


COUNCIL AGENDA/INFORMATION

<input type="checkbox"/> Closed	Date: _____	Item # _____
<input checked="" type="checkbox"/> Reg. Council	Date: <u>Jan 11, 2010</u>	Item # <u>10</u>
<input type="checkbox"/> Supplemental	Date: _____	Item # _____

	
Director	CAO

10

DISTRICT OF WEST VANCOUVER

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

COUNCIL REPORT

Date: January 7, 2010 File: 0280 - 03
From: Grant McRadu, Chief Administrative Officer
Subject: **Strategic Plan and Balanced Scorecard**

Attachments for item 10 provided under separate cover

RECOMMENDED THAT:

1. Council receive the Balanced Scorecard (BSC) as the 2010 District Staff Work Plan as directed by Council through the West Vancouver Strategic Plan and forward to the January 18th Finance Committee meeting; and that
2. Updates to the Strategic Initiatives shown within the Balanced Scorecard be published twice annually to acknowledge progress on community goals.

Purpose

To provide to Council the Draft District Departmental 2010 Work Plans and Draft Work Plans for 2011 and 2012 as the final step in the documentation of the Strategic Plan.

Background

- 1.1 There are several Council resolutions that authorized, guided, ratified and concluded the development of this Strategic Plan throughout 2009.
- 1.2 During the development of the Strategic Plan it was agreed that the Council ratified Vision / Mission and Corporate Objectives would move to a framework for monitoring Strategic Initiatives known as the Balanced Scorecard.
- 1.3 In 2009, Council directed that staff implement a more rigid performance management system and authorized the implementation of a District-wide optimization program, focusing on performance management and business strategy referred to industry-wide as the Balanced Scorecard.

- 1.4 The Balanced Scorecard is a performance management system which objectively measures execution of our Vision and Mission, provides District-wide alignment with those strategies, and further supports continuous improvement to better align with citizens' expectations.
- 1.5 This approach will expand the bottom line focus (financial performance) to include customer service and long term adaptability/sustainability (internal efficiency and organizational learning and growth). Over time, the District's Balanced Scorecard will merge policies, practices, and tools to set objective goals, monitor execution, and adjust quickly when performance indicators fall short of goals. Previous re-engineering, optimization efforts and technology investment has laid the foundation for this District wide performance management.

On October 19, 2009, staff presented a report to Council entitled: *Final Draft Vision / Mission and Tools Completing Strategic Plan*. Presented within that document was a Strategy Map, which was developed collaboratively between Council and management which reflects our residents' vision after many months of public consultation.

The Strategy Map is comprised of 18 Corporate Objectives that fall within four perspectives:

- Community Perspective - (reflecting the five goals within the mission) - "Is the District delivering the services that citizens want?"
- Organizational/Operational Perspective - "How do we improve our business processes?"
- People, Skills and Motivation - "How do we give our employees the tools and training to continuously improve and respond to changing needs?"; and
- Financial Perspective - "Are we managing our resources wisely?"

Utilizing the 18 Corporate Objectives, staff has developed a Balanced Scorecard comprised of 56 Strategic Initiatives. As shown in Appendix B, when a Strategic Initiative triggers a budget impact beyond current resources it is noted in red within the Balanced Scorecard.

Policy

When approved by Council the Balanced Scorecard will frame the Departmental Work Plan for 2010 and identify the on-going projects into 2011 and 2012. The Balanced Scorecard will move forward an ongoing performance measurement of Strategic Initiatives and a key element of the Strategic Plan; all of which will be a primary policy document of the District.

Analysis

- 3.1 The organization has met both by department and in plenary, several times in the development of the Balanced Scorecard. This internal process resulted in the identification of many proposed Strategic Initiatives meant to fulfill the Council ratified Corporate Objectives. After extensive discussion and collaboration, the document put forward to Council today is a reflection of both aspirations arising from the community consultation and management's detailed knowledge of what can be achieved and when.

It is anticipated that when adjusted and ratified by Council, the Balanced Scorecard will go together with the Vision, Mission and Strategy Map to be published as West Vancouver's Strategic Plan. As noted in earlier reports, this represents a suite of documents that provide both long term vision and effective management tools for the tracking of community goals.

- 3.2 Sustainability: The District's work on behalf of the community is extensive within social, economic and environmental realms. The Balanced Scorecard obligates the organization to establish and track progress of goals in each of these areas. This accountability to the community's goals ensures the most effective model for sustainability is maintained over time.
- 3.3 Consultation: With respect to the efforts of the Strategic Planning Working Group, a meeting took place on December 10, 2009 to review how their work with the Vision and Mission was flowing through to the Strategy Map and Balanced Scorecard. The Working Group was satisfied with the integrity of the documentation and how community aspirations, raised through the consultation process, were reflected within the Corporate Objectives and Strategic Initiatives of the Balanced Scorecard.

Options

Council may wish to make alterations to the Balanced Scorecard, in which case the resolution would proceed with amendments noted.

