VOLUME TWO

2015 Strategic Goals, Objectives and Potential Implementation Programs
2015 STRATEGIC GOALS
Identification Of Topical Areas/Issues

The exhaustive SWOT analysis (strengths, weaknesses, threats, opportunities) followed by discussions over core values defined in Volume One of this report led the 2015 Committee to identify seven major topical issues which, in their opinion, were key in crafting a strategic plan for the future. In turn, this analysis resulted in the 2015 Committee identifying seven key strategic goals under each of the topical issues.

The seven topical areas described are listed below. The identification and description of the accompanying 2015 strategic goals, objectives, and potential programs associated with each issue are addressed in the ensuing pages.

1. Sense Of Community
2. Strong Economy
3. Quality Environment
4. Open Space And Recreational Opportunities
5. Community Health Initiatives
6. Technology And Its Uses In The Future
7. Accessible Government
Goal 1: Sense Of Community

**Primary Goal:** Preserve And Maintain The "City In The Country" Sense Of Community

**Objective:** Create community gathering space(s)

**Potential Programs/Strategies:**
- Identify "opportunity" sites such as existing parks and private properties that may become available for acquisition by the City in the future
- Increase the recognition, visibility and use of the Civic Center as a central gathering place for the community
- Condition future commercial development, when feasible, to promote gathering spaces for patrons by linking pedestrian-friendly pathways/walkways leading to outdoor spaces featuring benches, enhanced landscaping, water features, and other amenities

**Team:** City Council, all City Departments, appropriate committees

**Stakeholders:** Westlake Village community

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**Objective:** Connect the community through new City programs and activities

**Potential Programs/Strategies:**
- Bring back annual "Concert in the Park"
- Develop outdoor public areas and utilize them for recreational community engagement purposes
- Build on existing City programs and activities like the annual City Celebration and Summer TGIF series, creating new events of community interest

**Team:** City Council, Community Services Department, Cultural Recreation Advisory Board

**Stakeholders:** Westlake Village community
Goal 2: Strong Economy

Primary Goal: Preserve And Enhance The City's Strong Economic Base

Objective: Support the Thousand Oaks/Westlake Village Regional Chamber of Commerce and other business entities serving the community's business sector

Potential Programs/Strategies:
Continue the contractual arrangement between the City and the Thousand Oaks/Westlake Village Regional Chamber of Commerce allowing for services which result in the following:
- Direct support of local businesses
- A quarterly market listing of commercial, office and industrial space available within City
- A bi-annual business census made available to the City
- Development of an outreach program with new businesses including distribution of a “welcoming” packet of materials, including a CD describing the City, its services, pertinent zoning laws, etc.

Team: City Council, City Manager's Office

Stakeholders: Thousand Oaks/Westlake Village Regional Chamber of Commerce, Agoura/Conjoe/Oak Park Chamber of Commerce, general business community

Objective: Promote desired new commercial and office development

Potential Programs/Strategies:
Develop comprehensive marketing strategy to recruit and solicit new businesses to locate in Westlake Village, including the preparation of an economic development brochure for distribution to prospective businesses

Team: City Council's Economic Development Committee, City Manager's Office

Stakeholders: Thousand Oaks/Westlake Village Regional Chamber of Commerce, general business community
Objective: Continue to implement strong City "business-friendly" practices

Potential Programs/Strategies:
★ Continue the long-standing practice of having the City Council serve as the City's Planning Commission
★ Maintain and enhance existing City policies designed to expedite the processing of development applications in the most effective, efficient way possible
★ Continue to utilize the City Council's Land Use Committee as a way of allowing applicants an opportunity to receive early feedback on development applications
★ When appropriate, allow developers for major projects an opportunity to receive feedback from the community and City Council by employing the use of concept reviews at duly noticed City Council meetings

Team: City Council, City Council’s Economic Development Committee, Planning Department, Los Angeles County Building and Safety Department, general business community

