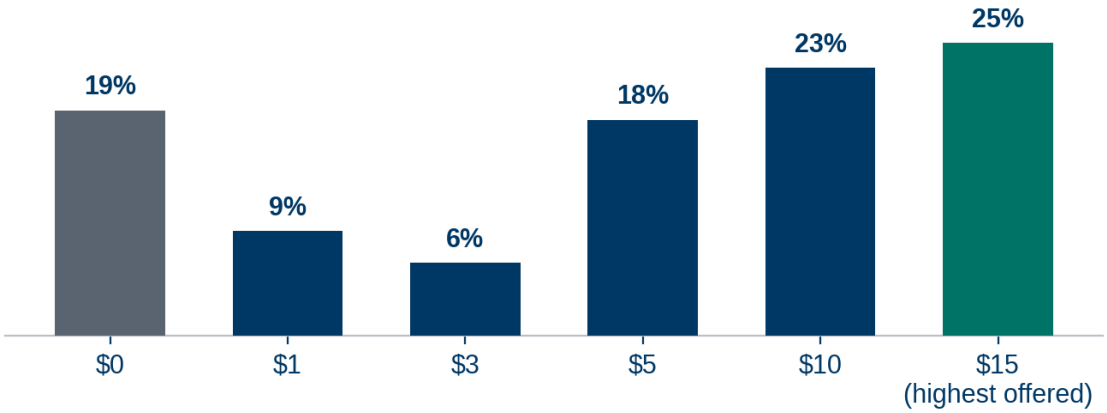


Figure 10. Additional monthly contribution respondents would support. Q8, n = 155. Weighted on household income.

81% of respondents would contribute something, and the median amount is $5 per month. Two features of the question limit what the amounts can support. The highest option offered was $15 and 25% of respondents selected it, so the distribution is cut off at the top and the figures represent a floor rather than an estimate. The question also asked about the six programs collectively, so the amounts cannot be attributed to any individual program.

Household income	Mean	Median	Would contribute $0	Selected $15 (the maximum)
Under $50,000	$4.48	$1	40%	16%
$50,000 to $100,000	$7.00	$7.50	14%	8%
$100,000 or more	$8.93	$10	11%	43%

Table 5. Willingness to contribute by household income band, unweighted. Group sizes 25, 36 and 56. Trend across all six income categories p = 0.0001. As a consistency check, stated contribution correlates with respondents' own funding priority ratings at rho = 0.42, p < 0.0001.

Stated willingness rises steeply with income. The median is $1 among households under $50,000 and $10 among households at $100,000 or more, and 40% of lower-income respondents would contribute nothing. Because 43% of higher-income respondents selected the maximum option, the true difference between groups is likely larger than these figures show.

7. Additional Findings

OPEN-ENDED RESPONSES

Two optional open-ended questions closed the survey. Question 9 asked what single action respondents would want the city to take in the next four to six years, answered by 126 respondents. Question 10 invited comments on anything not covered elsewhere, answered by 71. Responses were coded by theme, and a response may contain more than one theme.

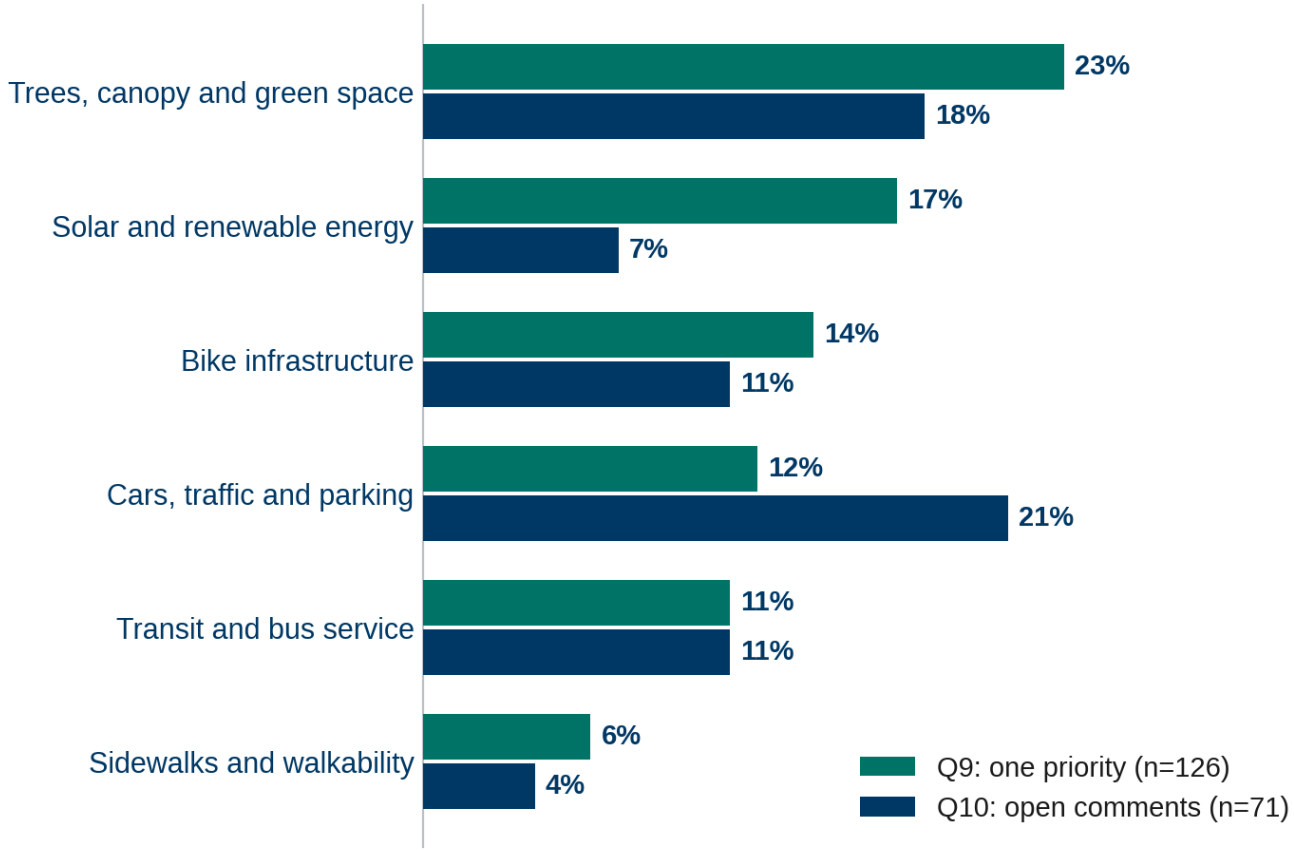


Figure 11. Most frequent themes in the two open-ended questions. Q9 n = 126, Q10 n = 71. Coded by keyword and reviewed; unweighted.

Trees, canopy and green space is the most frequent theme in Question 9, appearing in 23% of responses without being prompted. This is consistent with the ranking in Section 6. Solar and renewable energy follows at 17%, and bike infrastructure at 14%.

The pattern shifts in Question 10, where cars, traffic and parking becomes the most common theme at 21%. Because Question 10 invited comments on topics the survey did not cover, that shift suggests the closed questions did not give residents a place to discuss road capacity and traffic.
A small number of responses reject the premise of the survey. Three of 197 written comments describe climate spending as misdirected or the underlying issue as overstated. One respondent noted that the survey asked about trees in general but not about tree canopy or park access in their own neighborhood, which is a reasonable observation about the instrument.

LENGTH OF RESIDENCE

Length of residence in Vancouver was the strongest single predictor of responses to the transportation questions. Newer residents reported markedly more interest in cycling infrastructure and bike-share than long-term residents, and the pattern is consistent across four groups.

Question item	Under 4 years	4 to 10 years	11 to 20 years	Over 20 years
Bike-share support, 0 to 4 scale	3.29	2.95	2.69	2.40
Protected lanes would encourage me, 0 to 3	2.61	2.13	2.07	1.66
Multi-use paths would encourage me, 0 to 3	2.27	2.08	1.83	1.45
Walkable and bikeable funding, 0 to 4	3.71	2.70	2.93	2.74

Table 6. Mean responses by length of residence, unweighted. Group sizes 24, 45, 29 and 48. Differences are statistically significant on all four items. No comparable Census benchmark exists, so this variable was not used for weighting.

This finding is reported for completeness and carries a specific limitation. Because no Census measure of length of residence in a city exists, there is no way to determine whether the distribution among respondents matches the community. Approximately a third of respondents have lived in Vancouver for more than 20 years.

OBSERVATIONS ABOUT THE INSTRUMENT

- Every closed question presented options without a stated cost or tradeoff. The survey asked what residents want and never asked what they would forgo.
- The willingness to contribute question was capped at $15, and a quarter of respondents selected the cap. A higher ceiling would produce a usable estimate.
- Because contributions were asked about the six programs as a group, the amounts cannot be attributed to any single program.
- The five bike facility types were named without descriptions, which may have affected how respondents distinguished between them.
- ZIP code was collected, but Vancouver ZIP codes extend into unincorporated Clark County, so ZIP code cannot confirm residency inside city limits. Asking for neighborhood would be more useful.
- Flyers and tabling used a single survey link, so responses from tabling events cannot be distinguished from responses to flyers. Separate links per location would allow that comparison at no cost.

Appendix A. Weighting Rule and Census Benchmarks

Weighting was applied using iterative proportional fitting, in which weights are adjusted repeatedly until the weighted distribution of each weighting variable matches its Census benchmark. Weights were fitted to each variable separately rather than to combinations of variables, because the number of respondents is too small to support joint cells.

BENCHMARKS USED

Variable	Categories and Census shares	Source
Age, adults 18+	18 to 29: 21.3%, 30 to 44: 27.8%, 45 to 64: 29.8%, 65 and over: 21.1%	ACS 2024 5-year, B01001
Gender, adults 18+	Women 51.5%, Men 48.5%	ACS 2024 5-year, B01001
Housing tenure	Owner-occupied 52.7%, Renter-occupied 47.3%	ACS 2024 5-year, B25008
Race and Hispanic origin	White alone not Hispanic or Latino 65.3%, People of color 34.7%	ACS 2024 5-year, B03002
Household income	Under $25k 11.7%, $25k to $50k 15.4%, $50k to $75k 18.2%, $75k to $100k 15.9%, $100k to $150k 20.4%, $150k or more 18.4%	ACS 2024 5-year, B19001

Table A1. Population benchmarks. All figures are for the City of Vancouver, Washington. The tenure benchmark is the share of people living in owner-occupied and renter-occupied units rather than the share of housing units, because the survey sampled people. The race benchmark covers all ages because no place-level table crosses race by age at this level of detail; sensitivity testing across adult shares from 65% to 71% moved every result by less than 1.5 percentage points. Household income is a household-level measure.

QUALIFYING TESTS BY QUESTION

The tests below determined which variables qualified for each question. All were run on unweighted data at a threshold of $p < 0.05$.

Question	Variables that qualified	Evidence
Q1. Climate impacts	Income, tenure	Income trend on energy bills $p = 0.019$ and health impacts $p = 0.014$; tenure on wildfire smoke $p = 0.030$

Question	Variables that qualified	Evidence
Q2. Home concerns	Income, gender	Income trend on affording bills p = 0.001, heating p = 0.005, cooling p = 0.031, insulation p = 0.037; gender on heating p = 0.046 and power loss p = 0.044
Q3. Barriers to biking	Age, income	Age on perceived safety p = 0.002 and home storage p < 0.001; income on bike ownership p = 0.040
Q4. Bike infrastructure	Age, gender	Age on multi-use paths p = 0.008 and protected lanes p = 0.001; gender on buffered lanes p = 0.031
Q5 and Q6. Bike-share	Age, tenure	Age p = 0.039 and p < 0.001; tenure p = 0.011 and p < 0.001
Q7. Funding priorities	Age, gender, race	Age on four items; gender on trees p = 0.004, backup power p = 0.017, clean energy p = 0.048; race on EV charging p = 0.004, clean energy p = 0.010, walkable p = 0.019
Q8. Willingness to contribute	Income	Income trend p = 0.0001

Table A2. Variables qualifying for each question and the evidence that qualified them. Length of residence predicted responses on several transportation items but was excluded throughout because no Census benchmark exists for it.

Because the full set of tests across all questions and demographics numbers well over one hundred, some individually significant results would be expected by chance alone. Where a variable qualified on the strength of a single isolated result, that is noted in the relevant section. The two patterns emphasized in this report, the income gradient in reported climate harm and the relationship between length of residence and interest in cycling, each appear across several related items in a consistent direction.

Appendix B. Full Results By Question

Both unweighted and weighted figures are shown for every item. Unweighted figures are the raw share of respondents who answered that item. Weighted figures apply the scheme in Table 2. Where the two differ, the weighted figure is the one used in the body of this report.

Q1. CLIMATE IMPACTS PERSONALLY EXPERIENCED

Have you personally experienced any of the following in Vancouver? (Select all that apply)

Response	Unweighted	Weighted	Respondents
Extreme heat	75%	72%	162
Wildfire smoke	75%	71%	162
Higher energy or utility bills	53%	53%	162
Health impacts from heat or smoke	27%	26%	162
Flooding or storm damage	15%	13%	162
Drought or lack of fresh water	5%	3%	162
None of the above	8%	11%	162

Table B1. Q1 results. Multiple answers allowed, so figures sum to more than 100%. Weighted on household income and housing tenure. Nine respondents wrote in an additional impact.

Q2. CONCERN ABOUT CONDITIONS IN THE HOME

How concerned do you currently feel about each of the following in your home?

Item	Not at all	Slightly	Moderately	Very	Extremely	Any concern
Cooling my home	29%	33%	24%	12%	2%	72%
Heating my home	49%	31%	17%	3%	0%	51%
Affording energy bills	38%	23%	25%	8%	6%	62%
Healthy indoor air quality	26%	16%	27%	17%	14%	74%
Insulation and drafty windows	35%	26%	22%	14%	2%	65%

Item	Not at all	Slightly	Moderately	Very	Extremely	Any concern
Losing power in a storm	12%	33%	29%	17%	9%	88%

Table B2. Q2 full distribution, weighted on household income and gender. Rows may not sum to 100% because of rounding. Item counts range from 152 to 162.

Q3. BARRIERS TO BIKING OR E-BIKING MORE OFTEN

If you wish to bike or e-bike more, what are your biggest barriers? (Select all that apply)

Response	Unweighted	Weighted	Respondents
Bike lanes do not feel safe enough	41%	41%	163
Not enough bike lanes	33%	31%	163
Do not own a bike	21%	27%	163
Not enough bike racks at destination	22%	21%	163
Would prefer not to bike	22%	17%	163
Already bike frequently	17%	14%	163
Nowhere to store a bike at home	7%	12%	163
Do not know how to bike	3%	3%	163

Table B3. Q3 results. Multiple answers allowed. Weighted on age and household income. An additional 48 respondents wrote in an answer under "Other."

Q4. FACILITY TYPES THAT WOULD ENCOURAGE MORE CYCLING

To what extent would each type of bike lane encourage you to bike more often?

Facility type	Not at all	A little	Moderately	Strongly	Mod. or strongly (unwtd)	Mod. or strongly (wtd)
Protected mobility lanes	14%	9%	25%	52%	70%	77%
Multi-use paths	18%	18%	22%	42%	62%	64%
Buffered mobility lanes	26%	26%	26%	23%	45%	49%
Neighborhood greenways	25%	27%	22%	26%	49%	48%
Mobility lanes (painted)	37%	35%	16%	12%	29%	29%

Table B4. Q4 full distribution, weighted on age and gender. Respondents answering "I already bike as much as possible" are excluded; between four and six respondents chose that option per item.

Q5 AND Q6. BIKE-SHARE

Would you support bike-share or e-bike share options in Vancouver, WA? If a bike-share (or e-bike-share) company came to Vancouver, how often would you use the bikes?

Response	Unweighted	Weighted	Respondents
Support: Strongly oppose	9%	7%	161
Support: Somewhat oppose	4%	4%	161
Support: Neutral	26%	22%	161
Support: Somewhat support	26%	22%	161
Support: Strongly support	35%	45%	161
Expected use: Never	29%	25%	160
Expected use: Only in rare circumstances	41%	34%	160
Expected use: About monthly	19%	25%	160
Expected use: About every week	8%	14%	160
Expected use: About every day	2%	2%	160

Table B5. Q5 and Q6 results, weighted on age and housing tenure.

Q7. PUBLIC FUNDING PRIORITY

For each of the following, what level of public funding priority do you think it deserves?

Investment	Should not be funded	Not very	Somewhat	Important	Very important	Imp. or very (wtd)
Trees and green spaces	5%	4%	9%	17%	66%	83%
Clean and renewable energy	10%	1%	14%	30%	46%	76%
Walkable and bikeable spaces	6%	6%	13%	25%	50%	75%
Home energy upgrades	12%	8%	19%	28%	33%	61%
Backup power and extreme weather	11%	7%	24%	31%	27%	59%

Investment	Should not be funded	Not very	Somewhat	Important	Very important	Imp. or very (wtd)
EV charging stations	20%	13%	28%	22%	18%	40%

Table B6. Q7 full distribution, weighted on age, gender and race. Unweighted "important or very important" figures are: trees 84%, clean energy 71%, walkable and bikeable 69%, home upgrades 56%, backup power 54%, EV charging 35%. Item counts range from 156 to 161.

Q8. WILLINGNESS TO CONTRIBUTE PER MONTH

How much additional money, if any at all, would you be willing to contribute per month to support the programs above?

Amount	Unweighted	Weighted	Respondents
$0	22%	19%	155
$1	10%	9%	155
$3	5%	6%	155
$5	17%	18%	155
$10	22%	23%	155
$15 (highest option offered)	25%	25%	155

Table B7. Q8 results, weighted on household income. Median $5 unweighted.

Q9 AND Q10. THEMES IN OPEN-ENDED RESPONSES

Theme	Q9: one priority (n=126)	Q10: general comments (n=71)
Trees, canopy and green space	29 (23%)	13 (18%)
Solar and renewable energy	21 (17%)	5 (7%)
Bike infrastructure	18 (14%)	8 (11%)
Cars, traffic and parking	15 (12%)	15 (21%)
Transit and bus service	14 (11%)	8 (11%)
Sidewalks and walkability	7 (6%)	3 (4%)
Housing, density and development	6 (5%)	4 (6%)
EV and charging	6 (5%)	0
Air quality and smoke	5 (4%)	0

Theme	Q9: one priority (n=126)	Q10: general comments (n=71)
Water and rivers	4 (3%)	4 (6%)
Cost, taxes and affordability	3 (2%)	6 (8%)
Home efficiency	2 (2%)	1 (1%)
Waste and recycling	1 (1%)	5 (7%)

Table B8. Themes in open-ended responses, coded by keyword and reviewed. A response may contain more than one theme, so columns sum to more than 100%. Not weighted.

RESPONDENT CHARACTERISTICS

Characteristic	Category	Respondents	Share of respondents
Household income	Less than $25,000	12	10%
Household income	$25,000 to less than $50,000	15	12%
Household income	$50,000 to less than $75,000	17	14%
Household income	$75,000 to less than $100,000	22	18%
Household income	$100,000 to less than $150,000	33	27%
Household income	$150,000 or more	23	19%
Length of residence	Under 4 years	24	16%
Length of residence	4 to 10 years	45	31%
Length of residence	11 to 20 years	29	20%
Length of residence	Over 20 years	48	33%

Table B9. Additional respondent characteristics. Household income was reported by 146 respondents and length of residence by 146. ZIP code was reported by 142 respondents; ten reported ZIP codes outside Vancouver and Clark County urban areas and are retained in all figures.

Appendix C. Survey Instrument

The questions below are reproduced as they appeared to respondents. Demographic questions appeared at the end and were optional.

No.	Question as asked	Response options
Q1	Have you personally experienced any of the following in Vancouver? (Select all that apply)	Extreme heat or dangerously hot days; Wildfire smoke affecting air quality; Higher energy or utility bills; Health impacts related to heat, smoke, or air quality; Flooding or storm damage in your neighborhood; Drought or lack of access to fresh water; None of the above; Other climate impacts (please specify)
Q2	How concerned do you currently feel about each of the following in your home? Items: Adequately cooling my home; Adequately heating my home; Affording my monthly energy bills; Having healthy indoor air quality; Having proper insulation and eliminating drafty windows; Losing power during a weather event.	Not at all concerned; Slightly concerned; Moderately concerned; Very concerned; Extremely concerned
Q3	The City is interested in supporting all transportation options. If you wish to bike or e-bike more, what are your biggest barriers? (Select all that apply)	Bike lanes do not feel safe enough; Not enough bike lanes; Not enough bike racks at my destination; I would prefer not to bike; I do not own a bike; I already bike frequently; There is no place to store my bike at home; I do not know how to bike; Other (please specify)
Q4	To what extent would each type of bike lane encourage you to bike more often? Items: Multi-use paths; Protected mobility lanes; Buffered mobility lanes; Mobility lanes; Neighborhood greenways (low-traffic and low-speed streets).	Would not encourage me at all; Would encourage me a little; Would moderately encourage me; Would strongly encourage me; I already bike as much as possible
Q5	Would you support bike-share or e-bike share options in Vancouver, WA? (Bike share is a public service where you can rent a bike for short trips.)	Strongly oppose; Somewhat oppose; Neutral; Somewhat support; Strongly support

No.	Question as asked	Response options
Q6	If a bike-share (or e-bike-share) company came to Vancouver, how often would you use the bikes?	Never; Only in rare circumstances; About monthly; About every week; About every day
Q7	For each of the following, what level of public funding priority do you think it deserves? Items: Increasing the number of publicly available EV charging stations; Home upgrades that improve comfort, reduce energy use, and lower utility bills; Creating more walkable and bikeable spaces; Investing in trees and green spaces; Backup power and resources for extreme weather events; Investing in clean and renewable energy.	Should not be taxpayer funded; Not very important to fund; Somewhat important to fund; Important to fund; Very important to fund
Q8	How much additional money, if any at all, would you be willing to contribute per month to support the programs above?	$0 (I would not give additional money); $1; $3; $5; $10; $15
Q9	(Optional) If the city could only do one thing in the next 4-6 years to act on climate priorities, what would you want it to be?	Open text
Q10	(Optional) Are there any additional comments on topics that were not discussed elsewhere in this survey?	Open text
D1	Do you rent or own your home?	Own; Rent; I have a different arrangement; Prefer not to answer
D2	What is your age range?	Under 18; 18-29; 30-44; 45-64; 65+; Prefer not to answer
D3	What is your gender?	Woman; Man; Other; Prefer not to answer
D4	What is your total annual household income before taxes? Your income range helps us understand whether climate programs are reaching households at different income levels.	Less than $25,000; $25,000 to less than $50,000; $50,000 to less than $75,000; $75,000 to less than $100,000; $100,000 to less than $150,000; $150,000 or more; Prefer not to answer
D5	What is your race? (Select all that apply)	American Indian or Alaska Native; Asian; Black or African American; Hispanic or Latino; Middle Eastern or North African; Native Hawaiian or Pacific Islander;

No.	Question as asked	Response options
		White; Prefer not to say; Other (please specify)
D6	What is your zip code?	Open text
D7	How long have you lived in Vancouver, WA?	Less than 1 year; 1 to 3 years; 4 to 10 years; 11 to 20 years; More than 20 years

Table C1. Survey instrument. The survey was administered online through a QR code and was available in English, Spanish and Russian. Questions Q9 and Q10 were marked optional. Demographic questions D1 through D7 appeared at the end of the survey.


CITY OF
Vancouver
WASHINGTON

Attachment B: Climate Community Advisors roster

Climate Community Advisors Roster

Provided by convener (Washington Conservation Action). Current as of June 30, 2026; additional members may be added.

First Name	Last Name	Email	Phone	Area of Expertise	Affiliation(s)/Group(s), if any
Peter	Fels	plfels@gmail.com	360-609-1655	generalist	ACE, Sierra Club Fossil Fuels Task Force
Don	Steinke	crvanwash@gmail.com	360-892-1529	emisssions, solar	ACE, Sierra Club Fossil Fuels Task Force
Hector	Hinojosa	hh.bullit@gmail.com	360-773-3394	envr. justice, housing	VAN Metro LULAC 47026
Tonya	Enger	tonya.enger@proton.me	360-513-6175	trees	Friends of Clark County
Rick	Marshall	camasrick@gmail.com	360-609-5462	transit, buildings	ACE, Sierra Club Loo Wit
Susan	Saul	conservation@vancouveraudubon.org	360-892-5643	birds	Vancouver Audubon
Sam	Guse	taurimir@pm.me	364-314-6347	land use management	ACE
Tina	Barrows	tinafaraway@gmx.net	360-977-2576	cycling	ACE
Juan	Monje	juan@columbiariverkeeper.org	503-881-9671	generalist	Columbia Riverkeeper
Tabor	Kelly	taborkelly@gmail.com		cycling, urban density & transit	Cycle Vancouver
David	Meyer	dave.r.meyer1@gmail.com	858-212-2020	land use management	ACE
SWEC	Placeholder	jshepard@swecwa.org		envr. justice,tbd	SWEC

Mark	Leed	markleed02@gmail.com	360-356-0974	generalist	Sierra Club Loo Wit
Sunrise	Omahoney	s.h.omahoney@gmail.com	360-771-3073	watersheds, generalist	
Almendra	Velasquez	Almendra.v@fourthplainforward.org	559-397-3362	Air Pollution, envr. justice	Fourth Plain Forward
Peter	Harrison	mrpeterjharrison@gmail.com	909-907-9086	Electrification	
Minh	Pham	minh.osu@gmail.com		envr. justice, County comp planning	Vietnamese Community of Clark County
Duana	Ricks-Johnson	redwarriorwoman-1@outlook.com	360-210-2417	Tribal member, envr. justice	Colville Tribal Member & VHA Resident Commissioner
Debbie	Russell	whitehawk2021@icloud.com	971-990-6890	Tribal member, envr. justice	Cowlitz Tribe (Independent Contractor)
Kept informed; limited participation expected.					
Cathryn	Chudy	chudyca@gmail.com			ACE, Sierra Club Fossil Fuels Task Force
Monica	Zazueta	zazuetamonica0813@gmail.com			Van Metro LULAC, ACE, Sierra Club Loo Wit
Invited; pending confirmation					
Lauren	Bovee	lauren.bovee@rising-generations.com		Tribal member	Native America Rising Generations Board Member
Melanie	Dominguez	melanie.dominguez@rising-generations.com		Tribal member	Native America Rising Generations VP & Treasurer
Melanie	Plaut	melanie.plaut@gmail.com	503-544-8227	Tribal member	
Oscar	Arana	OscarA@nayaaction.org		Tribal Group Representative	NAYA Family Center
Dalton	Fry			Dir. Natural Resources	Cowlitz Tribe

City Council Meeting Minutes

Vancouver City Hall | Council Chambers | 415 W. 6th St.
PO Box 1995 | Vancouver, WA 98668-1995
cityofvancouver.us

Anne McEnerny-Ogle, Mayor • Bart Hansen • Ty Stober • Erik Paulsen • Sarah J. Fox • Diana H. Perez • Kim D. Harless

August 17, 2026

Workshops: 4:00-5:30 p.m.

Vancouver City Hall - Council Chambers - 415 W 6th Street, Vancouver WA

The City Council Meeting was held on 8/17/2026 at 4:00 PM in the Vancouver City Hall, Council Chambers 415 West 6th Street, Vancouver, WA 98660.

Workshops were conducted in person in the Aspen Room of City Hall. Members of the public were invited to view the meeting in person, via the live broadcast on www.cvtv.org and CVTV cable channels 23 or HD 323, or on the City's Facebook page, or www.facebook.com/VancouverUS.

View the CVTV video recording, including presentations and discussion, for workshops at: https://www.cvtv.org/video/city-council-workshops-08-17-26-2026081012/

2027 Housing and Urban Development Application Priorities and Scoring
(Approximately 30 minutes)

Samantha Whitley, Housing Programs Manager,
samantha.whitley@cityofvancouver.us

Staff led Council through a discussion of the 2027 Housing and Urban Development Application Priorities and Scoring.

Councilmember Fox was absent from the workshop.
Councilmembers Hansen and Stober were late to the workshop.

Arts Hub Plan Update
(Approximately 1 hour, to immediately follow the previous workshop)

Kevin Kearns, David Perlick, Director of Parks, Recreation and Cultural Services,
david.perlick@cityofvancouver.us

Staff led Council through a discussion of the Arts Hub Plan Update.

Councilmember Fox was absent from the workshop.

Council Dinner / Executive Session Re: Reviewing the Performance of a Public Employee (RCW 42.30.110(1)(g)) (5:30 - 6:30 PM)

Mayor McEnerny-Ogle announced the Council would be entering into executive session from 5:30-6:30 p.m. to discuss Reviewing the Performance of a Public Employee.

Regular Council Meeting

6:30 PM
Vancouver City Hall - Council Chambers - 415 W 6th Street, Vancouver WA

This meeting was conducted as a hybrid meeting with in person and remote viewing and participation over video conference utilizing a GoToMeeting platform. Members of the public were invited to view the meeting in person, via the live broadcast on www.cvtv.org and CVTV cable channels 23 or HD 323, or on the City's Facebook page, www.facebook.com/VancouverUS. Public access and testimony on Consent Agenda items and under the Community Forum were also facilitated in person and via the GoToMeeting conference call.

Vancouver City Council meeting minutes are a record of the action taken by Council. To view the CVTV video recording, including presentations, testimony and discussion, for this meeting please visit: https://www.cvtv.org/video/vancouver-city-council-08-17-26-2026081014/

Electronic audio recording of City Council meetings are kept on file in the office of the City Clerk for a period of six years.

Pledge of Allegiance

Call to Order and Roll Call

The regular meeting of the Vancouver City Council was called to order at 6:30 p.m. by Mayor McEnerny-Ogle. This meeting was conducted as a hybrid meeting, including both in person and remotely over video conference.

Present: *Councilmember Harless, Councilmember Perez, Councilmember Paulsen, Councilmember Stober, Councilmember Hansen, Mayor McEnerny-Ogle*

Absent: *Councilmember Fox*

Motion by Councilmember Hansen, seconded by Councilmember Paulsen, and Yes: 6, No: 0, Abstaining: 0, to excuse Councilmember Fox from the Council meeting. Absent from vote: Councilmember Fox.

Approval of Minutes

Motion by Councilmember Hansen, seconded by Councilmember Perez, and Yes: 5, No: 0, Abstaining: 1, to approve the Meeting Minutes of August 10, 2026. Absent from vote: Councilmember Fox. Councilmember Stober abstained from the vote.

Community Communication

This is the place on the agenda where the public is invited to speak to Council regarding any matter on the Agenda not already scheduled for Public Hearing. (Separate instructions are provided for offering testimony on Public Hearing when applicable.) This includes the option to testify about Workshops. Members of the public addressing Council are requested to give their name and city of residence for the audio record. Speakers are to limit their testimony to a total of three minutes for all items combined.

Mayor McEnerny-Ogle opened Community Communication and received testimony from the following community members regarding any matter on the agenda not scheduled for a Public Hearing:

- *Enid Cox, Vancouver*
- *Mark Christopher, Vancouver*
- *Melissa Judd, Vancouver*
- *Joseph Arndt, Vancouver*
- *Laurie Arndt, Vancouver*
- *Jim Williamson, Vancouver*
- *Charlie Osieck, Vancouver*
- *Carmen DeLeon, Vancouver*

There being no further testimony, Mayor McEnerny-Ogle closed Community Communication.

Consent Agenda

The following items will be passed by a single motion to approve all listed actions and resolutions. There will be no discussion on these items unless requested by Council. If discussion is requested, the item will be moved from the Consent Agenda and considered separately – after the motion has been made and passed to approve the remaining items.

Council pulled items 1 and 5 for discussion.

Motion by Councilmember Perez, seconded by Councilmember Stober, and Yes: 6, No: 0, Abstaining: 0, to approve Items 2-4 and 6 on the Consent Agenda. Absent from vote: Councilmember Fox.

Motion by Councilmember Stober, seconded by Councilmember Harless, and Yes: 5, No: 1, Abstaining: 0, to approve Item 1 on the Consent Agenda. Absent from vote: Councilmember Fox. Councilmember Hansen voted No.

Motion by Councilmember Hansen, seconded by Councilmember Paulsen, and Yes: 5, No: 1, Abstaining: 0, to approve Item 5 on the Consent Agenda. Absent from vote: Councilmember Fox. Councilmember Perez voted No.

1. Contract - Bid Award - SE McGillivray Blvd - Safety and Mobility Project - Bid #26-21 - C-102337

Staff Report: 162-26

Request: On August 17, 2026, award a construction contract for the SE McGillivray Boulevard Safety and Mobility project to the lowest responsive and responsible bidder, Jeffries Construction LLC, of Woodland, Washington, USA at their bid price of $5,482,629.11, which includes Washington State sales tax, and authorize the City Manager or designee to finalize and execute the same.

Jessica Hild, Senior Civil Engineer, Jessica.Hild@cityofvancouver.us

Motion approved the request.

2. Contract – Professional Service Agreement between City of Vancouver and LSW Architects for Fire Stations #3 and #6 for RFQ 21-26 - C-102329

Staff Report: 163-26

Request: On Monday, August 17, 2026, authorize the City Manager, or designee, to finalize and execute a professional services agreement between the City of Vancouver and LSW Architects for an estimated amount not to exceed $1,144,806.08.

Lam Vuong, Facilities Capital Projects Manager, Lam.Vuong@cityofvancouver.us

Motion approved the request.

3. Resolution - Vancouver Heights Senior Housing Partners Limited Partnership Disposition and Development Agreement

A RESOLUTION relating to the approval of a Land Disposition and Development agreement between the City of Vancouver and Vancouver Heights Senior Housing Partners Limited Partnership; establishing the terms and conditions under which the senior housing building on the Heights District Site P lot will be developed and

ground leased by the City to Vancouver Heights Senior Housing Partners Limited Partnership; (the “Developer”) and authorizing the City Manager to execute the disposition and development agreement.

Staff Report: 164-26

Request: On Monday, August 17, 2026, advance the resolution approving the Disposition and Development Agreement between the City of Vancouver and Vancouver Heights Senior Housing Partners Limited Partnership Disposition and Development Agreement (DDA) and authorizing the City Manager to execute the agreement, related implementation documents and certain amendments to the DDA, setting the date for the second reading and public hearing for Monday, August 24, 2026.

Amy Stewart, Real Estate Project Manager,
amy.stewart@cityofvancouver.us

Motion approved the request.

4. Ordinance Amending Vancouver Municipal Code 3.05 Procurement

AN ORDINANCE of the Vancouver City Council amending chapter 3.05 Vancouver Municipal Code (VMC) to change administrative responsibility for certain procurement actions; to provide clarity to other existing provisions; to provide for severability; and setting an effective date.

Staff Report: 165-26

Request: On Monday, August 17, 2026, advance the ordinance, set the date for the second reading and public hearing for August 24, 2026.

Geraldene Moyle, General Services Director,
geraldene.moyle@cityofvancouver.us

Mayor McEnerny-Ogle read the title of the ordinance into the record.

Motion approved the request.

5. Ordinance Authorizing the Implementation of 0.1% Public Safety Sales and Use Tax pursuant to RCW 82.14.345

AN ORDINANCE of the City of Vancouver, Washington, enacting an additional sales and use tax of one-tenth of one percent for criminal justice purposes as authorized by RCW 82.14.345; adding a new section to the Vancouver Municipal Code Chapter 5.98; providing for severability; and establishing an effective date.

Staff Report: 166-26

Request: On Monday, August 17, 2026, advance the ordinance, setting the date for the second reading and public hearing for August 24, 2026.

Troy Price, Police Chief, Erica Nilsen, Jaycee Elliott, Business Intelligence Analyst, troy.price@cityofvancouver.us, Jaycee.Elliott@cityofvancouver.us

Mayor McEnerny-Ogle read the title of the ordinance into the record.

Motion approved the request.

6. Approval of the Claim Vouchers

Request: Approve claim vouchers for August 17, 2026.

Motion approved claim vouchers in the amount of $5,212,948.48.

Public Hearings

The following item(s) are scheduled for public hearing. Members of the public addressing Council are requested to give their name and city of residence for the audio record. Unless otherwise announced by the Presiding Officer, speakers are to limit their testimony to three minutes for each public hearing.

7. Ordinance Approving Mt. Hood Vista Preliminary Subdivision with Zone Change

AN ORDINANCE rendering findings and issuing a decision on the Mt. Hood Vista zone change from R-9 Lower Density Residential to R-17 Lower Density Residential; and an 82-lot subdivision; and providing for severability and an effective date.

Staff Report: 161-26

Request: On Monday, August 17, 2026, upon second reading and a public hearing, finalize and approve the ordinance.

Anthony Tortorici, Planner, Anthony.Tortorici@cityofvancouver.us

Councilmember Hansen recused himself from the public hearing.

Mayor McEnerny-Ogle opened the Quasi-Judicial Hearing for the the Ordinance Approving Mt. Hood Vista Preliminary Subdivision with Zone Change.

Nena Cook, City Attorney, provided an overview of the guidelines of conducting the hearing invoking the Appearance of Fairness Doctrine. Ms. Cook stated the Council would be asked to disclose any ex parte communication or other Appearance of Fairness issues pertaining to the matter.

Ms. Cook then asked each member of the Council to disclose any direct or indirect benefit they could derive from the decision and determined there were no messages requiring disclosure.

All of the Councilmembers reported nothing to disclose.

Anthony Tortorici, Planner, provided an overview of the Ordinance Approving Mt. Hood Vista Preliminary Subdivision with Zone Change.

Chad Stewart, Director of Land Development, Ginn Group, and Jason Taylor, Civil Engineer, PLS Engineering, provided the applicant presentation for the Council.

Council discussed the item briefly with staff.

Mayor McEnerny-Ogle opened the public hearing and received testimony from the following community members:

- *Carmen DeLeon, Vancouver*

There being no further testimony, Mayor McEnerny-Ogle closed the public hearing.

Motion by Councilmember Paulsen, seconded by Councilmember Perez, and Yes: 5, No: 0, Abstaining: 1, to approve Ordinance M-4538. Absent from vote: Councilmember Fox. Councilmember Hansen recused and abstained from the vote.

Councilmember Hansen rejoined the Council after the vote.

Communications

A. From the Council

B. From the Mayor

C. From the City Manager

Community Forum
This is the place on the agenda where the public is invited to speak to Council regarding any matter. Members of the public addressing Council are requested to give their name and city of residence for the record. Speakers are to limit their testimony to a total of three minutes. Up to 90 minutes will be allotted for the Community Forum.

Mayor McEnerny-Ogle opened the Community Forum and received testimony from the following community members regarding any matter:

- Mark Hensley, Vancouver
- Carmen DeLeon, Vancouver

There being no further testimony, Mayor McEnerny-Ogle closed Community Forum.

Adjournment

8:22 p.m.

_____
Anne McEnerny-Ogle, Mayor

Attest:

_____
Anthony Glenn, Deputy City Clerk

The written comments below are those of the submitter alone and are not representative of the views of CVTV or the City of Vancouver, its elected or appointed officials, or its employees.

From: City of Vancouver, WA
To: City Council
Subject: Submission: Contact City Council
Date: Monday, August 17, 2026 11:58:56 AM

Contact the City Council

Name

Jan Verrinder

Email

[redacted]

Phone

3606073271

Address

[redacted]
VANCOUVER, WA 98661
United States
Map It

Subject

Share an Opinion of a City project or Initiative

Choose Recipient

All the Council

Message

Good morning,
I see critical letters to the editor about McGillivray, so I just wanted to thank you again for looking at ways to improve safety for all on that street.

As a walker, bike rider, and someone who has pushed the 75 lb wheelchair with the 200 lb man in it along the entire stretch, I would say improvements can't happen soon enough.

As a ride leader for my club, I've watched newer riders hug the curb instinctively because the 25 mph signs are ineffective at controlling drivers' speed. The newer riders then swing back into the bike lane to avoid parked cars appearing to ride erratically and unpredictably—exactly what drivers hate.

The plans I've seen will help all people trying to get somewhere using McGillivray.

Thank you,
Jan Verrinder
[redacted]

From: City of Vancouver, WA
To: City Council
Subject: Submission: Contact City Council
Date: Monday, August 17, 2026 11:48:20 AM

Contact the City Council

Name

Jim Williamson

Email

[redacted]

Phone

[redacted]

Address

[redacted]
vancover, WA 98664
United States
Map It

Subject

Request Information

Choose Recipient

All the Council

Message

Now that you are stupidly destroying McGillvray and showing us that the public does not count. Suggest that you rename the street "Anne's Ballroom Boulovard".
Council demonstrates wonderful Trumpian integrity. And three of you want to move on??/
Shame.

From: Dollar, Sarah
To: Dollar, Sarah
Subject: FW: Public Safety Enhancement Sales Tax needs to Fund Public Defenders
Date: Monday, August 17, 2026 12:01:56 PM

8/17 Testimony

Sarah Dollar | Executive Assistant to the City Council
Pronouns: She/Her/Hers
CITY OF VANCOUVER, WASHINGTON
City Manager's Office (CMO)
Primary (Cell): 360-624-2949 | **Desk:** 360-487-8641
www.cityofvancouver.us

From: David Blitzer <[redacted]>
Sent: Monday, August 17, 2026 9:52 AM
To: City Council <council@cityofvancouver.us>
Subject: Public Safety Enhancement Sales Tax needs to Fund Public Defenders

> You don't often get email from [redacted]. Learn why this is important

Comments on proposed Ordinance Authorizing the Implementation of 0.1% Public Safety Sales and Use Tax pursuant to RCW 82.14.345.

Riding on the heels of Prop 5, I don't think this tax should be used only to hire VPD officers. We can put 100's of more officers on the street and that wont fix the public defender bottleneck at Clark County courts. I've read reports of dozens of cases dismissed due to lack of timely public defender representation. If we continually release offenders without any convictions, the cycle will continue. Any increase in policing, needs to have the judicial and correctional infrastructure behind it to properly process the defendants and ensure they are not immediately released without a trial. It supports meaningful reduction in crime and police morale. Police workload would decrease if they don't have to re-arrest offenders over and over. Please use this money to hire more public defenders and look closely at what happens to offenders after they are arrested to make sure charges are being upheld. I know this is harder than hiring more officers, and post arrest actions are mostly the purview of the county. Unfortunately you can't keep filling a full bucket, no matter how many hoses (officers) you have.

I'm an independent citizen and homeowner with no family or friends in VPD or CCSO. I've worked in support of public safety agencies in New York City and Portland for over 20 years.

Thanks,
Dave

David Blitzer
Vancouver, WA

From: Richard Buchholz
To: City Council
Subject: McGillivray road construction
Date: Saturday, August 15, 2026 3:30:46 PM

[You don't often get email from [redacted] Learn why this is important at https://aka.ms/LearnAboutSenderIdentification]

Please keep the street as it is.

About 75% of the street are standard homes with front lawns going to the street…This is not true for most of the other recent "street improvements"

The current street design allows friends, police, emergency, and trash pickup for the homes without disrupting traffic.

Bikers and bikes can travel in the bike lanes and where the homes are, can often ride near the curb if they choose and get away from the vehicle traffic.

Some of the recent "improved streets" make turning onto side streets confusing sometimes.

Sincerely,

Richard Buchholz

From: City of Vancouver, WA
To: City Council
Subject: Submission: Contact City Council
Date: Monday, August 17, 2026 10:41:44 AM

Contact the City Council

Name

Joel Gilpin

Email

[redacted]

Address

Vancouver 98662
United States
Map It

Subject

Share an Opinion of a City project or Initiative

Choose Recipient

All the Council

Message

Stop it! Just stop it! This removing of traffic lanes from multi-lane roads is simply wrong! It's got to stop!

McGillivray is in the news recently. Fourth Plain is a mess. SE 34th St. is a mess. McGloughlin Blvd. is a mess. The speed bumps on 33rd St. west of St. Johns are better described as "speed mountains" resulting in traffic simply moving to alternative side streets without bumps, streets that were never meant to handle the traffic.

What is wrong with you?!?! You're listening to the wrong people!

Cancel the "complete streets" philosophy.

Stop the revamp of McGillivray immediately.

You ARE wrong for not listening to and abiding by residents and voters input.
You ARE wrong if you support what is being done.

Regards.

From: Katie S
To: City Council
Subject: Testimony for Agenda #1
Date: Monday, August 17, 2026 10:44:14 AM

You don't often get email from [redacted] Learn why this is important

Good evening council members. My name is Kate Edmunds. I live in the Walnut Grove neighborhood but I often travel to SE Vancouver where I lived for 25 years. I drive the roads you are looking to drastically change. I see no logical reason to remove car lanes for designated bus and bike lanes. All anyone has to do is look at the data and see very few people use that as their mode for transportation. The bike lanes are empty and the buses are sparse.

For working families such as mine, driving is a necessity, not a luxury. Driving to work, driving to school, going for grocery runs, and after school activities; these are all part of my family's daily commute. Reducing lanes will create more congestion, more pollution from idling vehicles, more road rage, and push traffic into residential streets.

I have spoken with many residents about this issue. Not only have most not heard of your plans, NONE have thought it was a good idea. "Why would they do that? Why hasn't the city told us about this? What happens when a garbage truck, a mail carrier, or an emergency vehicle comes through? " they ask.

And when thousands of city residents followed the democratic process by signing the petition to allow the people to vote on these plans, the city shut out the public in which it represents.
If this council is confident that this is the right path forward, you should not fear putting it to a vote of the people. I urge you to reject these lane reduction proposals, respect the thousands of residents who signed the petition, and let the voters decide. Thank you.

Opinion

The following is presented as part of The Columbian's Opinion content, which offers a point of view in order to provoke thought and debate of civic issues. Opinions represent the viewpoint of the author. Unsigned editorials represent the consensus opinion of The Columbian's editorial board, which operates independently of the news department.

Local View: Residents left out of lane process

By Mark Christopher
Published: August 8, 2026, 6:01am

Share

Listen to this Article

The Columbian

Instaread



For most Vancouver residents, roads are not abstractions. They are how we get to work, take our kids to school, reach appointments and move between the neighborhoods that make this city feel like home. McGillivray Boulevard, built in 1969, has served for 55 years as a four-lane feeder for eight neighborhoods. It is the only access for the five neighborhoods south of it and a crucial connector for those to the north, including Fircrest and Mountain View. Yet when the city advanced its plan to remove a lane, the roughly 21,000 residents who live along this corridor were largely left out of the process.

