

## Community Excellence Awards 2018 Application Form

Please complete and return the application form by Friday, May 25, 2018. All questions are required to be answered by typing directly in this form. If you have any questions, contact [awards@ubcm.ca](mailto:awards@ubcm.ca) or (250) 356-5193.

### SECTION 1: Applicant Information

Local Government: City of Delta

Complete Mailing Address: 4500 Clarence  
Taylor Crescent, Delta BC , V4K 3E2

Contact Person: Sean McGill

Position: Director, Corporate Services

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### SECTION 2: Category

- Excellence in Governance.** *Governance processes or policies that are outcomes-based and consensus oriented; support and encourage citizen participation in civic decision-making; are efficient, equitable and inclusive, open and transparent; and exemplify best practices in accountability, effectiveness, and long term thinking.*
- Excellence in Service Delivery.** *Projects/programs that provide effective services in a proactive manner, demonstrate benefit to the community, and utilize performance measures, benchmarks and standards to ensure sustainable service delivery.*
- Excellence in Asset Management.** *Projects/programs that demonstrate a comprehensive system of asset management policies and practices, meeting and/or exceeding accepted best practices.*
- Excellence in Sustainability.** *Projects/programs that incorporate a long-term sustainability lens by considering cultural, social, economic and environmental issues in planning, policy and practice.*

### SECTION 3: Project/Program Details

**1. Name of the Project/Program:**

Delta Social Profile (2017) and Social Action Plan (2018)

**2. Project/Program Summary.** Please provide a summary of your project/program in 150 words or less.

A Social Planner began work for Delta March 30, 2016. The development of the Delta Social Profile involved the Social Planner meeting with agencies, organizations, government ministries and individuals who shared their knowledge about Delta, their role and services offered, and information about the needs of Delta residents now and into the future. The Social Action Plan built on the needs identified in the Delta Social Profile and demonstrates key areas for community development while identifying accountable agencies and suggesting timelines for task completion.

Both documents categorize received information based on the Social Determinants of Health. These are:

- Health and Healthy Communities
- Personal and Public Safety
- Children and Youth
- Seniors
- Housing
- Diversity, Accessibility and Inclusion

The Delta Social Profile and Social Action Plan are updated regularly and used as baseline demographics for the same community agencies that provided the initial information. They are a place for planners to check ideas and align service delivery across Delta.

**3. Demonstrating Excellence.** Please describe how your project/program demonstrates excellence in meeting the purposes of local government in BC and provides promising practices for others to follow.

These projects demonstrated active, effective and intentional collaboration between municipal staff and community agencies and individuals. People's opinions and ideas were heard, acknowledged and built upon to facilitate appropriate, timely and cost-effective community development. The documents demonstrate the efficacy of transparent communication, municipal collaborative practices and the courage to ask frontline service providers what is working in their own service delivery, what the challenges are and which actions, by whom, would support quality services for Delta residents.

**4. Category Criteria.**

**A.** Please describe how your project/program meets the objectives of the category you have applied under. Refer to S. 3 of the Program & Application Guide.

The beginnings of the Delta Social Profile were found in the offices of staff at the City of Delta. Meetings with those responsible for developing procedure and policy were the base of this project for the Social Planner. Information was shared about priorities, process and current City mission, and reflections from Delta agencies and individuals was also conveyed to Delta staff. Decision-making regarding inclusion in the Profile and then also as an area of service development included all voices as they often shared

common areas of concern or similar opportunities to further develop successful initiatives.

The subsequent implementation of tasks, outlined in the Social Action Plan, is accomplished by collaborative teams from Delta City staff, agencies and residents. With the availability of training on the use of Collective Impact and other decision-making tools, knowledge is shared, structure for collaborative decision making is agreed upon and in some cases funding opportunities are available to support individual projects.

Many provincial and federal funding opportunities for areas of social development in BC communities are focused on collaborative teams developed through ongoing projects such as the Healthier Community Partnerships, Child and Youth Mental Health and Substance Use Local Action Teams, Child and Youth Committees and others. These established frameworks are able to react nimbly to access funding and then focus on one of the pre-determined areas of need in the Social Action Plan.

As the Social Action Plan was developed using community voices, citizen participation in planning for solutions is readily available. Priorities for action are suggested through available funding, capacity and timelines. The ability of local agencies and residents to choose the projects to work on together allows for cooperation amongst many different community agencies.

The involvement of the City of Delta brings accountability and support to all those involved in working on the tasks identified in the Action Plan and provides a long-term planning structure to best use the resources and energy of elected officials, staff and the community at large.

