

VANCOUVER CITY COUNCIL RETREAT



February 25-26, 2022

WATER RESOURCES EDUCATION CENTER

WELCOME



INTRODUCTION, AGENDA, AND APPROACH

RETREAT DESIRED OUTCOMES

» Learn and engage with each other

- » Strengthen overall Council cohesion

» Align around shared Council values

- » Better understand each other's individual values, our community values, and our shared Council values

» Explore future scenarios and pathway forward

- » Explore the trends that may shape Vancouver for decades to come and how we can best respond to them

» Move ideas into action

- » Use our key takeaways to confirm next steps that support the Council's decision-making for constructive and productive outcomes



DAY ONE AGENDA

12:30 – 1:00 pm	Arrival and Lunch
1:00 – 1:30 pm	Welcome, Introduction, and Proposed Agenda
1:30 – 2:15 pm	Getting to Know Each Other: Who Are We and What Do We Bring to the Council?
2:15 – 2:30 pm	Break
2:30 – 3:45 pm	Understanding Shared Council Values
3:45 – 4:15 pm	Understanding Who We Serve
4:15 – 4:30 pm	Next Steps and Summary
4:30 pm	Adjourn for the Day

GROUND RULES

- » Honor the agenda
 - » Listen to understand and ask questions to clarify
 - » Hard on the problems, soft on the people
 - » Address interests and seek common ground
 - » Provide a balance of speaking time
-
- » **COVID Safety:** All participants are required to always wear a medical grade or KN95 mask, unless actively eating or drinking



CITY OF VANCOUVER CONVERSATION GUIDELINES

How to engage in productive efforts to advance equity and inclusion:

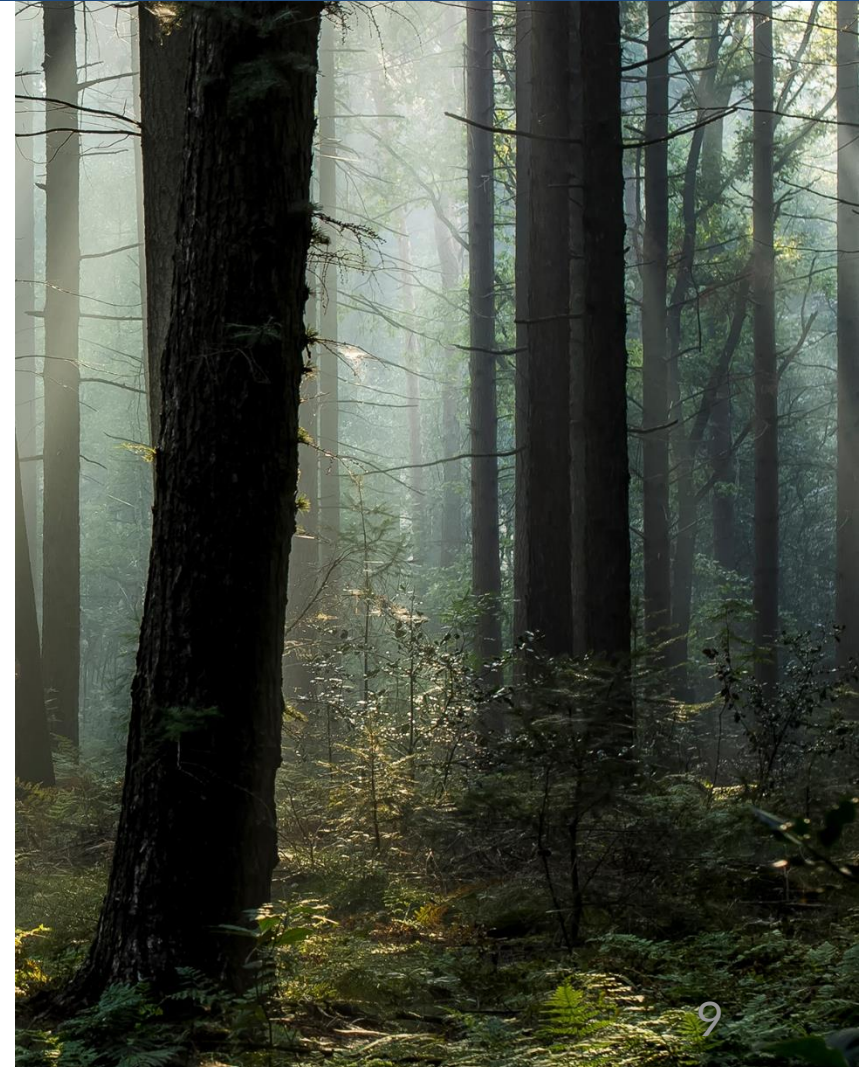
- » Challenge yourself - step out of your comfort zone
- » Stay engaged and have an open mind
- » Speak your truth responsibly
- » Listen to understand with the intent to learn
- » Be willing to do things differently and experience discomfort
- » Expect and accept non-closure
- » Maintain confidentiality
- » Recognize natural or imposed power dynamics and imbalances
- » Acknowledge that communication differences may be cultural (or may not be) so your discomfort with a communication style is not an excuse to disengage



GETTING TO KNOW EACH OTHER
WHO ARE WE AND WHAT DO WE BRING TO
THE COUNCIL?

INTRODUCTIONS

- » Opportunity to introduce yourself
- » What are your hopes, expectations, and desired outcomes for the retreat?
 - » *Once around the table, 1-2 minutes each*



GROUP EXERCISE

10 minutes



- » We have assigned groups of four
- » Go around the group and have everyone answer Question 1
- » You will have about 1 minute per person to share, with a total of about 5 minutes
- » Once 5 minutes is over, we will move you into new groups and repeat the exercise with Question 2

GROUP EXERCISE – GROUP 1

5 minutes



» What is an accomplishment you are proud of and why?

GROUP EXERCISE – GROUP 2

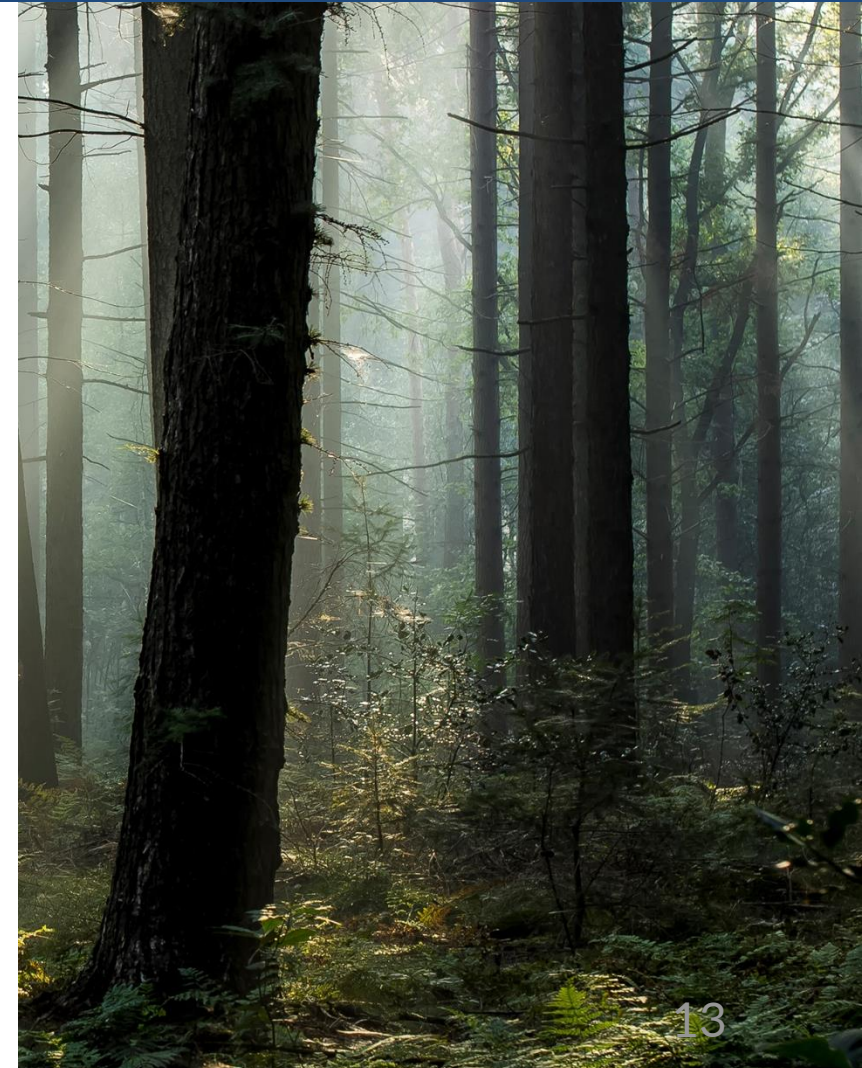
5 minutes



» What is something people would be surprised to learn about you?

GROUP DISCUSSION

- » Anything you want to share about what you learned?
- » As a Council, what is it about our lived experience that helps us better serve the Vancouver community?



15-MINUTE BREAK



UNDERSTANDING SHARED COUNCIL VALUES

WHY VALUES ARE IMPORTANT

- » Our values inform our:
 - » Thoughts
 - » Words
 - » Actions
- » Our values are important because they help us grow and develop, and create the future we want to experience



WHY VALUES ARE IMPORTANT

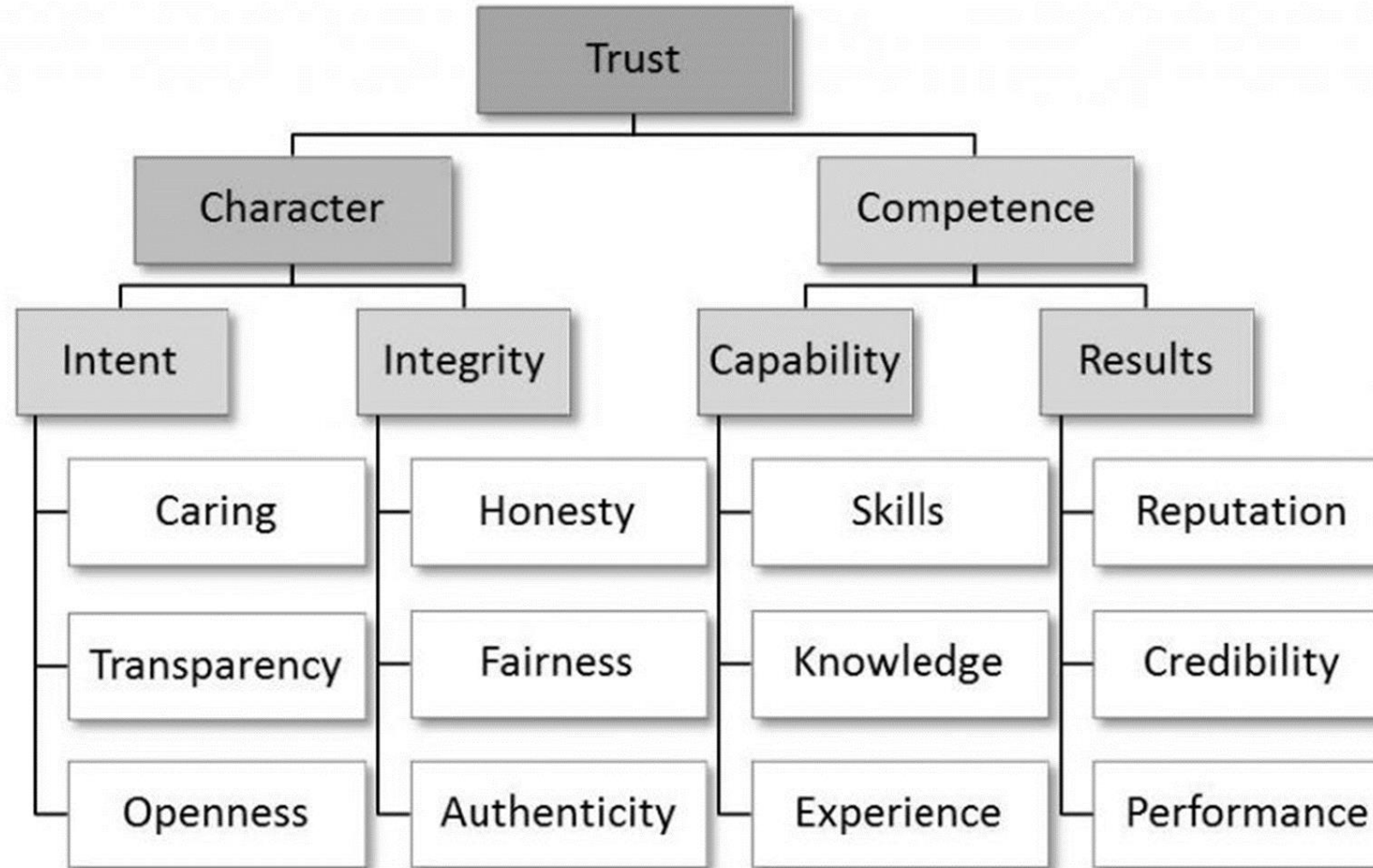
- » When we use our values to make decisions, we make a deliberate choice to focus on what is important to us
- » When values are shared, they build internal cohesion in a group



DIFFERENT TYPES OF VALUES

- » **Individual Values:** How you show up in your life and your specific needs; the principles you live by → Enthusiasm, creativity, humility, personal fulfillment
- » **Relationship Values:** How you relate to other people in your life, be they friends, family, or colleagues → openness, trust, generosity, caring
- » **Organizational Values:** How your organization shows up and operates in the world → financial growth, teamwork, productivity, strategic alliances
- » **Societal Values:** How you or your organization relates to society → future generations, environmental awareness, ecology, and sustainability

TRUST MATRIX



19
From the Barrett Values Center

UNDERSTANDING SHARED VALUES

Mentimeter Survey

Questions:

- » What values are important to you as an **individual**?
- » What values are important for Vancouver as **Shared Community Values**?



