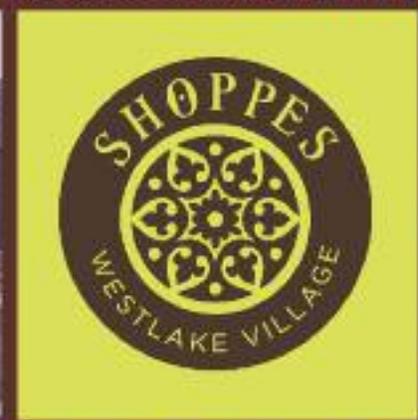




2025 STRATEGIC PLAN



CITY OF WESTLAKE VILLAGE
2025 STRATEGIC PLAN

CITY OF WESTLAKE VILLAGE 2025 STRATEGIC PLAN

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EXECUTIVE SUMMARY



The Westlake Village Yacht Club is one of the largest inland yacht clubs in California.

EXECUTIVE SUMMARY

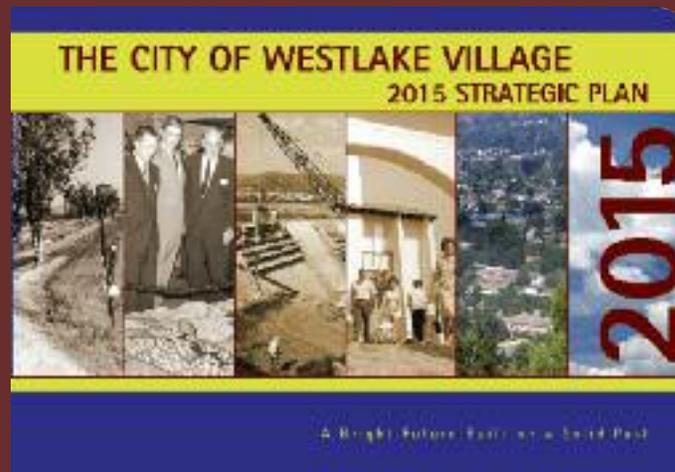
UPDATE OF THE CITY'S ORIGINAL STRATEGIC PLAN

The City of Westlake Village's 2025 Strategic Plan is the second plan created from a series of long-range planning exercises that the City has undertaken in the past eleven years. In 2006, the City Council adopted the City's first strategic planning document called the 2015 Strategic Plan.

This report represents a comprehensive review and update of the City's original 2015 Strategic Plan. The purpose of this effort is to afford the City Council and the residents of the community the opportunity and the ability to:

- take a snapshot of the City's status;
- evaluate progress toward achieving previously established goals and objectives;
- identify new and/or emerging local and/or regional trends;
- assess the dynamics at work in both the City organization and the community that can affect the delivery of City services and programs (SWOT analysis: Strengths, Weaknesses, Opportunities, and Threats);
- establish new and/or revised priorities (core values); and
- develop new goals and objectives for addressing those priorities.

The end result of this review is an updated City strategic document with a ten-year horizon titled the 2025 Strategic Plan.



The City's 2015 Strategic Plan was adopted in 2006. It identified four core values that were essential in carrying out the 2015 Vision.

For ease of reference and a brief synopsis of this report, the following highlights are presented in this Executive Summary.

PROCESS USED TO UPDATE THE 2015 STRATEGIC PLAN AND TO CREATE THE 2025 STRATEGIC PLAN

The process encompassed the use of a citizens' committee appointed by the City Council with assistance provided by City staff. This effort was supplemented by a community survey (refer to Section 2 of this report).

CITIZENS' COMMITTEE'S VIEWS ON THE VALUE OF A STRATEGIC PLAN

The citizens' committee determined that the City's strategic plan yields results; serves as an invaluable policy and managerial tool; provides a "road map" for maneuvering around changes in the community; responds to citizens' needs; helps to improve communication between residents and the City Council; ensures accountability in the expenditure of City resources; and fosters "community building" (refer to Section 3 of this report).

OVERVIEW OF THE EXISTING 2015 STRATEGIC PLAN

The City's 2015 Strategic Plan was originally developed and organized into three volumes. Volume One contained various strategic planning terms, the City's first SWOT analysis, a vision statement and core values. Volume Two identified seven strategic goals, and Volume Three summarized the results of the City's first-ever community survey (refer to Section 4 of this report).

To understand how the seemingly disparate elements of the City's strategic planning process relate to each other, the following illustrates the "final product" showing the relationship among the key strategic planning elements:



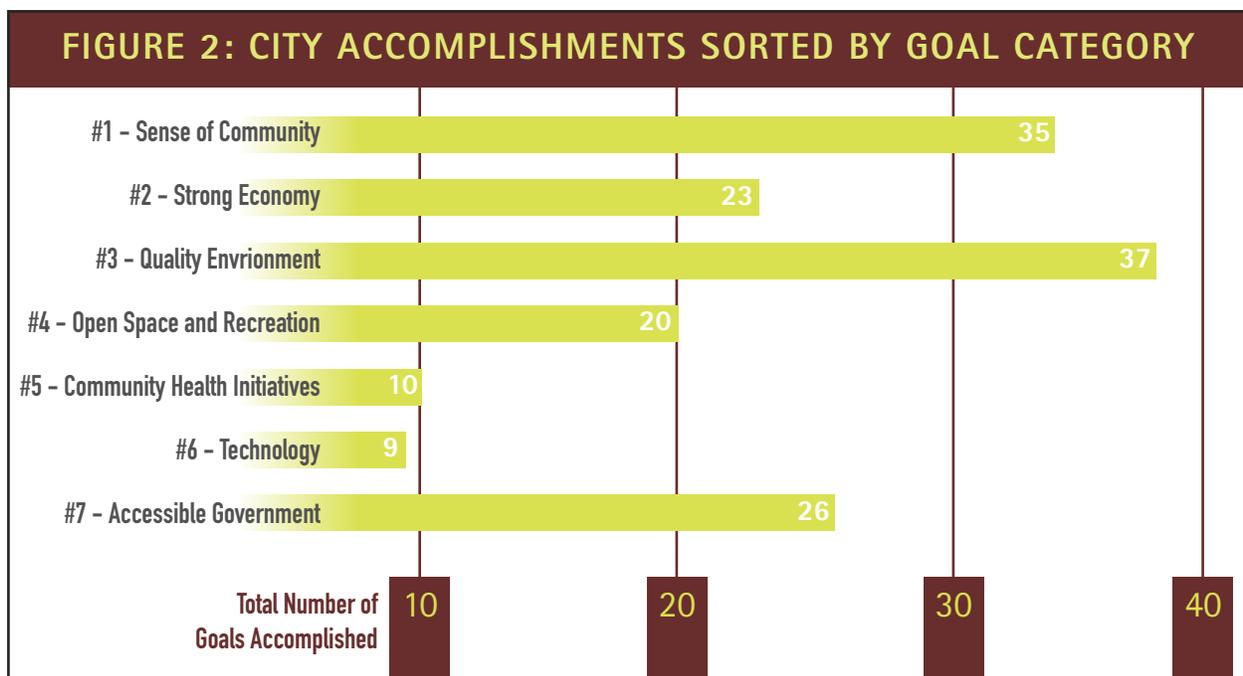
CITIZENS' COMMITTEE'S PERSPECTIVES ON THE CITY'S ORIGINAL STRATEGIC PLAN

During its deliberations, the citizens' committee concluded that the City's strategic planning document is an important and significant tool in ensuring that Westlake Village remains a very special and unique community. Also, while the citizens' committee embraced the phrase "the city in the country" used so often in describing the community in the original 2015 Strategic Plan, the consensus of the committee members was that this phrase may not be as germane today given the nature of the community as it currently exists: a city that is virtually built-out, no longer in the country, and surrounded by other cities and suburban areas. Lastly, the citizens' committee also undertook a "strategic" look at how Westlake Village "matched up" against other communities by reviewing a recent study that identified eight characteristics common to vibrant and resilient cities across the country. Not surprisingly, the citizens' committee concurred that all eight characteristics—in one manner or another—were identified with Westlake Village. The eight characteristics are described as follows: unique city story; effective civic leadership at all levels; public/private partnerships; revitalization projects; proximity to universities and colleges; strong local schools; municipal flexibility and openness to innovation; and political civility and decorum (refer to Section 5 of this report).

CITY ACCOMPLISHMENTS OVER THE LAST DECADE INFLUENCED BY THE 2015 STRATEGIC PLAN

Since the adoption of the 2015 Strategic Plan in 2006, the City has undertaken numerous projects and programs that have been either directly or indirectly influenced by the Plan's original seven strategic goals. By associating various accomplishments with the seven goals, trends and patterns can be gleaned concerning the City's priorities and expenditures of resources over the last ten years. For example, the highest number of accomplishments, totaling 37, revolved around Goal #3 (Quality Environment). This was followed by Goal #1 (Sense of Community) with 35 accomplishments (refer to Section 6 of this report).

The chart below highlights these findings in further detail:



AGE DISTRIBUTION AND ENVIRONMENTAL SCAN

In order to revise the original 2015 Strategic Plan and to create a meaningful updated strategic document, it is important to understand how the community's population and demographics have evolved since the adoption of the original Plan. To accomplish that task, the citizens' committee reviewed changes in age distribution over the last decade, and it also examined other important data through an "Environmental Scan." This revealed that while the City's population growth has remained static, the community has experienced a shift toward an aging population. During the last decade, the median age rose 9.2%, from 44.6 to 48.7 years. What does this portend for the City in the future? The key issue with an aging population is how it will affect the types of City services needed in the future, and whether such services should be thoughtfully addressed in the City's 2025 Strategic Plan.

In terms of other selected data, the City's median household income was determined to be substantially above that found in Los Angeles County, as were home values. Additionally, during the last ten years, the City's General Fund revenues increased by 80%, its operating position as measured by the uncommitted General Fund reserve grew to over \$5 million, and expenditures on capital projects witnessed a significant increase from \$3.3 million in 2005 to approximately \$8.8 million in 2014. Based on these metrics, the City's long-term financial outlook remains strong, particularly in light of an additional revenue stream created by the new commercial project on Russell Ranch Road, The Shoppes at Westlake Village (refer to Section 7 of this report).

LAND USE CHANGES

Several Westlake Village features prominently mentioned in the original 2015 Strategic Plan addressed the community's small town charm and quality setting. These characteristics were often expressed with phrases like "master-planned community" and "well-planned balance of land uses." Over the last ten years, has the City remained faithful to the vision in the 2015 Strategic Plan which stressed compliance with the City's General Plan? The citizens' committee believed that it has, and it further noted that Westlake Village has evolved to reflect a desire for additional goods and services, through commercial development, rather than additional residential and employment centers. The citizens' committee also pointed out that while the City is primarily built-out, this does not mean that development in the community has concluded. Several aging business parks, coupled with the vacant former Westlake Hospital property, are ripe for redevelopment. This suggests that the City's 2025 Strategic Plan should serve as a guidepost when future redevelopment applications are processed to ensure that whatever is approved and redeveloped will adhere to the vision of what the community wishes to be like in the next decade (refer to Section 8 of this report).

2025 STRATEGIC PLAN "SWOT" ANALYSIS

The citizens' committee conducted a session called a SWOT analysis examining the City's Strengths, Weaknesses, Opportunities and Threats. Performing this analysis can be helpful in developing a strategic plan that maximizes the City's strengths, minimizes its weaknesses, takes advantage of opportunities and limits threats. This same exercise was conducted in 2005 as part of the development of the City's original 2015 Strategic Plan (refer to Section 9 of this report).

The following represents a sampling of some of the comments offered by the citizens' committee under each of the four categories:

Strengths: small town charm; great place to raise a family; incredible physical setting; safe and quiet neighborhoods; excellent school district; thoughtful and active residents; accessible, responsive and dedicated City staff; strong financial base; excellent City services; cultural events such as concerts in the park; and a collaborative community.

Weaknesses: scarcity of affordable housing; dearth of activities for younger residents; insufficient broadband services to serve both residents and businesses; aging community demographics; and absence of a comprehensive traffic management program.

Opportunities: "live/work" housing to attract younger individuals and families; recreational opportunities such as a bowling alley, ice rink, etc., to improve the local "night scene"; expanded trolley transportation program; additional sidewalks and bike paths to enhance the movement of pedestrians and bicyclists and reduce traffic; additional cultural events; renovation of the "county line shopping center"; and the addition of entrepreneurial businesses to attract younger residents to live and work in the community.

Threats: severe lack of adequate broadband coverage; aging public works infrastructure; safety issues associated with lack of sidewalks in certain areas of the City; potential loss of one or more major retail businesses in the future; and new water use restrictions.

2025 STRATEGIC PLAN MISSION STATEMENT

In its evaluation of the 2015 Strategic Plan, the citizens' committee concurred with staff that one essential element missing from the original document was a "mission statement." A "mission statement" essentially states what the City's organization does, what services and programs it provides, why it provides them and for whom. It is a comprehensive statement that articulates a clear purpose of the organization. With this in mind, the citizens' committee prepared the following "mission statement" for inclusion in the City's 2025 Strategic Plan (refer to Section 10 of this report):

"It is the City's mission to deliver effective and efficient public services, programs and projects in partnership with the community. The City is dedicated to the following: providing a safe and welcoming community; ensuring a high quality of life for its residents; preserving and enhancing the unique physical character of the community; fostering an inclusive and informed citizenry; meeting service demands through quality customer service with a commitment to excellence and innovation; and promoting a prosperous economic environment."

2025 STRATEGIC PLAN VISION STATEMENT

A "vision statement" articulates where the residents of a community want its City to be at the end of a certain time period. It builds upon the City's identity, incorporates those elements which are unique and coincide with the mission, and reflects a long-term picture of a desired future. Typically, the following criteria are met when deciding what should be included in a "vision statement": does it provide a clear picture of the organization's present and future?; is the "vision statement" challenging, inspiring and believable?; and will the "vision statement" positively contribute to the City's overall mission? With this background, the citizens' committee "fine-tuned" the original "vision statement" contained in the 2015 Strategic Plan with the following replacement statement geared toward the year 2025 (refer to Section 11 of this report):

"The City of Westlake Village is a unique master-planned community with a special small town charm characterized by an incredibly high quality of life, a beautiful and picturesque setting, and a strong sense of identity, pride, high expectations and standards. The community features safe and quiet neighborhoods coupled with a vibrant, balanced economy of commercial and office centers. Westlake Village's residents care deeply about their City and fellow neighbors, and they are actively engaged in many aspects of community life.

In 2025, Westlake Village will look and feel much like it does today both from a "physical" perspective with its beautiful, natural setting and well-maintained streets, landscaping, and infrastructure, and from a "community spirit" point of view with residents who will be connected to, and supportive of, their small, unique one-of-a-kind town. Over the next ten years, the City will continue to mature and age gracefully as it reaches its 45th birthday. During this period, the City will place significant emphasis on maintaining and enhancing its hallmark features, most notably of which are its high quality of life, its vibrancy and small town charm, its preservation of open space, parks and public gathering areas, and its outstanding public services, programs, and capital projects. Westlake Village will also continue its unequivocal support of the local school district and the one public neighborhood school within its boundaries. Additionally, the City will be mindful of twenty-first century challenges, including information technology, that lie ahead by staying abreast of emerging opportunities and tapping into them, where feasible, for the collective benefit of its residents and businesses. Lastly, the City will remain forward thinking and entrepreneurial in its approach to governing and land-use planning, and it will remain steadfast in its commitment to partner with its residents in order to continue to preserve, protect and advance the overall safety and well-being of the community."

2025 STRATEGIC PLAN CORE VALUES

In reviewing the existing core values, or guiding principles, contained in the 2015 Strategic Plan, the citizens' committee concluded that the updated 2025 Strategic Plan should include both "external" community core values found in the original Plan as well as "internal" City organizational values that were missing in the original Plan (refer to Section 12 of this report).

The "external" community core values identified by the citizens' committee included the following: public safety; quality of life; active and involved citizenry; unique setting; education; economic development; collaboration; effective local government; and balance of land uses. The "internal" City organizational core values encompassed the following: dedication to service; excellence; fiscal responsibility; transparency and openness; honesty, integrity and accountability; contract service orientation; and teamwork.

COMMUNITY SURVEY RESULTS

To assist the citizens' committee in its efforts to update the 2015 Strategic Plan, a community survey was administered in January, 2016, by True North Research, a firm that specializes in public sector surveys. Broadly defined, the survey was designed to do the following:

- gauge residents' perceptions on the quality of life in the City;
- measure residents' overall satisfaction with the City's efforts to provide municipal services, and their satisfaction with a variety of specific services;
- gather opinions on select topics including parks and recreation, special events, and land use;
- identify how residents prioritize among a list of potential programs, projects, and capital improvements;
- examine the effectiveness of the City's communication with residents; and
- collect additional background and demographic data that is relevant to understanding residents' perceptions, needs, and interests.

The key survey findings were organized around topical areas used in the body of the survey. These areas included the following: quality of life, City services, parks and recreation, former Westlake Hospital site; spending priorities, communication, and staff and governance (refer to Section 13 of this report).



Following the attacks of September 11, 2001, the City unveiled a special plaque at Los Angeles County Fire Station 144 on Foxfield Drive. The "UNITED WE STAND" bronze plaque pays tribute to the civilians and public safety personnel who perished on that terrible day.

2025 STRATEGIC PLAN GOALS

Following the completion of all of the tasks undertaken in the update of the 2015 Strategic Plan, the citizens' committee developed recommended goals, objectives and potential programs/strategies for the 2025 Strategic Plan (refer to Section 14 of this report which also lists detailed objectives and potential programs/strategies for each goal). Eleven key goals were identified as follows:

- 1 Public Safety: Protect the health, welfare and safety of residents.
- 2 Quality of Life: Preserve the community's high quality of life, vibrancy and small-town charm through adherence to the 2025 Strategic Plan's mission and vision statements, core values and goals.
- 3 Civic Involvement and Collaboration: Encourage citizen participation, civic mindedness and collaboration.
- 4 Economic Vitality: Promote economic growth and development.
- 5 Educational Support: Support local public education.
- 6 City Setting: Preserve and enhance the City's unique setting.
- 7 Fiscal Stability: Ensure the viability and soundness of the City's finances.
- 8 Balance of Land Uses: Undertake advance land use planning to ensure a continuation of a balance of land uses within the community.
- 9 Information Technology: Promote and foster information technology.
- 10 Housing Opportunities: Promote housing opportunities to accommodate all segments of the community including young adults, families and seniors.
- 11 Accessible and Effective Government: Operate a highly accessible and transparent local government, meet the needs of the community in an efficient and effective manner, and promote civic education and multi-level community leadership.