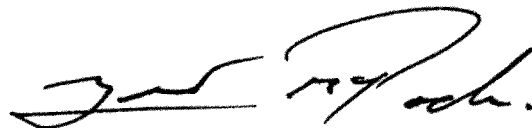
Vision

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.*



Author: _____

Concurrence
(optional) _____

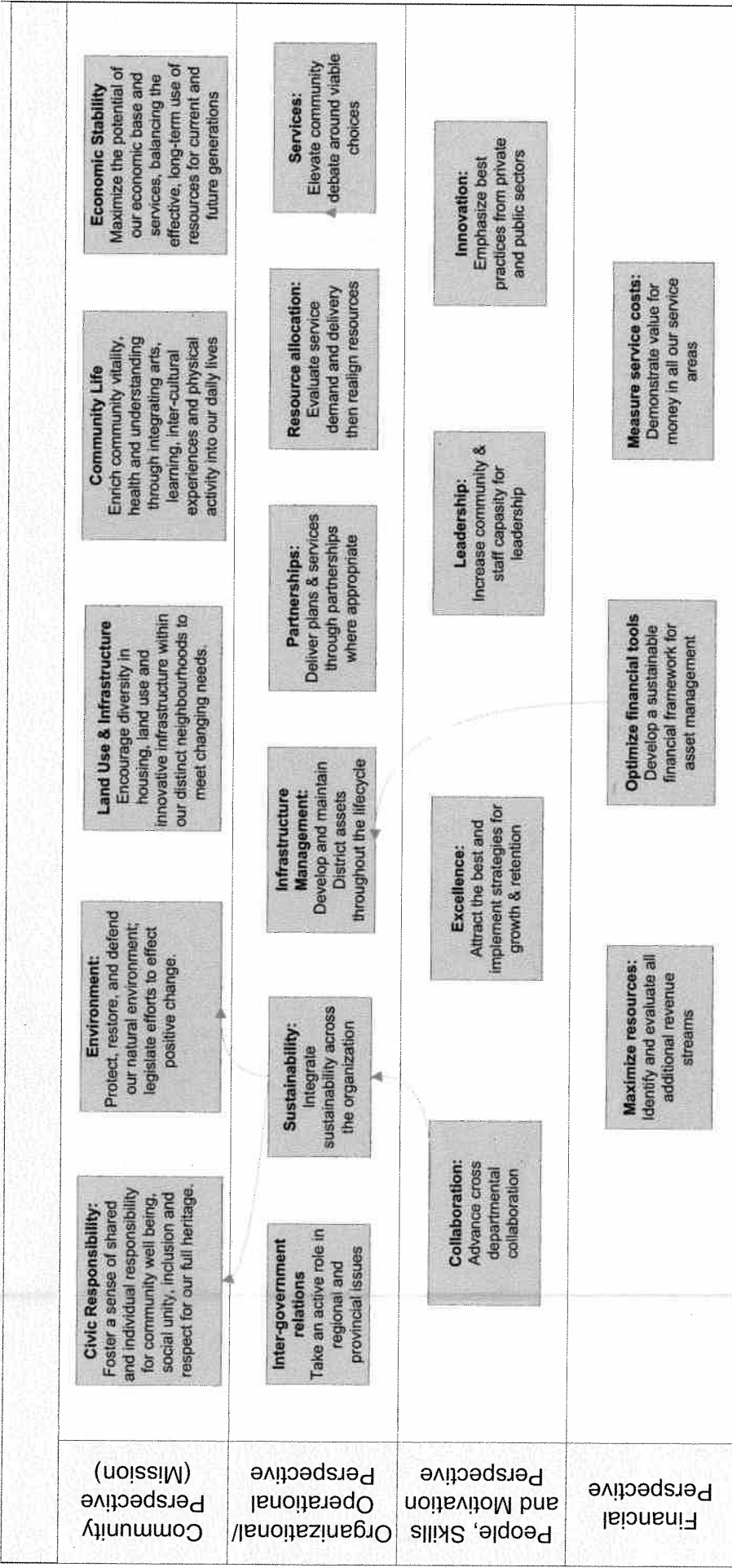
Appendices:

Appendix A: District of West Vancouver Strategy Map

Appendix B: District of West Vancouver Balanced Scorecard

APPENDIX: A

District of West Vancouver Strategy Map – Corporate Objectives for a Sustainable Future



This page intentionally left blank

This page intentionally left blank

DISTRICT OF WEST VANCOUVER - BALANCED SCORECARD

DRAFT: JANUARY 7, 2010

Financial impacts shown in (RED)

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
1.1 CIVIC RESPONSIBILITY: Foster a sense of shared and individual responsibility for community well-being, social unity, inclusion and respect for our full heritage	1.1.1 Implement the Blueprint for Social Responsibility and the Access and Inclusion Policy and measure and evaluate through a Social Action Plan	1.1.1a - Complete construction of two childcare facilities and implement Civic Site Child and Family Hub	- Identify other potential childcare facilities and assess funding and resource requirements	- Commence construction of approved projects
		1.1.1b - Establish a Youth Services Working Group to assist in undertaking and completing a comprehensive review of District provided youth services	- Report out and implement approved recommendations	- Evaluate and make changes as needed
		1.1.1c - Initiate a cross-departmental team to implement the 2009 Access and Inclusion Policy	- All divisions collaborate to include access and inclusion initiatives into their capital and operational budgets	- Complete an audit of current facilities and equipment to assess Policy compliance
		1.1.1d - Initiate a Social Action Plan framework for ongoing evaluation and prioritization of social actions coming out of the Blueprint for Social Responsibility	- Report out on the Social Action Plan framework and continue to implement the Blueprint for Social Responsibility	- Continue to implement the Blueprint for Social Responsibility and evaluate and make changes as needed
	1.1.2 Implement the Heritage Strategic Plan where appropriate	- Prepare Statements of Significance for District owned heritage resources, as appropriate - Complete and implement recommendations of Lower Caulfeild Heritage Conservation Area Review and present bylaws for Council approval	- Continue to prepare Statements of Significance for District owned heritage resources, as appropriate	- Continue to prepare Statements of Significance for District owned heritage resources, as appropriate
	1.1.3 Increase community to community interaction between the District and the Squamish Nation	- Develop a protocol to process business initiatives - Identify specific opportunities for Squamish Nation art and cultural participation	- Implement protocol - Develop Integrated First Nations Policing and support tribal police	- Evaluate protocol and adjust, as necessary
1.2 ENVIRONMENT: Protect, restore and defend our natural environment; legislate efforts to effect positive change	1.2.1 Advance Council approved Foreshore Protection Strategy	1.2.1a - Complete review of foreshore protection options including pilot projects for climate change adaptation along the waterfront	- Develop comprehensive plan to maximize foreshore protection and fund plan	- Implement plan on long term basis