ACTIVE LISTENING TIPS

From Boston University

- » Listen more than you talk
- » Let the speaker finish before you respond
- » Be attentive to ideas and problem-solving opportunities
- » Give verbal and nonverbal messages that you are listening
- » Asks open-ended questions
- » Remain attentive to what's being said
- » Be aware of your own biases
- » Manage your own emotions
- » Listen for both feelings and content



21

GROUP EXERCISE

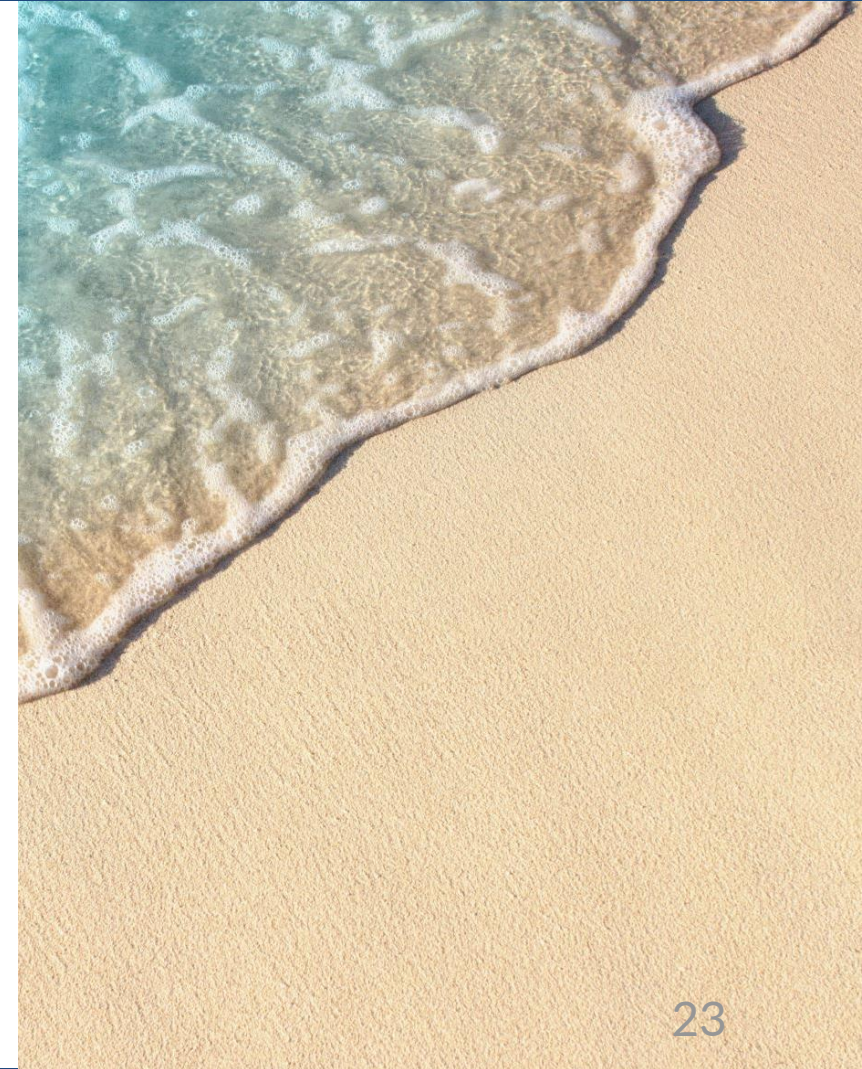
30 *minutes*



- » Break out into small groups
- » **Three roles**, about 10 minutes per rotation, about 3 minutes for each role
 - » **Speaker:** Share a situation that was challenging for you because it contrasted with your values. What happened and why?
 - » **Listener:** Reflect without judgement what you heard the speaker say
 - » **Observer:** Share your observations from an outsider's perspective on how the listener communicated back to the speaker
- » Now rotate and do it again!

REPORT OUT

- » Report out, debrief, reflections:
 - » How did it go?
 - » What worked well? What was challenging?
 - » What did you learn?
 - » What surprised you?
 - » Anything else?



UNDERSTANDING SHARED VALUES

Mentimeter Survey

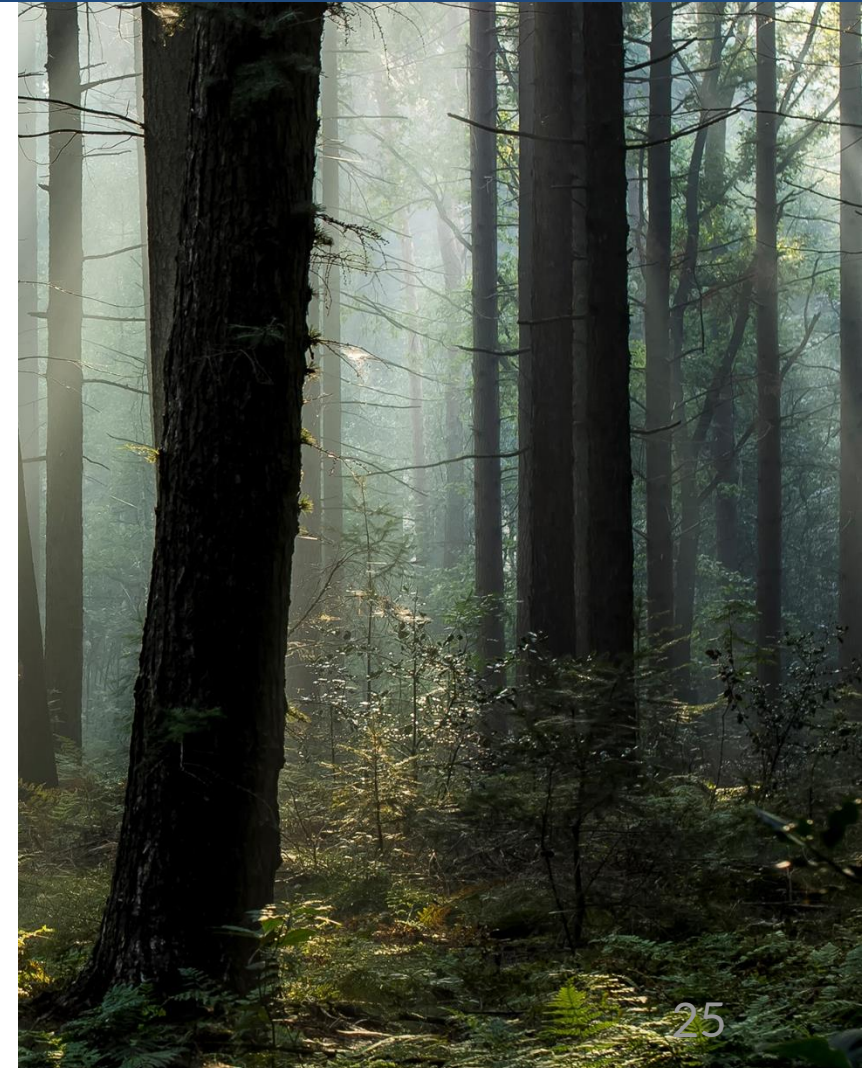
Question:

» What values are important as **Shared Council Values**?



GROUP DISCUSSION

- » From our discussion, what are we learning about our individual, community, and Shared Council Values?
- » What can we learn from similarities and differences in our values to strengthen resilience as we move forward together as a Council?



UNDERSTANDING WHO WE SERVE

THE VANCOUVER JOURNEY



The Vancouver Journey

City Council Retreat
February 25 - 26, 2022



The Vancouver Journey

- Where we have been
- Where we are
- Where we are going[....?]



Vancouver Journey

Five Eras

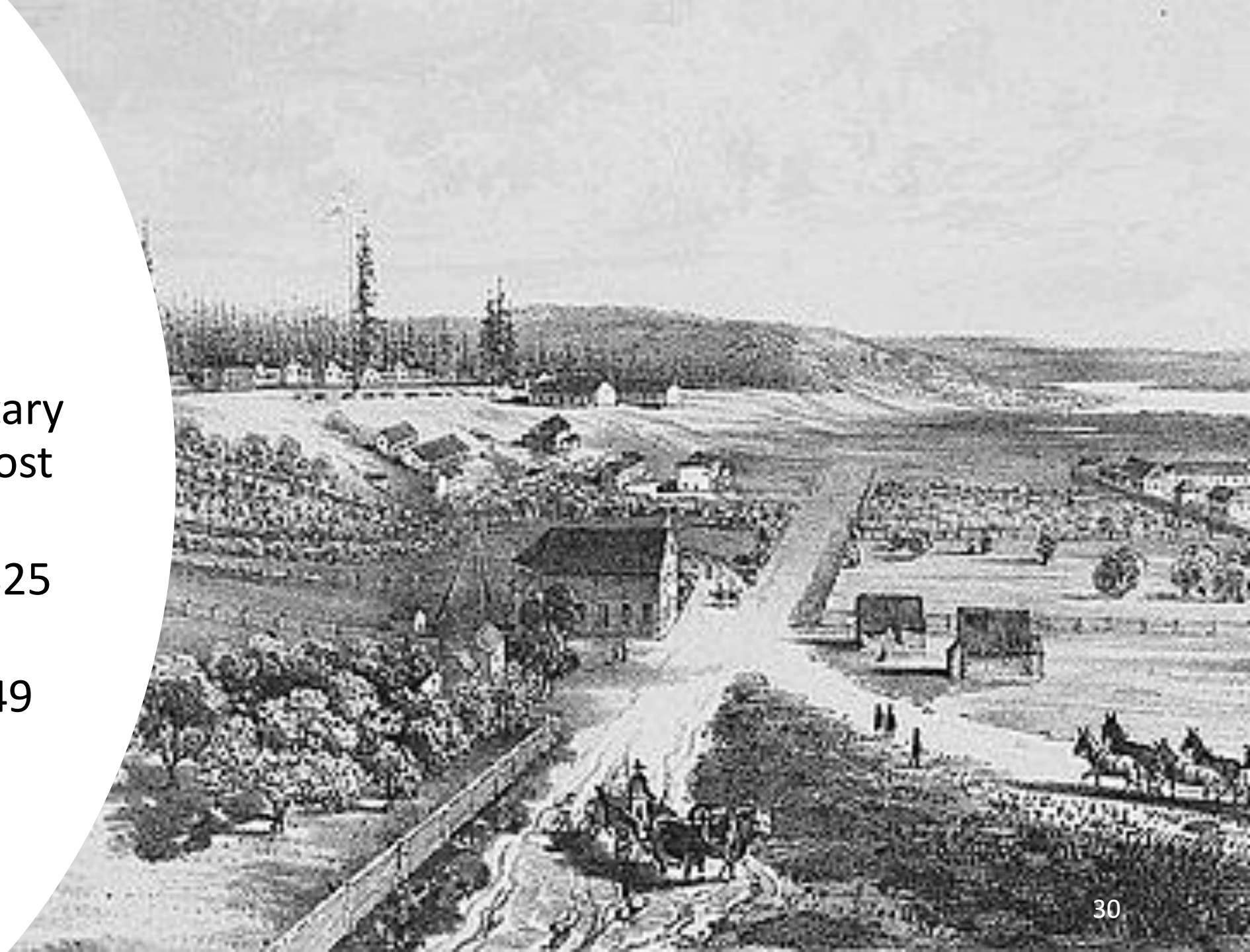
- First era: First Nations era
 - Indigenous cultures and community for millenia prior to arrival of the Columbia Rediviva and subsequent colonization