FINDINGS AND RECOMMENDATIONS

The citizens' committee offered four key recommendations to implement the 2025 Strategic Plan. First, it was suggested that the City Council review the 2025 Strategic Plan goals and programs at its goals' session each year, and adopt those deemed most appropriate for implementation in that given year. Second, it was recommended that the City Council consider the 2025 Strategic Plan core values in all of its actions and decisions in order to advance the Plan's long-range vision of the community. Third, using the 2025 Strategic Plan community survey as base information, the citizens' committee recommended that the next such survey be conducted in 2020. Lastly, it was suggested that, when appropriate, the City Council appoint advisory committees to assist in addressing and/or refining 2025 Strategic Plan programs and strategies in the future (refer to Section 15 of this report).

S E C T I O N



INTRODUCTION



This unique City entry monument sign was designed in 2005. Six such monuments are located at various entry points into the City welcoming residents and visitors alike.

S E C T I O N



INTRODUCTION

A lot can happen in a city in ten years! Changes over time can result in the need for a city to meet new challenges, to redouble efforts to provide efficient and effective services when faced with doing more with less, and to be vigilant in anticipating emerging trends and needs of its citizens. What are some of the changes that can wreak havoc on a community that is caught “flatfooted” and unprepared to deal with the future? They can run the gamut: demographic shifts; emerging land uses; development in neighboring jurisdictions and the unintended consequences of that development; emerging technologies; aging city-owned infrastructure; downturns in the economy; state and federal mandates for services without funding support; natural disasters causing damage to public and private properties; turnover in city staffing and elected officials and the accompanying loss of “institutional memory”; and the list goes on.

There seems to be no shortage of “threats” to a city which is why the notion of strategic planning is so very important. The essence of strategic planning is a long-term, usually multi-year, road map comprised of a set of goals and objectives that helps a city successfully and proactively move forward from where it presently is to where it wants to be in the future. Along the way, a well-prepared strategic plan anticipates challenges as well as “threats” so that a city isn’t caught “flat-footed” when, not if, changes occur over time.

However, city strategic planning is more than just a good “business” practice or a worthy public policy pursuit, it is simply good management. If done correctly, strategic planning has the power to transform today’s visions into tomorrow’s realities. It has the ability to be a tangible reflection of the community’s spirit, its culture, and the essence of what makes a community a truly special place for its residents.

Recognizing the above, something very unique occurred in Westlake Village eleven years ago. As Westlake Village was nearing its 25th anniversary of cityhood in 2004, the City Council realized it was an ideal opportunity for the City to not only celebrate this anniversary but also to take stock of the community by looking ahead to develop a multi-year road map of the City’s future. This look into the future resulted in the development of the City’s first-ever strategic document, the 2015 Strategic Plan. This “blue print” of the future carried with it a ten-year horizon, and, at the time, painted a picture of the community as it existed then, and described what our residents hoped to see in the decade ahead and perhaps beyond.

Fast forward to today. The future, once envisioned in the 2015 Strategic Plan, has arrived. Ten years have passed since the adoption of the document. As a result, the City Council has called for a comprehensive evaluation and update of the original 2015 Strategic Plan. To accomplish the task, the City Council appointed a twelve-member citizens' committee which evaluated the original Plan, updated it with current information, and recommended changes and additions where needed. The result of this process is the City's new 2025 Strategic Plan.

What follows is a comprehensive report addressing the work effort of the citizens' committee over the last year. The report includes the following sections: Section 2: the process involved in reviewing the 2015 Strategic Plan (Plan); Section 3: the citizens' committee's perspectives on the value of a strategic plan; Section 4: an overview of the City's original Plan; Section 5: several thoughts and perspectives offered by the citizens' committee on the original Plan; Section 6: an evaluation of the major City accomplishments influenced by the original Plan; Section 7: the results of an "environmental scan" of the community since the adoption of the original Plan; Section 8: a look at the major land use changes in the community since adoption of the original Plan; Section 9: a new "SWOT" analysis added to the updated Plan; Section 10: a new "mission statement" incorporated in the updated Plan; Section 11: a revised "vision statement" for the updated Plan; Section 12: a revised set of core values for inclusion in the updated Plan; Section 13: the results of a community survey administered in January, 2016; Section 14: a listing of revised strategic goals, objectives and potential programs/strategies for inclusion in the updated Plan; and Section 15: a summary of the citizens' committee's findings and conclusions.



The City's annual City Celebration brings the community together for a fun day of rides, food, drink and attractions. It also serves as a valuable fund-raiser for White Oak Elementary School.

S E C T I O N

2

CITIZENS' COMMITTEE PROCESS



The Westlake Village Civic Center was completed in 2002. The complex houses City Hall, the Daniel C. Ludwig branch of the Los Angeles County Library, and two community rooms used daily by a variety of groups and organizations.

S E C T I O N

2

CITIZENS' COMMITTEE PROCESS

PROCESS USED TO CREATE THE ORIGINAL 2015 PLAN

The 2015 Strategic Plan was adopted following a comprehensive study undertaken over an approximate two-year period beginning in 2004. This included the initial guidance and assistance from an outside consulting firm, the services of which were later replaced by the City Manager. The process also saw the City Council appoint a twelve-member citizens' committee to tackle the project. The City Council's instructions to the committee were simple and straightforward: be creative, think outside the box, and use your talents, skills and experience to plan what you would like this community to be like in ten years. In addition to the work of the citizens' committee, the planning process also included several focus groups as well as a community workshop. In the end, this project came together and functioned seamlessly resulting in the preparation of the City's first-ever strategic document, which was subsequently adopted by the City Council in 2006. The plan addressed a ten-year time horizon; hence, it was called the 2015 Strategic Plan.

NEW CITIZENS' COMMITTEE APPOINTED TO UPDATE THE 2015 PLAN

Time has a way of passing by quickly, and with the realization that the City's target year associated with its strategic document was approaching, the City Council established as one of its annual goals in 2014 to initiate a new process to refresh and update the 2015 Strategic Plan. To move the process forward, the City Council opted to appoint another twelve-member citizens' committee to take on this task. The committee was appointed in September, 2014 and included two City Council members and ten residents: Mayor Ned Davis; Mayor Pro-Tem Susan McSweeney; Kris Carraway-Bowman; Paul Ferrone; Brooke Gabbey; Amy Jones-Brink; Eric Larson; Ray Pearl; Mary Kate Smith; Marty Sturman; Joe Vona; and Lisa Wildermuth. Just as with the original process, the City staff was again asked to lead, coordinate and oversee the work of the citizens' committee.

CITIZENS' COMMITTEE MEETINGS AND DELIBERATIONS

The citizens' committee kicked off its work effort with an initial meeting in mid-January, 2015 which was followed by a series of eight meetings through May. After a brief summer hiatus, the citizens' committee met twice in October and finished its deliberations with a final, wrap-up meeting in February, 2016. During this period, the committee carefully reviewed the original 2015 Strategic Plan and updated virtually every element of the document. This effort also included a residents' satisfaction survey conducted by the firm of True North Research (refer to Attachment 1 for copies of the citizens' committee's meeting agendas).

S E C T I O N

3

VALUE OF STRATEGIC PLANNING



Aerial view of Westlake Lake and Island. Approximately half of the Island is located in the City of Westlake Village, Los Angeles County while the other half is situated in the City of Thousand Oaks, Ventura County.

S E C T I O N

3

VALUE OF STRATEGIC PLANNING

Why do a strategic plan? Some may see it as another soon-to-pass management tool, complete with trendy jargon. Others may see it as a challenge to their existing roles and feel that a strategic plan devalues their prior contributions. While others may suggest that no matter what one says on behalf of strategic planning, change will not be embraced.

So, why does a city need a strategic plan in the first place? The answer to this question is an appropriate starting point in the review and update of the City's 2015 Strategic Plan. Here are a few of the reasons offered by the citizens' committee as to why such a plan is important to the City:

STRATEGIC PLANNING YIELDS RESULTS: A strategic plan provides a realistic, workable framework that stresses a foundation of constant improvement and enhancement of the services and essential functions of our City: to preserve, maintain and protect our citizens' health, welfare and safety.

STRATEGIC PLANNING IS AN INVALUABLE POLICY AND MANAGERIAL TOOL: Balancing short-term as well as long-term City operations and programs with defined, and often limited, resources may be complex and difficult to achieve. Our City's 2015 Strategic Plan has served and continues to serve as a guidepost toward which City Council policy decisions are made and resources are allocated in the context of the Plan's "Mission Statement" and "Core Values." This helps ensure that the actions and decisions of the City Council are consistent with the principles most important to its residents—such as maintaining the quality of life so highly valued by the community.

STRATEGIC PLANNING IS ADAPTABLE TO A "CHANGING ENVIRONMENT": A well-prepared multi-year plan will inevitably be affected by changing internal and external factors, or threats and challenges. This is precisely why such plans are so valuable and why the City's strategic planning document is so important: it is designed as a road map of the future with goals and objectives that help the City proactively travel and maneuver around future changes and "road blocks." Therefore, the City's update of its 2015 Strategic Plan needs a framework that is flexible enough to accommodate change, while at the same time, strong enough to adhere to its basic vision, mission and objectives. The new 2025 Strategic Plan will need to include those capabilities.

STRATEGIC PLANNING IS RESPONSIVE TO CITIZENS' NEEDS: A successful strategic plan includes those priorities that are important to our citizens. With that in mind, the City's original 2015 Strategic Plan included a first-ever residents' survey undertaken in 2004. The objectives of the survey were twofold: (1) to better understand what residents value most about Westlake Village; and (2) to use the information gained through the community assessment to help develop a strategic planning document that would help guide planning, policy, and service-related decisions in the future.

To update the results of the initial survey, a second one was undertaken in 2010 which provided invaluable information in understanding residents' opinions on a host of issues relevant to the City's 2015 Strategic Plan. A third survey was recently commissioned, and the results and findings are outlined later in this report.

STRATEGIC PLANNING NARROWS THE COMMUNICATION GAP: Dialogue among all effected parties ensures a narrowing of potential communication gaps. Strategic planning is a participatory tool that cannot function well unless there is a two-way, open exchange of ideas involving our citizens, the business sector, local schools, etc., and all levels of government—both elected officials and staff.

STRATEGIC PLANNING HELPS ENSURE ACCOUNTABILITY: With government dollars shrinking and public sentiment advocating for more fiscal prudence, a strategic plan with defined goals and measurable objectives in place can help ensure that government funds are used in a prudent manner.

STRATEGIC PLANNING FOSTERS "COMMUNITY BUILDING": By taking great care in encouraging and involving our residents' participation in the development of a strategic plan, the process can foster a sense of "public" ownership over the community's future.

Our City's strategic plan translates into much more than just a written outline of the future. A host of practical and subtle benefits also arise from the document. On the practical side, our strategic planning document, by virtue of its structure and content, has the ability to enhance municipal efficiency, effectiveness and decision-making. On the more subtle side, a successful strategic plan that has been crafted by our citizens has the ability to unify and empower our residents to stay connected with our City. It conveys our community's values and reinforces the partnership that exists between our citizens and their local government.



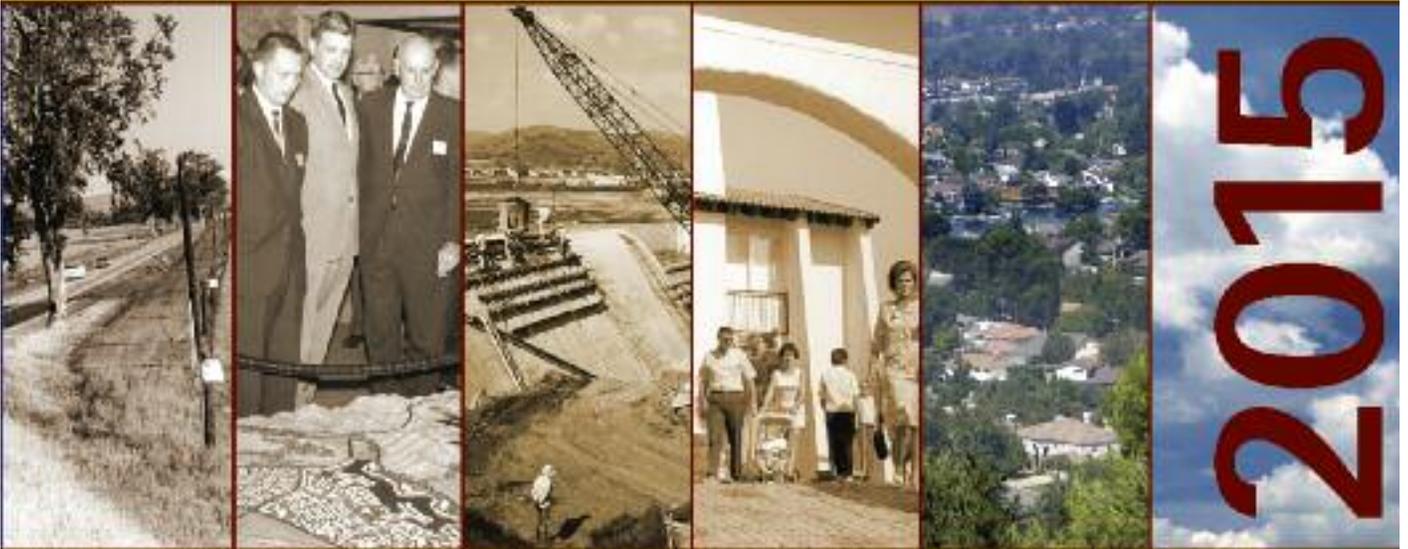
Participants line up for the Twilight Fun Run at the annual Westlake Village City Celebration.

S E C T I O N

4

OVERVIEW OF THE ORIGINAL 2015 STRATEGIC PLAN

THE CITY OF WESTLAKE VILLAGE
2015 STRATEGIC PLAN



A Bright Future Built on a Solid Past

In addition to establishing four core values, the 2015 Strategic Plan contained seven goals which have been undertaken over the last ten years.

S E C T I O N

4

OVERVIEW OF THE ORIGINAL 2015 STRATEGIC PLAN

ORGANIZATION OF THE ORIGINAL PLAN

The City's 2015 Strategic Plan was originally developed and organized into three volumes: *Volume One: 2015 Visioning, Westlake Village Style*; *Volume Two: 2015 Strategic Goals, Objectives and Programs*; and *Volume Three: 2015 Residents' Survey Results* (refer to Attachment 2 for a copy of the 2015 Strategic Plan in its entirety). This division into multiple volumes was undertaken purposely and by design for three reasons. First, the content of the overall plan fit naturally into three separate volumes. Second, given the lengthy nature of the plan, dividing it into three elements allowed interested readers the option of selecting which element of the report was of most value without having to peruse the entire plan. Finally and most importantly, it was felt that Volume One should be a "stand alone" document since the City's vision and core values, unlike the goals, objectives and programs, would not likely change over the ten-year life of the plan.

Volume One defined various strategic planning terms, addressed the history and demographics of the City, reported on the results of a "SWOT" analysis identifying the community's "strengths," weaknesses," "opportunities" and "threats," presented a vision statement, and reflected four core values that helped define the quality of life in Westlake Village.

Volume Two identified seven strategic goals along with accompanying objectives and strategies.

Volume Three summarized the results of the residents' survey, or community assessment, which was designed to: gauge residents' perceptions of the quality of life in the community; identify key issues of concern by residents; measure residents' overall satisfaction with the City's efforts to provide municipal services; and assess residents' prioritization of capital and service improvements.

CONTENT OF THE ORIGINAL PLAN

The City's 2015 Strategic Plan consisted of several elements typical and customary of most strategic plans including a vision statement, values, goals, and strategies as defined below.

A vision statement is a descriptive narrative of what the community's residents want their city to become. Often written in the present tense, vision statements use evocative and descriptive language to convey what residents want their community to be like at the end of a certain time period. It should paint a clear picture as well as be inspiring and believable. The City's 2015 Strategic Plan included the following vision statement:

"Westlake Village is a "city in the country" where residents are actively engaged and involved in the life of the community. Over the years, a well-conceived master plan, shared values, and a balanced economy (i.e., residential, commercial) have fostered a strong sense of identity and a uniquely high quality of life. This combination of elements will continue to drive City residents to build upon their successes as they address the opportunities and challenges of the future.

In 2015, Westlake Village will continue to be a well-functioning community with an innovative, welcoming and environmentally-friendly business climate, ample and accessible open space and recreational areas, well-maintained, safe and connected neighborhoods, and a vibrant city center. It will be a community that provides opportunities for everyone—from young to old—to fully enjoy and actively participate in community life."

Values are statements that indicate the qualities and norms that residents hold as important and significant, and they help define the quality of life in the community. The City's 2015 Strategic Plan identified four core values:

- 1 **Quality Setting:** Westlake Village is a peaceful, safe, self-contained suburban community that is characterized by a well-planned balance of distinct neighborhoods, business centers, commercial areas, open space, parks and other public amenities.
- 2 **Engaged Lifestyle:** Our community promotes and supports an active lifestyle, personal growth, lifelong learning and public service.
- 3 **Collaborative:** Our citizens, homeowners associations, and City government work together guided by a sense of civic responsibility, teamwork, pride, civility and neighborliness.
- 4 **Responsive Local Government:** Our local government respects the essential wisdom and integrity of the master plan in addressing the future needs of our community. In so doing, our leaders are open to innovation, attend to detail, and remain responsive to the desires of the citizenry.

Goals are the "milestones" the City aims to achieve that evolve from strategic topical areas or issues. They transform issues into specific performance targets with measurable and verifiable outcomes. The City's 2015 Strategic Plan identified seven goals:

- 1 Sense of Community: preserve and maintain the "city in the country" sense of community.
- 2 Strong Economy: preserve and enhance the City's strong economic base.
- 3 Quality Environment: maintain and enhance the City's infrastructure and other public improvements.
- 4 Open Space Preservation and Recreation: preserve open space and enhance recreation opportunities.
- 5 Community health initiatives: become a model City promoting lifelong "community health."
- 6 Technology: promote and foster the use of innovative technologies to improve quality of life.
- 7 Accessible Government: create a seamless, accessible local government and an effective decision-making process.