The city invited three neighborhoods to a single meeting. Residents were not asked whether lane removal was appropriate; they were allowed to choose among three versions of the same predetermined outcome. The mayor attended and stated that the decision to remove the lane had been made by city planners and that discussions would be limited to the layout of the remaining

lane. She said the change would support future growth. McGillivray has 794 residential electric meters, giving the corridor a population density three times the city average. Where is that growth supposed to go?

Of the 130 people who attended, 110 (85 percent) requested further participation and information. None received a response. Not one neighborhood endorsed the plan. No business did, either; only half were notified via after-hours flyers left at their doors. This is not outreach; it's avoidance.

After the meeting, the city moved the process online, creating a survey board of 106 anonymous participants even though more than 1,000 public comments had been submitted and archived. Attendance at the subsequent meetings ranged from 14 people to one. City data show bicycle use is declining. McGillivray already has bike lanes; counts show fewer than 20 cyclists a day. More than 18,000 vehicles use the corridor daily — a 15 percent increase from the previous count. Removing a lane would force all of them into a single-lane 2.5-mile stretch containing 11 stop signs and 21 bus stops with no turnouts. This is designed congestion.

At the Travel Mobility Commission meetings I attended, opponents outnumbered supporters 10 to 1. Written comments, in the end, ran 3 to 1 against the plan and included 84 unanswered questions. Concerns raised by residents were not reflected in the commission's final decisions.

Both the commission and the city council instructed planners to improve relations with the McGillivray neighborhoods. Planners listed that outreach as a project goal. Yet there is no record of further contact. I am one of 384 people on the mailing list and have never heard anything. On July 21, the city opened construction bids for the McGillivray project, moving it toward implementation despite these outreach gaps.

Vancouver's Complete Streets policy promises "a community driven process that listens before it decides." On McGillivray and others, the city decided first. Residents are not asking for special treatment. They're asking the city to follow its own rules, honor its commitments and pause the project until a neighborhood conversation occurs. A policy cannot be legitimate when the process is so flawed.

I urge you to write to the council and The Columbian. Help us be heard, Vancouver.

Mark Christopher is a Vancouver resident.

RELATED STORIES

Northwest Power and Conservation Council forecasts region's future energy needs

From: City Council
To: Dollar, Sarah
Subject: FW: Submission: Contact City Council
Date: Thursday, August 13, 2026 8:54:43 AM

Testimony 8/17

Sarah Dollar | Executive Assistant to the City Council
Pronouns: She/Her/Hers
CITY OF VANCOUVER, WASHINGTON
City Manager's Office (CMO)
Primary (Cell): 360-624-2949 | **Desk:** 360-487-8641
www.cityofvancouver.us

From: City of Vancouver, WA <noreply@cityofvancouver.us>
Sent: Tuesday, August 11, 2026 9:19 AM
To: City Council <council@cityofvancouver.us>
Subject: Submission: Contact City Council

Contact the City Council

Name
Mark Christopher
Email
[redacted]
Phone
[redacted]
Address
United States Map It
Subject
Share an Opinion of a City project or Initiative
Choose Recipient
All the Council
Message
I am Mark Christopher of the Riveridge neighborhood and the author of Sunday's column on McGillivray in The Columbian. The piece was written as a summation of hundreds of conversations and meetings

with neighbors along the corridor, reflecting both their experiences over the past few years and my own research into the program's history.

As a resident directly impacted, I want to be clear about my position: I believe the program should be paused and reconsidered. The concerns raised in the column — participation, communication, and corridor function — remain unresolved, and many residents share them.

If any of you believe a conversation would be helpful, I am available to review the records, data sources, or neighbors' documented sentiments. Construction bids for McGillivray are now in, and awards will soon be before you. We are at the point where a final pause is the only remaining opportunity to ensure this corridor and its neighborhoods are fully heard.

Mark Christopher

Riveridge Neighborhood

MT. HOOD VISTA SUBDIVISION

(LUP-85799)

ZONE CHANGE
R-9 → R-17

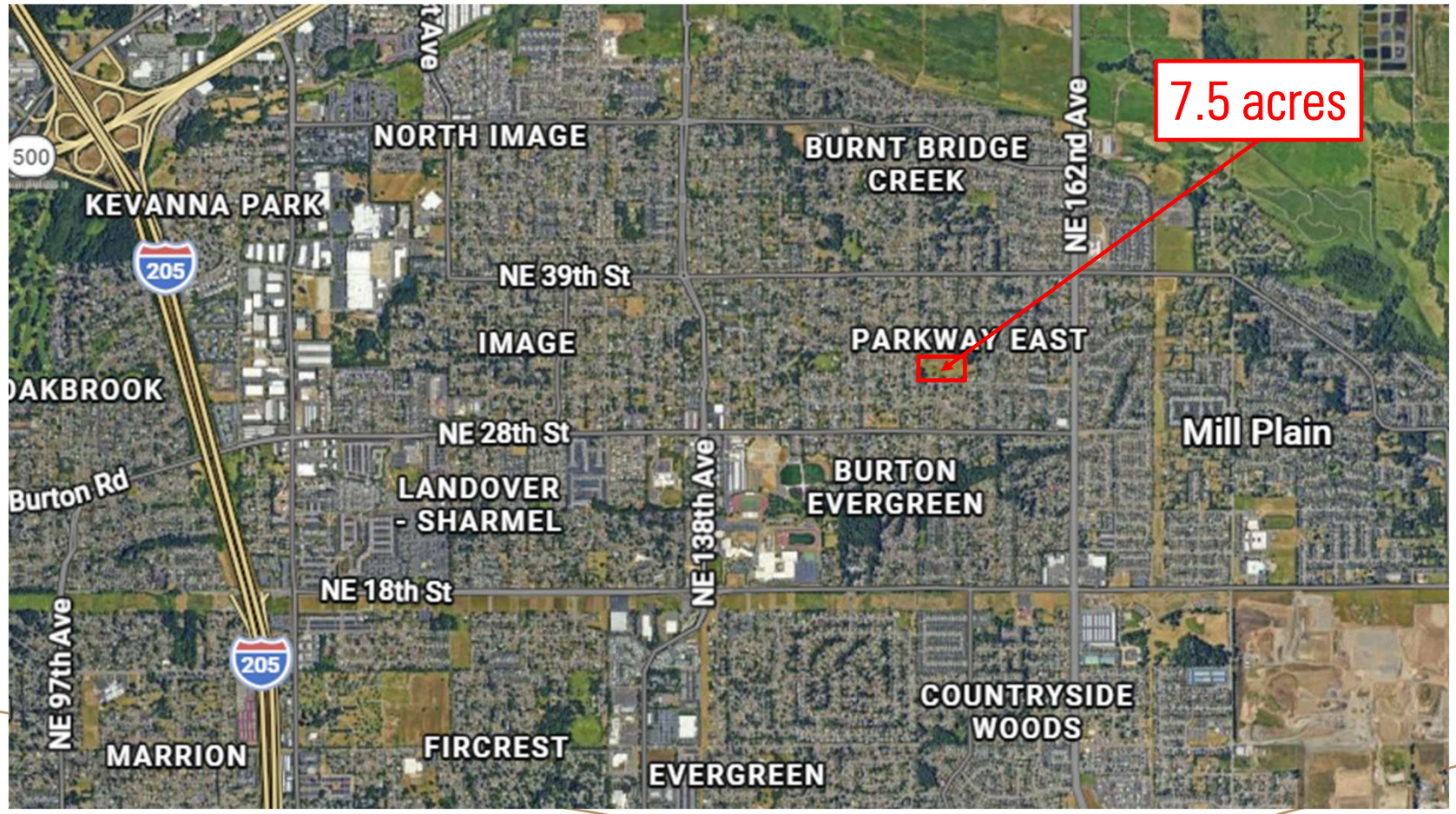
CONCURRENT 82-LOT SUBDIVISION

GINN GROUP™

PLS ENGINEERING



VICINITY MAP



EXISTING CONDITION





1996



LAND USE TIMELINE
(TYPE IV PROCESS)

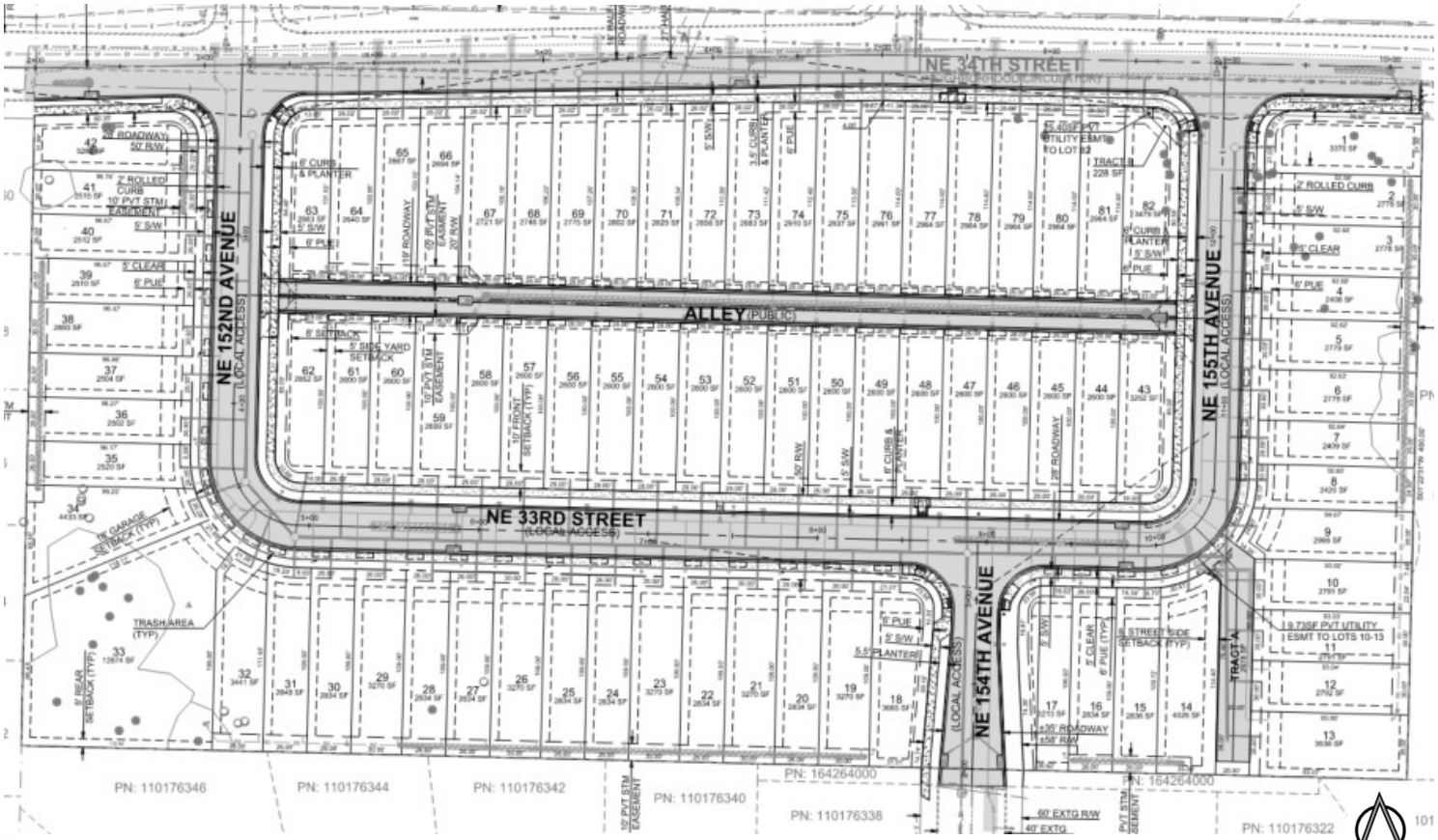
Pre-Application :	May 2025
Preliminary Land Use Submitted :	Feb. 2026
Fully Complete / Vesting Date :	Mar. 2026
Public Hearing #1 (Hearings Examiner) :	June 2026
Effective Date, Our Vancouver 2045 :	*7/31/2026*
Public Hearing #2 (City Council) :	8/17/2026

Site Development: Q3 2026 → Q2 2027
Home Construction Begins: ***Summer 2027***

PROJECT SUMMARY

- Rezone Request: R-9 → R-17
  - Consistent with Vancouver Strategic Plan
  - Consistent with new Low Scale Neighborhood zone (Our Vancouver 2045)
- 82 Lot Subdivision (Detached 2-Story Homes)
  - Compatible with surrounding neighborhood
- Approval Recommendation from Hearing Examiner and Staff
- Tree Retention: (i) Grove of Large Firs; (ii) Oregon White Oak
- Vehicle & Pedestrian Safety/Connectivity Improvements

PRELIMINARY PLAT

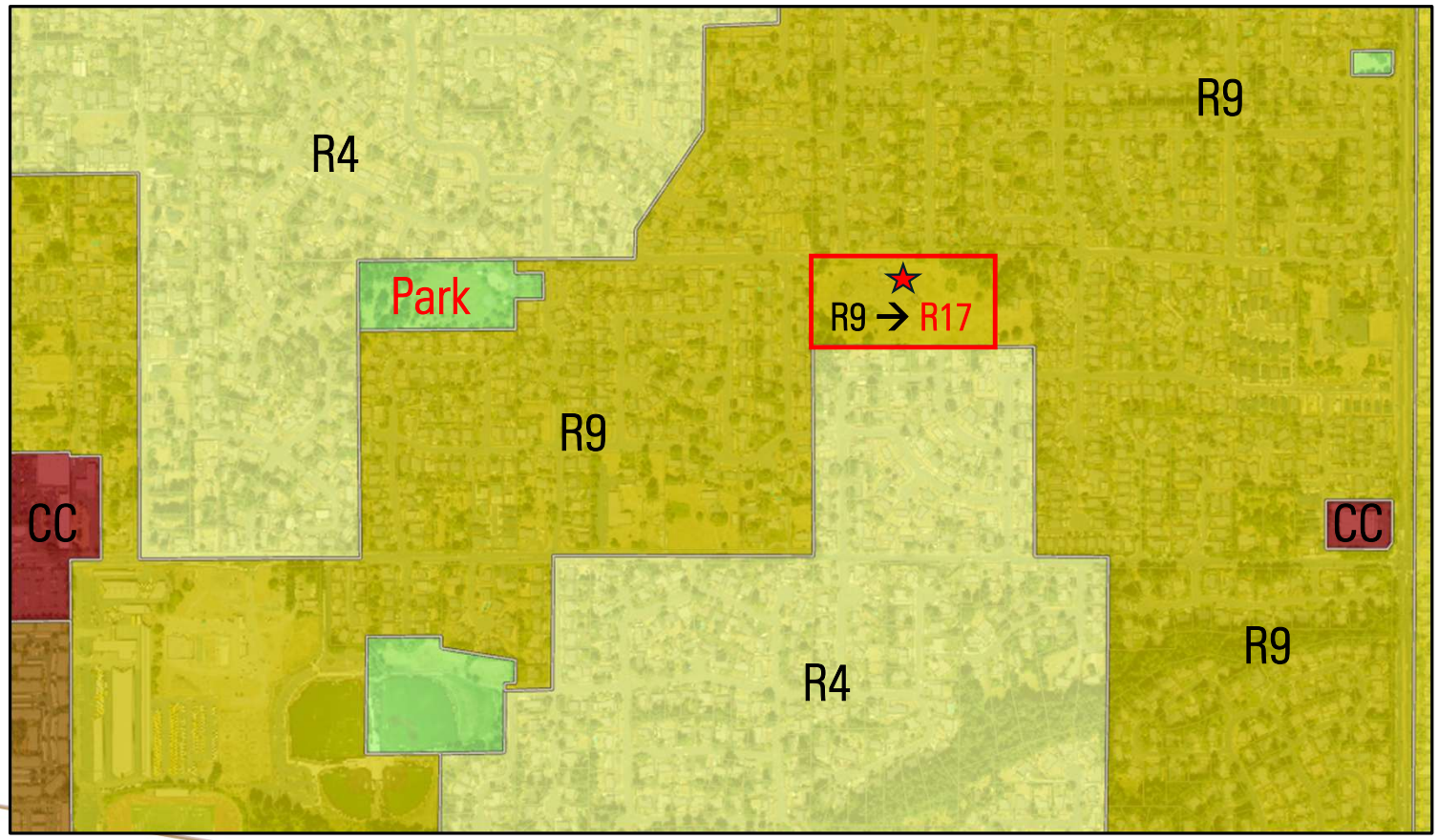


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VESTED ZONING MAP

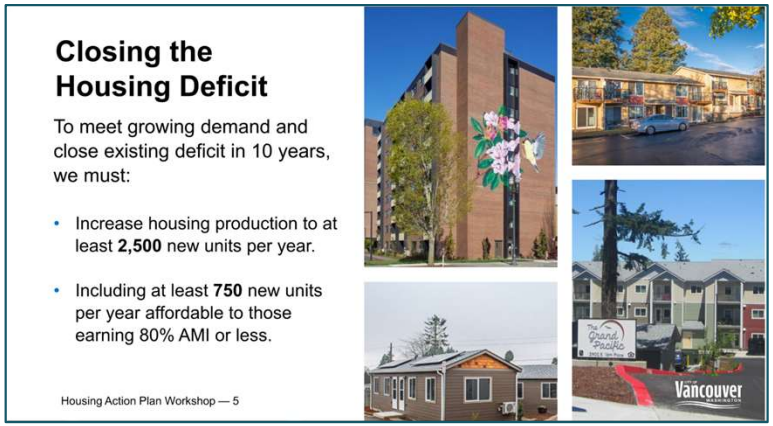
URBAN DENSITY LOW (UL): R4, R9, R17



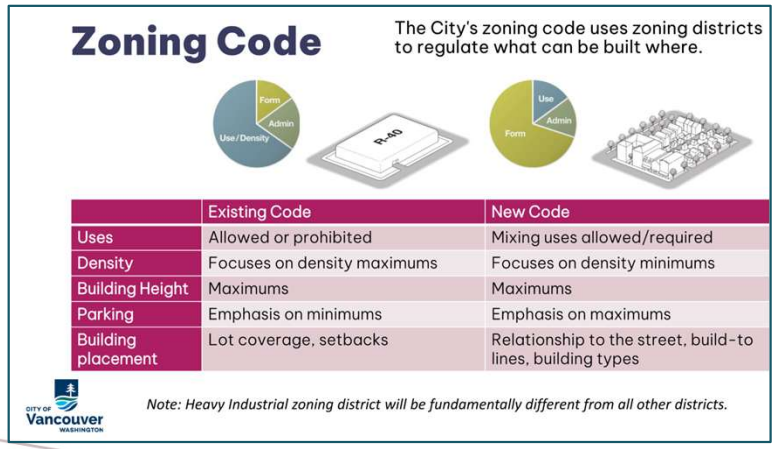
CHANGE IN CIRCUMSTANCE

Housing Affordability and Availability in Vancouver: A Policy Framework

OUR VANCOUVER
OUR FUTURE 2045



"Promoting Density"



CITY OF Vancouver WASHINGTON

Title 20.410
Lower Density Residential

"Low Scale Neighborhood"

ZONING MAP

OUR VANCOUVER
OUR FUTURE 2045



APPROVAL CRITERIA

VMC Title 20

- SEPA – 20.790.630
- Subdivision – 20.320.040
- Lower Density Residential Districts – 20.410.025
- Narrow Lot – 20.927.030
  - Designed to eliminate conflicts on narrow lots
  - Adequate guest parking
  - Solid waste and recycling collection provided
- Tree, Vegetation, and Soil Conservation – 20.770
- Text and Map Amendments – 20.285.060
  - Consistency with the applicable policies of the Vancouver Strategic Plan
  - Change in circumstances since the existing designation was established

APPLICATION MEETS OR EXCEEDS ALL CRITERIA

CONCLUSIONS

- ✓ All application requirements met
- ✓ All approval criteria met
- ✓ All development requirements & standards met

RECOMMEND APPROVAL

CONSISTANT WITH STAFF REPORT AND HEARING EXAMINER'S FINDINGS & RECOMMENDATIONS

GINN GROUP™

PLS ENGINEERING



Staff Report: 167-26

To: Mayor and City Council
From: City Manager
Date: August 24, 2026

Subject
Contract - Bid Award for 2026 Resurfacing Project Ph 2 - ITB 26-28 - C-102341

Key Points

- The City maintains approximately 1,900 lane miles of streets in its system.
- The City's annual resurfacing and preventive maintenance contracts are the primary way that the street's system, or sections thereof, receive wholistic treatment and repair.
- City maintenance crews do not have the capacity to do this amount of paving work during the paving season.

Strategic Plan Alignment
Transportation and Mobility – a safe, future-ready and convenient transportation system

Present Situation
The 2026 Resurfacing Ph 2 Project is being constructed as part of the pavement management program. This project involves paving with hot mix asphalt on streets at various locations throughout the City. This year's pavement management program includes three separate resurfacing contracts. A total of approximately 23 lanes miles of street would be paved under those contracts. These contracts include the "2026 Resurfacing Project", the "W Fourth Plain Blvd – Mill Plain to Main St National Highway System (NHS) Resurfacing Project" and the "2026 Resurfacing Project Ph 2". This staff report is only for the 2026 Resurfacing Project Ph 2. The other two paving projects were approved under previous staff reports.

The attached vicinity map shows which streets would be paved. The project includes paving streets in Northwest Vancouver, Maplewood, Ellsworth Springs, Cascade and Fisher's Landing East neighborhoods, along with speed table installation on Waterfront Way and SE Columbia Way and pavement repairs on the NE Thurston Way and NE Fourth Plain Blvd corridors.

On August 4, 2026, the City received two bids for this project. The low bidder was responsive with a bid of $1,519,444. The bids are as follows:

SUMMARY OF BIDS	
BIDDER	**AMOUNT**
Lakeside Industries, Vancouver, WA	$1,519,444.00
Granite Construction Company, Vancouver, WA	$1,756,952.85
Engineers Cost Estimate	$1,700,000.00

There is a minimum apprenticeship goal of 10% of the utilized labor hours for this project. Lakeside Industries, Vancouver, WA has submitted an Apprenticeship Utilization Plan to meet or exceed this goal by using approximately 450 hours of apprentice time of the estimated 2,900 applicable labor hours for the project.

Advantage(s)

1. Would result in new pavement on approximately 5 lane miles on City streets, protecting the City's investment in its street network.
2. Would reduce higher future maintenance costs on city streets.
3. Would follow through on commitments and improve neighborhood livability.

Challenge(s)

1. Neighborhood residents, businesses and local traffic will be inconvenienced during the construction period along the corridors. However, the construction duration is short, and lane closures will be limited, which will minimize the temporary inconvenience.
2. Construction will generate noise and dust in the work areas. To mitigate for noise, the contractor would be required to comply with a noise variance for nighttime work, although none is anticipated. The contractor will be required to implement a dust control and erosion control strategy at all locations.

Budget Impact

The project is funded through the Pavement Management Program ($1,519,444). Sufficient funds are budgeted to construct the project.

Prior Council Review

None

Action Requested

On Monday, August 24, 2026, award a construction contract for the 2026 Resurfacing Project - Ph 2 to the lowest responsive bidder, Lakeside Industries, of Vancouver, WA, at the bid price of $1,519,444, which includes Washington State Sales tax, and authorize the City Manager, or designee, to finalize and execute the contract.

Staff Contact

Chris Sneider, Senior Civil Engineer, chris.sneider@cityofvancouver.us

Attachments:

1. Attachment A - Contract
2. Attachment B - Vicinity Map

CONSTRUCTION CONTRACT # C-102341
ITB 26-28: 2026 Resurfacing Project – Phase 2

This Contract (hereinafter referred to as the "Contract") is entered into by and between the City of Vancouver, Washington, a municipal corporation organized under the laws of the State of Washington (hereinafter referred to as the "City") and Lakeside Industries, Inc., 8705 NE 117th Ave., Vancouver, WA 98662 (hereinafter referred to as the "Contractor"). The City and the Contractor may be collectively referred to herein as the "Parties" or individually as a "Party."

WHEREAS, the City desires to engage the Contractor to provide public works construction and other related services for the work described herein;

WHEREAS, Contractor has agreed to offer its services to perform said work per the City issued Invitation to Bid (ITB) No. 26-28 and all addenda thereto, Contractor's Bid to said ITB, the Project Plan Set and Special Provisions, and City Council's approval on Click here to enter a date per Staff Report No. ##-##; and

WHEREAS, the Contractor represents by entering into this Contract that it is fully qualified to perform the work to which it will be assigned in a competent and professional manner, and to the standards required by the City.

NOW, THEREFORE, in consideration of the terms, conditions, covenants, and performance contained herein, or attached an incorporated and made a part hereof, the parties hereto agree as follows:

1. **STATEMENT OF WORK**: The Contractor hereby agrees to furnish all materials, labor, tools, machinery and implements of every description necessary to complete the work in a professional manner within the time limits stated in this Contract for the construction and installation of the following improvements and will make all necessary arrangements for the obtaining of permits from the United States, State of Washington, and/or any of its agencies as may be necessary to do the work required and covered by this Contract.

   This Contract provides for streets within the City of Vancouver including pavement repairs, planing of roadways, paving of existing roads, minor utility adjustments, and striping and other work, all in accordance with the attached Contract Plans, these Contract Provisions and the Standard Specifications, hereinafter referred to as "Work."

   The Contract Work shall be Physically Complete within 25 Working Days from the Notice to Proceed.

2. **EFFECTIVE DATE:** This Contract is effective as of the last signature of the Contract.

3. **E-VERIFY PROGRAM:** Contractor shall register and enter into a Memorandum of Understanding (MOU) with the Department of Homeland Security E-Verify program within sixty days after execution of this Contract. Contractor shall ensure all Contractor employees

and any subcontractor(s) assigned to perform work under this Contract are eligible to work in the United States. Contractor shall provide verification of compliance upon City request. Failure by Contractor to comply with this subsection shall be considered a material breach.

4. **CONTRACTOR RESPONSIBLITIES FOR SUBCONTRACTOR:** The Contractor shall include the language of this section in all tier subcontracts and shall require each of its subcontractors to include the same language of this section in each of their subcontracts, adjusting only as necessary the terms used for the contracting parties. The requirements of this section apply to all subcontractors regardless of tier. The Contractor shall require all subcontractors to comply with all federal, state and municipal laws, rules and regulations whatsoever.

   At any time of the subcontract execution, the Contractor shall verify that all tier subcontractors meet the following bidder responsibility criteria:

   a. Have a current certificate of registration in compliance with Chapter 18.27 RCW, which must have been in effect at the time of subcontract bid submittal.
   b. Have a current Washington Unified Business Identifier (UBI) number.
   c. Have received training on the requirements related to public works and prevailing wage as required by RCW 39.04.350.
   d. Within the three-year period immediately preceding the date of the bid solicitation, not have been determined by a final and binding citation and notice of assessment issued by the department of labor and industries or through civil judgement entered by a court of limited or general jurisdiction to have willfully violated, as defined in RCW 49.48.082, any provision of Chapter 49.46, 49.48 or 49.52 RCW.
   e. If applicable, have:
      i. Industrial Insurance (worker's compensation) coverage for the subcontractor's employees working in Washington, as required in Title 51 RCW.
      ii. A Washington Employment Security Department reference number, as required in Title 50 RCW.
      iii. A Washington Department of Revenue state excise tax registration number, as required in Title 82 RCW.
      iv. An electrical contractor license, if required by Chapter 19.28 RCW.
      v. An elevator contractor license, if required by Chapter 70.87 RCW.
   f. Not be disqualified from bidding on any public works contract under RCW 39.06.010 or 39.12.065(3).

5. **DELINQUENT STATE TAXES**: The Contractor shall not owe delinquent taxes to the Washington State Department of Revenue without a payment plan approved by the Department of Revenue.

6. **COMPENSATION AND SCHEDULE OF PAYMENTS**: In consideration of the promises and agreements of the Contractor as set forth herein, and in consideration of the faithful performance and furnishing of the work and materials required by this Contract to the satisfaction of the City, the City agrees to pay to the Contractor as prescribed in the solicitation and Contractor's Bid, and in accordance with the ordinances of the City of Vancouver and the laws of the State of Washington, the following sum as indicated, which amount does include 8.9% Washington State Sales Tax (if applicable) $1,519,444.00 USD.

   The amount finally to be paid is, however, variable upon the Work actually performed, and final payment will be made upon the basis of the amount of work performed and the materials

furnished, and at the lump sum or unit prices fixed in the Contractor's Bid as modified by any and all approved Change Orders.

7. **CONTRACTOR'S INSURANCE**: The Contractor agrees to the following requirements relating to insurance coverage. Provide a Certificate of Liability Insurance. Said certificate must be provided on a standard "ACORD" form, or its equivalent, and must provide that coverage shall not be canceled or modified without 30 days prior written notice to the City of Vancouver.

   The City of Vancouver may inspect all policies, and copies shall be provided to the City upon request. The Contractor shall obtain the insurance described in this section from insurers approved by the State Insurance Commissioner pursuant to RCW Title 48. The insurance must be provided by an insurer with a rating of A-: VII or higher in the A.M. Best's Key Rating Guide, which is licensed to do business in the state of Washington (or issued as a surplus line by a Washington Surplus lines broker). The City reserves the right to approve or reject the insurance provided, based on the insurer (including financial condition), terms and coverage, the Certificate of Insurance, and/or endorsements.

   The Contractor agrees to procure insurance coverage as required below:

COVERAGE	LIMITS OF LIABILITY
I. Commercial General Liability:	
Policy shall include Bodily Injury, Property Damage, Personal Injury and Broad Form Contractual Liability	
Each Occurrence	$1,000,000
General Aggregate Per Occurrence	$2,000,000
Products & Completed Operations Aggregate	$2,000,000
Personal and Advertising Injury	$1,000,000
Blanket Contractual Liability	$1,000,000
II. Commercial Automobile Liability	
Policy shall include Bodily Injury and Property Damage, for any owned, Hired, and/or non-owned vehicles used in the operation, installation and maintenance of facilities under this Contract.	
Combined Single Limit	$1,000,000
III. Workers' Compensation (applicable to the State of Washington)	
Per Occurrence	Statutory
Employer's Liability	$1,000,000
Disease Each Employee	$1,000,000
Disease Policy Limit	$1,000,000
Each Claim	$1,000,000
Annual Aggregate	$2,000,000
IV. Pollution Legal Liability	
Each Claim	$3,000,000
Annual Aggregate	$6,000,000

   In addition to the coverage and limits listed above the Contractor's insurance must all contain the following:

a. City Listed as Additional Insured. The City of Vancouver, its Agents, Representatives, Officers, Directors, Elected and Appointed Officials, and Employees must be named as additional insured. The required Additional Insured endorsements shall be at least as broad as ISO CG 20 10 11 85, or its equivalent CG 20 10 07 04 and CG 20 37 07 04 must be included with the Certificate of Insurance.

b. Either the Commercial General Liability or the Worker's Compensation policy must be endorsed to include "Washington Stop Gap" insurance. The limits and aggregates referenced must apply to the Stop Gap coverage as well and must be indicated on the certificate.

c. Commercial General Liability insurance shall be written on coverage forms at least as broad as ISO occurrence form CG 00 01, including but not limited to liability arising from premises, operations, stop gap liability, independent contractors, products-completed operations, personal and advertising injury, and liability assumed under an insured contract. There shall be no exclusion for liability arising from explosion, collapse or underground property damage. The Commercial General Liability insurance shall be endorsed to provide a per project general aggregate limit, using ISO form CG 25 03 05 09 or an equivalent endorsement.

d. The City of Vancouver shall be listed on the Certificate as Certificate Holder.

e. Cover Trigger: The insurance must be written on an "occurrence" basis. This must be indicated on the Certificate.

f. Contractor shall ensure that each subcontractor of every tier obtains and maintains at a minimum the insurance coverages required for Commercial General Liability and Auto Liability. Upon request of the City, the Contractor shall provide evidence of such insurance.

g. The Contractor shall keep this insurance in force during the term of the Contract and for thirty (30) days after the Physical Completion date. The Contractor shall provide the City and all Additional Insured with written notice of any policy cancellation, within two business days of their receipt of such notice.

h. Failure on the part of the Contractor to maintain the insurance as required shall constitute a material breach of contract, upon which the City may, suspend work or terminate the contract.

i. All costs for insurance shall be incidental to and included in the unit or lump sum prices of the contract and no additional payment will be made.

8. CONTRACTOR'S BOND: The Contractor agrees that before it undertakes performance of this Contract, it will file with the City a Performance Bond and a Payment Bond, in the forms prescribed by the City of Vancouver, in the full amount of the Contract price with a company authorized to do business in the State of Washington as a surety. The bonds shall comply with the laws of the State of Washington, especially with the provisions of Chapter 39.08 RCW.

9. DISPUTE RESOLUTION: In the event of a dispute between the Parties which cannot be resolved by the contract managers, the Contractor and the City shall review such dispute and

may attempt to resolve the dispute. Any controversy or claim arising out of or relating to this Contract or alleged breach of this Contract that cannot be resolved by the Parties within 30 days of receipt of written notice may be submitted to mediation. If the dispute cannot be resolved through mediation, either party may initiate litigation pursuant to the governing law and venue provisions of this Contract. The Parties agree to pay their own attorneys' fees and expenses.

10. **GOVERNING LAW/VENUE**: This Contract shall be deemed to have been executed and delivered within the State of Washington, and the rights and obligations of the parties hereunder shall be construed and enforced in accordance with, and governed by, the laws of the State of Washington without regard to the principles of conflict of laws. Any action or suit brought in connection with this Contract shall be brought in the Superior Court of Clark County, Washington.

11. **EMPLOYMENT OF LABOR**: The Contractor agrees that all persons employed by the Contractor and by any of its subcontractor and any of their lower tier contractors in work performed pursuant to this Contract shall not be employed in excess of eight (8) hours in any day, except as provided or allowed by Chapter 49.28 RCW and WAC 296.127 and any amendment thereto.

12. **PAYMENT OF LABOR**: The Contractor agrees that all laborers, workers, or mechanics employed by it or by any subcontractor in the performance of this Contract will be paid not less than the prevailing wage rate for an hour's work, in accordance with the provisions of Chapter 39.12 RCW, and all rules and regulations promulgated pursuant thereto.

    The prevailing wage rates in effect at the time of the bid submittal deadline shall apply for the duration of the project, no matter how long it lasts. However, if the Contract is awarded more than six (6) months after the bids were due, the prevailing wage rates in effect on the award date shall apply.

    In case any dispute arises as to what the prevailing rate of wages for work of a similar nature are and such dispute cannot be adjusted by the parties involved, the matter shall be referred to the director of the Department of Labor and Industries of the State of Washington for arbitration, and the director's decision shall be final, conclusive and binding on all parties involved in the dispute.

13. **PAYMENT TO THE CONTRACTOR**: Progress payments to the Contractor shall be made within 30 days of a fully executed Pay Estimate pending all compliance with all contractual requirements. A sum equal to 5% may be reserved and retained from monies earned by the Contractor in accordance with Chapter 60.28 RCW. The City reserves the right to require Contractor to correct any submitted or paid erroneous invoices according to the rates set forth herein. City and Contractor agree that any amount paid in error by City does not constitute a change in the agreed upon amount; Contractor agrees to issue a refund of any of any overages paid in error by the City.

    Release of the retained percentage or the retainage bond shall be in accordance with Chapter 60.28 RCW. Every person performing labor or furnishing supplies toward the completion of said improvement of work shall have a lien upon said monies so reserved; provided, that such notice of the lien of such claimant shall be given in the manner provided in RCW 39.08.030 and within the time provided in Chapter 60.28 RCW as now existing and in accordance with any amendments that may hereafter be made thereto.

No payment shall be made to the Contract, however, until the Contractor and all subcontractors who have performed work shall have filed and received approval of a Statement of Intent to Pay Prevailing Wage as required by RCW 39.12.040 from the Washington State Department of Labor and Industries. Said Contractor and all subcontractors shall also keep accurate payroll records for three years from the date of acceptance as described in RCW 39.12.120. A Contractor and all subcontractors shall, file a copy of its certified payroll records using the Department of Labor and Industries online system on a monthly basis. A Contractor's noncompliance with this section shall constitute a violation of RCW 39.12.050.

14. **INDEMNIFICATION**: Contractor agrees to indemnify, defend, save and hold harmless the City, its officials, employees and agents from any and all liability, including but not limited to demands, claims, causes of action, suits or judgements, claims of copyright or patent infringement, including costs, attorney fees and expenses incurred in connection therewith, or whatsoever kind or nature, arising out of, or in connection with, or incident to, the performance of services by Contractor pursuant to this Contract.

    In the event that any suit based on such a claim, demand, loss, damage, cost or cause of action is brought against the Contractor, the City retains the right to participate in said suit.

    This indemnity and hold harmless shall include any claim made against the City by an employee of the Contractor or subcontractor or agent of the Contractor, even if Contractor is thus otherwise immune from liability pursuant to worker's compensation statute, Title 51 RCW. To the extent that such liability arises from the concurrent negligence of both the City and the Contractor, such cost, fees and expenses shall be shared between the City and the Contractor in proportion to their relative degrees of negligence. This indemnity and hold harmless shall NOT apply in the case where liability arises from the sole negligence of the City. The Contractor specifically acknowledges that the provisions contained herein have been mutually negotiated by the Parties and it is the intent of the Parties that Contractor provide the broadest scope of indemnity permitted by RCW 4.24.115.

15. **OWNERSHIP OF RECORDS AND DOCUMENTS**: Any and all work product prepared by the Contractor in the course of performing this Contract shall immediately become the property of the City. In consideration of the compensation provided for by this Contract, the Contractor hereby further assigns all copyright interests in such work product to the City. A copy may be retained by the Contractor. Previously owned intellectual property of Contractor or any third party, and any know-how, methodologies or processes used by Contractor to provide the services or project deliverables under this Contract shall remain property of the original City.

16. **PUBLIC DISCLOSURE COMPLIANCE**: The parties acknowledge that the City is an "agency" within the meaning of the Washington Public Records Act, Chapter 42.56 RCW, and that materials submitted by the Contractor to the City become public record. Such records may be subject to public disclosure, in whole or part and may be required to be released by the City in the event of a request for disclosure. In the event the City receives a public record request for any data or deliverable that is provided to the City and that is licensed from the Contractor, the City shall notify the Contractor of such request and withhold disclosure of such information for not less than five business days, to permit the Contractor to seek judicial protection of such information, provided that the Contractor shall be responsible for attorney fees and costs in such action and shall save and hold harmless the City from any costs, attorney fees or penalty assessment under Chapter 42.56 RCW for withholding or delaying public disclosure of such information.

17. **COOPERATIVE PURCHASING**: The Washington State interlocal Cooperation Act, Chapter 39.34 RCW, authorizes public agencies to cooperatively purchase goods and services if all parties agree. By having executed this Agreement, the Contractor agrees that other public agencies may purchase goods and services under this solicitation or contract at their own cost and without the City incurring any financial or legal liability for such purchases. The City agrees to allow other public agencies to purchase goods and services under this solicitation or contract, provided that the City is not held financially or legally liable for purchases and that any public agency purchasing under solicitation or contract file a copy of this invitation and such contract in accordance with RCW 39.34.040.

18. **AMENDMENTS**: All changes to this Contract, including changes to the statement of work and compensation, must be made by written Change Order and/or Amendment and signed by all parties to this Contract.

19. **AUTHORIZATION AND COMPLIANCE WITH THE LAW**: The Contractor certifies that the person signing the Contract is legally authorized to enter into this binding Contract and that the Contractor shall fully comply with all relevant, federal, state and municipal laws, rules, regulations and policies.

20. **CITY BUSINESS AND OCCUPATION LICENSE**: The Contractor will be required to obtain a business license when contracting with the City unless allowable exemptions apply. The Contractor shall contact the State of Washington Business License Service website or by phone at 800-451-7985, or the City's website to determine whether a business license is required pursuant to the Vancouver Municipal Code (VMC) Chapter 5.04.

21. **RELATION OF PARTIES**: The Contractor, its subcontractors, agents and employees are independent contractors performing services for the City and are not employees of the City; shall not as a result of this Contract, accrue leave, retirement, insurance, bonding or any other benefits afforded to City employees; and, shall not have the authority to bind the City in any way except as may be specifically provided in the Statement of Work.

22. **ASSIGNMENT**: This Contract is binding on each party, its successors, assigns, and legal representatives and may not, under any circumstances, be assigned or transferred by either party without the other party's express written authorization.

23. **TERMINATION FOR CONVENIENCE**: The City, at its sole discretion, may terminate this Contract for convenience at any time for any reason deemed appropriate. Termination is effective immediately upon notice of termination given by the City.

    In the event this Contract is terminated prior to the completion of Work, Contractor will only be paid for the Work completed at the time of termination of the Contract.

24. **TERMINATION FOR CAUSE**: In the event the Contractor is, or has been, in violation of the terms of this Contract, including the solicitation, the City reserves the right, upon written notice to the Contractor, to cancel, terminate or suspend this Contract in whole or in part for default. Termination shall be effected by serving a notice of termination on the Contractor setting forth the manner in which the Contractor is in default. The Contractor will be paid only the contract price for services performed in accordance with the manner of performance set forth in the Contract.

If it is later determined by the City that the Contractor had an excusable reason for not performing, such as a strike, fire or flood, or events which are not the fault of or are beyond the control of the Contractor, the City after setting up a new delivery or performance schedule, may allow the Contractor to continue work or treat the termination as a termination for convenience.

25. **OPPORTUNITY TO CURE**: The City at its sole discretion may in lieu of a termination allow the Contractor to cure the defect(s), by providing a "Notice to Cure" to Contractor setting forth the remedies sought by the City and the deadline to accomplish the remedies. If the Contractor fails to remedy to the City's satisfaction the breach or default of any of the terms, covenants, or conditions of this Contract within the time stated time, the City shall have the right to terminate the Contract without any further obligation to the Contractor. Any such termination for default shall not in any way operate to preclude the city from also pursuing all available remedies against the Contractor and its sureties for said breach or default, including but not limited to, termination of this Contract for convenience.

26. **WAIVER AND REMEDIES**: City's failure to enforce the terms or conditions herein or to exercise any right or privilege, or the City's waiver of any breach hereunder shall not thereafter waive any other term, condition or privilege, whether of the same or similar type. Remedies under this Contract are cumulative; the use of one remedy shall not be taken to exclude or waive the right to use another.

27. **ENTIRETY OF CONTRACT:** This Contract incorporates all the agreements, covenants and understanding between the parties hereto and are merged into this written Contract. No prior agreement or prior understanding, verbal or otherwise, of the parties or their agents shall be valid or enforceable unless set forth in this Contract.

28. **USE OF CITY'S NAME:** Contractor may not use any of City's name, trademark, service marks, or logo in connection with the services contemplated by this Contract or otherwise without the prior written permission of City, which permission may be withheld for any or no reason and may be subject to certain conditions.

29. **DEBARMENT:** The Contractor certifies that that it is not presently debarred, suspended, proposed for debarment, and declared ineligible or voluntarily excluded from covered transactions by any Federal, State or local department or agency.

30. **NON-DISCRIMINATION AND EQUAL EMPLOYMENT OPPORTUNITY**: During the term of this Contract, Contractor will not discriminate against any employee or applicant for employment in accordance with RCW Chapter 49.60, including, but not limited to creed, religion, race, color, age, sex, marital status, sexual orientation, sexual identity, pregnancy, military status, political ideology, ancestry, national origin, or the presence of any sensory, mental or physical disability, unless based upon a bona fide occupational qualification. The Contractor will take affirmative action to ensure that applicants and employees are treated fairly, without regard to their creed, religion, race, color, sex, national origin, or the presence of any sensory, mental or physical disability. Such action shall include all terms and conditions of employment, compensation and benefits, including apprenticeship.

31. **BINDING EFFECT:** The provisions, covenants and conditions in this Contract bind the parties, their legal heirs, representatives, successors and assigns.

32. RATIFICATION: Acts taken pursuant to this Contract but prior to its effective date are hereby ratified and confirmed.

33. CONTRACT DOCUMENTS AND ORDER OF PRECEDENCE: The complete Contract includes these parts, all of which are incorporated herein by reference, and any inconsistency in the parts of the contract shall be resolved by following this order of precedence (e.g., 1 presiding over 2, 2 over 3, 3 over 4, and so forth):

1. Amendments to the Contract,
2. This Contract,
3. Contractor's Bid including all Addenda to the Solicitation,
4. Special Provisions,
5. Contract Plan Set,
6. City of Vancouver Standard Plans,
7. WSDOT Standard Specifications,
8. WSDOT Standard Plans.

On the Contract Plans, Working Drawings and Standard Plans, figured dimensions shall take precedence over scaled dimensions.

Whenever reference is made in these Specifications or the Special Provisions to codes, rules, specifications and standards, the reference shall be construed to mean the code, rule, specification or standard that is in effect on the Invitation to Bid advertisement date, unless otherwise stated or as required by law.

If any part of the Contract requires Work that does not include a description for how the Work is to be performed, the Work shall be performed in accordance with standard trade practice(s). For purposes of the Contract, a standard trade practice is one having such regularity of observance in the trade as to justify an expectation that it will be observed by the Contractor in doing the Work.

34. NOTICES: All notices which are given or required to be given pursuant to this Contract shall be hand delivered, mailed postage paid or sent by electronic mail as follows:

For the City:
Anna Vogel
City of Vancouver
415 W 6th Street
P O Box 1995
Vancouver WA 98668-1995
anna.vogel@cityofvancouver.us

For the Contractor:
Kenny Butcher
Lakeside Industries, Inc.
8705 NE 117th Ave.
Vancouver, WA 98662
kenny.butcher@lakesideindustries.com

The undersigned, as the authorized representatives of the City and Contractor respectively, agree to all of the terms and conditions contained in this Contract, as of the dates set forth below.

