

# THE CITY OF WESTLAKE VILLAGE 2015 STRATEGIC PLAN

# VOLUME ONE

2015 Visioning: Westlake Village Style



# STRATEGIC PLANNING 2015:

## "Back to the Future"

*"How are we undertaking this "2015" effort? Well, just as in the delightfully entertaining movie, "Back to the Future," in which Marty McFly is able to travel back in time as well as into the future through Doc Brown's souped-up DeLorean that's been converted into a time machine, our community's time machine is our City Council appointed twelve-member 2015 Committee charged with the responsibility of thinking outside the box and into the future. In a way then, 2004 is our opportunity to go on our time-traveling adventure, look into the future, and plan today what we want Westlake Village to be like tomorrow." - Excerpt from Mayor Robert Slavin's State of the City Address on November 17, 2004*

### **What Is The 2015 Strategic Plan, And What Value Is It?**

In 2004, recognizing that Westlake Village was fast approaching its 25th anniversary, the City Council felt it was an ideal time to undertake some thoughtful reflection and examine how the City could ensure that it preserved and enhanced what residents truly love, appreciate and enjoy about their community. With that goal in mind, the 2015 strategic planning process was initiated by the City Council.

In a way, a strategic plan is simply a "blue print" or vision of the future. It paints a picture of our ideal community and describes what our residents hope to see in the decade ahead and beyond. This "blue print" contains a vision statement addressing those values important to the community. In the strategic planning process, this vision becomes the basis or framework around which the strategic plan is built.

To "jump start" the 2015 planning process in 2004, the City Council appointed a twelve-member 2015 Committee to tackle this project. Given virtually free-rein to set its own work plan, course of study and action, the only City Council instructions given the committee were this: 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.

As a component of the 2015 planning process, the City Council also commissioned a comprehensive community survey in the fall of 2005. The objective of the survey was to provide the 2015 Committee with an understanding of the residents' opinions on a range of issues relevant to the strategic planning process. (Further information concerning the purpose, results and findings of the survey is contained in Volume Three of this report).

# INTRODUCTION

## “Back to the Future”

### A Glossary Of Strategic Planning Terms

**Strategic Plan:** A strategic plan is an organization's overall guiding framework. It provides a clear description of the organization's long-term vision and the overall change initiatives that will take it there. Strategic plans do not have to follow a set format, but often include the following elements:

- ★ a vision statement
- ★ shared values
- ★ goals that add specificity to the vision statement
- ★ strategies that reinforce the goals
- ★ performance measures specifying the organization's measurable definition of desired outcomes and success indicators

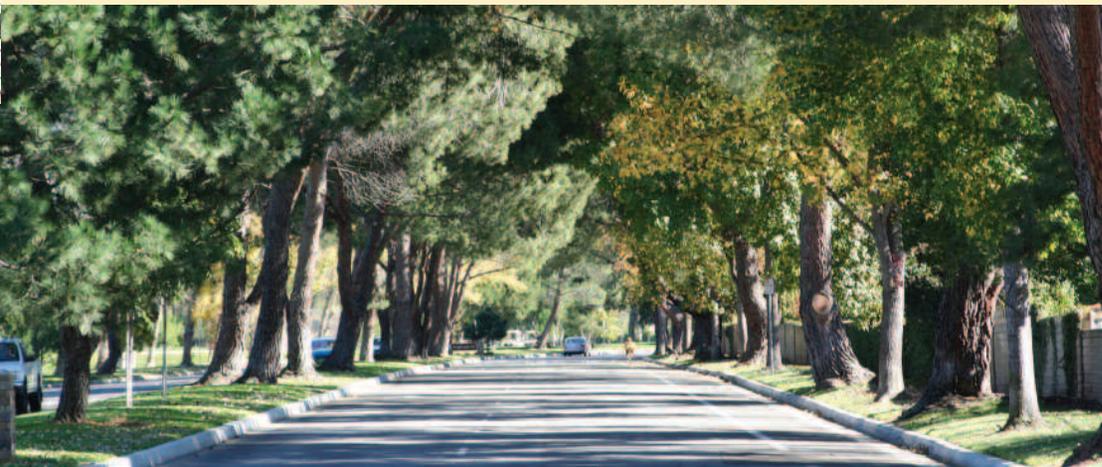
**Vision:** A descriptive narrative of what an organization or the community's residents want their city to become. Often written in the present tense, such visions use evocative and specific language to convey a felt sense of what success would look and feel like. Ideally, this type of vision statement will reflect the unique concerns, goals, values, and aspirations of the organizational members.

**Values:** Statements that indicate the qualities and norms that the organizational members hold as important and significant.

**Goals:** Strategic goals are the milestones the organization aims to achieve that evolve from strategic issues. They transform strategic issues into specific performance targets that impact the entire organization. Goals are also typically stated in terms of measurable and verifiable outcomes.