Although Westlake Village hosts numerous cycling and running events, this rider has the tree-lined canopy on Agoura Road all to himself.

THE FINAL PRODUCT

To understand how the seemingly disparate elements of the City's 2015 Strategic Plan relate to each other, **Figure 1** below illustrates the "final product" showing the relationship among the key strategic planning elements.

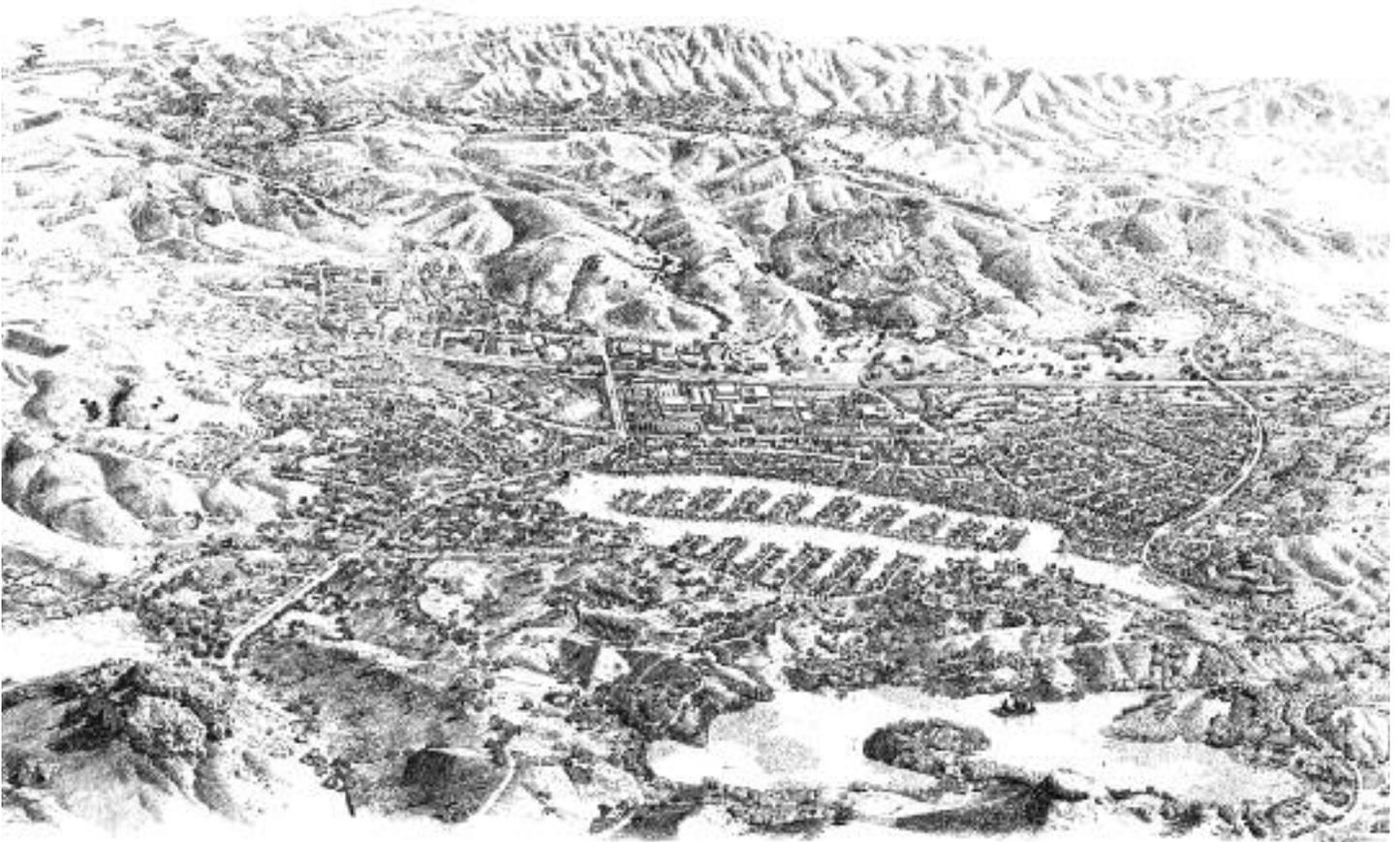


As highlighted above, the "final product" has a number of elements starting with the overall vision statement which, when coupled with the City's mission statement and core values, is the main driver influencing a process that sees the development of goals, objectives and strategies designed to achieve a future vision over a predetermined time period. Key to this process is the City Council's annual planning session when an action plan is established for the year to move the City forward in achieving its future vision. The graphic above also illustrates the idea that the City's strategic plan is a dynamic process requiring evaluation and monitoring to ensure that objectives and strategies are being effective in meeting the strategic plan's goals. This is achieved through quarterly City Council study sessions devoted to evaluating the progress of the annual action plan and to making adjustments in objectives and strategies, as necessary.

S E C T I O N

5

CITIZENS' COMMITTEE'S PERSPECTIVES ON
THE ORIGINAL 2015 STRATEGIC PLAN



Original "Pen and Ink" drawing
of Westlake Village community
as envisioned by artist
Carlos Diniz in 1966.

5

CITIZENS' COMMITTEE'S PERSPECTIVES ON
THE ORIGINAL 2015 STRATEGIC PLAN**"THE PAST IS THE PAST" AND THE CHALLENGE AHEAD IS TO ENSURE WESTLAKE VILLAGE REMAINS SPECIAL AND UNIQUE.**

In its deliberations and review of the City's 2015 Strategic Plan, the citizens' committee made it abundantly clear that it believed the strategic document was, and continues to be, an extremely valuable planning tool. The Plan identified core values important to its residents, and it provided both a long-term vision and a set of goals designed to retain and to enhance the unique characteristics and quality of life so highly valued by its residents.

As one of the early planned communities in this country, the citizens' committee also felt that Westlake Village is at a unique crossroads as it about to celebrate 35 years as an incorporated city. By many standards and metrics, Westlake Village is viewed as a safe, well-managed community with excellent public facilities and services. But as the saying goes, "the past is the past," and there is no guarantee in the future that Westlake Village will retain the characteristics that make it such a wonderful place to live, work, and recreate. That is why the citizens' committee believes the update to the City's original strategic document is critical: it needs to set the "bar" extremely high so that future City Council actions and decisions will be made in the context of the residents' vision of the City's future.

IT'S IMPORTANT TO BE MINDFUL OF THE CITY'S HISTORY, BUT IS THE PHRASE "CITY IN THE COUNTRY" SO PROMINENTLY MENTIONED IN THE 2015 STRATEGIC PLAN, STILL APPLICABLE TO WESTLAKE VILLAGE IN 2015?

This was a question posed to the citizens' committee, and the topic was discussed and debated at several early committee meetings. In addressing the matter, the citizens' committee tackled the subject by first trying to understand the background on this phrase including when and why it was applied to Westlake Village. This was followed by a discussion as to whether this moniker was still applicable to Westlake Village some 35 years after incorporation. There was universal agreement among the citizens' committee members that the answer to this question was important in helping set an appropriate vision of the City for the next ten years.

According to long-time residents, the "city in the country" phrase originated shortly after construction of the community's first neighborhood, aptly named First Neighborhood, when realtors coined the term to lure and attract potential home buyers from southern California to visit and relocate to this area. Over time, this phrase gained "traction" and it became a commonly recited description of the community, and for good reason. In the late 1960s and early 1970s, the Conejo Valley, including the area that would eventually become the incorporated Westlake Village, was very much undeveloped and in the "country." Over the course of a decade or two and as Westlake Village began to develop and mature first as an unincorporated area and subsequently as a newly incorporated city, this notion of a "city in the country" also became somewhat of a self-fulfilling prophecy. With each passing year, the community developed into something even more unique and special. It evolved into a truly welcoming place with a wonderful small town charm and character, where family values and a sense of community were of paramount importance to its residents. Indeed, to this day, it is not uncommon to overhear residents returning home after trips to countries around the world say that there is no finer community anywhere than Westlake Village.

In addressing the question as to whether the City should continue to use the phrase "city in the country" to describe Westlake Village, the preponderance of opinion among the members of the citizens' committee is that it may not be as germane today given the nature of the community as it currently exists: a city that is virtually built-out, no longer in the country, and surrounded by other cities and suburban areas. Yet, each of the members of the citizens' committee believes that while the phrase may no longer be "officially" applicable, it is nonetheless important to remember its genesis and what it stood for so that it remains a guiding principle in any future updates to the City's strategic plan.



Original residents of First Neighborhood were able to pick up various groceries at the "Thriftmart" store in the First Neighborhood center.

HOW DOES WESTLAKE VILLAGE "STACK UP" AGAINST OTHER SMALL AND MEDIUM-SIZED CITIES THAT ARE CONSIDERED VIBRANT AND RESILIENT?

As part of its evaluation of the City's 2015 Strategic Plan, the citizens' committee conducted a "brainstorming" session designed to examine how Westlake Village matched up against other communities in terms of vitality and resiliency. This exercise relied on information from a recent study evaluating a number of small and medium-sized communities in California and across the country that, when faced with the devastating impacts of the Great Recession of 2009, had successfully adjusted to the economic, environmental and technological opportunities and challenges posed by the downturn in economy.¹ The study identified eight features that were common to those communities, and the citizens' committee reviewed these characteristics to ascertain whether they were applicable to Westlake Village. It turns out that all eight features in one manner or another were identified with Westlake Village as described below.

- 1 UNIQUE CITY STORY:** Those cities that are vibrant, resilient and engaged appear to have an interesting characteristic in common. Each city has a unique civic story, or history, that is shared and well-known by many of its citizens. A civic story helps to create a strong sense of community and a bonding of sorts among its residents. In turn, this helps foster a sense of community pride, civic responsibility, and identity which can serve a city well during difficult and challenging times.

In the case of Westlake Village, its story as the "city in the country" helped define its early image of itself and served as a foundation from which the community developed and evolved into a "village" with certain core values that were, and continue to be, important to its residents. The citizens' committee expressed the view that it is important to retain our City's story as it will serve as a reminder and a guiding principle to the community in the future.

- 2 EFFECTIVE CIVIC LEADERSHIP AT ALL LEVELS:** Another characteristic common to vibrant communities is outstanding leadership at all levels; specifically, it involves those individuals who make things happen and who are the "change agents" in the city. At the municipal level, there is such a thing as "official" leaders and "unofficial" leaders. The former typically includes elected officials, such as a city council and school board, and the latter is usually represented by not only the private sector (i.e., local chamber of commerce board of directors) but also by various non-profit organizations active in the community. However, the distinguishing characteristic consistently found in successful communities is that the key leaders in the community tend to cross over between the public and private sectors to work collaboratively to solve problems, tackle issues, and address community needs in a spirit of cooperation.

The citizens' committee's perspective is that Westlake Village measures up nicely with other communities that exhibit this collaborative leadership characteristic. This is demonstrated by the City Council's long history of working closely with numerous leaders in the community represented by homeowners associations, the business sector through the Greater Conejo Valley Chamber of Commerce, neighboring cities participating in the Las Virgenes Malibu Council of Governments, the Las Virgenes Unified School District, and other special governmental districts such as the Las Virgenes Municipal Water District. Additionally, each year the City enters into partnerships with local non-profit organizations. This sees the City work with the leaders of these organizations, culminating in the allocation of City funding approved by the City Council to help support needed services in the community.

¹The study called *American Futures: Secrets of the Most Resilient Cities and Regions* was undertaken by James Fallows, author and National Correspondent for "The Atlantic."

3 PUBLIC/PRIVATE PARTNERSHIPS: A common thread running through those cities that successfully adjusted to the Great Recession of 2009 was their penchant for developing public/private cooperative partnerships. This is a model of governance that is gaining greater acceptance among local governments across the country as cities deal with increasing service demands in the face of static and, in many cases, dwindling budgetary resources. Turning to partnerships with the private sector may represent an effective way of meeting those demands, and the benefits can lead to cost savings and improved services.

Since its inception, Westlake Village has operated as a contract city with emphasis on a lean, ten-member cross-trained in-house staff supplemented by contract employees from the private sector. The City also provides a significant number of services via contracts with both public and private sector agencies, such as engineering, legal assistance, street work, landscape design and maintenance, recreation programming, cultural and social services, information technology, transportation programs, and the list goes on. Another example of this collaborative dimension is infrastructure development, as evidenced by the City's long-term agreement with the Triunfo YMCA to develop an approximate 18-acre site to house both a new community park and a YMCA family center. Both the infrastructure costs and the long-term maintenance expenses of the site are being covered through a cost sharing agreement between the two entities.

The citizens' committee readily agreed that Westlake Village serves as an excellent example of a city that provides services and programs through effective public/private partnerships.

4 REVITALIZATION PROJECTS: In many cases, those cities that "weathered" the downturn in the economy beginning in 2009 displayed a track record of successful downtown revitalization and renovation projects. Renovating areas of the community particularly associated with commercially zoned properties brings with it new investments, new business opportunities, and expanded employment, all of which collectively breathe new life and vitality into a community.

As Westlake Village approaches its 35th anniversary of cityhood, it too has a positive track record of revitalization projects. Perhaps the most notable example involves the 30-acre site of the former Burroughs/Memorex facility at the southwest corner of Via Colinas and Lindero Canyon Road. This facility operated until the late 1980s and was subsequently transformed into the Dole World Headquarters building which opened its doors in 1999. This was followed by the development of the Four Seasons Hotel on the remaining undeveloped portion of that site in 2006. Today, both facilities provide hundreds of jobs for the local economy along with significant sales and transient occupancy tax revenues that accrue to the City's General Fund budget.

5 PROXIMITY TO UNIVERSITIES AND COLLEGES: Universities and colleges located in or adjacent to a city often provide a number of benefits to the growth, development and vitality of a local economy. For example, a university in the local area may make that community a more attractive place to live and work as it provides a strong knowledge base and entrepreneurial spirit. In addition, employers are attracted to such an area because of the university's benefits, including university-industry partnerships, business incubators, and well-educated talent pools with graduates filling various workforce positions. A number of cities that fared well during the Great Recession appeared to have this characteristic in common. They too benefited from local or nearby universities and colleges.

Once again, in the case of Westlake Village and other Conejo Valley cities, the region is blessed with several local higher educational institutions including California Lutheran University, California State University Channel Islands, California State University Northridge, Pepperdine University, as well as the University of Southern California and the University of California at Los Angeles. These institutions certainly provide many of the benefits noted above. Indeed, California Lutheran University has a unique presence in Westlake Village with its 18,000 square foot facility located at 31416 Agoura Road which houses a business incubator space and class rooms for students. The space also represents the University's effort to expand local entrepreneurship opportunities.



6 STRONG LOCAL SCHOOLS: What makes communities strong and vibrant? The recent study that examined active and vibrant cities across the country indicates that schools bring a raft of positives to town. In fact, the research suggests a very strong correlation between community satisfaction and quality schools. The better the schools as perceived by residents, the more satisfied residents are with their communities. The explanation rests with the notion that schools function as not just educational institutions, but as community institutions as well. Schools can provide "physical" benefits to the community in the way of public gymnasium space and classrooms that are available for community gatherings. Quality schools also play a significant role in attracting families with school-age children to move to a community and retaining them as long-time residents. In turn, this has a direct and positive impact on local property values. Lastly, schools are where parents in the neighborhood get involved, and this creates a social network that helps build "community." Given these benefits, schools represent a rich collection of specific resources which can result in the strengthening of the social and economic fabric of the entire community.

In its deliberations, the citizens' committee unequivocally concurred that one of the most valued characteristics of Westlake Village is its strong local schools which, for the reasons noted above, contribute mightily to the overall strength and vitality of the community.

7 MUNICIPAL FLEXIBILITY AND OPENNESS TO INNOVATION: Cities that responded well to the great recession appeared to be flexible, nimble, and quick to respond to challenges. They also displayed an organizational culture that valued innovation and entrepreneurship. Commercial skills and business acumen are not unique to the private sector, and, if applied correctly, they can help municipalities thrive, innovate, and transform public services, programs and projects.

What counts as innovation and entrepreneurship in practice is open to interpretation. It takes on different meanings depending on the context. In the case of Westlake Village, its delivery of services since incorporation has consistently revolved around a cross between the “contract city” model and a private sector “business” model. On one hand, the City provides all of the municipal services found in most other jurisdictions except that its services are primarily handled by contract with other agencies and the private sector. On the other hand, the City operates internally with only ten full-time staff using a “business” mindset that values collaboration, cross-training, strategic decision-making, innovation, taking advantage of windows of opportunity, efficiency, innovation and change.

Given this orientation, the citizens' committee concluded that Westlake Village compared favorably with other cities that operate with flexibility and innovation in mind.

8 POLITICAL CIVILITY AND DECORUM: Effective governance at the municipal level often requires addressing difficult, challenging and highly charged issues, and reaching consensus on how to deal with such issues. A divided city council or a divided community will face major difficulties in governing and reaching its goals. In many cases, the root cause of such divisions is political “incivility” and a lack of decorum displayed by the community's elected officials and occasionally by some residents. “Incivility” does not mean conflict, dissent, or disagreement; rather, it is about how conflict or disagreement is handled by the elected body. Civility is demonstrated by those who clearly understand their roles and responsibilities and respect the process through the use of effective strategies when working through differences. In other words, civility is a tool for constructively working with strongly held differing views, not a way to silence or ignore them.

Not surprisingly, during the Great Recession cities were required to address and resolve many difficult and challenging issues. Those that successfully maneuvered through difficult times typically shared another characteristic in common: they manifested political civility and decorum allowing the community to stay on track and solve problems in a timely manner.

In its review of this characteristic, the citizens' committee concluded that the focus on civility and neighborliness in Westlake Village since its incorporation has played, and continues to play, an important role in not only shaping the community but also in retaining its small town charm.

S E C T I O N

6

CITY ACCOMPLISHMENTS INFLUENCED BY THE 2015 STRATEGIC PLAN



Planning Area C, the 21-acre site located on Russell Ranch Road, was originally zoned for a large office complex. However, following a lengthy review of a commercial application for the site, the City Council rezoned the property in 2012. This paved the way for the new Shoppes at Westlake Village project which features 376,000 square feet of commercial space along with various site amenities, including the beautiful fountain pictured above.