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
		1.2.1b - Develop strategy for renewal/renegotiation of the Foreshore Head Lease (between the District and the Province) - Request Province to begin Head Lease negotiations	- Continue negotiations	- Sign new Head Lease
	1.2.2 Support and participate in Metro Vancouver's (MV's) Liquid Waste Management Plan (LWMP), Solid Waste Management Plan (SWMP), and Drinking Water Management Plan (DWMP)	- Ratify MV's LWMP and SWMP - Work towards municipal commitments under the LWMP, SWMP, and DWMP (as resources permit within Utilities budgets)	- Continue working towards municipal commitments under the LWMP, SWMP, and DWMP, as per approved Utilities budgets	- Evaluate municipal commitments under the LWMP, SWMP, and DWMP, as per approved Utilities budgets
	1.2.3 Complete and implement District Climate Action Plan and initiate methodology for combating climate change as per Partners for Climate Protection from the Federation of Canadian Municipalities	- Conduct a baseline Greenhouse Gases emissions inventory and forecast - Adopt an emissions reduction target - Conclude the Climate Action Plan for reducing emissions - Develop a report card on climate action - Amend Official Community Plan for Bill 27 Compliance	- Implement policies and measures identified in Climate Action Plan - Implement the report card on climate action and integrate to one report card	- Monitor, verify and report on results
	1.2.4 Review the eleven objectives of Environmental Strategy	- Complete a review of the Environmental Strategy and prioritize outstanding initiatives for Council approval - Monitor on report card	- Maintain report card to ensure initiatives and funding are being addressed	- Maintain report card and conduct funding review
	1.2.5 Implement sustainable land use policies	1.2.5a - Develop for Council approval Terms of Reference for a Parks and Open Space Master Plan including a review of past park plans - Begin developing the Parks and Open Space Master Plan that includes policies and measures to maximize the community value of park land and open spaces (Additional Funding: \$55,000 for specialized consultant expertise, one time) - Complete Sports Field Master Plan	- Complete balance of Parks and Open Space Master Plan and recommend for adoption (Additional Funding: \$40,000 for specialized consultant expertise, one time) - Develop an inventory and a map of invasive species in District parks in support of the development of an invasive species policy	- Begin implementation of Parks and Open Space Master Plan - Complete invasive species policy and develop for Council approval a budget to implement the invasive species policy

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
		1.2.5b - Develop for Council approval Terms of Reference for the Hollyburn Ridge Cabins long term study - Commence long term study and present to Council recommendations arising from the study (Additional Funding: \$40,000 for specialized consultant expertise, one time)	- Implement approved recommendations	- Continue implementation, monitor and adjust, as necessary
		1.2.5c - Review and recommend to Council revisions to Blasting Bylaw - See 2011 Milestones	- Complete review of other municipalities' practices to encourage green building construction and green building practices throughout the District - Begin implementation of Green Building Practices Report - Commence plan preparation for future of Upper Lands (Additional Funding: \$30,000 for specialized consultant expertise, one time) - Review and recommend to Council revisions to site grading regulations	- Continue implementation of Green Building Practices Report - Complete plan for future development of Upper Lands - Begin implementation of Upper Lands Study (Additional Funding: \$30,000 for specialized consultant expertise, one time)
1.3 LAND USE AND INFRASTRUCTURE: Encourage diversity in housing, land use and innovative infrastructure within our distinct neighbourhoods to meet changing needs	1.3.1 Implement the recommendations of the Community Dialogue on Neighbourhood Character and Housing Working Group	- Implement Secondary Suites program - Present technical rewrite of the Zoning Bylaw for Council approval - Implement Housing Pilot Program as approved by Council - Recommend to Council revisions to the Zoning Bylaw to be consistent with Community Dialogue on Neighbourhood Character and Housing (i.e. building bulk and massing)	- Continue implementation of Pilot Projects Program - Continue with additional Zoning Bylaw policy rewrites	- Continue with additional Zoning Bylaw policy rewrites
	1.3.2 Initiate Protective Services Development - Police Station Relocation - City Hall Block (see 1.4.2 and 3.4.2)	- Determine the model for delivering the Municipal Precinct redevelopment project – Committee of Council (see 3.4.2) - Prepare a report for Council consideration for redevelopment of City Hall Block including relocation of the Police Station and preliminary business plan - Complete Space Needs Studies - Initiate public consultation on design and business plan - Complete design framework following public consultation - Complete business plan and funding model - Begin architectural plans (Additional Funding provided by Land Development Fund)	- Finalize scope of project including phasing plan - Present to Council Official Community Plan and Zoning amendment bylaws to support the plan	- Complete Rezone, Official Community Plan and Development Permit - Begin marketing residential parcels