Stakeholders: Westlake Village community, general business community

Objective: Become a model for collaboration, partnership and cooperation involving the business community, local schools and the City

Potential Programs/Strategies:
★ Using City resources, promote and foster partnerships, such as career days, internships, leadership conferences, etc., between the Las Virgenes Unified School District and local businesses that serve to support education
★ Partner with higher learning institutions, such as California Lutheran College, Moorpark College, and Pepperdine University, to promote and offer life-long learning programs, symposiums, and specialized classes of benefit to the City's residents

Team: City Council, City Manager's Office, Community Services Department

Stakeholders: Westlake Village community, Las Virgenes Unified School District, White Oak Elementary School, Lindero Middle School, Agoura High School, Oaks Christian School, St. Jude's Catholic Church School, and local universities and colleges
Goal 3: Quality Environment

**Primary Goal:** Maintain And Enhance The City's Infrastructure and Other Public Improvements

**Objective:** Maintain and enhance the special visual qualities of the community

**Potential Programs/Strategies:**
- Continue implementation of City's long-term Streetscape Improvement Program addressing both landscape and streetscape enhancements throughout the community
- Partner with the business sector to help beautify the community
- Continue to work with homeowners associations to assist in beautifying neighborhood entryways and other locations that are highly visible from the public right-of-way
- Implement a City-wide public art program
- Serve as a model in establishing innovative landscaping guidelines for use by homeowners and local businesses that rely on native/California-friendly plant materials with low water requirements

**Team:** City Council, Planning Department, appropriate City committees

**Stakeholders:** Westlake Village community, general business community, local homeowners associations

**Objective:** Adhere to land use practices that promote an open and connected community

**Potential Programs/Strategies:**
- Develop a policy for inclusion in the City's Municipal Code and Zoning Ordinance restricting the development of future "gated neighborhoods" in the City
- Continue to employ strict residential development standards when reviewing and approving home additions, remodels, etc. to ensure neighborhood compatibility
Objective: Be a model in promoting "sustainability" by emphasizing conservation of resources, recycling, energy efficiency and other "green" practices

Potential Programs/Strategies:
★ Undertake a comprehensive analysis to determine how the City may wish to: (1) incorporate sustainable principles in its day-to-day operations/activities in ways that use energy and natural resources more efficiently, and (2) promote innovation in the use and disposal of resources and energy, such as the City's electronic waste and hazardous waste pickup programs, through partnerships with homeowners associations and the business community

Team: City Council, all City Departments, Los Angeles County Building and Safety Department, appropriate City committees

Stakeholders: Westlake Village community, homeowners associations, general business community

Objective: Improve local traffic conditions and overall traffic environment

Potential Programs/Strategies:
★ Develop a comprehensive program addressing resident-friendly "traffic calming" measures to ensure safe driving and to discourage speeding on neighborhood streets, local collectors and major arterials
★ Assess the noise created by traffic conditions and develop City-wide traffic sound controls where appropriate and feasible based on a City-wide acoustical study

Team: City Council, Public Safety Committee, City Manager’s Office, Traffic Engineer, Lost Hills Sheriff’s Station

Stakeholders: Westlake Village community
Goal 4: Open Space Preservation And Recreation

**Primary Goal: Preserve Open Space And Enhance Recreation Opportunities**

**Objective:** When opportunities arise, and where feasible, acquire land for open space purposes

**Potential Programs/Strategies:**
- ★ Consider acquisition of the approximate four-acre, undeveloped Ridgeford site

**Team:** City Council, City Manager's Office, Planning Department, Land Use Committee

**Stakeholders:** Westlake Village community

**Objective:** Increase availability of, and access to, recreational amenities for all ages

**Potential Programs/Strategies:**
- ★ Renovate the City's existing neighborhood parks
- ★ Create more active and passive parks and sports fields where feasible
- ★ Continue partnerships with the Westlake Lake Management Association to undertake joint projects that create passive park-like settings for enjoyment by the community
- ★ Continue to assess new and/or expanded City recreational programming opportunities for all ages