S E C T I O N

6

CITY ACCOMPLISHMENTS INFLUENCED BY THE 2015 STRATEGIC PLAN

The original 2015 Strategic Plan committee concluded its work on the document approximately ten years ago with the following statement contained in Volume Two:

"We know that in the months and years ahead, there will most certainly be the need to undertake specific actions to implement the vision contained in this report. The 2015 Committee sincerely hopes that this strategic plan helps our City Council and our residents stay on course toward a future which will see Westlake Village remain the "city in the country." In the end, how we align our actions with our values to take us where we want to be in 2015 will serve as the ultimate measurement of our integrity and quality as a community."

MAJOR CITY ACCOMPLISHMENTS BY YEAR

The following list of accomplishments provides a sampling of what has been achieved since the adoption of the 2015 Strategic Plan in 2006.

2006

- City celebrated 25 years of Cityhood with several programs, culminating in a "birthday" celebration at Berniece Bennett Park (reference Goals 1, 4)
- Two City-sponsored town hall meetings held on proposed Lowe's project (reference Goals 1, 2, 7)
- Berniece Bennett Park upgraded including renovated restroom and storage facility (reference Goals 1, 4)
- City website updated and live webcasting of City Council meetings initiated (reference Goals 1, 7)
- Agreement executed between City and Next G to provide infrastructure improvements to help boost cell phone reception (reference Goal 6)
- New ordinance adopted requiring new non-residential development to provide art work for display in public areas or to pay an in-lieu fee as an alternative (reference Goals 1, 3)
- New annual cycling event called "Conquer the Canyons" held in the community for the first time (reference Goal 4)
- Opening of the Four Seasons Hotel occurred paving the way for the Mayor's Annual State of the City Address to be held in the City for the first time (reference Goals 1, 2, 7)
- City's Streetscape Master Plan developed leading to several new improvements involving the renovation of the ivy slope area on Lindero Canyon Road near The Landing, construction of a new sidewalk and installation of new landscaping in front of St. Jude's Church, and new hardscape and landscape improvements at the southwest corner of Lindero Canyon Road and Agoura Road (reference Goal 3)

2007

- City and Southeast County YMCA entered into an agreement for a joint community park/YMCA project (reference Goals 1, 3, 4)
- City initiated installation of a multi-year centralized, weather-based irrigation controller system to enhance efficiency of irrigating all City-maintained medians, parkways and parks (reference Goal 3)
- City's 25th anniversary gala held at Four Seasons Hotel (reference Goal 1)
- Improvements and upgrades undertaken at Berniece Bennett, Three Springs and Russell Ranch Parks (reference Goals 1, 3, 4)
- Town hall meetings conducted to solicit feedback on proposed "Opus" office project on Russell Ranch Road (reference Goal 7)
- Funding totaling \$72,545 approved for the Las Virgenes Unified School District's technology program (reference Goal 6)
- Landscape improvements undertaken at the southwest corner of Lindero Canyon Road and Agoura Road (adjacent to the WestPark neighborhood), and along Lindero Canyon Road between the Summershore neighborhood and Ridgeford Drive (reference Goal #3)
- New sidewalk master plan reviewed and approved by the City Council (reference Goals 1, 3, 5)
- New crossing guard added at the Foxfield/Saddletree Drive intersection (reference Goal 5)



The Four Seasons Hotel opened in 2006. The City's 25th Anniversary Gala was the first public event held at the hotel.

2008

- Produced the City's first Annual Report for distribution to all households in the community (reference Goal 7)
- Retained the services of ATS, a telecommunications firm, to address potential improvements to cellular wireless services (reference Goal 6)
- Initiated free wireless internet access at the Westlake Village Library (reference Goal 6)
- Completed the Strategic Communication Plan identifying ways in which the City could improve and enhance communication with residents (reference Goal 7)
- Implemented a new "Mass Notification System" to enhance communications with residents in times of emergency (reference Goals 6, 7)
- Approved the conversion of a former research and development building on La Tienda Drive to a new middle school campus (Oaks Christian School) (reference Goal 2)
- Completed design of the Lindero Canyon Road Corridor Improvement project for the eventual addition of a second northbound on-ramp lane next to the Four Seasons Hotel and the extension of the auxiliary lane adjacent to the freeway (reference Goals 2, 3)
- Produced and distributed a new informational brochure to new businesses and prospective residents wishing to relocate to Westlake Village (reference Goals 1, 2, 7)
- Completed the renovation of the Agoura Road medians, from Lindero Canyon Road to the western City limits, by re-contouring the medians, planting new landscaping and installing a new and more efficient irrigation system (reference Goal 3)
- Completed a comprehensive revenue study analyzing potential new City revenue sources (reference Goal 7)

2009

- Launched the CityCare program allowing residents to alert the City of maintenance and/or service concerns (reference Goals 1, 3, 7)
- Commenced grading of the master pad for the new Community Park and YMCA facility (reference Goals 3, 5)
- Entered into an agreement with the Arroyo Group to undertake a multi-year study to revitalize the business park areas north of the freeway (reference Goals 1, 2, 7)
- Retained the services of a legislative firm in Washington, D.C. to represent the City's interests in securing grants and other federal funds (reference Goals 2, 7)
- Initiated construction of the Lindero Canyon Road northbound freeway on-ramp (reference Goals 2, 3)
- Produced a detailed bicycle/pedestrian safety handbook for residents (reference Goals 1, 7)
- Constructed a new reclaimed water line along Thousand Oaks Boulevard to serve the new Community Park site (reference Goal 3)
- Produced a transportation brochure outlining the public transit opportunities available to residents (reference Goal 7)
- Implemented a new student internship program (reference Goal 7)
- Constructed a new sidewalk on Lindero Canyon Road between Thousand Oaks Boulevard and the Guitar Center driveway along with a new bus stop (reference Goals 3,4)

2010

- Acquired the vacant four-acre Ridgeford property (reference Goals 1, 3, 4)
- City Council updated and adopted the City's General Plan Housing Element (reference Goal 5)
- Completed the re-landscaping of the Triunfo Canyon Road median, involving the planting of local drought tolerant shrubs, trees, and other plant material (reference Goal 3)
- Completed construction of the Lindero Canyon Road freeway on-ramp phase (reference Goal 3)
- Completed the grading and site utilities and commenced work on the slope landscaping and pump stations at the new community park site (reference Goals 1, 3, 4)
- Co-hosted the final stage of the "Amgen Tour of California" race (reference Goal 4)
- Created a new City Council Technology Ad-hoc Committee to address matters pertaining to the City's use of technology and the enhancement of such services to residents and businesses (reference Goals 6, 7)
- Supported the Greater Conejo Valley Chamber of Commerce's "Buy Conejo" program (reference Goal 2)
- Participated in the grand opening of the Barkley Pet Hotel and the groundbreaking of the "Stonehaus" on the Westlake Village Inn property (reference Goal 2)
- Sponsored an emergency preparedness seminar at the Westlake Village Civic Center (reference Goals 5, 7)

2011

- Launched a new quarterly "Business Recognition Program" with the Greater Conejo Valley Chamber of Commerce (reference Goal 2)
- Planted and dedicated the "Founders Tree," a 15-foot tall Magnolia tree in the driveway turn-around in the Berniece Bennett Park parking lot (Reference Goals 1, 3)
- Offered for the first time on-line registration for the senior and youth recreation programs (reference Goals 4, 7)
- Completed improvements to the Agoura Road/Lindero Canyon Road intersection encompassing a widened bridge across the flood control channel, installation of new turn lanes along with median landscaping, and traffic signal and utility upgrades (reference Goal 3)
- Purchased and deployed a new speed display trailer to alert motorists of the posted speed limit and their current speed (reference Goal 5)
- Aired a first-ever live two-hour coverage of the City's November general municipal election (reference Goals 1, 7)
- Replanted 30 acres of slopes around the new Community Park/YMCA site (reference Goals 3, 4)
- Conducted a series of special events/programs on the occasion of the City's 30th anniversary (reference Goals 1, 4, 7)
- Completed the La Tienda Drive landscaping and irrigation improvements, and placed approximately 2,500 feet of new fencing along the Lindero Canyon Road flood channel (between Agoura Road and Foxfield Drive) to make way for the eventual construction of a new meandering pathway and landscaping (reference Goals 1, 4)
- Conducted a half-day workshop with residents and business stakeholders on preferred development scenarios for the future North Business Park Specific Plan (reference Goals 1, 2, 3, 4, 6)
- Conducted an "amnesty" program allowing residents to license their unlicensed dogs with no penalty fee during the months of November and December (reference Goal 7)



The annual 4th of July Parade began in 1969. In 2009, the Westlake Village Junior Women's Club asked the City to take over operation of the festive event.

2012

- Approved an application for an approximate 240,000 square foot commercial center (The Shoppes at Westlake Village) on Russell Ranch Road (reference Goals 1, 2)
- Launched the City's updated website (reference Goal 7)
- Hosted the 10th annual City Celebration (reference Goals 1, 4)
- Retrofitted all safety lights at signalized intersections with energy efficient LED fixtures (reference Goals 3, 5)
- Upgraded the traffic signals at the intersection of Lakeview Canyon Road and Agoura Road (reference Goals 3, 5)
- Hosted a community workshop titled "How to Co-Exist with Wildlife" (reference Goal 3)
- Undertook various streetscape projects, including: new landscaping and irrigation system on the Agoura Road and Lindero Canyon Road medians; refurbished bus benches throughout the community; new landscape parkway improvements on Ridgford Drive; and new vine plantings along the Lindero Canyon Road flood control channel (reference Goal 3)
- Constructed new sidewalk sections on Via Colinas, from Lindero Canyon Road to Dole Drive, and on the south side of Agoura Road, between Lindero Canyon Road and Oak Crest Drive (reference Goals 3, 5)
- Completed several park improvements including renovation of the Berniece Bennett Park basketball courts, refurbishment of the Russell Ranch Park tot lot, and installation of retaining walls along the access and exit roads at the Community Park site (reference Goal 3)
- New City Council Manual of Procedures and Practices prepared and adopted by the City Council (reference Goal 7)

2013

- Celebrated the City's 10th anniversary of its summer entertainment series called TGIF (reference Goals 1, 4)
- Commenced construction of the Lindero overpass project (reference Goals 2, 3)
- Approved the overall design of the new community park project and initiated construction of the park's new parking lot which was designed to serve "park and ride" patrons as well (reference Goals 2, 3, 4, 5)
- Launched a new monthly Video Newsletter providing residents with in-depth coverage of City programs, projects and activities (reference Goals 1, 7)
- Approved the application for a new "In-N-Out" Burger restaurant to be located at the Shoppes in Westlake Village commercial center (reference Goals 1, 2)
- Conducted an in-house general municipal election with live coverage of the event on the City's WLTV channel 10 (reference Goals 1, 7)
- Coordinated the Westlake Village Rotary Club Community Service Day involving the planting of new trees on the City's designated playfield at Yerba Buena Elementary School and the painting of storm drain stencils at various catch basins throughout the community noting: "Don't Litter, Drains to Lake" (reference Goals 1, 3)
- Installed 42 new catch basin inlet screens north of the freeway (reference Goal 3)

2014

- Sponsored the inaugural 4th of July fireworks event at the Westlake Golf Course in partnership with the Westlake Village Inn and the Westlake Golf Course (reference Goals 1, 2, 4)
- Adopted an Information Technology Strategic Plan addressing goals and strategies to improve and enhance the use of technology internally (City operations) and externally (City-wide infrastructure within the community) (reference Goals 2, 3, 6, 7)
- Launched the City's new Westlake Village Trolley service during the summer months followed by a return service for six weeks leading up to, and during, the holiday period (reference Goals 1, 2, 4)
- Participated in the grand opening ceremonies at the new Shoppes at Westlake Village commercial center (reference Goals 1, 2)
- Completed Phase I Community Park improvements (west side fields) and commenced work on Phase II (restroom/concession facility, walking trail, basketball courts, skate park, picnic amenities, and tot lot) (reference Goals 1, 3, 4)
- Initiated construction on the final phase of the Lindero overpass project involving the addition of a travel lane in each direction, a designated pedestrian and bike path, custom stonework, and a new City entry mural on the exterior of both sides of the bridge (reference Goals 2, 3)
- Initiated construction on the Agoura Road sidewalk project encompassing an off-road meandering sidewalk on the east side of the street, from Lakeview Canyon Road to Lindero Canyon Road (reference Goals 3, 5)
- Processed and adopted the update of the General Plan Housing Element (reference Goals 1, 2)
- Created a new part-time Community Preservation Officer staff position and hired a candidate to fill the position designed to ensure public compliance with codes and standards within neighborhood, business park and commercial areas (reference Goals 1, 2, 7)
- Assisted three homeowners associations with beautification grants (reference Goals 1, 3)

SORTING OF ACCOMPLISHMENTS BY GOAL CATEGORY

While the above listing of annual achievements is not an exhaustive, all-encompassing inventory of what has taken place since the adoption of the 2015 Strategic Plan, it nonetheless provides a meaningful representation of many of the more significant actions undertaken by the City since the adoption of the Plan. As these actions were influenced by the Plan's original seven strategic goals, it is instructive to numerically sort the various accomplishments by strategic goal. In doing so, it helps identify any trends such as which goals received the greatest attention. It also provides a glimpse into the priorities and expenditures of resources that the City has devoted to programs, projects, and services over the last decade.

Figure 2 below reflects the number of accomplishments associated with each of the strategic goals.



In analyzing the above chart, several observations and conclusions can be drawn from the information. First, the highest number of accomplishments, totaling 37, can be attributed to Goal #3 (Quality Environment). This is not unexpected given the 2015 Strategic Plan's emphasis on the need to preserve and to enhance the special qualities of the community—especially those related to livability, infrastructure, and quality of services and programs. It is no wonder then that many of the City's resources have been dedicated to the goal of preserving and protecting the unique nature and character of the community.

Second, Goal #1 (Sense of Community) tallied slightly behind Goal #3 with a total of 35 accomplishments. Another way of interpreting this is to suggest that the City has placed a great deal of emphasis on programs and projects over the last ten years geared toward maintaining the special small-town charm that has become the hallmark of Westlake Village.

Following Goal #3 were three strategic goals that were clustered together. Goal #7 (Accessible Government) saw 26 accomplishments while Goal #2 (Strong Economy) and Goal #4 (Open Space and Recreation) tallied 23 and 20 accomplishments, respectively. This suggests that since the adoption of the 2015 Strategic Plan the City has placed considerable importance in supporting the business sector of the community, improving the overall efficiency and effectiveness of its local government, and promoting new recreational programming for its residents. Again, the implementation of these strategic goals was viewed by the original 2015 Strategic Plan Committee as vital in carrying out the 2015 Vision Statement.

Finally, the above chart illustrates that Goal #5 (Community Health Initiatives) and Goal #6 (Technology) were at the end of the spectrum with 10 and 9 accomplishments, respectively. Interestingly, although Goal #6 "weighed in" last with the least number of accomplishments among the seven strategic goals, it appears that the subject of technology is beginning to gain greater interest and attention in the community. Of the 9 accomplishments ascribed to this strategic goal, 8 were completed in just the last three years alone. This perhaps conveys the idea that technology, and its many facets, may become even more important and significant to our residents and the private sector in the years ahead.

S E C T I O N

7

AGE DISTRIBUTION ANALYSIS AND ENVIRONMENTAL SCAN



Berniece Bennett Park in the First Neighborhood is an ideal place for everything from a walk to a concert in the park.

S E C T I O N

7

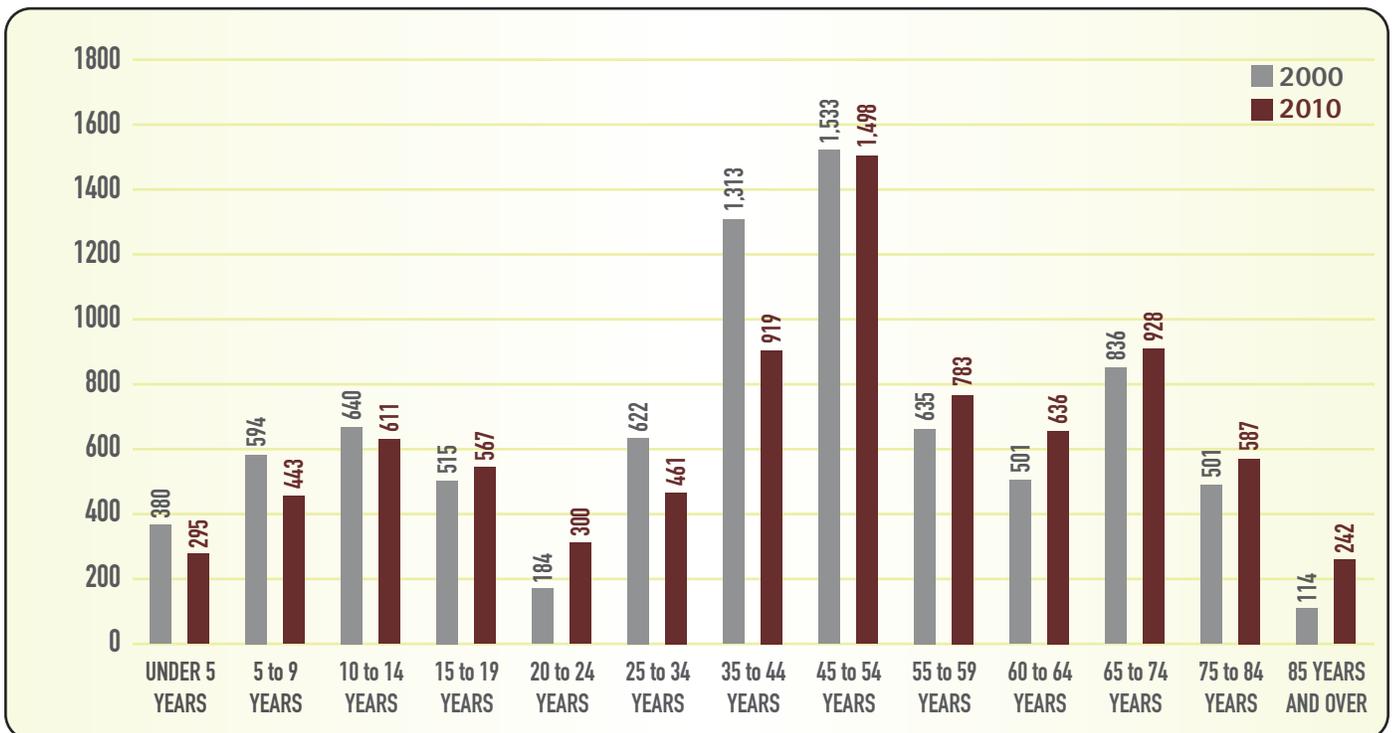
AGE DISTRIBUTION ANALYSIS
AND ENVIRONMENTAL SCAN

To assist the citizens' committee in its review of the 2015 Strategic Plan, an age distribution analysis was performed along with the preparation of an Environmental Scan. The former addressed age-related changes in the community's population while the latter identified several City-related performance standards that have evolved over the last decade since the adoption of the Plan.