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
	1.3.3 Complete and implement the Strategic Transportation Plan (STP) and share in the responsibility for regional transportation/transit	1.3.3a - Complete Strategic Transportation Plan for Council approval - Continue implementing the Council-approved, Cycling Network and Greenway Plan - Complete a Pedestrian Network Plan for Council approval - Provide input to TransLink's North Shore Area Transit Plan	- Continue implementing the STP, as per approved budgets and implement the transit service levels, as funded by TransLink	- Continue implementing the STP, as per approved budgets and implement the transit service levels, as funded by TransLink
		1.3.3b - Prepare for Council consideration pay parking options in District parks and business districts (Additional Funding: \$15,000 for specialized consultant expertise, one time)	- If approved, implement pay parking pilot program - Evaluate the pilot project and develop next steps	- Continue evaluation and develop further recommendations for Council consideration/approval
	1.3.4 Advance construction of the Spirit Trail Greenway project	- Complete construction of Spirit Trail from Park Royal to 13th Street - Complete design and initiate construction of pedestrian/cyclist bridge across Capilano River - Complete design and construction of Spirit Trail along Bridge and Welch Roads to municipal boundary with District of North Vancouver - Initiate public consultation on the western end of Spirit Trail	- Initiate detailed design of the western end of Spirit Trail in consultation with neighbourhoods	- Construct western end of Spirit Trail in consultation with neighbourhoods
	1.3.5 Prepare plan for future Cypress Village	1.3.5a - Commence discussions with British Pacific Properties (BPP) regarding future phasing of BPP owned lands - Commence planning of proposed Cypress Village – in conjunction with BPP and through funding from BPP (timing dependant upon BPP)	- Integrate plan with Upper Lands Study (see 1.2.5c) - Complete Cypress Village Plan	- Implement Cypress Village Plan with future phases of BPP development
		1.3.5b - See 2011 Milestone	- Commence and present to Council District Operations Centre Relocation Study with funding from proposed Land Development Fund	- Begin design and planning for new District Operations Centre location, if applicable
1.4 COMMUNITY LIFE: Enrich community vitality, health and understanding through integrating arts, learning, inter-cultural experiences, and physical activity into our daily lives	1.4.1 Implement Arts, Culture and Heritage Strategy	- Develop an Arts Facilities Master Strategy for Council approval that will identify optimal use of all cultural facilities and programs	- Identify models to achieve resource goals (capital and operational) and models for governance of facilities and launch capital campaigns	- Initiate site projects for facility renewal, development or restoration

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
	1.4.2 Implement the Ambleside Town Centre Strategy	1.4.2a - Initiate 1300 Block Redevelopment - Determine appropriate development model to move the project forward (see 3.4.2) - Confirm new location for the Police Station (see 1.3.2) - Complete design framework document following public consultation (Additional Funding provided by Land Development Fund) - Ensure integration of waterfront from 13 th to 19th Streets with the Ambleside Town Centre Strategy (see 1.4.6)	- Finalize scope of project including phasing plan - Present to Council Official Community Plan (OCP) and Zoning amendment bylaws to support the plan	- Complete Rezone, OCP and Development Permit
		1.4.2b - Develop an Ambleside Streetscape Plan for Council approval dealing with sidewalk standards, street furniture, signage and special events infrastructure and identify costs and funding strategy	- Begin implementation of the Ambleside Streetscape Plan	- Continue implementation of the Ambleside Streetscape Plan
		1.4.2c - Refine the parking strategy	- Implement parking strategy	- Continue implementation of parking strategy
	1.4.3 Ambleside Park Artificial Turf Project	- Obtain legal commitment from community groups for financial contribution towards Ambleside Park Artificial Turf Project (including clubhouse and warm-up field) - Determine business case and community support for provision of parking - Obtain approval to fund and construct parking - Begin construction of new artificial turf field in Ambleside - Begin construction of parking as appropriate	- Complete Artificial Turf Field Project and parking, if appropriate	- Monitor and evaluate Artificial Turf Field Project and parking, if appropriate
	1.4.4 Consider alternative means to expedite development applications	- Review service levels in Planning, Lands, Permits and Bylaws Division and establish for Council approval a policy on developers paying directly for processing services on their development applications	- Implement policy as approved by Council	- Monitor and adjust policy, as necessary
	1.4.5 Advance major development applications, consistent with the District Vision	- Implement and process applications for Evelyn Drive, Rodgers Creek, Sewell's Marina, Safeway Site and Wetmore developments (timing dependant upon applicants) (Additional Funding: \$70,000 towards a staff position, ongoing with recovery through development fees)	- Process applications, as appropriate	- Continue to process applications, as appropriate

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
	1.4.6 Develop a waterfront implementation strategy to enliven waterfront from 25 th Street to Park Royal	- Develop for Council approval a waterfront implementation strategy to integrate previous studies, strategies and plans for 13 th to 19 th Street	- Implement proposed strategy (including phasing, timing and funding), if approved by Council	- Continue implementing strategy and refine, as necessary
	1.4.7 Enhance civic facilities as community hubs (social space)	1.4.7a - Designate for Council approval a "Western Civic Site" encompassing Gleneagles Community Centre, Gleneagles Golf Course and Clubhouse, and Public Safety Building - Recommend for Council approval steps to promote and integrate the Western Civic Site, programs and services - Undertake landscaping work to enhance the definition of the Western Civic Site	- Continue to promote and integrate Western Civic Site - Report to Council on actions taken and community benefits	- Monitor and adjust, as necessary to further promote and integrate the Western Civic Site
		1.4.7b - Develop long term strategy with Seniors' Activity Centre Advisory Board, staff and others to increase membership and participation at Seniors' Centre - Complete the breezeway between the Seniors' Centre and the Community Centre	- Implement long term strategy to increase membership/vitality of Seniors' Centre	- Establish a Western Seniors' hub with the Western Civic Site
		1.4.7c - Develop long term strategies for improving parking conditions, with opportunities for increased parking and better use of existing access and provisions at Central Civic Site and Library and present to Council	- Implement recommendations (including phasing, timing and funding), if approved by Council	- Conduct comprehensive review of effectiveness of implemented recommendations
	1.4.8 Grow community events and gathering opportunities	- Create for Council approval an Events Business Plan that identifies new revenue and sponsorship opportunities, levels of partnership, infrastructure enhancement, business development and economic drivers for the District	- Implement the plan	- Evaluate the plan and adjust, as necessary
	1.4.9 Carry out a successful Olympics and Paralympics experience	- Complete evaluation of District resources required to facilitate West Vancouver's role in the games - Plan and implement successful celebration program including Atrium Activation at the Community Centre and Torch Relay - Provide programming for students during the Games period - Build partnerships with volunteers, business community and regional governments around the Olympic experience	- Continue to build capacity of Community Centre as a community gathering place - Continue to build volunteer capacity leveraging the District's network created from the Olympic and Paralympic Games	- Continue to build on the experience from the Games and plan and implement a successful celebration around West Vancouver's Centennial Anniversary