**Team:** City Council, Community Services Department, Cultural Recreation Advisory Board, Cultural Recreation Committee

**Stakeholders:** Westlake Village community, organized sports groups

**Objective:** Enhance the City's various walking, jogging, hiking and bicycle trails

**Potential Programs/Strategies:**
- ★ Enhance access and use of the open space area adjacent to Triunfo creek through the establishment of a new trail head
- ★ Undertake a comprehensive study throughout the community, including the business park areas north of the freeway and areas around the perimeter of the First Neighborhood (Lindero Canyon Road, Lakeview Canyon Road, and Agoura Road), to assess opportunities for new and/or improved sidewalks for pedestrian safety
- ★ Consider the use of innovative materials (i.e., decomposed granite, synthetic surfaces,) when repairing and/or constructing new sidewalks, hiking and jogging trails, etc.
- ★ Establish a brochure for distribution to residents highlighting and detailing the myriad of hiking and bicycle trails in and around the City and the Conejo Valley
- ★ Assess the feasibility and desirability of covering all, or portions of, the existing Lindero Canyon Road flood control channel to create additional parkways/pathways, and to enhance the overall visual appearance of this segment of the community

**Team:** City Council, Environmental Committee, City Manager's Office, Cultural Recreation Advisory Board, Cultural/Recreation Committee

**Stakeholders:** Westlake Village community, hiking and jogging organizations, local bicycle clubs
Goal 5: Community Health Initiatives

**Primary Goal:** Become A Model City Promoting Lifelong “Community Health”

**Objective:** Create a welcoming environment for all ages and opportunities to “age in place”

**Potential Programs/Strategies:**
- Assess opportunities and potential implementation strategies to promote affordable housing at both ends of the age spectrum
- Explore opportunities to house a “multi-phase” senior facility in the community which serves a continuum of needs from independent to assisted living
- When feasible, consider mixed use projects that allow a housing component provided that it results in a cohesive and compatible environment

**Team:** City Council, City Manager’s Office, Planning Department

**Stakeholders:** Westlake Village community

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**Objective:** Create a community of “wellness”

**Potential Programs/Strategies:**
- Develop a comprehensive community wellness program that includes partnerships with Dole Foods and other local businesses
- Attain the League of California Cities’ “Healthy Cities” designation by instituting programs, activities and projects designed to improve the overall health and quality of life of the community’s residents
- Enter into programs with the Las Virgenes Unified School District that encourage proper nutrition in local schools
- Encourage the re-establishment of a Farmer’s Market in the community

**Team:** City Council, City Manager’s Office, League of California Cities

**Stakeholders:** Westlake Village community, general business community, Las Virgenes Unified School District
Objective: Improve community safety and access to emergency medical services

Potential Programs/Strategies:
- When feasible, partner with neighboring cities to encourage and foster improved emergency access network
- Following build-out of the Westlake North Specific Plan area, undertake a study with the Lost Hills Sheriff's Station to determine if additional law enforcement services will be required to serve the area north of the freeway
- Undertake a comprehensive study to determine areas of the community needing new or additional street lights for pedestrian and traffic safety purposes
- Partner with the Los Angeles County Fire Department to enhance emergency medical responses, particularly in light of Los Angeles County’s recent approval of a new contract ambulance provider for Operating Area 4 which includes Westlake Village

Team: Westlake Village City Council, Ad-Hoc Hospital Committee, City Manager’s Office, Lost Hills Sheriff’s Station, Los Angeles County Fire Department, Westmed/McCormick Ambulance, Southern California Edison

Stakeholders: Westlake Village community
**Goal 6: Technology And Its Uses In The Future**

**Primary Goal:** Promote And Foster The Use Of Innovative Technologies To Improve Quality Of Life

**Objective:** Improve cell phone reception in the community
**Potential Programs/Strategies:**
- Work with service providers to promote the installation of needed hardware and equipment to improve cell phone reception throughout the community
**Team:** City Council, Planning Department, cell phone companies
**Stakeholders:** Westlake Village community