The following highlights several of the findings reviewed by the citizens' committee.

POPULATION: POPULATION TRENDING OLDER

Figure 3 below reflects changes in age distribution in the community from the period of 2000 to 2010.



As noted in the bar chart, over the last decade the community experienced a shift with a decrease in age distribution in all but two younger age cohorts from the "under 5 years" of age to the "45 to 54 years" of age brackets. The largest decrease occurred in the "35 to 44 years" of age cohort. It witnessed the largest whole number reduction totaling 394, or 30%. Likewise, this trend reversed with an increase in age distribution beginning with the "55 to 59 years" of age cohort through the "85 years and older" age cohort. Another way of expressing these demographic changes is that the community saw its median age rise 9.2%, from 44.6 to 48.7, in the last decade.

Several points are noteworthy about this demographic change as it relates to the update of the City's 2015 Strategic Plan. The key question with an aging population is how it will affect services delivered by the City in the future, and whether such service needs should be thoughtfully addressed—at least in a broad manner—in the City's strategic plan in the future. For some programs and services, these impacts will be direct and fairly obvious. However, for others, the impact of a changing age structure will be more difficult to identify and address in the years ahead. For example, what kinds of cultural and recreation services will older residents want? Will additional public transit services be required? How will older adults on fixed incomes react to changes in the local economy, inflation and similar economic challenges? Will the older adult population be more, or less, involved in civic matters? What physical changes to the City will be demanded with an aging population (e.g., more handicapped curb cuts for sidewalk accessibility)?

ENVIRONMENTAL SCAN

The Environmental Scan was performed to establish a data and information base to assess changes in several City-related metrics over the last decade. The categories included City demographics, finances, staffing/personnel, services, parks and open space, technology, and community planning. **Figure 4** on the succeeding page presents the information using 2005 as the base year.

DEMOGRAPHICS: The Scan indicates that population growth over the last decade has remained static given the virtual build-out of residentially zoned properties in the community. Therefore, population growth is expected to remain flat in the years ahead. The Scan further reflects a median household income of \$112,083 which represents an approximate 24% increase since 2005. It also demonstrates that Westlake Village's median household income is substantially above the median household income level of \$55,909 in Los Angeles County.

CITY FINANCES: In all categories, the City's finances have seen significant growth in both revenues and expenditures in the last ten years. For example, General Fund revenues grew from \$6.6 million in 2005 to \$11.9 million in 2014, representing an 80% increase. General Fund expenditures increased from \$5.8 million to \$8.2 million, while expenditures on capital projects increased from \$3.3 million to \$7.7 million. Additionally, the City's operating position as measured by its uncommitted General Fund reserve also witnessed significant growth during the last decade. As of the end of the 2013-14 fiscal year, the reserve totaled over \$5 million. These trends point to a robust and healthy set of City finances which has been driven by fairly significant increases in revenue from both sales and transient occupancy taxes since 2005. The City's long-term financial outlook remains strong, particularly in light of a new revenue stream recently created by the opening of the commercial project on Russell Ranch Road, The Shoppes at Westlake Village.

ENVIRONMENTAL SCAN

CATEGORY	2005	2014
PERSONNEL		
	Full-time – 9	Full-time – 10
	Part-time –3	Part-time - 5
	Total - 12	Total - 15
DEMOGRAPHICS		
Population	8,840	8,386
Population Age Changes	See Figure 3	See Figure 3
Median Household Income	\$90,599 (2000 Census)	\$112,083 (2010 Census)
FINANCIAL (in millions)		
General Fund Expenditures	5.8	8.2
Capital Improvement Program Expenditures	3.3	7.7
Total Revenues	8.4	18
General Fund Revenue	6.6	11.9
Sales Tax Revenue	2.8	3.8
Year-end balance for all revenue funds	14.2	15.4
ECONOMIC (per capita)		
Revenue	\$ 955.02	\$1,441.38
Sales tax	\$ 337.67	\$ 428.66
State Subventions (revenue/ grants from other governments)	\$ 66.39	\$ 86.45
Expenditures	\$ 674.06	\$ 930.64
Public Safety expenditures	\$ 186.01	\$ 259.53
Transit occupancy tax	\$ 79.33	\$ 323.77
ECONOMIC (as a percentage)		
Operating position (100% City broke even, less than 100% City has operating surplus)	76%	65%
Capital Expenditures as a % of total General Fund expenditures	27%	113%
Total building permit revenue as a % of General Fund Revenues	24%	6%
CITY SERVICES (Cultural/Recreation Programs)		
TGIF summer season	6 events	7 events
Saturdays in the Park	Not offered	3 events
Senior recreation program	53 classes	105 classes
Summer recreation program	19 programs	48 programs
Westlake Village Reads	Not offered	Annual, began in 2009
Westlake Village Trolley	Not offered	Started in 2014, summer and holiday periods
Westlake Village Library Chalk Art	Not offered	Annual, began in 2009
4th of July Parade	Not offered	Annual, began in 2009
4th of July Fireworks Show	Not offered	First year offered
PARKS/OPEN SPACE		
	16 acres (5 parks)	34.5 acres (6 parks–added New Community Park and Ridgeford site)
TECHNOLOGY		
Website	City staff unable to self-edit website and no interactive features	Launched new dynamic website in 2012
Westlake Village Channel 10	City's cable access Channel replayed City Council meetings and did not offer any original programming.	2006 – City Council meetings available live online and on-demand. 2011 –Replaced aging broadcast equipment with state of the art off-site 2012 – Broadcast Manager. Monthly original programming began with Westlake Village Monthly Video Newsletter.
Wireless	Large gaps of cell coverage particularly in Three springs and first Neighborhood	2010 – Three carrier cell towers approved at LVMWD Reservoir serving Three Springs 2012 – City contracted with ATS communications to provide technical consulting and marketing for future cell towers in City. 2013 – AT&T cell tower added to Four Seasons Hotel property.
Information Technology Strategic Plan	None	Adopted by City Council October, 2014
PLANNING		
Housing Units	3,381	3,384
Commercial Developments	* See footnote below	* Additional 235,000 sq. ft.

* The number of commercial developments in this section identifies the number of square feet of commercial space added since 2005 (Shoppes).
(Note: the financial data noted above has not been adjusted for inflation.)

STAFFING/PERSONNEL: The City's full-time staffing grew by the addition of just one new position in the last ten years along with two new part-time positions. This highlights the fact that the City's approach in providing services continues to rely heavily on contracting with the public and private sectors coupled with a small, in-house staffing contingent.

PARKS AND OPEN SPACE: In 2005, the City's park acreage totaled 16 acres; however, that number more than doubled to 34.5 acres with the addition of the new Community Park in 2014. In addition, the City added approximately 4 acres of open space through the acquisition of the "Ridgeford" property in 2011.

TECHNOLOGY: The Scan indicates that the City's emphasis on technology resulted in a number of significant changes over the last ten years. By 2014, the City had undertaken the following: launched a new dynamic City website; made City Council meetings available for live on-line and on-demand viewing; replaced its aging broadcast equipment with a state-of-the-art, off-site broadcast management system; initiated a new monthly video newsletter with original programming; facilitated an improvement in cell phone coverage through the approval of three carrier cell towers on the Las Virgenes Municipal Water District property; contracted with ATS Communications to provide technical consulting and marketing of future cell towers in the community; approved a new cell tower on the Four Seasons Hotel property; and adopted a first-ever Information Technology Strategic Plan.

PLANNING: In terms of changes in housing units, the Scan depicts virtually no growth in housing units reflecting the built-out nature of the community. With regard to other development, the Scan points out the 235,000 square feet of new commercial space added to the City resulting from the recently completed Shoppes at Westlake Village project.



With an eye on future technology needs and uses, the City installs empty conduit whenever large sections of City Roads are under construction.

S E C T I O N

8

LAND USE CHANGES



The conversion of an aging gas station to a vineyard and Stonehaus coffee and wine bar, signaled the creation of a popular community gathering space on the Westlake Village Inn property.

S E C T I O N

8

LAND USE CHANGES

Two of the major features of Westlake Village cited in the 2015 Strategic Plan were the community's small town charm and quality setting. These characteristics were often expressed in the Plan through phrases like "master-planned community" and "well-planned balance of land uses." Indeed, these characteristics were stressed in the Plan's "Vision Statement," which suggested that in order to retain its special small town feel and quality environment in the future the City would need to adhere to its adopted General Plan by retaining a balance of distinct neighborhoods, business centers, commercial areas, open space, parks, and other amenities.

Has the City adhered to its General Plan over the last ten to twenty years? The answer to this question will help determine whether or not the City has remained faithful to its 2015 Strategic Plan "Vision Statement." With that in mind, the citizens' committee undertook a comprehensive review of the changes in land use in the community since the adoption of the 2015 Strategic Plan in 2006. **Figure 5** on the following page depicts changes by acreage and compares total built versus vacant areas as well as total developed versus open space areas. For purposes of the comparison, this table presents base year information as of 1990, and compares that to both 2006, the year the 2015 Strategic Plan was adopted, and to 2015.



Razed in 2011, the former Westlake Medical Center property presents an excellent opportunity for creative development in the heart of the City.

LAND USE*

Land Use	1990	2006 (2002 data)	2015	Percentage of Land in City	Explanation
Residential	756.62	868.29	873.46	24.3%	
Single-Family	639.37	751.04	756.21	86.6%	
Multi-Family	96.72	96.72	96.72	11.1%	
Mobile Home Park	20.53	20.53	20.53	2.4%	
Rights-of-Way	350.86	354.56	364.85	10.1%	Russell Ranch Rd & Sycamore Cyn Estates
Local Streets	297.12	300.82	311.11	85.3%	
Ventura Freeway	53.74	53.74	53.74	14.7%	
Industrial	175.16	121.20	111.04	3.1%	Conversion of Planning Area C to General
Business Park	36.19	66.07	107.02	3.0%	
Commercial	84.23	134.09	142.31	4.0%	
Recreational	15.75	15.75	20.75	14.6%	Addition of YMCA site
General	33.95	64.35	80.22	56.4%	Conversion of Planning Area "C" to General
Office	34.53	53.99	41.34	29.0%	Loss of Planning Area "C" office. Development of Planning Area "B"
Public/Semi-Public	28.39	63.39	100.08	2.8%	
Religious	10.56	27.44	27.44	27.4%	
School	8.97	27.09	60.02	60.0%	Expansion of Oaks Middle School & Cedar Valley campus, and Yerba Buena Dropoff
Hospital	6.69	0.00	0.00	0.0%	Closure and demolition of former Westlake Hospital facility
City Facilities/Utilities	1.65	4.54	12.10	12.1%	
Fire Station	0.52	0.52	0.52	0.5%	
TOTAL DEVELOPED AREA	1,431.45	1,607.60	1,698.76	47.2%	
Open Space	1,332.83	1,833.17	1,891.44	52.6%	
Dedicated Open Space	843.30	1,338.30	1,384.34	73.2%	Rezoning of Ridgeford Site and vacant City-owned Lot 79 on Lindero Canyon Road to Open Space
Open Space Easement (Golf Course)	82.13	82.13	82.13	4.3%	
Water Bodies	325.64	325.64	325.64	17.2%	
Cemetery	40.86	40.86	40.86	2.2%	
Flood Hazard Areas	21.99	21.99	21.99	1.2%	
Parks	14.21	19.55	31.78	1.7%	Addition of Community Park site w/o YMCA
Restricted Use Areas	4.70	4.70	4.70	0.2%	
Vacant Developable	832.61	156.12	6.69	0.2%	
TOTAL UNDEVELOPED AREA	2,165.44	1,989.29	1,898.13	52.8%	
GRAND TOTAL	3,596.89	3,596.89	3,596.89	100.0%	

* Land Use by acreage

The changes in land uses shown in the table reflect the development of Westlake Village from its "form" in 1990 to its current "form" today in which nearly all vacant land in the community has been either developed or preserved as open space through public agency acquisition. Several additional observations associated with this table are noted as follows.

ADHERENCE TO THE CITY'S GENERAL PLAN: While largely adhering to its original master plan, Westlake Village has evolved to reflect a desire for additional goods and service availability, through general commercial development, rather than additional residential neighborhoods and employment centers. Additionally, large areas of land which formerly housed major industrial activities have been redeveloped with other uses which were deemed desirable by the City, such as the Four Seasons Hotel, Dole World Headquarters, Oaks Christian School, and Calvary Community Church. Vacant property previously designated for business parks and office uses has been re-designated for commercial use in the relatively new Shoppes at Westlake Village center, adding to the commercial development which brought Costco and the Westlake Village Marketplace commercial centers to the City.

SLOW, STEADY RESIDENTIAL GROWTH: Residential properties have seen a slow, steady growth since 1990, particularly with the expansion of a portion of Oak Forest Estates and the addition of the Westlake Cove, Westlake Renaissance, and the Sycamore Canyon Estates neighborhoods over the last two decades.

OPEN SPACE: A large residential development originally planned south of Triunfo Canyon Road surrounding the Westlake Reservoir was avoided when the land was acquired by the Mountains Recreation and Conservation Authority and the Las Virgenes Municipal Water District in the 1990's for preservation as open space. More recently, open space was also added to the City through the acquisition of the "Ridgeford property" near the corner of Ridgeford Drive and Lindero Canyon Road, and "Lot 79" located on the west side of Lindero Canyon Road north of the Westlake Canyon Oaks neighborhood.

FORMER WESTLAKE MEDICAL CENTER PROPERTY: The last significant piece of vacant property in the City is the site of the former Westlake Medical Center located at 4415 Lakeview Canyon Road. This 6.69 acre site is privately owned, and a future use has not yet been proposed by new ownership, although the owners have indicated a desire to work with the City to find an appropriate use for the site which meets the needs of both the owners and the community.

Considered as a whole, the progression of development in the community since 2006, the year the 2015 Strategic Plan was adopted, reflects "faithfulness" to the original vision of that Plan, with a degree of flexibility that has allowed for an evolution of the City's "form" to provide for the changing needs and desires of the City's residents. In the next five to ten years, the City must continue to be cognizant of not only the needs and impacts of the City's residents on the City's limited land and infrastructure, but also the impacts that residents and employees from surrounding communities will contribute as well. Build-out of available land does not mean that development in Westlake Village has concluded. It only means that there are new constraints to work with, and new community needs that will be required to be addressed by the City. Lastly, the aging business park areas located north of the freeway as well as along Agoura Road, east of Lindero Canyon Road, are a reminder that redevelopment of these areas of the City can be expected in the near future. This suggests that the City's updated Strategic Plan will play an important role in the years ahead. The Plan should serve as a guidepost when future redevelopment applications are processed in order to ensure that whatever is approved and redeveloped will adhere to the vision of the community and where it wants to be in the next decade.



The City's North Business Park Specific Plan will guide future redevelopment of the City's largest business park area located north of the freeway.

S E C T I O N

9

2025 STRATEGIC PLAN "SWOT" ANALYSIS



Quickly becoming one of the most popular locations in town, the skate park at the Westlake Village Community Park offers spectacular views for boarders of all ages.

9

2025 STRATEGIC PLAN "SWOT" ANALYSIS

OVERVIEW OF SWOT ANALYSIS PROCESS

This section summarizes the Strengths, Weaknesses, Opportunities and Threats (SWOT) in Westlake Village as identified by the citizens' committee. The SWOT analysis is a useful tool for understanding a community's strengths and weaknesses, and for identifying the opportunities that are available as well as the threats that are faced. Performing the analysis may be helpful in developing a strategic plan that can maximize the City's strengths, minimize its weaknesses, take advantage of opportunities and limit its threats. (This same exercise was conducted in 2005 as part of the development of the City's original 2015 Strategic Plan.)

The following questions were posed to the citizens' committee during its SWOT analysis to help assess Westlake Village's strengths, opportunities, weaknesses, and threats.

Strengths

- What advantages does our City have?
- What does the City do best?
- What unique resources, amenities, and features are characteristic of Westlake Village?
- What do others see as the City's strengths?
- What does the City offer that other cities don't?

Weaknesses

- What does the City need to improve?
- What factors create harmful problems and conflicts?
- What should the City avoid, but doesn't?
- What would others see as the City's weaknesses?

Opportunities

- What are the major opportunities available now or in the future?
- What interesting and/or influencing trends are present that the City could capitalize on now or in the future?
- What resources are available to help improve the City?

Threats

- What obstacles get in the way of the City operating more efficiently and effectively?
- What outside forces threaten our residents' quality of life in the community?
- What are other cities doing well that our City is not?
- Are outside perceptions of the City's effectiveness changing?
- Could any of the City's weaknesses seriously threaten the overall nature and quality of the community?

SUMMARY OF CITIZENS' COMMITTEE INPUT

The following represents a summary of the comments received during the SWOT analysis conducted with the citizens' committee.

Strengths

In its deliberations, the citizens' committee identified the following community strengths:

- quality living
- small town charm
- great place to raise a family
- beautiful physical amenities such as wide boulevards, richly landscaped parkways and medians
- incredible geographic location situated adjacent to the Santa Monica Mountains within the beautiful Russell and Conejo Valleys
- excellent school district
- safe and quiet neighborhoods
- excellent balance of residential, commercial, and business sectors
- excellent City infrastructure coupled with a commitment to continue to invest in it
- thoughtful, articulate and well-educated residents who are active in, and supportive of, neighborhood and civic affairs
- a city that pays attention to detail
- accessible, responsive, and dedicated City staff
- strong financial base with a healthy balance of diversified revenues supporting the City's budget
- a city with fiscal integrity and commitment to retaining its overall financial strength and well-being through fiscally conservative practices and policies
- long-standing tradition of City Councils dedicated to civility and cooperation
- commitment to excellence with high standards associated with the operation of City services, programs and projects
- collaborative city, small by design, but big in terms of innovation and entrepreneurial spirit
- a city that values community participation and input

Weaknesses

The following weaknesses were identified by the citizens' committee.