**Strategies:** Strategies describe how the organization will achieve its goals and vision. These include methods, resources, processes, and systems, and how the organization will deploy them to achieve success.

**Performance Measures:** Qualitative or quantitative statistical findings that provide information on the organization's success in a variety of areas involving goal achievement, delivery of services, operational efficiency, etc.



# WESTLAKE VILLAGE – OUR PAST, PRESENT AND FUTURE

*"If you want to know your past, look into your present conditions. If you want to know your future, look into your present actions."* – Source unknown

It can be argued that charting a course for the future depends on an understanding of both the past and the present. Recognizing that point, the 2015 Committee devoted considerable time in discussions over just exactly how Westlake Village has evolved over the years. The members of the Committee felt it was extremely important to link where we've come from, where we are today, and where we may be going in the years ahead.



## A Brief Look Back

Westlake Village is located on a portion of the former Albertson Ranch, whose cattle-grazing operation on the land ended in the mid 1960's, when construction of Westlake Village commenced. The ranch was a portion of the former El Conejo land grant, whose original boundary lines form what are the City's southern and eastern limits today.

The American Hawaiian Steamship Company developed Westlake Village as a master-planned community, beginning in 1966, with development responsibilities subsequently passing to the Prudential Insurance Company. The community straddles the Los Angeles-Ventura County lines. The Ventura County portion was incorporated as part of the City of Thousand Oaks in 1968. However, the build-out of the two halves has proceeded in a coordinated and interlinked manner, relatively indifferent to the corporate limits which separate them.

The City of Westlake Village was incorporated on December 11, 1981, as the 81st city in Los Angeles County. Incorporation was supported by more than 80% of those voting on the issue. The primary impetus for incorporation revolved around maintaining the high quality of development within the City and preserving the general pattern of land uses and design standards envisioned in the master plan. In keeping with the vision of the incorporation movement, the original organization of the City government was intentionally kept small in terms of staffing, with a heavy emphasis on contract services, efficiency and customer service. That philosophy continues today as the City has just nine full-time employees coupled with a contingent of contract staff and consultants.

As a master-planned community, Westlake Village is characterized by its wide, tree-lined boulevards, its cohesive, yet identifiable neighborhoods with interconnected greenbelts, its lakeside parks and promenades, and its diverse and thriving office and commercial centers. With a business friendly philosophy, the City is home to many large corporate employers providing more than 10,000 jobs.



# WESTLAKE VILLAGE

**Incorporated:** December 11, 1981, the 81st City in Los Angeles County.

**Form of Government:** City Council/City Manager.

**5.4 square miles:** Bounded by the City of Agoura Hills on the east, Ventura County and the City of Thousand Oaks on the north and west, and the unincorporated Santa Monica Mountains on the south. Approximately 30 miles northwest of downtown Los Angeles.

**Population:** 8,905 (January 2005).

**Age:** The 2000 Census indicates that the median age of residents within Westlake Village is 44.6 years, exceeding Los Angeles County's median age of 32. Nearly half of City's population is between the ages of 20 and 54, with the younger and older population almost evenly divided.

**Income:** Based on Census 2000, 47% of the City's households have incomes of \$100,000 or more.

**Education:** Census 2000 also indicates that 47% of the City's residents have attended some college or obtained a degree, and 17% hold a graduate degree.

# 2015 VISIONING PROCESS

A unique challenge for any community is creating a vision of the future. The Westlake Village 2015 Committee's visioning process began with a comprehensive discussion of what strategic planning consultants term a "SWOT" analysis. This involves identifying the "strengths," "weaknesses," "opportunities" and "threats" associated with the City.

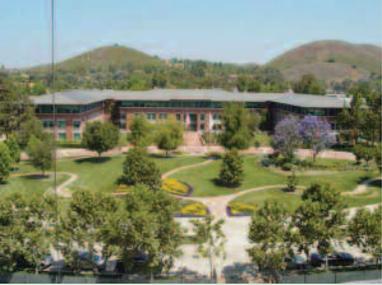
The results of this exercise helped the 2015 Committee begin to focus on a proposed vision of the City, as well as to identify core values important to the community. Here's a sampling of what was identified by the Committee during this "SWOT" analysis.

