



Leaders at the Core of Better Communities

2010 Annual Awards Program

Program Excellence Awards Nomination Form

Deadline for Nominations: March 12, 2010

Complete this form (sections 1 and 2) and submit with your descriptive narrative.

SECTION 1: Information About the Nominated Program

Program Excellence Award Category (*select only one*):

- ☐ Community Health and Safety
- ☐ Community Partnership
- ☐ Community Sustainability
- ☒ Strategic Leadership and Governance

Name of program being nominated: Strategic Leadership and Governance Award

Jurisdiction(s) where program originated: District of West Vancouver, British Columbia, Canada

Jurisdiction population(s): District of West Vancouver, British Columbia, Canada

Please indicate the month and year in which the program you are nominating was fully implemented. (Note: All Program Excellence Award nominations must have been fully implemented by or before January 31, 2009, to be eligible. The start date should not include the initial planning phase.)

Month: January Year: 2009

Name(s) and title(s) of individual(s) who should receive recognition for this award at the ICMA Annual Conference in San José, California, October 2010. (Each individual listed MUST be an ICMA member to be recognized.):

Name: Mr. Grant McRadu

Title: CAO Jurisdiction: West Vancouver

Name: Mayor Goldsmith-Jones

Title: Mayor Jurisdiction: West Vancouver

Name: _____

Title: _____

Jurisdiction: _____

SECTION 2: Information About the Nominator/Primary Contact

Name of contact: Brent Leigh

Title: Deputy CAO

Jurisdiction: West Vancouver

Street address: 750 - 17th Street

City: West Vancouver

State/Province: British Columbia

Zip/Postal Code: V7V 3T3

Country: Canada

Telephone: 604 925-7003

Fax: 604 925-5999

E-mail: bleigh@westvancouver.ca

2010 ICMA Strategic Leadership and Governance Award

West Vancouver's Strategic Plan and Execution Strategy

What makes some communities more purposeful? How can the collective aspirations of a populous be identified and pursued consistently over time? These are the questions West Vancouver Council asked just over a year ago, and set a process in place to achieve it.

In the fall of 2008 a uniquely purposeful Council was elected in this waterfront mountain town of 45,000 that boasts the highest per-capita income in Canada. They were clear in their desire to set a community based strategic plan, but more so that it be concluded with a performance measurement system that ensured the goals set would be monitored and measured to success.

It was an equally unique brand of management who wanted to define and drive those results through extensive community consultation and tooling that ensured a transformational Vision and Mission moved deep into the strategic initiatives and work plans.

Finally, it was a uniquely empowered and dedicated Strategic Planning Working Group, made up of talent in the community, that drafted and drove the Vision and Mission and saw that Council's aspirations were linked to an engaged populous.

The following outlines the steps and deliverables which will see West Vancouver move with redevelopment of its waterfront commercial center along with 56 other strategic initiatives - developed and monitored through a balanced scorecard.

This clarity and consistency of purpose is unique in local government and came about through strategic leadership and governance.

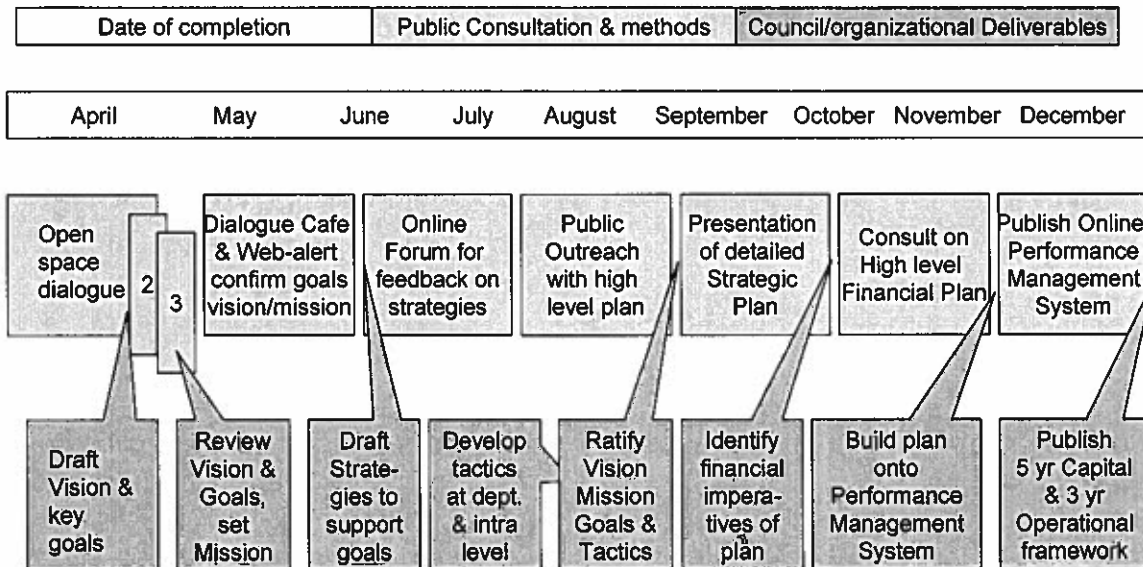
1.1 Direction Setting Phase:

In December 2008 Council stated goals were as follows:

- Set long term goals & vision
- Reflect the imperative of climate change in policies
- Diversify tax base
- Fulfill the aspirations of the Ambleside Waterfront Plan
- Focus on child and elder care
- Optimize asset base potential while responding to current economy
- Demonstrate "added value" provided by municipality
- Support alternate housing forms while retaining community character
- Support Spirit Trail and alternate transportation

Council committed to a strategic plan in February 2, 2009 and in March 23, 2009
Council endorsed the schedule shown below.

West Vancouver Strategic Plan 2009 End to End Process



1.2 Public Consultation Phase

The public consultation phase of the Strategic Planning process centered around four large scale public meetings. In April two "Open Space" meetings, each a day in duration, generated five key topic, or goal, areas. The June "World Café" meetings explored each of these topics; the output of which was considered as long term strategies were developed.

1.3 Strategy Development Phase

The five topics that came out of the April *Open Space* meetings were considered carefully and questions for each of these topics (noted below) were developed to be explored in June *World Café Meetings*.

- Environmental Stewardship
- Community Vibrancy
- Social Services and Diversity
- Housing and Neighbourhoods
- Economic Stability

Each of these topics were expanded to a series of related questions. The exploration of these questions held at the West Vancouver Community Center on June 5th and Gleneagles Community Center June 3rd provided direction on each of the questions noted below.

1.4 Strategic Planning Working Group commence their work:

The Strategic Planning Working Group met weekly from June 6th to the year end. In general terms they considered the following:

- Ratified the terms of reference for the Working Group and developed a work plan;
- Reviewed the Public Consultation process and concluded it to be thorough;
- Reviewed the public meeting records and clarified the goals that arose from the topic areas discussed in public meetings;
- Considered vision and mission language arising from the public consultation;
- Consulted with many groups and individuals to provide a publicly vetted vision and mission to Council.

Through those several meetings and drafts, the Strategic Planning Working Group, submitted 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

1.5 Tooling the Strategic Plan

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.

On October 19 a report was presented to Council entitled: *Final Draft Vision / Mission and Tools Completing Strategic Plan*. Presented within that document was a Strategy Map, which was devised collaboratively between Council and management. The Strategy Map is comprised of 18 Corporate Objectives that fall within four perspectives: the Community Perspective (reflecting the five goals within the mission), the Organizational/Operational Perspective, the People, Skills and Motivation Perspective and the Financial Perspective (see attached Strategic Plan).

Utilizing the 18 Corporate Objectives staff developed a Balanced Scorecard comprised of 56 Strategic Initiatives, also in the attached Plan. The Balanced Scorecard was approved by Council and moved forward with the budget to create an ongoing performance measurement of Strategic Initiatives.

The organization met both by department and in plenary several times in the development of the Balanced Scorecard. After extensive discussion and collaboration, the document put forward to Council was a reflection of both aspirations arising from the community consultation and managements detailed knowledge of what can be achieved and when. Management committed to report progress to the community semi-annually, which will continue to drive the delivery of the goals over the long term.

In summary, the Balanced Scorecard, together with the Vision, Mission and Strategy Map represent a suite of documents that provide both long term vision and effective management tools for the tracking and delivering community goals.

The Districts Community based Strategic Plan 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 goals ensures the most effective model for sustainability is maintained over time.

We respectfully submit that the clarity, efficiency and purposefulness of the plan and process described above can act as a model for other communities and is worthy of ICMA Strategic Leadership and Governance recognition.