- scarcity of affordable housing
- insufficient "start-up" jobs that help attract and retain younger residents
- dearth of activities for younger residents (e.g., lack of "night life")
- insufficient broadband services to serve both residents and businesses
- aging community demographics
- lack of affordable senior housing
- 101 freeway bi-sect causing a perceived disenfranchised residential section of the community located north of the freeway
- absence of a comprehensive traffic management program for dealing with the heavy influx of approximately 10,000 workers coming into the City each day

Opportunities

The citizens' committee was asked to identify and discuss potential policies, programs, activities, improvements and initiatives that might be currently available to the community, or may become available in the future, in which the City could capitalize on to advance strategic goals.

- "live/work" housing to attract younger individuals and families
- expanded trolley transportation program (i.e., reduced headways) to better serve and "connect" the community
- relationships with local school district to help foster the district's overall effectiveness in meeting the educational needs of school-age children within the community
- new recreational opportunities such as a bowling alley, ice rink, etc. to improve the local "night scene"
- creation of areas such as a small park with adjacent play area coupled with shopping, dining, etc. (similar to the Malibu Country Mart) to create gathering spaces for residents
- additional sidewalks and bike paths throughout the community to enhance the movement of pedestrians and bicyclists and reduce traffic
- creation of "mini-downtown" districts within the north business park specific plan area to enhance community liveability and vibrancy
- redevelopment along the Agoura Road corridor, from Lindero Canyon Road to the east City limits, to shape and control future land uses important to the community
- renovation of the "county line shopping center" (northwest corner of Agoura Road and Lakeview Canyon Road) to breathe new life into the commercial center and to serve as a gathering area to compliment the adjacent Westlake Village Inn property
- expansion of the City's internship program to assist high school and college age residents
- staying ahead of the "technology" curve to ensure residential and business information technology needs, including cellular service, will be met in the 21st century
- attraction of entrepreneurial businesses to attract younger residents to live and work in the community
- connections with local universities to take advantage of potential collaborative projects benefitting the community
- creation of a new community "civic education and leadership" program to better educate residents concerning its local government, opportunities for involvement, etc.

Threats

The citizens' committee then sought to identify some of the factors in the community that could serve to inhibit the crafting of effective strategies.

- increased traffic through the community from areas outside of the City
- severe lack of adequate broadband coverage in the community
- new water use restrictions caused by the severe drought
- aging public works infrastructure and associated costs for renovation/upgrades in the future
- threats of State government raids on local government revenues
- continued strain on the local school district budget with limited opportunities for revenue enhancements
- safety issues associated with lack of sidewalks in certain areas of the City causing pedestrians to walk in the street (with their backs to traffic)
- potential loss of one or more major retail businesses in the future causing a significant reduction in revenue to the City



Although the City is virtually built-out, the need for affordable housing creates opportunities for future development.

S E C T I O N

10

NEW 2025 STRATEGIC PLAN MISSION STATEMENT



In an effort to minimize the impact on tree roots, "pavers" were used to create the meandering sidewalk on the south side of Agoura Road between Lakeview and Lindero Canyon Roads.

10

NEW 2025 STRATEGIC PLAN MISSION STATEMENT

WHAT IS A "MISSION STATEMENT"?

The original 2015 Strategic Plan contained a key element found in virtually all strategic plans called a "vision statement" that articulated a long-term picture of where the City should be at the end of a ten-year horizon. However, the citizens' committee concurred with staff that one essential element missing from the original document was a "mission statement." Indeed, "mission" and "vision" are two terms found in most strategic planning documents, but there are differences between the two. A "mission statement" declares a city's purpose. In other words, it addresses why the organization exists and whom it serves. Further, a "mission" is on-going and stays with the organization as long as it is in existence. However, a "vision statement" has a specific time frame in which it operates and is essentially an evocative picture of what the City should be. It takes the "mission" and uses it as a foundation.

A "mission statement," as noted, clearly states what the City's organization does, which services and programs it provides, why it provides them, and for whom. It is a comprehensive statement that articulates a clear purpose. Following the adoption of a "mission statement," it remains in effect; however, changing times may dictate that the existing statement be, at a minimum, reviewed from time to time. On occasion, certain enhancements or clarifications may be needed to ensure the "mission" continues to meet the needs of the City's residents, while also remaining true to its original design. Finally, it is important to note that the "mission statement" is the foundation upon which the strategic plan rests.

OUR CITY'S "MISSION STATEMENT"

With the above in mind, the citizens' committee reviewed and prepared the following "mission statement" for inclusion in the City's updated strategic plan:

"It is the City's mission to deliver effective and efficient public services, programs and projects in partnership with the community. The City is dedicated to the following: providing a safe and welcoming community; ensuring a high quality of life for its residents; preserving and enhancing the unique physical character of the community; fostering an inclusive and informed citizenry; meeting service demands through quality customer service with a commitment to excellence and innovation; and promoting a prosperous economic environment."

S E C T I O N

11

NEW 2025 STRATEGIC PLAN VISION STATEMENT



Phase I of the Westlake Village Community Park opened in the spring of 2015. The project reflected a unique collaboration between the City, Canyon Oaks Home Owners Association, and the Triunfo YMCA.

S E C T I O N



NEW 2025 STRATEGIC PLAN VISION STATEMENT

WHAT IS A "VISION STATEMENT"?

The "vision statement" contained in strategic planning documents takes its lead from the "mission statement." A vision articulates where the residents of a community want its city to be at the end of a certain time period. It builds upon a city's identity, incorporates those elements that are unique and coincide with the mission, and reflects a long-term picture of a desired future. Typically, the following criteria are met when deciding what should be included in a "vision statement":

- Does the "vision statement" provide a clear picture of the organization's present and future?
- Is the "vision statement" challenging and inspiring?
- Is the "vision statement" believable?
- Will achieving the vision positively contribute to the City's overall mission?

OUR CITY'S REVISED "VISION STATEMENT"

After reviewing the City's original "vision statement" contained in the 2015 Strategic Plan, the citizens' committee concluded that many of the elements identified in the statement were still relevant and important to the community ten years after it was adopted by the City Council. However, the citizens' committee also believed that certain aspects of the statement were either slightly outdated or perhaps not as relevant as they once were a decade ago. Finally, the citizens' committee felt that the original vision was missing some important community characteristics that should be reflected in a long-term view of the City. With all of that in mind, the citizens' committee "fine-tuned" the original "vision statement" with the following replacement statement geared toward the year 2025:

“

“The City of Westlake Village is a unique master-planned community with a special small town charm characterized by an incredibly high quality of life, a beautiful and picturesque setting, and a strong sense of identity, pride, high expectations and standards. The community features safe and quiet neighborhoods coupled with a vibrant, balanced economy of commercial and office centers. Westlake Village’s residents care deeply about their City and fellow neighbors, and they are actively engaged in many aspects of community life.

In 2025, Westlake Village will look and feel much like it does today both from a “physical” perspective with its beautiful, natural setting and well-maintained streets, landscaping, and infrastructure, and from a “community spirit” point of view with residents who will be connected to, and supportive of, their small, unique one-of-a-kind town. Over the next ten years, the City will continue to mature and age gracefully as it reaches its 45th birthday. During this period, the City will place significant emphasis on maintaining and enhancing its hallmark features, most notably of which are its high quality of life, its vibrancy and small town charm, its preservation of open space, parks and public gathering areas, and its outstanding public services, programs, and capital projects. Westlake Village will also continue its unequivocal support of the local school district and the one public neighborhood school within its boundaries. Additionally, the City will be mindful of twenty-first century challenges, including information technology, that lie ahead by staying abreast of emerging opportunities and tapping into them, where feasible, for the collective benefit of its residents and businesses. Lastly, the City will remain forward thinking and entrepreneurial in its approach to governing and land-use planning, and it will remain steadfast in its commitment to partner with its residents in order to continue to preserve, protect and advance the overall safety and well-being of the community.”

”



The newly reconstructed Lindero Canyon Bridge features an additional travel lane in each direction, an off-road pedestrian/bike path, seismic upgrades, sustainable landscaping, and a stunning mural. The mural, sculpted by Joe Wertheimer, serves as a fitting gateway to the City from the 101 Freeway.

S E C T I O N

12

NEW 2025 STRATEGIC PLAN CORE VALUES



The "Village Trolley" commenced service in 2014 providing free transportation on weekends during the holidays from neighborhoods to City retail and restaurant locations.

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NEW 2025 STRATEGIC PLAN CORE VALUES

WHAT ARE CORE VALUES?

As referenced in the original 2015 Strategic Plan, core values, or guiding principles as they are often referred to, help define the quality of life in the community. They are at the “core” of what the City is and what its residents cherish. Core values represent the most significant commitments and principles that residents find most important in their community. Additionally, core values are interconnected with the City’s goals and objectives associated with its strategic planning document. Stated another way, each strategic plan goal—if developed and stated correctly—should preserve and/or advance at least one or more of the community’s core values.

OUR CITY’S 2020 CORE VALUES

In reviewing the existing core values contained in the 2015 Strategic Plan, the citizens’ committee concluded that the update of the Plan should include both “external” community core values as found in the original Plan, and “internal” City organizational core values that were missing in the original Plan. Accordingly, the citizens’ committee prepared two separate lists of core values, as noted below.



Residents enjoy a mid-afternoon picnic along the Westlake Village Lake.

"EXTERNAL" COMMUNITY CORE VALUES:

Public safety: Maintaining a safe living environment is one of the most important—if not the most important—challenges cities face. Westlake Village prides itself on being a safe and quiet community with excellent law enforcement services, quality emergency services, and a high level of emergency preparedness.

Quality of life: "Quality of life" at the municipal level is an all-inclusive term that includes many elements such as economic prosperity, safe, attractive and quiet neighborhoods, excellent schools, convenient and well-planned commercial centers, employment opportunities, quality city services and programs, excellent infrastructure, open space, effective transportation systems, cultural amenities, and the list goes on. "Quality of life" crosses over all strategic plan goals, but in particular it "taps into" those characteristics which make a city a special and unique place to live and work.

During a roundtable discussion at its very first meeting, the citizens' committee identified several of the more unique and special features that help define Westlake Village's quality of life. Several members suggested that the physical character of the community immediately sets it apart from other cities citing its location in the beautiful Conejo Valley, its wide boulevards, richly landscaped parkways and medians, well-paved roads and other public amenities. Other members highlighted the notion that Westlake Village is a wonderful place to live and raise a family given the community's safe environment, excellent schools, and neighborliness and friendliness of its residents. While there were other characteristics identified by members of the citizens' committee as noted elsewhere in this report, the citizens' committee unanimously agreed that Westlake Village features a highly unique small town charm and character that must be preserved. As a result, the citizens' committee recommends that maintaining this core value in the future is the second highest priority falling just below public safety in terms of its hierarchy.

Active and involved citizenry: Westlake Village has a long and positive history of citizen involvement and engagement dating back to the early days of cityhood and even before incorporation. In fact, the City was founded by a very active group of local residents in the late 1970's who planned and coordinated efforts to create the city through work with the Los Angeles County Local Agency Formation Commission, the agency required to give approval for the incorporation measure to appear on the ballot. In December, 1981, this effort resulted in local voters approving cityhood by an overwhelming vote of 81%. Since then, citizen participation has remained an important core value to the community.

The citizens' committee firmly believes the City should continue to foster and encourage this core value in order to: enhance the flow of information to, and from, the public (ensuring citizens know about issues, policies, etc.); "transform" difficult or controversial subjects into consensus-based solutions; understand citizen views on all key policy matters; identify and resolve potential issues before they become problems; improve the community's ability to address issues; develop collaboration; and make informed judgments and decisions on issues.

Unique setting: Without qualification, the citizens' committee was unanimous in its identification of this core value citing the community's unique location, geographical setting, (close to the Santa Monica Mountains and Malibu, with convenient access to Los Angeles and Santa Barbara via the 101 freeway) and beautiful physical amenities (i.e., wide boulevards, richly landscaped parkways, medians, signage, etc.) that collectively set it apart from other municipalities. The preservation of this core value in the City's updated strategic planning document was given a very high priority by the citizens' committee.

Education: This was another core value raised repeatedly by the citizens' committee during many of its deliberations. Section 5 of this report highlights the point that "schools represent a rich collection of specific resources which can result in the strengthening of the social and economic fabric of the entire community." As a result, the citizens' committee sees the continued support of the local school district and White Oak Elementary School as vital in fulfilling the City's vision during the next strategic planning cycle and beyond.

Economic development: The citizens' committee identified the City's strong economic base as a new core value to be added to the 2025 strategic planning document. In this context, economic vitality means appropriate and suitable office and commercial uses in the community in concert with the City's General Plan guidelines and zoning standards. Economic vitality also translates into the creation of jobs for the benefit of the local community, the provision of suitable goods and services desired by residents, such as retail shops, restaurants, etc., and the generation of vital tax revenues needed to support the operations of the City. The value of economic vitality cannot be overstated as it is essential to the overall health and well-being of the community.

Collaboration: This was a core value identified in the City's original strategic document, and the citizens' committee deemed it to be an important guiding principle to be included in the 2025 update of the plan. Collaboration cuts across many aspects of community life. It represents an approach in accomplishing things based on the Westlake Village "way" where cooperation and civility are traits held in very high esteem. It also suggests that neighborliness in the community is the rule rather than the exception, and where residents and City leaders work side by side to solve problems, tackle issues and address challenges.

Effective local government: This was one of core values identified in the original 2015 Strategic Plan, and the citizens' committee felt that it should be reinserted in the 2025 Plan. Several of the key features associated with Westlake Village's government include the following: an unwavering commitment to high planning standards with the City Council serving as the Planning Commission; efficiency through contract services; small in-house, cross trained staffing contingent; quality services and programs for its residents; prudent fiscal/budgetary practices; diversification of City revenues; annual City Council goals' sessions; and effective community outreach efforts.

Balance of land uses: As noted earlier in this report, two of the unique features of the community cited in the 2015 Strategic Plan included its small town charm and quality setting, and these characteristics were often expressed in the original Plan through phrases such as "master planned community and "well-planned balance of land uses." With that in mind, the citizens' committee agreed that maintaining and preserving a balanced set of land uses was, and continues to be, an important core value of the community. For this reason, the citizens' committee recommended that this value be reinstated in the City's new 2025 Strategic Plan.

"INTERNAL" CITY ORGANIZATIONAL CORE VALUES:

Dedication to service: The primary duty of staff is to be responsive and serve the needs of the community. Each City staff member is accessible, helpful, and understanding. Further, each staff member is dedicated to providing assistance beyond our residents' expectations.

Excellence: The City organization and staff continually pursue excellence by being professional, creative, showing initiative, and being committed to serving the community. In this pursuit, the organization supports continuing staff development, training and education for all staff members.

Fiscal responsibility: Proper use of public resources is a vital trust which City staff continually guard. In the City's management of public funds, staff constantly strive for the greatest possible efficiency and effectiveness to sustain affordable services.

Transparency and openness: All staff members maintain an organizational commitment devoted to openness, honesty, and transparency recognizing that it is the public's expectation and right to know and understand how and in what manner its government operates.

Personal honesty, integrity and accountability: All staff members are committed to the highest standards of personal integrity, honesty and accountability in their public activities and responsibilities to inspire trust and confidence in local government.

Contract service orientation: The City's organizational structure is predicated on a small, in-house staffing contingent supplemented by services provided by outside contracts—both with the public and private sectors. This contract model has served the City well since its inception, and it is an important core value which contributes to the City's efficient and effective delivery of services, programs, and projects.

Teamwork: City staff is composed of a "team" that emphasizes high levels of trust and cooperation, and the organization encourages staff members to exercise independent judgment in meeting the residents' needs through professional behavior consistent with the organization's values.

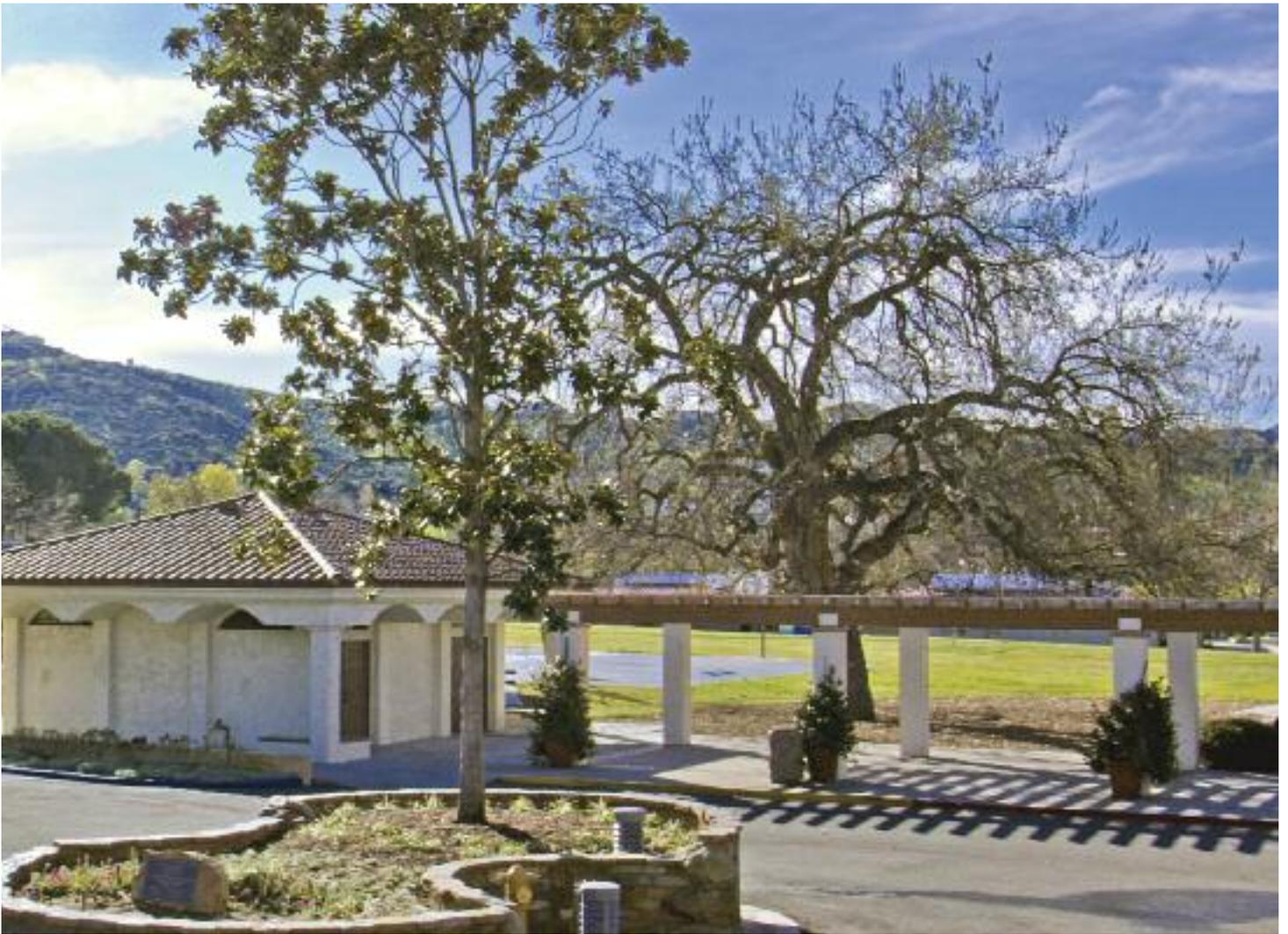


The Westlake Village City Council and staff pride themselves in serving the residents in a professional, transparent, and ethical manner.