CITY OF VANCOUVER
A municipal corporation

Lon Pluckhahn, City Manager

Date

Attest:

Anthony Glenn, City Clerk

Approved as to form:

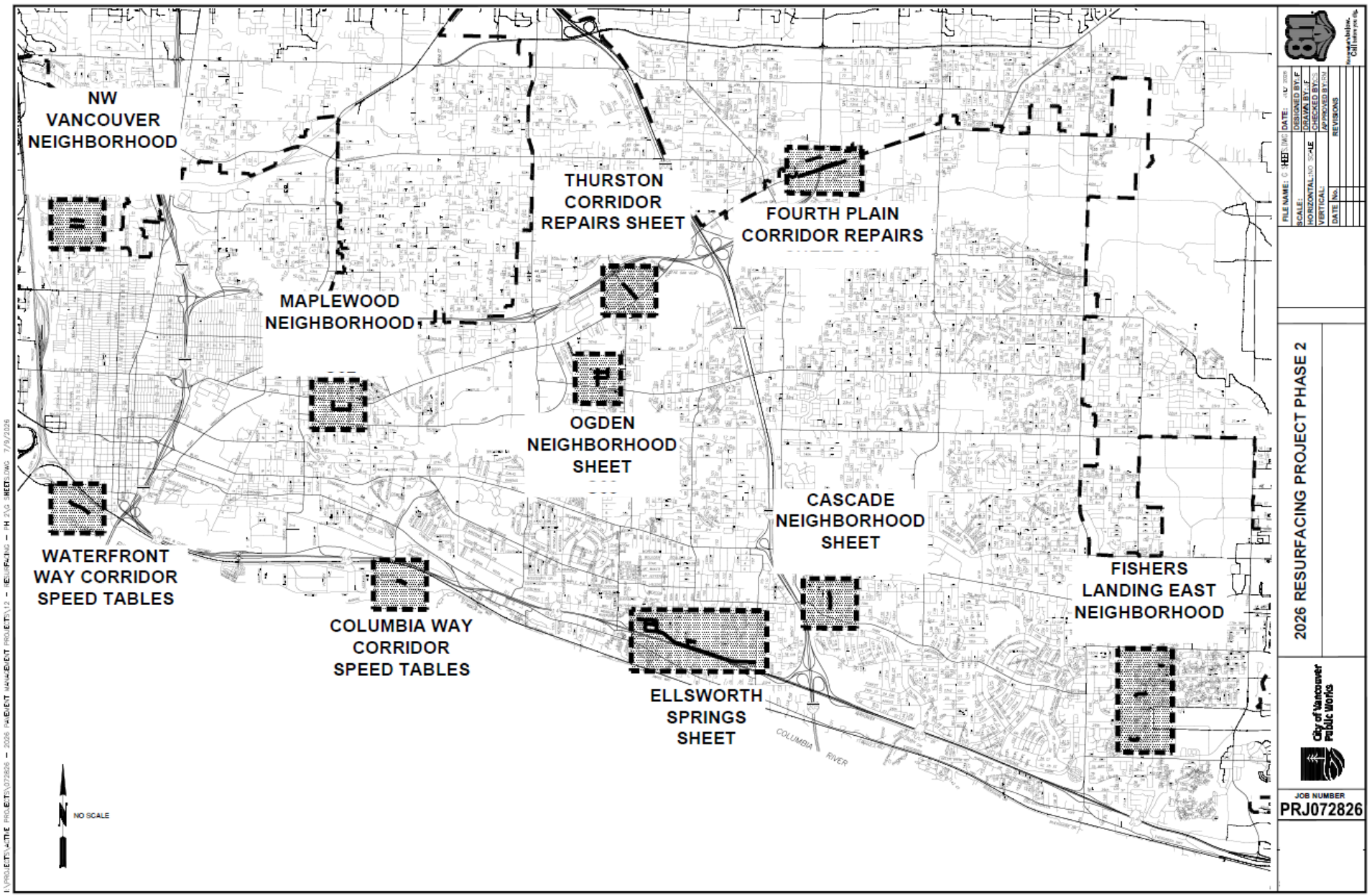
Nena Cook, City Attorney

CONTRACTOR:
Lakeside Industries, Inc.

Signature

Printed Name /Title

Date


NW VANCOUVER NEIGHBORHOOD
THURSTON CORRIDOR REPAIRS SHEET
FOURTH PLAIN CORRIDOR REPAIRS
MAPLEWOOD NEIGHBORHOOD
OGDEN NEIGHBORHOOD SHEET
CASCADE NEIGHBORHOOD SHEET
WATERFRONT WAY CORRIDOR SPEED TABLES
COLUMBIA WAY CORRIDOR SPEED TABLES
ELLSWORTH SPRINGS SHEET
FISHERS LANDING EAST NEIGHBORHOOD
COLUMBIA RIVER
NO SCALE
2026 RESURFACING PROJECT PHASE 2
City of Vancouver Public Works
JOB NUMBER
PRJ072826

A RESOLUTION relating to low-income housing, providing amendments to the 2024-2033 Affordable Housing Financing Plan adopted in 2022 for the collection and use of monies authorized by RCW 84.52.105 to fund very low-income housing; providing for Severability; and an Effective Date.

Staff Report: 168-26

To: Mayor and City Council
From: City Manager
Date: August 24, 2026

Subject

Resolution Adopting Revisions to the Affordable Housing Fund (AHF) Administrative and Financial Plan

Key Points

- The Affordable Housing Fund (AHF) Administrative and Financial Plan (the "Plan") dictates how funds may be spent.
- The revised plan will recalibrate per-unit funding limits and allow the City to make predevelopment loans to affordable housing projects.
- The plan updates also include minor changes that clarify how shelter and housing service funds may be used, how applications will be timed, and how costs will be reconciled at project completion.

Strategic Plan Alignment

Housing and Human Needs – meeting basic needs and partnering with organizations to support the community

Present Situation

The Affordable Housing Fund (AHF) Administrative and Financial Plan outlines the objectives, eligible uses, and processes for funding AHF projects, including affordable housing and services for households earning low incomes. This plan was created in 2017 to guide the internal implementation of the AHF and has undergone minor revisions in 2022, 2023, and 2024.

The 2026 proposed AHF Administrative and Financial Plan updates reflect technical corrections and refinements developed through ongoing engagement with community partners and the Housing Advisory Committee. This input highlighted:

- Need for greater local investment in housing projects: Most projects with AHF awards need State Housing Trust Fund (HTF) dollars to complete their financing, but there is a bottleneck at the state level, resulting in stalled local projects. Furthermore, development costs have approximately doubled in the 10 years since the AHF was created, but the average per unit subsidy limits remain unchanged. Increased AHF awards could help unlock projects that are stuck to move forward and create more affordable housing in Vancouver.
- Need for low-cost predevelopment financing: Costs have risen across the board and interest rates remain high, making it hard for projects to get started. Typical affordable housing projects

may spend $1-2 million on due diligence, design, engineering, and other soft costs in order to move a project forward while they pursue full financing for the project. Covering these costs up front is especially difficult for small developers and nonprofits. The City can help projects progress more smoothly through the predevelopment phase by providing access to low-cost capital that would be repaid at project closing.
- Need for minor clarifications about eligible costs, recipients, application processes, and project completion processes

The Housing Advisory Committee reviewed and recommended the following updates to the AHF Plan:

1. Eligible Recipients: Add the City of Vancouver as an eligible recipient of AHF funding for Bridge Shelter operations.
2. Eligible Project Types and Activities: Allow predevelopment loans as an eligible activity; cap housing services associated with rental assistance contracts to 35% of the award and clarify which housing stabilization costs are eligible; identify the $400,000 annual set-aside for the City Bridge Shelter operations as an eligible use.
3. Award Process: Align housing production and preservation applications with state funding cycles; set rental assistance, homeownership, and temporary shelter funding on an annual application cycle; allow the allocation of funds to the City Bridge Shelter via the annual budget process.
4. Award Limits: Increase housing production per-unit funding limits for studios, one-bedroom, two-bedroom, and three+ bedroom units; increase housing preservation per-unit funding limit for all units except shared living bedrooms.
5. Priority Populations: Include people exiting an institution without a housing plan as unhoused.
6. Rent and Utility Limits: Clarify the formula for calculating rent for shared housing.
7. Financing Methods: Cap predevelopment loans for rental or homeownership projects at 25% of their AHF award.
8. Project Completion: Add a new section that requires final cost certification and reconciliation of cost savings at completion of housing production and preservation projects.
9. Plan Amendments: Clearly authorize staff to implement administrative guidance and policy.
10. Allocation Plan and Program Goals: Revise the temporary shelter goal to account for Bridge Shelter outcomes that will be reported by the HART team.

These updates aim to make the AHF more accessible, equitable, and aligned with the City's housing goals while addressing gaps in the existing Plan.

Advantage(s)

1. New per unit funding limits give greater flexibility to right-size local investment in affordable housing projects and unlock development.
2. Allows developers to advance projects through predevelopment by accessing low-cost city loans.
3. Provides clarity to the administration of shelter and housing service funds.

Challenge(s)

Developer interest in AHF continues to surpass total funds available. Allowing larger awards per project while the total property tax levy remains flat could mean fewer projects receive AHF awards.

Budget Impact
The revisions to the plan will change how funds may be spent project by project, but the overall budget will remain the same.

Prior Council Review
Workshop - August 10, 2026

Action Requested
On Monday, August 24, 2026, finalize and approve the resolution to adopt revisions to the Affordable Housing Fund (AHF) Administrative and Financial Plan.

Staff Contact
Ian Alger, Housing Project Planner, Ian.Alger@cityofvancouver.us

Attachments:
1. Attachment A - Resolution
2. Attachment B - AHF Administrative and Financial Plan - 2026 Update
3. Attachment C - Housing Advisory Committee Members

8/24/2026

RESOLUTION NO. M- [Resolution Number]

A RESOLUTION relating to low-income housing, providing amendments to the 2024-2033 Affordable Housing Financing Plan adopted in 2022 for the collection and use of monies authorized by RCW 84.52.105 to fund very low-income housing; providing for Severability; and an Effective Date.

WHEREAS, Council adopted, by resolution, the 2024 – 2033 Vancouver Affordable Housing Fund Administrative and Financial Plan (A & F Plan) in September 2022, and

WHEREAS, the A & F Plan describes program requirements and spending targets among five program areas: Housing Production and Preservation, Rent Assistance & Housing Services, Temporary Shelter, Homeownership, and Implementation (Administration), and

WHEREAS, the A & F Plan is consistent with either the locally adopted or state-adopted comprehensive housing affordability strategy, required under the Cranston-Gonzalez national affordable housing act (42 U.S.C. Sec. 12701, et seq.), as amended, and

WHEREAS, the Vancouver Affordable Housing Fund Administrative and Financial Plan allows for amendments as needed, and

WHEREAS, the A & F Plan may require amendments based on the needs of the community and service providers to be used as an ongoing guide throughout the levy period, and

WHEREAS, the City will amend the A & F Plan to increase per-unit funding limits, allow predevelopment loans and cap them at a maximum of 25% of the project's AHF award, formalize the annual allocation of funds for Bridge Shelter operations and adjust

AHF outcomes accordingly, tailor application processes to the program type, identify people exiting institutions without a housing plan as a priority population, clarify the formula for calculating rent for shared housing, and requires final cost certification and reconciliation of cost savings at completion of housing projects.

NOW, THEREFORE,

BE IT RESOLVED BY THE CITY OF VANCOUVER:

Section 1. **Findings**. The City Council adopts the above recitals and the information in SR_____ as findings.

Section 2. **Vancouver Affordable Housing Fund Administrative and Financial Plan (*Amended*).**

The proposed amendments to the previously adopted Vancouver Affordable Housing Fund Administrative and Financial Plan, attached hereto and incorporated by reference, are hereby approved and adopted.

Section 3. **Severability.** In any section, sentence, clause or phrase of this resolution should be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this resolution.

Section 4. Effective Date. This resolution is effective immediately after adoption.

ADOPTED at a Regular Meeting of the Vancouver City Council this 24th of August, 2026.

_____

Anne McEnerny-Ogle, Mayor

Attest:

_____

Anthony Glenn, Deputy City Clerk

Approved as to form:

_____

Nena Cook, City Attorney

Affordable Housing Fund

Administrative and Financial Plan

2024 Plan approved September 19, 2022
Revised 2024 Plan approved December 4, 2023
2025 updates approved on December 16, 2024
2026 updates approved on August 24, 2026

FUNDING LEVY BACKGROUND & OVERVIEW

In January 2016, City Council reviewed several recommendations from the City's Affordable Housing Task Force to address Vancouver's lack of affordable housing options. Creating a locally controlled affordable housing fund through a property tax levy was identified as the first high priority option to move forward in 2016. The State of Washington allows cities to enact a property tax levy for affordable housing if such a measure is approved by a majority of voters (RCW 84.52.105).

In November 2016, Vancouver voters passed a levy to raise $42 million over seven years ($6 million per year) for affordable housing and services available to very low-income residents. This Administrative and Financial Plan lays out objectives for the Vancouver Affordable Housing Fund and describes how funds will be managed and spent.

In 2022, Vancouver reviewed the outcomes of the initial AHF levy as well as the ongoing need for affordable housing. City Council recommended placing a renewal levy on the ballot for voters to consider in 2023. In 2023, voters approved the continuation of the Affordable Housing Levy, generating $100 million over 10 years ($10 million annually) to support affordable housing development, housing services, temporary shelter, homeownership projects, and implementation of the fund. Collection of levy funds began January 1, 2024, and will continue through December 31, 2033.

The amount of funds collected is capped at $10 million annually for the 10-year period. As the city's assessed value changes due to shifts in property values or the number of taxable properties in Vancouver, the levy rate will also change to generate $100 million during the 10-year period. For example, if there is an overall increase in property values, the rate charged to each property owner would adjust downward accordingly.

Taxes collected for the Vancouver Affordable Housing Fund will be held in a dedicated account that is separate from the City's general fund. The money may be spent only on eligible uses and cannot be diverted to cover other City expenses. Funding allocations and anticipated outcomes are attached to this plan. Allocation amounts may change from time to time based on need, community input, and council approval. This Administrative and Financial Plan may be updated as needed with review and approval from City Council.

MISSION & VISION

The Affordable Housing Fund (AHF) is dedicated to ensuring equitable access to affordable, safe, and stable housing for all of Vancouver. By collaborating with community partners, the AHF works to expand housing opportunities to enhance housing security, prevent displacement and reduce homelessness for households earning low and very low-income.

Through innovative funding solutions and strategic partnerships with public partners and community-based organizations, the AHF seeks to create long-term housing stability, envisioning a Vancouver where affordable housing options are abundant and accessible, and where all residents, regardless of income, have a secure place to call home.

PROGRAM OBJECTIVES

The following objectives guide the implementation of the Affordable Housing Fund:

1. **Create and preserve affordable homes:** Develop and preserve affordable housing units for residents earning 50% or less of area median income (AMI), promoting housing opportunity and choice throughout the City.
2. **Contribute to efforts to end homelessness:** Provide housing and services for individuals and families who are unhoused or at risk of becoming unhoused, including motel vouchers and housing stability services.
3. **Enhance housing equity:** Collaborate with nonprofits, community-based organizations (CBOs), culturally-specific service providers, and local developers to promote inclusive housing opportunities to support Vancouver's most under-resourced community members.
4. **Invest for impact:** Increase the impact of City investments by leveraging external funding sources and prioritizing projects that would not be feasible without the use of AHF funds.

ELIGIBLE APPLICANTS

Priority will be given to applicants who have demonstrated experience in developing, owning, and/or managing affordable housing projects. Applicants without prior experience in these areas must partner with an entity that has the necessary expertise to ensure successful project execution.

Eligible recipients include:

1. **Nonprofit Organizations**: Nonprofit agencies must have a charitable purpose, with a preference for those that have housing as a primary mission. Eligible nonprofits are required to submit their articles of incorporation and an IRS determination letter to verify their 501(c)(3) status.
2. **Entities Formed by Nonprofits or Public Corporations**: Any corporation, limited liability company (LLC), general partnership, joint venture, or limited partnership that is created

and controlled by a nonprofit or public corporation to obtain tax credits or pursue other housing-related goals approved by the City.

3. **Vancouver Housing Authority**: The Vancouver Housing Authority (VHA) is an eligible recipient of AHF funding and may apply for projects aligned with the fund's objectives.
4. **Private For-Profit Firms/Property Owners**: Private for-profit entities must demonstrate experience in the development, ownership, and management of multifamily rental housing. These firms may include partnerships between entities, such as a contractor and property manager, and are encouraged to collaborate with nonprofit or public agencies to expand capacity for long-term project success.
5. **Homebuyers/Homeowners/Tenants**: Individuals and households with low income must access assistance through City-operated programs or through a nonprofit or housing agency contracted by the City to manage the distribution of AHF resources.
6. **City of Vancouver**: The City is an eligible recipient of AHF funding for Bridge Shelter operations.

ELIGIBLE PROJECT TYPES & ACTIVITIES

Funds from the AHF may be used to assist households earning up to 50% of the area median income (AMI) (up to 80% of the AMI for homeownership). Key eligible uses include:

1. **Housing Production and Preservation**
   - Construction of new affordable rental housing
   - Acquisition of land or property for affordable housing development or preservation
   - Rehabilitation of existing affordable housing to correct health, safety, and livability problems
   - Preservation and rehabilitation of publicly subsidized, existing affordable housing with expiring affordability covenants
   - Loans for predevelopment expenses

2. **Rental Assistance and Housing Services**
   - Rental assistance including arrears, security deposits, and utility allowance with a priority for households who are unhoused or at risk of becoming unhoused
   - Case management and administration necessary to assist households in obtaining or maintaining housing. Total administrative, staffing, and housing stabilization support costs combined shall not exceed 35% of the total AHF award, unless otherwise approved in writing by the City
   - Limited housing stabilization costs that are directly necessary to obtain or maintain housing, such as employment-related costs (transportation, work uniforms, or tools needed to secure or maintain employment)

3. **Temporary Shelter**
   - Bridge Homeless Shelter operations. A maximum of $400k will be set aside annually for the Bridge Shelter
   - Grants to service providers for constructing, maintaining, or operating shelters
   - Motel vouchers for temporary overnight stays
   - Funding for rapid rehousing or other housing services for people who are unhoused

4. **Homeownership Assistance for Households Earning Low Income (80% AMI)**
    - Development of affordable homeownership opportunities
    - Grants for homeowners to make basic repairs and accessibility improvements
    - Foreclosure prevention funding for low-income homeowners

5. **City Implementation**
    - Resources for City staff to develop contracts, manage the program and conduct compliance monitoring
    - Resources for City staff to implement citywide affordable housing efforts

Within these eligible uses, funds will generally be disbursed on a reimbursement basis for eligible costs, including but not limited to:

- Appraisals
- Architectural fees
- Case management to stabilize residents
- Closing costs
- Construction, including sales tax
- Development fees and permits
- Engineering fees
- Environmental assessments and fees
- Professional services
- Purchase/acquisition
- Rental assistance
- Housing stabilization assistance
- Inspections and surveys
- General Liability Insurance
- Interest
- Financing fees
- Rent buy-down
- Replacement reserves

AWARD PROCESS

The City strategically awards Affordable Housing Fund (AHF) resources based on funding availability and program priorities established by Council. To maximize competitiveness of local multifamily projects, the City aligns its funding rounds with state application cycles whenever feasible. When funding becomes available, the City will issue a Notice of Funding Availability (NOFA). Rental assistance, homeownership, and temporary shelter funding is made available through an annual application process, subject to available funding.

The Housing Advisory Committee reviews and recommends awards for competitive funding rounds based on the criteria outlined in the Affordable Housing Fund Application Guidelines. Current funding availability and application timelines are posted on the City's website: www.cityofvancouver.us/ahf.

The City may also allocate funds for City-owned shelter operations through the annual budget process, as approved by City Council.

AWARD LIMITS

Award limits are based on the project type and/or size of unit assisted and shown in the table below. These limits also determine the number of units subject to continuing compliance with Affordable Housing Fund requirements throughout the affordability period.

Housing Production – Multifamily

Unit Type	Per-Unit Funding Limit
Group home / shared living bedroom	$25,000
Studio	$100,000
One Bedroom	$150,000
Two Bedroom	$150,000
Three+ Bedrooms	$200,000

Housing Preservation – Multifamily

Unit Type	Per-Unit Funding Limit
Group home / shared living bedroom	$20,000
All other unit sizes	$50,000

Temporary Shelter

Unit Type	Per-Bed Funding Limit
Shelter bed	$25,000

Homeownership

Project Type	Per-Household Funding Limit
80% AMI homebuyer	$75,000

ELIGIBLE POPULATIONS

Residency
Prior to receiving AHF assistance, households must be current residents of Vancouver or experiencing homelessness in Vancouver. This residency restriction applies to any type of housing assistance.

Income
In accordance with RCW 84.52.105, the Affordable Housing Fund will be limited to serving households with low or very low-income. State law defines very low-income as earning up to 50% of area median income (AMI) and low-income as earning up to 80% AMI. Income limits by household size are updated annually by the U.S. Department of Housing and Urban Development. Income limits are provided online at: www.cityofvancouver.us/ahf.

Income Determination
Households must disclose all income sources. Adequate documentation must exist on file to support the household's income eligibility. In addition, the following conditions apply:

- **Housing Production and Preservation (50% AMI)**: Household income eligibility must be determined at the time of leasing and annually thereafter. If a household is over the maximum income upon review, the next available unit in the property must be rented to an income-eligible household.

- **Rent Assistance and Housing Services (50% AMI):** Household income eligibility must be determined before assistance is provided and every 90 days thereafter. If a household is over the maximum income upon review, housing assistance through the Affordable Housing Fund must be terminated.

- **Temporary Shelter (50% AMI):** Households seeking temporary shelter are presumed to be earning very low-income and are not required to provide income documentation.

- **Homeowner Assistance (80% AMI)**: Household income eligibility must be determined prior to assistance and at time of purchase commitment. If the home is sold during the Affordable Housing Fund affordability period, subsequent buyers must be income-eligible at the time of purchase.

Priority Populations
Several higher-need populations exist among Vancouver's households with very low-income. To best meet the needs of these residents, the AHF will prioritize projects and programs serving:

- Senior households (must include one or more individuals aged 62 or over)
- People who are unhoused, or exiting an institution with no housing plan
- Families with children
- Undocumented individuals and households
- People with special needs, including but not limited to:
    - Individuals with disabilities
    - Individuals experiencing mental, physical or behavioral health challenges
    - Survivors of domestic violence
    - Veterans

LOCATION

All projects receiving AHF assistance must be located within the City of Vancouver limits. Rental Assistance and Motel Voucher projects can also be located within the Urban Growth Area (UGA). Project jurisdiction can be verified through the City's help tool, Do I Live in Vancouver? available at www.cityofvancouver.us/do-i-live-in-vancouver/.

Use of Affordable Housing Funds in the Urban Growth Area (UGA)
The AHF can provide funding for Temporary Shelter via motel vouchers and Rental Assistance within the UGA. The boundaries of the UGA can be viewed on the Clark County GIS website :

The following conditions must be met to use AHF in the UGA:

- The project must be providing Rental Assistance or Temporary Shelter via motel vouchers to qualified households.

- Prior to receiving AHF assistance in the UGA, households must be current residents of the City of Vancouver or experiencing homelessness within City limits.
- All units and motel locations must be located within the UGA.
- A maximum of 20% of an AHF award for a Motel Voucher or Rental Assistance project can be utilized for households in the UGA.

RENT & UTILITY LIMITS

Multi-Family Housing
Monthly rent for units assisted by AHF must be affordable to households earning no more than 50% of area median income (AMI), as set by the Washington State Housing Finance Commission. The 50% AMI rent limits are updated annually and include utilities. These rent and utility limits apply to all AHF-assisted units for Housing Production and Preservation and Rent Assistance.

For Housing Production and Preservation projects only, the Vancouver Housing Authority's utility allowance rates will be used to calculate any tenant-paid utilities. Current rent and utility limits are available at the City of Vancouver's website: www.cityofvancouver.us/ahf.*

* The cost of services that are required as a condition of occupancy must be included in gross rent even if federal or state law requires that the services be offered to tenants by building owners. This nonoptional fee must be included in the gross rent for the unit and supported on the income certification and lease agreement/addendum. Also, this nonoptional fee must keep the unit within the applicable maximum rent limit.

Shared Housing
Monthly rent for rooms in group homes and shared housing must be affordable to households earning no more than 50% of the area median income (AMI), based on the Fair Market Rents (FMR) established by HUD each year. To calculate the maximum allowable rent per bedroom, the FMR for a home with that number of bedrooms should be added to the utility allowance and divided by the total number of rooms using the following calculation:

(FMR + Utility Allowance) / total number of bedrooms = maximum total monthly rent per bedroom

For Housing Production and Preservation projects only, the Vancouver Housing Authority's utility allowance rates will be used to calculate any tenant-paid utilities. Current rent limits, utility limits, and more information about calculation FMR for group homes are available at the City of Vancouver's website: www.cityofvancouver.us/ahf.*

* The cost of services that are required as a condition of occupancy must be included in gross rent even if federal or state law requires that the services be offered to tenants by building owners. This nonoptional fee must be included in the gross rent for the unit and supported on the income certification and lease agreement/addendum. Also, this nonoptional fee must keep the unit within the applicable maximum rent limit.

HOMEOWNERSHIP ASSISTANCE LIMITS

The maximum purchase price of an AHF-assisted homebuyer unit cannot exceed the HUD HOME limits for affordable single-family housing based on 95% of the median purchase price for the area using FHA single-family mortgage data. HUD updates the maximum purchase price annually. When feasible, homeowner assistance may include rehabilitation assistance or energy efficiency improvements at low or no cost to homeowner. Current maximum purchase prices are available at the City of Vancouver's website: www.cityofvancouver.us/ahf.

AFFORDABILITY PERIOD

The standard affordability period for Affordable Housing Fund units and shelter construction is 40 years, starting from the construction completion date (receipt of final occupancy permit) or acquisition date. Projects with four or fewer AHF-funded units will have an affordability period of 20 years. The start and end of the affordability period will be specified in the funding agreement, deed of trust, and/or affordable housing covenant. During the affordability period, housing must remain affordable to households with low or very low-income, subject to compliance requirements.

Use of Program Income
Sale of a project during the affordability period requires City consent. Loan payments to the City will be returned to the Affordable Housing Fund. Payments will be reallocated to eligible housing activities or used for ongoing implementation costs to administer and monitor the fund according to priorities established in the current Administrative and Financial Plan.

FINANCING METHODS

Affordable Housing Fund financing may be provided as grant funding or as a low-interest loan.

Housing Production and Preservation
Financing for rental housing production and preservation will be provided as a grant unless the project requires a loan; loan terms will be approved by City Finance. All projects will be subject to an underwriting review prior to contracting. Financing terms and project requirements will be specified in a funding agreement, affordable housing covenant, promissory note and deed of trust.

Rental Assistance/Housing Services and Temporary Shelter
Funding for rental assistance and services, as well as temporary shelter, will be in the form of a grant. Specific project requirements will be detailed in a funding agreement.

Homeownership Assistance
Assistance to homeowners or purchasers will generally be provided through a contracted agency with specific funding and loan terms dependent on program design. The 40-year AHF affordability period applies to homeownership and will be specified through the homeowner agreement, deed of trust and affordable housing covenant recorded against the property. Homeownership projects will also be subject to underwriting review.

Predevelopment Loans
Rental or homeownership housing production and preservation projects may access a predevelopment loan of no more than 25% of their AHF award prior to securing all funding sources.

TIMELINES

Projects must be in construction within 24 months after receiving an award of the Affordable Housing Fund dollars. Projects that do not meet this timeline will lose the award. No extensions of awards will be granted.

PROJECT COMPLETION

Project completion terms will be defined in the written agreement. Any unspent funds at the end of the contract are retained by the City for allocation to other AHF projects. Construction projects will undergo final cost certification, including review of final sources and uses and reconciliation of any savings across the capital stack.

MONITORING

Projects will be subject to initial and ongoing monitoring to ensure that all Vancouver Affordable Housing Fund dollars are being used to assist eligible households. Monitoring may include on-site inspection, file review and tenant or program reporting.

Following project completion, Housing Production and Preservation projects will be monitored on an annual basis to ensure continued affordability and habitability. Property owners will report unit and tenant information in a format acceptable to the city.

TECHNICAL ASSISTANCE

The City of Vancouver offers Technical Assistance (TA) to support any applicant seeking Affordable Housing Fund (AHF) resources, with a focus on encouraging local developers, including nonprofits, community-based organizations (CBOs), and smaller or emerging developers, to apply. The TA program is designed to lower barriers to access and provide comprehensive guidance throughout the application process.

Available technical assistance includes:

- **Pre-Application Workshops:** Applicants are provided with detailed guidance on eligibility, the application process, and strategies for developing competitive proposals.
- **Application Assistance:** Step-by-step support is available to help applicants navigate the complexities of the AHF funding process, including filling out application forms, assembling required documentation, and understanding evaluation criteria.
- **Capacity Building:** The City facilitates partnerships between smaller developers and experienced housing providers to foster mentorship and collaboration, enhancing the capacity of local developers to successfully manage AHF-funded projects.

PLAN AMENDMENTS

The Vancouver Affordable Housing Fund Administrative and Financial Plan will be reviewed and updated as needed. All changes will be approved with consultation from Vancouver City Council. Staff are authorized to implement administrative guidance and policy associated with the AHF Administrative and Financial Plan.

REPORTING

Annual program reporting will be provided by city staff no later than March 31st of each year, covering activity for the previous calendar year, as well as cumulative performance of the AHF levy. In addition, the City of Vancouver regularly updates the AHF dashboard showing all programs and projects by location and funding amount. The dashboard is accessed through www.cityofvancouver.us/ahf.

The annual data collected from agencies will include accomplishments for each type of assistance:

Housing Production and Preservation

- units completed and awarded
- total AHF funding
- total leveraged funding
- populations served by projects

Rental Assistance and Housing Services

- number of households provided housing assistance and success at stabilizing households
- income and demographics of assisted households
- number of households assisted in the Urban Growth Area (UGA)

Temporary Shelter

- number of shelter beds supported with operating subsidy
- number of new or rehabilitated shelter beds
- number and demographics of people served by shelter assistance
- number of households assisted in the Urban Growth Area (UGA)

Homeownership

- number and value of rehabilitation loans approved
- number and value of homebuyer loans approved
- income and demographics of assisted homeowners

Implementation costs

ALLOCATION PLAN AND PROGRAM GOALS

The City anticipates serving approximately 560 households annually. This number does not include additional units that may be created by leveraging Affordable Housing Fund investments with other funding sources.

The following table outlines the proposed allocation of funds among eligible uses and estimated number of units and households assisted. If the pool of applications in an annual award cycle does not support this funding breakdown, allocations may be shifted between uses as appropriate. City Council will review and approve all awards made through the Affordable Housing Fund.

Anticipated goals are based on historic costs per outcome.

AHF Allocations and Goals

Eligible Use	**Annual Allocation**	**Anticipated Annual Goal**	**Total Funding (%)**	**10-Year Outcomes**
Housing Production/Preservation	$6M	40 direct units 215 leveraged units	60%	2,150 units
Rent Assistance & Housing Services	$2M	250 households	20%	2,500 households
*Temporary Shelter**	$1M*	33 beds*	10%*	330 beds*
Homeownership	$500,000	15 households	5%	150 households
Implementation	$500,000	--	5%	--
TOTAL	**$10M**	513		5,130

*Temporary Shelter includes $400k for Bridge Shelter Operations, outcomes for which will be reported by the HART team. As such, AHF outcomes are based on the $600k available for other providers.

Housing Advisory Committee Members

NAME	AFFILIATION
Amanda Hartman	Attorney with Beaty Hatch
Amy Roark	Tenant Representative
Brandi O'Shea	Maplewood Neighborhood Association and Vancouver Neighborhood Alliance
Brendan Sanchez	Architect with Access Architecture
Brian Cho	Holland Partner Group
Cass Cole	Attorney with Clark County Volunteer Lawyer Program
Gabriela Ewing	Executive Director of Pasitos Gigantes (Hispanic Disability Support) Southwest Washington
Heather Sheppard	Equity and Collaborative Impact Manager with Southwest Washington Accountable Community of Health
Joan Caley	Vancouver Housing Authority Board
Kurt Creager	Urbanist Solutions
Kyle Roslund	Vancouver Bee Project
Peter Munroe	Columbia River Mental Health Services Board
Philip Sheridan	Mortgage Professional with Northwest Funding Group

To: Mayor and City Council
From: City Manager
Date: August 24, 2026

Subject
Approval of the Claim Vouchers

Action Requested
Approve claim vouchers for August 24, 2026.

Attachments:
1. August 24, 2026 Claim Vouchers

Voucher Approval Summary - City of Vancouver

This sheet summarizes the voucher totals submitted for Council approval for the reporting period shown below.

We, the undersigned Council Members of the City of Vancouver, Clark County, Washington, hereby certify that the merchandise or services hereinafter specified have been received and that the vouchers listed below are approved for payment in the amount of:

Total Amount Approved: $ 15,554,891.39

On Council Meeting Date: Monday, August 24, 2026

Mayor _____

Council Member _____

Council Member _____

Auditing Officer Cyndi A. Turner

Reporting Period	Payment Categories	Payment Categories Total
August 10, 2026 - August 16, 2026	Accounts Payable Checks (See Attached)	$ 10,666,926.52
August 10, 2026 - August 16, 2026	Hansen City Payments (See Attached)	91,711.81
August 10, 2026 - August 16, 2026	Visa Refunds (See Attached)	315.25
August 10, 2026 - August 16, 2026	Payroll Checks (See Attached)	4,795,937.81
	TOTAL	**$ 15,554,891.39**

This information is structured for accessibility and screen navigation.

INVOICE PAYMENTS REPORT

Payment Category	Payment Type	Transaction Reference	Payment Date	Payment Amount	Payment Payee	Memo
Supplier Payment	Check	32668	8/10/2026	4,790.75	Aflac	
Supplier Payment	Check	32669	8/10/2026	6,206.39	AFSCME Local #307	
Supplier Payment	Check	32670	8/10/2026	575.00	California State Disbursement Unit	
Supplier Payment	Check	32671	8/10/2026	2,533.50	Chapter 13 - Trustee	
Supplier Payment	Check	32672	8/10/2026	491.00	Hawaii SDU	
Supplier Payment	Check	32673	8/10/2026	886.62	IAM Local #1374	
Supplier Payment	Check	32674	8/10/2026	9,189.27	Life Insurance Company of North America	
Supplier Payment	Check	32675	8/10/2026	1,150.00	MFS Service Center Inc	
Supplier Payment	Check	32676	8/10/2026	175.00	OPEIU Local #11	
Supplier Payment	Check	32677	8/10/2026	7,041.82	OPEIU Local #11	
Supplier Payment	Check	32678	8/10/2026	974.00	Teamsters Local #58	
Supplier Payment	Check	32679	8/10/2026	367.50	UA Local #290	
Supplier Payment	Check	32680	8/10/2026	2,965.50	Western Conference of Teamsters	
Supplier Payment	Check	32681	8/10/2026	1,622.88	Western Metal Industry Pension Fund	
Customer Refund	Check	32682	8/12/2026	147.00	DEANNA GAINES	Parking cancellation
Miscellaneous Payment	Check	32683	8/12/2026	912.00	ACJJ, LLC	LUP-86116 (jobsite: 2201 E Evergreen Blvd.)
Miscellaneous Payment	Check	32684	8/12/2026	1,832.00	ARREDONDO ENTERPRISES LLC	Refund duplicate business license payment.
Miscellaneous Payment	Check	32685	8/12/2026	1,500.00	Charles A. Isely, Attorney at Law, P.C.	Attorney Fees Judgment - Knapp - DOI: 04/28/2019 - RISK
Miscellaneous Payment	Check	32686	8/12/2026	509.49	Coty Yehling	Refund parking permit COV15232
Miscellaneous Payment	Check	32687	8/12/2026	693.78	D R Horton Inc	Interest on refunded School Impact Fees (paid with Check #32299 on 07/22/2026)
Miscellaneous Payment	Check	32688	8/12/2026	700.00	Feruza Ishikhova	Damage Deposit Refund
Miscellaneous Payment	Check	32689	8/12/2026	90.32	Hannah R Marker	Refund parking permit no longer needed.
Miscellaneous Payment	Check	32690	8/12/2026	148.60	Justin Chen	Refund parking permit COV14741
Miscellaneous Payment	Check	32691	8/12/2026	35.00	Kimberly Valenzano	Refund parking ticket due to incorrect license plate.
Miscellaneous Payment	Check	32692	8/12/2026	693.78	MCM of Washington	Interest on refunded School Impact Fees (paid with Check #32306 on 07/22/2026)
Miscellaneous Payment	Check	32693	8/12/2026	50.00	Pizza Life	Refund special business license fee
Miscellaneous Payment	Check	32694	8/12/2026	533.26	Premier Patio and Awning, Inc.	Refund overpayment of B&O tax

*Please contact Procurement Services if you would like to review the justification for EMERGENCY procurement.

INVOICE PAYMENTS REPORT

Payment Category	Payment Type	Transaction Reference	Payment Date	Payment Amount	Payment Payee	Memo
Miscellaneous Payment	Check	32695	8/12/2026	1,344.00	Sterling Design, Inc.	PIR-86156 (jobsite: 13401 NE 59th Street)
Miscellaneous Payment	Check	32696	8/12/2026	912.00	Vancouver Real Estate LLC	LUP-86093 (Parcel 986069268)
Miscellaneous Payment	Check	32697	8/12/2026	804.10	Weekley Homes LLC	Interest on refunded School Impact Fees (paid with Check #32308 on 07/22/2026)
Miscellaneous Payment	Check	32698	8/12/2026	132.77	Wild Fern Boutique	Refund permit no longer needed.
Ad Hoc Payment	Check	32699	8/12/2026	192.00	Anderson,Julia or Stephen	9905 NE HERON CIR ,VANCOUVER,WA,98664
Ad Hoc Payment	Check	32700	8/12/2026	172.76	Bollinger,Stacey	2323 GENERAL ANDERSON ,VANCOUVER,WA,98660
Ad Hoc Payment	Check	32701	8/12/2026	237.31	Bondurant,Riley	3715 G ST ,VANCOUVER,WA,98663
Ad Hoc Payment	Check	32702	8/12/2026	387.37	Cabrera,Jessica	7701 SE 17TH ST ,VANCOUVER,WA,98664
Ad Hoc Payment	Check	32703	8/12/2026	270.48	Carolina Limbaugh or Kyle Plaster	9016 MT BAKER AVE ,VANCOUVER,WA,98664
Ad Hoc Payment	Check	32704	8/12/2026	136.56	DEA Investments	1203 NE KEYES RD ,VANCOUVER,WA,98684
Ad Hoc Payment	Check	32705	8/12/2026	430.93	Geisler,Gerald H	3405 E 21ST ST ,VANCOUVER,WA,98661
Ad Hoc Payment	Check	32706	8/12/2026	306.90	Geisler,Liam	3405 E 21ST ST ,VANCOUVER,WA,98661
Ad Hoc Payment	Check	32707	8/12/2026	16.88	Gilbertson,Curtis	3002 E 27TH ST ,VANCOUVER,WA,98661
Ad Hoc Payment	Check	32708	8/12/2026	169.00	Jacob or Khaliun Zych	17621 SE 17TH CIR ,VANCOUVER,WA,98683
Ad Hoc Payment	Check	32709	8/12/2026	130.38	Lombardi,Daniel	2611 NE 164TH AVE ,VANCOUVER,WA,98684
Ad Hoc Payment	Check	32710	8/12/2026	389.30	Lombardi,Vicky or Daniel	2611 NE 164TH AVE ,VANCOUVER,WA,98684
Ad Hoc Payment	Check	32711	8/12/2026	409.58	Martin or Michelle Brenner	16712 NE 10TH ST ,VANCOUVER,WA,98684
Ad Hoc Payment	Check	32712	8/12/2026	64.54	Monica Mogg or Zachery Heupel	9305 NE 14TH WAY ,VANCOUVER,WA,98664
Ad Hoc Payment	Check	32713	8/12/2026	196.00	Patterson,Charles or Sandra	1100 SE 179TH CT ,VANCOUVER,WA,98683
Ad Hoc Payment	Check	32714	8/12/2026	122.66	Rebecca Hideo-Castro or Leonard Hideo	7606 NE 59TH CIR ,VANCOUVER,WA,98662
Ad Hoc Payment	Check	32715	8/12/2026	141.49	Smoak,Sarah or Brandon	4917 NE 55TH ST ,VANCOUVER,WA,98661
Ad Hoc Payment	Check	32716	8/12/2026	106.12	The Fuller Group	3405 E 21ST ST ,VANCOUVER,WA,98661

*Please contact Procurement Services if you would like to review the justification for EMERGENCY procurement.

INVOICE PAYMENTS REPORT

Payment Category	Payment Type	Transaction Reference	Payment Date	Payment Amount	Payment Payee	Memo
Ad Hoc Payment	Check	32717	8/12/2026	105.64	The J C Family Trust	7701 SE 17TH ST ,VANCOUVER,WA,98664
Ad Hoc Payment	Check	32718	8/12/2026	58.55	The Weekley Group of Companies	2323 NE GENERAL ANDERSON AVE ,VANCOUVER,WA,98661
Ad Hoc Payment	Check	32719	8/12/2026	282.19	Thomas J Foley PC	1909 NE 49TH ST ,VANCOUVER,WA,98663
Supplier Payment	Check	32720	8/12/2026	20,430.40	Ace Parking Management Inc	
Supplier Payment	Check	32721	8/12/2026	1,652.10	A-Line Asphalt Maintenance Inc	
Supplier Payment	Check	32722	8/12/2026	798.00	Allegheny Answering Services	
Supplier Payment	Check	32723	8/12/2026	6,250.00	Allocation Services	
Supplier Payment	Check	32724	8/12/2026	27,145.29	Arborscape Ltd Inc	
Supplier Payment	Check	32725	8/12/2026	1,996.93	Archaeological Services LLC	
Supplier Payment	Check	32726	8/12/2026	145.00	AT & T Mobility National Accounts LLC - Remit-To: Legal Demand Center for Law Enforcement	
Supplier Payment	Check	32727	8/12/2026	541.24	Cellco Partnership - Remit-To: Cellco - Dallas	
Supplier Payment	Check	32728	8/12/2026	5,880.60	Clark County Gun Club	
Supplier Payment	Check	32729	8/12/2026	450.00	Clark County Title Company - Remit-To: Clark County - Reconveyance Fees	
Supplier Payment	Check	32730	8/12/2026	306,500.69	Clary Longview LLC	
Supplier Payment	Check	32731	8/12/2026	27,566.69	Columbia Resource Company	
Supplier Payment	Check	32732	8/12/2026	19,268.16	Comcast Holdings Corporation - Remit-To: Comcast Holdings Corporation - Philadelphia	
Supplier Payment	Check	32733	8/12/2026	2,391.85	Connecta Satellite Solutions LLC	
Supplier Payment	Check	32734	8/12/2026	14,890.11	Core and Main LP - Remit-To: Core and Main LP	
Supplier Payment	Check	32735	8/12/2026	545.00	CyberSource Corporation - Remit-To: CyberSource - Los Angeles	
Supplier Payment	Check	32736	8/12/2026	199.70	Dex Media West	
Supplier Payment	Check	32737	8/12/2026	500.00	Donald Lane Riggs	
Supplier Payment	Check	32738	8/12/2026	89,588.85	Harper Houf Peterson Righellis Inc	
Supplier Payment	Check	32739	8/12/2026	28,979.87	Kar-Gor Inc	
Supplier Payment	Check	32740	8/12/2026	3,327.60	Kittelson & Associates Inc	

*Please contact Procurement Services if you would like to review the justification for EMERGENCY procurement.