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
1.5 ECONOMIC STABILITY: Maximize the potential of our economic base and services, balancing the effective long term use of resources for current and future generations	1.5.1 Require high quality developments within the commercial sectors	1.5.1a - See 2011 Milestone	- Undertake economic viability study of commercial nodes (Additional Funding: \$20,000 for specialized consultant expertise, one time)	- Revise Zoning Bylaw and other regulatory programs to implement the study
		1.5.1b - Complete review and documentation of revenue and taxation policies, in order to create a long-term strategy for property tax class multiples and embed this strategy in the Annual Tax Rates Bylaw for Council approval	- Reconsider and update revenue and taxation policies, for Council approval as part of budget process	- Continue to reconsider and update revenue and taxation policies, for Council approval as part of budget process
	1.5.2 Investigate the appropriate level of District support for businesses and business associations	- Report to Council on the rationale of District support for businesses and business associations	- Implement approved recommendations	- Monitor and adjust recommendations, as necessary
	1.5.3 Determine appropriate balance between user-pay for individual services vs. range of services within the property tax rate	1.5.3a - Develop for Council approval a framework for a comprehensive review of the District's approach to fees and charges, in particular a long-term strategy to phase in optimal recovery rates and rationalize subsidies where appropriate	- Continue the annual review of specific fees and charges, including reconsideration of the approach to recovery/subsidy rates	- Conduct the annual review of specific fees and charges, including reconsideration of the approach to recovery/subsidy rates
		1.5.3b - Explore and make a recommendation to Council regarding a potential sport field user funding model	- If approved, incorporate the framework into Parks and Community Services budget planning process and implement	- Evaluate and report on progress
2.1 INTER-GOVERNMENT RELATIONS: Take an active role in regional, provincial and federal issues	2.1.1 Ensure designated Council and staff representation on regional committees and provincial groups, and that corporate goals are represented regionally	- Determine the District goals to be achieved through inter-governmental meetings - Council and CAO to allocate Council and staff time to public and governmental meetings - Council and CAO to analyze the success of the time committed	- Track actual time spent versus allocated time - Monitor effectiveness of the allocated Council/staff time with respect to the goals - Adjust model, as necessary	- Conduct comprehensive review of effectiveness - Adjust goals and allocations as necessary
	2.1.2 Support regional and North Shore planning to advance West Vancouver's interests	2.1.2a - Provide input to Federal, Provincial, Regional, and First Nations governments on projects such as the western extension of the Lower Level Road, Ministry of Transportation and Infrastructure's Blue Bridge Replacement, and TransLink's Bus Priority Lane on Marine Drive at Park Royal	- Continue to provide input to Federal, Provincial, Regional, and First Nations governments and ensure municipal interests are considered	- Continue to provide input to Federal, Provincial, Regional, and First Nations governments and ensure municipal interests are considered

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
		2.1.2b - Provide input to CN Rail regarding rail safety improvements, maintenance requirements, and Spirit Trail issues	- Incorporate CN Rail requirements into operating and capital budgets for consideration as negotiated	- Implement CN Rail requirements as per approved budgets
		2.1.2c - Continue to participate and provide input on Metro Vancouver Regional Growth Strategy	- Begin the development of Regional Context Statement and Housing Action Plan (Additional Funding: \$10,000 for specialized consultant expertise, one time)	- Complete Regional Context Statement and Housing Action Plan (Additional Funding: \$10,000 for specialized consultant expertise, one time)
		2.1.2d - Participate actively in the Library's implementation of InterLINK Strategic Plan and provincial initiatives	- Continue to participate actively in implementation of InterLINK Strategic Plan and provincial initiatives	- Continue to participate actively in implementation of InterLINK Strategic Plan and provincial initiatives
	2.1.3 Enhance intergovernmental relations with First Nations	- Complete for Council consideration an assessment of new First Nations commercial legislation, First Nations development plans and their impacts on developing an effective servicing agreement - Re-commence negotiations on servicing agreement - Council to evaluate District's role in Lower Mainland Treaty Advisory Committee (LMTAC)	- Complete negotiations and enter into servicing agreement - Develop and implement a public consultation process regarding Squamish Nation development	- Implement any required changes arising from the servicing agreement and monitor use of District resources arising from servicing agreement obligations
	2.1.4 Seek partnerships with Federal and British Columbia governments to finance and build effective community infrastructure (asset) and services	2.1.4a - CAO and Director of Finance to participate in joint Regional Administrative Advisory Committee (RAAC) / Regional Finance Advisory Committee (RFAC) study of regional rate-setting, cost allocation and funding models	- Monitor and track progress	- Monitor and track progress
		2.1.4b - Continue quarterly Governance meetings with North Shore stakeholders	- Monitor and assess the benefits of Governance meetings with North Shore stakeholders	- Monitor and assess the benefits of Governance meetings with North Shore stakeholders
2.2 SUSTAINABILITY: Integrate sustainability across the organization	2.2.1 Embed best practices on sustainability throughout all District plans, policies and practices	2.2.1a - Continue to utilize Balanced Scorecard as a tool to address social, economic and environmental goals as the sustainability model for the District - Provide a Balanced Scorecard update in June and December each year with District's Annual Report	- Continue refining Balanced Scorecard and monitor progress of internal teams in achieving multiple sustainability goals	- Benchmark, evaluate and extend model