## **Westlake Village is unique because...**

*Several of the characteristic phrases identified by the 2015 Committee which distinguish Westlake Village included:*

- ★ "city in the country"
- ★ great place to raise a family
- ★ wonderful balance between the residential, commercial and business sectors
- ★ beautiful physical amenities like wide boulevards, richly landscaped parkways and medians
- ★ top-notch schools
- ★ quality living
- ★ neighborliness
- ★ safe, quiet neighborhoods
- ★ "small town charm"
- ★ community's geographical setting/natural boundaries located in the beautiful Russell and Conejo Valleys





### Expectations run high in Westlake Village...

*2015 Committee members identified a number of expectations for the coming decade, and felt that the City should:*

- ★ retain the small town charm of Westlake Village
- ★ be mindful of youth and senior needs in generating future programs and services
- ★ continue to be a model for city planning
- ★ continue to spend municipal dollars wisely
- ★ preserve the balance between quality of life and economic development
- ★ support local schools
- ★ continue to undertake beautification programs resulting in the enhancement of the overall appearance of the community
- ★ support family-oriented services and programming

### Westlake Village's "strengths" are many and varied...

*A number of qualities identified by the 2015 Committee as "strengths" were thought to be key to the success of the community in the future. Those "strengths" included:*

- ★ long-standing tradition of City Councils dedicated to civility, cooperation and cohesiveness in serving the best interests of the entire community
- ★ City management that is accessible, responsive and dedicated
- ★ thoughtful, articulate and well-educated residents who are active in neighborhood and civic affairs
- ★ a planned community with excellent infrastructure (roads, sewers, street lights, parks, etc.)
- ★ excellent financial base with a balance of different revenues supporting the City's budget
- ★ a city that pays attention to details

*"We listen to each other and pay attention to the details - because it matters to us." - Source unknown*

# 2015 VISIONING

## Westlake Village Style

### **Always a need to be mindful of "weaknesses"...**

*Although the consensus of the 2015 Committee pointed to more positives than negatives in their assessment of the community, there are nonetheless several **potential weaknesses** for the City to address in the future:*

- ★ community may lack a sense of diversity in its composition
- ★ 101 freeway bi-sects the community, potentially creating a north/south split and disenfranchised elements of the community
- ★ lack of affordable workforce housing

### **Potential negative factors or "threats" impacting the community...**

*Under the "SWOT" analysis, "threats" are typically considered factors outside the control of the City that might negatively impact the community. Several potential "threats" identified by the 2015 Committee were:*

- ★ development outside the community in the local region
- ★ potential for continued state raids of local government funds
- ★ potential for degradation of air quality in the region
- ★ increased traffic congestion on local roadways, arterials, freeway, etc.



## Opportunities knock at Westlake Village's door...

*An important aspect of the 2015 visioning exercise included an analysis of how the City might take advantage of certain circumstances to enhance the community. In looking ahead at the next decade, the 2015 Committee suggested that attention be given to various "opportunities" which, if implemented, might serve to enhance the quality of life in Westlake Village. Examples of several "opportunities" identified by the 2015 Committee included:*

- ★ creating a community gathering place
- ★ employing the use of technology by making Westlake Village a technology-friendly community
- ★ where possible, utilizing Westlake lake for the enjoyment of the entire community
- ★ purchasing land for open space purposes and other public uses when possible
- ★ considering the development of a community center to serve all ages
- ★ recognizing the community's aging population and considering the needs of this age segment when planning future services
- ★ being proactive in anticipating future redevelopment and/or renovation of business parks and retail commercial centers so that well-conceived re-use plans are in place



- ★ building on the long tradition of public safety in the community by ensuring that general law enforcement and traffic services remain the highest priorities in terms of public services offered in the community
- ★ taking advantage of the opportunities presented through participation in regional forms of government (i.e., Las Virgenes Malibu Council of Governments, Southern California Association of Governments, etc.) to protect the interests of the City
- ★ recognizing the opportunities presented by fostering a strong local economy, and continuing to be an exceptionally strong business-friendly City
- ★ supporting the community's interest in healthy life styles and healthy living by serving as a model City in promoting programs, projects and activities designed to foster the overall health of its residents

# VISION STATEMENT

## Our Hopes And Dreams For The Future

*"Vision is the gift of seeing clearly what may be. Vision expands our horizons. The more we see, the more we can achieve; the grander our vision, the more glorious our accomplishment."* - Unknown source



VISION

After much debate, discussion and deliberation, the 2015 Committee produced the following vision statement for Westlake Village. Although the statement is brief and to the point, it reflects-in an evocative sense-what this community should look and feel like in 2015. The values, broad goals, objectives and actions needed to help make this vision a reality are contained elsewhere in this report.

### OUR 2015 VISION

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.

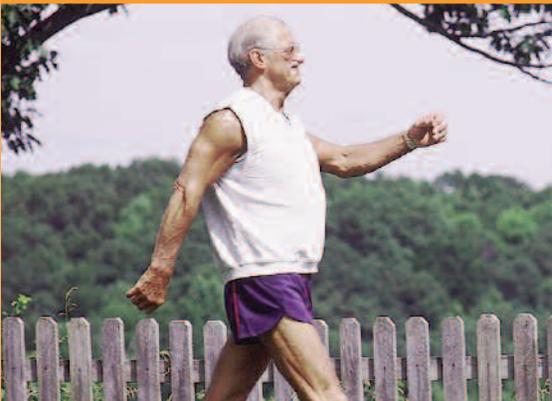
# CORE VALUES

## We Maintain These Values As We Implement Our Vision

While there are a whole host of values that help define the quality of life in Westlake Village, the 2015 Committee felt that four core values were essential in carrying out the 2015 vision. Those values or qualities are listed below and described in more detail on the following pages.