S E C T I O N

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RESULTS OF COMMUNITY SURVEY



In 2011, this mature Magnolia tree was planted at Berniece Bennett Park in recognition of the City's original "Cityhood Study Committee" made up of Herbert Ashby, Berniece Bennett, Ray Brownfield, Margaret Hansen, Rodney Hansen, James B. Henderson, and John McDonough.

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RESULTS OF COMMUNITY SURVEY

INTRODUCTION

As part of the development of the City's original 2015 Strategic Plan, the City undertook an assessment and strategic planning survey in 2005 in order to gain a better understanding of residents' opinions on a host of issues and topics. The survey was conducted by True North Research, a firm that specializes in public sector surveys. This was followed by a second community survey in 2009 conducted by True North Research.

To assist the citizens' committee in its recent efforts to update the 2015 Strategic Plan, a third survey was administered by True North Research in January, 2016. The following addresses the key survey findings and conclusions.

PURPOSE OF SURVEY

The objective of the community survey was to provide the citizens' committee with a statistically reliable understanding of residents' opinions on a host of issues relevant to the City's Strategic Plan. In addition, the research results and analyses will provide the City Council and staff with information that can be used to make sound, strategic decisions in a variety of areas, including service improvements and enhancements, measuring and tracking internal performance, public outreach and budgeting.

Broadly defined, the survey conducted by True North Research was designed to do the following:

- gauge residents' perceptions of the quality of life in the City;
- measure residents' overall satisfaction with the City's efforts to provide municipal services, and their satisfaction with a variety of specific services;
- gather opinions on select topics including parks and recreation, special events, and land use;
- identify how residents prioritize among a list of potential programs, projects, and capital improvements;
- examine the effectiveness of the City's communication with residents; and
- collect additional background and demographic data that is relevant to understanding residents' perceptions, needs, and interests.

KEY SURVEY FINDINGS

The following is an outline of the main factual findings from the survey. The findings have been organized according to section titles used in the body of the survey. To learn more about a particular finding, a copy of the complete survey report is attached.

Quality of Life

- The overwhelming majority of respondents in 2016 shared favorable opinions of the quality of life in Westlake Village, with 74% reporting it is excellent and 24% stating it is good. Just 1% of residents indicated the quality of life in the City is fair, whereas less than 1% used poor or very poor to describe the quality of life in the City.
- When asked what changes the City could make to improve the quality of life in Westlake Village, the most common response was the respondent did not know or could not think of any improvements (19%), and an additional 18% indicated that no changes are desired/everything is fine. Among specific changes that were desired, the most frequently cited were limiting growth/preserving open space (9%), reducing traffic congestion (9%), improving sidewalks and paths (8%), and providing additional recreation activities and cultural events for all ages (6%).

City Services

- Nine-in-ten Westlake Village residents indicated they were either very satisfied (62%) or somewhat satisfied (29%) overall with the City's efforts to provide municipal services. Just 4% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 5% indicated that they were unsure or unwilling to share their opinion.
- Among 17 specific service areas tested, respondents were most satisfied with the City's efforts to provide library services (96% very or somewhat satisfied), followed by manage its finances and maintain financial stability (95%), keep landscapes and public areas of the City clean and well-maintained (95%), and maintain parks and recreation areas (95%).
- At the other end of the spectrum, fewer respondents indicated they were satisfied with the City's efforts to provide housing opportunities for seniors (64%), provide public transportation (75%), collaborate with HOAs to jointly improve landscaping visible from public streets (79%), and manage traffic congestion in the City (79%).

Parks and Recreation

- The proportion of Westlake Village households that had visited specific parks in the City during the 12 months prior to the interview varied widely, from a low of 13% for Canyon Oaks to a high of 70% for Berniece Bennett Park. Overall, 35% of Westlake Village residents indicated that they or another member of their household had visited the Westlake Village Community Park in the 12 months prior to the interview.
- Among all Westlake Village households, approximately one-quarter (26%) had used the walking paths at Westlake Village Community Park in the 12 months prior to the interview, one-in-ten had used the basketball court (11%) and ball fields (11%), and 3% had utilized the skate park.
- Overall, 89% of Westlake Village households reported visiting a City park, 32% indicated they had participated in a City-sponsored recreation program, and 89% offered that they had done at least one of these activities in the 12 months prior to the interview.
- More than half of respondents indicated that their household had attended the City's July 4th fireworks show (65%) and Saturday concerts in the park (54%) in the past year. Approximately one-third of Westlake Village households reported attending the 4th of July parade (35%) and Annual City Celebration (34%) during this period. Participation in the TGIF program at the Civic Center (20%) and Westlake Village Reads/One City One Book event (8%) was less common.
- When those who had participated in an event were asked to rate their experience on a 0 (very poor) to 10 (excellent) scale, the highest rated event was the City-sponsored July 4th Fireworks Show (9.11 average), followed by Saturday concerts in the park (8.67), 4th of July parade (8.62), and Annual City Celebration (8.38).
- It is worth noting, moreover, that even the lowest rated event (Westlake Village Reads/One City One Book) received an average score of 8.18.
- When asked if there were additional special events not currently offered by the City that they would like to be offered, approximately three-quarters of respondents indicated they could not think of any additional special events they desire (37%) or stated flatly that they do not desire additional special events (37%). Among the specific events that were mentioned by respondents, the most common were additional music festivals/concerts in the park (5%), sporting events (2%), art festival (2%), food festival/farmers market (2%), and movie events (2%).

Former Westlake Hospital Site

- Among nine specific potential uses tested for the former Westlake Hospital site, housing for seniors was the use favored by the highest percentage of respondents (60%), followed by medical offices (52%), professional offices (44%), restaurants (43%), and mixed-use commercial and housing (37%).
- When compared to the other uses tested, fewer respondents favored using a portion of the site for apartments (18%), retail stores (29%), condominiums or townhomes (34%), and single-family residential (35%).
- When presented with an opportunity to mention alternative uses for the site not specifically mentioned in the survey, most respondents indicated that there were no alternative specific uses that they would like to see considered for the property (40%) or indicated they were unsure (19%). Among the alternative uses that were mentioned, the most common were park/open space (13%), senior center/housing (5%), community center (4%), and an off-leash dog park (4%).

Spending Priorities

- Among 15 specific projects and programs the City could fund in the future, continuing to provide financial support to local public schools was assigned the highest priority (81% high or medium priority), followed by upgrading the City's infrastructure to improve Internet speeds and Internet options for residents (77%), building a Community Center that would serve as a central gathering place for residents and would provide a variety of services and resources to residents (63%), and constructing additional sidewalks on major arterial streets (62%).
- When compared to the other programs and projects tested, Westlake Village residents assigned lower priority to creating off-leash dog areas at local parks (37%), establishing a public art program and installing art work in public places (42%), and creating a dog park (44%).

Communication

- The most frequently-cited source in 2016 for information about Westlake Village news, information and programming was The Acorn Newspaper (72%), followed by the City's newsletter (67%), City's website (25%), direct mail flyers or brochures (23%), and street banners (18%).
- Overall, 81% of respondents indicated they were satisfied with the City's efforts to communicate with residents through newsletters, the Internet, television, and other means. The remaining respondents were either dissatisfied with the City's efforts in this respect (9%) or unsure of their opinion (10%).
- Westlake Village residents indicated that newsletters and other materials mailed to the home (i.e., direct mail) was the most effective method for the City to communicate with them (88% very or somewhat effective), followed by the City's website (86%), email (86%), Electronic Newsletters sent by email (86%), and an Annual City Calendar that lists City meetings and events throughout the year (84%).
- At the other end of the spectrum, automated telephone calls (42%), City TV Channel 10 (51%), Social Media (54%), and virtual meetings that would allow participation in City meetings through web conferencing and telephone town halls (55%) were generally viewed by residents as less effective ways for the City to communicate with them.
- During the 12 months preceding the interview, nearly two-thirds (65%) of respondents indicated that they had visited the City's website, one-quarter (24%) had watched a City Council meeting on television, 15% offered that they had used the City Care program to report an issue or request service from the City, 13% watched the City's monthly video newsletter, and one-in-ten residents (10%) watched live coverage of the City elections.

Staff and Governance

- Among those with an opinion, the City of Westlake Village was rated highest for its performance in providing access to information (81% excellent or good), followed by managing development and effectively planning for the future (78%), and being responsive to residents and businesses (77%).
- Although still quite positive, residents provided slightly lower ratings for the City's performance in being transparent (74%), spending tax dollars wisely (72%), and engaging with residents to get their feedback (70%).
- More than one-third (37%) of respondents indicated that they had contacted Westlake Village staff at least once during the 12 months prior to the interview.
- At least 95% of respondents indicated that Westlake Village staff are very or somewhat helpful, professional (97%), and accessible (99%).



The Westlake Village City Council meets at 6:30 p.m. on the second of fourth Wednesdays each month. City Council meetings are broadcast on WLVT (Time Warner Cable Channel 10, AT&T UVerse Channel 99) and streamed live on the City's website, www.wlv.org.

SURVEY CONCLUSIONS

As noted earlier in this section, the survey was designed to provide the City with a statistically reliable understanding of residents' values, priorities, needs and concerns. As such, it provided the citizens' committee with information needed to help refine and update the City's Strategic Plan. Likewise, the survey results will provide the City Council with useful information that can be used to help make strategic decisions in the future on a variety of issues and topics—including service improvements and enhancements, budgeting and planning.

THE FOLLOWING CONCLUSIONS WERE IDENTIFIED BY TRUE NORTH RESEARCH'S INTERPRETATIONS OF THE OVERALL SURVEY RESULTS.

How well is the City performing in meeting the needs of residents?

When it comes to residents' views of their local government and its performance providing municipal services, Westlake Village residents continue to be among the most satisfied resident groups that True North has encountered. As was found in prior surveys of Westlake Village residents, at least nine-in-ten residents surveyed in 2016 reported that they were satisfied with the City of Westlake Village's overall performance in providing municipal services—with 62% indicating that they were very satisfied in this respect. It is striking, moreover, that the exceptionally positive assessment of the City's performance in providing municipal services was also widespread, being shared by at least 84% of residents regardless of their length of residence in the City, neighborhood location, age, gender, or other demographics.

The high level of satisfaction expressed with the City's performance in general was also mirrored in residents' assessments of the City's performance in providing specific services in most areas. At least 90% of Westlake Village residents surveyed indicated that they were satisfied with the City's performance in providing the majority of specific services tested, and all but one service area received a satisfaction score over 75%.

The City's performance in providing municipal services has also contributed to a high quality of life for residents. Nearly all residents surveyed (98%) rated the quality of life in Westlake Village as excellent or good. This sentiment was also widespread, with at least 95% of respondents in every identified demographic subgroup rating the quality of life in Westlake Village as excellent or good. Another indicator of a well-managed city meeting its residents' needs is that when asked to indicate one thing that city government could do to make Westlake Village a better place to live, the most common response from residents was a request that the City continue what it is already doing (i.e., no changes) or a shrug of the shoulders (i.e., not sure).

Where should the City focus its efforts in the future?

In addition to measuring the City's current performance, a key goal of this study is to look forward and identify opportunities to adjust services, improve facilities, and/or refine policies and communications strategies to best meet the community's evolving needs and expectations. Although resident satisfaction in Westlake Village is quite high (see above), there is always room for improvement. Below are the areas that present the best opportunities in this regard.

Considering respondents' verbatim answers regarding what they feel city government could do to make Westlake Village a better place to live (see *Ways to Improve Quality of Life* on page 11 of the attached Community Survey), as well as the list of services and their respective satisfaction levels (see *Specific Services* on page 14 of the attached Community Survey), the top opportunities for improvement are: providing housing opportunities for seniors, providing public transportation, collaborating with HOAs to jointly improve landscaping visible from public streets, managing traffic congestion in the City, and limiting growth/protecting open space.

Additional opportunities for aligning the City's future investments with residents' priorities were also found in the survey (see *Spending Priorities* on page 25 of the attached Community Survey). When asked to prioritize among a long list of potential projects and programs that could receive funding in the future, residents were most supportive of continuing to provide financial support to local public schools, upgrading the City's infrastructure to improve Internet speeds and Internet options for residents, building a community center that would serve as a central gathering place for residents and would provide a variety of services and resources to residents, and constructing additional sidewalks on major arterial streets.

With the recommendation that the City focus on these areas, it is equally important to stress that the appropriate strategy is often a combination of better communication and actual service improvements. That is, in some cases actual service or facility improvements may be needed. In other cases, particularly those that involve policies affecting services and facilities which are not readily apparent, the key may instead be to communicate better with residents about current efforts and future plans with respect to a particular service area. Choosing the appropriate balance of actual service improvements and efforts to raise awareness on these matters will be a key to maintaining and improving the community's overall satisfaction in the short- and long-term.

It is also important to keep in mind that although these areas represent opportunities to improve resident satisfaction, the City should not over steer. Indeed, the main message of this study is that the City does many things exceptionally well and the emphasis should be on continuing to perform at a high level in these areas. The vast majority of residents were pleased with the City's efforts to provide services, programs, and facilities and have a favorable opinion of the City's performance in virtually all areas. The top priority for the City should thus be to do what it takes to maintain the high quality of services that it currently provides.

Is city-resident communication a growing challenge?

Yes. The public's preferences for communication are growing increasingly diverse. Whereas older residents continue to rely heavily on newsletters and printed forms of communication, younger residents generally show great interest in digital forms of communication including Social Media, text, and smart phone apps. This pattern makes the challenge of city-resident communication more difficult than in the past, when the sources residents relied on for information were fewer and more consistent across subgroups.

The trends noted above likely underlie some of the changes in resident satisfaction with the City of Westlake Villages' communication efforts over the past seven years. In 2009, for example, 93% of residents indicated that they were generally satisfied with the City's efforts to communicate with them through newsletters, the Internet, and other means, with 63% stating that they were very satisfied. The corresponding figures in the 2016 survey were 81% and 42%, respectively. Westlake Village is not alone in this area, as a number of other municipalities have displayed similar trends in satisfaction with city-resident communication. Based on these trends, the City of Westlake Village—like other cities—may want to conduct a careful review of its current communications strategies and budget to ensure that both are evolving to meet this growing challenge.

The aforementioned communications challenges notwithstanding, it is important to note that visits to the City's website have grown dramatically since the 2009 survey (+16%) and the City's Newsletter is eclipsed only by the Acorn as the most relied upon source for news, information and programming in Westlake Village. Additional information about residents' communication preferences can be found in Communication on page 27 of the attached Community Survey.

What types of uses are favored for the former Westlake Hospital site?

After nearly a decade on the market, the former Westlake Hospital site on Lakeview Canyon Road was purchased in 2014. A privately owned 6.5 acre parcel, it is currently zoned "public/institutional." As the new owners consider potential uses for the site, the survey presented an opportunity for residents of Westlake Village to express their opinions regarding the types of development they would favor.

Overall, housing for seniors was the use favored by the highest percentage of respondents (60%), followed by medical offices (52%), professional offices (44%), restaurants (43%), and mixed-use commercial and housing (37%). When compared to the other uses tested, fewer respondents favored using a portion of the site for apartments (18%), retail stores (29%), condominiums or townhomes (34%), and single-family residential (35%).

S E C T I O N

14

NEW 2025 STRATEGIC PLAN GOALS



"Sitting on the Dock of the Bay"
Residents of all kind often find time to sit back, relax, and enjoy the beautiful lake.

14

NEW 2025 STRATEGIC PLAN GOALS

Following the tasks undertaken in the update of the 2015 Strategic Plan including input obtained from the citizens' survey, the citizens' committee developed recommended goals for the 2025 Strategic Plan. The following eleven key goals along with various objectives and potential programs were identified for inclusion in the 2025 Strategic Plan:

1 PUBLIC SAFETY: Protect the health, welfare and safety of residents.

Objective: Address changing or emerging public safety service needs on a periodic basis.

Potential Programs/Strategies:

- Undertake a law enforcement services assessment with the Los Angeles County Sheriff's Department every two years, and adjust the contract as necessary to ensure that patrol levels continue to meet service needs, desired response times, etc.

Objective: Enhance the community's overall emergency preparedness.

Potential Programs/Strategies:

- Prepare, publish and place on the City's website a comprehensive public safety resident's handbook addressing public safety services offered by the City, tips on emergency preparedness, information concerning the City's volunteer safety programs (i.e., Volunteers in Policing and Disaster Response Team organizations), directory of public safety telephone numbers and email addresses, and other public safety tips.
- Create an on-going series of City newsletter articles throughout the year concerning emergency preparedness tips for residents.
- Create new Video Newsletter programming on emergency preparedness topics for residents' access and viewing on the City's website, www.wlv.org.
- Host an annual community workshop on emergency preparedness.
- Sponsor an annual, interactive emergency preparedness exercise with the community.

