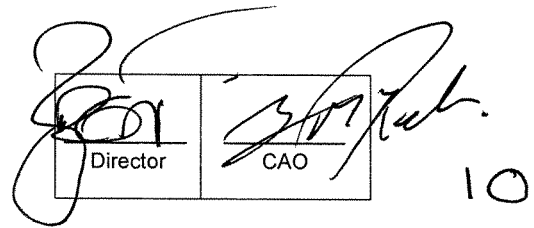


| COUNCIL AGENDA/INFORMATION                       |                          |                  |
|--|--------------------------|------------------|
| <input type="checkbox"/> Closed                  | Date: _____              | Item # _____     |
| <input checked="" type="checkbox"/> Reg. Council | Date: <u>Feb. 1, '10</u> | Item # <u>10</u> |
| <input type="checkbox"/> Supplemental            | Date: _____              | Item # _____     |

  
 Director      CAO

**DISTRICT OF WEST VANCOUVER**  
 750 – 17<sup>TH</sup> STREET, WEST VANCOUVER, BC V7V 3T3

## COUNCIL REPORT

Date: February 1, 2010      File: 0117 - 20 - STPLN  
 From: Brent Leigh  
 Subject: **Strategic Planning Working Group Final Report**

### RECOMMENDED THAT:

Council receive the Strategic Planning Working Group Final Report.

#### Purpose

That the Strategic Planning Working Group conclude their work by acknowledging that the Vision, Mission and strategic planning tools (Strategy Map and Balanced Scorecard) are firmly established in the organization and thereby the Working Groups scope of work is completed.

### 1.0 Background

#### 1.1 Prior Resolutions:

##### **On October 19, 2009 Council resolved 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.

**On January 11, 2010 Council resolved that:**

Council receive the Balanced Scorecard as part of the West Vancouver Strategic Plan and that updates to the Strategic Initiatives shown within Balanced Scorecard are published twice annually to acknowledge progress on community goals.

The Strategic Planning Working Group met on December 10, 2009 and January 21<sup>st</sup> 2010.

In their December meeting the Working Group were presented a draft graphic format of the final Strategic Plan. The Working Group supported this approach and acknowledged it would not be published until the Balanced Scorecard was ratified by Council. A draft of the Balanced Scorecard was also tabled at that meeting so the Working Group could see how the documentation of Strategic Initiatives was specifically committed to over the three year period.

On January 21<sup>st</sup> the Working Group met again to review the Draft Balanced Scorecard (which was published online on January 11<sup>th</sup>) and discuss how this information was to capture strategic initiatives. The group felt that the work from global (Vision and Mission) to detailed (Balanced Scorecard) had integrity and captured the input from the public consultation conducted through 2009.

## **2.0 Policy**

2.1 There are no policy directives from this report

## **3.0 Analysis**

3.1 The Strategic Planning Working Group considered the work noted above and their Terms of Reference (ToR). It was acknowledged that in addition to a system for reporting the organizations performance (Balanced Scorecard), the Working Group's final obligation in the ToR was to ensure the Strategic Plan lived out in the community.

The Working Group discussed the intend role of the Community Engagement Committee and acknowledged that this group would be best suited to "make the

vision come alive” and to ensure that the strategic initiatives are effectively and consistently communicated to the public.

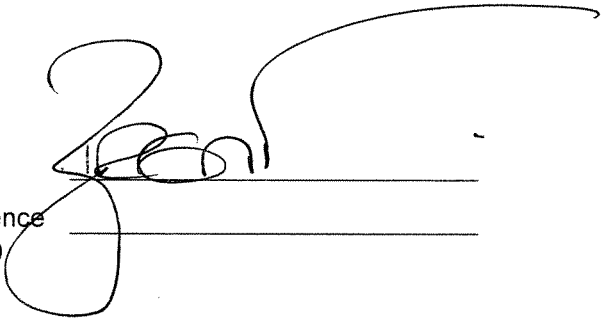
It was through this discussion that the Working Group noted they would like to provide supportive statements about the overview and outcomes of the strategic plan while Council is still considering the budget. The group therefore tasked itself with completing its final report which is attached for Councils consideration.

