



**To:** General Purposes Committee **Date:** June 11, 2020  
**From:** Jason Kita **File:** 01-0103-01/2019-Vol  
 Director, Corporate Programs Management 01  
 Group  
**Re:** **2020 UBCM Community Excellence Awards**

**Staff Recommendation**

That the City’s entries for the Union of BC Municipalities (UBCM) Community Excellence Awards be endorsed, including:

1. Excellence in Governance: The City of Richmond’s Organizational Development Program;
2. Excellence in Service Delivery: Community Wellness Strategy 2018-2023;
3. Excellence in Asset Management: Richmond Flood Protection Program; and
4. Excellence in Sustainability: Mitchell Island Environmental Stewardship Initiatives.

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REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
CPMG Community Services Engineering Sustainability	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
<b>SENIOR STAFF REPORT REVIEW</b>	INITIALS: 	<b>APPROVED BY CAO</b> 

## Staff Report

### Origin

The Union of BC Municipalities (UBCM) Community Excellence Awards recognize and celebrate UBCM members that have implemented projects or programs that demonstrate excellence in meeting the purposes of local government in BC. The awards are designed to profile promising practices and to encourage local governments to learn from the success of other members in order to implement changes in their own communities.

Entries for this year's awards submissions must include a resolution by Council indicating support for the entries to be considered for a 2020 award by August 14, 2020.

### Analysis

The City of Richmond is committed to a culture of continuous improvement and our vision "to be the most appealing, livable and well-managed community in Canada." One of the ways in which we measure our success in achieving our objectives is through the awards and recognition the City receives from its peers in local government and from others. The City of Richmond has a lengthy list of awards and other accolades received in recent years, which are recorded on the City's website at: [www.richmond.ca/discover/about/awards](http://www.richmond.ca/discover/about/awards).

In particular, Richmond has received a number of awards from the UBCM through its Community Excellence Awards program. The UBCM is now accepting entries for its 2020 Community Excellence Awards in four categories. Staff have reviewed the award criteria and are recommending entries in the following categories:

#### **Excellence in Governance**

Governance is the process of decision-making and the means by which decisions are implemented (or not implemented). This category includes projects/programs that utilize 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. This may include projects focused on staff, elected officials and/or the community at large.

**City of Richmond entry:** The City of Richmond's Organizational Development Program.

The City of Richmond's Organizational Development Program is a key component in establishing common values that govern the way the organization operates. As a corporate-wide initiative the program provides staff with a framework to keep corporate culture at the forefront, increase engagement, and improve functional collaboration, innovation, and communication with the objective of maximizing performance. Centred on the City of Richmond's vision, the Organizational Development Program outlines eight focus areas that each contribute to the City's corporate culture of continuous improvement: Values, Leadership, Customer Service, People, Structure, Aligned Strategies, Operational Performance, and Corporate Performance. These focus areas provide a common language and understanding for staff to make decisions, define

priorities, and drive outcomes. By clearly defining corporate-wide guidelines and standards, the organization is aligned on accountability, effectiveness, and long-term thinking. The Organizational Development Program has provided a foundation for a united, cohesive, and resilient work force that is able to quickly respond, adapt, and address unexpected challenges, such as the current COVID-19 pandemic.

### **Excellence in Service Delivery**

Service delivery involves the actual production and provision of goods and services to the community, and should be integrated with community plans and aligned with financial plans. This category includes 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.

**City of Richmond entry:** Community Wellness Strategy 2018-2023.

In 2018, the City of Richmond, in partnership with Richmond School District-38 and Vancouver Coastal Health – Richmond adopted the 2<sup>nd</sup> five year Community Wellness Strategy. This strategy prioritizes wellness as a contributor to a vibrant, appealing and liveable community and identifies innovative approaches to most effectively impact wellness outcomes. By working cross-sector and collaboratively the potential impact on the community is anticipated to be much greater than any one of our individual organizations efforts might be. The strategy identifies key initiatives and actions to improve wellness for Richmond residents and to increase opportunities for individuals, neighbourhoods and communities to be active and healthy. Since its adoption a variety of successes have been realized including education for staff regarding mental well-being, expansion of the playbox, art truck and Walk Richmond programs, and implementation of a Food Map for Richmond Residents. The Strategy includes an evaluation framework, which outlines a logic model including indicators and data sources that serves as a guide for evaluating the overall Strategy.

### **Excellence in Asset Management**

Asset management is an integrated business approach that involves planning, finance, engineering and operations to effectively manage existing and new infrastructure in order to maximize benefits, reduce risk and provide satisfactory levels of service to community users in a sustainable manner. This category includes projects/programs that demonstrate a comprehensive system of asset management policies and practices.

**City of Richmond entry:** Richmond Flood Protection Program.

The average elevation of the City of Richmond is one metre above sea level, and the City depends primarily on its diking infrastructure for protection against flood events. Considering the effects of climate change, such as sea level rise and increased storm intensity, it is essential for Richmond to have a robust perimeter diking system to mitigate potential inundation and ensure protection of lives and safeguarding of the City infrastructure. The City of Richmond updated its Flood Protection Management Strategy (FPMS) to overcome the existing and future anticipated challenges in order to maintain a high level of flood protection for the community. The FPMS

reviews the City's vision, regional guidelines, and innovation in flood protection to establish a world-class standard for Richmond's flood protection system. The City has also developed a Dike Master Plan, which provides area-specific solutions for perimeter dikes and recommends upgrades based on current climate change science.

### **Excellence in Sustainability**

Sustainability means meeting current needs without compromising the ability of future generations to meet their own needs. This category recognizes UBCM members that incorporate a long-term sustainability lens by considering the four pillars - cultural, social, economic and environmental issues - in planning, policy and practice. Projects/programs that incorporate a long-term sustainability lens by considering cultural, social, economic and environmental issues in planning, policy and practice.

**City of Richmond entry:** Mitchell Island Environmental Stewardship Initiatives.

Mitchell Island is an important industrial hub within the City of Richmond that is connected to the ecologically sensitive Fraser River through the City's drainage infrastructure. Persistent environmental concerns have been noted in the area and in response Richmond implemented an island-specific program to promote environmental stewardship among local land and business owners, assess and monitor the health of the island environment, and improve collaboration between staff and senior governments. The program has generated new heights of cooperation amongst stakeholders on Mitchell Island, and additionally identified and mitigated numerous sources of Fraser River water contamination. Many businesses, once made aware of their impacts, have been quick to install pollution mitigation infrastructure such as settling ponds, pH correcting technologies, impervious surfaces, and wheel washes, resulting in measurable improvements to island storm discharge water quality.

Richmond has demonstrated excellence, leadership and innovation in all four areas being recommended for entry in this year's UBCM awards competition. With Council's endorsement of these entries, Staff will complete the award submission process prior to the deadline.

### **Financial Impact**

None.

### **Conclusion**

One of the ways in which the City of Richmond measures our success in achieving our objectives is through the awards and recognition the City receives from its peers in local government and from others. The Union of BC Municipalities (UBCM) Community Excellence Awards recognize implemented projects or programs that demonstrate excellence in local

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government in BC. This provides a further opportunity for the City of Richmond to be recognized for its commitment to continuous improvement and excellence in municipal governance and service delivery.



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