Chinook lodge - Mount Hood in the distance

Vancouver Journey Five Eras

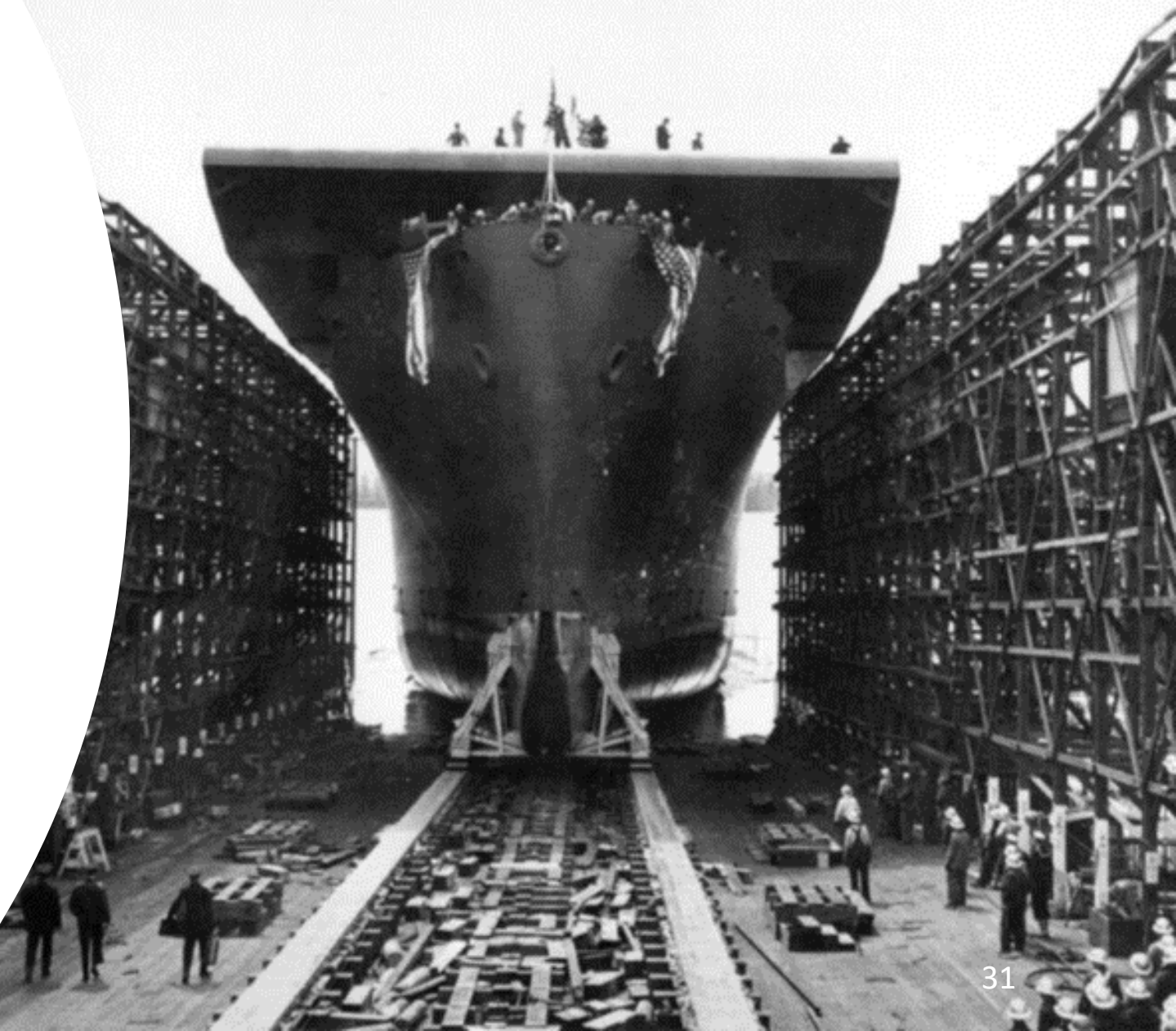
- Second Era: Military and Trading outpost
 - Hudson's Bay Company – 1825
 - Vancouver Barracks – 1849



Vancouver Journey

Five Eras

- Third Era: Industrialization
 - Railroad – 1906
 - First interstate bridge – 1917
 - Second interstate bridge – 1958
 - Columbia River hydro system – 1940s-1960s
 - Kaiser Shipyards – 1942
 - Vancouver Housing Authority – 1942
 - Federal highway system – 1950s-70s



Vancouver Journey

Five Eras

- Fourth Era: Great Suburban Expansion (1970s – 2010s)
 - Affordability
 - Auto oriented, single-family housing
 - Imbalance of jobs/housing
 - Interstate commute issues
 - Politically driven tax reform

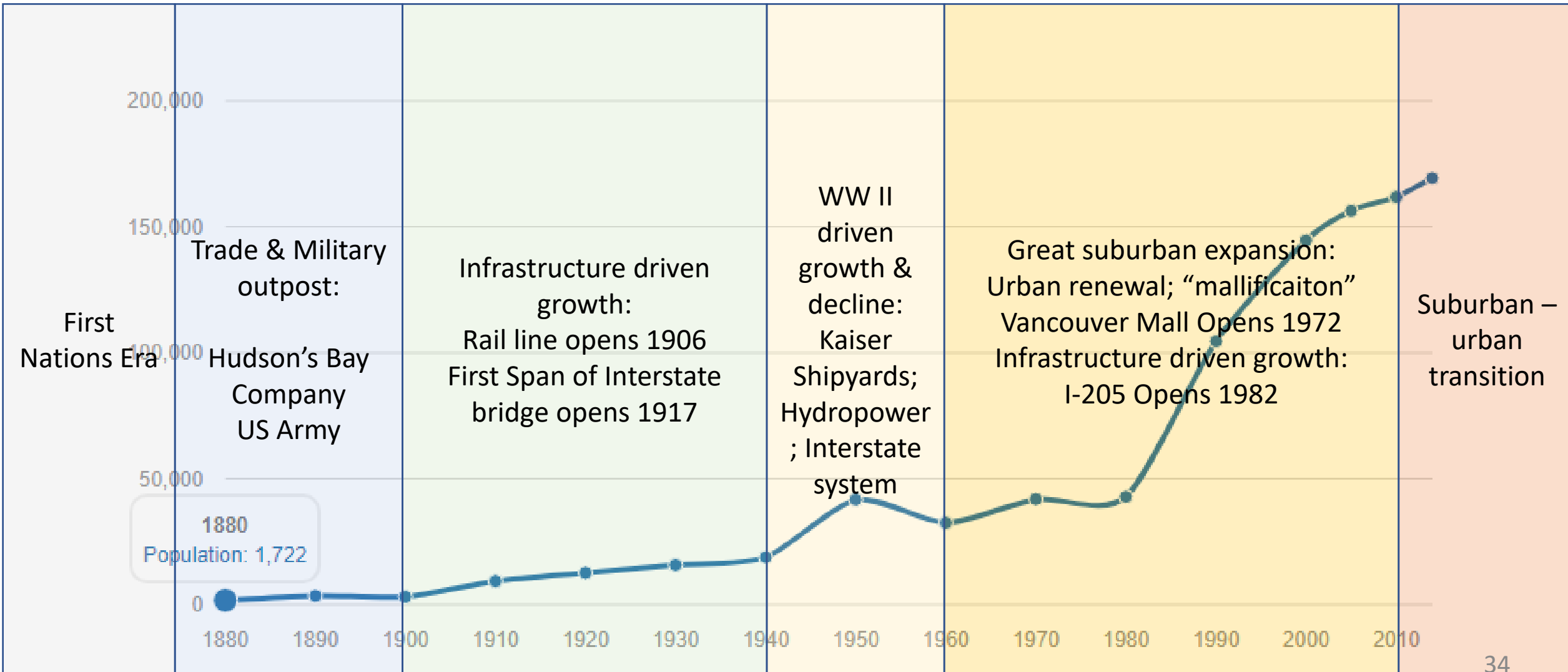


Vancouver Journey Five Eras

- Fifth (and current) Era:
 - Suburban – to - urban transition



Vancouver Journey - growth



Vancouver Snapshot

Services, Population, Demographics
Context

Snapshot – Services and Service Area

- “Full service” city
 - ~1,203 authorized employees – among lowest per capita staffing of comparable cities
 - *less than 2008 serving ~35,000 more residents*
- ~195,000 incorporated population
- Serve ~290,000 throughout urban area (sewer, water, fire)

Snapshot – Regional Context

- 2nd largest city in Metro area
 - Next is Gresham @ 114,000
- 2nd largest in state of Oregon
 - next largest is Eugene @ 176,000
- 4th largest city in Washington (Seattle, Spokane, Tacoma)

Snapshot – Urban Area

- Total urban area is ~ 360,000 population today :: anticipated to be 400,000 + by end of decade
 - For context (numbers rounded down to nearest 1K) :
 - Honolulu: 339,000
 - New Orleans: 387,000
 - Cleveland: 374,000
 - Pittsburg: 299,000
 - Oakland: 444,000
 - Aurora CO: 393,440 (50th largest in US)

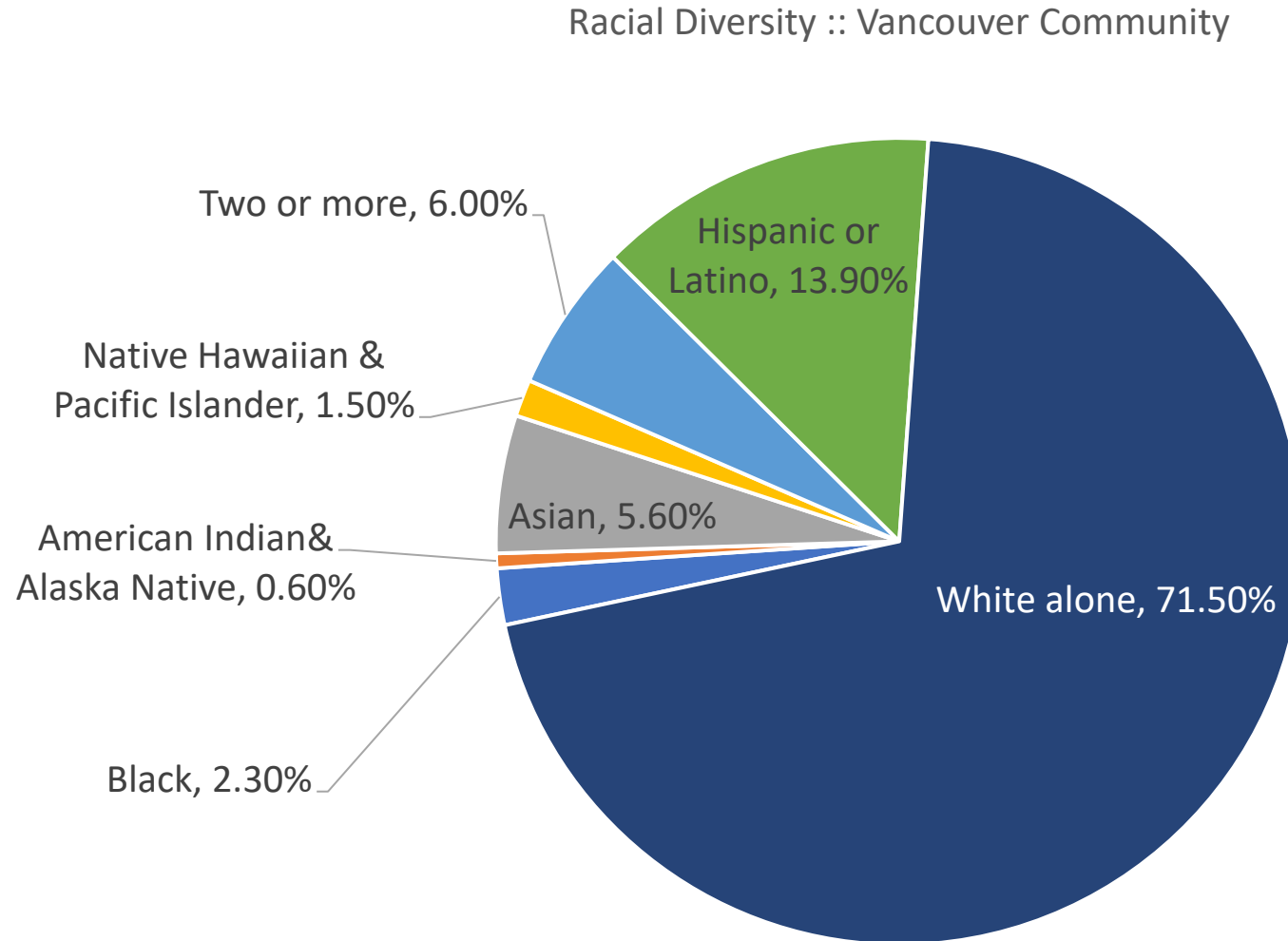
Snapshot – Demographics

- Nearly half of residents are renters
- Median household income: \$61,714
 - Clark County: \$75,253
 - Portland Metro: \$78,439
 - Washington State: \$73,775
- Employment
 - From 2000 to 2019, Clark County nonfarm employment grew almost three times faster than the nation, and 58 percent faster than the state
 - 240,000 jobs at end of 2021 – 10,00 more than 2018