INVOICE PAYMENTS REPORT

Payment Category	Payment Type	Transaction Reference	Payment Date	Payment Amount	Payment Payee	Memo
Supplier Payment	Check	32741	8/12/2026	1,399.78	Kurita America Inc - Remit-To: US Water - Minneapolis	
Supplier Payment	Check	32742	8/12/2026	3,642.56	Lakeside Industries Inc - Remit-To: Lakeside - LB Seattle	
Supplier Payment	Check	32743	8/12/2026	641.52	Langley's Ace Inc	
Supplier Payment	Check	32744	8/12/2026	381.15	Mark IV Enterprises Inc	
Supplier Payment	Check	32745	8/12/2026	10,300.00	M Arthur Gensler Jr & Associates Inc	
Supplier Payment	Check	32746	8/12/2026	4,317.89	McCrometer, Inc.	
Supplier Payment	Check	32747	8/12/2026	175,908.11	Michels Corporation	
Supplier Payment	Check	32748	8/12/2026	4,600.00	Nancy Pionk Coaching and Consulting, LLC	
Supplier Payment	Check	32749	8/12/2026	125.00	North Clark Historical Museum	
Supplier Payment	Check	32750	8/12/2026	2,000.00	Northwest Association of Community Development Managers	
Supplier Payment	Check	32751	8/12/2026	110.00	Northwest Drug-Safe LLC	
Supplier Payment	Check	32752	8/12/2026	18,000.00	Pryme Infil Inc.	
Supplier Payment	Check	32753	8/12/2026	387.15	Putt Putt to Go LLC	
Supplier Payment	Check	32754	8/12/2026	2,582.62	River City Environmental	
Supplier Payment	Check	32755	8/12/2026	871.20	S&B Inc	
Supplier Payment	Check	32756	8/12/2026	12.27	State of Oregon Department of Transportation - Remit-To: OR DMV - Salem	
Supplier Payment	Check	32757	8/12/2026	303.08	State of Washington Department of Licensing - Remit-To: Notary Public Program	
Supplier Payment	Check	32758	8/12/2026	708.00	State of Washington State Patrol	
Supplier Payment	Check	32759	8/12/2026	8.63	Stericycle Inc - Remit-To: Shred-It	
Supplier Payment	Check	32760	8/12/2026	300.00	Sunbelt Controls Inc - Remit-To: Sunbelt Controls - Pasadena	
Supplier Payment	Check	32761	8/12/2026	496.59	SWARCO McCain, Inc.	
Supplier Payment	Check	32762	8/12/2026	380.00	T-Mobile	
Supplier Payment	Check	32763	8/12/2026	331.06	Transunion Risk & Alternative Data Solutions Inc	
Supplier Payment	Check	32764	8/12/2026	5,841.51	Triple J Enterprises, Inc.	
Supplier Payment	Check	32765	8/12/2026	585.00	Vancouver Granite Works Inc	

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INVOICE PAYMENTS REPORT

Payment Category	Payment Type	Transaction Reference	Payment Date	Payment Amount	Payment Payee	Memo
Supplier Payment	Check	32766	8/12/2026	104.99	Vestis Group, Inc - Remit-To: Vestis - Pasadena	
Supplier Payment	Check	32767	8/12/2026	12,037.74	Western Systems Inc	
Supplier Payment	Check	32768	8/12/2026	4,284.30	Wolff Specialties LLC	
Supplier Payment	Check	32769	8/12/2026	30,102.85	WSP USA Inc. - Remit-To: WSP USA Inc. Dallas	
Cash Advance Payment	Direct Deposit	EFT-00364781	8/13/2026	243.60	Michelle Murie	Travel Advance
Expense Payment	Direct Deposit	EFT-00364782	8/13/2026	105.03	Ryan Starbuck	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00364783	8/13/2026	3,318.53	Shannon Williams	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00364784	8/13/2026	35.28	Bryan Fredrickson	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00364785	8/13/2026	259.80	Samantha Whitley	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00364786	8/13/2026	174.96	Christopher Roberts	Employee Reimbursement
Expense Payment	Direct Deposit	EFT-00364787	8/13/2026	2,751.37	Paul Porter	Employee Reimbursement
Supplier Payment	EFT	EFT-00364684	8/10/2026	1,391.88	Vancouver Command Guild	
Supplier Payment	EFT	EFT-00364685	8/10/2026	177.87	Legal Shield	
Supplier Payment	EFT	EFT-00364686	8/10/2026	408,946.91	Nationwide Retirements Solutions Inc	
Supplier Payment	EFT	EFT-00364687	8/10/2026	34,748.02	IAFF Local #452	
Supplier Payment	EFT	EFT-00364688	8/10/2026	12,989.26	Vancouver Police Officer Guild	
Supplier Payment	EFT	EFT-00364689	8/10/2026	25,201.33	Allegiance Benefit Plan Management Inc (COBRA)	
Supplier Payment	EFT	EFT-00364788	8/13/2026	560.00	United Site Services of Nevada, Inc.	
Supplier Payment	EFT	EFT-00364789	8/13/2026	7,364.00	First Stop Holdings LLC	
Supplier Payment	EFT	EFT-00364790	8/13/2026	817,674.28	Operations Management International Inc	
Supplier Payment	EFT	EFT-00364791	8/13/2026	1,268.00	Freedom Independent Living Home Care Inc.	
Supplier Payment	EFT	EFT-00364792	8/13/2026	16,071.46	Workday Inc	
Supplier Payment	EFT	EFT-00364793	8/13/2026	1,512,553.67	Lakeside Industries Inc	
Supplier Payment	EFT	EFT-00364794	8/13/2026	1,248.33	Wex Bank	
Supplier Payment	EFT	EFT-00364795	8/13/2026	590,355.62	MacDonald-Miller Facility Solutions Inc	
Supplier Payment	EFT	EFT-00364796	8/13/2026	480.00	Rotschy Inc	
Supplier Payment	EFT	EFT-00364797	8/13/2026	3,772.31	Distinctive Landscape LLC	
Supplier Payment	EFT	EFT-00364798	8/13/2026	4,301.00	PlanIT Geo, Inc.	
Supplier Payment	EFT	EFT-00364799	8/13/2026	675.00	Kramer Gehlen & Associates	
Supplier Payment	EFT	EFT-00364800	8/13/2026	9,034.12	Vancouver Housing Authority	
Supplier Payment	EFT	EFT-00364801	8/13/2026	16,068.32	Western Water Works Supply Co Inc	
Supplier Payment	EFT	EFT-00364802	8/13/2026	1,755.47	McKinstry Co., LLC	
Supplier Payment	EFT	EFT-00364803	8/13/2026	50,000.00	Proud Ground	

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INVOICE PAYMENTS REPORT

Payment Category	Payment Type	Transaction Reference	Payment Date	Payment Amount	Payment Payee	Memo
Supplier Payment	EFT	EFT-00364804	8/13/2026	12,108.51	Stability Solutions LLC	
Supplier Payment	EFT	EFT-00364805	8/13/2026	135,445.86	Council for the Homeless	
Supplier Payment	EFT	EFT-00364806	8/13/2026	2,857.54	RELX Inc. - Remit-To: LexisNexis - Chicago	
Supplier Payment	EFT	EFT-00364807	8/13/2026	103.46	T2 Systems Inc - Remit-To: T2- Atlanta	
Supplier Payment	EFT	EFT-00364808	8/13/2026	3,753.75	Afghan Associates Inc	
Supplier Payment	EFT	EFT-00364809	8/13/2026	750.00	Washington State Ridesharing Organization	
Supplier Payment	EFT	EFT-00364810	8/13/2026	1,708.07	PC Specialists Inc - Remit-To: TIG - San Diego	
Supplier Payment	EFT	EFT-00364811	8/13/2026	15,098.76	Ferguson Enterprises - Remit-To: Ferguson - Dallas	
Supplier Payment	EFT	EFT-00364812	8/13/2026	661.60	W.B. Sprague Co. Inc. - Remit-To: Sprague - Seattle	
Supplier Payment	EFT	EFT-00364813	8/13/2026	490.00	Brad Piesch Aggressive Enterprises, Inc	
Supplier Payment	EFT	EFT-00364814	8/13/2026	258.64	Evergreen Orchards LLC	
Supplier Payment	EFT	EFT-00364815	8/13/2026	423.50	KFPro, Inc	
Supplier Payment	EFT	EFT-00364816	8/13/2026	1,212.75	Allegiance Benefit Plan Management Inc (Pension and Flex).	
Supplier Payment	EFT	EFT-00364817	8/13/2026	7,325.00	Picard Corp	
Supplier Payment	EFT	EFT-00364818	8/13/2026	66,740.83	Live Love Outreach	
Supplier Payment	EFT	EFT-00364819	8/13/2026	1,026.64	CoStar Reality Information Inc.	
Supplier Payment	EFT	EFT-00364820	8/13/2026	516,444.22	Jeffries Construction	
Supplier Payment	EFT	EFT-00364821	8/13/2026	966.78	MacKay & Sposito, LLC	
Supplier Payment	EFT	EFT-00364822	8/13/2026	25,977.60	Wilson Oil Inc. - Remit-To: Wilson Oil Inc	
Supplier Payment	EFT	EFT-00364823	8/13/2026	1,366.17	Loomis Armored US LLC	
Supplier Payment	EFT	EFT-00364824	8/13/2026	184,290.37	Del Sol Inc	
Supplier Payment	EFT	EFT-00364825	8/13/2026	15,519.43	Passport Labs Inc. - Remit-To: Passport Labs Inc	
Supplier Payment	EFT	EFT-00364826	8/13/2026	7,095.00	Turner & Townsend Inc	
Supplier Payment	EFT	EFT-00364827	8/13/2026	14,831.86	Wallis Engineering PLLC - Remit-To: Wallis Engineering	
Supplier Payment	EFT	EFT-00364828	8/13/2026	74,005.77	Consor North America Inc - Remit-To: Consor North America	
Supplier Payment	EFT	EFT-00364829	8/13/2026	16,738.68	HDR Engineering, Inc	
Supplier Payment	EFT	EFT-00364830	8/13/2026	5,064.00	Jasmine Alayadhi	
Supplier Payment	EFT	EFT-00364831	8/13/2026	30,522.64	PBS Engineering and Environmental Inc	

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INVOICE PAYMENTS REPORT

Payment Category	Payment Type	Transaction Reference	Payment Date	Payment Amount	Payment Payee	Memo
Supplier Payment	EFT	EFT-00364832	8/13/2026	17,433.05	Waxie's Enterprises Inc	
Supplier Payment	EFT	EFT-00364833	8/13/2026	4,375.00	Marshall Hicks Law LLC	
Supplier Payment	EFT	EFT-00364834	8/13/2026	31,868.65	Northwest Staffing Resources Inc - Remit-To: Northwest Staffing Resources	
Supplier Payment	EFT	EFT-00364835	8/13/2026	4,609.46	Retail Lockbox Inc	
Supplier Payment	EFT	EFT-00364836	8/13/2026	16,340.45	Oregon Rifleworks LLC	
Supplier Payment	EFT	EFT-00364837	8/13/2026	4,000.00	The Amy VanCamp Experience LLC	
Supplier Payment	EFT	EFT-00364838	8/13/2026	56,271.02	YWCA Clark County	
Supplier Payment	EFT	EFT-00364839	8/13/2026	175,143.41	First Forty Feet LLC	
Supplier Payment	EFT	EFT-00364840	8/13/2026	24,875.65	Halbert Construction Services LLC	
Supplier Payment	EFT	EFT-00364841	8/13/2026	9,057.26	Mesa Products Inc.	
Supplier Payment	EFT	EFT-00364842	8/13/2026	7,682.13	Work Right NW	
Supplier Payment	EFT	EFT-00364843	8/13/2026	1,075.00	Matrix Logic Corporation	
Supplier Payment	EFT	EFT-00364844	8/13/2026	335.00	Performance Occupational Health Services, LLC	
Supplier Payment	EFT	EFT-00364845	8/13/2026	40,479.21	State of Washington Department of Enterprise Services	
Supplier Payment	EFT	EFT-00364846	8/13/2026	129.00	Rapid Response Bio Clean Inc.	
Supplier Payment	EFT	EFT-00364847	8/13/2026	1,537.25	Otak Inc	
Supplier Payment	Manual Wire		8/1/2026	43,126.15	JP Morgan Chase Bank	
Supplier Payment	Manual Wire		8/7/2026	19.07	Allegiance Benefit Plan Management Inc	
Supplier Payment	Manual Wire		8/10/2026	35,322.50	Vancouver Firefighters Union Health & Welfare Trust	
Supplier Payment	Manual Wire		8/10/2026	29,000.00	Washington State Firefighters	
Supplier Payment	Manual Wire		8/10/2026	11,466.54	Western States Health & Welfare Trust	
Supplier Payment	Manual Wire		8/10/2026	586.00	Oregon SDU	
Supplier Payment	Manual Wire		8/10/2026	7,476.72	Washington SDU	
Supplier Payment	Manual Wire		8/10/2026	75,039.59	State of Washington Department of Retirement Systems (DRS)	
Supplier Payment	Manual Wire		8/10/2026	1,211,114.11	Association of Washington Cities Employee Benefit Trust	
Supplier Payment	Manual Wire		8/10/2026	145.63	Keybank National Association	
Supplier Payment	Manual Wire		8/11/2026	1,478,347.63	Internal Revenue Service	

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INVOICE PAYMENTS REPORT

Payment Category	Payment Type	Transaction Reference	Payment Date	Payment Amount	Payment Payee	Memo
Procurement Card Payment	Manual Wire		8/11/2026	778,251.37	CoV JPM Procurement Card	
Supplier Payment	Manual Wire		8/12/2026	21,180.70	Bank Of America N.A. - Remit-To: Charlotte NC	
Supplier Payment	Manual Wire		8/12/2026	56,188.38	State of Oregon Department of Revenue	
Supplier Payment	Manual Wire		8/12/2026	5,445.00	Blue Cross Blue Shield of Oregon	
Supplier Payment	Manual Wire		8/13/2026	889,071.68	State of Washington Department of Retirement Systems (DRS)	
Supplier Payment	Manual Wire		8/13/2026	69,476.01	Liberty Mutual Group Inc.	
Hansen Refunds	City Payments		8/17/2026	91,711.81	City Payments	Posted 08/03/26 - 08/09/26
VISA Refunds	Credit Card		8/17/2026	251.75	City Payments	Park Class Refund FCC - 08/10/26 - 08/16/26
VISA Refunds	Credit Card		8/17/2026	63.50	City Payments	Park Class Refund Special Events - 08/10/26 - 08/16/26
		Payment Category	**Description**	**Total Amount**		
		Checks	Total of all check payments	894,145.05		
		Direct Deposit	Total of all direct deposit payments	6,888.57		
		EFT	Total of all EFT payments	5,054,635.82		
		Manual Wire	Total of all manual wire payments	4,711,257.08		
		Hansen Total	Total of all hansen payments	91,711.81		
		VISA Total	Total of all visa payments	315.25		
		Payroll Total (Separate Excel Sheet)	Total of all payroll payments	4,795,937.81		
		Grand Total	**All payments**	**15,554,891.39**		

*Please contact Procurement Services if you would like to review the justification for EMERGENCY procurement.

Payroll Council Report

Payroll council report for the period August 10, 2026 - August 16, 2026
This sheet provides a summary of all payroll-related check and EFT transactions processed during the reporting period. Each entry includes the transaction reference, date, description, and amount. This report is provided to Council to document all payroll transactions for the period.
This information is structured for accessibility and screen navigation.

Transaction Reference	Date	Explanation	Amount	
3540 - 3559	08/10/26	August 10 Payroll	$	9,006.92
362723 - 364683	08/10/26	August 10 Direct Deposits	$	4,786,930.89
		Total	**$**	**4,795,937.81**

A RESOLUTION relating to the approval of a Land Disposition and Development agreement between the City of Vancouver and Vancouver Heights Senior Housing Partners Limited Partnership; establishing the terms and conditions under which the senior housing building on the Heights District Site P lot will be developed and ground leased by the City to Vancouver Heights Senior Housing Partners Limited Partnership; (the "Developer") and authorizing the City Manager to execute the disposition and development agreement.

Staff Report: 164-26

To: Mayor and City Council
From: City Manager
Date: August 24, 2026

Subject

Resolution - Vancouver Heights Senior Housing Partners Limited Partnership Disposition and Development Agreement

Key Points

- City staff request City Council adopt the attached resolution to approve the Disposition and Development Agreement between the City of Vancouver and Vancouver Heights Senior Housing Partners Limited Partnership for the development of a senior housing project on Site P in the Heights District.
- In August 2024, following a public review process led by the Heights Community Investment Committee, Related/Northwest Development LLC and Vancouver Housing Authority were selected as the preferred developer for Site P.
- The project, which is part of a two-building multigenerational affordable housing development, is located at E. Mill Plain Boulevard and Devine Road adjacent to the Park Hill Cemetery and consists of a mixed-use building with 51 affordable housing units and onsite resident services and activities.
- The terms of the Disposition and Development Agreement, which are outlined below, have been agreed to, subject to Council's approval.

Strategic Plan Alignment

Housing and Human Needs – meeting basic needs and partnering with organizations to support the community

Present Situation

In March 2024, the City and the Heights Community Investment Committee (HCIC) issued a Request for Proposals (RFP) for the first three development sites in the Heights District located along E. Mill Plain Boulevard and Devine Road, known as sites B, C and P. After two months of deliberation, the HCIC selected Related/Northwest Development LLC and Vancouver Housing Authority's (VHA) proposal for Site P in August 2024. The proposed project included 131-units of affordable housing across two buildings – one 80-unit building for families with household incomes at 50-60% of the Area Median Income (AMI) ("Family Building") and one 51-unit building for seniors with household incomes at 30-60% AMI ("Senior Building"). The City entered into an Exclusive Negotiation Agreement ("ENA") with Related/ Northwest Development LLC and VHA that set forth that the parties will negotiate the

terms of a Disposition and Development Agreement (DDA) for the development of Site P.

The site will be subdivided into two lots, one for each building, and the development of each building will be governed by separate development agreements and ground leases. Due to funding constraints, the development and construction of Site P will be phased, with the Family Building proceeding first. City Council approved the Family Building DDA on October 13, 2025, and the DDA for the Senior Building is now presented for City Council review and action. Once completed, the two buildings will create an intergenerational community that will provide organic opportunities for different generations to cohabitate and socialize through indoor and outdoor activities and amenities.

Vancouver Heights Senior Housing Partners Limited Partnership is a single purpose entity with Related Northwest/Development LLC and VHA as members of the company who will co-develop and co-own the building. They will partner with EngAGE NW to deliver onsite resident services and programming. The development team includes Hacker Architects, Emerio Design, GLI Advisors and Essex Construction. The buildings will be managed by Quantum Residential.

The Senior Building project will include the following.

- 51 housing units for seniors (55+) and restricted to households earning 30% to 60% AMI. Unit types range from studios to one and two bedrooms.
- Onsite resident services and activities provided by local non-profit, EngAGE NW, tailored to community needs.

The substantive terms of the DDA are listed below:

- The property will be ground leased for 99 years with the ground lease scheduled to close prior to the commencement of construction, estimated at Q2 2028. The ground lease terms are outlined below. City staff will return to City Council for review and approval of the ground lease prior to closing and the start of construction.
- The developer is obligated to meet key project milestones such as planning and permitting, award of funding and commencement and completion of construction. Construction is projected to start by or before July 31, 2028, and complete by or before July 31, 2030.
- The housing units must be affordable for at least 40 years, with the intent that the housing remains affordable in perpetuity pursuant to the continuation of favorable ground lease terms.
- The public benefits of the project include:
    - 51 affordable housing units for seniors with household incomes between 30% and 60% AMI.
    - Environmentally friendly features, including a fully electric building, and sustainable, durable building materials and construction practices.
    - Diverse contracting initiatives to maximize opportunities for minority-owned, women-owned and emerging small businesses. Developer has agreed to award a minimum of 20% of subcontractor contracts to BIPOC, women-owned, and emerging small businesses and provide a minimum of 15% of workforce hours to apprentices. Where appropriate, the general contractor will right-size bid packages and conduct intentional

outreach to BIPOC, women-owned and emerging small business firms to promote competitive bidding opportunities.

The substantive terms to be included in the ground lease to be reviewed and approved by City Council prior to closing are:

- 99-year lease term estimated to begin in Q2 2028 prior to the construction start date.
- Rent equal to the appraised value of the property (using the value set forth in the February 25, 2025, appraisal prepared for the City by Colliers International) multiplied by a 5.7% cap rate. Rent will be adjusted annually by 3%.
- In order to facilitate development of affordable housing, the rent is discounted by 95% for the first 40 years of the lease term.
- No rent is due for the first 30 months of the lease term during construction and leasing until the project has positive cash flow.
- Rent will be reset at year 41 and will be recalculated based on a re-appraisal of the property and renewal of affordable housing commitments.

The total cost for the Senior Building project is estimated at $26.7 million ($524,000/unit). As detailed below, the project is supported by significant investment from the City to advance its development.

Land	$617,636*
Affordable Housing Fund	$2M
Impact Fee Reductions (Parks, traffic)	$223,934
Total	**$2.8M**

* Based on Senior Building's share of February 2025 appraisal. Share is valued at $676,000 less net present value of the discounted ground lease of $58,364.

The project also intends to leverage multiple public funding sources, including 9% Low Income Housing Tax Credits and financing from the Washington State Department of Commerce Housing Trust Fund. These are competitive programs with annual application cycles, and as such, the construction timeline is contingent upon the successful award of these funds.

With a total investment of $26.7 million and a total value of City investment of $2.8 million, the project achieves a leverage ratio on City funds of approximately 9:1. In addition to this economic return, this

project will deliver much-needed affordable housing and makes a significant contribution to the City's annual affordable housing goals.

Next steps

Separate approvals will be needed for the project to progress including:

- The City’s independent regulatory review of land use, engineering and building permits, which are projected to be completed by or before Q1 2028.
- City Council’s review of the ground lease, which is projected to take place in Q1 2028 prior to the start of construction.

Provided State public funding is secured in the 2027 funding cycle, construction can begin in 2028 and be completed by 2030.

Advantage(s)

1. Facilitates the implementation of the Heights District Plan.
2. Provides affordable housing across a range of income levels, addressing a desperate community need.
3. Offers opportunities for minority-owned contractors and apprentices.

Challenge(s)

The project requires significant financial commitment from the City, as well as receipt of competitive state housing subsidies and tax credits.

Budget Impact

The City's estimated investment in the project is approximately $2.8 million. As summarized above, this figure includes contributions from the Affordable Housing Fund, the value of the land and impact fee reductions. In total, the project is expected to cost approximately $26.7 million.

Prior Council Review

- City Council Workshop on Heights developer selection on August 26, 2024
- City Council action on Heights Exclusive Negotiation Agreements on September 16, 2024
- City Council action on DDA for Family Building on October 13, 2025
- City Council Consent Agenda approval on August 17, 2026

Action Requested

On Monday, August 24, 2026, upon second reading and a public hearing, approve the resolution approving the Disposition and Development Agreement between the City of Vancouver and Vancouver Heights Senior Housing Partners Limited Partnership Disposition and Development Agreement (DDA) and authorizing the City Manager to execute the agreement, related implementation documents and certain amendments to the DDA.

Staff Contact

Amy Stewart, Real Estate Project Manager, amy.stewart@cityofvancouver.us

Attachments:

1. Attachment A - Presentation
2. Attachment B - Resolution
3. Attachment C - Disposition and Development Agreement



CITY OF Vancouver WASHINGTON

Heights Site P Senior Building Disposition & Development Agreement

Amy Zoltie, Real Estate Project Manager
Economic Prosperity & Housing
August 24, 2026



Agenda

- Developer selection
- Proposed program
- DDA terms
- Ground lease terms
- City investments
- Project timeline and next steps



Developer Selection Process

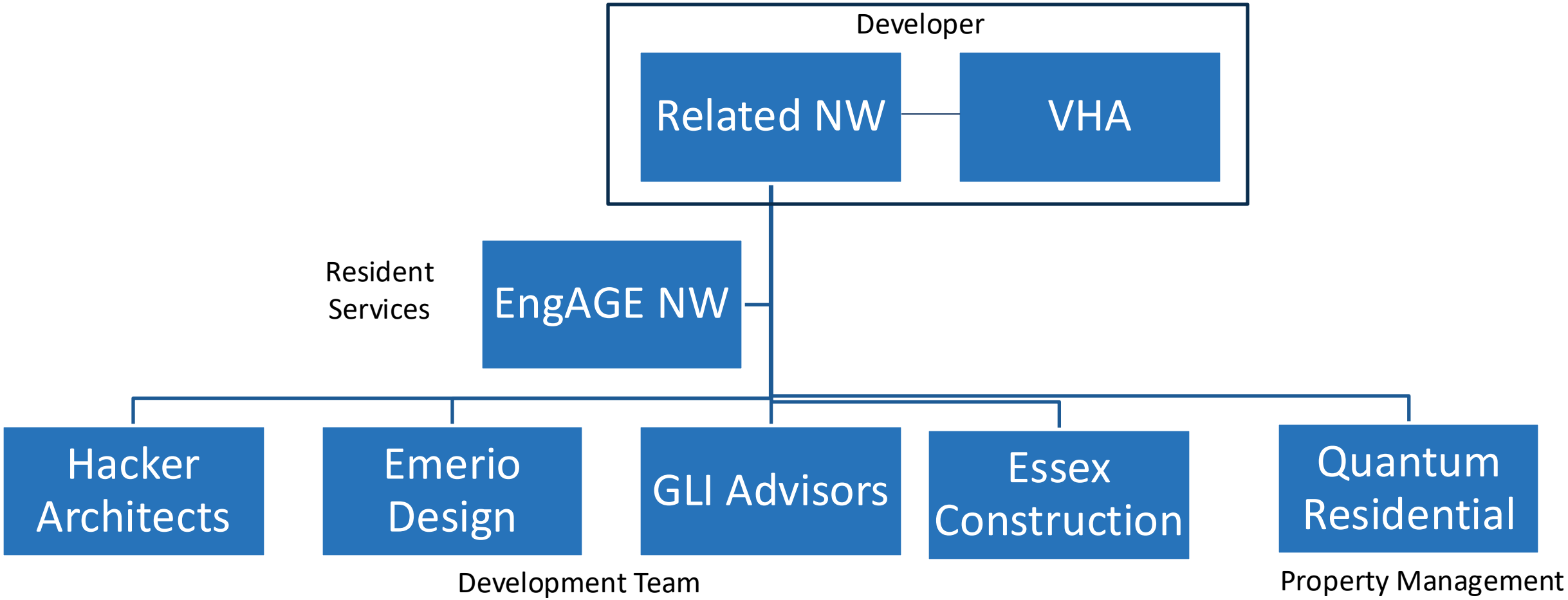
- Led by Heights Community Investment Committee (HCIC)
- HCIC issued Request For Proposals in March 2024
- Developer selection in August 2024
- Exclusive Negotiation Agreement executed September 2024



Developer Selection Rationale

- Partnership with Vancouver Housing Authority to leverage resources and local expertise
- Reputation for delivering sustainable community driven projects
- Proposal’s deep level of affordability and multi-generational living concept

Related NW/VHA Project Team (Site P)





Proposed Program

- Phased site construction
- 51 units @ 30-60% Area Median Income (AMI)
- Ground floor community serving space
- Onsite resident services
- Multi-generational community



Public Benefits

- 51 affordable housing units designated for seniors (55+)
- Onsite resident services & activities tailored to community needs
- Opportunities for local, minority-owned contractors
- Sustainable building & construction practices

Proposed Unit Mix

Unit Type	Total	30% AMI	50% AMI	60% AMI
Studio	15	4	5	6
1-bed	24	4	10	10
2-bed	12	3	4	5
Total	**51**	**11 (22%)**	**19(37%)**	**21 (41%)**

Disposition and Development (DDA)

Key Terms

Timing
• 10-year DDA term • Close on ground lease upon closing on construction financing • Construction ~18-24 months
Performance
• Contractual performance dates • Completion guarantees • Standard default & termination provisions
Program
• Housing affordable for at least 40 years; affordability period extended upon update in ground lease terms • Onsite resident services and programming

Ground Lease Terms

99-year discounted ground lease

- 99-year term
- No rent for first 30 months
- Rent increases 3% annually
- Rent discounted at 95% for first 40 years
- Rent recalculated in year 41 by appraisal and renewal of affordability commitment

City Investments

Valuation Considerations	
Land Valuation	$676,000*
Net Present Value Market Rate Ground Lease (over 40 years)	$933,596
Net Present Value Discounted Ground Lease (over 40 years)	$58,364

City Investments	
Land	$617,636**
Affordable Housing Fund	$2M
Impact Fee Reductions (Parks & Traffic)	$223,934
Total	**$2.8M**

* Based on Senior Building's share of February 2025 appraisal
** Land value less Net Present Value of discounted ground lease

Financial Return

Total Project Cost	$26.7M*
City Investment	$2.8M
Leverage Ratio (Non-City/City investment)	9:1
Construction Sales Tax (COV only)	$197K
Utility Tax (40-year NPV – COV only)	$367K

*$524,000/unit

Next Steps



Council Action on DDA

August 2026



Permitting & Financing

Q2 2027 – Q2 2028



Ground Lease Approval

Q1 2028



Construction

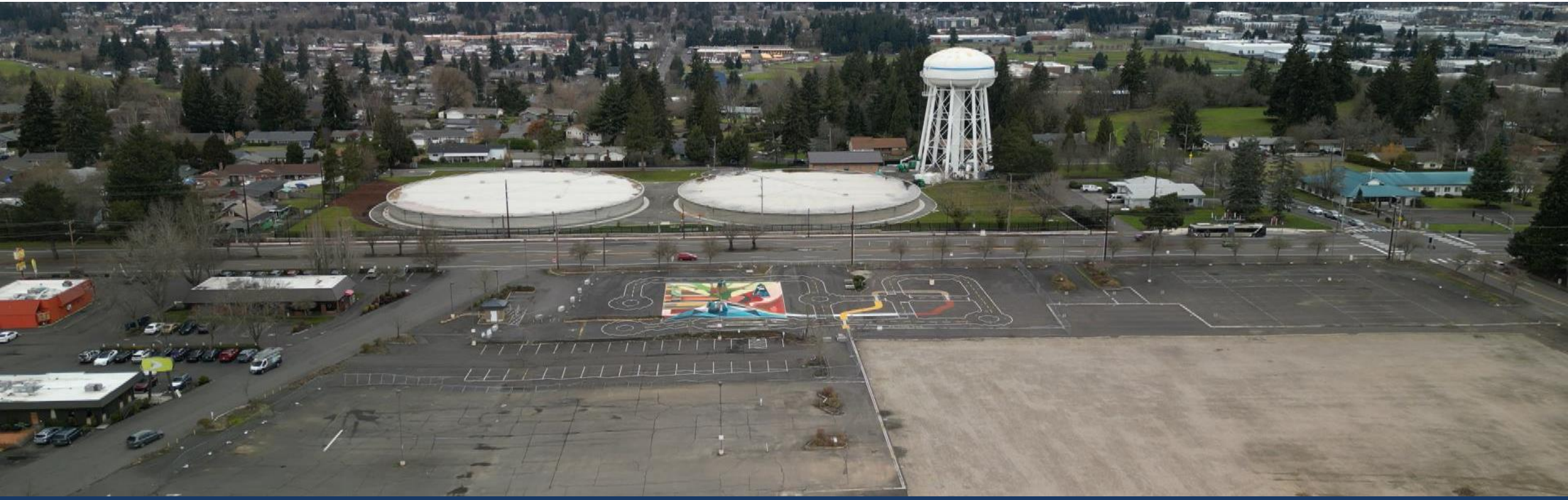
Q3 2028-Q3 2030



Requested Action

- Approve Disposition and Development Agreement (DDA) between City of Vancouver and Vancouver Heights Senior Housing Partners Limited Partnership
- Adopt Resolution authorizing City Manager to execute DDA on behalf of City Council

Discussion



RESOLUTION NO. M- [Resolution Number]

A RESOLUTION relating to the approval of a Land Disposition and Development agreement between the City of Vancouver and Vancouver Heights Senior Housing Partners Limited Partnership; establishing the terms and conditions under which the senior housing building on the Heights District Site P lot will be developed and ground leased by the City to Vancouver Heights Senior Housing Partners Limited Partnership; (the "Developer") and authorizing the City Manager to execute the disposition and development agreement.

WHEREAS, the City owns real property commonly referred to as the Heights District Site P located at E. Mill Plain Blvd and Devine Road in City of Vancouver, Washington, which is part of Clark County Tax Parcel 37909805 (the "Property") and represents one of the first redevelopment sites envisioned in the Heights District Plan adopted by City Council in August 2020; and

WHEREAS, on March 11, 2024, the City, in consultation with the City's advisory Heights Community Investment Committee, issued a "Heights District Request for Proposals" for the Property and, following a thorough public review process, selected Related/Northwest Development LLC, a California limited liability company (the general partner of the Developer), and Vancouver Housing Authority, a Washington municipal corporation and public housing authority, affiliates of Vancouver Heights Senior Housing Partners Limited Partnership as the preferred developer for the Property; and

WHEREAS, on September 27, 2024, the City and Related/Northwest Development LLC and Vancouver Housing Authority entered into an Exclusive Negotiation Agreement which was subsequently extended through September 30, 2026; and

WHEREAS, the City and Related/Northwest Development LLC and Vancouver Housing Authority have negotiated a Land Disposition and Development Agreement in the form attached hereto as "Exhibit A" between the City and Vancouver Heights Senior Housing Partners Limited Partnership that details the terms of the disposition and development of the Property into a mixed-use building with affordable housing and community serving commercial space; and

WHEREAS, a public hearing was duly noticed and held by the City Council on Monday August 24, 2026, regarding the approval of the attached Land Disposition and Development Agreement.

NOW, THEREFORE,

BE IT RESOLVED BY THE CITY OF VANCOUVER:

Section 1. The City Council hereby authorizes the City Manager to execute on behalf of the City the Land Disposition and Development Agreement in substantially the form attached hereto as Exhibit "A" (the "DDA"). The City Manager is authorized to negotiate and execute any supplemental documents necessary to implement the DDA, as well as any amendments to the DDA, except those that extend deadlines for more than 180 days, modify the financial terms of the DDA, or that are inconsistent with the material substantive terms set forth in SR _____.

ADOPTED at a Regular Meeting of the Vancouver City Council this _____, of August, 2026.

_____
Anne McEnerny-Ogle, Mayor

Attest:

_____
Anthony Glenn, Deputy City Clerk

Approved as to form:

_____
Nena Cook, City Attorney

EXHIBIT A
LAND DISPOSITION AND DEVELOPMENT AGREEMENT
[SEE ATTACHED]

LAND DISPOSITION AND DEVELOPMENT AGREEMENT

BETWEEN

CITY OF VANCOUVER, WASHINGTON,
a Washington municipal corporation

AND

VANCOUVER HEIGHTS SENIOR HOUSING PARTNERS LIMITED PARTNERSHIP,
a Washington limited liability limited partnership

August 24, 2026

LAND DISPOSITION AND DEVELOPMENT AGREEMENT

THIS LAND DISPOSITION AND DEVELOPMENT AGREEMENT (this "DDA" or "Agreement") is made as of August 24, 2026 (the "Effective Date"), by and between CITY OF VANCOUVER, a Washington municipal corporation ("City"), and VANCOUVER HEIGHTS SENIORHOUSING PARTNERS LIMITED PARTNERSHIP, a Washington limited liability limited partnership ("Developer"), and its permitted successors and assigns. City and Developer are each referred to in this Agreement individually as a "Party" and collectively as the "Parties".

RECITALS

A. These Recitals refer to and utilize certain capitalized terms that are defined in Article 1 of this Agreement. The Parties intend to refer to those definitions in connection with the use of capitalized terms in these Recitals.

B. City owns the real property commonly referred to as the Heights District, consisting of three development sites generally located at E. Mill Plain Boulevard and Devine Road in Vancouver, Washington. The three project sites are referred to individually as Site B ("B"), Site C ("C") and Site P ("P"), collectively as the "Sites" and identified in Exhibit A-1. The development of the Sites represents the first phase of redevelopment envisioned in the Heights District Plan ("District Plan") adopted by the City in August of 2020.

C. On March 11, 2024, the City, in consultation with the Heights Community Investment Committee ("HCIC"), issued a "Heights District Request for Proposals" (the "RFP") for the Sites and, following a thorough public review process, selected the Developer as the preferred developer for Site P.

D. This DDA is specifically for a portion of Site P, approximately 32,208 square foot site located at E. Mill Plain Blvd and Devine Road, Vancouver, WA part of Clark County Tax Parcel 37909805 (the "Property"). Site P is legally described on Exhibit A-2 attached hereto and the Property is depicted in Exhibit A-3 attached hereto.

E. As provided by the terms of this Agreement, the Parties anticipate that they will enter into a ground lease for the Property under the terms outlined in the Section 3.2

F. Consistent with the Heights District Plan and the current zoning designation for the Property, the Parties desire to cause the construction and development of the Property for the primary purposes of providing low-income housing and community amenities. The development shall include the construction of one mixed-use building with approximately 51 rent restricted housing units together with ground floor community serving commercial space (the "Improvements" or "Senior Housing Project"). The Parties acknowledge that another mixed-use building with approximately 80 rent restricted housing units will also be developed on Site P by an affiliate of the Developer ("Family Housing Project") prior to the Improvements. The City entered into a separate disposition and development agreement for the Family Housing Project dated October 13, 2025 ("Family Housing DDA") with the Developer's affiliate and anticipates both buildings being developed on Site P in phases with the Family Housing Project constructed

first, followed by the Senior Housing Project.

G. The Parties acknowledge that the Senior Housing Project may not be awarded Housing Trust Fund Program ("HTFP") financing from the Washington State Department of Commerce on or before the required Schedule of Performance Award of Funding date; therefore, the Developer will simultaneously pursue alternative financing plans independent of anticipated HTFP financing sufficient to replace HTFP.

H. The City and HCIC has determined that the Developer has the necessary expertise, skill and ability to carry out the commitments set forth in this Agreement and that this Agreement is in the best interests, and will materially contribute to the City's economic development goals by the project aligning with the outcomes of the Heights District Plan and Heights Equitable Development Plan, specifically providing low-income housing.

NOW THEREFORE, in consideration of the foregoing Recitals, which are incorporated herein by this reference, the mutual covenants contained in this Agreement and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the City and Developer agree as follows:

ARTICLE 1.
DEFINITIONS AND EXHIBITS

Section 1.1 Definitions.

In addition to the terms defined elsewhere in this Agreement, the following definitions apply throughout this Agreement.

(a) "Affordability Requirements" means the affordable housing requirements set forth in the Use provisions below.

(b) "Agreement" or "DDA" means this Land Disposition and Development Agreement, including the attached Exhibits and all subsequent operating memoranda and amendments to this Agreement.

(c) "Certificate of Occupancy" means the final certificate of occupancy issued by the City, or comparable City sign-off, on the substantial completion of construction of the Improvements.

(d) "City" means the City of Vancouver, Washington, a Washington municipal corporation, and its successors and assigns.

(e) "City Council" means the City Council of the City of Vancouver, Washington.

(f) "City Documents" shall mean, collectively, this Agreement, the Ground Lease, and all other documents required to be executed between Developer and City in connection with the transaction contemplated by this Agreement.

(g) "City Event of Default" has the meaning set forth in Section 7.3.

(h) "City Indemnitees" includes the City, and its council members, officers, agents, consultants, and employees, each an "Indemnified Party".

(i) "Closing Date" means the date of execution of the Ground Lease, which must be completed in accordance with the Outside Closing Date specified on the Schedule of Performance.

(j) "Construction Bonds" means the Developer's labor and surety bonds described in Section 2.5.

(k) "Construction Plans" means all construction documentation upon which Developer, and Developer's several contractors, shall rely on in building each and every part of the Improvements and shall include, but not necessarily be limited to, final architectural drawings, landscaping plans and specifications, final elevations, building plans and specifications (also known as "working drawings") and a time schedule for construction.

(l) "Deposit" means the Good Faith Deposit of Ten Thousand Dollars, made pursuant to the Exclusive Negotiating Agreement.

(m) "Developer" means Vancouver Heights Senior Housing Partners Limited Partnership, a Washington limited liability limited partnership ("Developer") and its permitted successors and assigns.

(n) "Developer's Affiliate" has the meaning set forth in Section 6.1.

(o) "Development" means the Improvements and related site improvements on the Heights District Site P.

(p) "Effective Date" has the meaning set forth in the first sentence of this Agreement.

(q) "Escrow" means the escrow established with the Title Company for the purpose of ground leasing the Property to Developer.

(r) "Event of Default" has the meaning set forth in Section 7.4.

(s) "Exclusive Negotiating Agreement" or "ENA" means that certain Exclusive Negotiating Agreement dated as September 27, 2024, as amended between the City and Related/Northwest Development LLC and Vancouver Housing Authority, affiliates of the Developer.

(t) "Family Housing Project" has the meaning set forth in Recital F.

(u) "Family Housing DDA" has the meaning set forth in Recital F.

(v) "Hazardous Materials" means any substance, material, or waste which is: (1) defined as a "hazardous waste," "hazardous material," "hazardous substance," "extremely hazardous waste," "restricted hazardous waste", "pollutant" or any other terms comparable to the foregoing terms under any provision of Washington law or federal law; (2) petroleum and any fraction thereof; (3) asbestos and asbestos containing materials; (4) polychlorinated biphenyls; (5) radioactive materials; (6) mold; (7) Methyl Tertiary Butyl Ether; or (8) determined by Washington, federal or local governmental authority to be capable of posing a risk of injury to health, safety, property, or the environment. Without limiting the foregoing, Hazardous Materials means and includes any substance or material defined or designated as hazardous or toxic waste, hazardous or toxic material, a hazardous, toxic or radioactive substance, or other similar term, by any Hazardous Materials Laws including any federal, state or local environmental statute, regulation or ordinance presently in effect that may be promulgated in the future, as such as statutes, regulations and ordinances may be amended from time to time.

(w) "Hazardous Materials Laws" means all federal, state, and local laws, ordinances, regulations, orders and directives governing hazardous waste, hazardous substances, discharges of pollutants to soil or groundwater, wastewater discharges, drinking water, air emissions, Hazardous Materials releases or reporting requirements, Hazardous Materials use, storage or disposal, and employee or community right-to-know requirements related to Hazardous Materials and the work being performed under this Agreement.

(x) "Improvements" has the meaning set forth in Recital F.

(y) "Litigation Disclosure" means any pending actions, suits, arbitrations, claims or proceedings the City is subject to as described in Section 8.18(b)(6).

(z) "Memorandum of Disposition and Development Agreement" means the memorandum of Disposition and Development Agreement to be recorded against the Property. The form of the Memorandum of Disposition and Development Agreement is attached as Exhibit D.

(aa) "Memorandum of Ground Lease" means the memorandum of the Ground Lease to be recorded against the Property on the Closing Date. The form of the Memorandum of Ground Lease will be attached as an exhibit to the Ground Lease.

(bb) "Notice of Completion" has the meaning set forth in Section 4.14 below.

(cc) "Parties" means the City and Developer.

(dd) "Planned Public Improvements" means those public infrastructure improvements set forth in the Heights District Plan, including the Grand Loop that, upon securing funding, the City plans to construct as transportation infrastructure surrounding the Property, and improvements to the intersection at Mill Plain Blvd and Devine Road as depicted on the attached Exhibit E and more particularly described in Section 4.6.

(ee) "Property" has the meaning set forth in Recital D.

(ff) "Related Parties" shall mean, with respect to City, its council members, officers, agents, representatives, and employees and, with respect to Developer, its officers, directors, employees, shareholders, agents, and representatives.

(gg) "Release" for the purposes of Section 3.6(e), means any spillage, leaking, pumping, pouring, emitting, emptying, discharging, injecting, escaping, leaching, migrating, dumping, or disposing into the environment, including but not limited to the abandonment or discharging of barrels, containers, and other closed receptacles containing Hazardous Materials.

(hh) "Released Parties" has the meaning set forth in Section 3.6(d).

(ii) "Schedule of Performance" means the summary schedule of actions to be taken by the Parties pursuant to this Agreement to achieve development of the Improvements and ground leasing the Property to the Developer. The Schedule of Performance is attached to this Agreement and incorporated herein by this reference as Exhibit B. Any dates specified in the Schedule of Performance may be extended by written agreement of the Parties.

(jj) "Schematic Design" has the meaning set forth in Section 2.3 below.

(kk) "Senior Housing Project" has the meaning set forth in Recital F.

(ll) "Sites" has the meaning set forth in Recital B above.

(mm) "Summary of Sources and Uses" means the summary of sources and uses of capital financing and investment funding construction of the Improvements on the Property. The Summary of Sources and Uses is attached hereto and incorporated herein as Exhibit C. The Summary of the Sources and Uses may be amended by written agreement of the Parties, provided that such subsequent modifications that are agreed upon by the parties shall not require any amendment of this DDA.

(nn) "Term" has the meaning set forth in Section 1.3, below.

(oo) "Title Company" means the Vancouver, Washington office of Chicago Title/Fidelity National Title at 655 West Columbia Way, Suite 200, Vancouver, WA 98660, unless modified pursuant to Section 3.3.

Section 1.2 Exhibits and Schedules.

The following exhibits and schedules are attached to and incorporated in the Agreement:

Exhibit A-1:	Map of Site
Exhibit A-2:	Legal Description of Site P
Exhibit A-3:	Depiction of Property
Exhibit B:	Schedule of Performance
Exhibit C:	Summary of Sources and Uses

Exhibit D: Form of Memorandum of Disposition and Development Agreement
Exhibit E: Planned Public Improvements
Exhibit F: Grand Loop Plan
Exhibit G: Reserved

Schedule 5.6: City Self-Insurance Certification Letter
Schedule 7.11: Assignment of Plans Agreements
Schedule 8.18(b)(6): Litigation Disclosure

Section 1.3 Term.

The "Term" of this Agreement, shall commence on the Effective Date and shall continue for a period of ten (10) years following the Effective Date or the earlier termination of this Agreement.

ARTICLE 2.
PREDISPOSITION REQUIREMENTS

Section 2.1 Conditions Precedent to Ground Leasing the Property.

The requirements set forth in this Article are conditions precedent to the City's obligations to ground lease the Property to the Developer, and all such conditions precedent must be satisfied in accordance with the dates set forth in the Schedule of Performance attached hereto as Exhibit B, as such times may be extended in writing by either Party. Performance and achievement of the actions set forth in this Article 2 constitute conditions precedent to ground leasing the Property. Satisfaction of these conditions depends on performance by Developer. Only the City can waive satisfaction of the conditions in this Article 2 and any such waiver must be in writing signed by the City Manager and approved as to form by the City Attorney.

Section 2.2 Summary of Sources and Uses.

The Developer shall submit a Summary of Sources and Uses, in a form acceptable to the City. The Parties hereby acknowledge that the Summary of Sources and Uses attached hereto as Exhibit C satisfies the requirements of this Section 2.2 and reflects the Financing Proposal provided by Developer pursuant to the ENA.

Section 2.3 Conceptual Site Plan and Design Considerations.

(a) As of the Effective Date and pursuant to the Schematic Plan and Master Plan provisions of the ENA, the Developer has delivered to the City, and the City has approved, a conceptual site plan and elevation drawings ("Schematic Design") for the Improvements to be developed on the Property for informational purposes only. While the City and HCIC may provide input or comments in their proprietary roles, formal approval of the Improvements shall occur solely through the applicable City permitting and entitlement processes, and nothing in this Section shall be construed to limit or modify such regulatory discretion.

(b) Any material changes to the Schematic Design must be shared with the City, in its proprietary role and the HCIC for informational purposes and comment. If the unit count or unit mix substantially changes from the Schematic Design the City in its proprietary role and the HCIC must be informed right away and offered an opportunity to comment. Developer shall consider all input in good faith, but final design determinations shall be governed by the applicable permitting process.

(c) For purposes of this Section 2.3, a material change shall mean any change which is expected to (i) substantially alter the appearance of the Development, (ii) change the unit-mix or unit count, (iii) materially reduce the quality of exterior materials, (iv) materially reduce the quality of amenities of the Development.

(d) For ease of coordination on the infrastructure improvements, both parties must share their respective design plans in both PDF and AUTOCAD format throughout the design process. Developer must submit its plans to the City to review in its proprietary role prior to planning and permit submission.

(e) For the purposes of this Section, City and HCIC must respond in writing within ten (10) business days from receipt of any plans from the Developer. If no response is delivered within said timeframe, City and HCIC shall be deemed to approve the design and/or any design changes.

Section 2.4 Financing.

All financing necessary to construct the Improvements shall be committed to the Project on or before the Award of Funding date specified on the Schedule of Performance and must be fully funded simultaneously with the Closing Date. By the Award of Funding date, Developer shall also submit to the City evidence reasonably satisfactory to the City that any conditions to the release or expenditure of funds as the sources of funds to pay the costs of constructing the Improvements have been met or will be met upon the Closing Date and subject to Developer's satisfaction of standard disbursement preconditions required to be satisfied on a periodic basis, for constructing the Improvements. Submission by Developer, and approval by the City, of such evidence of funds availability shall be a condition precedent to the City's obligation to close on the Ground Lease.

Section 2.5 Construction Bonds.

No later than the date set forth in the Schedule of Performance, Developer shall obtain a contractor's surety bond for payment of labor and materials and a performance and payment bond for construction of the Improvements, each in an amount equal to one hundred percent (100%) of the scheduled cost of construction of the Improvements (collectively, the "Construction Bonds"). Each bond shall name the City as co-obligee and shall be issued by a reputable insurance company licensed to do business in Washington with a minimum "Best" Insurance Guide rating of "A-VII" and otherwise reasonably acceptable to the City. The form of the surety bond and the performance bond shall be subject to the City's prior review and written approval, which shall not be unreasonably withheld, conditioned or delayed. Only upon final approval shall this condition be met. No work shall be initiated until approval of the Construction Bonds or other security has been

received.