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
		2.2.1b - Establish standards for energy efficiency in all District facilities, and a framework for establishing a business case approach to retrofit decisions	- Integrate efficiency standards into ongoing facility maintenance standards and schedules, and consider retrofit opportunities as appropriate	- Integrate efficiency standards into ongoing facility maintenance standards and schedules, and consider retrofit opportunities as appropriate
	2.2.2 Develop and implement a Corporate Information Asset Management Plan	2.2.2a - Undertake assessment of existing document and information systems including all media in which information is held and define individual systems and information assets that are stored within those systems to enhance usability and increase staff productivity	- Continue to review document and information systems to identify necessary upgrades and include any new technologies or media - Develop best practices for information asset management based on accessibility, usability and accountability to maximize the use of information resources	- Continue to review document and information systems to identify necessary upgrades and include any new technologies or media - Continue development of best practices
		2.2.2b - Develop framework for information management for long term growth and sustainability (Additional Funding: \$30,000 for specialized consultant expertise, one time)	- Develop and implement Information Asset Management Plan based on framework - Develop policies and procedures (Additional Funding: \$30,000 for specialized consultant expertise, one time)	- Continue development of policies and procedures - Develop and implement monitoring and reporting process for management plan
2.3 INFRASTRUCTURE MANAGEMENT: Develop and maintain District infrastructure throughout the lifecycle	2.3.1 Develop full lifecycle management plans for each class of District assets	2.3.1a - Determine and implement the most effective governance structure for the management of District assets	- Monitor and adjust governance structure, as necessary	- Monitor and adjust governance structure, as necessary
		2.3.1b - Develop lifecycle maintenance and replacement schedules for all categories of District tangible capital assets, and document long-term funding strategies as appropriate	- Continue comprehensive documentation of lifecycle management plans for all asset categories - Continue to integrate long-term funding strategies into long-term financial plans	- Continue comprehensive documentation of lifecycle management plans for all asset categories - Continue to integrate long-term funding strategies into long-term financial plans
		2.3.1c - See 2011 Milestone	- Identify and begin implementation of an appropriate software support tool	- Complete implementation of software support tool and develop appropriate management reports

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
2.4 PARTNERSHIPS: Deliver plans and services through partnerships where appropriate	2.4.1 Develop new partnership opportunities where appropriate	<ul style="list-style-type: none"> - Identify and report to Council services that could be delivered through partnering at an acceptable balance of cost and effectiveness, such as partnering with School District #45, the City of North Vancouver and the District of North Vancouver 	<ul style="list-style-type: none"> - Enter into partnership agreements, as appropriate - Monitor and track progress of partnership agreements - Continue identifying opportunities for partnership 	<ul style="list-style-type: none"> - Enter into partnership agreements, as appropriate - Monitor and track progress of partnership agreements - Continue identifying opportunities for partnership
	2.4.2 Strengthen partnership and service agreements to empower community leadership and governance	2.4.2a <ul style="list-style-type: none"> - Complete Joint Operating Agreement (JOA) renewal with West Vancouver Community Centres Services Society (WVCCSS) for Council Approval - Communicate benefits of governance model at Community Centre and Aquatic Centre to the community 	<ul style="list-style-type: none"> - Implement new Joint Operating Agreement with WVCCSS - Maintain ongoing program of community awareness regarding benefits of the model 	<ul style="list-style-type: none"> - Review Joint Operating Agreement with WVCCSS and consider increasing scope - Continue to maintain ongoing program of community awareness regarding benefits of the model
		2.4.2b <ul style="list-style-type: none"> - Evaluate and update service agreements with historic and new partners including West Vancouver Community Arts Council, Kay Meek Centre, West Vancouver Family Place, etc. 	<ul style="list-style-type: none"> - Benchmark community benefit, report and renew as appropriate 	<ul style="list-style-type: none"> - Evaluate program and adjust, as necessary
	2.4.3 Build capacity for partners to deliver services effectively	<ul style="list-style-type: none"> - Evaluate with the intention to transition to the EComm Wide Area Radio System 	<ul style="list-style-type: none"> - If determined to be appropriate, implement the EComm Radio System and decommission the current radio system (Additional Funding: \$100,000, ongoing) 	<ul style="list-style-type: none"> - Continue to operate EComm Radio System and monitor effectiveness
	2.4.4 Develop capacity to execute emergency planning effectively, including capital and operating requirements	<ul style="list-style-type: none"> - Complete an assessment of capital equipment required for executing emergency plan - Complete an additional two departmental emergency plans (Additional Funding: \$40,000 for specialized consultant expertise, one time) 	<ul style="list-style-type: none"> - Purchase required capital equipment, as identified - Complete an additional two departmental emergency plans (Additional Funding: \$40,000 for specialized consultant expertise, one time) 	<ul style="list-style-type: none"> - Purchase required capital equipment, as identified - Continue the plan development and revise (Additional Funding: \$40,000 for specialized consultant expertise, one time)
	2.4.5 Pursue Public Private Partnerships, where appropriate	<ul style="list-style-type: none"> - Investigate the appropriateness of Public Private Partnerships (PPPs) in District projects 	<ul style="list-style-type: none"> - Negotiate and enter into approved PPPs - Continue to identify appropriate opportunities for PPPs 	<ul style="list-style-type: none"> - Evaluate effectiveness of existing PPPs and adjust, as necessary