#### 4.0 Options

4.1 As directed by Council

Author:

Concurrence  
(optional)

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Appendices: Strategic Planning Working Group Final Report

**FINAL REPORT  
STRATEGIC PLANNING WORKING GROUP  
21 JANUARY 2010**

The Strategic Planning Working Group has completed the main body of its Purpose and Duties as outlined in its amended Terms of Reference to:

- Guide the public engagement of the Strategic Plan to ensure residents' connectivity and commitment to its directions
- Read, review and reflect in ongoing work documents that captured public engagement data from the Wosk Centre and community cafés
- Shape and anchor the Vision, Mission statements and key goals
- Consult with and incorporate relevant input from key community leaders and working group representatives regarding the Vision & Mission statements
- Present first and final drafts of Vision & Mission statements to Council for ratification
- Review initial drafts of the Balance Scorecard for its adherence to the ratified Vision & Mission statements and to key goals as expressed in the public engagement process
- Assure a trusted handoff and full understanding of the depth and intention of the Vision & Mission statements to those entities within Executive and Committees tasked to execute ongoing management and public communication of the Strategic Plan and Balanced Scorecard

With full deliberation and committed adherence to the key goals outlined during the public engagement process, the Strategic Planning Working Group has delivered to Mayor and Council (who have ratified) a Vision and Mission statement in which every word has been carefully weighed to facilitate a future the public desires and needs to succeed and to survive coming challenges. The Vision & Mission statements are:

***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 innovate 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 and balance the effective, long-term use of resources for current and future generations.

The SPWG has lived these words and these statements. We have tested them against departmental and community needs, now and into the distant future, factoring in positive and negative challenges and potential changes in economic, environmental and political challenges. We believe this is a sound Vision & Mission, one that measures West Vancouver against its own mettle and its own goals, one that will serve us well for years to come.

We have been extremely encouraged that Council has unanimously ratified the Vision & Mission statements, that Executive has implemented them into the very heart of the Corporate Strategy Map and the Balanced Scorecard and that Staff has adopted the statements as an expression of their operational spirit and goals. In this way, the public's Vision & Mission give life and high purpose to the execution of ongoing planning.

The inaugural Balanced Scorecard and integrated budget are before Council. For the first time in its history, our municipal government can see its future from a visionary altitude. We have in our hands an extraordinary best business practices tool to shape our future in three year budgetary and 5-10 year planning initiative increments.

For the first time since our pioneer days, we have built into our definition of governance a collaborative partnership among Mayor, Council, Executive, Staff and community in which every individual in this relationship becomes a community ambassador who leads by example and demonstrates personal civic commitment. With such tools and positive attitude, as a community we demonstrate our commitment to each other, our commitment to a drive for supportive, respectful solutions and our commitment to long-term business management and measurement of our decision making processes.

We congratulate Mayor, Council, Executive and Staff for undertaking the challenge of implementing a Strategic Plan. It has been the most important change in our municipality since its incorporation, and allows us to take complete control of our future in the most transparent manner. The Balanced Scorecard will change, be amended and supplemented as times and needs change and will be published for review several times per year. This will allow City Hall and the public the means to continually track our future and our success in meeting our goals.

With the submission of our Final Report, the SPWG concludes its work. Every member of the SPWG takes great pride in its contribution to this noble undertaking and fully supports the Strategic Plan and Balanced Scorecard as they begin to define the deep meaning of our community expressed through our goals, our humanity, our society and our ability to create the means to produce a dynamic future for every resident.

Respectfully submitted,

Maggie Pappas, Co-Chair  
Christine Banham, Co-Chair  
Louise Donovan, Member

Betty Poaps, Member  
Medhi Pouladin, Member  
Tom Wardell, Member

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