Section 2.6 Obtain all Applicable Governmental Approvals.

(a) Within the time set forth in the Schedule of Performance, Developer shall use commercially reasonable efforts to obtain all necessary land use and governmental approvals required for the construction and operation of the Improvements ("Governmental Approvals"), including but not limited to City review and approval of a site plan and building permits. Only upon delivery of evidence of issuance of all applicable Governmental Approvals to the City shall the conditions of this Section be deemed met. If such evidence is not delivered within the time set forth in the Schedule of Performance, this Agreement may be terminated in accordance with the terms of Article 7 (subject to any notice and cure periods set forth therein).

Section 2.7 Building Permits.

(a) No later than the date set forth in the Schedule of Performance, Developer shall apply for a building permit allowing for the construction of the Improvements. After submitting the application for a building permit, Developer shall diligently pursue and obtain a building permit for the Improvements, and no later than the date set forth in the Schedule of Performance, Developer shall deliver evidence to the City that Developer is entitled to issuance of a building permit for the Improvements upon payment of permit fees. The City shall render all reasonable assistance (at no cost to the City) to Developer to obtain the building permit.

(b) Developer acknowledges that execution of this Agreement by the City does not constitute approval by the City of any required permits, applications, or allocations, and in no way limits the discretion of the City in the permit allocation and approval process for any the Improvements. However, City will use best efforts to expediently review and process building permit applications.

Section 2.8 Insurance.

Developer shall furnish to the City evidence of the builders risk insurance coverage meeting the requirements of Section 5.6 below, no later than the date set forth in the Schedule of Performance.

Section 2.9 Inspection of Property.

As of execution of this Agreement, Developer has made all such investigations regarding the Property, the suitability of the Property for development (including but not limited to investigation of environmental hazards, geologic conditions, soils conditions, or water conditions on or about the Property) as was required under the Exclusive Negotiating Agreement. The Developer did not submit an Unsuitability Notice (as defined in the Exclusive Negotiating Agreement) and is hereunder accepting title to the Property in an "as-is" condition as set forth in Section 3.6, hereof.

Section 2.10 Legal Lot.

The City will create a separate legal lot for the Property through a short plat process to create a separate unit of land which complies with all requirements of state and local law to be considered a legal lot capable of being ground leased. The Developer will present the configuration of the parcel as a to-be-created legal lot to the City for its review and approval. Thereafter, the City, at no cost to the Developer, will complete the platting process to deliver a new legal lot to the Developer. The City shall use commercially reasonable efforts to record the plat by the date set forth in the Schedule of Performance.

ARTICLE 3.
DISPOSITION OF PROPERTY

Section 3.1 Conditions for Ground Lease.

Provided the pre-disposition requirements set forth in Article 2 have all been satisfied and the additional closing conditions set forth in Section 3.4 have been satisfied, the City shall ground lease the Property to the Developer pursuant to the terms, covenants, and conditions of this Agreement.

Section 3.2 General Terms of Ground Lease.

(a) The term of the Ground Lease shall be ninety-nine (99) years commencing from the Closing Date.

(b) The annual Ground Lease rent shall be calculated by multiplying the appraised value of the Property by a cap rate of (5.7%) and discounted for the first forty (40) years of the lease term. As used in this Section 3.2, the "appraised value" means the as-restricted value set forth in the February 25, 2025 appraisal prepared on behalf of City by Colliers International Valuation & Advisory Services as increased annually by three percent (3%).

(c) Rent shall be abated for the first thirty (30) months from the Commencement Date (as defined in the Ground Lease) and discounted for the first forty (40) years of the term.

(d) Use of the Property subject to the Ground Lease shall be restricted to the Affordability Requirements and developed in accordance with the Schematic Design.

(e) At Closing, the Deposit shall be credited against the Rent in accordance with the ENA.

Section 3.3 Opening Escrow.

The Parties shall establish the Escrow with the Title Company. The Parties shall execute and deliver all written instructions to the Title Company to accomplish the terms hereof, which instructions shall be consistent with this Agreement. The Parties may submit their own escrow

instructions to Title Company provided such instructions are consistent with the terms of this Agreement. Upon request by Developer, the Title Company may be changed to a company requested by Developer, provided: (a) Developer makes the request prior to the opening of escrow; and (b) the company is approved by the City.

Section 3.4 Closing.

The Closing Date shall occur within thirty (30) days following the date on which all conditions precedent to Ground Lease set forth in Article 2 have been satisfied, but in no event later than the Outside Closing Date set forth in the Schedule of Performance, and only in the event that all conditions precedent set forth in Article 2 have been satisfied by the party required to perform or waived in writing by the other party as set forth herein.

(a) City Conditions to Closing. In addition to the conditions precedent to the Closing Date set forth in Article 2, the obligation of the City to Ground Lease the Property pursuant to this Agreement is subject to the satisfaction on or before the Closing Date (or such earlier date as is specifically set forth in this Agreement) of all of the following conditions precedent which conditions are for the benefit of the City only and the satisfaction of which may be waived only in writing by the City:

(1) Developer shall have furnished the City with evidence of the insurance coverage meeting the general insurance requirements set forth in Section 5.6.

(2) Developer shall have obtained approval of the Construction Plans from the City.

(3) Developer shall have executed and delivered to the City, the Memorandum of Ground Lease, and any other documents and instruments required to be executed and delivered, all in a form and substance satisfactory to the City.

(4) Developer has obtained Governmental Approvals necessary for the construction allowing for the construction of the Improvements as required under Section 2.6 above; provided however the Developer may satisfy this requirement with regards to the building permit, if the Developer provides the City with a permit ready letter from the City Building Department.

(5) There shall exist no condition, event or act which would constitute a material breach or default under this Agreement.

(6) All representations and warranties of Developer contained in any part of this Agreement shall be true and correct in all material respects.

(b) Developer Conditions to Closing. The obligation of Developer to ground lease the Property pursuant to this Agreement is subject to the satisfaction on or before the Closing Date (or such earlier date as is specifically set forth in this Agreement) of all of the following conditions precedent which conditions are for the benefit of Developer only and the satisfaction of which may

be waived only in writing by Developer:

(1) Delivery and execution by the City of all instruments and other items required to be delivered by City pursuant to this Agreement;

(2) City's warranties and representations set forth herein shall be true and correct as of the Closing Date;

(3) City shall have performed each and every obligation to be performed by the City pursuant to this Agreement; and

(4) As of the Closing Date, the Title Company shall have issued or shall have committed to issue, upon the sole condition of the payment of its regularly scheduled premium, a Title Policy as set forth in Section 3.5.

Section 3.5 Condition of Title.

(a) On the Closing Date, the Title Company shall be prepared to issue to Developer an ALTA extended coverage policy of title insurance and all endorsements required by Developer and its investors or lenders insuring Developer's ground leasehold title to the Property (the "Title Policy"), which shall be free and clear of all liens, encumbrances, clouds and conditions, rights of occupancy or possession, except:

(1) Applicable building and zoning laws and regulations;

(2) Any provisions of the Heights District Plan;

(3) The provisions of this Agreement;

(4) Any lien for current taxes and assessments or taxes and assessments accruing subsequent to recordation of the Memorandum of Ground Lease;

(5) Exceptions as listed in the Property preliminary title report and Title Company shall be irrevocably committed to issue to the Developer an ALTA extended coverage owner's policy of title insurance conditioned only upon the payment of the insurance premium.

Section 3.6 Condition of Property.

(a) **"AS IS" TRANSACTION. EXCEPT AS EXPRESSLY SET FORTH IN THIS AGREEMENT TO THE CONTRARY, DEVELOPER SPECIFICALLY ACKNOWLEDGES AND AGREES THAT THE CITY IS GROUND LEASING THE ENTIRE PROPERTY ON AN "AS IS WITH ALL FAULTS" BASIS AND THAT DEVELOPER IS NOT RELYING ON ANY REPRESENTATIONS OR WARRANTIES OF ANY KIND WHATSOEVER, EXPRESS OR IMPLIED, FROM THE CITY AS TO ANY MATTERS CONCERNING THE PROPERTY, INCLUDING WITHOUT**

LIMITATION: (A) THE QUALITY, NATURE, ADEQUACY AND PHYSICAL CONDITION OF THE PROPERTY (INCLUDING, WITHOUT LIMITATION, TOPOGRAPHY, CLIMATE, AIR, WATER RIGHTS, WATER, GAS, ELECTRICITY, UTILITY SERVICES, GRADING, DRAINAGE, SEWERS, ACCESS TO PUBLIC ROADS AND RELATED CONDITIONS); (B) THE QUALITY, NATURE, ADEQUACY, AND PHYSICAL CONDITION OF SOILS, GEOLOGY AND GROUNDWATER; (C) THE DEVELOPMENT POTENTIAL OF THE PROPERTY, AND THE PROPERTY'S USE, HABITABILITY, MERCHANTABILITY, OR FITNESS, SUITABILITY, VALUE OR ADEQUACY OF THE PROPERTY FOR ANY PARTICULAR PURPOSE; (D) THE ZONING OR OTHER LEGAL STATUS OF THE PROPERTY OR ANY OTHER PUBLIC OR PRIVATE RESTRICTIONS ON THE USE OF THE PROPERTY; (E) THE COMPLIANCE OF THE PROPERTY OR ITS OPERATION WITH ANY APPLICABLE CODES, LAWS, REGULATIONS, STATUTES, ORDINANCES, COVENANTS, CONDITIONS AND RESTRICTIONS OF ANY GOVERNMENTAL OR QUASI- GOVERNMENTAL ENTITY OR OF ANY OTHER PERSON OR ENTITY; AND (F) THE PRESENCE OR ABSENCE OF HAZARDOUS MATERIALS ON, UNDER OR ABOUT THE PROPERTY. DEVELOPER AFFIRMS THAT DEVELOPER HAS NOT RELIED ON THE SKILL OR JUDGMENT OF THE CITY OR ANY OF ITS RESPECTIVE EMPLOYEES OR CONTRACTORS TO SELECT OR FURNISH THE PROPERTY FOR ANY PARTICULAR PURPOSE, AND THAT THE CITY MAKES NO WARRANTY THAT THE PROPERTY IS FIT FOR ANY PARTICULAR PURPOSE. DEVELOPER ACKNOWLEDGES THAT IT SHALL USE ITS INDEPENDENT JUDGMENT AND MAKE ITS OWN DETERMINATION AS TO THE SCOPE AND BREADTH OF ITS DUE DILIGENCE INVESTIGATION WHICH IT SHALL MAKE RELATIVE TO THE PROPERTY AND SHALL RELY UPON ITS OWN INVESTIGATION OF THE PHYSICAL, ENVIRONMENTAL, ECONOMIC AND LEGAL CONDITION OF THE PROPERTY (INCLUDING, WITHOUT LIMITATION, WHETHER THE PROPERTY IS LOCATED IN ANY AREA WHICH IS DESIGNATED AS A SPECIAL FLOOD HAZARD AREA, DAM FAILURE INUNDATION AREA, EARTHQUAKE FAULT ZONE, SEISMIC HAZARD ZONE, HIGH FIRE SEVERITY AREA OR WILDLAND FIRE AREA, BY ANY FEDERAL, STATE OR LOCAL AGENCY). DEVELOPER UNDERTAKES AND ASSUMES ALL RISKS ASSOCIATED WITH ALL MATTERS PERTAINING TO THE PROPERTY'S LOCATION IN ANY AREA DESIGNATED AS A SPECIAL FLOOD HAZARD AREA, DAM FAILURE INUNDATION AREA, EARTHQUAKE FAULT ZONE, SEISMIC HAZARD ZONE, HIGH FIRE SEVERITY AREA OR WILDLAND FIRE AREA, BY ANY FEDERAL, STATE OR LOCAL AGENCY.

(b) Survival. The terms and conditions of this Section shall expressly survive the Closing Date. The City is not liable or bound in any manner by any oral or written statements, representations or information pertaining to the Property, or any portion thereof, furnished by any contractor, agent, employee, servant or other person. Developer acknowledges that this as an "as is" transaction and any faults, liabilities, defects or other adverse matters that may be associated with the Property. Developer has fully reviewed the disclaimers and waivers set forth in this Agreement with Developer's counsel and understands the significance and effect thereof.

(c) Acknowledgment. Developer acknowledges and agrees that: (1) to the extent required to be operative, the disclaimers of warranties contained in this Section are "conspicuous" disclaimers for purposes of all applicable laws and other legal requirements; and (2) the disclaimers and other agreements set forth herein are an integral part of this Agreement, that the City would not have agreed to ground lease the Property to Developer pursuant to this Agreement without the disclaimers and other agreements set forth in this Section.

(d) Developer's Release of the City. Developer, on behalf of itself and anyone claiming by, through or under Developer hereby waives its right to recover from and fully and irrevocably releases the City, its council members, board members, employees, officers, directors, representatives, and agents (the "Released Parties") from any and all claims, responsibility and/or liability that Developer may have or hereafter acquire against any of the Released Parties for any costs, loss, liability, damage, expenses, demand, action or cause of action arising from or related to any of the following, except as expressly set forth in this Agreement to the contrary or to the extent directly caused by the willful misconduct or gross negligence of the Released Parties: (1) the condition (including any construction defects, errors, omissions or other conditions, latent or otherwise), valuation, salability or utility of the Property, or its suitability for any purpose whatsoever; (2) any presence of Hazardous Materials; and (3) any information furnished by the Released Parties under or in connection with this Agreement. Notwithstanding the generality of the foregoing, the foregoing waiver and release does not include any claims, responsibility, or liability to the extent related to the representations and warranties of City in this Agreement and in the Ground Lease.

(e) Scope of Release. The release set forth in this Section includes claims of which Developer is presently unaware or which Developer does not presently suspect to exist which, if known by Developer, would materially affect Developer's release of the Released Parties. Developer specifically waives the provision of any statute or principle of law that provides otherwise. In this connection and to the extent permitted by law, Developer agrees, represents and warrants that Developer realizes and acknowledges that factual matters now unknown to Developer may have given or may hereafter give rise to causes of action, claims, demands, debts, controversies, damages, costs, losses and expenses which are presently unknown, unanticipated and unsuspected, and Developer further agrees, represents and warrants that the waivers and releases herein have been negotiated and agreed upon in light of that realization and that Developer nevertheless hereby intends to release, discharge and acquit the City from any such unknown causes of action, claims, demands, debts, controversies, damages, costs, losses and expenses, except to the extent related to the representations and warranties of City in this Agreement and in the Ground Lease. Accordingly, Developer, on behalf of itself and anyone claiming by, through or under Developer, hereby assumes the above-mentioned risks and hereby expressly waives any right Developer and anyone claiming by, through or under Developer, may have.

Section 3.7 Delivery upon Closing Date.

The City shall deliver possession of the Property to Developer upon the Closing Date free and clear of all tenants and other occupants.

ARTICLE 4.
DEVELOPER CONSTRUCTION REQUIREMENTS AFTER CLOSING

Section 4.1 Construction Pursuant to Plans.

Unless modified by operation of Section 4.2, the Improvements shall be constructed substantially in accordance with the plans approved through the City's permitting process (the "Construction Plans") and the terms and conditions of the land use permits and approvals and building permits, including any variances granted. Any material changes to the Construction Plans that would affect the City's proprietary interests (e.g., affordability mix, unit count, or ground floor commercial use) shall be shared with the City for review and comment, but shall not require separate approval outside of the standard City permitting process.

Section 4.2 Change in Construction of Improvements.

(a) If Developer desires to make any material change in the Improvements which are not substantially consistent with the Construction Plans Developer shall submit the proposed change to the City and HCIC for its approval, which approval shall not be unreasonably withheld, conditioned or delayed. No change which is required for compliance with building or zoning codes or other government health and safety regulations shall be deemed material. If the Improvements, as modified by any such proposed change, will conform to the requirements of this Agreement, and the Construction Plans, the City shall approve the change by notifying Developer in writing. For purposes of this Section 4.2, a material change shall mean any change which is expected to (i) substantially alter the appearance of the Development, (ii) materially changes the unit-mix or unit count, (iii) materially reduces the quality of exterior materials, (iv) materially change the public amenities of the Development. Notwithstanding the foregoing, no change shall be deemed a "material change" if it is (A) required for compliance with building or zoning codes or other governmental health and safety regulations, (B) made in response to a requirement of a public or private lender, investor, or tax credit authority, or (C) a change in internal configurations, finishes, or systems that does not affect exterior appearance, unit count, or public amenities.

(b) Unless a proposed change is rejected by the City and HCIC within ten (10) working days (excluding City and other legal holidays), it shall be deemed approved. If rejected within such time period, the previously approved Construction Plans shall continue to remain in full force and effect. If accepted, the parties acknowledge that the Construction Plans shall be modified as necessary to reflect the accepted change to the Improvements. If the City rejects a proposed change, it shall provide Developer with specific reasons therefor and the Developer shall have the right to revise and resubmit its proposal to the City.

(c) The approval of changes in the Schematic Design and/or the Construction Plans by the City and HCIC pursuant to this Section shall be in addition to any approvals required to be obtained from the City pursuant to building permit requirements or the conditions of approval. Approval of changes in the Schematic Design and/or the Construction Plans by the City in its proprietary role shall not constitute approval of building permit requirements or conditions of approval by the City in its regulatory role and shall in no way limit the City's discretion in approving changes to the building permits or conditions of approval.

Section 4.3 Commencement of Construction of Improvements.

Developer shall commence construction of the Improvements no later than the date set forth in the Schedule of Performance as such times may be extended in writing by the Parties and subject to any notice and cure provisions hereunder.

Section 4.4 Completion of Construction of Improvements.

Developer shall diligently prosecute to complete the construction of the Improvements no later than the date set forth in the Schedule of Performance as such times may be extended in writing by the Parties and subject to any notice and cure provisions hereunder and subject to Force Majeure as defined in Section 8.24.

Section 4.5 Equal Opportunity and Diverse Workforce Plan.

(a) During the construction and operation of the Development discrimination on the basis of race, color, creed, religion, age, sex, gender, gender identity, gender expression, sexual orientation, marital status, pregnancy, national origin, ancestry, military and veteran status, or disability in the hiring, firing, promoting, or demoting of any person engaged in the construction or other work at the Property is not allowed.

(b) During the construction of the Development, Developer and the general contractor shall comply with all applicable nondiscrimination laws and policies, and shall create and implement a workforce and contracting plan that seeks to increase opportunities for Black Indigenous and People of Color (BIPOC) and women owned and small emerging businesses. The Developer and general contractor shall make good faith, commercially reasonable efforts to meet the following project-wide participation goals:

(1) General contractor must identify opportunities for smaller businesses and Disadvantaged Business Enterprises (DBEs).

(2) Where appropriate general contractor must create right sized bid packages to ensure accessibility for smaller businesses and DBEs.

(3) General contractor must conduct intentional outreach to BIPOC, women-owned and emerging small business firms prior to and through bidding process to offer equal opportunity.

(4) Minimum of 20% BIPOC, women owned, and emerging small businesses participation.

(5) Minimum of 15% apprenticeship participation.

The Developer is required to work with the City in connecting BIPOC, women owned and small emerging businesses using the City's local connections to ensure the above referenced goals

are met. The City and Developer shall review performance relative to these goals at regular intervals. Failure to meet the goals shall not, by itself, constitute a default under this Agreement, provided that the Developer demonstrates reasonable, good faith efforts to implement the measures in this Section and reports participation data as required.

Section 4.6 Planned Public Improvements.

Pursuant to the Heights District Plan, the City intends to complete the Planned Public Improvements and coordinate such construction with the Developer as follows:

(a) City will provide a joint utility trench plan for location of all dry utilities and will coordinate the design of the joint utility trench with Developer and Clark Public Utility District. City and Developer will collaborate on the design to ensure the Improvements' electrical needs are met. The City shall ensure that the Improvements' electrical and utility needs are met without imposing material additional costs or delays on the Developer.

(b) City plans to design and construct the undergrounding of overhead utility lines on the south side of E. Mill Plain Blvd and Devine Road south of E. Mill Plain Blvd and will seek reimbursement from the developer of the Family Housing Project for Site P's proportionate share of the costs in accordance with Section 4.9(e) of the Family Housing DDA. Timing of this work is to be determined, and City will use its best efforts to coordinate closely with Developer and will provide at least sixty (60) days advance written notice of the commencement of the work.

(c) City plans to design and construct improvements to the intersection of E. Mill Plain Blvd and Devine Road, including a new traffic signal, new paving, striping, bike and pedestrian facilities. The timing of these improvements is yet to be determined but the City will coordinate closely with the Developer and provide at least sixty (60) days advance written notice prior to commencement of the work.

(d) If any of the City's improvements described in this Section 4.6 interfere with access to the Property or impact the operations of the Improvements or causes any damage to the Improvements, City shall promptly reimburse Developer for any resulting, repair costs, delay costs, or other direct impacts, including costs, expenses or direct damages incurred by the Developer resulting from such damage, interference with access to the Property or adverse impact on the construction or operations of the Improvements.

Section 4.7 Compliance with Applicable Law; Prevailing Wage Requirement.

(a) Developer shall cause all construction to be performed in compliance with:

(1) All applicable laws, ordinances, rules and regulations of federal, state, county or municipal governments or agencies in effect as of the Effective Date or

that may be enacted hereafter, and

(2) All directions, rules and regulations of any fire marshal, health officer, building inspector, or other officer of every governmental agency now having or hereafter acquiring jurisdiction. The work shall proceed only after the payment of all applicable fees, procurement of each permit, license, or other authorization that may be required by any governmental agency having jurisdiction, and Developer shall be responsible to the City for the procurement and maintenance thereof, as may be required of Developer and all entities engaged in work on the Property, or any portion thereof.

(b) Unless the Improvements will be paid for in whole or in part out of public funds secured by the Developer, the construction required under this Agreement does not constitute a "public work" as none of the Improvements will be paid for in whole or in part by the City and, the Developer retains ownership of the Improvements. If and only to the extent the work performed under this Agreement is deemed a public work shall the provisions of this subsection (b) apply. If and only to the extent required by law, the Developer shall, and shall cause the contractor and subcontractors, to pay prevailing wages in the construction of the Improvements as those wages are determined.

(1) The State of Washington applicable prevailing wage rates for this project, which is located in Clark County, may be found at the following website address of the Department of Labor and Industries: https://fortress.wa.gov/lni/wagelookup/prvWagelookup.aspx.

(2) As applicable, Developer shall require that any construction contract include a requirement for the general contractor and each subcontractor to have on file current project specific "Statement of Intent to Pay Prevailing Wages" with the Washington State Department of Labor and Industries before payment will be made for work performed and require an approved "Affidavit of Wages Paid" form to be filed upon completion of the work performed.

(3) In case any dispute arises as to what the prevailing rates of wages for work of a similar nature are and such dispute cannot be resolved by the parties involved, the matter shall be referred to the director of the Department of Labor and Industries of the State of Washington for arbitration, and the L&I Director's decision shall be final, conclusive, and binding on all parties involved in the dispute.

(c) Developer shall indemnify, hold harmless and defend (with counsel selected by Developer and reasonably approved by the City) the City Indemnitees against any claim for damages, compensation, fines, penalties or other amounts arising out of the failure or alleged failure of any person or entity (including Developer, its contractor and subcontractors) to pay prevailing wages as determined pursuant to Chapter 39.12 RCW. The provisions of this Section shall survive expiration of the Term or other termination of this Agreement and shall remain in full force and effect.

Section 4.8 Progress Report.

Until such time as Developer has completed construction as evidenced by issuance of a Certificate of Occupancy by the City, Developer shall provide the City with quarterly progress reports, or more frequent updates if City reasonably requires, regarding the status of the construction of the Improvements.

Section 4.9 Developer Construction Responsibilities.

(a) It shall be the responsibility of Developer to coordinate and schedule the work to be performed so that commencement and completion of construction will take place in accordance with this Agreement.

(b) Developer shall be solely responsible for all aspects of Developer's conduct in connection with the Development, including (but not limited to) the quality and suitability of the plans and specifications, the supervision of construction work, and the performance of all architects, engineers, contractors, subcontractors, suppliers, consultants, and managers.

(c) As a condition of the Government Approvals, Developer shall be solely responsible for the design and construction of all onsite infrastructure improvements, including, without limitation, parking, landscaping, and all utilities serving the Improvements. All offsite infrastructure improvements—including, without limitation, driveway access to the Property, sidewalks, streetlights, street trees, public roadway improvements, and water, sewer, and electrical utilities, as depicted in Exhibit G—shall be designed and constructed as part of the Family Housing Project in accordance with Section 4.9(d) of the Family Housing DDA. All utility services shall be stubbed to the boundary of the Property to facilitate connection to the Improvements and access to the Property shall be provided prior to the start of construction of the Improvements.

(d) Any review or inspection undertaken by the City with reference to the Development is solely for the purpose of determining whether Developer is properly discharging its obligations to the City and should not be relied upon by Developer or by any third parties as a warranty or representation by the City as to the quality of the design or construction of the Development.

Section 4.10 Mechanic's Liens, Stop Notices, and Notices of Completion.

(a) If any claim of lien is filed against the Property, or any portion thereof, or the Improvements or a stop notice is issued affecting any portion of the Property, the City in connection with the Development, then Developer shall, within sixty (60) days after such filing or service, either pay and fully discharge the lien or stop notice, effect the release of such lien or stop notice by delivering to the City a surety bond from a surety reasonably acceptable to the City in sufficient form and amount, or provide the City with other assurance reasonably satisfactory to the City that the claim of lien or stop notice will be paid or discharged. Provided, however, that Developer shall have the right to contest in good faith any such liens or stop notice.

(b) If Developer fails to discharge any lien, encumbrance, charge, or claim in the manner required in this Section or obtain a surety bond, then in addition to any other right or remedy, upon prior notice to Developer, the City may (but shall be under no obligation to)

discharge such lien, encumbrance, charge, or claim at Developer's expense. Alternatively, the City may require Developer to immediately deposit with the City the amount necessary to satisfy such lien or claim and any costs, pending resolution thereof. The City may use such deposit to satisfy any claim or lien that is adversely determined against Developer; provided, however, that Developer shall be permitted to exercise any rights of appeal of such adverse determination

Section 4.11 Inspections.

Developer shall permit and facilitate, and shall require its contractors to permit and facilitate, observation and inspection at the Property by the City and by public authorities during reasonable business hours upon forty-eight (48) hours' prior written notice for the purposes of determining compliance with this Agreement.

Section 4.12 Information.

Developer shall provide any information reasonably requested by the City in connection with the Development; provided that Developer shall not be required to disclose any proprietary, confidential, or privileged information. The Developer may condition any disclosure on appropriate confidentiality protections and shall not be obligated to provide information that is protected by applicable law, contractual confidentiality obligations, or that could compromise Developer's competitive position.

Section 4.13 Records.

(a) Developer shall maintain complete, accurate, and current records pertaining to the Development for a period of five (5) years after the creation of such records and shall permit any duly authorized representative of the City to inspect and copy records upon reasonable prior notice to Developer. Such records shall include all invoices, receipts, and other documents related to expenditures associated with the implementation of this Agreement. Records must be kept accurate and current.

(b) The City shall notify Developer of any records it deems insufficient. Developer shall have thirty (30) calendar days after the receipt of such a notice to correct any deficiency in the records specified by the City in such notice, or if a period longer than thirty (30) days is reasonably necessary to correct the deficiency, then Developer shall begin to correct the deficiency within thirty (30) days and complete the correction of the deficiency as soon as reasonably possible.

Section 4.14 Notice of Completion.

(a) Promptly after completion of all the Improvements on the Property in accordance with the provisions of this Agreement relating solely to the obligations of Developer to construct the Improvements the City shall provide an instrument so certifying the completion of the Improvements (the "Notice of Completion").

(b) The Notice of Completion shall be conclusive determination that all covenants in

this Agreement with respect to the obligations of Developer to construct the Improvements have been met. Issuance of a Notice of Completion by the City, however, shall not constitute evidence of compliance with Developers' obligation to comply with the requirements of Section 4.9 and shall not terminate the obligations of Developer that survive the termination of this Agreement. The Notice of Completion shall not constitute evidence of compliance with or satisfaction of any obligation of Developer to any holder of a deed of trust securing money loaned to finance the Improvements.

Section 4.15 Construction Coordination.

(a) Access; Interference. Developer shall comply in all material respects with all applicable City permitting and construction requirements related to street closures, construction disturbances, and the maintenance of access to neighboring facilities and businesses. The Parties shall coordinate in good faith on construction sequencing to avoid conflicts with the Planned Public Improvements. Nothing in this Section shall impose additional permitting or operational obligations on Developer beyond those required under applicable laws or permits.

(b) Construction Traffic. The Parties shall agree to a route for the construction truck traffic to utilize during construction.

(c) Construction Worker Parking. Developer shall provide a construction worker parking plan to City for review and approval (such approval not to be unreasonably withheld, conditioned, or delayed) prior to commencement of construction.

(d) Planned Public Improvements. The City shall be responsible, at its sole cost and expense, for repairing or restoring any portion of the Property (including landscaping, improvements, and utilities) disturbed or damaged by its activities related to the Planned Public Improvements to a condition equal to that existed immediately prior to entry, promptly upon completion of its work. The City shall provide the Developer with no less than sixty (60) days' prior written notice of the commencement of construction, which notice shall include a detailed schedule, scope of work, site logistics plan, and safety protocols. Prior to any entry, the parties shall meet and confer to coordinate activities, establish access and staging protocols, and agree on measures to avoid interference with the Improvements.

ARTICLE 5.
ONGOING DEVELOPER OBLIGATIONS

Section 5.1 Applicability.

The conditions and obligations set forth in this Article 5 shall apply throughout the Term of this Agreement and the Ground Lease, unless a different period of applicability is specified for a particular condition or obligation.

Section 5.2 Use.

(a) Developer hereby agrees that, for the entire Term of this Agreement and the Ground

Lease (unless the affordability restrictions are otherwise modified pursuant to the terms of the Ground Lease), the Development will be used only for a community center and rent restricted housing with all units serving incomes at or below 80% Area Median Income (the "Affordability Requirements").

(b) Developer hereby agrees to provide ongoing community services through its non-profit partner, EngAGE, Inc, a Californian nonprofit corporation, or another nonprofit reasonably acceptable to the City (the "Service Provider"), including but not limited to health and wellness, finance, art and culture. The community services will be offered, first and foremost, to the residents free of charge and may be made available to the wider community from the dedicated ground floor service space of the building through regular activities, workshops and community events. The Developer and/or Service Provider are responsible for paying for all costs associated with these ongoing community services.

(c) During the Term, the Developer shall not use any portion of the Property for any prohibited use set forth in the Ground Lease without the prior written consent of the City, which consent shall be granted or denied at the City's sole and absolute discretion.

(d) The use requirements set forth in this Section shall be expressly incorporated into the Ground Lease and shall survive termination of this Agreement.

Section 5.3 Compliance with Covenants.

Developer agrees, for the entire Term of this Agreement, to maintain all interior and exterior improvements, including landscaping, of the Development in first-class condition, repair and sanitary condition (and, as to landscaping, in a healthy condition), and all applicable laws, rules, ordinances, orders, and regulations of all federal, state, municipal, and other governmental agencies and bodies having or claiming jurisdiction and all their respective departments, bureaus, and officials. Following the Closing Date, Developer shall comply with all standards and requirements for use, operation, maintenance, management and encumbrances of the Property and the Improvements.

Section 5.4 Taxes and Assessments.

(a) Developer shall pay all real and personal property taxes (to the extent that the Property is not fully exempt from property taxes), assessments, including the Heights Business Improvement Area Assessments detailed below, charges and any income, employment, old age benefit, withholding, sales, and other taxes assessed against it, or payable by it, at such times and in such manner as to prevent any penalty from accruing, or any lien or charge from attaching to any portion of the Property; provided, however, that Developer shall have the right to contest in good faith any such taxes, assessments, or charges. In the event Developer exercises its right to contest any tax, assessment, or charge against it, Developer, on final determination of the proceeding or contest, shall immediately pay or discharge any decision or judgment rendered against it, together with all costs, charges and interest.

(b) The Property is subject to the Heights Businesses Improvement Area (Heights BIA)

(per Vancouver Municipal Code (VMC) Section 3.50). Developer will be assessed annually to cover the supplemental service costs for the public spaces in the Heights District (as described in VMC 3.50.030). Assessments will not be charged until the Grand Loop or the civic plaza have been constructed, and the Developer has executed the Ground Lease. This levy of assessment is made pursuant to VMC 3.50.040 to finance programs and services within the Heights District that are supplemental to services the City would ordinarily provide. Each property owner and ground lessee within the Heights Business Improvement Area will pay their proportionate share of the assessments into the Heights Business Improvement Area Fund established pursuant to VMC 3.50.050. Collection of Heights BIA special assessments shall be made in accordance with VMC 3.50.060, commencing in the calendar year in which the construction of the Grand Loop or the civic plaza has been completed and the Developer and the City have executed the Ground Lease, and no sooner than January 1, 2028. Developer will be assessed annually and billed semi-annually in an amount in accordance with VMC 3.50.040 at the then-current rate in effect at the time but projected to be $0.30 per one lot square feet with annual increases at 3% or per the Portland-Hillsboro-Vancouver Consumer Price Index, whichever is greatest. The City will establish a separate business improvement area entity who will administer the Heights BIA and who will function as the governing body. The Developer will enter into a separate agreement with the Heights BIA entity and such agreement will dictate the administration of the Heights BIA in a similar manner to the terms described in VMC 3.50.

Section 5.5 Hazardous Materials.

(a) Covenants.

(1) No Hazardous Materials Activities. Developer hereby represents and warrants to the City that, at all times from and after the Closing Date, Developer shall not cause or permit any portion of the Property or the Improvements thereon to be used as a site for the use, generation, manufacture, storage, treatment, release, discharge, disposal, transportation or presence of any Hazardous Materials except for Hazardous Materials typically used in the construction and operation of the Development in compliance with Hazard Material Laws.

(2) Hazardous Materials Laws. Developer hereby represents and warrants to the City that, at all times from and after the Closing Date, Developer shall comply and cause the Property and the Improvements thereon, to comply with all applicable Hazardous Materials Laws.

(3) Notices. Developer hereby represents and warrants to the City that, at all times from and after the Closing Date, Developer shall immediately notify the City in writing of: (A) the discovery of any Hazardous Materials on or under the Property, particularly associated with the discovery or any new release of Hazardous Materials on or under the Property except for Hazardous Materials typically used in the construction and operation of the Development in compliance with Hazard Material Laws.; (B)reserved;; (C) any knowledge by Developer that the Property does not comply with any Hazardous Materials Laws; (D) any directives, corrective action orders, requests, claims or actions pending or threatened against Developer, the Property, the Improvements thereon, or the

City by any Governmental Authorities or any third-party or entity relating to Hazardous Materials or pursuant to any Hazardous Materials Laws, or arising from claims of nuisance, or damage to property or personal injury relating to Hazardous Materials associated with the Property or the Improvements thereon (collectively "Hazardous Materials Claims").

(4) Remedial Action. In response to the presence of any Hazardous Materials on, under or about the Property, or migrating from the Property, Developer shall immediately take, at Developer's sole expense, all action to assess, investigate, remedy or remove the Hazardous Material, or take any action required by any Hazardous Materials Laws or to comply with any directives, or corrective action orders, requests, from any Governmental Authority, or to comply with any judgment, consent decree, settlement or compromise with respect to any Hazardous Materials Claims.

(b) Indemnity. At all times from and after the Closing Date, Developer shall indemnify, defend, and hold the City Indemnitees, harmless from and against any and all losses, costs, claims, damages, liability, and judgments, including reasonable attorney's fees, with the counsel of City's choice, and costs incurred to hire environmental consultants incurred by or asserted against any Indemnified Party in connection with, arising out of, in response to, or in any manner relating to the violation of any Hazardous Materials Law, any Release, or threatened Release of Hazardous Materials, any condition of pollution, contamination or Hazardous Materials-related nuisance on, under or from the Property occurring after the Closing Date due to Developer's operations, or arising out of or in response to any Hazardous Materials Claims except as directly caused by the City's willful misconduct or gross negligence. Developer shall have no obligation to indemnify the City for any pre-existing Hazardous Materials present on, under, or from the Property prior to the Closing Date. This obligation to indemnify and defend the City Indemnitees contained in this shall survive termination of this Agreement.

At all times from and after the Closing Date, the City shall indemnify, defend, and hold the Developer, harmless from and against any and all losses, costs, claims, damages, liability, and judgments, including reasonable attorney's fees, with the counsel of Developer's choice, and costs incurred to hire environmental consultants incurred by or asserted against the Developer in connection with, arising out of, in response to, or in any manner relating to the violation of any Hazardous Materials Law, any Release, or threatened Release of Hazardous Materials, any condition of pollution, contamination or Hazardous Materials-related nuisance on, under or from the Adjacent Parcel, or arising out of or in response to any Hazardous Materials Claims. This obligation to indemnify and defend the Developer contained in this shall survive termination of this DDA.

(c) No Limitation. Developer hereby acknowledges and agrees that Developer's duties, obligations and liabilities under this Agreement, including, without limitation, under subsection (b) above, are in no way limited or otherwise affected by any information the City may have concerning the Development and/or the presence within the Development of any Hazardous Materials, whether the City obtained such information from Developer or from its own investigations.

Section 5.6 Insurance Requirements.

(a) Builders Risk. Until final completion of construction of the Improvements, the construction is at the risk of Developer. Developer shall (or shall cause its general contractor to) purchase and maintain Builders Risk insurance upon the work at the site to the full insurable value until completion of construction of the Improvements. Said insurance will insure against the perils customarily insured against in such Builders Risk policies, including flood (if the Development is located within the 100-year flood plain) for physical loss and damage. The insurance shall include damages, losses and expenses arising out of or resulting from any insured loss or incurred in the repair or replacement of any insured property.

(b) Property Insurance. Following completion of construction, Developer shall, at all times, maintain Cause of Loss – Special Form property insurance upon any buildings and facilities, including any permanent additions and improvements thereto, of which the Property form a part, in an amount equal to the full replacement cost thereof or with lesser limits as agreed by both City and Developer. Such insurance shall contain an agreed valuation provision in lieu of any co-insurance clause, an ordinance and law endorsement, debris removal coverage, business interruption coverage, extra expense coverage and a waiver of subrogation endorsement. Any and all payments from said policies or certificates of insurance, indemnity bonds and similar securities shall be made payable to and deposited with Developer or as required by its mortgagee(s). Further, and to the extent commercially available, all such policies shall contain a provision whereby the same cannot be canceled or modified unless City is given at least thirty (30) Days prior written notice of such cancellation or modification. Developer shall be responsible for the insurance premium and any deductible.

(c) Liability. Developer shall maintain, with financially sound and reputable insurers (see below), commercial general liability insurance written on an "occurrence" policy form with coverage at least as broad as ISO CGL form CG 0001, including contractual liability, against claims for bodily injury, property damage, and personal injury occurring on or about the Property or in any way relating to or arising out of Developer's use or occupancy of the Property with minimum limits as provided in the Ground Lease, which amount shall be consistent with commercially reasonable insurance standards but in no event shall be less than the Minimum Coverage Amount set forth in the Ground Lease. Developer shall be named as an additional insured with coverage at least as broad as form ISO CG 2026 – Designated Person or Organization, without modification, affording coverage regardless of the additional insureds' sole or concurrent negligence. Such insurance shall be endorsed to provide that the insurance shall be primary to and not contributory to any similar insurance carried by City and shall contain a severability of interest or cross liability clause.

(d) Business Interruption Insurance. Developer shall maintain business interruption insurance through the Term of the Ground Lease. Coverage will include payment to the City of the amount of annual Rent then payable to City for a period of at least six (6) months.

(e) Miscellaneous.

(1) Insurance Carrier Requirements. Developer's insurance carrier(s), for all insurance referenced in the Ground Lease, shall be a reputable insurance company licensed to do business in the State of Washington. Developer's insurance carrier(s) shall

have a minimum A-VIII rating as determined by the then current edition of Best's Insurance Reports published by A.M. Best Co.

(2) Certificates of Insurance. To establish that Developer's insurance obligations have been met, Developer shall provide City with certificates of insurance prior to or at the Lease Term Commencement Date and renewals thereof prior to expiration of existing policies. Certificates of insurance shall have a copy of additional insured endorsement in favor of Lessor attached and, to the extent commercially available, provide that the policies are not subject to cancellation or material change without at least thirty (30) Days advance written notice to City.

(3) Umbrella or Blanket Coverage. Developer shall be entitled to provide insurance coverage which it is obligated to carry pursuant to the terms of the Ground Lease under a blanket or umbrella insurance policy.

(4) Workers Comp and Employers Liability. At all times that Developer directly retains employees, Developer shall provide workers' compensation coverage, pursuant to statutory requirements. Developer further agrees to maintain Employers Liability Act ("ELA") or Stop Gap coverage as required by law of at least the Minimum Coverage Amount set forth in the Ground Lease.

(5) Automobile Liability. At all times that Developer owns at least one automobile, Developer shall provide Automobile Liability insurance with coverage at least as broad as Business Automobile Liability ISO form CA 0001, covering all owned, non-owned and hired automobiles brought on the Property, with coverage of at least the Minimum Coverage Amount set forth in the Ground Lease.

(6) Waiver of Subrogation. Notwithstanding anything in this Agreement to the contrary, neither party, nor its Related Parties is, nor, in case of Agreement, its assignees, shall be liable to the other party or to any insurance company (by way of subrogation or otherwise) insuring the other party, for any loss or damage to any building, structure or other property (whether real or personal) arising from any cause that (i) would be insured against under the terms of any property insurance required to be carried hereunder (or, with respect to City, which a reasonably prudent owner of real property similar in size, type, use, location, and quality as the Property would carry), or (ii) is insured against under the terms of any property insurance actually carried, regardless of whether the same is required hereunder, even though such loss or damage might have been occasioned by the negligence of such party or its Related Parties. Each party shall notify their respective insurance companies of this waiver of any rights of subrogation that such companies may have against Lessor or Lessee, as the case may be and shall obtain any necessary endorsement to avoid such waiver's invalidating the policy in whole or in part. Further, neither party nor the Related Parties shall be liable for: (1) any such damage caused by other lessees or persons in, upon or about the Property, or caused by operations in construction of any private, public or quasi-public work; or (2) consequential damages, including lost profits, of either party or any person claiming through or under Developer or City as applicable.

(7) Failure to Maintain. City shall have the right to force place any insurance required to be maintained by Developer hereunder if Developer fails to obtain same within thirty (30) Days of receipt of written notice of such failure, and the costs of such force placed insurance shall be an Additional Charge.

(f) City Insurance. City shall maintain in effect at all times insurance coverage consistent with the coverage customarily carried by ground lessors of property comparable in size, type, quality and location as the Property, including but not limited to (1) commercial general liability insurance with limits of no less than Ten Million and 00/100 Dollars ($10,000,000) per occurrence and annual aggregate, which may be comprised of both primary and excess layers, and (2) pollution liability insurance with limits of not less than One Million and 00/100 Dollars ($1,000,000.00) per claim and Two Million and 00/100 Dollars ($2,000,000.00) aggregate. Such insurance carriers shall have an A.M. Best rating of not less than "A-" and Financial Size Category Rating of not less than "VIII" according to the latest edition of Best's Key Rating Guide. Notwithstanding the foregoing, City self-insures consistent with the parameters set forth in Schedule 5.6. So long as City complies with Schedule 5.6, City shall be deemed to comply with this section.

Section 5.7 Audits.

Upon five (5) business days' prior written notice from the City, the Developer shall make available for examination at reasonable intervals and during normal business hours to the City all books, accounts, reports, files, and other papers or property with respect to all matters covered by this Agreement, and shall permit the City to audit, examine, and make excerpts or transcripts from such records. The City may make audits of any conditions relating to this Agreement. The City agrees to treat information obtained from the Developer during any audit with confidentiality, subject to the City's legal obligations including under the Public Records Act. Disclosure of information by the City shall not be prohibited if that disclosure is of information that is or becomes a matter of public record or public knowledge as a result of the closing of the transaction or from sources other than the City or its agents, employees, contractors, consultants or attorneys.

ARTICLE 6.
RESTRICTIONS ON ASSIGNMENT

Section 6.1 Permitted Assignment.

Developer is permitted to partially or wholly assign this Agreement, and the rights of Developer in connection therewith to a "Developer's Affiliate" without the prior written consent of City, provided that Developer shall be afforded no consideration for such assignment and provided that Developer delivers written notice no later than ten (10) days prior to the effective date of such assignment, which notice shall provide reasonable evidence to City that the assignee is a "Developer Affiliate" as defined herein. For purposes of this section, "Developer's Affiliate" means (a) any entity that directly or indirectly controls, is controlled by, or is under common control with Developer; or (b) any entity at least a majority of whose economic interest is owned by Developer, with the term "control" meaning the power to direct the day-to-day management of

such entity through voting rights, ownership, or contractual obligations.

Section 6.2 Prohibited Assignment.

Except as otherwise provided in this Article, Developer, shall not assign its rights under this Agreement without the prior written consent of City, which consent may be granted, denied or conditioned in City's sole and absolute discretion. Notwithstanding the foregoing, no assignment or transfer shall relieve the assigning Party from its obligations under this Agreement unless expressly agreed to in writing by City.

ARTICLE 7.
DEFAULT AND REMEDIES

Section 7.1 General Applicability.

The provisions of this Article shall govern the Parties' remedies for breach or failure of this Agreement.

Section 7.2 No Fault of Parties Prior to Closing.

(a) If Developer, despite good faith and diligent efforts, is unable to satisfy all of the conditions precedent to the City's obligation to ground lease the Property as set forth in Article 2 by the dates set forth in the Schedule of Performance this Agreement may be terminated by written notice to the other party.

(b) If Developer fails to secure HTFP financing by the Award of Funding milestone date on the Schedule of Performance, the parties may mutually agree to either extend the Schedule of Performance dates by twelve (12) months, thereby allowing the Developer to secure funding through the subsequent HTFP funding cycle or may mutually agree to terminate this Agreement. If the Parties agree to extend the Schedule of Performance dates, the Developer is allowed one more HTFP funding cycle for a total of three funding rounds to satisfy Section 2.4. If Developer fails to satisfy Section 2.4 on a third attempt, this Agreement may be terminated at the election of either Party by written notice to the other Party. If the Parties agree to extend the Schedule of Performance dates, the Developer is required to present to the City an alternative funding plan that does not rely upon HTFP, that is acceptable to the City to prevent delay.

