
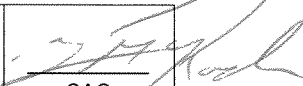


COUNCIL AGENDA/INFORMATION		
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DISTRICT OF WEST VANCOUVER

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

COUNCIL REPORT

Date: October 19, 2009

File: 01.117.20/STPLN.2009

From: Brent Leigh, Deputy Chief Administrative Officer

Subject: **Final Draft Vision / Mission and Tools Completing Strategic Plan**

RECOMMENDED THAT:

Council adopt the following Vision and Mission:

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 relationship 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, social unity, inclusion and respect for our full heritage.*
- *Protect, restore, and defend our natural environment; legislate efforts to effect positive change.*
- *Encourage diversity in housing, land use and innovative 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 potential of our economic base and services, balancing the effective, long-term use of resources for current and future generations.*

Further, support the implementation of the Balanced Scorecard management system to ensure deliverables over a multi-year budget.

Purpose

The purpose of this report is to conclude the Vision and Mission and to review with Council the tools that are being utilized to complete the Corporate Strategic Plan. In addition, this report will provide a status of where the formal documentation of that plan is at this time.

1.0 Background

- 1.1 On October 5th the Strategic Planning Working Group returned to Council with the following recommendation:

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 outlined in their terms of reference.

- 1.2 That work is now complete and the Introduction, along with the Mission and Vision itself, is provided as Appendix A to this document.

While this work has been moving through the redraft and public engagement process, the corporate planning process has been running in tandem. Clear benchmarking of corporate goals and associated budget discipline is increasingly a best practice of local government. Council directed that this discipline be brought to the District of West Vancouver. Following a review of different performance measurement tools, the Chief Administrative Officer and Executive Committee identified the Balanced Scorecard as the most effective tool to achieve that goal.

2.0 Policy

- 2.1 The adoption of the Vision and Mission will direct policy work in a number of ways as will the framework of the Balanced Scorecard.

3.0 Analysis

The "Balanced Scorecard" (BSC) is a management system for developing, implementing, and managing strategy at all levels of an organization by linking corporate objectives, initiatives, and measures to an organization's mission. When completed we will have a multi-year road map offering clarity of direction for the organization's work on behalf of the community.

Through the Mission/Vision, Strategy Map and Balanced Scorecard the broadest aspirations of the community are brought through to specific and measurable outcomes. The following speaks to how this hierarchy of tools flow from one to another, and our current state of completion for each one:

1. **Vision and Mission:** Council are considering final draft (the key themes within the mission are incorporated into the strategy map)
2. **The Corporate Strategy Map** (as shown on page 7) has been developed by management and reviewed by Council and is now acting as the framework for the Balanced Scorecard

3. **The Balanced Scorecard** takes the 18 corporate objectives, shown in the strategy map, and identifies initiatives and performance benchmarks for each. This Balanced Scorecard is now being drafted through input from every department. It will be refined over the coming weeks in concert with the creation of the 2010 Annual Budget & Three Year Financial Plan that Council will be creating over the next few weeks. It is intended this be scheduled for approval in December 2009.

The actual metrics within the performance measurement portion of the Balanced Scorecard are being developed. Over the next several weeks Performance Measures will be defined and refined year to year for each of the Strategic Initiatives. Leading and lagging measures will be identified, expected targets and thresholds established, and baseline and benchmarking data developed. The focus on Strategic Initiatives, which articulate exactly what the organization is trying to accomplish, will be the key to identifying truly strategic measurements.

Strategic performance measures monitor the implementation and effectiveness of an organization's strategies, determine the gap between actual and targeted performance and determine organization effectiveness and operational efficiency.