**Objective:** Promote and enhance the use of personal computers
**Potential Programs/Strategies:**
- Undertake a study to determine the desirability and feasibility of creating Westlake Village as a technology community
- Enter into new partnerships with the Las Virgenes Unified School District to support technology in the schools
- Work with local businesses to encourage and foster new and/or expanded telecommuting programs
**Team:** City Council, City Manager’s Office, Las Virgenes Unified School District, general business community
**Stakeholders:** Westlake Village community, local schools
Goal 7: Accessible Government

Primary Goal: Create A Seamless, Accessible Local Government And Decision-Making Structure

Objective: Increase the community's understanding of its local government, and foster increased community engagement

Potential Programs/Strategies:
- Develop an annual City-wide “civics education and leadership program” for interested residents
- Expand on ways in which City information is presented to residents through such means as live and taped video streaming of City Council meetings on the City’s website, possible expansion of the City’s monthly newsletter, etc.
- Continue and possibly expand the current City/Schools program which is designed to engage and teach fourth grade students on a host of civics-related topics
- When feasible, employ the use of “town hall meetings” as a way of reaching out to the community and imparting information and feedback on important issues facing the City
- 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 Thousand Oaks/Westlake Village Regional Chamber of Commerce
- Work with the Las Virgenes Unified School District and local colleges and universities to create a City Hall internship program for interested students
- Continue to foster volunteer opportunities in City activities and programs
- Expand public service announcements and other programming on the City’s cable station, WVTV Channel 10
- Develop a factual and comprehensive annual report highlighting the accomplishments of City programs, projects, activities, etc. for distribution to City residents in late November or early December each year
- Continue to collaborate with the community’s various homeowners associations in order to communicate information on City programs and projects and to seek input and feedback on City issues and policy matters
- Continue to enhance the City’s web site (www.wlv.org) as a source of information about City programs, projects, activities, etc.

Team: City Council, City Manager’s Office, Community Services Department, Las Virgenes Unified School District, local universities and colleges, Cultural Recreation Advisory Board, homeowners associations, local Board of Realtors, Thousand Oaks/Westlake Village Regional Chamber of Commerce, Videomax Consultants

Stakeholders: Westlake Village community
RECOMMENDATIONS
Implementing the 2015 Strategic Plan: What's next?

As indicated at the beginning of this report in Volume One, the 2015 strategic plan is meant to serve as a road map for the future. Strategic planning by its very nature is broad in scope encompassing, as we've seen, a vision statement, core values and a set of goals, objectives and potential programs/strategies.

Here, then, are several key recommendations offered to the City Council from the 2015 Committee in addressing the implementation of the 2015 Strategic Plan.

★ **Recommendation #1:** The time-table to implement the various suggested programs outlined in the 2015 Strategic Plan is up to the discretion of the City Council. However, each year as part of the City Council's annual goals session, it is suggested that the various 2015 goals and potential programs/strategies be reviewed with the aim of adopting those deemed appropriate for implementation that year by the City Council.

★ **Recommendation #2:** During the normal and regular deliberation process involving City Council discussions on the myriad of issues that come before it, it is suggested that the process used by the City Council to arrive at decision-making always take into account the 2015 core values as a way to advance the 2015 vision.

★ **Recommendation #3:** Using the 2015 survey as base information, it is recommended that the City undertake an attitudinal survey every five years, starting in 2010, essentially following the same format used by True North Research. This will allow the City Council to continue to gauge and understand what residents value about Westlake Village, as well as their priorities and concerns for the community.

★ **Recommendation #4:** A number of the proposed programs/strategies referenced in the 2015 Strategic Plan will require further study and analysis prior to their implementation. With that in mind, the 2015 Committee suggests that where feasible, either citizen task forces or specific advisory committees be established by the City Council to help further refine such programs/strategies.
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." And, 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. The 2015 Committee is extremely confident that the City of Westlake Village and its wonderful residents are up to this most important task!