Snapshot - Diversity

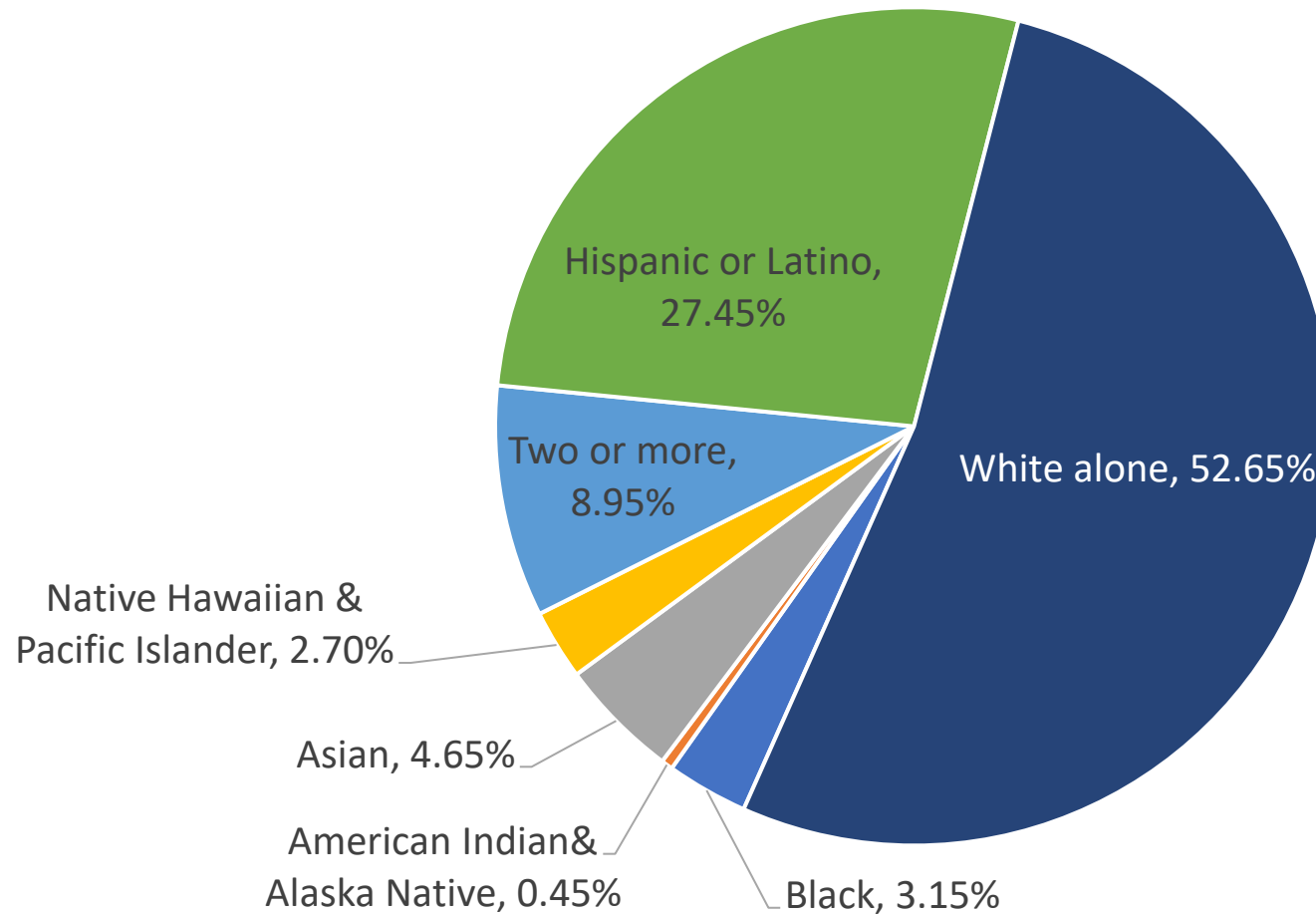
- Becoming more diverse:
 - 18.5% BIPOC population in 2000
 - 29% in 2020
 - 2021-22 K-12 population is about 47% BIPOC (combined Vancouver and Evergreen)
 - Equity and social justice

Snapshot - Racial Diversity (2020)



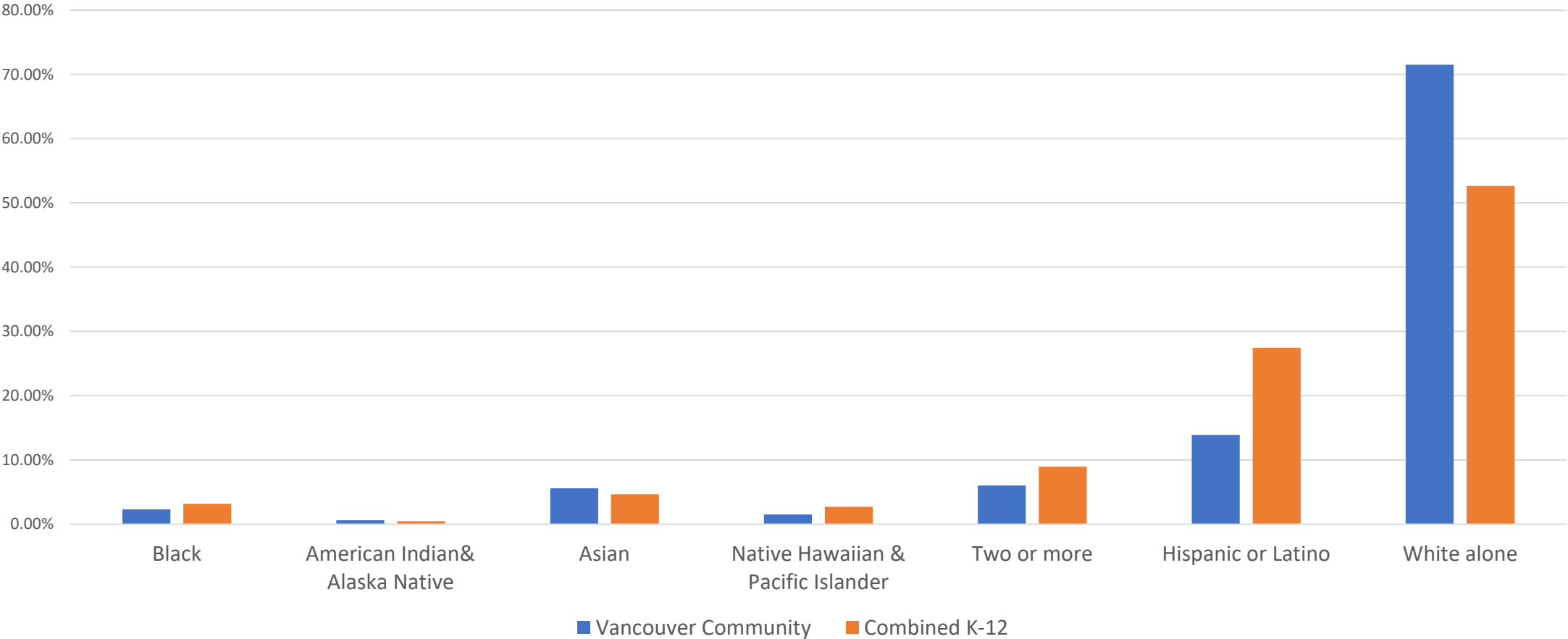
Snapshot – Racial Diversity (2020)

Racial Diversity :: K-12



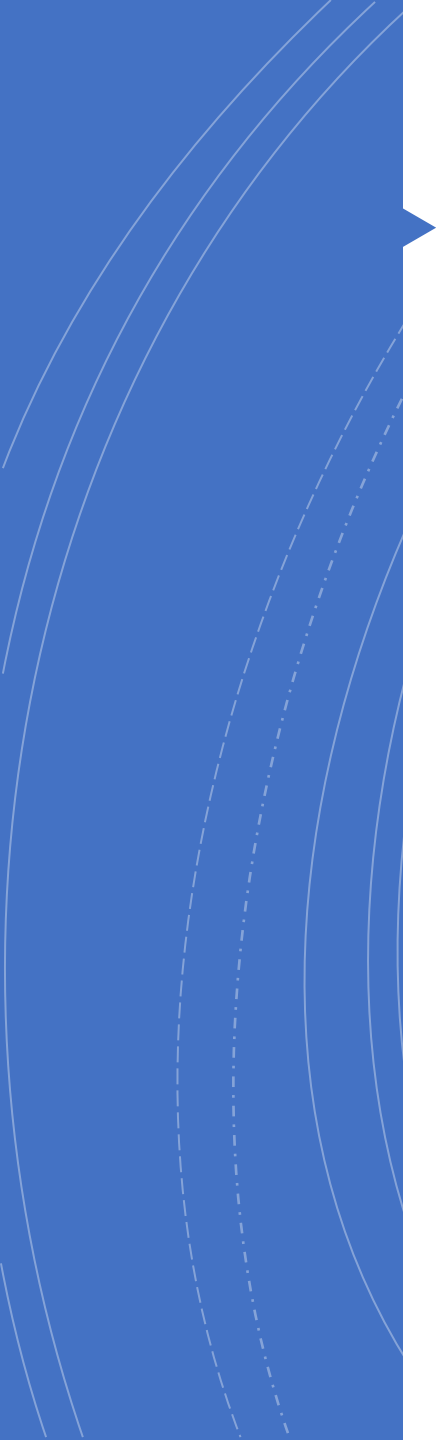
Snapshot – Racial Diversity (2020)

Racial Diversity :: Community | K-12 population comparison



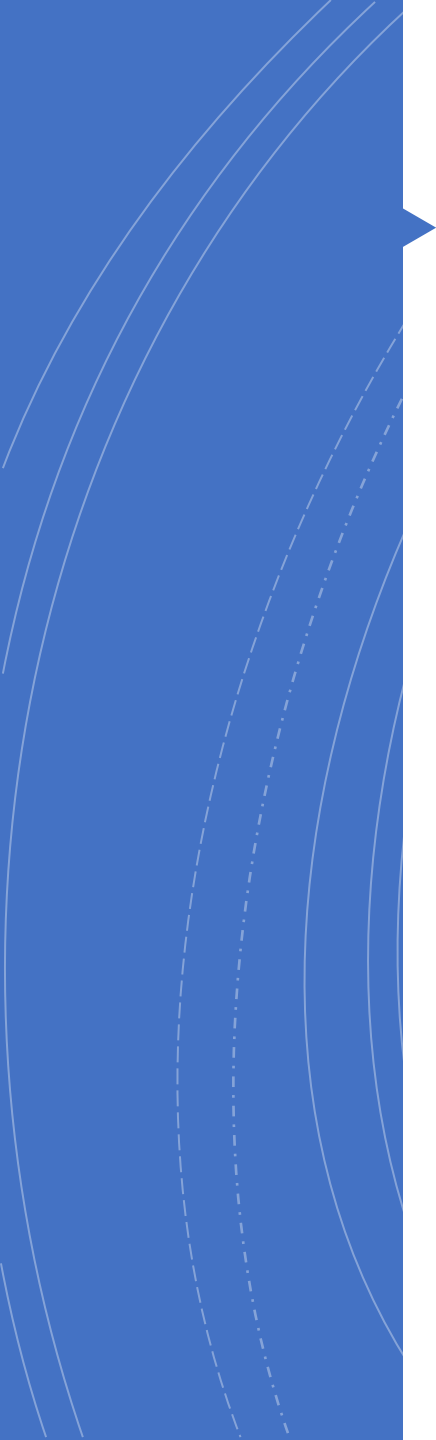
Vancouver – What's Happening Now

- We will add the same number of people in the next 20 years as we have in the last 20 – about 50,000 - but with far less land
- Nearly 12,000 residential units in the pipeline today
 - *Enough to add about 30,000 people over the next 6-10 years*
 - *225,000 with no annexation – 20,000+ more than projected*
- Added about 14 people per day, every day for the last decade
- Greater growth than any other V-P metro county
- Faster diversification than any other V-P county



Sense of place

- More resilient and prosperous economy over last decade
 - Greater economic diversity
 - Higher pace of job growth
 - Higher incomes and lower poverty rates



Sense of place

- Vulnerable and historically underrepresented populations are experiencing risk:
 - Housing cost
 - Gentrification and displacement
 - Safety & health
- About half of K-12 students are from low to moderate income families



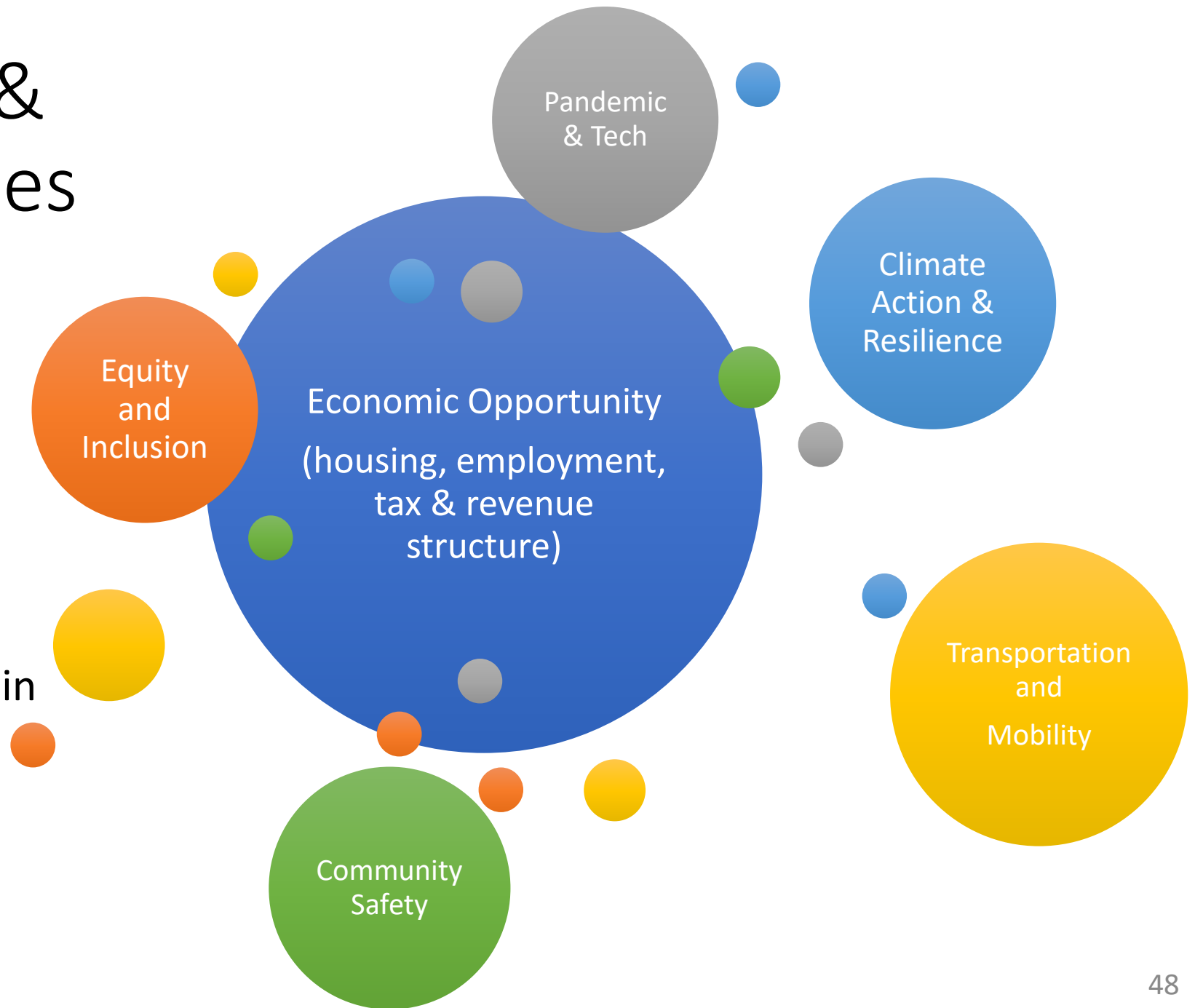
Sense of Place

- Signature projects and placemaking that foster economic investment, intentional growth and [community attachment](#)



Challenges & Opportunities

- Complexity, community engagement & leading through change
- Aspirations to be a more urban city – how do we do that in a Vancouver way?