*"When your values are clear to you, making decisions becomes easier."*

- Roy Disney



## OUR SHARED VALUES

- ★ A Quality Setting
- ★ An Engaged Lifestyle
- ★ A Collaborative Approach
- ★ A Responsive Local Government

# VALUES

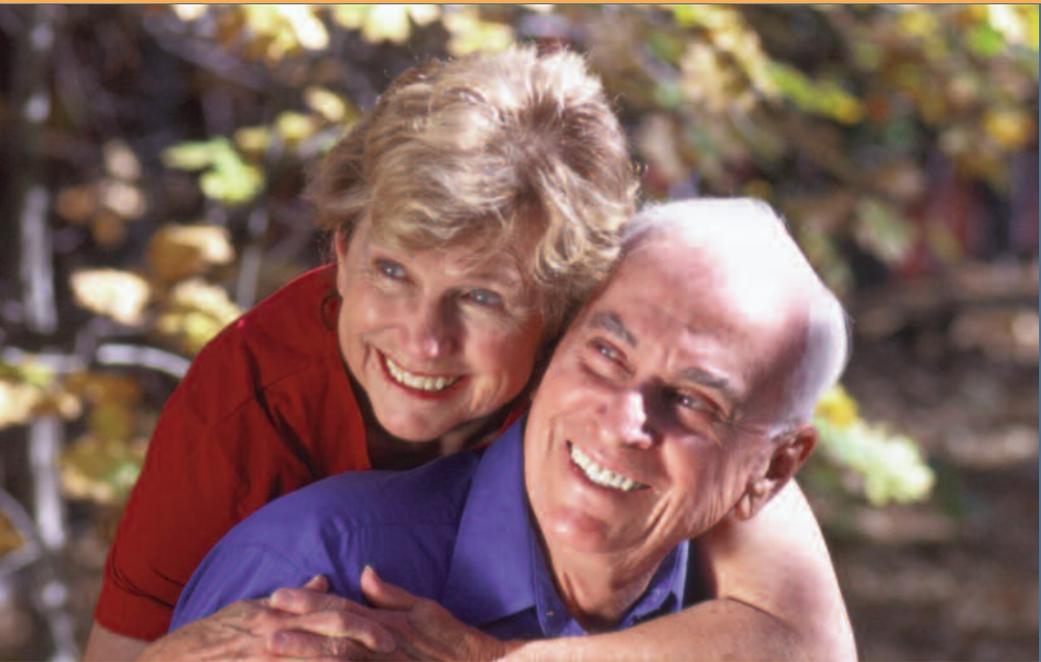
## Value ①: Westlake Village: A Quality Setting

*"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."*

### Land use planning in Westlake Village: The importance of the General Plan

The control over land use planning was one of the major reasons behind the movement of city-hood in the late 1970's. Following incorporation in 1981, City officials immediately went to work in crafting a comprehensive General Plan ensuring a balance between different land uses-residential, commercial, business, open space, parks, public institutional-to avoid potential incompatibilities among these uses. A 28-member Citizens Advisory Committee, composed of residents and business representatives, assisted several land use consultants in the preparation of this important document, a plan that continues to guide decisions over land use development to this day.





## We Maintain These Values As We Implement Our Vision



### Excerpts from Westlake Village General Plan (Chapter One - Community Development)

*"This chapter addresses the manner in which development in the City will occur under the guidance of the General Plan. Recognizing that the same desirable characteristics which initially attracted residents to the community will continue to exist, and that therefore development pressures will also continue, the policies and implementation measures set forth in this chapter are directed at accommodating expected growth without adversely affecting the City's physical, economic and social resources."*

#### *(General Plan Community Development Goals)*

*"To provide a safe, stable and pleasant living environment for City residents."*

*"To assure that economic and population growth proceed at a rate that can be sustained by available resources and that will not adversely affect the quality of life within the City or its physical environment."*

*"To foster the development of a strong tax base."*

*"To provide for the investigation and preservation of historic resources."*

*"To fulfill the City's local housing needs and its share of regional housing needs to the maximum feasible extent."*

*"To preserve the high quality of the City's existing housing stock and residential environment."*

