

COUNCIL AGENDA/INFORMATION

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Director	CAO
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DISTRICT OF WEST VANCOUVER

750 – 17TH STREET, WEST VANCOUVER, BC V7V 3T3

COUNCIL REPORT

Date: March 23, 2009

File: 0270-07

From: Brent Leigh

Subject: **March 23, 2009 Strategic Planning Update**

RECOMMENDED THAT:

That Council support the outline of deliverables and attendant schedule for Strategic Planning as presented in the Deputy CAO's report of March 23, 2009.

Purpose

To provide an overview of the steps and benchmarks to be achieved through the 2009 strategic planning process.

Executive Summary

1.0 Background

- 1.1 Resolution arising from January 16th Council meeting: *THAT Council create a long term strategic vision and plan to guide District of West Vancouver policy and budget decisions.*

The above noted resolution and attendant report officially launched the strategic planning for the District of West Vancouver. It outlined the following steps:

- How completion of the Official Community Plan and advancement of several recommendations by working groups, provide West Vancouver with a strong base from which assimilate a future vision and set clear priorities for the future.
- How Council orientation and direction has prepared Council for the strategic planning process
- How Council and Management will initiate the process
- How the process will ensure that critical questions that matter to the community are asked, beginning with a community meeting at the Wosk Centre

- How Café styled dialogues will be deployed allowing for broader outreach to the community to be achieved in small dialogue groups where the answers to the questions are heard, respected, recorded and integrated.
- Ensure that the community feels connected to the directions arising from the planning process.
- Ensure performance management system is in place for monitoring and measuring the plan

2.0 Policy

2.1 Policy direction is not applicable at this time

3.0 Analysis

3.1 This report provides the steps being considered with the date and the deliverables at each step. It outlines a process which engages the public and then maintains their input online as the plan goes through development stages.

The steps in brief are:

- **Wosk Center for Dialogue Open Space** (April 1st): This facilitated day, utilizing “Open Space” technique, will take place with 150 West Vancouver Citizens. In the morning there will be a highly interactive session addressing the questions posed in the invitation: What inspires you to make West Vancouver home? What is unique about our past? What are the issues of today we need to face? What should West Vancouver be in the future?

It is anticipated that the morning exchanges will define the sense of a desired future. The afternoon will be in discussion about how to reach that future. This information will be collected, collated and reported back to the participants. This will represent the first input toward a vision and overarching goals (all material that may add value to strategies and tactics will be carried forward also).

- **Community Open Space(s)** (April): These are intended to duplicate the process initiated at the Wosk Center providing additional community members the opportunity to input at the same visionary level. Based on attendance and demand this stage of information gathering will repeat once or twice. A session will also be conducted for District staff where they will consider this material and draft the organizational mission.
- **Drafting Vision and Overarching Goals** (May): Working with Council and the Community Engagement Committee, the material will be synthesized into draft vision statement(s), overarching goals and organizational mission.

- **On-line Community Engagement (May):** This material will be formatted into the first of several web-alert forums. These forums will consist of survey type questions in a dynamic format that will allow residents to select online various options to directions they desire. It is anticipated that several hundred people would be engaged directly to sign on, and over the spring/summer we would strive to see a multiple of that number engage.
- **Drafting of Strategic Plan (June):** As goals are ratified several strategies that support those goals will be developed through staff, Council and committee.
- **Online forum of Draft Strategic Plan (July):** The strategies supporting goals (likely 10 to 20 core strategies) will be tested for community support through the online forum.
- **Public Outreach with Plan (July/August):** Staff will station at key locations like the Library and Community Center to share the high level strategic plan and acknowledge the steps ahead – also to solicit more people to register and rank support for top strategies.
- **Performance Management system (August).** An online performance management framework will be selected and populated with high level strategic plan. This will allow further refinements of the plan to be added to this system later without duplication.
- **Development of Tactics (August):** Within and across departments, strategies will be detailed for tactical execution. These tactics will fill out the strategic plan answering the “how” and “when” raised by the “what” of various strategies.
- **Ratification of Strategic Plan (September):** The Vision, Mission, Goals, Strategies and Tactics of the plan will be ratified by Council and communicated to the public through online and print media.
- **Financial Plan (October/November):** Management working in concert with Council and committees will develop the financial plan showing operating (3 year budget) and capital (5 and ultimately 20 year long term forecasts).
- **Online Performance Management System (November/December):** Management will continue to convert information onto the system for publication by year end.
- **One Page Plan (ongoing):** For several years Human Resources has encouraged the use of annual goal setting via a one page performance appraisal. This communications and empowerment tool is now being supported throughout the organization. As the plan is completed personal plans will be tied to corporate goals set in the strategic plan.

- 3.2 Consultation: Due to privacy laws any citizen responding to email blast from the District are required to register via a Web-alert, where they request ongoing information be provided. It is critical to ensure that participants at Open Space forums complete this registration on line so they can vote on various directions as the plan moves from Vision, to goals, to strategies.
- 3.3 We are hopeful the above noted process, will inspire the visionary aspirations of the community through the public meetings, and then keep them engaged in development of the plan through online dialogues and surveys. Give this exposure, it is reasonable to assume that there will be sustained interest in the Districts performance management reporting which will be in place by the end of the year. Further the strategic priorities will give direction to the Financial Plan in both its' Operating and Capital dimensions.

The reader will also note that it is proposed the Community Engagement Committee be utilized to consider the content and outreach of the plan through various stages. Along with internal resources seconded to the process we hope to maintain the goals and schedule noted above.

4.0 Options

- 4.1 As advised by council

Author:

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Concurrence
(optional)

Appendices: (List and label) (optional)