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
2.5 RESOURCE ALLOCATION: Evaluate service demand and delivery, then realign resources	2.5.1 Develop and implement appropriate performance indicators to track and manage the delivery of core services by each Division	- Continue to refine divisional metrics that track ongoing services through cross departmental staff team to improve efficiencies and the effectiveness of service delivery	- Continue to perfect the service metric/standards reporting tool and the quality of reporting	- Evaluate program effectiveness and adjust, as appropriate
	2.5.2 Work across divisions to reallocate resources efficiently through an ongoing review process	2.5.2a - Continue to develop Financial Coordinator capability within all divisions, and establish their role within the annual cycle of budgeting and quarterly financial reporting (Additional Funding: \$100,000 towards a staff position, ongoing)	- Develop and implement a Financial Coordinator support and collaboration framework, and implement regular group meetings	- Evaluate framework and adjust, as necessary
		2.5.2b - Evaluate and review the 2002 Cemetery Master Plan and present options for Council consideration	- Begin implementation of approved business plan	- Continue implementation of approved business plan
		2.5.2c - Begin development of the Library's next strategic plan to align with the District's plan	- Complete the Library's strategic plan - Begin implementation of the plan	- Continue implementation of the plan
		2.5.2d - Begin development of the Police Department's next strategic plan to align with the District's plan	- Complete the Police Department's strategic plan and present to Police Board - Begin implementation of the plan	- Continue implementation of the plan
		2.5.2e - Begin development of Fire and Rescue Services 2010-2012 Divisional Plan aligned with District's Strategic Plan - Complete Fire and Rescue Services 2010-2012 Divisional Plan and develop performance metrics	- Complete 2011 metrics and monitor effectiveness and performance	- Complete 2012 metrics and monitor effectiveness and performance - Begin development of Fire and Rescue Services 2013-2015 Divisional Plan aligned with District's Strategic Plan
2.6 SERVICES: Elevate community debate around viable choices	2.6.1 Add value and depth to public outreach and consultation processes	- Work with Council and the Community Engagement Committee to develop a communications strategy that further engages the public and enhances public understanding of District work (Additional Funding: \$20,000, ongoing)	- Implement and refine the communications strategy	- Continue to implement and refine the communications strategy

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
3.1 COLLABORATION: Advance cross departmental collaboration	3.1.1 Identify and allocate appropriate staff to formal cross departmental work teams	- Utilize the Balanced Scorecard to dedicate appropriate resources for cross departmental work teams that recognizes commitments, deadlines and communication	- Monitor effectiveness of system and adjust, as necessary	- Monitor effectiveness of system and adjust, as necessary
	3.1.2 Provide more efficient clerical support to Working Groups	- Assess clerical support requirements for Community Engagement Committee and Working Groups and implement a Committee Clerk system <i>(Additional Funding: \$60,000, ongoing)</i>	- Monitor and adjust, as necessary	- Monitor and adjust, as necessary
3.2 EXCELLENCE: Attract the best and implement strategies for growth and retention	3.2.1 Establish Performance Measurements that focus on performance and integration that finds the right balance between challenge and achievability	- Implement an enhanced performance measurement system and manageable work plans linked to the corporate and divisional Balanced Scorecards - Align the organization to the Corporate Balanced Scorecard strategies	- Monitor and continue to refine the enhanced performance measurement system as appropriate	- Monitor and continue to refine the enhanced performance measurement system as appropriate
	3.2.2 Invest in programs, practices and services to attract, develop and retain talent	3.2.2a - Conduct a comprehensive compensation survey to benchmark compensation levels against the public, private and not for profit sectors to ensure that the District implements competitive compensation practices at an appropriate level including consideration of models such as pay for performance to retain and attract talent <i>(Additional Funding: \$30,000 for specialized consultant expertise, one time)</i>	- Implement the results of the approved compensation program	- Identify and address items which interfere with ability to attract and retain talent
		3.2.2b - Develop and implement District-wide system to ensure adequate and timely feedback on employee performance	- Monitor and adjust system, as necessary	- Monitor and adjust system, as necessary
		3.2.2c - Initiate the search and hiring of Chief Librarian	- Task complete	- Task complete
		3.2.2d - Review structure of Financial Services Division and begin implementation of recommended changes - Initiate the search and hiring of Director of Financial Services	- Continue implementation as required by review of Financial Services Division	- Evaluate and continue implementation as required by review of Financial Services Division

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
3.3 LEADERSHIP: Increase community & staff capacity for leadership	3.3.1 Initiate a range of engagement recognition initiatives to inspire and measure civic commitment	<ul style="list-style-type: none"> - Identify and institute (re-institute) community recognition awards program (across multiple disciplines) via the Community Awards Committee <i>(Additional Funding: \$5,000, ongoing)</i> - Identify and enhance volunteer participation through community recognition awards programs 	<ul style="list-style-type: none"> - Evaluate effectiveness and adjust to maintain a focus on recognition 	<ul style="list-style-type: none"> - Achieve and maintain excellence in community recognition
	3.3.2 Continue to utilize the Innovation Fund to support professional development and succession planning	<ul style="list-style-type: none"> - Continue BCIT Leadership Program - Ensure that staff performance reviews are linked with appropriate professional development plans 	<ul style="list-style-type: none"> - Continue BCIT Leadership Program - Ensure that staff performance reviews are linked with appropriate professional development plans 	<ul style="list-style-type: none"> - Continue BCIT Leadership Program - Ensure that staff performance reviews are linked with appropriate professional development plans
3.4 INNOVATION: Emphasize best practices from private and public sectors	3.4.1 Determine optimal structure for delivering District Capital programs	<ul style="list-style-type: none"> - Deliver a first principles report to Council to guide the development of Capital projects and programs of the District 	<ul style="list-style-type: none"> - Embed approved principles into capital projects 	<ul style="list-style-type: none"> - Monitor effectiveness of model and adjust, as appropriate
	3.4.2 Establish the Land Development Fund and determine the appropriate governance model to maximize community value of District lands	<ul style="list-style-type: none"> - Create Committee of Council to examine appropriate corporate structure to maximize development of District lands and District involvement in the management of the projects - Determine scope of work - Determine resource and funding requirements - Seek Council approval - If approved, develop model for implementation - Implement 	<ul style="list-style-type: none"> - Review and revise, as necessary 	<ul style="list-style-type: none"> - Review and revise, as necessary
4.1 MAXIMIZE RESOURCES: Identify and evaluate all additional revenue streams	4.1.1 Identify alternative sources of revenue	4.1.1a <ul style="list-style-type: none"> - Develop a policy to ensure that a business case is developed to optimize revenues from new facilities prior to construction 	<ul style="list-style-type: none"> - Implement the facilities business case as capital projects are proposed within capital plans consideration 	<ul style="list-style-type: none"> - Evaluate and adjust, as necessary
		4.1.1b <ul style="list-style-type: none"> - Develop a policy for District lands and facilities to ensure that lease rates balance current market rates and community benefits - Implement the policy when new leases are prepared or when existing leases come up for renewal <i>(Additional Funding: \$100,000, ongoing)</i>	<ul style="list-style-type: none"> - Continue implementation as opportunities arise - Revise the policy, as necessary 	<ul style="list-style-type: none"> - Continue implementation as opportunities arise - Revise the policy, as necessary