# Value ①: Westlake Village: Characterized by a balance of land uses

LAND USE

LAND USE	ACRES		Percentage of land in the City
	1990	2002	
<b>Residential</b>	<b>756.62</b>	<b>868.29</b>	<b>24.1%</b>
Single-family	639.37	751.04	86.5%
Multi-family	96.72		11.2%
Mobile Home Park	20.53		2.3%
<b>Rights-of-Way</b>	<b>350.86</b>		<b>9.8%</b>
Local Streets	297.12		84.7%
Ventura Freeway (U.S.101)	53.74		15.3%
<b>Industrial<sup>1</sup></b>	<b>175.16</b>	<b>121.20</b>	<b>3.4%</b>
<b>Business Park<sup>2</sup></b>	<b>36.19</b>	<b>66.07</b>	<b>1.8%</b>
<b>Commercial</b>	<b>84.23</b>	<b>134.09</b>	<b>3.7%</b>
Recreational	15.75		11.7%
General	33.45	64.35	49.0%
Office <sup>3</sup>	34.03	53.99	40.3%
<b>Public/Semi-Public</b>	<b>28.39</b>	<b>63.39</b>	<b>1.8%</b>
Religious	10.56	27.44	43.2%
School	8.97	27.09	42.7%
Hospital	6.69		10.5%
Utilities	1.65		2.6%
Fire station	0.52		1.0%
<b>TOTAL DEVELOPED AREA</b>	<b>1,431.35</b>	<b>1,607.60</b>	<b>44.7%</b>
<b>Open Space</b>	<b>1,332.83</b>	<b>1,833.17</b>	<b>51.0%</b>
Dedicated Open Space	843.30	1,338.30	73.1%
Open Space Easement (Golf Course)	82.13		4.5%
Water Bodies	325.64		17.8%
Cemetery	40.86		2.2%
Flood Hazard Areas	21.99		1.1%
Parks <sup>4</sup>	14.21	19.55	1.1%
Restricted Use Areas <sup>5</sup>	4.70		0.2%
<b>Other Vacant Lands<sup>6</sup></b>	<b>832.61</b>	<b>156.12</b>	<b>4.4%</b>
<b>TOTAL UNDEVELOPED AREAS</b>	<b>2,165.41</b>	<b>1,989.29</b>	<b>55.3%</b>
<b>GRAND TOTAL</b>	<b>3,596.89 acres</b>		<b>100.00%</b>

- 1 Defined as large, stand alone, few tenant manufacturing.
- 2 Defined as multi-tenant, multi-building, planned developments. (Includes some portions of old Area 3 and developed portions of Westlake Spectrum.)
- 3 Defined as large stand alone office buildings. (Includes some portions of old Area 3.)
- 4 Only includes park sites currently owned by the City.
- 5 Represents subterranean water tank.
- 6 Does not include scattered vacant parcels in existing subdivisions.

## Value ②: Westlake Village: An Engaged Lifestyle



VALUE

People who live and work in Westlake Village tend to have a very strong connection to the community given its overall beauty, tranquility, peacefulness, and the many amenities it offers. It is not surprising that the City helps foster this connection in various direct and indirect ways—many of which promote an engaged lifestyle for its residents.

The City's emphasis in adding new, and maintaining existing walking, jogging, hiking and bicycle paths encourages an active lifestyle for all ages. So too do the City's five neighborhood parks which provide both active play areas for the very young, picnic and barbeque facilities for families, and quiet and restful areas for those needing to "refresh" and "regenerate" from the hectic demands of everyday life.

It is estimated that over 800 of the City's youth participate in one form or another in active sports programs such as pony baseball, youth football, AYSO and club soccer, local basketball leagues, and other organized programs. A highly innovative and collaborative project established several years ago allows many of these sports groups to use athletic fields at Oaks Christian School that were jointly developed by the City and this private school. Additionally,

*"Our community promotes and supports an active lifestyle, personal growth, lifelong learning and public service."*

a more recent collaborative effort between the City and the Las Virgenes Unified School District will result in the use of the new Yerba Buena School play-fields for organized sports groups when construction of that school is completed in 2007. These examples point to the City's continued emphasis in developing new parks to serve the ever-growing needs of our residents.

Westlake Village residents place a premium on education and personal growth. The 2000 Census indicates that 47% of our City's residents have attended college or obtained a degree, and 17% hold a graduate degree. Local schools are strongly supported, and scholastic test scores by local students are some of the highest in California. Additionally, the community is served by a number of nearby colleges and universities allowing for continuing advancement toward both undergraduate and graduate degrees in a variety of subjects and disciplines.



## Value ②: Westlake Village: An Engaged Lifestyle

Also typifying Westlake Village's engaged lifestyle is a commitment to public and community service. This is manifested through the support of numerous charitable community organizations by the City of Westlake Village directly, as well as by local residents through contributions, volunteering and direct financial support. Our residents also have a long history of strong participation in numerous City volunteer projects, committees, and boards such as the Westlake Village Disaster Response Team, the Volunteers in Policing program, the Cultural Recreation Advisory Board, and numerous committees, commissions, and task forces.