Objective: Develop community interest and participation in neighborhood watch programs.

Potential Programs/Strategies:

- Undertake an outreach effort with each homeowners association (HOA) in the community to inform HOAs of the value of neighborhood watch programs, and develop presentation materials for those HOAs wishing to learn more about the subject.

Objective: Improve pedestrian and bicycle safety.

Potential Programs/Strategies:

- Continue to place high priority on the construction of missing sidewalk links identified in the City's master sidewalk plan.
- Raise community awareness concerning best practices associated with walking and bicycling in the community by having the City Council adopt a resolution proclaiming September (or another suitable month) each year as "Pedestrian and Bicycle Safety Month" in Westlake Village.
- Sponsor a City pedestrian and bicycle safety faire at White Oak Elementary School each year highlighted by the use of the "Bicycle Safety City" provided by the Lost Hills Station.
- Work with the Metropolitan Transportation Authority (Metro) to conduct free Metro bicycle safety classes (i.e., "entry level class" for recreational riders, "intermediate class" for bicyclist commuters, and a "traffic skills 101 class").

Objective: Engage the community in safety-related matters.

Potential Programs/Strategies:

- Consider the creation of a new citizens' committee, called the Community Safety Committee, composed of residents appointed by the City Council to work with the City's Traffic Engineer and the City Council's Public Safety Committee to meet quarterly, or on an as-needed basis, during the year for the purpose of identifying and addressing safety-related matters, and providing recommendations to the City Council.

2 **QUALITY OF LIFE: Preserve the community's high quality of life, vibrancy and small-town charm through adherence to the 2025 Strategic Plan's mission and vision statements, core values and goals.**

Objective: Undertake periodic review(s) of the 2025 Strategic Plan.

Potential Programs/Strategies:

- Consider a "mid-term" review, evaluation and update (if needed) of the City's ten-year 2025 Strategic Plan through a City Council appointed citizens' committee to ensure that the document continues to meet the needs of the community.

Objective: Institutionalize the use of the 2025 Strategic Plan in all City Council actions and decisions.

Potential Programs/Strategies:

- Add a new section to the City Council Manual addressing the City's 2025 Strategic Plan emphasizing that all actions and decisions of the City Council should be consistent with the core values and goals of the Plan.
- Add a new section in all staff reports titled "Advancement of City Strategic Goals" that assesses proposed actions and decisions of the City Council for consistency with the City's 2025 Strategic Plan.

Objective: Undertake a timely commencement of the next strategic planning cycle.

Potential Programs/Strategies:

- Commence the update of the City's ten-year 2025 Strategic Plan with the appointment of a new citizens' committee in late 2023 or early 2024.

3 CIVIC INVOLVEMENT AND COLLABORATION: Encourage citizen participation, civic mindedness, and collaboration.

Objective: Facilitate civic participation and involvement in the community.

Potential Programs/Strategies:

- In addressing controversial issues, consider new approaches for meeting with citizens in advance of public hearings, such as workshops, forums, small group discussions, to make it easier for citizens to gain information about the subject matter.
- Consider expanding the lead time for public hearing notices.
- When feasible, hold City workshops and forums at community venues convenient for the public.
- Produce a "how to" guide to assist citizens in participating in City Council meetings and in providing input and feedback to the City Council on issues and projects of interest in the community.
- Develop and advertise a new City speaker's bureau on a range of topics and subjects.

Objective: Utilize advisory committees and task forces for reviewing specific issues for feedback, input and recommendations to the City Council.

Potential Programs/Strategies:

- Consider the creation of a new formal City Council policy on citizen committees and task forces outlining when they should be created, their purpose, duration (i.e., one-time or on-going), composition, method of appointment, etc., for inclusion in the City Council's Manual.

Objective: Interact/communicate with citizens through greater use of technology.

Potential Programs/Strategies:

- Examine new technological tools allowing citizens to participate in "virtual" meetings without leaving home through techniques such as City videoconferencing, webinars, and telephone town halls.
- Initiate City use of social media designed to help "push" information to residents and to facilitate feedback on City issues, programs, projects, etc.
- Create a new section on the City's website displaying the City's finances and budget data in a user-friendly and interactive manner.

Objective: Utilize community surveys to gain valuable citizen information and input.

Potential Programs/Strategies:

- Continue the implementation of community-wide surveys as part of any future City updates to the City's strategic plan.
- Consider the use of periodic community-wide surveys on specific issues or topics of high interest in the community.

Objective: Engage existing homeowners associations (HOAs) which, in effect, serve as "neighborhood councils."

Potential Programs/Strategies:

- Continue to collaborate with the community's various HOAs in order to communicate information on City programs and projects and to seek feedback on City issues and policy matters.

Objective: Promote community interaction through the development of new gathering spaces.

Potential Programs/Strategies:

- As a component of new commercial and office applications, require the addition of new gathering spaces, when feasible, as part of the development conditions of approval.
- Undertake a feasibility study examining the potential development of a community center that would serve as a central gathering place for residents.

4 ECONOMIC VITALITY: Promote economic growth and development.

Objective: Assess aging business parks and/or commercial areas of the City for potential redevelopment opportunities.

Potential Programs/Strategies:

- Encourage the renovation/upgrade of the "County-line" shopping center at the northwest corner of Agoura Road and Lakeview Canyon Road.
- Encourage the renovation/upgrade of the First Neighborhood Center located on Village Center Road.
- Work with the owners of the former Westlake Medical Center property to address the ultimate disposition of the vacant land that best meets the needs of both the community and the owners.

Objective: Support the Greater Conejo Valley Chamber of Commerce.

Potential Programs/Strategies:

- Continue the contractual arrangement between the City and the Greater Conejo Valley Chamber of Commerce.
- In concert with the Greater Conejo Valley Chamber of Commerce, develop a comprehensive marketing strategy to recruit and solicit new businesses to locate to Westlake Village.
- Continue the City's "Business of the Quarter" Recognition Program.

Objective: Retain the City's strong "business-friendly" practices.

Potential Programs/Strategies:

- Continue the long-standing practice which sees the City Council serve as the City's Planning Commission.
- Encourage developers of major projects to utilize the concept review process at duly noticed City Council meetings.
- Maintain and enhance existing City policies designed to expedite the processing of development applications.
- Reassess the provision of building and safety services by examining the option of contracting for the service with a private sector firm versus the Los Angeles County Building and Safety Department.
- Utilize the City Council's Land Use Committee as an early "sounding" board opportunity for developers wishing feedback on applications.

Objective: Attract new technology-related companies.

Potential Programs/Strategies:

- Consider the creation of a consortium composed of representatives from local cities, the Greater Conejo Valley Chamber of Commerce, and the private sector to explore opportunities to attract "high-tech" companies to the region.
- Partner with local universities and colleges, including California Lutheran University, to promote "incubator" space(s) for potential start-up companies.

Objective: Encourage, patronage and support of local businesses.

Potential Programs/Strategies:

- Review the status of the local Tourism Business Improvement District (TBID) serving the cities of Thousand Oaks and Agoura Hills, and assess the support of the TBID by the City's local hotels to determine possible City participation in the District.

5 EDUCATIONAL SUPPORT: Support local public education.

Objective: Maintain and enhance the collaborative relationship with the Las Virgenes Unified School District (District).

Potential Programs/Strategies:

- Continue the direct and indirect support of the District through the various City services and programs already in place (i.e., City-subsidized transportation/bus system with routes to schools, City-sponsored STAR (Sheriff's Teaching At-Risk Teens") program serving the seventh and eighth grade levels at Lindero Canyon Middle School, municipal election consolidation with the District's elections, etc.), and consider additional City support of the District where desirable and feasible.
- Consider amending the City Council's Committee Policy by changing the designation of its School District Committee from an ad-hoc status to a standing committee arrangement given the overall importance and prominence of the City's support of the District.

Objective: Maintain and enhance the collaborative relationship with White Oak Elementary School.

Potential Programs/Strategies:

- Continue the direct and indirect support of White Oak Elementary School (White Oak) through the various services and programs already in place (i.e., City contributions toward White Oak's technology program, City-sponsored crossing guards, City-sponsored "before" school aides, City/schools fourth grade program, etc.), and consider additional City support of White Oak where desirable and feasible.
- Continue the City's support of the White Oak's Parent Faculty Club through the various programs already in place (i.e., City-sponsored after-school enrichment programs, White Oak Family Festival fund-raising event conducted at the City Celebration event each year, etc.).

Objective: Ensure the City's ongoing support of both Lindero Canyon Middle School and Agoura High School which serve Westlake Village students.

Potential Programs/Strategies:

- Collaborate with administrators, teachers and the respective Parent Faculty Clubs from both schools to provide City support where desirable and feasible



The City's Community Service Grant program provides financial support for music, theater, and art education at White Oak Elementary, Lindero Canyon Middle, and Agoura High Schools.

6 CITY SETTING: Preserve and enhance the City's unique setting.

Objective: Adhere to land use practices that promote desired development standards.

Potential Programs/Strategies:

- Continue to employ strict development standards when reviewing and approving office and commercial development as well as residential remodels, additions, and new homes to ensure neighborhood compatibility.

Objective: Maintain and enhance the special visual qualities, amenities, and natural resources of the community.

Potential Programs/Strategies:

- Continue implementation of the City's Streetscape Master Plan addressing both landscape and streetscape enhancements throughout the community.
- Collaborate with homeowners associations to undertake joint landscaping projects visible from the public right-of-way through the City/HOA Beautification Program.
- Establish a new public art program with emphasis on various forms of artwork on public properties.
- Partner with the business sector to promote and encourage renovation of aging private properties that are prominent along major arterials in the community.
- Encourage and promote landscaping in the community that relies on native California-friendly plant materials with low water requirements.

Objective: Establish a new General Plan element addressing capital improvement program planning.

Potential Programs/Strategies:

- Consider adding an optional "Capital Improvement/Public Facilities" element to the City's General Plan which analyzes and prioritizes long-term capital projects and facilities to ensure such improvements preserve and protect the City's unique setting.

7 FISCAL STABILITY: Ensure the viability and soundness of the City's finances.

Objective: Undertake prudent City budgetary and financial planning practices.

Potential Programs/Strategies:

- Continue to prepare two-year City budget documents for adoption in one-year cycles.
- Ensure the preservation of appropriate operating and capital reserves through strict adherence to the City's Financial Reserve Policy and Capital Improvement Program Reserve Policy.
- Continue the practice of annual City Council reviews and re-adoption of the City's Investment Policy.
- Undertake both short-term financial planning through the annual preparation of a City Fiscal Health Report and long-term financial planning through an annual Ten-Year Budget Forecast.
- Continue to examine ways to promote a balanced set of General Fund revenues to ensure that the City's operating expenditures are not dependent on one single revenue source.
- Prepare a new "Fiscal Health Contingency Plan" for adoption by the City Council to deal with potential unfavorable fiscal circumstances in the future such as severe downturns in the economy, raids by the State of local government revenues, the loss of one or more major revenue producers in the community, a major catastrophic event causing significant expenditures of Capital Improvement Program funds, etc.

8 **BALANCE OF LAND USES: Undertake advance land use planning to ensure a continuation of a balance of land uses within the community.**

Objective: Ensure that the City's General Plan continues to meet the long-term planning needs of the community.

Potential Programs/Strategies:

- Review and update, if needed, outdated sections of any of the seven elements contained in the City's General Plan.

Objective: Focus on aging business park areas of the community in need of long-term redevelopment with uses consistent with the City's General Plan.

Potential Programs/Strategies:

- Adopt and implement the North Business Park Specific Plan.
- Undertake a comprehensive land use study of the Agoura Road business corridor, from Lindero Canyon Road to the east City limit, with the aim of developing a new specific plan for this area.

Objective: Acquire open space, when feasible.

Potential Programs/Strategies:

- Consider open space acquisition opportunities including potential acquisitions of property through future specific plans and development agreements.

9 **INFORMATION TECHNOLOGY: Promote and foster information technology.**

Objective: Facilitate the availability of dedicated fiber optic connectivity to the City's residential neighborhoods and business areas to create high speed network connectivity.

Potential Programs/Strategies:

- Undertake a comprehensive broadband infrastructure enhancement study to assess options for improving high speed connectivity, and implement those strategies that best meet the needs of the community.

Objective: Initiate the implementation of both the "internal" and "external" initiatives contained in the City's Information Technology Strategic Plan (ITSP) (refer to Attachment 3 for a listing of the ITSP's recommendations).

Potential Programs/Strategies:

- Assess the initiatives contained in the ITSP each fiscal year as part of the City's annual budget process, and undertake those initiatives selected for funding each year.

10 HOUSING OPPORTUNITIES: Promote housing opportunities to accommodate all segments of the community including young adults, families and seniors.

Objective: Where feasible, implement the Housing Element strategies contained in the City's General Plan.

Potential Programs/Strategies:

- Adopt the North Business Park Specific Plan and facilitate various levels of housing options, including live/work districts.
- Create and apply development controls to provide for a range of residential styles at various densities.
- Continue to provide density bonuses (i.e., permitting developers to increase maximum allowable development on a property) or other incentives for developments incorporating affordable units.
- Permit density bonuses to be transferred to other sites, when appropriate.
- Continue to permit second units to be constructed on lots developed with single-family homes in accordance with applicable standards, and consider initiation of a Municipal Code amendment to modify or eliminate size restrictions for second units.

11 ACCESSIBLE AND EFFECTIVE GOVERNMENT: Operate a highly accessible and transparent local government, meet the service needs of the community in an efficient and effective manner, and promote civic education and community leadership.

Objective: Provide efficient and effective City services.

Potential Programs/Strategies:

- Continue to rely on the "contract city model" for the delivery of services by retaining a small, cross-trained staffing contingent coupled with services competitively bid on a regular basis consistent with the City Council's adopted contract service policy.
- In advance of the preparation of the annual City budget each spring, utilize the City's Cultural/Recreation Advisory Board to formally review, assess and recommend any changes or additions in cultural and recreational programming.
- Continue to identify new potential City services during deliberations at the City Council's annual goals sessions.
- Reinstigate regular City Council/HOA Presidents meetings to address City issues and identify new potential City services and programs.

Objective: Engage the community in learning more about its local government.

Potential Programs/Strategies:

- Create and administer a new City-sponsored biennial civic education and leadership development program for residents interested in learning more about the City and effective leadership.
- Re-evaluate the City/Schools program to determine if it should be expanded beyond the fourth grade level.
- Develop an orientation program for new residents involving a "welcoming" packet of materials, including a Westlake Village CD, describing the community, the key services offered by the City, pertinent zoning laws, etc., distributed through local realtors and the Greater Conejo Valley Chamber of Commerce.
- Continue to foster volunteer opportunities in City activities and programs.
- Conduct a City Hall and Library "Open House" on a Saturday morning/early afternoon each year featuring activities and entertainment in the Civic Center courtyard, tours of the City Hall and Library, lectures on civic-related topics of interest to the community, coffee with the Mayor and City Council, etc.

S E C T I O N

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FINDINGS AND RECOMMENDATIONS



The Westlake Village library serves as an excellent example of collaboration featuring an operating agreement between the City and the County Library Department. The building is owned and maintained by the City, while the County Library Department operates the facility providing the staffing and book/media collection.

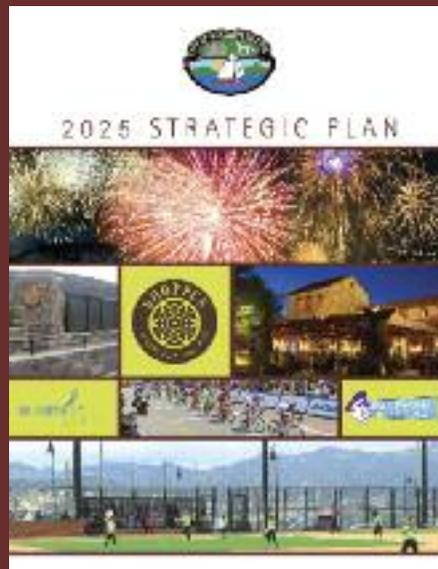
S E C T I O N

15

FINDINGS AND RECOMMENDATIONS

IMPLEMENTING THE 2025 STRATEGIC PLAN: WHAT'S NEXT?

As suggested at the outset of this report, the City's 2025 Strategic Plan is meant to serve as a multi-year road map of the future. By its very nature, strategic planning is a proactive attempt to deal with changes that will occur over time so that the City may move forward from where it presently is to where it wants to be in the decade ahead. For this journey to be successful, the City will need to adhere to the 2025 Strategic Plan's mission statement, vision statement, and core values. It will be equally important for the City to undertake the Plan's goals, objectives, and potential programs and strategies, when feasible. In other words, the document should not be set aside and allowed to gather dust on a shelf. Rather, the document and all that it represents should become "part and parcel" of the City's organizational culture and its way of doing business so that City Council decisions and actions are measured and filtered through the document's vision of the City's future. In that way, the 2025 Strategic Plan has the potential of doing what it set out to do: to transform today's vision into tomorrow's reality.



The update of the original 2015 Strategic Plan began in the summer of 2015 and was completed in February 2016.

Here are several key recommendations offered to the City Council by the citizens' committee in addressing a meaningful implementation of the 2025 Strategic Plan.

Recommendation #1: The timetable to implement the suggested programs listed in the 2025 Strategic Plan is at the discretion of the City Council. However, in conjunction with the City Council's goals' session each year, it is recommended that the various 2025 goals and potential programs and strategies be reviewed with the aim of adopting those deemed most appropriate for implementation that year.

Recommendation #2: During the deliberation process involving City Council consideration of items that come before it at regular meetings, it is recommended that the process used by the City Council to arrive at decision-making always take into account the 2025 core values as a way to advance the 2025 Strategic Plan vision.

Recommendation #3: Using the 2025 Strategic Plan community survey as base information, it is recommended that the City undertake its next comprehensive "attitudinal" survey of residents in 2020. This will allow the City Council to continue to assess the community's interests in City programs, projects and priorities. Also, it is recommended that the City Council consider the use of periodic surveys on specific issues or topics of high interest in the community as another method of soliciting feedback from residents.

Recommendation #4: Many of the proposed programs and strategies referenced in the 2025 Strategic Plan will require further study, analysis and evaluation prior to their implementation. With that in mind, the citizens' committee recommends that, when feasible, advisory committees be established to assist in addressing and/or refining such programs and strategies.