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
	4.1.2 Maximize new and existing revenues, grants, gifts, etc. from all potential sources, viewing property taxation as the "revenue of last resort"	- Following the annual revenue review, establish areas for further review, and investigate future feasibility of viable funding sources as appropriate and report to Council for recommendation within the following year's budget	- Investigate selected funding sources for future implementation, as appropriate	- Investigate selected funding sources for future implementation, as appropriate
	4.1.3 Optimize community amenity contributions consistent with community goals	- Prepare for Council approval a Community Amenity Contribution Allocation Policy	- Monitor and revise Policy, as necessary	- Monitor and revise Policy, as necessary
	4.1.4 Maximize contributions from Development Cost Charges (DCCs)	- Establish a cross-departmental working group to review the appropriate role for DCCs within the overall scope of infrastructure finance	- Draft new bylaws to implement recommended charges (Additional Funding: \$50,000 for specialized consultant expertise, one time)	- Monitor and revise structure, as necessary
4.2 OPTIMIZE FINANCIAL TOOLS: Develop a sustainable financial framework for asset management	4.2.1 Redesign the annual budget process to align with initiatives of the Strategic Plan	4.2.1a - Redesign budget initiatives to be consistent with long term capital plan - Standardize and document the schedule and process for development of base case budgets to include emphasis on activity based budgeting and internal allocations	- Refine the annual budget process as appropriate, incorporating improvements identified from an evaluation of the prior year's budget process	- Refine the annual budget process as appropriate, incorporating improvements identified from an evaluation of the prior year's budget process
		4.2.1b - Refine the budget model to capture 3 year operating detail in alignment with the District's Strategic Plan	- Continue to refine the budget model, as appropriate	- Continue to refine the budget model, as appropriate
		4.2.1c - Integrate the annual cycle of budgeting and interim reporting through to year end financial statements – including appropriate timing for cyclical Divisional service level reviews	- Refine the specifics of the annual budget and financial reporting cycle, to incorporate improvements identified from an evaluation of the prior year's experience	- Refine the specifics of the annual budget and financial reporting cycle, to incorporate improvements identified from an evaluation of the prior year's experience
		4.2.1d - Establish a format and schedule to achieve an in-depth review of service levels by division/department as an alternative to incremental budgeting (Additional Funding: \$50,000 for specialized consultant expertise, ongoing at \$20,000 for successive years)	- Schedule core-based service level reviews for selected divisions to present at Finance Committee - Implement recommendations for annual budget process as appropriate	- Schedule core-based service level reviews for selected divisions to present at Finance Committee - Implement recommendations during annual budget process as appropriate

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	2010 MILESTONE	2011 MILESTONE	2012 MILESTONE
	4.2.2 Integrate life cycle management best practices within multi-year capital plans	4.2.2a - Ensure 3, 5 and 20 year capital plans support the District's Strategic Plan	- Continue to develop asset management best practices and ensure integration with current capital plans	- Continue to develop asset management best practices and ensure integration with current capital plans
		4.2.2b - Conduct review of appropriateness of current funding envelopes for infrastructure maintenance <i>(Additional Funding: \$30,000 for specialized consultant expertise, one time)</i>	- Begin implementing changes identified from review	- Continue implementing changes identified from review
	4.2.3 Develop and implement a comprehensive framework for asset management that balances needs of long term capital plan	4.2.3a - Complete documentation of Tangible Capital Asset (TCA) inventories and ongoing TCA procedures	- Update annually for new additions/disposals	- Update annually for new additions/disposals
		4.2.3b - Begin to develop and implement appropriate maintenance standards for existing assets, and identify component replacement schedules	- Continue to develop and implement appropriate maintenance standards for existing assets, and identify component replacement schedules	- Continue to develop and implement appropriate maintenance standards for existing assets, and identify component replacement schedules
		4.2.3c - Develop annual reporting on high level asset condition assessments	- Issue Condition Assessment Report	- Evaluate Condition Assessment Report and adjust, as necessary
4.3 MEASURE SERVICE COSTS: Demonstrate value for money in all our services	4.3.1 Develop ongoing awareness internally and externally of the costs and value of the District's various services	4.3.1a - Publish Balanced Scorecard bi-annually as a means of demonstrating community value	- Evaluate community response to Balanced Scorecard deliverables	- Continue to perfect community deliverables
		4.3.1b - Begin to develop the concept of a "Value for Services" section in the District's Annual Financial Report	- Continue to develop the concept of a "Value for Services" section in the District's Annual Financial Report	- Publish a "Value for Services" section in the District's Annual Financial Report