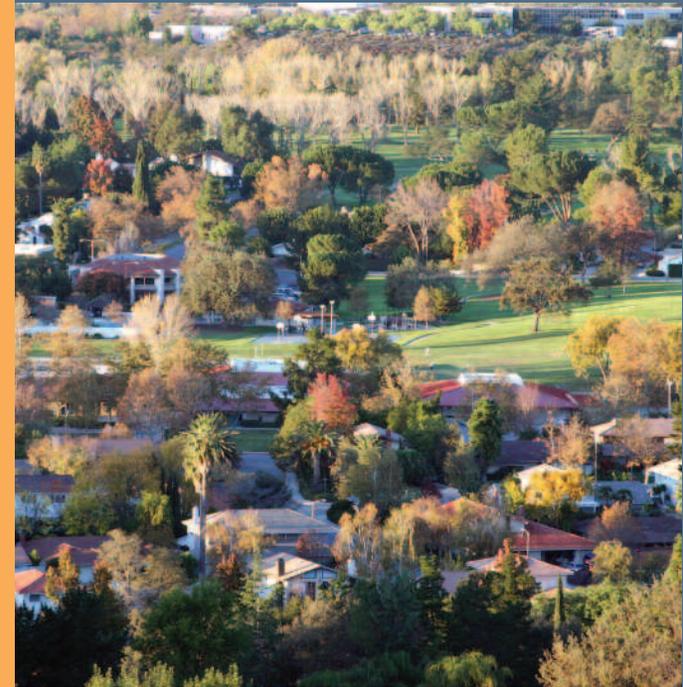
## Value ③: Westlake Village: A Collaborative Approach

There can be no doubt that Westlake Village is a shining example of one of the finest communities in Southern California. What makes it so unique and special? Clearly, the sheer physical beauty of the community and surrounding area, including the Santa Monica Mountains as a backdrop, the golf course, and the lake all contribute to its unparalleled ambiance. So too does the planned nature of the community such as its wide boulevards, neatly maintained parkways and medians, abundance of trees and other beautifully landscaped public rights-of-way, distinct neighborhoods, shopping centers, business parks, and open space areas.

But, there's something else that sets the community apart, something that may be described as a bit intangible or subjective—but nonetheless real and palpable. That something else is the richness of the community expressed through its residents, the people that call Westlake Village their home. Westlake Village has a reputation, and deservedly so, as a friendly community, a place where neighborliness is the rule rather than the exception, a place where cooperation and civility are traits held in very high esteem.

It is true that Westlake Village is a suburban community in one of the largest counties in the country; but, nonetheless, it has small town charm in big ways. How did the City evolve from its early beginnings so that it turned out that way? Several factors played, and continue to play, a very important role in shaping the community. For one, Westlake Village's population is fairly homogenous in its composition and makeup which points to a number of common values shared by its residents.

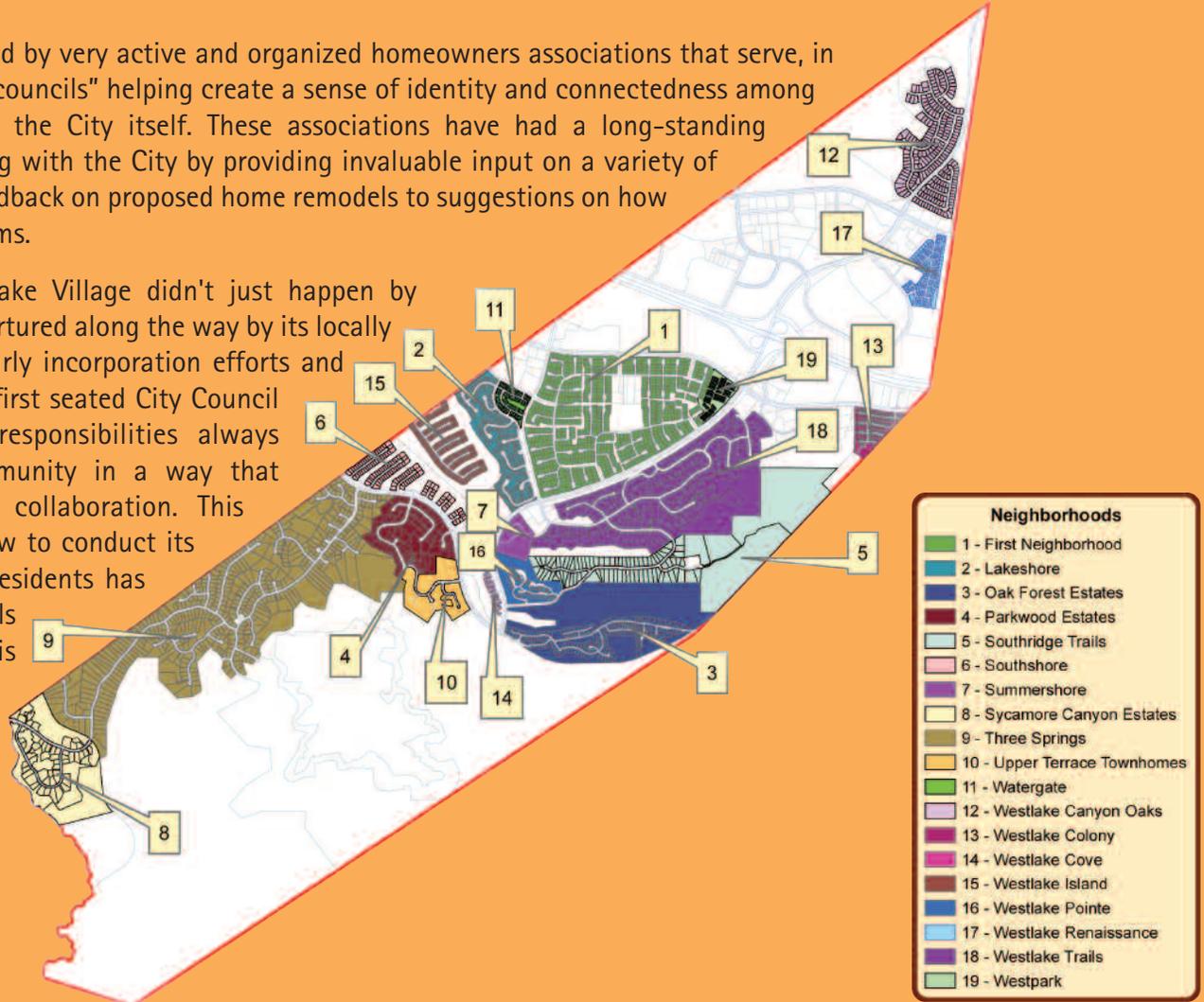
*"Our citizens, homeowners associations, and City government work together guided by a sense of civic responsibility, teamwork, pride, civility and neighborliness."*