- **Good Performance Measures:**
 - Provide a way to see our corporate objectives are achieved
 - Focus employees' attention on what matters most to success
 - Allow measurement of accomplishments, not just of the work that is performed
 - Provide a common language for communication
 - Are explicitly defined in terms of owner, unit of measure, collection frequency, data quality, expected value(targets), and thresholds
 - Are valid, to ensure measurement of the right things
 - Are verifiable, to ensure data collection accuracy

The Balanced Scorecard is in its essence a sustainability model, because it not only reflects the community's social, economic and environmental objectives, but also focuses on how the organization, its people, and its finances are to build capacity to carry out the mandate set by the community.

The hierarchy of the tools outlined above is illustrated in the following schematic:



The Balanced Scorecard arose in early 1990s by Robert Kaplan from the Harvard Business School and David Norton who saw many companies focusing on short term financial results while virtually ignoring intangibles that were critical to producing those results.

So while strategic plans are important, merely *having* a strategic plan does not guarantee success. Most strategic plans will fall short of their lofty goals unless they identify what must change *inside* the organization to reach those goals. Managers must understand and manage the *drivers* of success if they are to get the most from their strategic plans. This requires clarity about:

- Which internal processes, investments and actions are the true drivers of value creation;
- How to measure and track whether these internal processes, investments and actions are working when it is still possible to make timely adjustments, long before the final results are compromised;
- How operational processes and measures can be aligned with strategy and integrated into a single management system.

For the District of West Vancouver, the services and financial results citizens want are often produced by internal investments, initiatives and processes. These cannot be managed effectively using financial measures alone. Superior services and financial results can only come through viewing the organization from different perspectives to understand and manage the resources and activities that create value. It is only

through managing *the right* internal changes that dramatic and lasting gains in performance can be achieved.

The balanced scorecard views the organization from four “perspectives” arranged in a cause-effect sequence, as shown below.

Cause-Effect Hypothesis

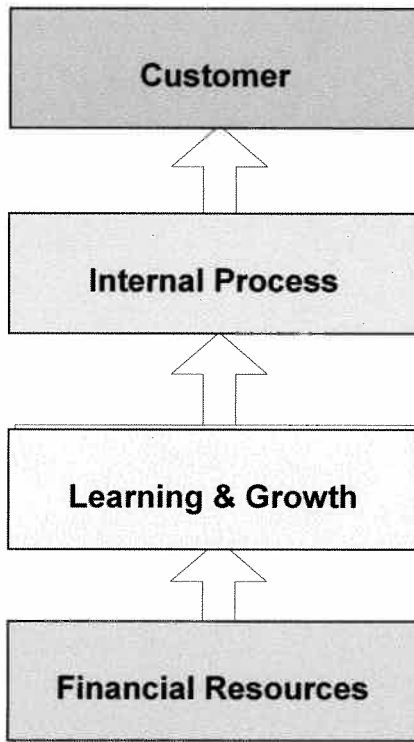
4 Perspectives

1. The District exists to deliver key mission -aligned services to its residents.

2. Knowledge and skills of employees is the foundation for all innovation and improvements.

3. Skilled, empowered employees will improve the ways they work.

4. Sound finances, accountability, & cost-effective delivery of these services increases customer satisfaction.



The broad objectives in the *customer perspective* are the ultimate outcomes the organization exists to produce. The corporate objectives chosen in the remaining three perspectives are the *drivers* of success that will contribute the most to these outcomes. Drivers are considered in all of these perspectives because customer satisfaction is driven by delivering the right services cost-effectively, through well-honed internal processes, operated by motivated and skilled people.



The diagram above provides another schematic of how these four perspectives support the fulfillment of the vision/mission.

As outlined in the foregoing, the process for implementing the Balanced Scorecard at District of West Vancouver is now moving through the following next steps.

1. Corporate Strategy Map

The Strategy Map diagram expresses the 18 Corporate Objectives that represent long term commitments to specific courses of action that fulfil the goals expressed by the community.

The following table shows the strategy map developed by management and Council. It draws its Customer Perspective from the Mission which was based on extensive public consultation. The other perspectives represent corporate objectives in the organizational, financial and human resource realms that build capacity to fulfill the goals of the community.

