

COUNCIL AGENDA/INFORMATION

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<input checked="" type="checkbox"/> Reg. Council	Date: <u>Oct. 5, '09</u>	Item # <u>3</u>
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*[Handwritten signatures]*  
Director      CAO

DISTRICT OF WEST VANCOUVER  
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**COUNCIL REPORT**

Date: October 5, 2009      File: 0117-20-STPLN  
From: Brent Leigh  
Subject: Strategic Planning Working Group Submission of Vision and Mission  
post public consultation

**RECOMMENDED THAT:**

1. Council receive the Strategic Planning Working Groups deliberations and second draft of West Vancouver's Vision and Mission. Further, move this draft through the organization for ratification and advise the Working Group of any changes so they can continue the work laid out in their terms of reference

**Purpose**

To provide Council with the next draft of the West Vancouver's Vision and Mission.

**1.0 Background**

On July 27<sup>th</sup> the Strategic Planning Working Group brought to Council the first draft of the Vision and Mission, which was composed through extensive deliberation following the public consultation phase of the Strategic Planning Process. It was acknowledged at that time: "(Council) review will allow the Working Group to affect sample public outreach over the summer. The public response to the mission and vision will be reported back to Council in September along with a recommendation for final ratification of the vision and mission."

The Working Group took this commitment very seriously, and met weekly throughout the summer interviewing other Working Group Chairs and representatives as well as taking comment from several key community leaders. A summary of that input follows.

Council has also been working through elements of the corporate strategic plan and is aware that the main themes within the Mission arose from public consultation. Council, staff and the Working Group have considered subsequent steps in the process, such as developing the Corporate Strategy Map and Corporate Balanced Score Card. This work was able to move ahead because the themes – or goal statements of the community – have been identified. The Working Group, through input from others,

enhanced the statements of the Vision and Mission, but the essential themes have not changed.

## **2.0 Policy**

There are no policy implications at this point

## **3.0 Analysis**

The staff report of July 27<sup>th</sup> acknowledged the extensive public consultation that brought us to the main themes in the vision/mission and acknowledged the Working Group work plan through July and August would be as follows:

- Consider Council's feedback on draft vision and mission.
- Meet with the Chairs of current working groups to test drive the Vision and Mission. Receive comments from key community leaders.
- Determine optimal public outreach on the draft vision and mission.
- Ensure the organization has internalized the vision, mission and goals.
- Review the process to construct the Corporate Strategy Map which will reflect the vision and mission.
- Review the Balanced Score Card which will track the District's key initiatives.
- Return to Council in September with a recommendation for final vision / mission and a proposal of how Strategy Maps and Balanced Score Card capture these directional statements.

Each of these steps has been accomplished. Management has been working with both drafts of the Vision / Mission and has moved them into the Corporate Strategic Planning process into which Council has also provided input. To advance this work further we will need to receive closure on the Vision and Mission. To that end the Working Group submits this draft for Council consideration.

Through the public outreach there was a general desire to see more specific references within the Vision and Mission. Some of those specific references will be reflected within the goals, objectives and initiatives within the Corporate Strategic Plan. The Working Group acknowledges that the public will see a broader picture of deliverables through the Corporate Balanced Score Card. Still, very thoughtful input was provided through the interviews that took place over the summer. Those discussions were extensive, and a summary of the input relevant to the Vision/Mission is as follows:

- Requirement for public responsibility and adoptive action as key to the success of Council initiatives and Staff execution around the Strategic Plan
- A third sentence for the Vision to complete the concepts and close the statement.
- Inclusion of transportation systems and 'modal shift' (changes in modes of transportation away from the car)
- Bolder statements over all, far bolder statements on environment and climate change
- Mention of arts, culture and heritage. The term 'creative expression' doesn't appropriately cover arts and culture. Heritage is not mentioned at all.
- Mention of services
- Mention of sports (physical literacy)
- Mention of the efficient use of resources
- A formula for measuring the results of our progress
- Importance of the order in which the Mission statements are listed

The Working Group gave all input thoughtful consideration and believe the following preface and preamble capture why this vision and mission is being recommended by the Working Group. The Working Group request that Council ratify this work and return it to them so that they can move into the planning stage of the second phase of their terms of reference: public engagement of the Strategic Plan.