(c) If this Agreement is terminated due to the happening of either of the above mentioned events, after termination, neither party shall have any rights against or liability to the other under this Agreement, except that the waiver and indemnification provisions of this Agreement that recite that they survive termination of the Term or of this Agreement shall survive such termination and remain in full force and effect.

Section 7.3 Fault of City.

(a) Except as to events constituting a basis for termination under Section 7.2, the following events each constitute a City Event of Default (subject to any applicable notice and cure period) and a basis for Developer to take action against the City:

(1) The City, without good cause, fails to ground lease the Property to Developer within the time and in the manner set forth in this Agreement and Developer is otherwise entitled by this Agreement to such transaction; or

(2) The City breaches any other material provision of this Agreement.

(b) Upon the happening of any of the above-described events, Developer shall first notify the City in writing of its purported breach or failure, giving the City forty-five (45) days from receipt of such notice to cure or, if cure cannot be accomplished within forty-five (45) days, to commence to cure such breach, failure, or act. In the event the City does not then so cure within said forty-five (45) days, or if the breach or failure is of such a nature that it cannot be cured within forty-five (45) days, the City fails to commence to cure within such forty-five (45) days and thereafter diligently complete such cure within a reasonable time thereafter but in no event later than one hundred twenty (120) days, then Developer shall be afforded the following exclusive remedies and shall be entitled to a return of the Deposit:

(1) Terminating in writing this Agreement, however, that the waiver and indemnification provisions of this Agreement that recite that they survive termination of the Term or of this Agreement shall survive such termination and remain in full force and effect; or

(2) Prosecuting an action for specific performance.

(c) Notwithstanding anything to the contrary set forth in this Agreement:

(1) If all conditions precedent to the City's obligation to enter into the Ground Lease under Article 2 have been waived or satisfied, and the City, despite its good faith efforts and for reasons beyond its reasonable control, is unable to ground lease the Property to Developer, then, in lieu of any other remedies, the Developer shall be entitled to reimbursement from the City of its reasonable, documented, out-of-pocket costs and expenses directly incurred in connection with the Development, including without limitation permitting fees, application fees, design fees, and consultant costs associated with the design and permitting of the Development, to the extent actually paid by Developer prior to termination.

(2) If all such conditions have been waived or satisfied and the City, without good cause, willfully fails to ground lease the Property to Developer, then Developer may pursue any remedies available at law or in equity, including an award of monetary damages.

Section 7.4 Fault of Developer.

(a) Except as to events constituting a basis for termination under Section 7.2, the

following events each constitute an Event of Default (subject to any applicable notice and cure period) and a basis for the City to take action against Developer:

(1) Developer fails to exercise good faith and diligent efforts to satisfy, within the time set forth in the Schedule of Performance and in the manner set forth in Article 2 one or more of the conditions precedent to the City's obligation to ground lease the Property to Developer pursuant to this Agreement; or

(2) Developer has satisfied all preconditions set forth in this Agreement to commencement of construction of the Improvements by the Closing Date but refuses to close on the Ground Lease within the time periods and under the terms set forth in Article 3; or

(3) Developer constructs or attempts to construct the Improvements in violation of Article 4; or

(4) Developer upon execution of a Ground Lease abandons or suspends construction of the Improvements prior to completion of all construction for a period of sixty (60) days after written notice by the City of such abandonment or suspension; or forth in Article 4; or

(5) Developer fails to substantially comply with any obligation or requirement set forth in this Agreement; or

(6) A transfer or assignment of this Agreement or the rights of Developer in connection therewith occurs, either voluntarily or involuntarily, in violation of Article 6;

(7) Any representation or warranty contained in this Agreement (including those listed in Section 8.18) or in any application, financial statement, certificate or report submitted to the City in connection with this Agreement proves to have been incorrect in any material and adverse respect when made; or

(8) A court having jurisdiction shall have made or entered any decree or order: (i) adjudging Developer to be bankrupt or insolvent: (ii) approving as properly filed petition seeking its reorganization of Developer or seeking any arrangement for Developer under the bankruptcy law or any other applicable debtor's relief law or statute of the United States or any state or other jurisdiction; (iii) appointing a receiver, trustee, liquidator, or assignee of Developer in bankruptcy or insolvency or for any of their properties; or (iv) directing the winding up or liquidation of Developer, if any such decree or order described in clauses (i) to (iv), inclusive, shall have continued unstayed or undischarged for a period of ninety (90) days unless a lesser time period is permitted for cure under any other mortgage on the Property, in which event such lesser time period will apply under this subsection (9) as well; or Developer has admitted in writing its inability to pay its debts as they fall due or shall have voluntarily submitted to or filed a petition seeking any decree or order of the nature described in clauses (i) to (iv), inclusive; or

(9) Developer shall have been dissolved or shall have voluntarily suspended its business; or

(10) Developer breaches any other material provision of this Agreement and any applicable cure period for such breach shall have expired.

(b) Upon the happening of any of the above-described events, the City shall first notify Developer in writing of its purported breach, failure or act above described, giving Developer in writing forty-five (45) days from receipt of such notice to cure, or, if cure cannot be accomplished within said forty-five (45) days, to commence to cure such breach, failure, or act. In the event Developer fails to cure within said forty-five (45) days, or if such breach is of a nature that it cannot be cured within forty-five (45) days, Developer fails to commence to cure within said forty-five (45) days and diligently complete such cure within a reasonable time thereafter but in no event later than one hundred twenty (120) days, then the City shall be afforded all of its rights at law or in equity, including an award of monetary damages, and the right to exercise any or all of the following remedies:

(1) Termination of this Agreement by written notice to Developer; provided, however, that the City's remedies pursuant to this Article 7 or any other City Document and the waiver and indemnification provisions of this Agreement that recite that they survive termination of the Term or of this Agreement shall survive such termination and remain in full force and effect;

(2) Prosecuting an action for damages or specific performance; and

(3) If the uncured default occurs prior to the issuance of a Certificate of Occupancy for the Improvements, exercising the City's rights under the Construction Bonds; it being understood that the remedies secured by the Construction Bonds will automatically terminate after the issuance of a Certificate of Occupancy for the Improvements.

Section 7.9 Remedies Cumulative.

No right, power, or remedy given by the terms of this Agreement is intended to be exclusive of any other right, power, or remedy; and each and every such right, power, or remedy shall be cumulative and in addition to every other right, power, or remedy given by the terms of any such instrument, or by any statute or otherwise. Neither the failure nor any delay to exercise any such rights and remedies shall operate as a waiver thereof, nor shall any single or partial exercise of any such right or remedy preclude any other or further exercise of such right or remedy, or any other right or remedy.

Section 7.10 Waiver of Terms and Conditions.

No waiver of any default or breach by Developer hereunder shall be implied from any omission by the City to take action on account of such default if such default persists or is repeated,

and no express waiver shall affect any default other than the default specified in the waiver, and such waiver shall be operative only for the time and to the extent therein stated. Waivers of any covenant, term, or condition contained herein shall not be construed as a waiver of any subsequent breach of the same covenant, term, or condition. The consent or approval by the City to or of any act by Developer requiring further consent or approval shall not be deemed to waive or render unnecessary the consent or approval to or of any subsequent similar act. The exercise of any right, power, or remedy shall in no event constitute a cure or a waiver of any default under this Agreement nor shall it invalidate any act done pursuant to notice of default, or prejudice the City in the exercise of any right, power, or remedy hereunder or under this Agreement, unless in the exercise of any such right, power, or remedy all obligations of Developer to City are paid and discharged in full.

Section 7.11 Assignment of Plans.

If this Agreement is terminated pursuant to Section 7.2 or Section 7.4, and City requests copies of plans, specifications and/or third party reports obtained in connection with the Development, (collectively, the "Section 7.11 Documents"), Developer shall promptly deliver to the City, within ten (10) days of City's request, copies the requested Section 7.11 Documents but only upon full reimbursement by the City of the costs incurred by Developer in connection with the preparation, acquisition, and development of the requested Section 7.11 Documents. To the maximum extent permitted under such documents or any applicable security instrument, the delivery of the Section 7.11 Documents shall be accompanied by an assignment in a the form of an assignment agreement approved by the City, of Developer's right, title and interest in the Section 7.11 Documents; provided however, that that such documents shall be delivered strictly on an "AS-IS" basis, without representation or warranty of any kind, express or implied, as to their accuracy, completeness, validity, quality, or fitness for any particular purpose and any use of the Section 7.11 Documents by the City or any other person shall be without liability of any kind to Developer, its consultants or its employees as to the quality, validity, or usability of the Section 7.11 Documents. The City acknowledges and accepts the form CAD/BIM electronic file transfer agreements provided by the Architect and Civil Engineer, copies of which are attached as Schedule 7.11 ("Assignment of Plans Agreements"). The Parties agree to execute such forms or substantially similar documents at the time of file exchange, and to comply with the usage and indemnity conditions set forth therein.

Section 7.12 No Consequential Damages.

Notwithstanding anything to the contrary elsewhere in this agreement or provided for under any applicable law, neither City or Developer shall, in any event, be liable to the other party, either in contract, tort or otherwise, for any consequential, incidental, indirect, special or punitive damages from such other person, including loss of future revenue, income or profits, diminution of value or loss of business reputation or opportunity relating to the default or alleged breach hereof, whether or not the possibility of such damages has been disclosed to the other party in advance or could have been reasonably foreseen by such other party.

ARTICLE 8.
GENERAL PROVISIONS

Section 8.1 Notices, Demands and Communications.

Formal notices, demands, and communications between the City and Developer shall be sufficiently given if and shall not be deemed given unless dispatched by registered or certified mail/return receipt, or delivered personally, to the principal offices of the City and Developer as follows:

CITY:

City of Vancouver
PO Box 1995
Vancouver, WA 98668-1995
ATTN: Patrick Quinton, Economic Development Director
Email: Patrick.Quinton@cityofvancouver.us

WITH A COPY TO:

City of Vancouver
PO Box 1995
Vancouver, WA 98668-1995
ATTN: Becky Rude, Deputy City Attorney
Email: Becky.Rude@cityofvancouver.us

DEVELOPER:

Vancouver Heights Senior Housing Partners Limited Partnership
208 SW 1st Avenue, Suite 240
Portland, OR 97204
ATTN: Stef Kondor, Executive Vice President, Development
Email: SKondor@related.com

WITH A COPY TO:

Bocarsly Emden Cowan Esmail & Arndt LLP
Attention: Nicole Deddens
633 West Fifth Street, Suite 5880
Los Angeles, CA 90071

Such written notices, demands and communications may be sent in the same manner to such other addresses as the affected party may from time to time designate by mail as provided in this Section 8.1. No party shall evade or refuse delivery of any notice.

Section 8.2 No Personal Liability.

No member, official, employee or agent of the City shall be personally liable to Developer, or any successor in interest, in the event of any default or breach by the City or for any amount which may become due to Developer or successor or on any obligation under the terms of this Agreement.

No partner, director, employee or agent of the Developer shall be personally liable to City, or any successor in interest, in the event of any default or breach by the Developer or for any amount which may become due to City or successor or on any obligation under the terms of this Agreement.

Section 8.3 Conflict of Interest.

No member, official, employee or agent of the City shall make any decision relating to this Agreement which affects their personal interests or the interest of any corporation, partnership, association in which they are directly or indirectly interested in.

Section 8.4 Enforced Delay.

In addition to specific provisions of this Agreement, performance by either party hereunder shall not be deemed to be in default where delays or defaults are due to war; insurrection; protests, strikes; lock-outs; riots; floods; earthquakes; fires; casualties; acts of god; acts of the public enemy; epidemics or pandemics; quarantine restrictions; freight embargoes; governmental restrictions or priority; litigation (including suits filed by third parties concerning or arising out of this Agreement); weather or soils conditions which, in the opinion of Developer's contractor, will necessitate delays; inability to secure necessary labor, materials or tools; acts of the other party; acts or failure to act of any public or governmental agency or entity (other than the acts or failure to act of the City); or any other causes (other than Developer's inability to obtain financing for the Improvements) beyond the control or without the fault of the party claiming an extension of time to perform. An extension of time for any cause will be deemed granted if notice by the party claiming such extension is sent to the other within fifteen (15) days from the date the party seeking the extension first discovered the cause and such extension of time is not rejected in writing by the other party within fifteen (15) days of receipt of the notice. Times of performance under this Agreement may also be extended in writing by the City and Developer. In no event shall the cumulative delays exceed one hundred eighty (180) days, unless otherwise agreed to by the Parties in writing.

Section 8.5 Inspection of Books and Records.

Upon request, Developer shall permit the City to inspect at reasonable times during business hours and on a confidential basis those books, records and all other documents of Developer necessary to determine Developer's compliance with the terms of this Agreement. Developer also has the right at all reasonable times during business hours to inspect the public books, records and all other documentation of the City pertaining to its obligations under this Agreement.

Section 8.6 Title of Parts and Sections.

Any titles of the articles, sections or subsections of this Agreement are inserted for convenience of reference only and shall be disregarded in construing or interpreting any part of its provision.

Section 8.7 General Indemnification.

Each Party (the "Indemnifying Party") agrees to indemnify, protect, hold harmless and defend (by counsel reasonably satisfactory to the other Party) the Other Party (the "Indemnified Party") from all suits, actions, claims, causes of action, administrative proceedings, arbitrations, enforcement actions, costs, demands, judgments and liens arising out of Indemnifying Party's performance or non-performance under this Agreement, or any other agreement executed pursuant to this Agreement, or arising out of acts or omissions of any of Indemnifying Party's contractors, subcontractors, or persons claiming under any of the aforesaid, except to the extent directly caused by the Indemnified Party's willful misconduct or gross negligence or breach of this Agreement. The provisions of this Section shall survive expiration of the Term or other termination of this Agreement and shall remain in full force and effect.

Section 8.8 Applicable Law.

This Agreement shall be interpreted under and pursuant to the laws of the State of Washington.

Section 8.9 Venue.

In the event any legal action is commenced to interpret or to enforce the terms of this Agreement or to collect damages as a result of any breach thereof, the venue for such action shall be the Superior Court of the County of Clark, or where otherwise appropriate, exclusively in the United States District Court, Western District of Washington

Section 8.10 No Brokers.

The City represents that it has not had any contact or dealings regarding the Property, or any communication in connection with the subject matter of this transaction, through any real estate broker or other person who can claim a right to a commission or finder's fee except as agreed to in writing by the City and Developer. Developer represents, warrants, and agrees that it has a real estate broker that Developer is obligated to pay any real estate commission in connection with the transactions contemplated by this Agreement. If any broker or finder makes a claim for a commission or finder's fee based upon a contact, dealings, or communications, Developer shall indemnify, defend with counsel of the City's choice, and hold the City harmless from all expense, loss, damage and claims, including the City's attorneys' fees, if necessary, arising out of the broker's or finder's claim, except as directly cause by the City's willful misconduct or gross negligence. The provisions of this Section shall survive expiration of the Term or other termination of this Agreement and shall remain in full force and effect.

Section 8.11 Severability.

If any term, provision, covenant or condition of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remainder of the provisions shall continue in full force and effect unless the rights and obligations of the parties have been materially

altered or abridged by such invalidation, voiding or unenforceability.

Section 8.12 Binding Upon Successors.

(a) This Agreement shall be binding upon and inure to the benefit of the heirs, administrators, executors, successors in interest and assigns of each of the parties hereto except that there shall be no transfer of any interest by any of the parties hereto except pursuant to the terms of this Agreement. Any reference in this Agreement to a specifically named party shall be deemed to apply to any successor, heir, administrator, executor or assign of such party who has acquired an interest in compliance with the terms of this Agreement, or under law.

(b) The covenants and restrictions set forth in this Agreement shall run with the land and shall bind all successors in title to the Property. However, on the termination of this Agreement, such covenants and restrictions shall expire. Each and every contract, deed, or other instrument hereafter executed covering any portion of the Property shall be held conclusively to have been executed, delivered, and accepted subject to such covenants and restrictions, regardless of whether such covenants or restrictions are set forth in such contract, deed, or other instrument, unless the City expressly releases any portion of the Property from the requirements of this Agreement.

Section 8.13 Independent Parties; No Joint Venture.

Nothing in this Agreement is intended to or does establish the parties as partners, a joint venture, or principal and agent with one another.

Section 8.14 No Third-Party Beneficiaries.

No person or entity other than the City, Developer, and their permitted successors and assigns shall have any right of action under this Agreement

Section 8.15 Time of the Essence.

In all matters under this Agreement, the parties agree that time is of the essence.

Section 8.16 Action by the City.

Except as may be otherwise specifically provided in this Agreement or any another City Documents, whenever any approval, notice, direction, finding, consent, request, waiver, or other action by the City is required or permitted under this Agreement or any other City Documents, such action may be given, made, or taken by the City Manager, or by any person who shall have been designated in writing to Developer by the City Manager, without further approval by the City Council. Any such action shall be in writing in a form approved by the City Attorney.

Section 8.17 Discretion Retained by City.

The City's execution of this Agreement does not constitute approval by the City and in no

way limits the discretion of the City in the permit and approval process in connection with development of the Improvements.

Section 8.18 Representations and Warranties.

(a) Developer Representations and Warranties. Developer hereby represents and warrants to the City as follows as of the Effective Date and throughout the Term, unless otherwise specified below:

(1) Organization. Developer is a duly organized, validly existing limited liability partnership, or such other entity approved by the City, and is in good standing under the laws of the State of Washington and has the power and authority to own its property and carry on its business as now being conducted.

(2) Authority of Developer. Developer has full power and authority to execute and deliver this Agreement, and all other documents and instruments to be executed and delivered, pursuant to this Agreement, and to perform and observe the terms and provisions of all of the above.

(3) Authority of Persons Executing Documents. This Agreement and all other documents or instruments executed and delivered, or to be executed and delivered, pursuant to this Agreement have been executed and delivered by persons who are duly authorized to execute and deliver the same for and on behalf of Developer, and all actions required under Developer's organizational documents and applicable governing law for the authorization, execution, delivery and performance of this Agreement and all other documents or instruments executed and delivered, or to be executed and delivered, pursuant to this Agreement, have been duly taken.

(4) Valid Binding Agreements. This Agreement and all other documents or instruments which have been executed and delivered pursuant to or in connection with this Agreement constitute or, if not yet executed or delivered, will when so executed and delivered constitute, legal, valid and binding obligations of Developer enforceable against it in accordance with their respective terms.

(5) No Breach of Law or Agreement. Neither the execution nor delivery of this Agreement or of any other documents or instruments executed and delivered, or to be executed or delivered, pursuant to this Agreement, nor the performance of any provision, condition, covenant or other term hereof or thereof, will conflict with or result in a breach of any statute, rule or regulation, or any judgment, decree or order of any court, board, commission or agency whatsoever binding on Developer, or any provision of the organizational documents of Developer, or will conflict with or constitute a breach of or a default under any agreement to which Developer is a party, or will result in the creation or imposition of any lien upon any assets or property of Developer, other than liens permitted or established pursuant hereto.

(6) Compliance with Laws; Consents and Approvals. The construction

of the Improvements will comply with all applicable laws, ordinances, rules and regulations of federal, state and local governments and agencies and with all applicable directions, rules and regulations of the fire marshal, health officer, building inspector and other officers of any such government or agency.

(7) Pending Proceedings. Developer is not in default under any law or regulation or under any order of any court, board, commission or agency whatsoever, and there are no claims, actions, suits or proceedings pending or, to the knowledge of Developer, threatened against or affecting Developer, at law or in equity, before or by any court, board, commission or agency whatsoever which might, if determined adversely to Developer, materially affect Developer's ability to develop and operate the Improvements as required under this Agreement.

(8) Financial Statements. The financial statements of Developer and other financial data and information furnished by Developer to the City fairly present the information contained therein. As of the date of this Agreement, there has not been any adverse, material change in the financial condition of Developer from that shown by such financial statements and other data and information.

(9) Sufficient Funds. As of the Closing Date, the Developer will hold sufficient funds or binding commitments for sufficient funds to enter into the Ground Lease and complete the construction of the Improvements on the Property in accordance with this Agreement.

(10) No Reliance on Planned Public Improvements. Developer is entering into this Agreement for the purpose of constructing the Improvements and accessing the Ground Lease and is not relying on the City being required to deliver the Planned Public Improvements as a condition of Developer's performance hereunder.

(b) City's Representations and Warranties. City represents and warrants to Developer as follows:

(1) That this Agreement constitutes the valid and binding obligation of City and, upon approval by the Vancouver City Council, is enforceable against City in accordance with its terms, subject to bankruptcy, insolvency and similar laws affecting the enforcement of creditors' rights generally and general equitable principles.

(2) City is a Washington first-class charter city, validly formed and duly established as a Washington municipal corporation under the laws of the State of Washington.

(3) Pursuant to approval by the Vancouver City Council, City has full power and authority to enter into and perform this Agreement.

(4) The execution and delivery of this Agreement, delivery of money and all required documents, City's performance of this Agreement and the transaction

contemplated hereby have been duly authorized by the requisite action on the part of City.

(5) Neither the execution nor delivery of this Agreement, nor the transaction contemplated by this Agreement will, to City's knowledge, conflict in any material respect or constitute a breach under any agreement or instrument by which City or the Property is bound.

(6) Except as disclosed in writing to Developer at or before Closing on Schedule 8.18(b)(6) (the "Litigation Disclosure") attached hereto, there are no pending actions, suits, arbitrations, claims or proceedings, at law or in equity, including without limitation, any action or proceeding for condemnation, affecting the Property or in which City is, or, to the best of City's knowledge, will be, a party by reason of City's ownership of the Property.

Section 8.19 Complete Understanding of the Parties.

This Agreement and the attached exhibits constitute the entire understanding and agreement of the parties with respect to the matters set forth in this Agreement.

Section 8.20 Entry by the City.

Developer shall permit the City, through its officers, agents, or employees, at all reasonable times during business hours, and upon at least 48 hours prior written notice to Developer, to enter into the Development: (a) to inspect the work of construction to determine that the same is in conformity with the requirements of this Agreement; and (b) following completion of construction and subject to the rights of tenants under their leases and any applicable landlord tenant laws, including without limitation rights of tenants to receive prior written notice with respect to inspection of residential units, to inspect the ongoing operation and management of the Development to determine that the same is in conformance with the requirements of this Agreement. Developer reserves the right to have a representative of Developer accompany City during any inspection by City. Developer acknowledges that the City is under no obligation to supervise, inspect, or inform Developer of the progress of construction, or operations and Developer shall therefore not rely upon the City for that purpose. Any inspection by the City during the construction is entirely for its purposes in determining whether Developer is in compliance with this Agreement and is not for the purpose of determining or informing Developer of the quality or suitability of construction. Developer shall rely entirely upon its own supervision and inspection in determining the quality and suitability of the materials and work, and the performance of architects, subcontractors, and material suppliers.

Section 8.21 Amendments.

The Parties can amend this Agreement only by means of a writing executed by all Parties.

Section 8.22 Implementation Agreements.

The Parties acknowledge that the provisions of this Agreement require a close degree of

cooperation and that new information and future events may demonstrate that changes are appropriate with respect to the details of performance of the Parties under this Agreement. The Parties desire, therefore, to retain a certain degree of flexibility with respect to the details of performance for those items covered in general terms under this Agreement. If and when, from time to time, the Parties find that mutually acceptable refinements or adjustments are desirable, such refinements or adjustments shall be accomplished through operating memoranda or implementation agreements approved by the Parties which, after execution shall be attached to this Agreement as addenda and become a part hereof. Operating memoranda or implementation agreements may be executed on the City's behalf by the City Manager, or the City Manager's designee. In the event a particular subject requires notice or hearing, such notice or hearing shall be appropriately given. Notwithstanding the foregoing, nothing in this Section shall be deemed to require the City to consider any request by Developer for a waiver of any particular obligation as set forth herein.

Section 8.23 Multiple Originals; Counterparts.

This Agreement may be executed in multiple originals, each of which is deemed to be an original, and may be signed in counterparts.

Section 8.24 Force Majeure.

If, after the Effective Date of this Agreement, either Party is prevented or delayed from performing any act or discharging any obligation under this Agreement, excluding any monetary obligations, when and to the extent such failure or delay is caused by or results from acts beyond either Party's reasonable control, including, without limitation, pandemics, epidemics or similar global infection outbreak; fire, flood, earthquake or explosion; strikes or labor disputes; materials or equipment embargoes or blockades; acts of God; war, invasion, or hostile government actions, civil commotion or other casualty; legal actions attacking the validity of this Agreement, the City's authority to develop the Property, or the Developer's occupancy of the Property, or any other similar casualties beyond the reasonable control of the Party affected, except casualties directly or indirectly resulting from the acts or omissions of that Party ("Force Majeure"), the Party impacted shall be excused from performance of the act for the period of the delay, and the period for performance of the act shall be extended for a period equivalent to the period of the delay. If the party claiming excuse or delay of performance by Force Majeure fails to notify the other party and provide appropriate evidence of such qualifying event within thirty (30) days of commencement of the Force Majeure event, that party shall not be exempted from its liability for failure of performance or complete performance, or the necessity of delay in fulfilling its obligations. The party affected by Force Majeure shall make reasonable efforts to reduce the consequences of the Force Majeure and resume the performance of all relevant obligations as soon as possible after the termination of Force Majeure. If the party affected by Force Majeure fails to resume performance of the relevant obligations after the reasons for the temporary exemption from performance of the obligations due to Force Majeure cease, such party shall be liable to the other party in this regard.

[Remainder of Page Intentionally Blank; Signatures Follow]

IN WITNESS WHEREOF, the City and Developer have executed this Agreement in triplicate on or as of the Effective Date.

DEVELOPER:

VANCOUVER HEIGHTS SENIOR HOUSING PARTNERS LIMITED PARTNERSHIP,
a Washington limited liability limited partnership

BY: RELATED/VANCOUVER HEIGHTS SENIORDEVELOPMENT CO., LLC,
a California limited liability company, its general partner

By:_____
By: Ann Silverberg, President

STATE OF WASHINGTON)
) ss.
County of Clark)

On this _____ day of _____, 2026, before me personally appeared Ann Silverberg, to me known to be the President of the Related Vancouver Heights Senior Development Co., LLC, a California limited liability company, as the General Partner of Vancouver Heights Senior Housing Partners Limited Partnership, a Washington limited liability limited partnership, which has executed the within and foregoing instrument, and acknowledged said instrument to be the free and voluntary act and deed of said entity, for the uses and purposes therein mentioned, and on oath stated that they were authorized to execute said instrument.

In Witness Whereof, I have hereunto set my hand and affixed my official seal the day and year first above written.

_____
(Signature of Notary Public)

_____
(Printed Name of Notary Public)

_____
(Place of Residence of Notary Public)

(notary seal or stamp) My Commission Expires:_____

CITY:

CITY OF VANCOUVER, WASHINGTON,
a Washington municipal corporation

By: _____
By: Lon Pluckhahn, City Manager

ATTEST:

By: _____
By: Anthony Glenn, Deputy City Clerk (or Designee)

APPROVED AS TO FORM:

By: _____
By: Nena Cook, City Attorney

STATE OF WASHINGTON)
) ss.
County of Clark)

On this _____ day of _____, 2026, before me personally appeared Lon Pluckhahn, to me known to be the City Manager of the City of Vancouver, a Washington municipal corporation, which has executed the within and foregoing instrument, and acknowledged said instrument to be the free and voluntary act and deed of said entity, for the uses and purposes therein mentioned, and on oath stated that they were authorized to execute said instrument.

In Witness Whereof, I have hereunto set my hand and affixed my official seal the day and year first above written.

_____
(Signature of Notary Public)

_____
(Printed Name of Notary Public)

_____
(Place of Residence of Notary Public)

(notary seal or stamp)

My Commission Expires: _____

EXHIBIT A-1

MAP OF SITE

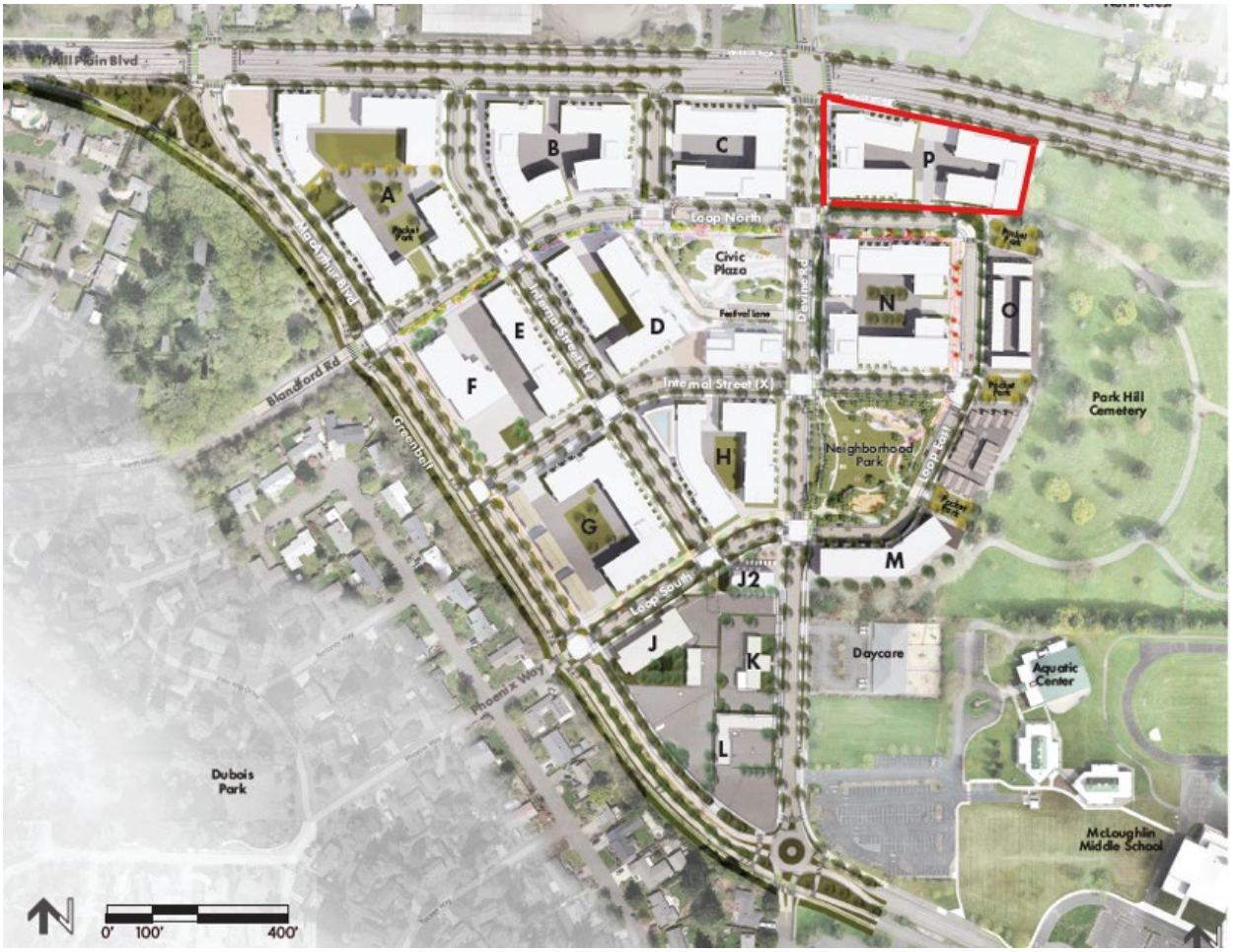


EXHIBIT A-2

LEGAL DESCRIPTION OF THE SITE P

City of Vancouver Property Description
Parcel "P"
Legal Description

Being a portion of that tract of land conveyed to the City of Vancouver as described in Auditor's File Number 5505392, Clark County Deed Records, and being a portion of the John Nye Donation Land Claim located in the Southwest one-quarter of Section 30, Township 2 North, Range 2 East of the Willamette Meridian, City of Vancouver, Clark County, Washington and being more particularly described as follows:

COMMENCING FROM the Northeast corner of Lot 3 of that Short Plat recorded in Book 2, Page 243, Short Plat Records of Clark County, Washington;

Thence North 01°30'02" East, along the westerly right-of-way line of Devine Road, 529.07 feet to a point;

Thence South 88°29'58" East, leaving said Westerly right-of-way line, 60.00 feet to a point on the Westerly line (also being a point on the easterly right-of-way line of Devine Road) of that parcel described in said Auditor's File Number 5505392;

Thence continuing South 88°29'58" East, leaving said Westerly line, 19.50 feet to an angle point on a proposed right-of-way line and the **TRUE POINT OF BEGINNING** of the herein described property;

Thence continuing South 88°29'58" East, along said proposed right-of-way line, 270.00 feet to an angle point;

Thence South 81°31'15" East, continuing along said proposed right-of-way line and its Easterly extension thereof, 155.73 feet to a point on the Easterly line of that parcel described in said Auditor's File Number 5505392;

Thence North 19°54'58" East, along the Easterly line of said parcel, 150.88 feet to a point on a proposed right-of-way line;

Thence North 75°53'25" West, along said proposed right-of-way line (said line being 64.50 feet southerly of when measured parallel with the centerline of E. Mill Plain Boulevard), 185.40 feet to the beginning of an 1868.50 foot radius curve to the left;

Thence continuing along said proposed right-of-way line and the arc of said 1868.50-foot radius curve to the left (said arc being 64.50 feet southerly of when measured parallel with the centerline of E. Mill Plain Boulevard), through a central angle of 08°42'14" (the chord of which

bears North 80°14'32" West, 283.12 feet) an arc distance of 283.39 feet to a point of non-tangency;

Thence South 45°23'00" West, continuing along said proposed right-of-way line, 16.05 feet to an angle point, said point being 19.50 feet Easterly of when measured perpendicular to the Easterly right-of-way line of Devine Road;

Thence South 01°30'02" West, continuing along said proposed right-of-way line (said line being 19.50 feet Easterly of and parallel with the Easterly right-of-way line of Devine Road), 193.80 feet to the **TRUE POINT OF BEGINNING** of the herein described property;

Contains in all 80,172 square feet, more or less.

Together with and/or subject to easements of record as applicable.

See Exhibit Map attached hereto



EXHIBIT A-3

DEPICTION OF PROPERTY

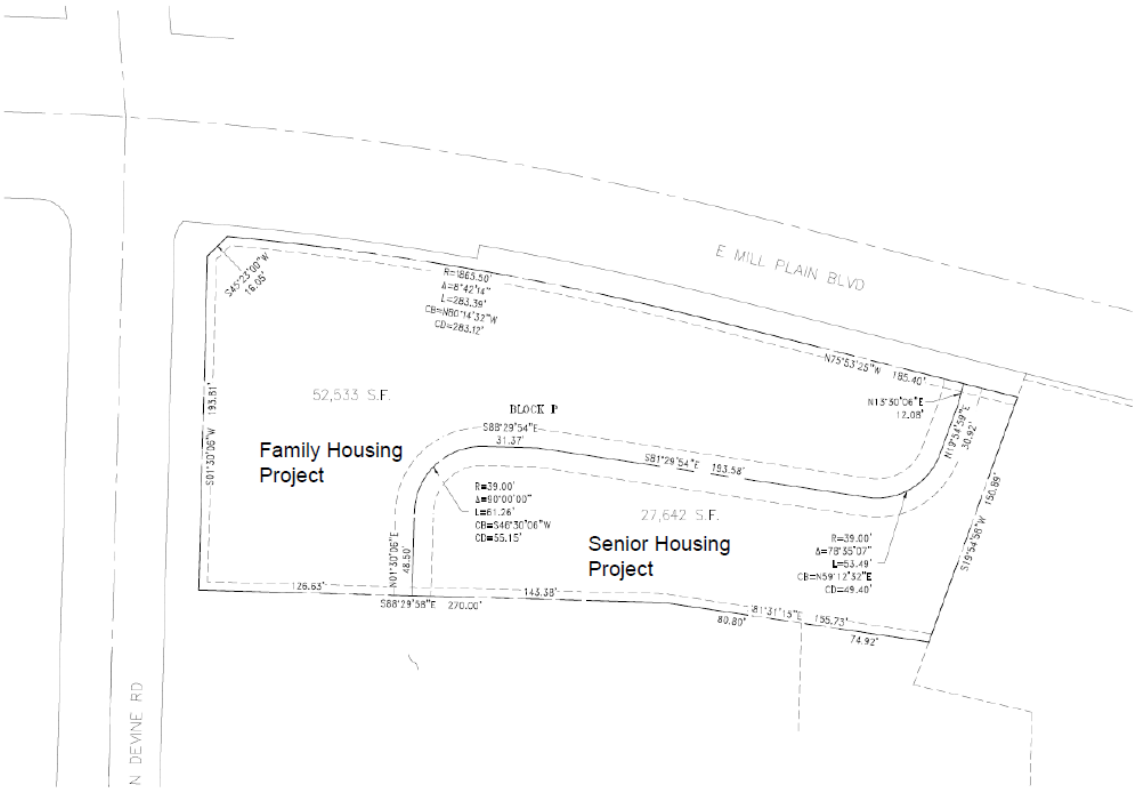


EXHIBIT B

SCHEDULE OF PERFORMANCE[1]

Milestone	Date
Land Use Application	By or before June 30, 2027
Land Use Approval	By or before November 30, 2027
Permit Application	By or before December 31, 2027
Permit Approval	By or before May 31, 2028
Award of Funding	By or before June 30, 2028
Outside Closing Date	By or before July 30, 2028
Obtain Construction Bonds	By or before June 30, 2028
Issuance of Certificate of Insurance	By or before June 30, 2028
Plat Recordation	By or before November 30, 2026
Commencement of Construction	By or before July 31, 2028
Completion of Construction	By or before July 31, 2030

[1] Dates can be extended by 12-months pursuant to section 7.2(b).

EXHIBIT C

SUMMARY OF SOURCES AND USES

SOURCE	AMOUNT
9% LIHTC	$13,418,518
Permanent Debt	$2,961,420
Vancouver Affordable Housing Fund	$2,025,000
WA State Housing Trust Fund	$6,597,931
Deferred Developer Fee	$1,700,000

EXHIBIT D

FORM OF MEMORANDUM OF DISPOSITION AND DEVELOPMENT AGREEMENT

RECORDING REQUESTED BY
AND WHEN RECORDED MAIL TO:

City of Vancouver

(SPACE ABOVE THIS LINE FOR RECORDER'S USE)

MEMORANDUM OF LAND DISPOSITION AND DEVELOPMENT AGREEMENT

THIS MEMORANDUM OF DISPOSITION AND DEVELOPMENT AGREEMENT (the "Memorandum") is made as of _____, 2026, by and between the City of Vancouver, Washington, a Washington municipal corporation, and Vancouver Heights Senior Housing Partners Limited Partnership, a Washington limited liability limited partnership. The parties entered into that certain Land Disposition and Development Agreement, dated as of _____ __, 2026, as such may be amended from time to time (the "Agreement").

The Agreement imposes certain conditions (including but not limited to, construction requirements, operating and use restrictions and covenants, and transfer restrictions) on the real property described in Exhibit A attached hereto and incorporated herein (the "Property"). The Agreement is a public document and may be reviewed at the office of the City Clerk.

This Memorandum shall incorporate herein all of the terms and provisions of the Agreement as though fully set forth herein. This Memorandum is solely for recording purposes, and shall not be construed to alter, modify, amend or supplement the Agreement, of which this is a memorandum.

This Memorandum may be executed in counterparts, each of which shall be deemed an original.

[Remainder of Page Intentionally Blank; Signatures Follow]

IN WITNESS WHEREOF, the parties have caused this Memorandum to be duly executed as of the date first above written.

DEVELOPER:

VANCOUVER HEIGHTS SENIOR HOUSING PARTNERS LIMITED PARTNERSHIP, a Washington limited liability limited partnership

BY: RELATED/VANCOUVER HEIGHTS SENIOR DEVELOPMENT CO., LLC, a California limited liability company, its general partner

By:_____
By: Ann Silverberg, President

CITY:

CITY OF VANCOUVER, WASHINGTON,
a Washington municipal corporation

By:_____
By: Lon Pluckhahn, City Manager

ATTEST:

By:_____
By: Anthony Glenn, Deputy City Clerk (or Designee)

APPROVED AS TO FORM (CITY ATTORNEY'S OFFICE:

By:_____
Name:_____
Title:_____

[SIGNATURES MUST BE NOTARIZED]

MEMORANDUM OF DISPOSITION AND DEVELOPMENT AGREEMENT
EXHIBIT A – LEGAL DESCRIPTION OF THE PROPERTY

The land is situated in the City of Vancouver, County of Clark, State of Washington, and is described as follows:

[TO BE INSERTED]

EXHIBIT E

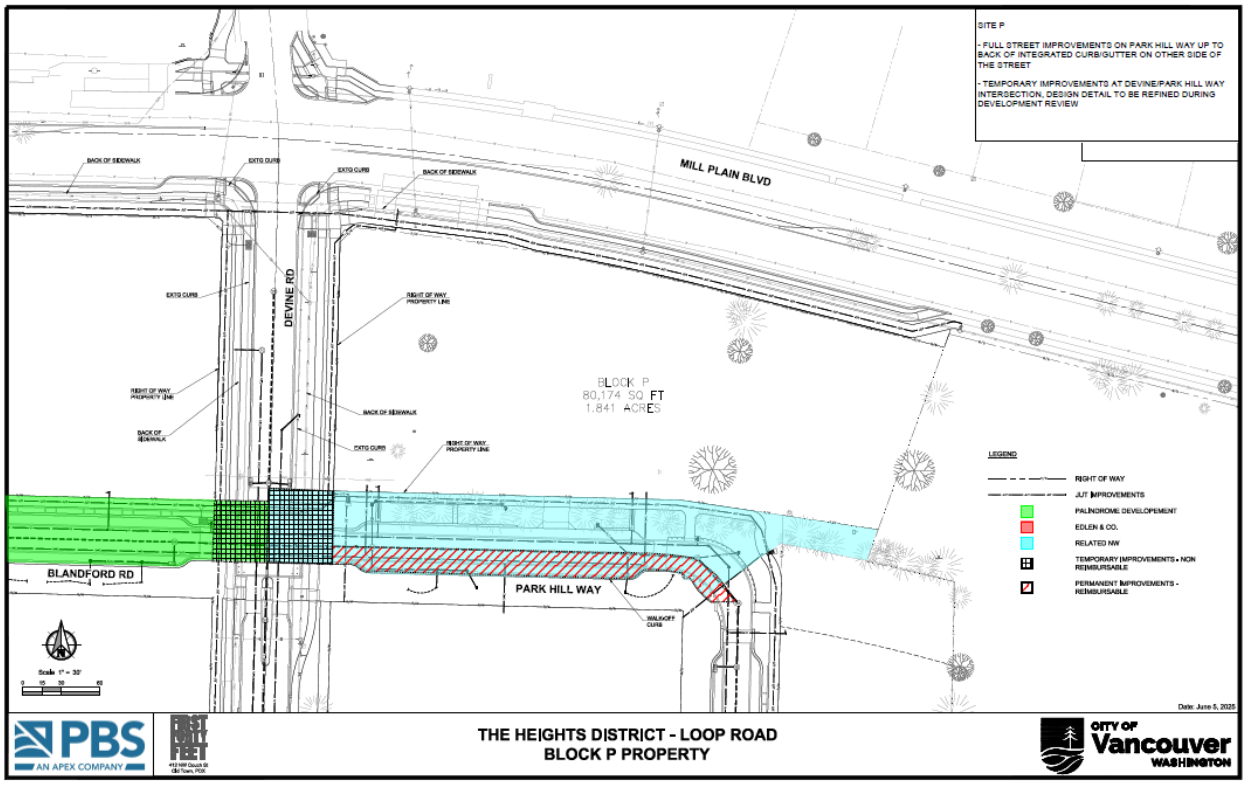
PLANNED PUBLIC IMPROVEMENTS



EXHIBIT F
RESERVED

EXHIBIT G

DEPICTION OF OFFSITE INFRASTRUCTURE IMPROVEMENTS*



*To be completed with Family Housing Project

SCHEDULE 5.6

CITY SELF-INSURANCE CERTIFICATION LETTER

CITY OF Vancouver WASHINGTON

Risk and Safety Department

Re: Certification of Self-Insurance
To Whom It May Concern:

Please allow this letter to confirm the City of Vancouver is currently self-insured up to One Million Dollars ($1,000,000 SIR) for bodily injury and/or property damage to third parties for accidents stemming from City operations. Additionally, the City purchases excess liability coverage beyond the $1M SIR totaling Twenty Million Dollars ($20,000,000). The current policy term is 10/1/2024 through 9/30/2025.

The City of Vancouver also carries an Inland Marine auto policy. Our current policy maintains limited liability of $10,000,000 for City owned equipment and $250,000 for leased or rented equipment. Our current auto policy is written by AGCS Marine Insurance Company, policy number MXI93045147.

Furthermore, this letter is also to serve as confirmation that the City of Vancouver is currently self-insured up to Two Million Dollars ($2,000,000 SIR) for Workers' Compensation. Additionally, the City purchases excess Workers' Compensation coverage beyond the $2M SIR.

If additional information is required, please contact the undersigned at brent.waddle@cityofvancouver.us.

Regards,

Brent Waddle
Risk and Safety Manager

P.O. Box 1995 | Vancouver, WA 98668-1995 | 360-487-8000 | TTY: 711 | cityofvancouver.us

SCHEDULE 7.11

ASSIGNMENT OF PLANS AGREEMENTS

7.11.1 Emerio Electronic File Release

7.11.2 Ground Workshop CAD Transfer Agreement

7.11.3 Hacker Architects CAD/BIM Transfer Agreement

SCHEDULE 8.18(B)(6)

LITIGATION DISCLOSURE

[TO BE UPDATED BY CITY AT CLOSING]

AN ORDINANCE of the Vancouver City Council amending chapter 3.05 Vancouver Municipal Code (VMC) to change administrative responsibility for certain procurement actions; to provide clarity to other existing provisions; to provide for severability; and setting an effective date.

Staff Report: 165-26

To: Mayor and City Council
From: City Manager
Date: August 24, 2026

Subject

Ordinance Amending Vancouver Municipal Code 3.05 Procurement

Key Points

- Vancouver Municipal Code (VMC) provisions direct how purchases for the City must be made, and chapter 3.05 currently states the Finance Director has authority to direct how procurement is accomplished.
- The City Manager recently determined procurement should operate under General Services.
- The VMC should be amended to reflect this administrative decision.