## Value ③: Westlake Village: A Collaborative Approach

Westlake Village is also characterized by very active and organized homeowners associations that serve, in a very real sense, as "neighborhood councils" helping create a sense of identity and connectedness among its residents, residential areas and the City itself. These associations have had a long-standing tradition of working and cooperating with the City by providing invaluable input on a variety of subjects and issues ranging from feedback on proposed home remodels to suggestions on how to improve City services and programs.

This collaborative nature of Westlake Village didn't just happen by accident as it has been aided and nurtured along the way by its locally elected officials. Tracing back to early incorporation efforts and the formation of the City, the very first seated City Council felt its duties, obligations and responsibilities always revolved around serving the community in a way that stressed civility, cooperation and collaboration. This model of how to operate a City, how to conduct its affairs, and how to work with its residents has served past and present City Councils well, and has helped foster this shared value that the 2015 Committee describes as "A Collaborative Approach."



## Value ④: Westlake Village: A Responsive Local Government

*"Local government will respect the essential wisdom and integrity of the master plan in addressing the future needs of our community. In so doing, our leaders will be open to innovation, attend to detail and remain responsive to the desires of the citizenry."*

City Hall certainly represents the closest form of governance to its citizens. With that in mind, both past and present City Councils have honored the long-standing tradition of responsiveness, openness, and accessibility in serving the needs of the community. Indeed, the City has as one of its on-going goals to be organized in such a way that services and programs are provided in the most efficient and effective way possible.



## Value ④: Westlake Village: A Responsive Local Government

*Here are just a few key examples of the special features, characteristics and operations of the City organization, as identified by the 2015 Committee, that help explain why Westlake Village has the ability to deliver quality services. On a "going forward" basis, the 2015 Committee strongly feels these special features need to be maintained and even enhanced in the future to ensure that Westlake Village remains a premiere responsive local government in the next decade and beyond.*

### **Unwavering commitment to high planning standards with City Council serving as "Planning Commission"**

Whether it involves applications for house remodels, new construction, or permits for new commercial centers or business parks, the City employs the highest development standards contained in its Zoning Ordinance and General Plan. In most cities throughout California, City Councils typically appoint a Planning Commission to review projects and to establish appropriate conditions of development. This is not the case in Westlake Village. Since incorporation, the City Council has served as the Planning Commission. This allows the ultimate decision-makers to be involved in the planning process at the very outset, thereby ensuring appropriate controls and accountability over development as well as timely reviewing of applications that do not require layers of bureaucracy to go through.

### **Efficiency through contract services**

By any definition, Westlake Village is what is commonly referred to as a "contract city," meaning that many of its major services are handled by outside vendors and contractors. This translates into the need for a smaller, more cohesive, in-house staff. Examples of several contract services provided by the City include law enforcement, fire protection, public works, street sweeping, landscape maintenance, library operations, legal services, and many parks and recreation programs. As demands for services grow, they can be quickly and efficiently provided; likewise, when demands for services diminish, they can be quickly curtailed or cut back all together.



