



Efficiency, Capacity, and Organizational Review

June 2026

PRESENTERS: Kevin Ramsay

INTRODUCTIONS



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PROCESS



STRATEGY

Kevin Ramsay

- 34 years in local government, background in engineering
- 19 different positions including Waterworks Supt., Director of Emergency Management, GM of HR, CAO, and City Manager
- Started the Innova Strategy Group in 2016 - primarily organizational reviews (73 to date)
- Extensive Board experience including Vice-Chair WorkSafeBC

James Ridge

- BA, MA, MPA, Certificate in Corporate Finance - London School of Economics
- CIO - City of Toronto, CAO – District of North Van., Deputy City Manager - City of Vancouver, Associate Vice President and Registrar – UBC, City Manager – City of Burlington, Ontario
- Served on numerous non-profit and for-profit boards
- Author of “Welcome to the Hall”



The Process



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- Innova has done over 70 similar reviews
- Reviewed a large volume of material, strategy, plans, policies, budgets, staffing, overtime, development application numbers, community demographics, finances, etc.
- Met with Municipal Manager and Deputy Municipal Manager multiple times
- Interviewed over 45 staff, Council, and union officials



North Cowichan	34,495
Langley, City of	35,316
Campbell River	38,028
Penticton	38,665
Port Moody	38,942
West Kelowna	40,093
West Vancouver	48,880
Vernon	49,167
Mission	46,226
Langford	58,320
North Vancouver, City of	67,308

Key Findings



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The good news...

- A Council that cares about their community
- Robust and realistic strategic plan
- West Vancouver provides an exceptionally high level of service in several areas
- Very competent staff
- Excellent leadership seen throughout the organization, particularly the Municipal Manager
- Excellent culture – West Vancouver is an employer of choice
- Healthy and productive relationships between management and unions
- Strong systems (financial, policy, asset management, etc.)
- Overall, operationally much better than average in many areas

Key Findings



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- The organizational structure creates misalignments that impact operational clarity and efficiency
- The span of control in each business unit tends to be quite different. 37% of staff are in Engineering & Transportation and 20% are in Parks, Culture & Community Services
- Some of the functions within existing departments could be better aligned for success
- The District is robustly staffed, in large part due to a longstanding municipal commitment to provide very high quality of services, particularly an extensive choice of recreational services and programming.

Key Findings



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- Opportunities should be utilized to strengthen succession planning to support career growth and ensure continuity.
- Internal support services should continue to build on their strong foundation to strengthen organizational confidence.
- A new long-term facilities plan should be prioritized to help guide the District into the future.

Key Recommendations



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1. Create a strategic transition plan to implement improvements over time.
2. Continue strengthening labour relations and human resource services.
3. Develop a Communications Strategic Plan to enhance how the organization connects with each other and the community.
4. Review each business unit to identify opportunities for optimization and ensure the District is resourced appropriately.

Key Recommendations



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5. Ensure all staff receive regular, supportive development conversations and coaching.
6. Build a robust succession plan that supports career development, especially for senior roles.
7. Develop a long-term facilities plan.
8. Complete the remaining background work on asset management.
9. Review all council committees after each election.

Final Comments



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- The Municipal Manager is moving ahead to deliver the recommendations in a thoughtful and delicate manner.
- The senior leadership team is operating collaboratively and effectively to pivot the organization and create long term efficiencies.
- Several recommendations will not be delivered until 2027 / 2028.
- West Vancouver is well positioned and “best of breed” in a number of key benchmark areas.
- Council and the community should be confident, and proud, of the great work being undertaken by West Vancouver staff.

Questions



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