**B.** In many cases projects may meet the criteria of more than one category. If applicable, please describe how your project meets the criteria of one or more other categories.

The Delta Social Profile and Social Action Plan also meet the criteria of the "Excellence in Sustainability" category as both documents engaged the community, elected officials and staff in recognizing current needs of Delta residents while planning to meet the needs of future generations.

As the Profile and Action Plan were developed, Delta's Social Planner was able to ask agencies and individuals what they saw as long-term needs for Delta residents. Participants were also asked to dream a little - to imagine current challenges and upcoming possibilities and to name what they would hope to develop to meet the needs of future generations.

Concerns and celebrations heard from participants were prioritized in the documents through a sustainability lens so that services could be adapted as needs change amongst Delta citizens.

Participants in the development of the Profile and Action Plan brought up issues and opportunities focusing on cultural sensitivities and diversity, changes in the local economy and the impact of Delta's geography (being three distinct areas) on service provision for the community. Challenges in these areas were named and brainstorming occurred to think about problem-solving and also use of Delta's natural habitats for learning and community-building amongst residents.

One of the most positive consequences of the development of both the Social Profile and the Social Action Plan is the use of these documents by agencies serving Delta

residents in order to plan their own vision/mission/value statements. Agencies have reflected to the Social Planner that strategic goals and visioning now includes the Social Profile to help identify areas of concern and possibility, and the Action Plan is seen as a document to outline needs for the community that can be met by agency-level projects.

This type of alignment - from city planning to those meeting the needs of city residents, is exciting and it is hoped that as more of the development across Delta aligns, that funding will be able to be accessed to support those projects that require more. An example of this type of alignment is the work of Deltassist as they support Seniors in our community. Challenges for Delta Seniors were noted as being primarily around mental health, availability of walkable communities and transportation from North to South Delta. Deltassist was able to secure funding for the acquisition of a Seniors Counsellor which directly meets one of the named challenges. Deltassist was also able to prepare a business plan to augment the "Better At Home" funding available to them to meet some of the identified transportation needs of Delta residents.

The vision of the Deltassist Board is appreciated by Seniors in the community who are now able to access needed supports for their particular needs.

#### **SECTION 4: Program Criteria**

- 5. Leadership.** Describe the extent to which your local government acted as a local or regional leader in the development or implementation of the project/program.

Delta is privileged to work with many agencies, government ministries, organizations and individuals in the provision of service to residents. Collaborative committees are based around a variety of service goals and are well attended by appropriate partners. Up until 2016 there had not been an overview of community needs and available supports to help identify redundancies or gaps in service. The City of Delta hired a Social Planner to support the service providers in their ability to collaborate, identify opportunities, find and apply for funding and ensure that information was shared amongst all those providing support to residents. The Social Planner position and the subsequent development of the Social Profile and Action plan provides a body of knowledge and practical leadership and support for our community based social services and City of Delta departments.

- 6. Partnerships and collaboration.** Describe the breadth and depth of community and/or regional partnerships that supported the project/program and the extent to which internal and/or external collaboration was evident.

The Delta Social Profile includes short summary profiles of each of the social services available to Delta residents. This list identifies the category of support as based on the Social Determinants of Health. Most of the over 140 services included in this list have been visited by the Social Planner and relationships have been built with management and frontline staff.

This relationship building includes one on one meetings and regular check-ins to determine needs and celebrate successes. As projects or ideas are presented for development, the Social Planner is now able to identify appropriate partners and connect those who want to collaborate on any project. This role of Social Planner is

becoming known in the community to help find available people, agencies, funding, facilities and other supports.

Delta has been home to longstanding collaborative committees and agencies such as the Child and Youth Committee, DeltaKids, Delta Food Coalition, Healthier Communities Partnership, Delta Seniors Planning Team alongside the many City-led action committees. Not only were these groups included in the information-gathering and prioritizing of the Profile and Action Plan - they have been vehicles for sharing the information throughout all parts of Delta. When developed, the documents were presented at a variety of community locations including Rotary clubs, business associations and government ministry offices.

Individual projects that have been pursued from the list in the Action Plan include collaborations between the Delta Police, Delta schools and agencies working with the overdose crisis on providing definitions of vulnerable, at risk and high risk youth. These definitions, and the identification of which agencies support particular levels of risk will allow greater individual work with high risk youth and appropriate programming for vulnerable families. Local agencies are already experiencing increased success with their own caseloads by working in this inter-sectional manner.

The DeltaKids committee has taken up the identified project of providing equal access for all Delta families to information and supports for their young children. The City is working with child-focused agencies to complete the "Every Door is the Right Door" project that installs computer tablets throughout public buildings in order to provide "no barrier" access to information.