Strategic Plan Alignment

High Performing Government – a government that is reliable, fiscally responsible, equitable, and open to compromise

Present Situation

The City Manager recently determined that oversight and management of the City's Procurement Department should move from the Finance Department to the General Services Department. That transition is in process.

Chapter 3.05 VMC assigns responsibility and authority for procurement to the Finance Director in various places. The VMC must be amended to reflect the change from being under the Finance Director to General Services.

Rather than changing the authority to the General Services Director, this Ordinance would instead change the authority to the City Manager or designee, which is consistent with Vancouver Charter Sections 3.03 (City Manager Powers and Duties), and with RCW 35.18.010 (general law on city manager authority) and RCW 35.18.060 (city manager authority). The City Manager can then administratively delegate to staff as appropriate so the duties and responsibilities can be performed under their oversight.

There are several other minor, non-substantive Code cleanup items to improve readability.

Advantage(s)

1. Would change the Code so it aligns with the Vancouver Charter and RCW.

2. Would allow greater administrative flexibility and oversight for City Manager.

Challenge(s)
None

Budget Impact
There would be no change in budgeting or expenditure of funds.

Prior Council Review

- Council Consent Agenda - August 17, 2026
- Ord. M-4417, 2023
- Ord. M-4173, 2016
- Ord. M-3960, 2010
- Ord. M-3592, 2002
- Ord. M-3129, 1994

Action Requested
On Monday, August 24, 2026, upon second reading and a public hearing, finalize and approve the ordinance.

Staff Contact
Geraldene Moyle, General Services Director, geraldene.moyle@cityofvancouver.us

Attachments:
1. Attachment A - Ordinance

8/17/26
8/24/26

ORDINANCE M - _____

AN ORDINANCE of the Vancouver City Council amending chapter 3.05 Vancouver Municipal Code (VMC) to change administrative responsibility for certain procurement actions; to provide clarity to other existing provisions; to provide for severability; and setting an effective date.

WHEREAS, chapter 3.05 VMC provides policy direction from City Council to administrative staff within constraints established by state law and the Vancouver Charter; and

WHEREAS, previous amendments to chapter 3.05 VMC have stated that the City's finance director or designee have authority to carry out the requirements in that chapter. The City Manager recently determined that responsibility for all procurement responsibilities should instead be assigned to the General Services Department, which is in the process of being completed; and

WHEREAS, numerous references within chapter 3.05 VMC must be changed to reflect this administrative decision; and

WHEREAS, RCW 35.18.010 states in pertinent part: "The council shall appoint an officer whose title shall be "city manager" who shall be the chief executive officer and head of the administrative branch of city or town government. The city manager shall be responsible to the council for the proper administration of all affairs of the city or town."; and

WHEREAS, similarly, the Vancouver Charter consistently implements these statutory

requirements. Charter Section 3.03, City Manager Powers and Duties, includes the following:

"The city manager shall be head of the administrative branch of the city government and shall be responsible to the city council for the proper administration of all affairs of the city…."; and

WHEREAS, to be consistent with the Vancouver Charter and state law, and for better administrative efficiency, this Ordinance changes all references from finance director or designee to city manager or designee. The City Manager can then administratively oversee and delegate this authority as contemplated by the Charter and state law; and

WHEREAS, on August 24, 2026, City Council conducted the public hearing allowing all interested persons an opportunity to be heard on this issue; and

WHEREAS, the City Council has determined that it is in the public's interest to amend chapter 3.05 VMC as stated below and adopts these recitals as findings of fact for this Ordinance.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY OF VANCOUVER:

Section 1. Amending Chapter 3.05 Vancouver Municipal Code. Chapter 3.05 Vancouver Municipal Code is amended as follows:

3.05.010 Purpose.

It is the purpose of this chapter to prescribe and establish comprehensive policies for the purchase and/or lease of all materials, supplies, equipment and services, including professional services, and for procurement of contracts for public works and capital improvements.

3.05.015 Federal funding and grants.

When procuring property or services under a federal award, the city will comply with the requirements of the Code of Federal Regulations (CFR), 2 CFR §§ 200.318 through 200.326 contract provision. Purchases made or work performed with federal grant funds must follow the standards identified in the Federal Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (OMB Title 2, Subtitle A, Chapter 11, Part 200.)

3.05.020 Responsibility for procurement.

For purposes of this chapter, actions authorized or required by the City shall be done by the City Manager, which also includes a designee authorized to act on behalf of the City Manager. The City Manager is responsible for all city government purchasing and public work construction contract procurements.

The City Manager is authorized to promulgate written rules and regulations as necessary for the administration of this chapter. Such rules and regulations also shall provide for a system of procurement for purchases and contracts of an amount below the competitive bid limits. Such system shall include, but not be limited to, formal and informal quotes, requests for proposal, local purchase orders, purchases from published price lists, and other appropriate provisions of a similar nature.

3.05.030 Emergency procurement authorization.

The City Manager is authorized to make all emergency procurements, except those for public works which are governed by VMC 3.05.240, upon a written finding that emergency conditions exist. Procurements under this section are exempt from competitive procurement requirements. Such emergencies may include, but are not limited to, unforeseen circumstances beyond the control of the city:

1. Which present a real, immediate threat to the proper performance of essential functions; or
2. Which will likely result in material loss or damage to property, bodily injury, or loss of life if immediate action is not taken.

3.05.035 Local vendors.

Bids and price quotes shall be solicited whenever possible from vendors located in the city of Vancouver. However, pursuant to the City Charter and Washington law on competitive procurement, the City may not favor local businesses in the award of competitively awarded contracts. The City Manager may adopt administrative procedures in which the City can consider sales tax and other locally generated tax revenues referenced in RCW 39.30.040 may be considered in determining the lowest bid for the purchases of supplies, materials and equipment.

3.05.040 Special market conditions.

The City Manager is authorized to make purchases which are subject to special market conditions as set forth below by negotiation without competitive bid; provided, that the purchases are subject to city council approval under VMC 3.05.100, 3.05.210 or 3.05.240 prior to the making of such purchase, which approval may be continuing as to the special market condition. Special market conditions include the following examples set forth below:

1. When a purchase or service is clearly limited to a sole source or supply;
2. When an item required is of special design, shape or manufacture to match or fit in with an existing installation or standardization plan and competitive bidding is determined by the City Manager to be impracticable;
3. For procurements that the City Manager determines to be an obvious bargain in surplus or used material, supplies or equipment;
4. Insurance and bonds;
5. *Repealed by M-4417.*
6. Securities and investment purchases;
7. *Repealed by M-4417.*
8. *Repealed by M-4417.*
9. *Repealed by M-4417.*
10. Software licenses and maintenance fees;
11. *Repealed by M-4417.*
12. *Repealed by M-4417.*
13. *Repealed by M-4417.*

The City Manager may, in accordance with RCW 39.30.045 , purchase any supplies, materials or equipment at auctions conducted by the government of the United States or any agency thereof, any agency of the state of Washington, any municipality or other governmental agency, or any private party without being subject to public bidding requirements if the items can be obtained at a competitive price.

3.05.050 Unauthorized purchases.

Except as provided in this chapter, or as provided in rules and regulations promulgated pursuant to VMC 3.05.020, no city employee shall lease, purchase or contract on behalf of the city or make any contract within the purview of this chapter other than through the procurement services and their staff. Any lease, purchase or contract made contrary to the provisions hereof shall not be approved by any city officer and the city shall not be bound thereby, except insofar as may be required or provided by law.

3.05.055 Contract amendments.

A. Contract amendments that do not change the total value of the contract may be approved by the City Manager.

B. Contracts not requiring approval by the city council may be amended by the City Manager to increase the contract amount up to a total value which would require city council approval in accordance with rules and regulations adopted under VMC 3.05.020.

C. Contracts requiring approval by the city council may be amended by the city manager or designee to increase the contract amount up to 10 percent of the initial value of the contract. Any increases above 10 percent of the initial value of the contract shall require city council approval.

D. This section does not apply to contracts for public works projects. Amendments to contracts for public works projects shall be in the form of a change order approved in accordance with rules and regulations adopted by the city manager.

3.05.060 Formal contract approval and signing requirements.

All contracts for the purchase of supplies, materials, services, and the lease or lease/purchase of equipment or public works required by this chapter shall be approved as to legal form by the city attorney or their designate. Such contracts shall be executed on behalf of the city by the mayor, city manager, director or designate as appropriate and in accordance with this chapter and with rules and regulations adopted under VMC 3.05.020.

3.05.070 Equipment leases and lease/purchase agreements.

The lease of equipment shall, for the purposes of this chapter, be deemed to be the equivalent of a purchase of equipment, whether or not an option to purchase is included in the lease. Lease contracts shall be approved and signed as provided in Section 3.05.060.

3.05.090 Interlocal or intergovernmental cooperative purchasing.

A. The City may enter into interlocal governmental cooperative purchasing agreements with other public agencies similarly authorized when the best interests of the city of Vancouver would be served thereby. Any cooperative purchasing agreement shall set forth the purposes, powers, rights, objectives and responsibilities of the contracting parties and shall be governed by the requirements of Washington state law in regard to competitive bidding, when applicable.

B. The City Manager is further authorized to make purchases of supplies, materials or equipment:

1. Under a contract entered into by another state or local governmental agency subject to compliance with RCW 39.34.030; and
2. Through or from the federal government under the authority of RCW 39.32.070 through 39.32.090.

C. The City Manager is authorized to make purchases of supplies and services available to local governments through the federal General Services Administration ("GSA") pursuant to 40 U.S.C. 502.

D. Such purchases as described in subsections (A) through (C) of this section are authorized as an exception to the competitive bidding requirements of the City Charter.

E. Where the value of the purchases as described in subsections (A) through (C) of this section is in excess of $300,000, the city manager shall present the proposed purchase contract, along with the recommendations of the department or departments concerned, to the city council for its authorization to enter into such purchase.

3.05.095 Debarment – Suspension.

A. Pursuant to the City Charter and this chapter, the city attempts only to solicit offers from, award contracts to, and consent to subcontracts with responsible contractors. In the event that an illegal, improper, or unethical practice has occurred, debarment and suspension are discretionary actions that are appropriate means to effectuate the city's goal.

B. Vendors, contractors, subcontractors, or principals (contractor) of a business that have been debarred or suspended by the city are excluded from entering contracts with the city, and the city shall not solicit offers from, award contracts to, or consent to subcontracts with debarred or suspended contractors and the principals. involved; except if the City Manager waives this requirement if it is determined, in consultation with the city attorney, that there is a compelling reason for such action, and the city manager is informed of such action.

C. *Causes for debarment or suspension.* A vendor, contractor, subcontractor, or principal of a business (collectively "contractor") may be debarred or suspended for any of the following reasons:

1. The commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public contract or subcontract;
2. The commission of embezzlement, theft, forgery, bribery, falsification of records, perjury, or receiving stolen property;
3. The commission of a serious offense that indicates a lack of business integrity or business honesty that may seriously affect the present responsibility of a contractor; or
4. The violation of the terms of any public contract or subcontract so as to result in serious and direct consequences for the public entity letting the contract, including, but not limited to, a history of a failure to perform or unsatisfactory performance of, one or more contracts.

D. *Investigation and notice of intent to debar or suspend.* The City Manager may initiate an investigation and, if warranted, and after consultation with the city attorney and notice to the city manager, provide notice to a contractor of the city's intent to debar or suspend said person and/or entity from bidding on and contracting with the city for a specified period. The notice may specify corrective actions or conditions for lifting the suspension or debarment. The notice shall provide that the debarment or suspension becomes effective within 10 business days unless the person or entity appeals said action to a hearing examiner appointed pursuant to chapter 2.51 VMC. The City Manager is authorized to adopt rules consistent with this section for the purpose of carrying out the provisions of this chapter.

E. *Filing an appeal.* An appeal from a notice to debar or suspend shall be in writing, signed by the person appealing, and shall be filed with the Procurement Manager no more than 10 business days from the date the notice to debar or suspend is served personally on the contractor or after the city deposits the notice in the U.S. mail addressed to the contractor. The written appeal shall state the name and address of the contractor and shall list grounds for the appeal, including any alleged error of fact or law in the notice of intent to debar or suspend. Failure to appeal constitutes a waiver of all right to an administrative hearing and determination of the debarment or suspension.

F. *Hearing procedures.* The prehearing procedures of VMC 22.03.030 shall apply to debarment and suspension proceedings except those of VMC 22.03.030(A)(3) specific to nuisance vehicles. The hearing procedures of VMC 22.03.040 shall govern hearings regarding debarment and suspension except those of VMC 22.03.040(B) pertaining to nuisance vehicles and those of VMC 22.03.040(C) pertaining to burden of proof.

G. *Burden of proof.* The city has the burden of proof in appeal hearings. The city must prove by a preponderance of credible evidence that the contractor has committed any act(s) set forth in subsection C of this section.

H. *Period of debarment or suspension.* Debarment shall be for a period commensurate with the gravity of the causes therefor; provided, that in no instance shall debarment extend for a period longer than five years unless the contractor has failed to satisfy any condition of debarment or implement any required corrective action. Suspension shall be for a temporary period commensurate with the gravity of the causes therefor; provided, that in no instance shall a suspension extend for a period longer than 12 months unless the contractor has failed to satisfy any condition of suspension or implement any required corrective action.

I. *Court review.* Court review of the decisions of the hearing examiner shall be sought within 30 days by appropriate legal action filed in the Clark County Superior Court.

3.05.100 Competitive process – Purchase of supplies, materials or equipment.

The city may use competitive sealed bidding or competitive sealed proposals for any purchase of supplies, materials or equipment, including lease or lease/purchase of equipment.

Any purchase of supplies, materials or equipment, including lease or lease/purchase of equipment where the cost thereof exceeds $300,000, must be approved by the city council and may use either a competitive sealed bidding or a competitive sealed proposal process.

Purchases of supplies, materials or equipment, including lease or lease/purchase of equipment where the cost thereof is $300,000 or less but more than $50,000, may be approved by the director or designate, and may use either a competitive sealed quotation or a competitive sealed proposal process.

Purchases or supplies, materials or equipment, including lease or lease/purchase of equipment where the cost thereof is $50,000 or less but more than $10,000, may be approved by the director or designate, and must be made by obtaining at least three documented quotes in accordance with rules and regulations adopted under VMC 3.05.020.

Purchases of supplies, material or equipment, including lease or lease/purchase of equipment where the cost thereof is $10,000 or less, may be approved by the director or designate, and need not involve competitive solicitation.

3.05.110 Notice to potential bidders or proposers.

Notice of call for bids or solicitations for proposals for supplies, materials or equipment shall be advertised for contracts expected to exceed $300,000. The deadline for receiving bids or solicitations for proposals shall be stated in the call for bids or solicitations for proposals. The director or designate shall determine the manner and means for advertising that in their judgment will attract qualified bids or proposals, including but not limited to posting on websites, publication in newspapers or journals, or other means.

3.05.120 Cancellation of invitation to bid or request for proposals.

An invitation to bid or request for proposals may be canceled at the discretion of the Director or designate. The reasons therefore shall be made part of the bid or proposal file. Each invitation to bid or request for proposals issued by the City shall state that the invitation to bid or request for proposals may be canceled and that the City reserves the right to reject any and all bids or proposals.

3.05.130 Bids and proposals to comply with regulations.

All bids and proposals must comply with the terms of the notice of invitation to bid or request for proposal document(s), the specifications and any other conditions issued or published by the City in connection therewith.

3.05.140 Submission of bids and proposals.

For a competitive sealed bidding process, each bid shall be submitted sealed to the office of the Procurement Manager at any time within regular business hours by such date, time, and location, and identified as instructed in the solicitation document(s). Bids shall be opened in public by the Procurement Manager, at the time and place stated in the call for bids. The Procurement Manager shall tabulate the bids. The Procurement Manager shall make recommendations to the City Manager or designate, who shall seek approval for award of contract per Section 3.05.100. For a competitive sealed proposal process, each proposal shall be submitted sealed to the office of the Director or designate at any time within regular business hours by such date, time, and location, and identified as instructed in the solicitation document(s). No public opening is required; however, a list of received proposals shall be made available, identifying the proposer's name and address. The selection of the successful proposer(s) shall be done by a selection committee and shall be based upon a set of pre-determined criteria, including, but not limited to any combination of proposer ability, capacity, experience, reputation, responsiveness to time limitations, responsiveness to solicitation requirements, quality of previous performance, compliance with statutes and rules, cost, or other criteria relevant to obtaining value for the City in procurement of the particular materials, supplies, equipment or services other than

professional services. The Director or designate shall make a recommendation to the City Manager or designate, who shall seek approval for award of contract per Section 3.05.100.

3.05.150 Award or rejection of bids or proposals.

For contracts exceeding $300,000, the city manager shall present the bids received or the apparent successful proposal to the city council at a regular meeting. In the case of a sealed competitive bid, the council shall award the bid to the lowest responsive and responsible bidder. In the case of a competitive sealed proposal, the city council shall award to the highest scored, responsive and responsible proposer. The city council may reject any and all bids or proposals when it finds that the public interest will be served thereby. If the city council finds reason to reject any or all bids or proposals, appropriate findings shall be made and these shall be set forth in the city council minutes.

3.05.160 Award to other than low bidder.

For contracts exceeding $300,000, bids awarded to a bidder other than the lowest bidder in price, findings shall be made which shall be stated as the city council's findings and be set forth in the city council's minutes. This section does not affect the use of other solicitation methods where price is not the only consideration.

3.05.200 Services – Defined.

The phrase "services" means services which provide professional or technical expertise to accomplish a specific study, project, task, or other work, and excludes the engagement of special assistant city attorneys or attorneys to represent or advise the city in a given situation, investigative services, and/or expert witnesses, which shall be by rules adopted by the city attorney and approved by the city manager.

3.05.210 Competitive solicitation and approval of professional service contracts.

All contracts for services where the cost thereof exceeds $300,000 must be approved by the city council and shall be made by competitive sealed proposal process.

All contracts for services where the cost thereof is $300,000 or less but more than $50,000 may be approved by the director or designate, and shall be made by competitive sealed proposal process.

All contracts for services where the cost thereof is $50,000 or less may be approved by the director or designate, and need not involve competitive solicitation.

The selection processes described herein shall be followed for the procurement of services with the following exceptions:

1. Emergency contracts;
2. Sole source contracts;
3. Services of licensed architects, engineers or landscape architects;
4.. Other specific contracts in the discretion of the City Manager when they determine that a competitive solicitation process, quote or informal quote process outlined herein is not appropriate or cost effective.

3.05.220 Competitive solicitation--Process.

The solicitation shall be made using a formal process providing an equal and open opportunity to qualified parties and culminating in a selection based on criteria which may include such factors as the consultant's fees or costs, ability, capacity, experience, reputation, responsiveness to time limitations, responsiveness to solicitation requirements, quality of previous performance, and compliance with ordinances and rules relating to contracts for services and consistent with state laws and City ordinances including those related to affirmative action and equal opportunity.

3.05.225 Contracts for architectural and engineering services.

Contracts for professional architectural or engineering services shall follow the procedural requirements of Chapter 39.80 RCW.

3.05.240 When bids required for public works and improvements.

A. Except when otherwise authorized herein or by VMC 2.12.080 or 3.05.030, or Chapters 39.04 and 39.28 RCW relating to emergency public works or other applicable general state law as now enacted, or as hereafter amended, all public works and improvements shall be done by contract. Such contracts shall be awarded pursuant to public notice and call for competitive bids. Provided, that small works and limited public works may be done pursuant to VMC 3.05.330; and provided further, that the city may have public works performed by city employees during any biennial budget period which are cumulatively equal to a dollar value which does not exceed 10 percent of the total public works construction budget of all city departments, including any amount in a supplemental public works construction budget and any amount of public works that the city has a county perform under RCW 35.77.020 for that biennial budget period. In addition to the biennial percentage limitation, city employees will not perform such public work whenever the estimated cost of such public work or improvement, including the cost of labor,

materials and supplies, equipment and applicable Washington State and local sales tax, will exceed the sum of $150,000 if more than a single craft or trade is involved with the public works project, or $75,500 if a single craft or trade is involved with the public works project or the public works project is street signalization or street lighting. A “public works project” means a complete project as defined in VMC 3.05.241.

B. When any emergency requires the immediate execution of such public work, the city shall comply with the provisions of RCW 35.22.620(6), 39.04.280, and VMC 2.12.080 as now or hereafter amended. The City Manager shall within two weeks following award of an emergency public work contract enter into the public record written findings of the existence of an emergency. Entry into the public record may be by written report to the city manager and city council, posting on the city website or such other means as are practicable under the circumstances.

C. Notice of call for bids shall be given by posting thereof in a public place in the city and by publication in a newspaper of general circulation within the city once each week for two consecutive weeks. The deadline for receiving bids shall be not less than 13 days from the date of first publication; except that notice by publication may be given in the manner authorized by RCW 39.28.020(5) or other general state law when applicable. Provided, that prior to notice of call for bids, the City may require any and all potential bidders interested in bidding on a public works project to participate in a prequalification process. The prequalification process shall be to ensure that each such bidder(s) has the means, plans, equipment and experience to bid and complete the project. The director of public works is authorized to, and shall, develop written procedures for the administration of such prequalification process.

3.05.241 Cost of public work or improvement defined.

The cost of any public work or improvement for the purposes of this chapter shall be the aggregate of all amounts to be paid for labor, material and equipment on one continuous or interrelated project where work is to be performed simultaneously or in close sequence; provided, that the cost of water services and metering equipment furnished in the course of water service installation from the utility-owned main to and including the meter box assembly shall not be included as a part of the aggregate cost as provided herein. The breaking down of any public work or improvement into units, or accomplishing any public work or improvement by phases, for the purpose of avoiding the minimum dollar amount prescribed in this chapter, is contrary to public policy and is prohibited.

3.05.242 Equality of opportunity to participate.

All contracts by and between the City and contractors for any public work or improvement exceeding the sum of ten thousand dollars, or fifteen thousand dollars for construction of water mains, shall comply with RCW 35.22.650 relating to minority businesses and minority employment and all such contracts shall comply with the City workforce diversity program established pursuant to Ordinance M-3082.

3.05.250 Cancellation of invitation to bid.

An invitation for bids on a public works project or improvement may be canceled at the discretion of the City Manager and the reasons for doing so shall be made part of the contract file. Each invitation for bids issued by the City shall state that the invitation may be canceled. Notice of cancellation shall be sent to all parties that have been provided with a copy of the invitation. The notice shall identify the invitation for bids and state briefly the reason for cancellation.

3.05.260 Bids to comply with regulations.

All bids offered by persons, associations or corporations on a public works project or improvement shall comply with the terms of the notice of invitation for bids and the specifications or general conditions issued or published by the City in connection therewith, and with all applicable state laws relating to public works contracts, the terms of which shall be deemed included in such specifications or general conditions whether or not they are expressly set out therein.

3.05.270 Bidder (contractor) qualification.

Each public works bidder bidding on a contract in excess of $300,000 may be required to submit to the Procurement Manager satisfactory evidence that the bidder has sufficient means, plans, equipment and experience to enable the bidder to undertake and successfully complete the work specifications. The City may accept as satisfactory evidence and contractor's certification that the bidder/contractor is prequalified for similar work by the Washington State Department of Transportation.

3.05.280 Bid deposits, performance bond and non-collusion affidavit for public works improvement projects.

Each public works bidder on projects in excess of three hundred thousand dollars shall make a deposit in the form of a certified check or of a bid bond in an amount equal to not less than five percent of the total bid, which percentage shall have been specified in the call for bids. As part of

any bid submitted, the bidder shall be required to warrant that the bid is a genuine bid, and submit on a form approved by the City Attorney a declaration under penalty of perjury under the laws of the State of Washington that he has not entered into collusion with any other bidder or any other person. The successful bidder shall furnish a performance bond, payment bond or both a payment and performance bond in an amount equal to the total amount of the contract; provided that the City may accept such lesser or alternative payment and performance security as is authorized by RCW 39.08.010 for certain public works contracts.

3.05.290 Bid opening.

Each bid shall be submitted sealed to the Procurement Manager at any time within regular business hours and shall be identified as "bids" on the envelope. Bids shall be opened in public at the time and place stated in the call for bids. The director or designate shall tabulate the bids. The director or designate shall make appropriate recommendations to the city manager or their designee.

3.05.300 Award or rejection of bids.

The city council shall award the contract to the lowest responsible bidder or may reject any and all bids when it finds that the public interest will be served thereby.

For contracts for public works and improvements of $300,000 or less, the City Manager shall, subject to review of any bidder protest submitted in conformity with RCW 39.04.105, award the contract to the lowest responsible bidder based on the criteria set forth in VMC 3.05.310 or may reject any and all bids when they find that the public interest will be served thereby. The City shall provide the protesting bidder with not less than two business days' notice of the intent to award the bid to another bidder and to execute a contract.

3.05.310 Standards for determining lowest responsible bidder.

A. *Public works - State mandated criteria.* In determining lowest responsible bidder for a public works project, in addition to price, the criteria for bidder responsibility set forth in RCW 39.04.350(1) and RCW 39.06.020 shall be considered.

B. *Public works - Supplemental criteria.* Supplemental criteria for bidder responsibility for public works projects may be considered and shall be set forth in the applicable bid documents.

C. *Responsible bidder criteria.* The following may also be considered by the City in determining bidder responsibility for all City procurements:

1. The ability, capacity and skill of the bidder to perform the contract;
2. Whether the bidder can perform the contract promptly, or within the time specified, without delay or interference;
3. The character, integrity, reputation, judgment, experience and efficiency of the bidder;
4. The quality of performance of any previous contract by the bidder;
5. The previous and existing compliance by the bidder with state and federal laws and regulations and with local ordinances relating to contracts;
6. The sufficiency of the financial resources and ability of the bidder to perform the contract;
7. The quality, availability and adaptability of the materials, supplies or equipment to the particular use required;
8. The ability of the bidder to provide future maintenance and service for the use of the subject of the contract;
9. The number and scope of conditions attached to the bid;
10. Compliance with Section 3.05.242 and all affirmative action requirements insofar as permitted by Law.

3.05.320 For contracts awarded by the City Council to contractor other than low bidder.

When the contract is not awarded to the lowest bidder in price, the reasons for making the award otherwise shall be stated as the council's findings and be set forth in the City Council's minutes for projects in excess of three hundred thousand ($300,000) dollars or in a written finding by the Director or designate for projects of three hundred thousand ($300,000) dollars or less. In the event award to other than the low bidder in price is on account of a determination that a bidder has not met bidder responsibility criteria for the project, and if the bidder has filed a timely bidder responsibility appeal pursuant to RCW 39.04.350, the City shall not execute a contract with any other bidder until two business days after the bidder determined to be not responsible has received the final determination.

3.05.330 Small works roster.

For public works in which the estimated cost is $300,000 or less, the city may use a small works roster or rosters or limited public works as an alternative to bidding in accordance with RCW 39.04.152, as amended; provided, that in such case, the City Manager shall prescribe policies and procedures to implement small works roster and limited public works programs in accordance with law.

All contracts for public works where the cost thereof is $300,000 or less but more than $50,000 may be approved by the City Manager, and shall be made by the small works roster contract procedures in accordance with RCW 39.04.152, as amended.

The city shall award all contracts under this section to the lowest responsible bidder as defined in VMC 3.05.310; provided, however, that the city reserves its right under applicable law to reject any and all bids, and also to waive "minor irregularities if in the public interest."

3.05.340 Competitive bidding – When required by federal or state regulations.
Whenever the conditions of an intergovernmental agency or of a county, state or federal grant establish competitive bidding procedures and requirements inconsistent with the procedures and requirements of this chapter, the conditions of such grant shall apply to public works projects and purchases to be paid for in full or in part by moneys received from such grant.
To ensure compliance with this section, the director or designate having responsibility for the public improvement shall advise the Procurement Manager as to the source of funding for each public works or improvement project together with any specific procurement requirements or conditions of the funding or grant contract.

Section 2. Severability. If any clause, sentence, paragraph, section, or part of this Ordinance or its application to any person or circumstances is determined by a court with jurisdiction to be invalid, that order or judgment shall be confined in its operation to the controversy in which it was rendered and shall not affect or invalidate the remainder of any parts of the Ordinance to any other person or circumstances and, to this end, the provisions of each clause, sentence, paragraph, section or part of this Ordinance are severable.

Section 3. Effective Date. This Ordinance shall be in effect five days after adoption.

SIGNED this 24th day of August, 2026.

Anne McEnerny-Ogle, Mayor

Attest:

Anthony Glenn, Deputy City Clerk

Approved as to form:

Nena Cook, City Attorney

AN ORDINANCE of the City of Vancouver, Washington, enacting an additional sales and use tax of one-tenth of one percent for criminal justice purposes as authorized by RCW 82.14.345; adding a new section to the Vancouver Municipal Code Chapter 5.98; providing for severability; and establishing an effective date.

Staff Report: 166-26

To: Mayor and City Council
From: City Manager
Date: August 24, 2026

Subject

Ordinance Authorizing the Implementation of 0.1% Public Safety Sales and Use Tax pursuant to RCW 82.14.345

Key Points

- **New State Funding Mechanisms** – ESHB 2015 established the Local Law Enforcement Grant Program and authorized eligible cities to levy a 0.1% sales and use tax dedicated to criminal justice and public safety.
- **Vancouver's Eligibility Confirmed** – On June 25, 2026, Vancouver received confirmation from the CJTC of compliance with ESHB 2015, qualifying for both the grant program and the sales and use tax.
- **Increasing Public Safety Demands** – Vancouver is experiencing rising demand for police services due to population growth, service complexity, technology modernization needs, and evolving state training requirements, while General Fund revenues remain constrained.
- **Strategic Staffing and Funding Initiatives** – The Police Community Advisory Committee recommends funding 13 sworn personnel via Proposition 5, pursuing grant funding for 16 new entry-level officers, and implementing the 0.1% sales and use tax to sustain these positions and support operational and technology needs.

Strategic Plan Alignment

Safe and Prepared Community – a safe place to live, work, learn and play

High Performing Government – a government that is reliable, fiscally responsible, equitable, and open to compromise

Present Situation

During the 2025 legislative session, the Washington State Legislature enacted ESHB 2015, creating two new funding mechanisms for public safety: the Local Law Enforcement Grant Program (administered by the Criminal Justice Training Commission, CJTC) and the authority for eligible cities to levy a 0.1% sales and use tax dedicated to criminal justice and public safety.

Eligibility for the sales and use tax is contingent upon successful qualification for the grant program. On June 25, 2026, Vancouver received confirmation from CJTC of compliance with ESHB 2015, establishing eligibility for both the grant and the tax.

Vancouver faces rising demand for public safety services due to population growth, increasing service complexity, technology modernization needs, and evolving state training requirements. General Fund revenues are limited by statutory property tax growth caps and economic fluctuations.

As recommended by the Police Community Advisory Committee to the City Manager and City Council, the Vancouver Police Department is working to achieve adequate staffing to meet the community demands for police services. The Police Community Advisory Committee's recommendations include the passage of Proposition 5 providing funding for 13 sworn personnel, the pursuit of statewide grant funding made available to qualifying agencies through ESHB 2015, and the implementation of the 0.1% sales and use tax established via ESHB 2015 pursuant to RCW 82.14.345. Vancouver has applied for CJTC limited-term grant funding to support hiring 16 new entry-level officers, which would provide partial funding for salaries, benefits, equipment, vehicles, and temporary expansion of the backgrounds unit to expedite hiring.

Adopting the 0.1% public safety sales and use tax will establish a reliable funding stream to maintain the 16 entry-level police officer positions sought through Vancouver's grant application, while also supporting operational needs and technology upgrades. The ordinance would authorize Vancouver to impose the tax, with the Washington State Department of Revenue responsible for administration and collection.

Advantage(s)

- **Supports Police Staffing** – Provides Vancouver with the necessary matching funds required by the CJTC award to support 16 new entry-level police officer positions during the limited-term grant and sustain the positions beyond the term of the grant.
- **Enhances Operations and Technology** – Facilitates investment in operational improvements and modernization of police technology, supporting more effective and efficient public safety services.
- **Shared Tax Burden** – Provides a reliable, ongoing stream of revenue dedicated to criminal justice and public safety from contributions of residents and visitors, reducing the financial load on any single group.
- **Fulfills the Public Safety Funding Strategy** – Completes the final component of the funding strategy as recommended by the Police Community Advisory Committee and endorsed by City Council.

Challenge(s)

- **Regressive impact** – Sales tax can disproportionately affect lower-income residents.
- **Revenue volatility** – Tax revenue can fluctuate with economic cycles and consumer spending.

Budget Impact

- **Estimated Annual 0.1% Sales Tax Revenue** – $6.0 million
- If adopted, revenues would be deposited into a dedicated Public Safety Fund or similar restricted account and appropriated through the City's annual budget process. Funds may be used only for criminal justice and public safety purposes consistent with statute.
- Implementation costs are expected to be minimal, as the Washington State Department of

Revenue administers collection.

Prior Council Review

- Public Safety Sales Tax Workshop - July 13, 2026
- Council Consent Agenda - August 17, 2026

Action Requested

On Monday, August 24, 2026, upon second reading and a public hearing, finalize and approve the ordinance.

Staff Contact

Troy Price, Police Chief, Erica Nilsen, Jaycee Elliott, Business Intelligence Analyst,
troy.price@cityofvancouver.us, Jaycee.Elliott@cityofvancouver.us

Attachments:

1. Attachment A - Ordinance
2. Attachment B - HB 2015 Sales Use Tax Approval Notification Letter - Vancouver

08/17/2026 (Date of First Reading)
08/24/2026 (Date of Public Hearing)

ORDINANCE NO. M- [Ordinance Number]

AN ORDINANCE of the City of Vancouver, Washington, enacting an additional sales and use tax of one-tenth of one percent for criminal justice purposes as authorized by RCW 82.14.345; adding a new section to the Vancouver Municipal Code Chapter 5.98; providing for severability; and establishing an effective date.

WHEREAS, the State of Washington enacted House Bill 2015 in 2025 to provide qualifying Washington Cities the ability to establish new local option sales and use tax of one-tenth of one percent (0.1%) for criminal justice purposes; and

WHEREAS, the City Council seeks to enhance criminal justice funding; and

WHEREAS, the City Council finds that the City of Vancouver, through its law enforcement agency, the Vancouver Police Department, meets the requirements to receive a grant from the Local Law Enforcement Grant Program set forth in RCW 82.14.345; and

WHEREAS, the City of Vancouver receives distributions from the sales and use tax authorized by RCW 82.14.450 for public safety; and

WHEREAS, City of Vancouver voters have not repealed by referendum the criminal justice sales tax imposed pursuant to RCW 82.14.340 or rejected a ballot proposition to impose the public safety sales tax authorized by RCW 82.14.450 in the previous 12 months;

NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF VANCOUVER:

Section 1. **Findings.** The City Council adopts the above recitals and the information in SR_____ as findings and makes the following additional findings:

A. The City Council finds that the City of Vancouver, through its law enforcement agency, the Vancouver Police Department, meets the requirements to receive a grant from the Local Law Enforcement Grant Program authorized by RCW 82.14.345, having:

1. Issued and implemented policies consistent with RCW 43.17.425 and 10.93.160, and the Office of the Attorney General's *Keep Washington Working Act* guide, model policies, and training recommendations for state and local law enforcement agencies;

2. Participated in commission trainings as required by RCW 43.101.455 and 36.28A.445;

3. Issued and implemented policies and practices regarding use of force and de-escalation tactics consistent with RCW 10.120.030 and the office of the attorney general's model policies, and all other commission and attorney general model policies regarding use of force for law enforcement, including, but not limited to, duty to intervene and training and use of canine teams;

4. Implemented use of force data collection and reporting consistent with chapters 10.118 and 10.120 RCW when the program is operational, as confirmed by a notice from the attorney general's office to all police chiefs and sheriffs;

5. Issued and implemented policies and practices consistent with chapters 7.105 and 9.41 RCW and the commission model policies and training addressing firearm relinquishment pursuant to court orders;

6. A 25 percent officer completion rate with the commission's 40-hour crisis intervention team training;

7. A 100 percent officer compliance rate for those officers required to complete trauma-informed, gender-based violence interviewing, investigation, response, and case review training developed or approved by the commission pursuant to RCW 43.101.272 and 43.101.276, and if requested by the commission, participated in agency case reviews;

8. Received funding from a sales and used tax authorized pursuant to RCW 82.14.450;

9. A chief of police who is certified by the criminal justice training commission, and who has not been convicted of a felony anywhere in the United States or under foreign law, or been convicted of a gross

misdemeanor involving moral turpitude, dishonesty, fraud, or corruption; and

10. Issued and implemented policies and practices that prohibit volunteers who assist with agency work from enforcing criminal laws, other than for assistance with special event traffic and parking, including engaging in pursuits, detention, arrests, the use of force, or the use of deadly force; carrying or the use of firearms or other weapons; or the use of dogs to track people or animals other than for purposes of search and rescue; and that set forth the required supervision of volunteers, including that they must be clearly identifiable by the public as distinguishable from peace officers and any identifying insignia must be officially issued by the agency and only used when on duty.

B. The City of Vancouver has provided the criminal justice training commission with a detailed staffing plan specifying the following:

1. The total number of commissioned officers currently employed by the agency;

2. The total number of specially commissioned officers currently employed by the agency;

3. The total number of co-response teams established within the agency and what staffing are included in each co-response team;

4. The total number of administrative staff currently employed by the agency;

5. The number of officers on flexible work schedules;

6. The average 911 response rate of the agency over the 12-month period immediately preceding the month in which the city is submitting documentation to the criminal justice training commission; and

7. The average case closure rate of the city over the 12-month period immediately preceding the month in which the city is submitting documentation to the criminal justice training commission.

C. The City Council directs the City Manager to submit required documentation to the criminal justice training commission demonstrating that the City of Vancouver meets the requirements of RCW 43.101.540

Section 2. **Additional Sales Tax Imposed.** There is hereby added to The City of Vancouver Municipal Code Chapter 5.98 a new section, to be codified as VMC 5.98.028 – Criminal Justice Sales Tax – State of Washington Grant Program, that shall read as follows:

5.98.028 Criminal Justice Sales Tax – State of Washington Grant Program

A. Tax Imposed. To provide funding for criminal justice purposes as authorized by RCW 82.14.345, an additional one-tenth of one percent (0.1%) sales and use tax is hereby levied, fixed, and imposed on all taxable events within the City of Vancouver as defined in chapter 82.08, 82.12, or 82.14 RCW.

B. Applicability of the Tax. The tax shall be imposed upon and collected from those persons from whom sales tax or use tax is collected in accordance with chapter 82.08 or 82.12 RCW, and shall be collected at the rate of one-tenth of one percent (0.1%) of the selling price in the case of a sales tax, or value of the article used, in the case of a use tax.

C. Additional Tax. The additional sales and use tax shall be in addition to all other existing sales and use taxes currently imposed by the City of Vancouver.

Section 3. **Notice to Department of Revenue.**

The City Clerk is directed to submit this ordinance to the Department of Revenue and take all steps necessary to implement and collect the tax imposed by this Ordinance beginning on January 1, 2027.

Section 4. **Severability.**

If any clause, sentence, paragraph, section, or part of this ordinance or the application thereof to any person or circumstances shall be adjudged by any court of competent jurisdiction to

be invalid, such order or judgment shall be confined in its operation to the controversy in which it was rendered and shall not affect or invalidate the remainder of any parts thereof to any other person or circumstances and to this end the provisions of each clause, sentence, paragraph, section or part of this law are hereby declared to be severable.

Section 5. **Effective date**. This ordinance shall become effective thirty (30) days after adoption.

DATE OF FINAL PASSAGE at a Regular Meeting of the Vancouver City Council: _____.

SIGNED this _____ day of _____, 20__.

_____

Anne McEnerny-Ogle, Mayor

Attest:

_____

Anthony Glenn, Deputy City Clerk

Approved as to form:

_____

Nena Cook, City Attorney

SUMMARY

ORDINANCE NO. _____

AN ORDINANCE of the City of Vancouver, Washington, enacting an additional sales and use tax of one-tenth of one percent for criminal justice purposes as authorized by RCW 82.14.345; adding a new section to the Vancouver Municipal Code Chapter 5.98; providing for severability; and establishing an effective date.

The full text of this ordinance will be mailed upon request. Contact public records staff at (360) 487-8480, citypdr@cityofvancouver.us, or via Public Records Request -The City of Vancouver, WA.

WASHINGTON STATE
CRIMINAL JUSTICE TRAINING COMMISSION
Jerrell C. Wills, Interim Executive Director
19010 1st Avenue South • Burien, WA 98148 • Phone: 206-835-7300 • www.cjtc.wa.gov

June 25, 2026

ELECTRONICALLY DELIVERED

Jaycee Elliott
Business Intelligence Analyst
Vancouver Police Department
605 East Evergreen Boulevard
Vancouver, WA 98661
Jaycee.elliott@cityofvancouver.us

Dear Ms. Elliott:

Congratulations! The Washington State Criminal Justice Training Commission is pleased to inform you that your sales and use tax verification submittal for the Public Safety Funding Program – ESHB 2015 has received final approval.

This submittal also qualifies your law enforcement agency to apply for one of our Public Safety Funding grants through our website at www.cjtc.wa.gov. If you have questions, please contact us at cjtchb2015@cjtc.wa.gov.

Again, congratulations. We look forward to working with you.

Sincerely,

Ed Wade
Acting Deputy Director

cc: Gail Stone, Program Manager, Budget Unit

City of Vancouver Focus Groups

August 2026

Research purpose

- Build on the 2026 Community Priorities Survey by exploring, on a qualitative level, the reasoning behind residents' views on City services, budget priorities, and funding
- Understand what problems residents see facing Vancouver and how they weigh competing budget priorities
- Explore how personal financial pressures shape residents' views of local taxes and City spending
- Understand how residents think about public safety and homelessness, and whether they connect the two
- Understand residents' definitions of infrastructure, their satisfaction with Vancouver's infrastructure, and recent improvements residents have noticed or experienced
- Understand what residents are willing to fund through taxes, and what they would give up to avoid paying more



Methodology



Two focus groups
Professionally moderated; each session consisting of both written exercises and group discussion

18

City of Vancouver residents
Group 1: 10 participants
Group 2: 8 participants



June 18, 2026
Duration: 2 hours each

The quotes in this report are drawn from both transcripts of the group discussion and written exercise material.

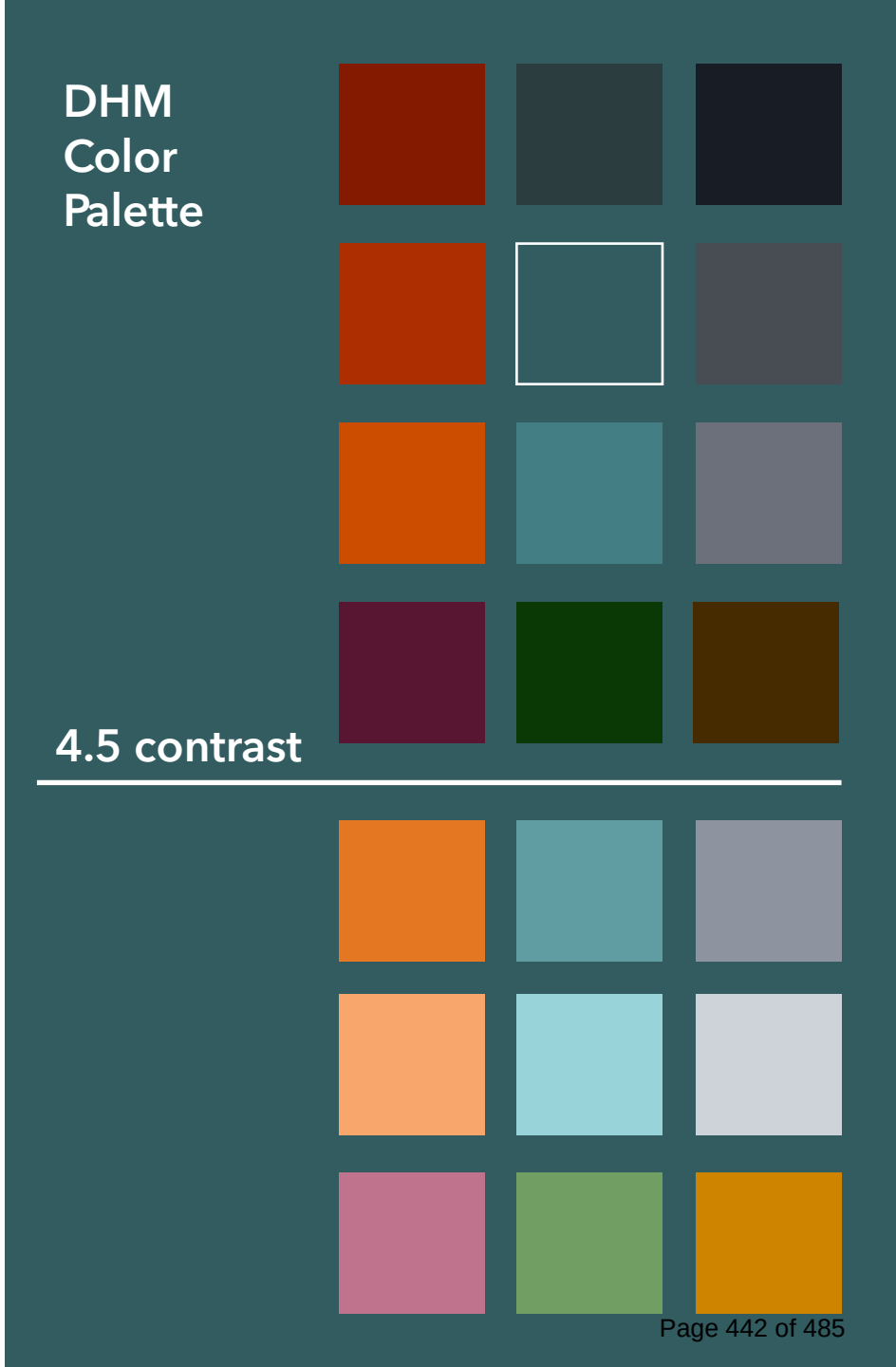
Example of participant quote attributions:

Quote

Gender, Age Group, City

Report Accessibility

- DHM recognizes that accessibility is not merely a technical requirement but a fundamental aspect of equitable service delivery.
- DHM reports align with the requirements set forth under Section 508 of the Rehabilitation Act and is guided by the Web Content Accessibility Guidelines (WCAG).
    - All charts, graphics, and visual elements that convey meaningful information meet a minimum contrast ratio of 4.5:1, in accordance with WCAG guidelines.
    - All standard text meet a minimum contrast ratio of 4.5:1. All large-scale text meet a minimum contrast ratio of 3:1. DHM's color palette was designed and tested to meet these standards.
    - Wherever possible, text is in its raw, typed form (i.e. no images of text).