QUESTIONS?

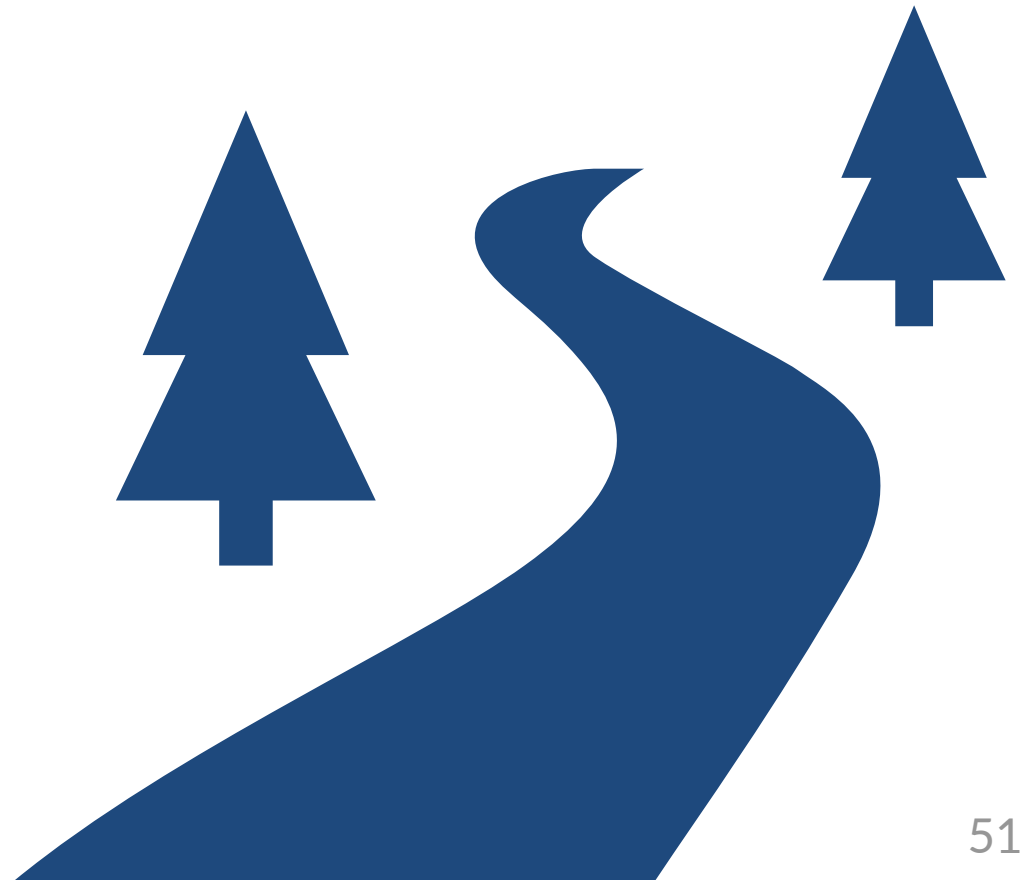


» Any clarifying questions about The Vancouver Journey?

NEXT STEPS AND SUMMARY

NEXT STEPS AND SUMMARY

- » Reflect on progress from Day 1
- » Prepare for Day 2
- » Wrap up and adjourn for the day



THANK YOU



VANCOUVER CITY COUNCIL RETREAT



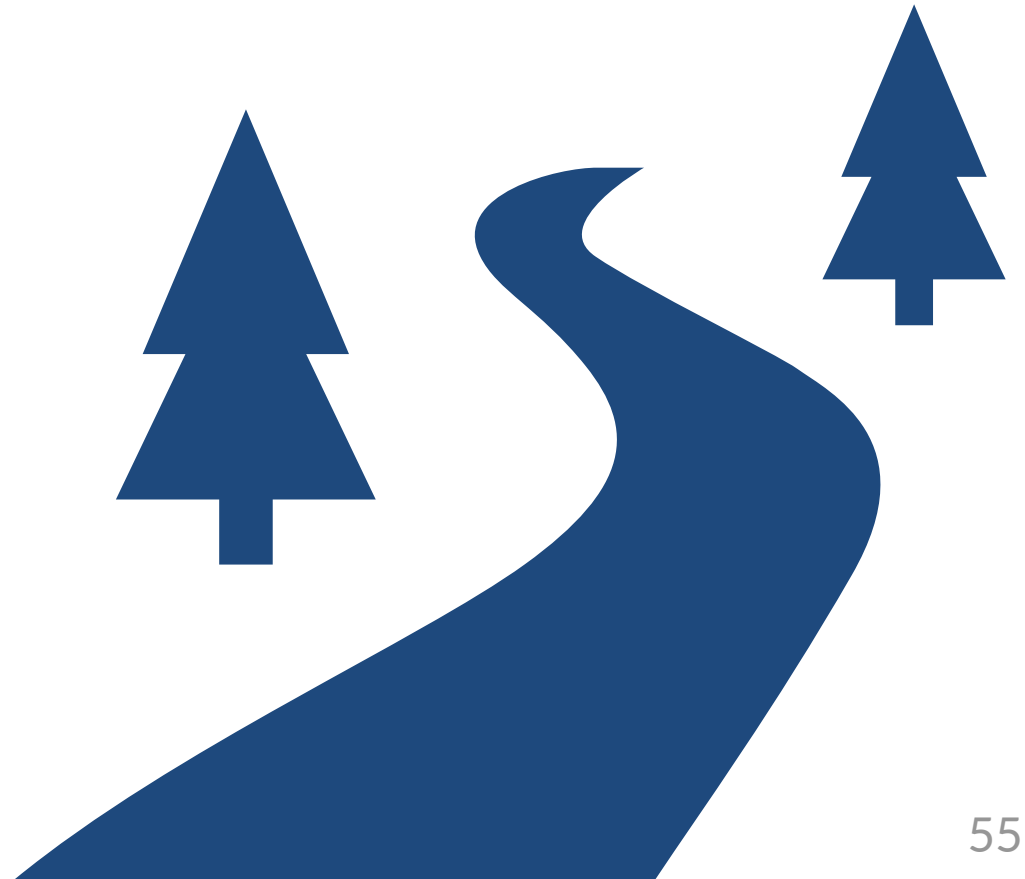
February 25-26, 2022

WATER RESOURCES EDUCATION CENTER

WELCOME AND PROPOSED AGENDA

WELCOME

- » Reflections from Day 1
- » Review agenda for Day 2
- » Review ground rules



DAY 2 AGENDA

8:30 – 9:00 am	Arrival and Breakfast
9:00 – 9:15 am	Welcome and Agenda Review
9:15 – 10:00 am	Trends of Change and Planning for the Future
10:00 – 10:45 am	Small Group Exercise: Probable/Preferred Scenarios
10:45 – 11:00 am	Working Break
11:00 – 12:00 pm	Debrief, Group Discussion, and Pathway Forward
12:00 – 12:45 pm	Lunch Break
12:45 – 2:30 pm	Bringing it All Together: Turning Ideas into Action
2:30 – 3:00 pm	Reflections, Next Steps, and Summary
3:00 pm	Adjourn

GROUND RULES

- » Honor the agenda
 - » Listen to understand and ask questions to clarify
 - » Hard on the problems, soft on the people
 - » Address interests and seek common ground
 - » Provide a balance of speaking time
-
- » **COVID Safety:** All participants are required to always wear a medical grade or KN95 mask, unless actively eating, drinking, or speaking



CITY OF VANCOUVER CONVERSATION GUIDELINES

How to engage in productive efforts to advance equity and inclusion:

- » Challenge yourself - step out of your comfort zone
- » Stay engaged and have an open mind
- » Speak your truth responsibly
- » Listen to understand with the intent to learn
- » Be willing to do things differently and experience discomfort
- » Expect and accept non-closure
- » Maintain confidentiality
- » Recognize natural or imposed power dynamics and imbalances
- » Acknowledge that communication differences may be cultural (or may not be) so your discomfort with a communication style is not an excuse to disengage



58

TRENDS OF CHANGE AND PLANNING FOR THE FUTURE



Photo: Greater Vancouver Chamber

TRENDS OF CHANGE – PLANNING FOR THE FUTURE

Steven C. Ames

Steven Ames Planning | NXT Consulting Group

February 26, 2021



About Steven Ames

- **Principal, NXT Consulting Group**
- **Long-range strategic planning** for public agencies & institutions
- **Community visioning** for cities/regions in the U.S., Canada and overseas
- **Tool kit:** ‘environmental scanning’ and trends analysis, scenario development, visioning and strategic planning, community indicators





UNDERSTANDING TRENDS OF CHANGE

Global Trends = Local Change

- **Our world is changing rapidly** driven by major trends
- **Global, national and regional trends** always have local impacts
- **Most local governments tend to react to change** after the fact
- **The best plans and decisions anticipate** and prepare for change
- **Understanding trends of change** helps government be more proactive

Scanning Trends for Vancouver

- **Based on review** of 100+ articles, papers and reports
- Publications were scanned for key findings and organized to reflect **four acknowledged global ‘megatrends’**
- **The following perceptions of change** are drawn from mainstream media, scholarly institutions, policy institutes, and NGOs

A Few Caveats...

- **Forecasting change** is an inexact 'science'. Probability is not prediction.
- **Demographic and scientific forecasts** are the most reliable forecasting tools
- **Technology forecasts** – less reliable due to the rapid pace of innovation;
Economic and political forecasts – even less reliable
- **Interaction among or between major trends** can amplify change
- **One-off global events** can be significant game-changers



Image: Forbes

GLOBAL MEGATRENDS

The 'Big Four' Global Megatrends



- ☐ **Population Growth & Change**
- ☐ **Economic & Technological Change**
- ☐ **Environmental & Urban Change**
- ☐ **Social & Cultural Change**

Population Growth & Change



- **Expect continued global population growth** next three decades – but with **major generational shifts**
- **Population will continue to ‘age’ and diversify** – especially in Global North
- **Worldwide population migrations to developed nations will intensify**, accelerated by climate change, poverty and political instability

Economic & Technological Change



- **Globalization of world economy** will continue – with increasing disruptions and dislocations
- **Ongoing economic restructuring** – in both developed/developing nations
- **Increasing emphasis on sustainability** – in both government and business
- **Sustained impact of new technologies and automation**
- **Changing workplaces, career paths, jobs and careers**

Environmental & Urban Change



- **Climate change will intensify** – 2030 is the likely ‘tipping point’
- **Environmental disruption** – more extreme weather events, drought and wildfire, declining biodiversity, water and food insecurity
- **Accelerated urbanization** – people moving to climate-secure regions
and urban areas – straining land-use, housing, infrastructure, recreation, health and safety, and community resilience

Social & Cultural Change



- **Values and Norms** – community values and lifestyles are evolving; new political, civic and cultural norms are emerging
- **Public Health** – inequitable access to health care continues; prompting new wellness delivery models, increased reliance on technology
- **Social Inequity** – wealth gap and income inequality, racism and xenophobia, identity politics and nationalism are all trending



Photo: SpaceWise

NATIONAL & REGIONAL TRENDS

Population Growth & Change – U.S.



- **A changing population** – stagnating growth, aging and diversifying
- **Increasing ethnic, racial and cultural diversity**; nonwhite and multi-racial Americans driving U.S. growth since 2010
- **Declining white (non-Hispanic) population**; 58% of population in 2020

U.S. Census, 2021; World Bank; Brookings Institute, Reuters

Population Growth & Change – Regional



- **California exodus** feeding growth in Northwest; **affluent people, tech workers, Millennials** are also all on the move
- **Washington – top five growth state**; 14% increase between 2010-20 to 7.7 million – nearly twice the U.S. rate
- **Clark County grew** to more than 500,000 between 2010-20 or 18.4%
- **Vancouver** grew to nearly 191,000 between 2010-20 or 18.1 %; **Portland** grew to nearly 584,000 or 14.4%.

U.S. Census, 2021; World Bank; Brookings Institute, Reuters, State & Local Sources

Economic & Technological Change – U.S.