Identified needs for a transition house, an emergency weather shelter and facility accessibility audits have also been completed using internal and external collaborations for planning, service provision and now assessment of these newly established services.

**7. Innovation and promising practices.** Describe the degree to which the project/program demonstrated creativity and innovation, and contributed to increased efficiency or effectiveness.

Many BC communities include social planning in their municipal structure. Social Planners often work with community planning and development or parks and recreation departments to provide a vision of the municipality through the eyes of residents who may not have enough money, food, safety, education or ability to flourish in their community.

The development of the baseline, or community demographic for Delta was hoped to be a project that would provide a common point of knowledge for municipal staff and community service providers. The Delta Social Profile did this and much more in that it compares Delta's services and programs to the recognized Social Determinants of Health to suggest how residents may thrive. Using these same indicators for the Social Action Plan allows City departments and community agencies to build their own work tasks, visioning and outcome planning around a common call to action.

Projects such as the development of the Delta Extreme Weather Response Shelter improved lives of vulnerable citizens, improved workflow for local police officers who were accountable to transport homeless people to neighbouring shelters and increased general knowledge about the types of people living in Delta. This then led to excitement

for a core group of community residents who want to develop a community-based team interested in working with the challenges of homelessness, housing availability and cost, poverty and food security in Delta.

The innovation noticed in hindsight was the underestimation of the possible uses of a demographic document such as the Profile or the Action Plan on the direct development of needed services in Delta. Both documents are used by individuals, government, funders and agencies for short and long term planning and this practice shares the workload of needs assessment and collaborative management amongst many service providers - all for the benefit of Delta citizens.

- 8. Public engagement and communications.** Describe the extent to which public engagement was foundational to the success of the project/program, including the use of communication tools such as social media.

Neither the Social Profile nor the Social Action Plan would exist without public engagement and communication. When the documents were complete and received by Delta Council, they were posted on the newly developed Social Planning webpage (<http://www.delta.ca/services/social-planning>) and marketed as available to all residents. The Appendix A or "List of Agencies serving Delta residents" is used widely throughout Delta to ascertain available supports and services.

As time passes, information available in these documents changes and the Social Planner is able to update them regularly to reflect current realities. The creation of the social planning webpage also provides a place for collaborative endeavours to be marketed and shared. Examples include available shelters in Delta and recently available low-cost or free sources of food. In fact, the availability of the City webpage is considered more accessible than some agencies' own sites and so the most updated document is now shared from a centralized source.

It is also the responsibility of the Social Planner to update both the Action Plan and the Profile for Mayor and Council on a regular basis. As demographic, census and service information change, the Social Profile will be presented to Mayor and Council for formal direction. Communications amongst collaborators is ongoing and is noted for future publications based on the ever-changing capacity of project participants.

- 9. Transferability.** Describe the degree to which the process or outcomes of the project, or other learnings, could be conveyed to other UBCM members.

The development of a social baseline and/or an action or strategic plan by a municipality is not unique to Delta. However, through conversations with other Social Planners and participation in collegial workshops, conferences and meetings the use of relationship building amongst community agencies appears to have offered a unique amount of excitement, investment and desire to participate in finding solutions for identified challenges. Although this type of work does take time, passion and commitment, the benefits of the short-term investment is evident in the continued cooperation of diverse groups to plan and work together in Delta.

Care is taken to include subject-specific agencies when imagining something new and yet it is also important not to overwhelm everyone with inclusion on each project.

Through intensive relationship-building, planners can learn about who will want or need to be involved with specific types of projects.

UBCM members are also becoming integral relationships for the Delta Social Planner. As best practices are shared amongst social planners in many ways, it is often a phone call from one city staff person to another that solves a problem, provides an alternate method or simply encourages.

Outcomes and learnings from the development of the Delta Social Profile and Action Plan will be shared with others as requested.

### SECTION 5: Additional Information

10. Please share any other information you think may help support your submission.  
The Delta Social Profile and Social Action Plan are included with this submission.

### SECTION 6: Signature

Applications are required to be signed by an authorized representative of the applicant.

Name: Sean McGill

Title: Director of Corporate Services

Signature:



Date: May 25, 2018

All applicants are required to submit:

- Signed application form. Applications should be submitted as Word or PDF files.
- Five representatives photos of the project. Photos should be submitted as JPEG files.

If you choose to submit your application by e-mail, hard copies do not need to follow.

Submit applications to Local Government Program Services, Union of BC Municipalities

E-mail: [awards@ubcm.ca](mailto:awards@ubcm.ca)

Mail: 525 Government Street, Victoria, BC, V8V 0A8