1. Guide the public engagement of the Strategic Plan to ensure that residents feel as connected and committed to its directions as possible.
2. Aid in shaping and anchoring the Vision, Mission and key goals within the community.
3. Oversee the development of a performance measurement system which will track strategies and tactics of the organizations departmental planning.
4. Identify a coherent communications plan to keep the Strategic Plan "alive" beyond the Working Groups term.

This work and the other duties listed in the terms of reference will continue; however is it acknowledged that the Corporate Strategic Plan must be completed internally before the Working Group can be reconvened to continue its work.

To frame the work of this summer, the Group created a sample Preamble to the Strategic Plan that might appear in print just prior to the Vision/Mission statements, so that the public could understand the concept of the strategic planning process and how it is guided by the Vision and Mission. To assist Council in understanding how the Vision/Mission have progressed, they have also provided a Preface outlining the founding ideas that shaped the Vision/Mission statements as well as the ideas captured from the summer's outreach to working groups and key community leaders.

### **Preamble to the Strategic Plan: A Context for the Vision & Mission**

The Corporation of the District of West Vancouver is legally mandated to provide infrastructure, maintain municipal assets, enforce by-laws, deliver services, collect, budget and distribute revenues, and Mayor and Council are elected to govern this process on behalf of the community. As well, Mayor, Council and Staff are also expected to set the outer boundaries of community expectations, providing the encouragement and support needed for West Vancouver to realize its less tangible goals. West Vancouver has matured and prospered during the previous decades and is now at a crossroads. As the times and challenges become more complex, demand for services increase as revenues either decrease or remain static, the community and its leaders have recognized the need for longer range planning with a 20-25 year outlook and three year budgeting process to replace the current annual one.

In order to continue to progress as a community in an orderly fashion while retaining our quality of life, the Corporation has identified the need for a Strategic Plan supported by a Vision and Mission Statement. A strategic plan:

- Maps and identifies initiatives in order of need and importance
- Establishes requirements for long range business plans to develop the revenues that deliver these initiatives
- Measures the success and effectiveness of the process and results

During an exhaustive internal review process over the winter 2009, a skeletal planning process was outlined, supported by a strong, departmental corporate map and detailed measurement process. The community then took the lead in discerning the direction and content of the strategic plan, informed by past and current working groups. In the spring of 2009, District staff launched a lengthy, multi venue, open public engagement process. West Vancouver leaders, working groups and residents were encouraged to envision the strongest and most appealing community imaginable 25 years ahead and to identify concerns, values and initiatives most important to them.

These clear directives were organized into a detailed archive, and a working group composed of citizens with backgrounds in strategic planning was formed, with executive level participation from Council and Staff. The Strategic Planning Working Group was mandated to distill these public directives into high level Vision and Mission statements that illuminate the path toward the public's future goals, highlight the areas of its broad,

primary concern and establish the process by which these goals could be accomplished. The Strategic Plan, Corporate Map and Balanced Score Card measurement process, prepared by Corporate Executive and Staff, follow the directives in the Vision and Mission statements and provide the details of the goals and initiatives that will deliver the future community the public has envisioned.

The public envisioning process has revealed that three pillars are required to support a vibrant, clearly directed future community:

- Strong, proactive leadership from Mayor, Council and Staff
- Community participation in the planning and decision process
- Individual citizen responsibility at a personal level to incorporate these values and decisions into daily life and make them work

West Vancouver has always taken bold, visionary steps in charting its future. Although we face challenges ahead, it is evident that if we base our planning on the strength of these three pillars: leadership, collaboration and responsibility, that strong social contract can bind us as a community and turn the most vivid dreams for our future into brilliant reality.

## **Preface – Ideas & Concepts Shaping the Vision & Mission Statements**

A treasured quality of life enjoyed in West Vancouver's natural setting is the essential value articulated by our community. Retaining that quality of life against challenges and changing times is perhaps the main reason our residents involve themselves in community affairs. The desire to see our community flourish is a universally shared goal.

The bounty and beauty that drew first dwellers to our shores was followed by a similar second wave of settlers: innovators, creators and natural enthusiasts. Today's vital, diverse community creates an energy that continues to attract entrepreneurs and leaders to West Vancouver. This spirited mix truly inspires excellence and leads by example.