District of West Vancouver – Strategy Map – Corporate Objectives for a sustainable future						
Community Perspective (Mission)	Civic Responsibility: Foster community well-being, social unity & inclusion	Environment: Restore, protect and defend our natural environment	Housing & Transportation: Encourage land use diversity and supporting infrastructure	Community Life: Enrich community life through vitality of services	Economic Stability: Maximize potential of our economic base and services	
Organizational / Operational Perspective	Intergov relations: Take an active role in regional and provincial issues	Sustainability: Integrate sustainability across the organization	Asset Lifecycle: Develop infrastructure & facilities, with full capital & operating cycle known	Partnerships: Deliver plans & services through partnerships where appropriate	Resource allocation: Evaluate service demand & realign resources	Services: Elevate community debate around viable choices
People / Skills and Motivation perspective	Culture: Advance cross departmental collaboration	Attraction & retention: Attract the best and implement strategies for growth & retention	Leadership: Increase community & staff capacity for leadership	Innovation: Emphasize best practices from private and public sectors		
Financial Perspective	Maximize resources: Identify and evaluate all additional revenue streams	Optimize financial tools: Develop a sustainable asset and financial management framework	Measure service costs: Demonstrate value for money in all our service areas			

2. Construct the Balanced Scorecard

These 18 Core Strategies are then transferred to the Balanced Scorecard (BSC). The BSC identifies strategic initiatives that support the corporate objectives. Those initiatives are extended into three year milestones and anticipated completion dates of the initiatives if beyond three years.

Staff is currently drafting the strategic initiatives and milestones into the Balanced Score card. The process will continue over the next several weeks and conclude with a Corporate Plan ready for Council review by December 2009.

4.0 Options

4.1 As directed by Council.

Author:  _____

Concurrence (optional) _____

Appendix A: Introduction to Strategic Planning Process, October 5th and October 9th Drafts of Vision and Mission

INTRODUCTION TO THE STRATEGIC PLANNING PROCESS

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 increases as revenues either decrease or remain static, the community and its leaders have recognized the need for longer range planning with a 20-30 year outlook and a 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:

- **Identifies and maps themes and 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 of 2009, a skeletal planning process was outlined, supported by a departmental corporate map and balanced 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 multi-venue, open public engagement process. West Vancouver leaders, working groups and residents were encouraged to envision the strongest and most appealing community imaginable 20-30 years ahead and to identify their most important values, concerns and initiatives.

With executive level participation from Council and Staff, a Strategic Planning Working Group was formed to distill the public engagement directives into high level Vision and Mission statements to illuminate the path and process toward achieving the public's future goals.

The Strategic Plan, Corporate Map and Balanced Score Card measurement process, prepared by Corporate Executive and Staff, follow the Vision and Mission statements and provide the details of the goals, initiatives and budgeting processes that will deliver the public's vision of our future community.

The public envisioning process has revealed that three pillars are required to create the social contract that supports a vibrant, clearly directed, solidly financed future community:

- **Strong, proactive leadership from Mayor, Council and Staff**
- **Community collaboration 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 relationship can bind us as a community and turn those visionary dreams for our future into brilliant reality.

The Vision and Mission as presented to Council October 5, 2009

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.*

The following final draft of Vision and Mission is presented for consideration through deliberation with Co-chair Maggie Pappas, Mayor Goldsmith-Jones, and Deputy CAO – Brent Leigh and was followed by concurrence of the Working Group:

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 **relationship** will secure our treasured quality of life and will be the measure of our success as a community.*

Mission

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- *Foster a sense of shared and individual responsibility for community well being, social unity, inclusion and respect for our full heritage.*
- *Protect, restore, and defend our natural environment; **legislate** efforts to **effect** positive **change**.*
- *Encourage diversity in **housing**, land use and **innovative** 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 **potential** of our economic base and services, balancing the effective, long-term use of resources for current and future generations.*