Key takeaways—top issues & budget priorities

Participants build their priorities from personal experience, so the services they have needed firsthand rank highest. Police, fire and emergency medical services, affordable housing, and homelessness services drew the most top-priority marks. Participants tied those choices to specific moments such as a 911 call or a break-in.

Participants agree on what to protect but diverge on what to give up, so budget conversations framed as cuts may not produce consensus. Police services and homelessness supports tied as the service participants were least willing to cut. A third of participants did not choose a service to cut back on. Choices on what to cut were varied, ranging from property maintenance enforcement to arts & culture programs.

- **Participants would trim the functions whose value is least visible, which reflects unfamiliarity more than judgment.** Property maintenance enforcement, zoning, and arts & culture drew the most willingness to cut, though few called them unimportant. They are most likely to support cuts on services they do not find personally relevant. Some placed city planning in the middle tier only because they were unsure what it covers.

Key takeaways—personal spending & finances

Participants describe financial stability as having a cushion rather than on income alone, leaving some with little to give. Those whose finances held steady or improved had a safety net to fall back on: home equity, a paid-off or inherited home, a second income, or a senior property tax break. Those without one say their income has not kept pace with costs, even in full-time work. Nine of 18 report being worse off than a year ago, and only two report gains.

Cost pressure reaches across every category from gas to groceries to housing and taxes. At least 14 of 18 participants call gas, groceries, housing, and taxes unaffordable. Gas draws the sharpest judgment, and participants describe planning trips and errands around fuel prices. Renters point to deposits and application fees as much as to rent itself, and younger participants describe buying a home as out of reach.

Participants on fixed incomes and renters have the least room to absorb new costs, which makes uniform fee increases the option that lands hardest on them. Participants on fixed or disability incomes say they have almost no capacity for further price increases. Renters carry both rising rent and the upfront cost of moving, while participants with equity or a paid-off home describe absorbing the same conditions comfortably.

Key takeaways—public safety & homelessness

Participants define safety far more broadly than a single satisfaction score can capture, which means the City is being judged on more than just crime. When asked what safety brings to mind, participants named police response time first, then visible homelessness, then pedestrian and traffic safety. Crime rates and property crime registered well below these, so the concept spans confidence, conditions, and mobility at once.

Response time is the shared yardstick on both sides of the satisfaction question, which gives the City a single lever with outsized influence. Most participants said they feel safe, and those who did credited fast emergency response and neighbors who look out for one another. Those who did not cited slow police response and too few officers, often recounting specific incidents.

Participants treat street design as public safety, so pedestrian and bike infrastructure belongs in the safety conversation rather than only the transportation one. Participants described missing crosswalks that force long detours or unsafe crossings, bike lanes running beside highway-speed traffic with no separation, and a child struck on a street without a bike lane.

Participants connect homelessness to safety, yet they define success as keeping people housed rather than moving them out of view, which points investment upstream. Participants ranked prevention before eviction highest, followed by pathways into transitional housing and services. Enforcement and visible cleanup ranked last, and even participants who welcomed police presence near encampments wanted a resource on hand rather than removal.

Key takeaways—Infrastructure

Participants hold different definitions of infrastructure than the City does, so the City is judged against a scorecard it did not set. Participants started with roads and utilities, then reached parks, trails, recreation centers, and schools. For some, housing and whether the City has a clear plan for growth also fall under the infrastructure umbrella. Any message about infrastructure investment will be weighed against that fuller list, and the credit earned on parks and schools lands in the same account as the frustration over street maintenance.

Participants credit what the City has built and reserve their concerns for upkeep and how they move through the city. Parks and the water, sewer, and stormwater systems drew the widest satisfaction. Participants also named the waterfront, trails, and schools as what is working. Views grew more mixed on traffic flow, and sidewalks and crossings split participants evenly, largely along the lines of whether their own neighborhood has them. Roads came up more often than any other topic, and the concern there was maintenance rather than the network itself. Participants described potholes reported and still unfixed months later, signals left out for extended periods, and a sidewalk promised years ago.

Participants read infrastructure changes through their own daily experience, so the reasoning behind a change matters as much as the change itself. Bus lanes register as reduced road capacity and added congestion rather than as improved transit service. One participant now routes around the corridor completely. Bike lane placement matters more to participants than bike lane mileage, since lanes beside high-speed traffic still feel unsafe. Traffic frustration attaches to named intersections and signal timing, which makes those concerns specific enough to act on.

Key takeaways—Funding & trade-offs

Participants will pay more for visible gains but not to hold services steady, which means any funding ask needs to name what residents get. Ten of 18 participants would pay more in taxes for a higher level of services, and willingness rises with income while the lowest earners remain the least certain.

Trust sets the terms of any increase, so transparency is the least expensive lever available to the City. Participants tie willingness to pay directly to trust, and they describe accountability concretely: the ability to trace where each dollar goes and to see results tracked over time. Several tied their doubts to not knowing how current money is spent rather than to the amount they pay.

Participants want the burden shifted away from households, which narrows the City's realistic revenue options considerably. A business or corporate tax was the only option to draw broad support, while property, sales, and utility increases met wide opposition. Participants most opposed to any increase offered alternatives in earnest, including city-organized volunteer programs, grant writing, and small fees on events that are free today.

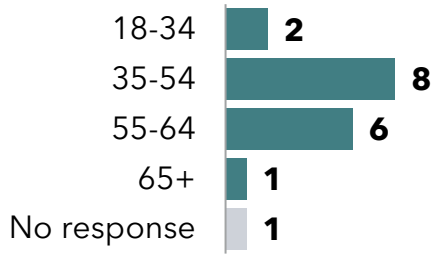
Participants would direct new money toward people rather than assets, and they rank parks and roads last because they judge those adequate rather than unimportant. Education and schools led the list, followed by homelessness prevention and transitional housing, then water, sewer, and stormwater. Participants placed parks and roads at the bottom, describing parks as already well resourced and Vancouver's streets as better than what they see elsewhere.

Demographics

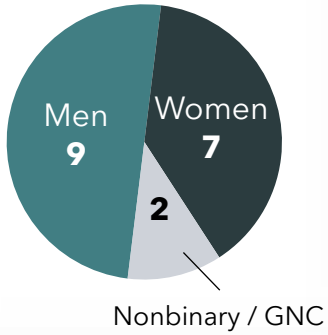
Who we talked to

N=18 City of Vancouver residents

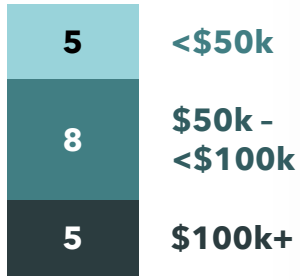
AGE



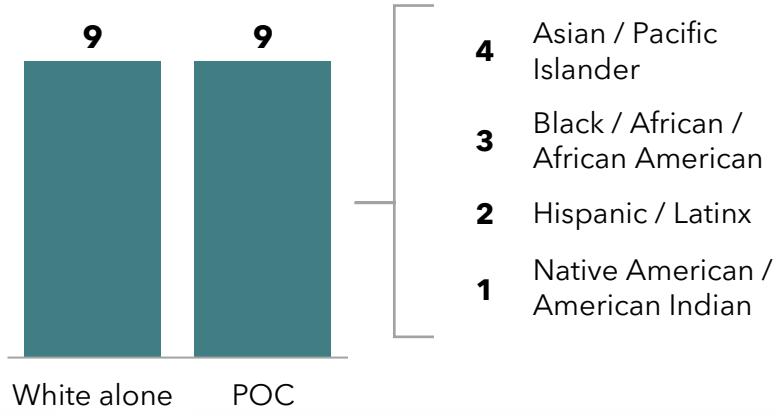
GENDER



INCOME



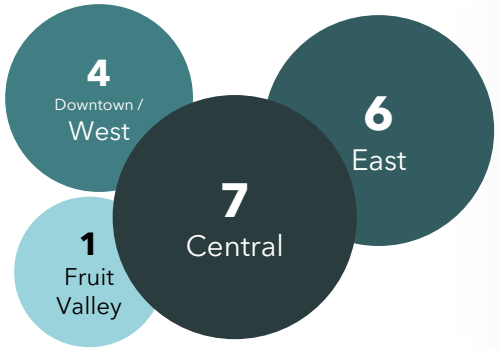
RACE / ETHNICITY



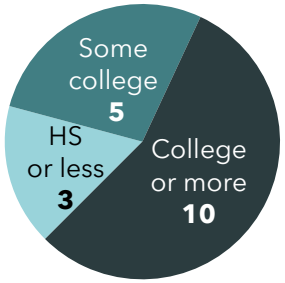
LIVING SITUATION



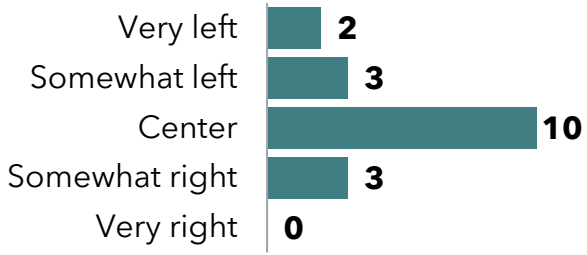
REGION



EDUCATION



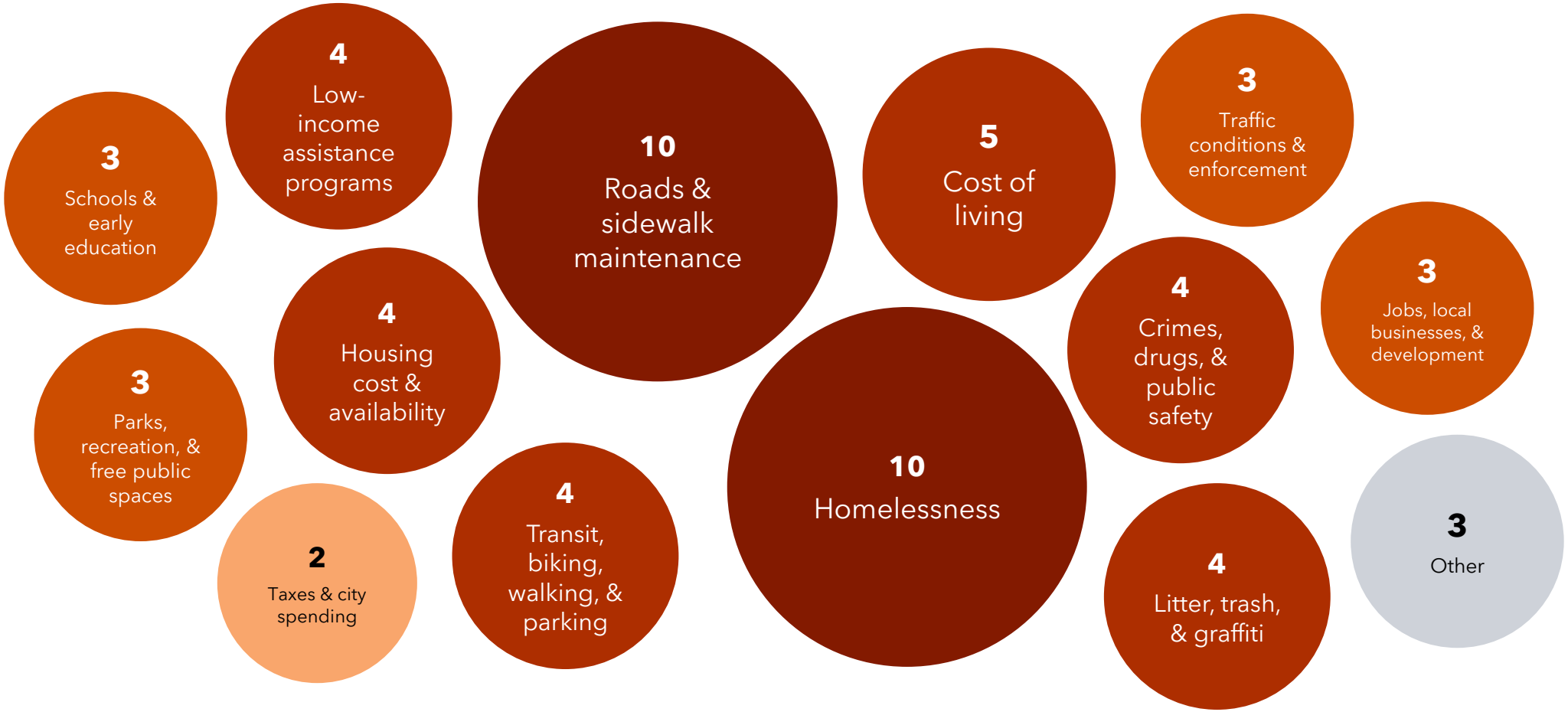
POLITICAL LEAN



Top issues & budget priorities

Homelessness and road and sidewalk maintenance rise to the top when participants are asked what is the top issue facing the city.

Make a list of the problems facing Vancouver that you would like City government officials to do something about.



Participants protect the services that are personally relevant and visible. Conversely, they would be open to cutting regulatory functions and services they see as less urgent, though many resist naming a cut at all.

# of mentions	***ONE*** *service to* ***protect*** *from any budget cuts*
5	**Police services**
5	**Homelessness supports & services**
3	**Fire & emergency medical services**
3	**Access to affordable housing for all**
1	Street maintenance
1	Attracting & keeping business in Vancouver
0	All other services

# of mentions	***ONE*** *service most willing to see* ***cut back***
3	**Property maintenance enforcement**
2	**Climate action**
2	**Zoning & lane use**
1	Arts & culture programs
1	City planning & development
1	Homelessness supports & services
1	Police services
1	Water, sewer, & stormwater services
0	All other services

Note:
All participants chose a service to **protect** from any budget cuts.
A third of participants (6/18) did not choose a service to **cut back**.

Participants weigh services on principle and on firsthand experience. The services they would cut are the ones without a visible, consistent impact on their own lives.

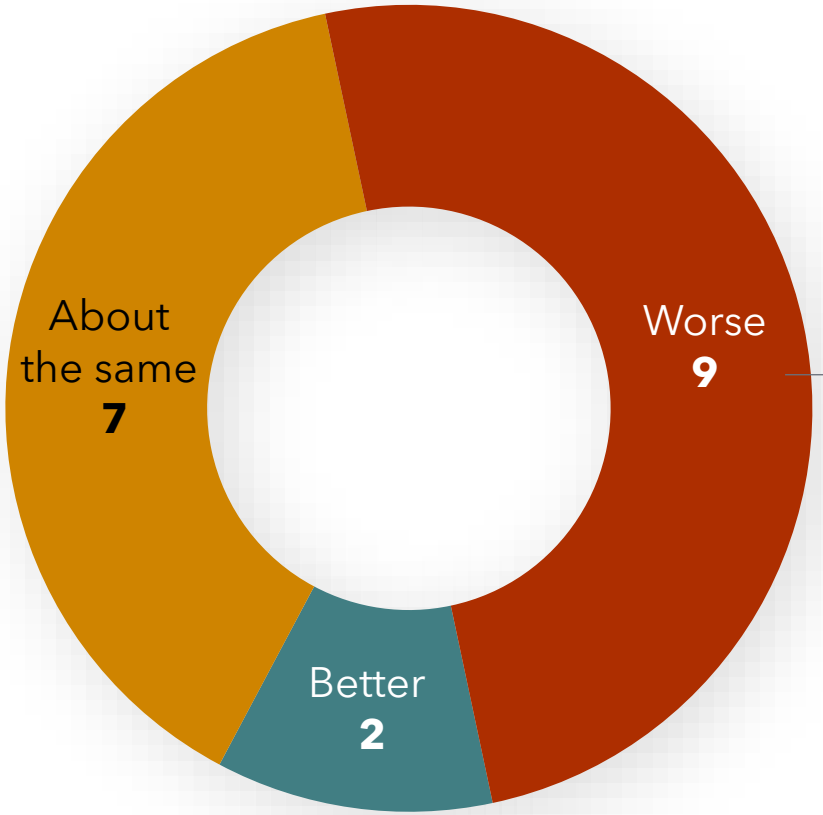
1 **Top Priority: Personal Experience Drives the Ranking**
Participants most often named Police, Fire/EMS, affordable housing, and homelessness services as top priorities. These choices were usually tied to a specific personal moment, such as a 911 call, a fall, or a break-in, rather than a general belief about what the city should fund.

2 **Priority, But Not Top: Valued, But Less Urgent**
Participants placed most other services here, including road maintenance, parks, water and sewer, and business attraction. Participants described these services as important but less urgent than life-and-safety needs. Some participants also placed city planning and development review in this category because they were unsure what it covers.

3 **Willing to Cut: Personal Relevance**
Participants most often named code enforcement, zoning, and arts and culture as services they would cut. These choices were rarely about a service being unimportant. Instead, participants pointed to services feeling less connected to their own daily lives.

Personal spending & finances

Few participants have gained ground financially over the past year. Nine say their finances are worse and seven say they are unchanged, leaving little sense of positive momentum.



"I have spent my entire adult life cutting out everything but the bare basic needs. As things have gotten more expensive, I have to start cutting out my needs. I don't have anymore wants to cut out."

– Nonbinary/GNC, Group 1, <$50k

"Every year that I've been living here, my rent has gone up by the maximum percentage allowed. At this point, I have a roommate. We both work well over 40 hours-a-week. We're still zeroed out at the end of the month. It's affording necessities, pretty much."

– Man, Group 2, $50k-$100k

A financial cushion, not just income, determines who feels stable. Renters and participants on fixed incomes have nowhere left to cut.

Rising Cost of Living
The most common reason people gave for feeling worse off is the rising cost of groceries, gas, rent, and utilities. This was the top reason among participants who said their finances are worse. Participants on fixed or disability incomes said they have the least room left to absorb more price increases.

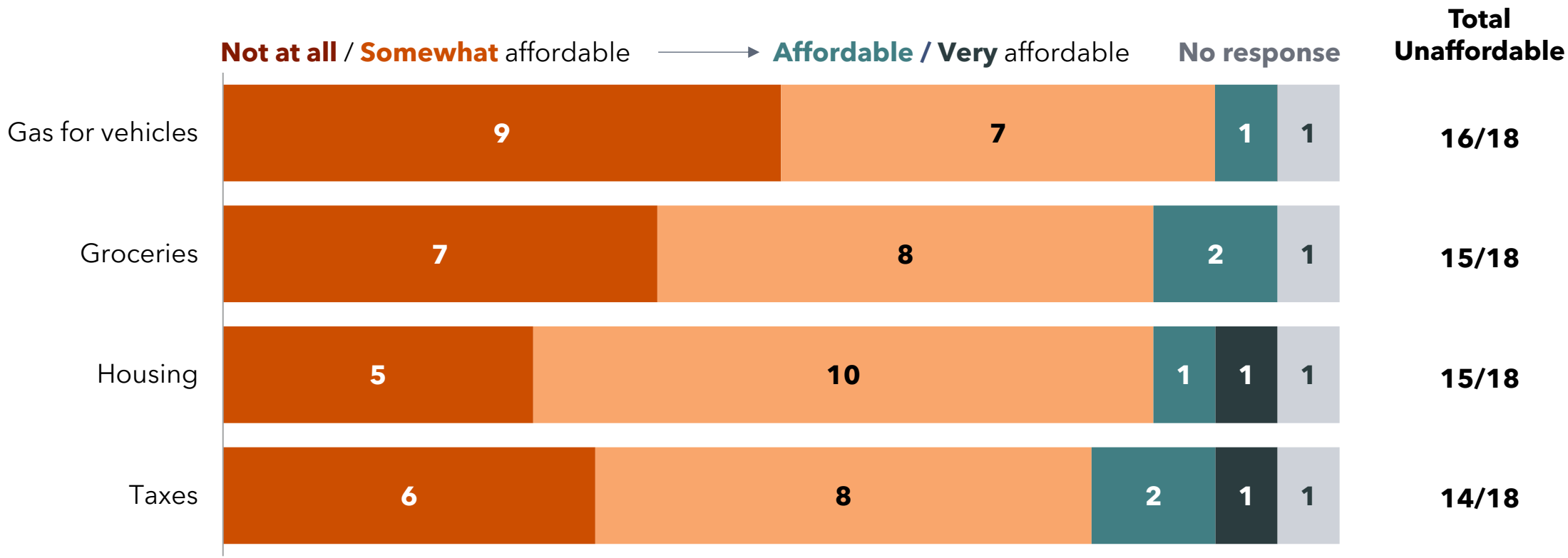
A Job Market Falling Short
Participants who said their finances are worse often pointed to income not keeping up with rising costs, even when working full-time. Reasons included losing a job, delays in getting unemployment benefits, and a shift to gig or contract work.

Housing Costs Outpacing Reach
Participants who said their finances are worse or about the same pointed to rising rent and the high upfront cost of moving, including deposits, application fees, and first and last month's rent. Younger participants in particular said buying a home is out of reach at current prices.

Weathering It Through Adaptation
Participants who said their finances are the same or better pointed to changes in spending habits or to financial cushions, such as home equity, a paid-off or inherited home, a second income, or a senior property tax break.

Unaffordability is near universal rather than concentrated in one expense. At least 14 of 18 participants call each necessity unaffordable, with gas drawing the harshest verdict.

Perceptions of the affordability of necessities in Vancouver



Each necessity strains participants for a different reason, but taxes stand apart because the concern is transparency rather than cost.

1. Gas is least affordable essential.
Gas received the most "not at all affordable" ratings of any item (9 of 18). Participants pointed to Washington's higher gas prices compared to Oregon and said they now plan trips or errands around fuel costs.

2. Groceries are a close second.
Groceries were rated "not at all affordable" by 7 of 18 participants. Participants who said their finances are worse were more likely to call groceries unaffordable, while those with stable or improving finances were more likely to call them somewhat affordable.

3. Housing affordability depends on renting or buying.
Housing had the highest number of "somewhat affordable" ratings (10 of 18), largely reflecting renters' experiences. Participants who discussed buying a home described it as out of reach, citing high interest rates, rising prices, and competition from other buyers.

4. Tax affordability is tied to trust, not just cost.
Taxes were rated roughly evenly between "somewhat affordable" (8 of 18) and "not at all affordable" (6 of 18). Participants who called taxes unaffordable often linked this to not knowing how tax money is spent, rather than to the amount itself.

Public safety & homelessness

Participants define safety by what they see and how fast help arrives, not by crime statistics. Police response time and visible homelessness lead their associations.

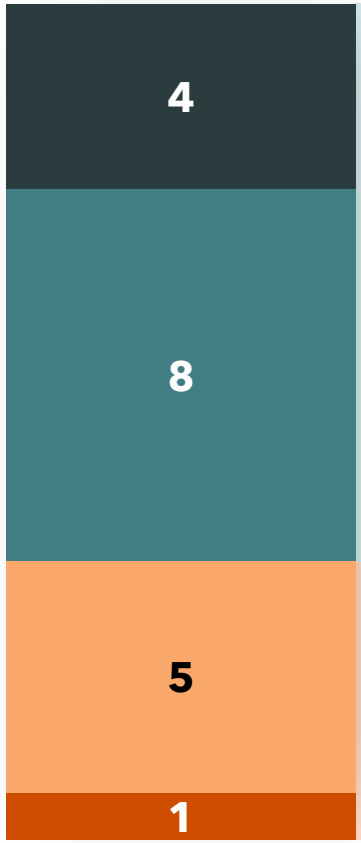
When you think about "safety" in Vancouver, what's the first thing that comes to mind?



Note:
Bubble size reflects unprompted mention frequency across both groups.
***Warm** = safety-in-tension concerns*
***Cool** = trust & stability elements*

Most participants feel safe, but their satisfaction rests on the same factor that drives dissatisfaction, which is how quickly police arrive.

12 are **very**/**somewhat satisfied** with the level of safety in Vancouver.



Top reasons for satisfaction

- Emergency response times are fast
- Vancouver compares favorably to Portland
- Neighborhoods where people look out for each other

Top reasons for dissatisfaction

- Slow police response & perception that there aren't enough officers
- Property crime & theft
- Visible homelessness & drug use

Fire and emergency medical services are the City's clearest safety success story — anchored in specific, unprompted resident praise across both groups.

What is going well in public safety in Vancouver?

"I did have to call 911 for someone that had a fall. I was incredibly astounded at how quickly they got there. I was astounded by the number of people that responded and the amount of equipment that they brought. It wasn't, "Oh yeah, we have to go and get XYZ," they were ready."

– Woman, Group 1, <$50k

"Every time that I've had an emergency with my mother, the first responders are, in my opinion, there. Whenever she's needed help or anything, they're [like] bang."

– Man, Group 1, <$50k

"We have a ton of fire departments. If there's a fire, I want them to be able to be there right now."

– Woman, Group 2, $100k+

Why this matters

- Fire/EMS was named unprompted in both groups as the emergency service residents trust.
- Praise was specific and concrete — not generalized appreciation. Residents cited response time, staffing, and equipment.
- Aligns with the survey's ranking of Fire & EMS as the #1 budget priority (68%).
- Strategic implication: this is a foundation to build public-safety communications from.

Participants ground their staffing concerns in specific incidents rather than general unease, and their stories point to overtime spending where hiring would be expected.

What is not going well in public safety in Vancouver?

RISK: Residents cite specific 45-minute police response times and empty station stories — not vague safety anxiety.

45-minute response

"Somebody broke down the door to my apartment two months ago… It took the police almost 45 minutes to show up."

– Man, Group 2, $50k-$100k

One officer for downtown

"A policeman came down and had to direct traffic around. People were yelling at him. 'I'm the only one available. I'm the only one at the station.' At 6:00 in the morning. That was it for the entire downtown Vancouver."

– Woman, Group 2, $100k+

Hiring freeze paradox

"They wouldn't hire more police officers. They told him, 'Feel free to work as much overtime as you want.' They're paying this person $50/hr. Now $75/hr. He's working 20 hours a week, so he's pulling in a mega amount of money."

– Man, Group 1, $50k-<$100k

Pedestrian and traffic safety belong under the safety umbrella — residents fold walkability and driver behavior into their working definition of public safety.

Crosswalks

"There are some street areas where there are not a lot of crosswalks. If you don't jaywalk and do the frogger and try not to get hit, you have to literally walk all of the way down several blocks. Public safety is related to making sure that our pedestrians are taken care of."

– Woman, Group 1, $100k+

Bike lanes

"Coming from Portland, I feel a little bit spoiled with the bike lanes, but I don't feel as safe on my bike over here. There are a lot of bike lanes that are on, basically, highways. I don't feel safe riding next to the cars when there's no division."

– Woman, Group 1, $50k-<$100k

Child safety

"My son got everywhere on bike for a while. He was hit so many times by cars. They would never stop for help, because he was on a narrow street, where there's no bike lane or anything."

– Woman, Group 2, $100k+

Perceptions of whether public safety is improving or declining split roughly evenly, and the split runs along tenure and Portland-experience lines.

Group 2 showed a direct 5-5 split on "better or worse in the past year?"

Getting better / Staying safe

Newer residents, especially ex-Portland

"The baseline, the safety of the city is a lot higher than other cities. Other people that have lived here for their entire lives have a very interesting view of what is safe and isn't. Vancouver is a very safe place to live."

– Man, Group 1, $100k+

"I feel safe because of all of the crime that I hear in Portland... When you hear about that, then you hear 'Vancouver,' I feel very safe compared to that."

– Woman, Group 2, $50k-<$100k

Getting worse / Spillover fears

Long-tenured residents & those with recent incidents

"There's a lot of crime coming over to Vancouver. Since we've had apartments being built close to us, I get crime reports, 'Oh, they're getting a lot closer.' The assaults. Shootings."

– Man, Group 2, $50k-<$100k

"We've laid off a lot of police officers. The crime keeps getting higher and higher... [Police] take forever to get to you if you make a phone call."

– Woman, Group 2, <$50k

Residents link homelessness tightly to public safety, but they split sharply on whether the answer is enforcement, services, or both.

Homelessness and public safety are inseparable in residents' minds

Enforcement leaning

"I've noticed more of a presence of police [near homeless camps]. Not that I want them to clear them out or push them out, but to know that they're an available resource... [having] a strong police presence. When I see areas like that, it makes me feel safer."

– Woman, Group 1, $100k+

"I'm more fearful of a drug addict than I am of guns. I'd be afraid of getting stabbed with a needle. I don't want to be around that. There's more and more of it coming over to Vancouver, little by little."

– Man, Group 2, $100k+

Services leaning

"Homeless people are a part of the public, as well. They also deserve safety and not to have all of their stuff thrown out and to be kicked out of where they're calling their homes by the police."

– Nonbinary/GNC, Group 1, <$50k

"I've seen them get swept, but what tends to happen is that those people camp somewhere else. You are shifting them around, wasting resources, and time, when there could be transitional housing, access to more resources to get people help."

– Woman, Group 1, $100k+

"There's a lack of dignity. We need to offer people dignity."

– Woman, Group 2, $100k+

Success means preventing homelessness and opening pathways out of it. Participants treat visible cleanup as the least valuable response.

Most valued



"There's no way of preventing the eviction notice. Having more resources that help you prevent homelessness would be extremely helpful."

– Nonbinary/GNC, Group 1, <$50k

"Providing services for people that want to transition from living in a tent or on the street and getting a job and having somewhere to live–transitional housing, mental health services."

– Woman, Group 1, $100k+

"There are more vacant buildings than there are homeless. If they were to do something with these vacant buildings, the homelessness wouldn't be such an issue."

– Woman, Group 2, <$50k

"If we could use vacant places that would be a safe place for a mother and child to sleep at night… At the end of the day, they'll have to vacate, clean up."

– Woman, Group 2, $100k+

"I've noticed more of a presence of police [near homeless camps]. Not that I want them to clear them out, but to know that they're an available resource."

– Woman, Group 1, $100k+

Infrastructure

Participants use a wider definition of infrastructure than capital projects alone, so questions about it carry different meanings for different residents.

1. **Transportation Networks**
   Participants in both groups named roads, streets, and freeways first when asked what infrastructure means. Their definitions also included sidewalks, crosswalks, bike lanes, and public transit.

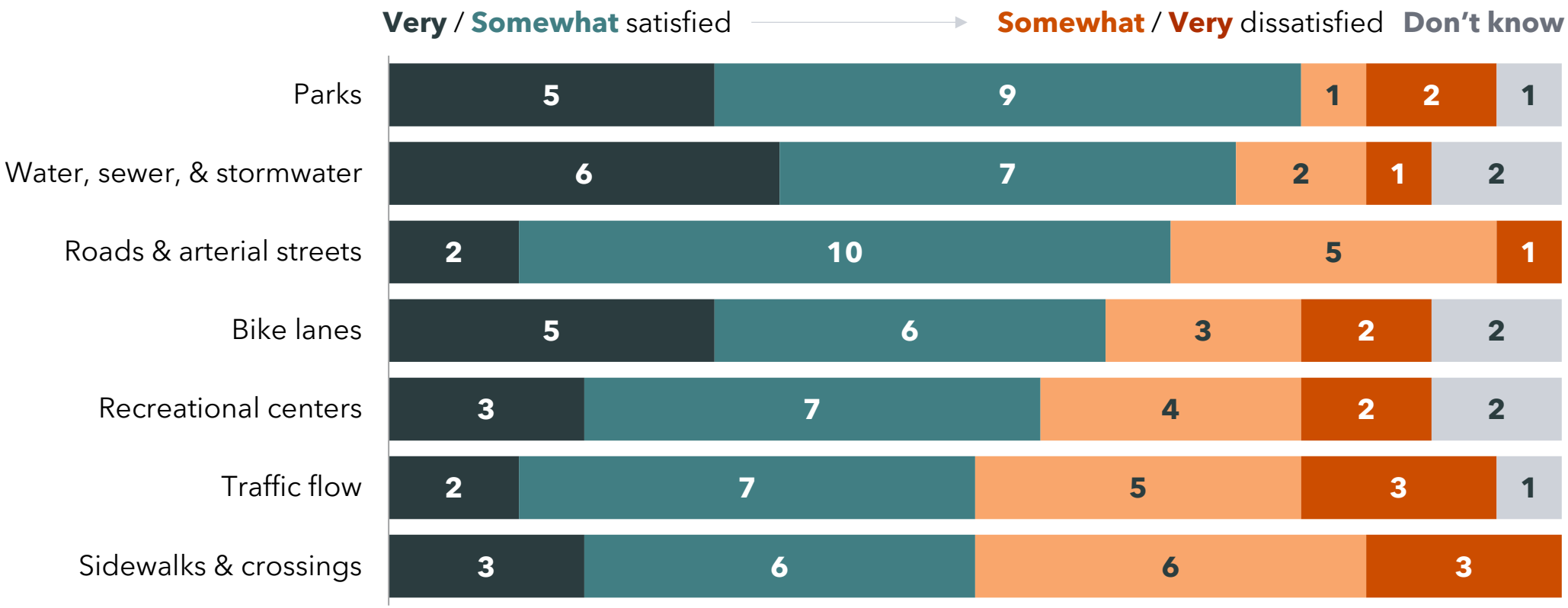
2. **Basic Utilities and Systems**
   Participants included water, sewer, stormwater, and electricity in their definitions. They described these as the systems that keep the city running day to day.

3. **Community Amenities**
   Participants also counted parks, trails, recreation centers, and schools as infrastructure. One participant said she includes parks in this list for Vancouver but would not have in other cities where she has lived.

4. **Growth, Development, and Planning**
   A smaller number of participants defined infrastructure to include housing, business development, and building codes. For these participants, infrastructure also meant the city's overall design and whether it has a clear plan for how Vancouver grows.

Parks and utilities draw strong satisfaction, while views on sidewalks and crossings remain mixed, reflecting the walking and crossing concerns participants previously described.

Satisfaction with city infrastructure



Participants celebrate the waterfront, parks, and schools. They look for that same momentum in day-to-day maintenance.

The pattern is consistent: praise for the big picture, frustration with the details

What they credit

✓ **Waterfront redevelopment**

"The waterfront is amazing. To see the city develop and continue to progress is really nice."

–Woman, Group 1, $100k+

✓ **Growth of parks & trails**

"A lot of parks. I love the parks. The waterfront is spectacular. The development down there is by far the best around."

– Man, Group 2, $100k+2

✓ **Schools keeping pace**

"I've seen the number of schools expand. It's keeping up with the population."

–Woman, Group 1, $100k+

✓ **Bike lane expansion**

"I appreciate that they're expanding the infrastructure, especially the streets, putting the division between the bike lanes and traffic."

–Woman, Group 1, $50k-<$100k

Areas of improvement

✗ **Potholes not being fixed**

"It's divots in the road that are so bad. Your tire would get blown. Months and months. It doesn't seem to get fixed."

– Woman, Group 1, $100k+

✗ **Unsafe intersection signals**

"There is this main traffic light … [with] three lanes. They have a blinking light that needs a traffic light [instead]. I've seen three or four accidents that happened."

– Woman, Group 2, $50k-<$100k

✗ **Sidewalks promised, not built**

"My neighbor, we've been waiting for a sidewalk for ten years. It's still not happening."

– Group 2, $50k-<$100k

✗ **Slow response to repair calls**

"I call the number. Six months later, that same pothole is still there."

– Man, Group 1, $50k-<$100k

Participants name roads as their most common infrastructure concern, but they point to maintenance and slow response rather than the road network itself.

Volunteered unprompted in both groups when asked "what could be better?"

ROADS

The maintenance issue

"The highways, freeways are good. The local roads, I don't know what is going on with them. Little potholes, cracks that you know are going to get worse every year."

– Woman, Group 2, $100k+

The response issue

""You do the maintenance reports if [traffic] lights are out. They're not very quick at getting it done. We have quite a few lights out."

– Woman, Group 2, $50k-<$100k

The promised-but-not-built issue

"In 15 years, it seems that there hasn't been much at all. It's disintegrated. My now wife lived in Vancouver. I'd drive over here. I'd say, 'Wow, the roads are spectacular here.'"

– Man, Group 2, $100k+

Participants tie traffic frustration to named intersections and signal timing, making the concerns specific enough to act on.

When traffic was raised, participants named specific intersections, corridors, and problem times

18th & Andresen

"16 minutes with no cars coming either way. It never changes."

– Man, Group 2, $50k-$100k

Mill Plain

"Driving down Mill Plain, if you have somewhere to go, there's a light at every block."

– Woman, Group 2, <$50k

164th

"Lots of stores and places to go. There's a lot of traffic. You are making the light turn green quicker for a side street that doesn't have as much traffic."

– Woman, Group 2, <$50k

6th & Washington

"Where you can't even cross, because it's so busy. It's scary for me to drive there."

– Woman, Group 2, $50k-<$100k

Fourth Plain

"That area is a mess anyway, since they have an entire lane that nobody can use, only the bus. I completely avoid that section."

– Woman, Group 2, $100k+

Where participants live shapes their experience of sidewalks and crossings. They want the recent improvements extended further.

The frustration is uneven implementation, not blanket dissatisfaction

Improvements participants notice

"On Fourth Plain Boulevard, the crosswalks that they added, which I really like, but I wish that they would expand it more. They're the ones where it has the crosswalk, then they have the lights above it. The safety component to our crosswalks across the city."

– Woman, Group 1, $100k+

"They're getting better from what I've seen. They're getting a lot better."

– Woman, Group 2, <$50k

Gaps they still feel

"Where I live, there are not a lot of sidewalks. People don't like it."

– Man, Group 1, $100k+

"Someone mentioned the lack of crosswalks. We have to go a couple of blocks then cross then come back to be on the safe side, if you are not running across traffic."

– Woman, Group 1, $50k-<$100k

For participants, bike lane placement matters more than bike lane mileage. Lanes running beside high-speed traffic still feel unsafe.

Growth in bike-lane coverage is praised; safety of specific lane placements is not

In principle – bike lanes are valued

"I appreciate that they're expanding the infrastructure, especially the streets, putting the division between the bike lanes and traffic."

– Woman, Group 1, $50k-<$100k

"I think, the bike lanes have improved greatly. If there's not a place for a lane, they'll have a thing that says to share the roads with bikes, so people are at least aware."

– Woman, Group 2, $100k+

In practice – not always safe

"The one thing that I really noticed when we moved up here is that people do not like it when you are [biking] on the road. I've had to jump into the drainage ditch a couple of times."

– Man, Group 1, $100k+

"There are not very good connections at some busy places. I want to [bike] to work, but the connections are sketchy."

– Woman, Group 1, <$50k

The bus lanes register with participants as reduced road capacity and added congestion rather than as improved transit service.

Residents notice the changes, but some interpret them as reducing car capacity

"They did all of the bus stops and huge, long buses that they have. It seems that there's more traffic and more cars. They're making some streets, instead of two lanes, now it's one lane and a bus lane. That's their infrastructure, because they want to go that route and have less people driving."

– Man, Group 2, <$50k

"They have an entire lane that nobody can use, only the bus. I completely avoid that section of town if I can. To me, that's such a headache."

– Woman, Group 2, $100k+

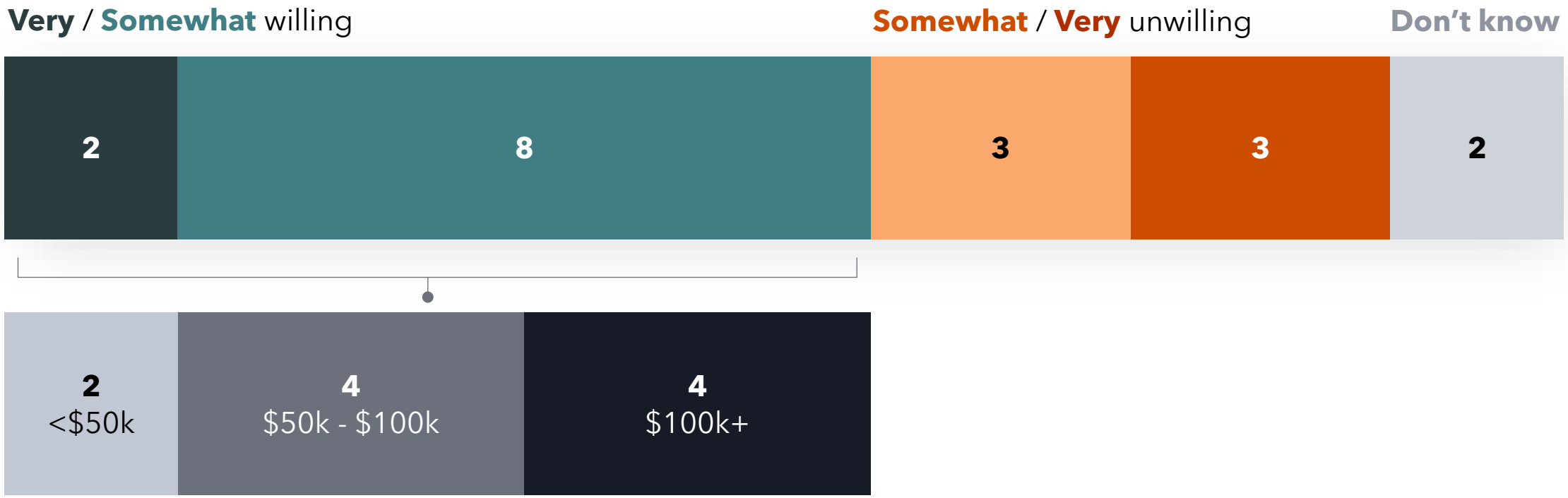
Communications opening:

Residents see the bus-lane changes but interpret them through a lens of "car capacity reduced." Explaining the transit-capacity gain, with numbers, could reframe the perception.

Funding & trade-offs

10 of the 18 participants are willing to pay more in taxes for increased city services. Willingness to pay rises with income, with the lowest earners remaining the least certain.

Would you be willing to pay more in taxes if it meant a higher level of City services?



Participants will pay more for added services but not to hold services steady, and they tie any increase to seeing existing money used well.

Survey patterns that the focus groups illuminate directly

49%

of survey respondents say they are **willing to pay more for more services**.

In the focus groups
10 out of 18 said they'd **pay more**

Categories they'd fund:
Education, homelessness prevention, public safety training—not roads or parks.

38%

of survey respondents say they are **willing to pay more to maintain services**.

In the focus groups
"Big zero" in both groups—zero participants said they'd pay more just to maintain.

Reasoning:
Distrust that money is being used well; belief that efficiency & volunteerism are the answer before more taxes.

Participants tie their willingness to pay to trust, and they describe accountability as being able to trace each dollar and follow the results.

What residents want to see before paying more

Transparency – where each dollar actually goes

"The biggest thing that we need is a way to view the way that the budget is being distributed. I should be able to go to the City of Vancouver's website and see where every dollar of my taxes is going."

– Man, Group 2, $50k-<$100k

"If I was going to pay more taxes, I'd want to see specifically that it would go towards education, more teachers, the programs that we really need, and somebody to track it."

– Man, Group 1, $50k-<$100k

Accountability – how the money is being used

"I wish taxpayers could be more involved in where their tax money goes. Sure, I'd pay more sales tax for parks and schools. If it ends up only going to administrator wages…"

– Woman, Group 1, <$50k

"That's crap. I don't think that they're utilizing our taxes in the best way that they can. We need to learn how to utilize our money better."

– Woman, Group 2, $100k+

Participants want to shift the tax burden away from households. Support for new taxes remains limited, and those most opposed offer volunteerism, grants, and small event fees as substitutes.

An unusual and specific finding on tax alternatives

Volunteerism

"I would rather, instead of raising taxes over and over again, have [the] government work on creating more volunteer opportunities. If we could get more people doing free labor instead of taxes…"

– Man, Group 2, $100k+

"Volunteerism, like you said. We could probably lean heavily on that in this city. That's not raising taxes. That's giving people an opportunity to be a part of it."

– Woman, Group 2, $100k+

Fundraising & Grants

"I'm a teacher… I've learned how to write for grants. There are a lot of grants out there. I can actually get things, science-based, whatever I want for the classroom. There are different ways than 'I need to tax you more.'"

– Woman, Group 2, $100k+

"I'm going to a summer series concert at Vancouver. They have a free concert. There are 2,000–3,000 people every Sunday. I would pay $5 to go instead of being free."

– Man, Group 2, $100k+

Participants put people-serving needs as the priorities for additional funding.

Explicit ranking from willingness-to-pay conversations

Most willing to fund



"Paper, pens, coloring books, crayons, whatever. That should be something that's a standard that they should have in schools. It shouldn't be something that has to come out of a teacher's pocket."

– Man, Group 2, <$50k

"Services for people that want to transition from living in a tent or on the street and getting a job."

– Woman, Group 1, $100k+

"As long as it keeps our water good. As long as I can flush my toilet and my pipes aren't blowing out, I'm completely happy with it, if it involves an increase."

– Woman, Group 1, <$50k

"The baseline is higher here. There's money that we can take out of the parks."

– Man, Group 1, $100k+

"The roads and streets, I've been to Oregon. Yeah, they're not as bad. They're not fantastic. There are more better streets here than there are in a lot of other places."

– Woman, Group 2, <$50k

Final advice



Participants' final advice for the City reiterates concerns raised throughout the discussion.

Transparency & accountability for money collected

"Please be more transparent."

– Woman, Group 2, $100k+

"There's no transparency as to how the money collected from taxes is being used at all. There's a buttload of money being collected & as far as I can tell there's no accountability as to how the funds are being used or disbursed."

– Man, Group 2, $50k-<$100k

Prevention rather than response

"Increase funding for wraparound services to support unhoused and those on the edge of becoming homeless."

– Woman, Group 1, $100k+

"I really feel that to invest in services, stopping homeless before it happens, to add more patrol down high-risk streets, like Andersen towards Winco, to use that money for services."

– Nonbinary/GNC, Group 2, $50k-<$100k

Small fixes & follow-through

"If you say you'll help, take action."

– Woman, Group 2, <$50k

"Fix the potholes."

– Man, Group 2, <$50k

"Waterfront garbage needs to be emptied. Put the traffic light back on 6th and Washington—flashing lights don't work! Fix Street Lights when we request it."

– Woman, Group 2, $50k-<$100k

Who is the city being built for?

"I hate that the Safeway in my neighborhood (the cheaper grocery chain) was replaced with a Mercedes dealership, and a Lexus dealership was put in across the street. I don't want to see more luxury car dealerships replacing affordable businesses."

– Nonbinary/GNC, Group 1, <$50k

"Create ways and resources for lower income. Add more jobs and reduce requirements for someone to get a job."

– Man, Group 2, <$50k



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