## Value ④: Westlake Village: A Responsive Local Government

### Small in-house, cross-trained staffing contingent

Just nine full-time employees comprise the City's staffing contingent. By design, the employees of the City are cross-trained in different disciplines which helps raise productivity.

### Customer service orientation

The culture of the City organization is to deliver high quality services to its residents and to be as responsive as possible to citizens' needs, issues, and inquiries.

### Prudent fiscal/budgetary practices

Over the years, the City has gained a reputation as a leader in careful and prudent fiscal/budgetary practices, and this orientation has paid off as the City's fiscal health is virtually unparalleled for a community of its size. Such practices as the development of a two-year budget, an annual Fiscal Health Report, a Ten-Year Budget Forecast, and a well-thought out Reserve Policy have all been important in establishing the tools necessary for the City Council to undertake good stewardship of the City's finances.



## Value ④: Westlake Village: A Responsive Local Government

### Diversification of City revenues

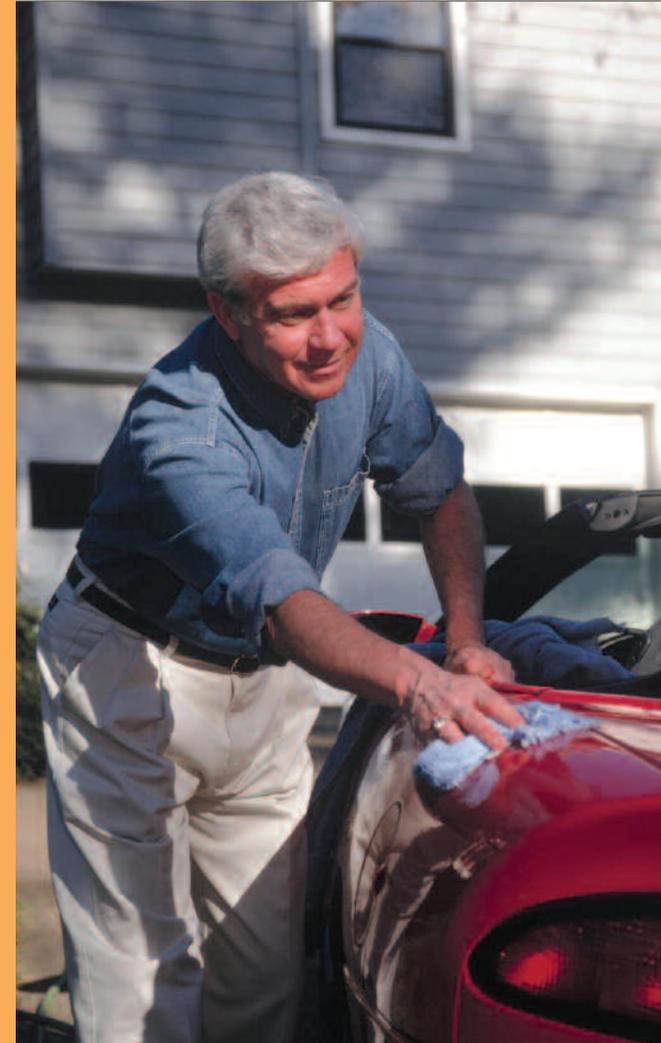
The City's ability to maintain existing services and to provide new programs, projects and capital improvements is directly tied to its revenue base. As a "low property tax" City in which only 5.9% of all property taxes paid by its citizens comes back to Westlake Village, the City historically has had to rely heavily on several major revenue sources like sales tax, state subventions, and several one-time developer impact fees. Since the mid-1990's, however, one of the major goals of the City Council has been to diversify its revenue base to establish long-term fiscal stability. Fortunately, that goal has been partially achieved with the recent addition of two new hotels and the added transient occupancy tax they will generate beginning in fiscal year 2006-07.

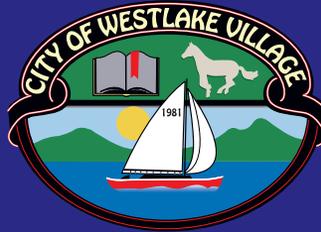
### City Council goals sessions

In addition to good fiscal stewardship, the City Council employs on-going oversight over all operations of the City by setting annual goals and objectives. These goals are developed by the City Council each January, followed by quarterly study sessions to review the status of their implementation.

### Community outreach efforts

Ever mindful that good government is a collaboration between its elected officials and its residents, the City has placed, and continues to place, strong emphasis in working and collaborating directly with its residents, seeking feedback on issues, and ensuring that information about City affairs is widely distributed to all interested parties.





## THE CITY OF WESTLAKE VILLAGE

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