Our past was shaped by the power of collaboration and a spirit of personal civic commitment. People needed to be able to work together toward shared goals and to depend on each other for mutual survival. The Squamish people, an integral part of our broad culture and heritage, understood the value of innovative amalgamation and established it. The new innovators, the second wave of settlers, preserved what was special about West Vancouver and protected it for future generations, while adding services that improved minds, spirit, safety and health. As a result, West Vancouver celebrates nationally recognized parks and greenways, a 30 kilometer foreshore reserve, the most affluent planned community in Canada, unparalleled recreational facilities, a wide social services infrastructure and neighbourhoods where safety and

security are standard. As we seek to set new standards in environmental sustainability, we are able to employ our abilities to both obligate and encourage participation in identified improvements.

West Vancouver's Council (our legislators) and Staff (our planners and implementers) have always been fortunate in attracting the selfless commitment of thoughtful, competent citizens to our civic structures. This three sided willingness of government, staff and the public to share and embrace the civic load is the social contract that supports our democracy. As changes and challenges impact our community, the renewed strength of this social contract may prove to be the true measure of our success in securing our quality of life. And inclusion, caring and responsibility toward our environment and our fellow citizens may help move us into a new, more sustainable economy.

West Vancouverites are already leaders in that new economy. They are the early adopters in the creation and use of geothermal and solar energy systems. They are the early adopters of social media, the internet, creative expression and new organization that are changing how we live, work, communicate and play. They travel the world and stay connected, yet they still call West Vancouver home. They still care about the quality of where and how they live. And they have provided us with their visions for West Vancouver's future.

Through careful listening to our community, these individual expressions have been respectfully distilled into Vision and Mission Statements for West Vancouver. And through our recent consultation with representatives from seven active working groups and key community leaders who in turn reflect the sentiments of thousands within the community, we have refined these statements at their suggestion.

They advised us to be bolder, far bolder because West Vancouver is bold. They advised us to be more inclusive and sensitive to special needs, families and New Canadians. To toughen our statements around environmental protection before climate change is upon us. To widen our perspective from dwellings to our entire land use and to the connective infrastructure that not only moves water through our pipes, power through our electrical lines, but moves our citizens around the community and our ideas around the world.

They advised us to recognize that the community desires broader opportunities to improve health and well being through arts, culture and physical activity. To respect that our heritage is not only the collective memory of all those who preceded us and the buildings they built, but it is also alive and being created minute by minute, so that we might become a more vital community by not only including New Canadians in existing community activities, but by joining their celebrations and sharing the exciting contributions that come from other cultures.

This revised Vision expresses how we both embrace and extend our quality of life. The revised Mission articulates the themes arising from six months of thoughtful community

consultation and six weeks of distilling comments from working groups and key community leaders, and directs us to the specific, staff determined goals that will implement the community's expression.

Council and Staff will be extending these goal areas into a Corporate Strategic Plan. They have invited the Strategic Planning Working Group, through its terms of reference, to ensure the aspirations stated by the community through public consultation are in the plan. And further, that the Working Group take that plan onward into the community. We look forward to your feedback on our work to date, your next instructions to us regarding the Vision and Mission statements and the opportunity to continue to serve the community through you.

## **Vision**

West Vancouver will inspire excellence and lead by example. Collaborative government and a spirit of personal civic commitment will power the innovations that shape our shared future. The strength of this social contract will secure our treasured quality of life and will be the measure of our success as a community.

## **Mission**

We champion the opportunities that demonstrate our deep commitment to:

- Foster a sense of shared and individual responsibility for community well being, inclusion, social unity and respect for our full heritage.
- Protect, restore, and defend our natural environment; obligate efforts to enhance positive improvements.
- Encourage diversity in land use and connective and technological infrastructure within our distinct neighbourhoods to meet changing needs.
- Enrich community vitality, health and understanding through integrating arts, learning, inter-cultural experiences and physical activity into our daily lives.
- Maximize the resiliency of our economic base and services, balancing the effective, long-term use of resources for current and future generations.

Author: \_\_\_\_\_

Concurrence  
(optional) \_\_\_\_\_

Appendices: (List and label) (optional)

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