- **Traditional jobs changing** due to global outsourcing, Big Tech
- **Gig worker explosion** – fueled by technology and digital economy
- **Artificial intelligence/robotics** replacing middle-income/middle skilled jobs
- **American's reliance on technology deepening** – for work, education, healthcare, commerce, social interactions
- **Challenges:** unequal access, all-powerful Big Tech, spread of misinformation

The Future of Work: The New Industrial Revolution, PBS (Fall 2021); Pew Research Center Survey

Environmental & Urban Change



- **The 1,200-year drought:** ‘exceptional’ or ‘extreme’ in 60% of West
- **First-ever Western water shortage** declared in 2021;
7.5 million acres burned annually 2011-2021, mainly in West
- **Increasing urbanization of U.S. population;** 86% of population in 2020
- **New housing units down 2010-20** and **housing prices up** (15% 2020-2021)
- **Declining housing vacancy rates;** 5.4% in Seattle/Portland 2021

U.S. Drought Monitor; NOAA; NASA; National Interagency Fire Center; U.S. Geological Survey;
U.S. Census, 2021; Reuters; Case Schiller 20-city Composite Index

Social & Cultural Change



- **Values shift among Millennials;** more secular, less patriotic, less inclined to start families early
- **Hard work, financial security, self-fulfillment, tolerance** remain core values
- **Social polarization rising, social cohesion declining** nationally
- **Plurality of Americans believe in diversity and inclusion, but intolerance and hate crimes** are on the rise
- **Awareness of systemic racism** has become a cultural movement

WSJ/NBC New Poll, Gallup Poll, Democracy Index Economist Intelligence Unit; Wall Street Journal; Bloomberg; FBI; Reuters; World Economic Forum, Deloitte 2021 Global Health Care Outlook

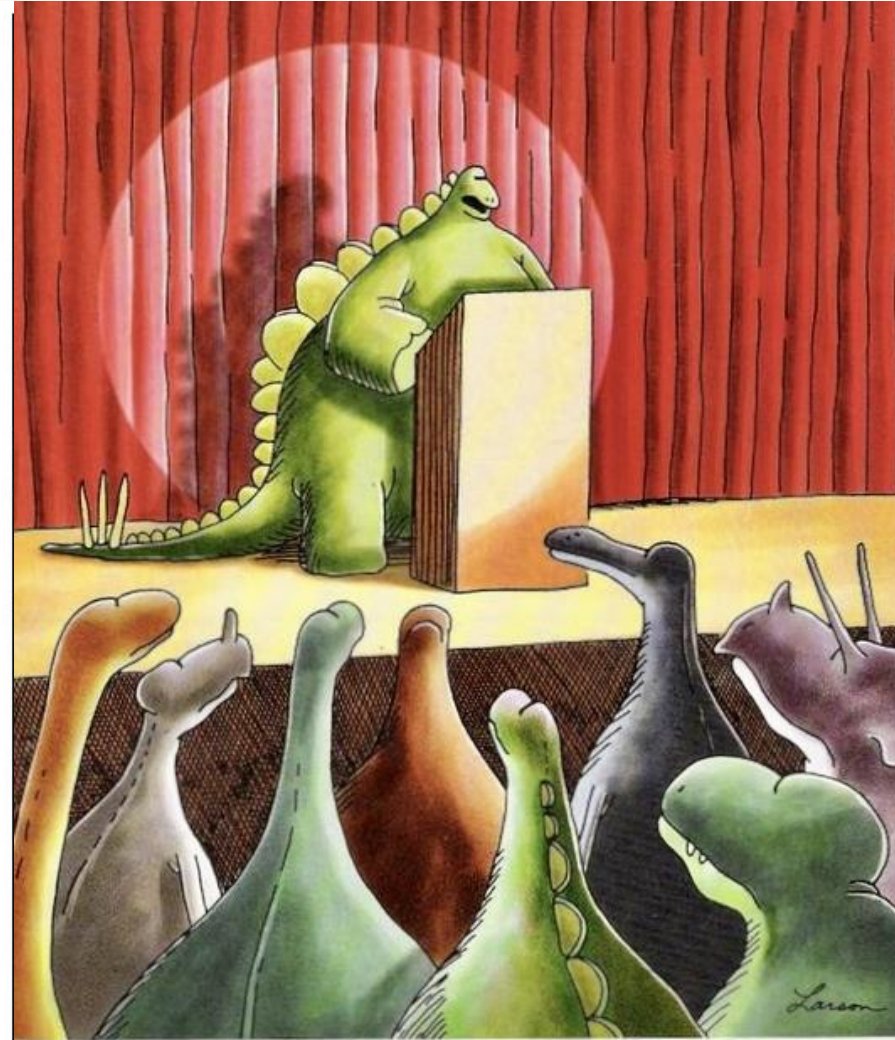


“The best way to predict the future is to invent it.” ~ Alan Kay

Image: Visit Vancouver

THINKING LIKE FUTURISTS

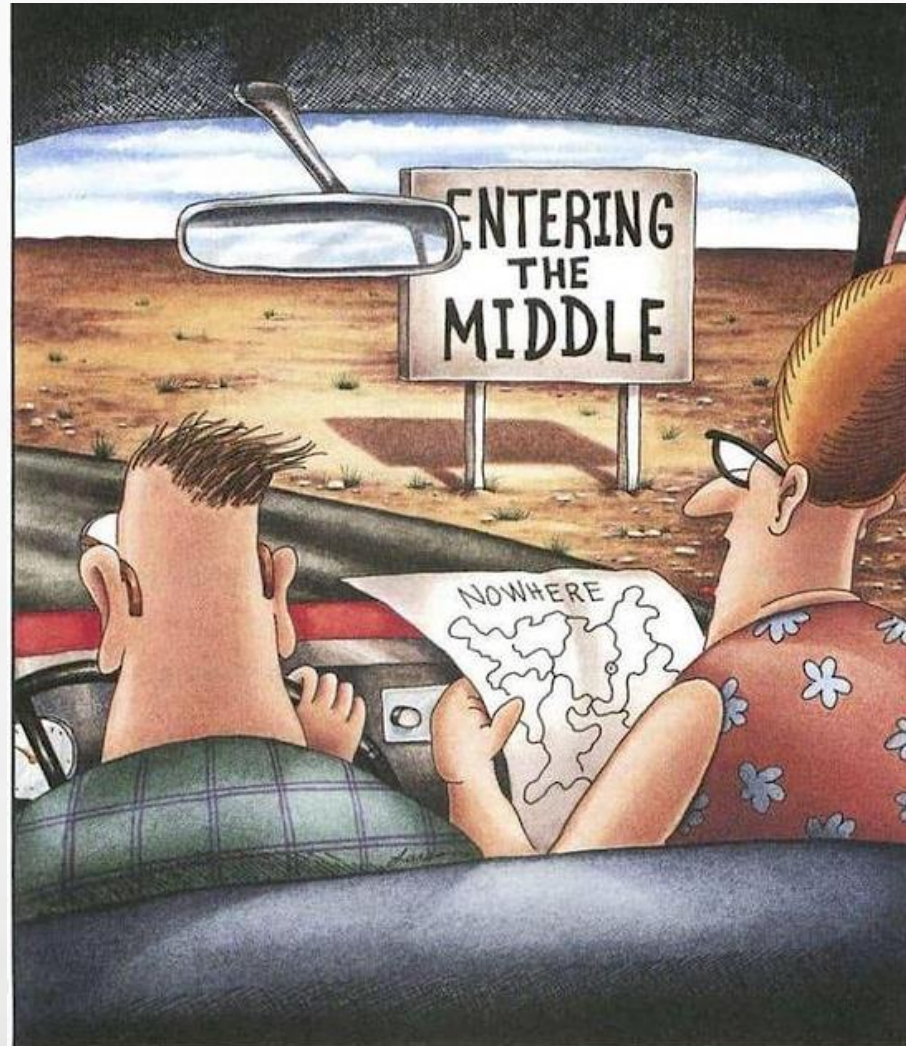
Things are not always as bad as they appear...



© 1986 FarWorks, Inc. All rights reserved.

"The picture's pretty bleak, gentlemen. ... The world's climates are changing, the mammals are taking over, and we all have a brain about the size of a walnut."

...there's almost always a way forward



© 1986 FarWorks, Inc. All rights reserved.

"Well, this is just going from bad to worse."

Key messages for Vancouver City ‘futurists’

- **Global change** will impact every City of Vancouver decision and action
- **Anticipating and preparing for change** is a key to being proactive
- **Understanding trends and their impacts** hint at the ‘probable’ future
- **The ‘possible’ future requires** exploring alternatives, identifying impacts, and considering courses of action
- **Achieving a ‘preferred’ future** requires vision, tools, resources, intention



Steven C. Ames
Steven Ames Planning | NXT Consulting Group
February 26, 2021

QUESTIONS?



» Any clarifying questions about trends of change and strategies for planning for the future?

SMALL GROUP EXERCISE

PROBABLE/PREFERRED SCENARIOS

GROUP EXERCISE

45 minutes



- » We will break you into three groups that include Councilmembers and City staff
- » Explore some of the likely scenarios your group predicts may occur, and why
- » Based on those scenarios, how will they impact Vancouver and how can the Council address them?
- » Record answers on your worksheet. Identify a reporter to share high-level group learnings.

GROUP EXERCISE - SCENARIOS



- » What are some of the likely scenarios your group predicts may occur—and why?
- » Consider trends in population, economic & technological, environmental & urban, social & cultural (*Refer to slides 73-77*)
- » Answer these questions:
 - » What are the opportunities and challenges these scenarios will bring to Vancouver?
 - » How will the Council work together to address these scenarios?
 - » What tools, skills, and capacities are needed to succeed under these scenarios?

15-MINUTE WORKING BREAK



DEBRIEF, GROUP DISCUSSION, AND PATHWAY FORWARD

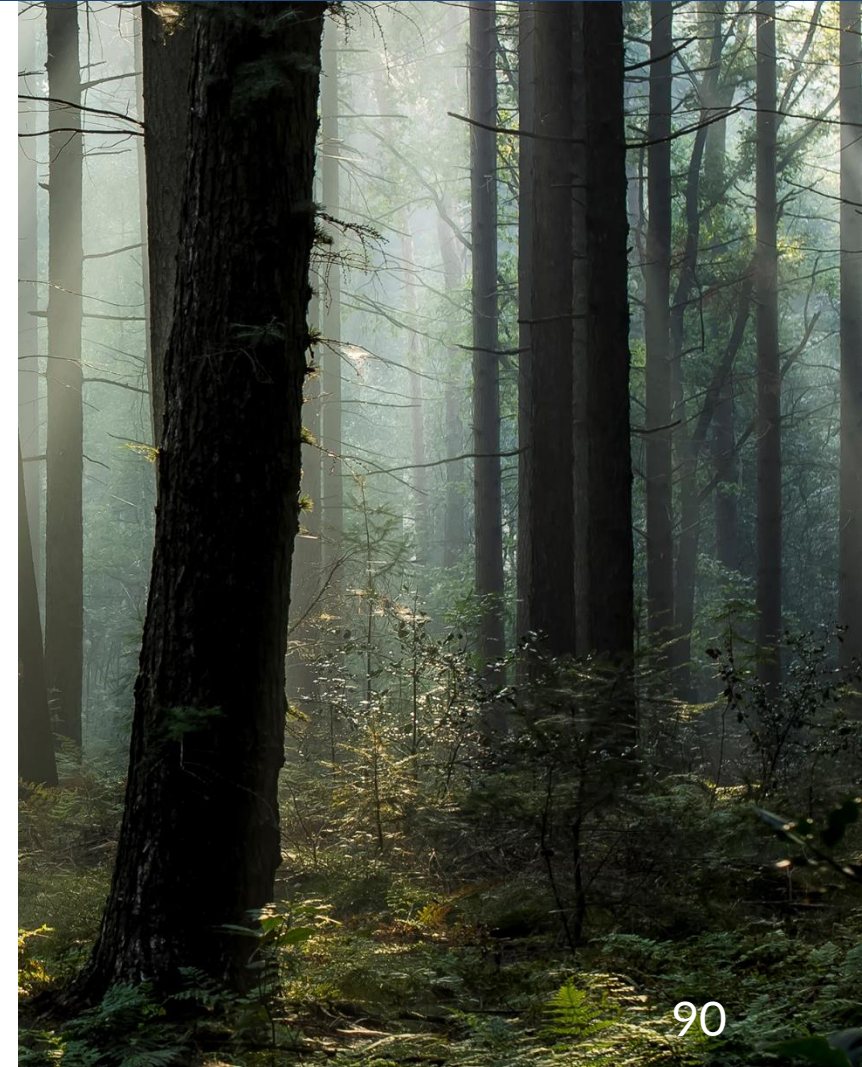
REPORT OUT/DEBRIEF



- » From each group reporter:
 - » Summarize highlights from the worksheet and flipchart
- » About 5 minutes per group
- » Consolidate takeaways on Jamboard

GROUP DISCUSSION

- » What are some of the highlights of the small group discussion? Key takeaways? Commonalities and differences? Any surprises?
- » What tools, skills, and capacities will the Council need to succeed, and why?
- » Are we seeing alignment around any preferred future - why or why not?
- » How are our Shared Council Values represented in this preferred future?



LUNCH BREAK



BRINGING IT ALL TOGETHER
TURNING IDEAS INTO ACTION

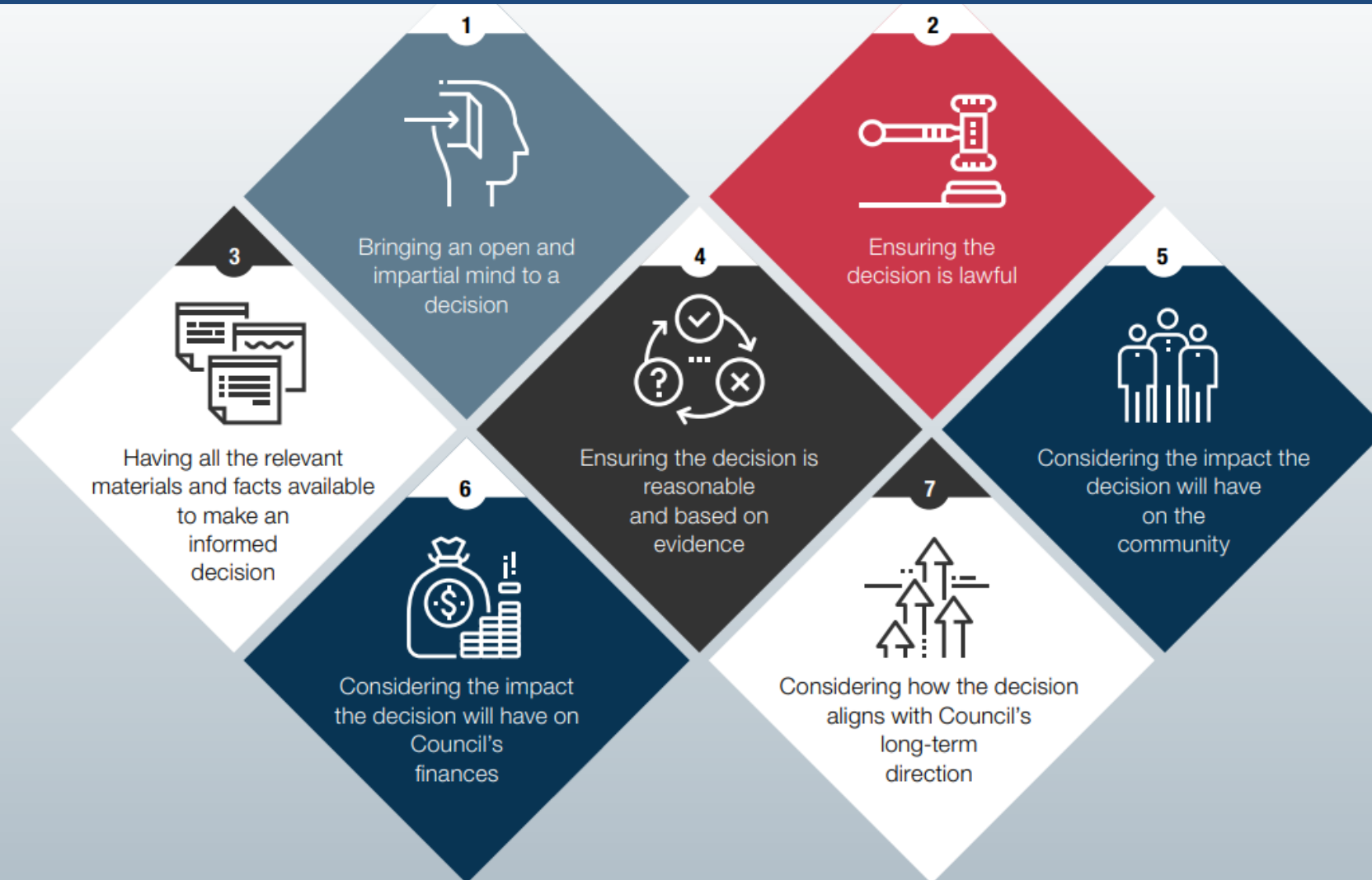
BRINGING IT ALL TOGETHER



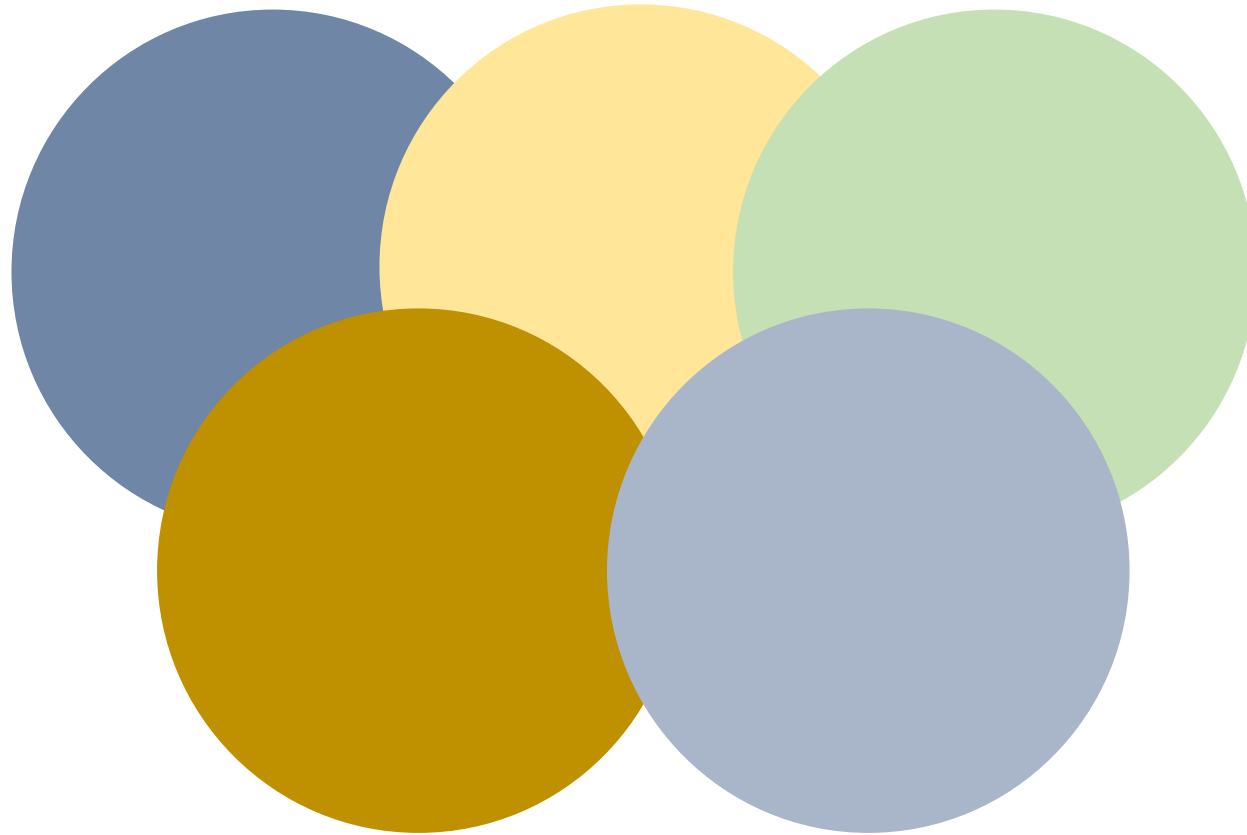
» *Take a breath...*

» As we bring together the work we have done over the past few days, what do we want to move forward to support and enhance our Council work together?

EXAMPLE: LOGAN CITY COUNCIL DECISION MAKING FRAMEWORK

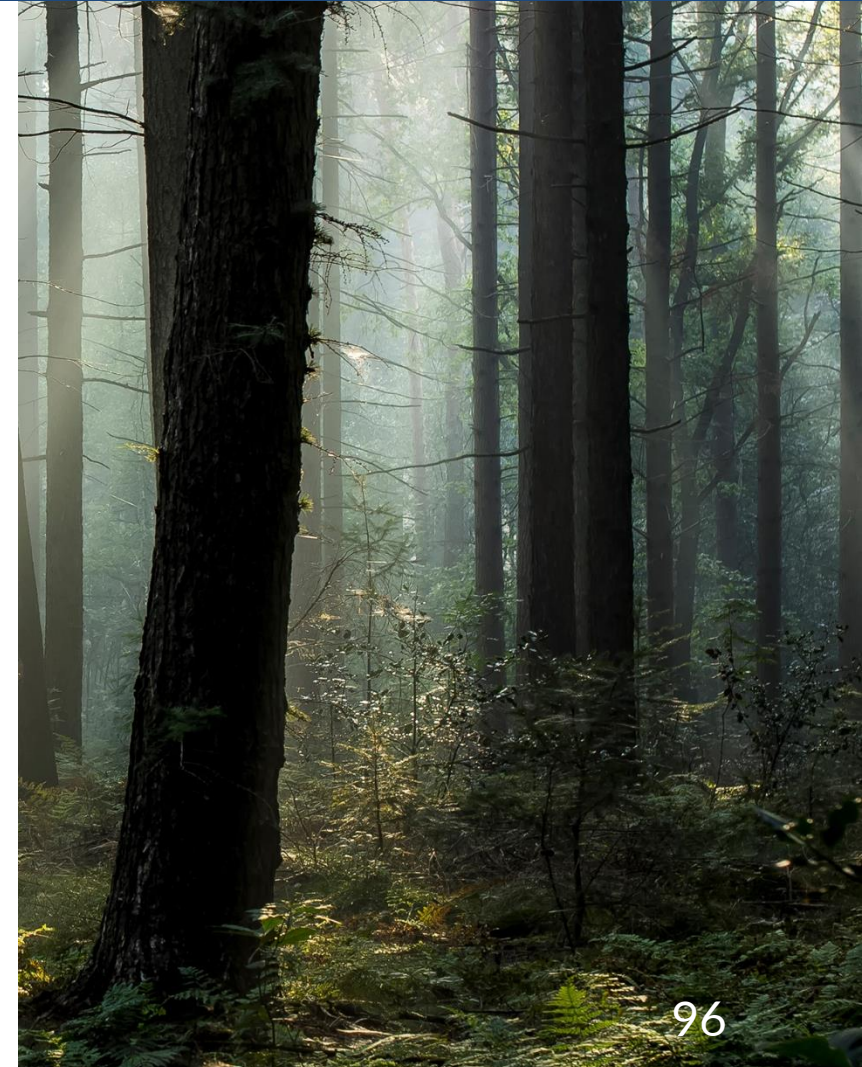


BRINGING IT ALL TOGETHER



GROUP DISCUSSION

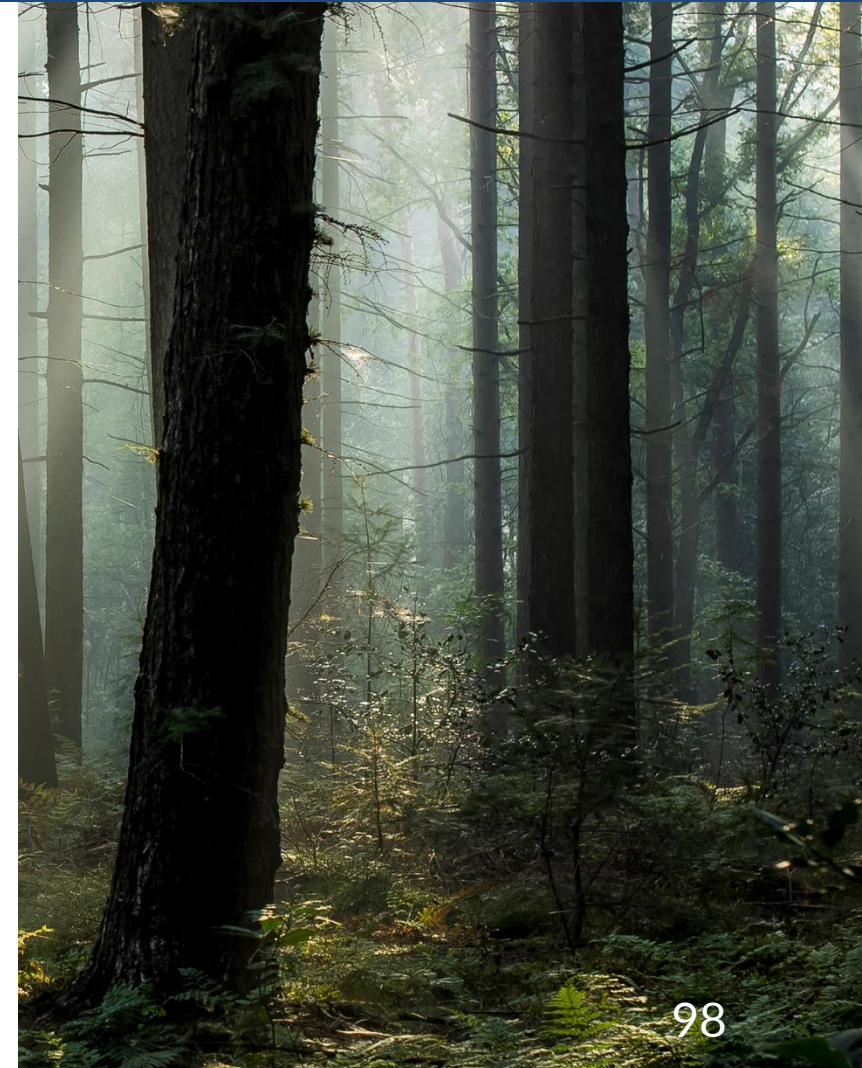
- » What is a preferred future that supports Vancouver's aspirations?
- » What policy strategies support our preferred future?
- » How will Council practice it's values in pursuit of those policy strategies?
- » How will we memorialize our values and guiding principles in a decision-making framework for Council?
- » Any other key takeaways, actions, or next steps to support Council's excellence?



REFLECTIONS, NEXT STEPS, AND SUMMARY

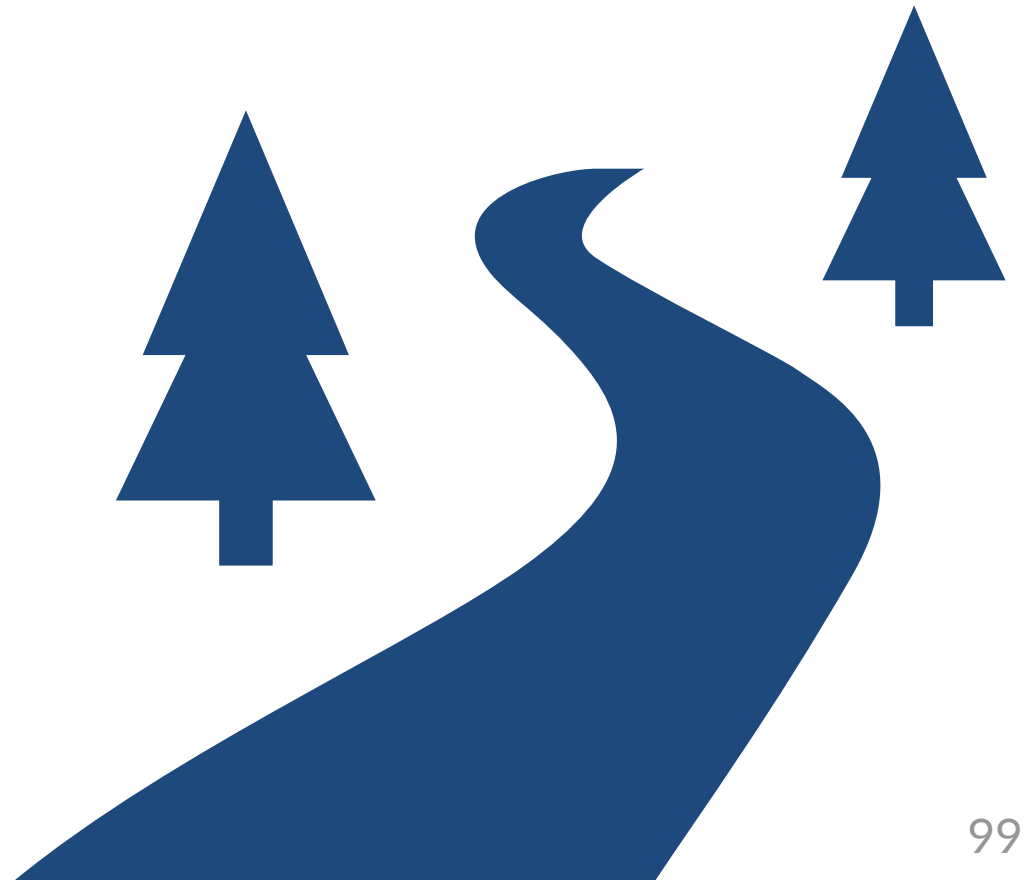
REFLECTIONS ON THE RETREAT

- » Once around the table for reflections:
 - » What are some key takeaways to help motivate and mobilize you for Council work together?



SUMMARY AND NEXT STEPS

- » Confirm next steps and approach going forward
- » Wrap up, summary, and acknowledgements



THANK YOU



Active Listening

Active Listening means being deeply engaged in and attentive to what the speaker is saying. It requires far more listening than talking. Your goal as an active listener is to truly understand the speaker's perspective (regardless of whether you agree) and to communicate that understanding back to the speaker so that he or she can confirm the accuracy of your understanding.

What It's Called	How To Do It	Why Do It	Examples of Active Listening Responses
Paraphrasing	Restate the same information, using different words to more concisely reflect what the speaker said.	Tests your understanding of what is heard by communicating your understanding of what the speaker said. Allows the speaker to 'hear' and focus on his or her own thoughts. Allows the speaker to see that you are trying to understand his/her message and perceptions. Encourages the speaker to continue speaking.	What I'm hearing is..." "Sounds like you are saying..." "I'm not sure I'm with you but... If I'm hearing you correctly.... So, as you see it... It sounds like what's most important to you is . . .
Clarifying	Invite the speaker to explain some aspect of what she or he said.	Gives the speaker the opportunity to elaborate and clarify what was said. Gives you the opportunity to identify anything that is unclear and to check the accuracy of your understanding	I am not sure I quite understand; or do you mean that...? Can you say more about . . . ? You have given me a lot of information, let me see if I've got it all..."
Reflecting	Relaying what was said back to the speaker to show that you understand how eh/she feels about something.	Deepens understanding of feelings and content. Allows the speaker to see that you are trying to understand his/her message and perceptions.	"I get the sense that you might be feeling afraid about what might happen if . . ." To me, it sounds like you are frustrated about what was said, but I am wondering if you are also feeling a little hurt by it." It seems like you felt confused and worried when that happened." "So, you're saying that you were feeling more frightened than angry."
Summarizing	Identify, connect, and integrate key ideas and feelings in what the speaker said.	Helps both listener and speaker identify what is most important to the speaker.	Let me summarize what I heard so far. ... So, on one the hand... but on the other hand . . . I think I've heard several things that seem to be important to you, first____, second, second____, third____." "It sounds like there are two things really matter most to you . . ."

Examples of Roadblocks to Good Listening

Fixing	Evaluating	Diverting	Interrupting
Ordering Suggesting Advising Diagnosing	Judging Threatening Praising Condemning Taking sides Giving opinions	Reassuring Changing the subject Focusing on your own agenda Minimizing	Interjecting comments Not allowing speaker's own pace Tuning out Creating/responding to distractions Cross-examining

Tips for Active Listening

Do's	Don'ts
Listen More than you talk Let the speaker finish before you respond. Asks open-ended questions Remain attentive to what's being said Be aware of your own biases Manage your own emotions Be attentive to ideas and problem-solving opportunities Give verbal and nonverbal messages that you are listening Listen for both feelings and content	Dominate the conversation Interrupt Finish the speaker's sentences Jump to conclusions Respond with blaming or accusatory language Become argumentative Demonstrate impatience or multitask Mentally compose your responses about what to say next Listen with biases or shut out new ideas

A Cheat-Sheet for "Feeling" Words

Concerned Desperate Confused Angry Frustrated Discouraged Annoyed Belittled Patronized Put-Down Understood Turned off Pleased Uncomfortable Resentful Misunderstood On the spot	Unimportant Resentful Misunderstood On the spot Unimportant Hopeless Encouraged Confident Envious Dissatisfied Worried Affectionate Resigned Tired Enthusiastic Puzzled Threatened	Stymied Hurt Astonished Overwhelmed Surprised Scared Terrified Upset Uncertain Important Guilty Blamed Content Shamed Defensive Discounted Embarrassed	Attacked Considered Intruded upon Intimidated Ignored Comforted Sad Anxious Disturbed Rejected In a bind Delighted Infuriated Ripped-off Betrayed Concerned Joyful
---	--	--	--

2022 VANCOUVER CITY COUNCIL RETREAT

February 25 & 26, 2022 – Water Resources Education Center, Vancouver, Washington

Attendee List

Retreat Participant Name	Title
Anne McEnerny-Ogle	Mayor
Bart Hanson	Councilmember
Ty Stober	Mayor Pro Tem
Erik Paulsen	Councilmember
Sarah Fox	Councilmember
Diana Perez	Councilmember
Kim Harless	Councilmember
Eric Holmes	City Manager
City Staff	
Lisa Brandl	Deputy City Manager
Lon Pluckhahn	Deputy City Manager
Jonathan Young	City Attorney
Nena Cook	Chief Assistant City Attorney
Alicia Sojourner	Director of Diversity, Equity, and Inclusion
Aaron Lande	Policy & Program Manager
Amanda Delapena	Assistant to the City Manager
Sarah Dollar	Assistant to the City Council
Retreat Facilitation Team	
Deb Nudelman	Principal, Kearns & West
Steven Ames	Co-Facilitator, NXT Consulting
Josh Mahar	Co-Facilitator, Kearns & West
Ellen Palmquist	Facilitation Support
Erin Bothwell	Facilitation Support

2022 VANCOUVER CITY COUNCIL RETREAT

February 25 & 26, 2022 – Water Resources Education Center, Vancouver, Washington

Council Retreat Facilitation Team Bios

Debra L. Nudelman is a Principal and Senior Mediator for Kearns & West with over 30 years of experience as a consensus building and dispute resolution professional, through her work convening, facilitating, mediating, and managing projects. Deb specializes in leading agreement-focused, multi-party processes involving complex public policy issues. Her clients have included local, state, national and international agencies and have involved a wide range of policy areas, including transportation, watershed and natural resources management, environmental issues, public land use, and hydroelectric facility relicensing, among others. As a principal at Kearns & West, Deb has overseen the company's growing presence across the Pacific Northwest and the Rocky Mountain region. Deb holds a Juris Doctorate from the University of Wisconsin School of Law and a Bachelor of Science from Carroll College in Social Work and Geography. She is a member of the American Bar Association (Section of Natural Resources and Section of Dispute Resolution), the Wisconsin Bar, and the National Association for Conflict Resolution, and also works through the U.S. Institute for Environmental Conflict Resolution, the Ruckelshaus Center, and the Oregon Consensus Program.

Steven Ames is a consulting long-range planner and founding principal of NXT Consulting Group and his own private consultancy, Steven Ames Planning. Author of the American Planning Association's Guide to Community Visioning, Steven has worked with more than 80 communities in the U.S., Canada, Australia, and New Zealand in anticipating and planning for the future. In the American West he has advised the long-range planning efforts of a number of smaller and medium sized cities. As part of his consultancy Steven conducts environmental scanning, trends analysis and scenario development, and facilitates community visioning and strategic action planning. He has written and spoken extensively on planning for the future, including the relationship between vision and community stewardship, sustainability and resilience. Steven is a recipient of the Oregon Chapter American Planning Association Award for Distinguished Leadership by a Professional Planner. He holds degrees from Drew University CLA and the University of Michigan School of Environment and Sustainability and has studied with faculty of the London School of Economics. Steven lives, works, and plays in Bend, Oregon.

Josh Mahar is a Senior Associate with Kearns & West and brings nearly a decade of experience in public involvement and facilitation. He has worked on numerous large, multi-jurisdictional projects and is skilled at facilitating effective public involvement initiatives - from managing advisory groups to administering surveys and everything in between. Josh's experience in public engagement includes working with and at local, regional, and state-level organizations, where he has supported stakeholder decision-making on issues related to transit, infrastructure, active transportation, urban planning, parks, and more. Josh earned his Bachelor of Arts in Comparative Religion and History and his Master of Public Administration both from the University of Washington.

Erin Bothwell is a Project Coordinator at Kearns & West. She is a long-time Vancouver resident and has worked on the City of Vancouver's Community Policing Task Force. Additionally, Erin maintains operations at the Portland office and supports a diverse array of projects and firm initiatives. She studied Communication and Social Justice at the University of Portland and brings her experience as a former copywriter, and columnist. Erin's interests include equity and inclusive engagement, and environmental justice.

2022 VANCOUVER CITY COUNCIL RETREAT

February 25 & 26, 2022 – Water Resources Education Center, Vancouver, Washington

Small Groups for Activities

Break Out Activity	Groups
Day One	
Ice Breaker 1: What is an accomplishment you are proud of and why?	Group 1: Eric Holmes, Bart Hansen, Erik Paulsen, Sarah Fox Group 2: Anne McEnerny-Ogle, Kim Harless, Diana Perez, Ty Stober
Ice Breaker 2: What is something people would be surprised to learn about you?	Group 1: Eric Holmes, Bart Hansen, Diana Perez, Ty Stober Group 2: Anne McEnerny-Ogle, Kim Harless, Sarah Fox, Erik Paulsen
Small Group Exercise	Group 1: Bart Hansen, Ty Stober, Sarah Fox Group 2: Erik Paulsen, Eric Holmes, Kim Harless Group 3: Anne McEnerny-Ogle, Diana Perez, Aaron Lande
Day Two	
Scenario Planning Breakout Groups, Council plus City Staff into Groups	Group 1: Anne McEnerny-Ogle, Ty Stober, Lisa Brandl, Diana Perez, Jonathan Young Group 2: Eric Holmes, Bart Hansen, Kim Harless, Nena Cook Group 3: Erik Paulsen, Sarah Fox, Alicia Sojourner, Lon Pluckhahn, Aaron Lande

UNDERSTANDING SHARED VALUES

Mentimeter Survey

» Website: www.menti.com

» Code: 8031 6213

Questions:

- » What values are important to you as an **individual**?
- » What values are important for Vancouver as **shared community values**?
- » What values are important as Shared Council Values?



Core Values

What values are important to you as an individual?	
What values are important for Vancouver as Shared Community Values?	
What values are important as Shared Council Values?	

Trends and Scenarios

Scenario #1 <i>(name it)</i>	
Describe the scenario	
What opportunities does this scenario present?	
What challenges does this scenario present?	
What skills, tools, and capacities do we need to succeed in this scenario?	

Trends and Scenarios

Scenario #2 <i>(name it)</i>	
Describe the scenario	
What opportunities does this scenario present?	
What challenges does this scenario present?	
What skills, tools, and capacities do we need to succeed in this scenario?	

Trends and Scenarios

Scenario #3 <i>(name it)</i>	
Describe the scenario	
What opportunities does this scenario present?	
What challenges does this scenario present?	
What skills, tools, and capacities do we need to succeed in this scenario?	

Bringing it All Together

What is a preferred future that supports Vancouver's aspirations?	
What policy strategies support our preferred future?	
How will Council practice it's values in pursuit of those policy strategies?	
How will we memorialize our values and guiding principles in a decision-making framework for Council?	
Any other key takeaways, actions, or next steps to support Council's excellence?	

Vancouver Council Retreat Worksheet

Notes