

ITEM 8
MANAGER'S REPORT NO. 47
COUNCIL MEETING 89/07/10

RE: ADVANCEMENT OF RECOMMENDATIONS OF BURNABY YOUTH SERVICES REVIEW
MUNICIPAL MANAGER'S RECOMMENDATION:

1. THAT the recommendations of the Director Planning & Building Inspection be adopted.

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TO: MUNICIPAL MANAGER 1989 July 05

FROM: DIRECTOR PLANNING & BUILDING INSPECTION Our File: 17.815

SUBJECT: ADVANCEMENT OF RECOMMENDATIONS OF BURNABY YOUTH SERVICES REVIEW

PURPOSE: The purpose of this report is to recommend an approach for advancing implementation of the recommendations contained in the Burnaby Youth Services Review.

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RECOMMENDATIONS:

1. THAT Council authorize the expenditure of up to \$7000 to retain a Project Manager to work with staff and the Youth Outreach Task Force of Inter-Agency Council in advancing implementation of the C.A.M.S.T. model of youth service delivery, as described in this report.
2. THAT a copy of this report be sent to
 - a) Mr. Phill Esau,
Chairman,
Youth Outreach Task Force,
1053 Yarmouth Street,
Port Coquitlam, B.C. V3C 5S1
 - b) Mr. Jerry Triggs,
Chairman,
Burnaby Inter-Agency Council,
c/o #15 - 250 Willingdon Ave,
Burnaby, B.C. V5C 5E9
 - c) Crime Prevention Committee
 - d) Burnaby Parks and Recreation Commission
 - e) Superintendent,
School District No. 41,
5325 Kincaid Street,
Burnaby, B.C. V5G 1W2

R E P O R T

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1.0 BACKGROUND

At its meeting of 1989 May 15, Municipal Council received the report, "Overview of Findings and Recommendations of the Burnaby Youth Services Review." To recap, the report identified the main findings and recommendations of the Youth Services Review, a study of service-delivery system needs for Burnaby's "at risk" youths. Two types of recommendations were identified: structural (i.e. pertaining to the "model" of youth services delivery) and program (i.e. pertaining to specific program and service requirements for "at risk" youths). The key structural recommendation was that a Coordinated Areas Multi Service Team (C.A.M.S.T.) model of youth services delivery be implemented. Additional information on the C.A.M.S.T. model is provided in Appendix 1, attached.

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Because of the scope and complexity of the Youth Services Review, and the fact that the Youth Outreach Task Force of Inter-Agency Council (the advisory body for the study) had not had an opportunity to review the document in its entirety, the May 15 report did not recommend immediate Municipal action. Rather, it recommended that staff be authorized to discuss the Youth Services Review with the Youth Outreach Task Force and, based on the outcome of the discussion, forward a subsequent report to Council with recommendations for advancing implementation of the proposed youth services strategy.

Since the report was adopted, the following groups have met to consider the Burnaby Youth Services Review:

- Municipal Council (Special Meeting held on 1989 June 20)
- Crime Prevention Committee (1989 June 14 & 28)
- Youth Outreach Task Force (1989 June 21 & 22)
- Inter-Agency Council (1989 June 15)
- Greystone Advisory Group (1989 May 25)

This report reviews the outcome of these meetings, summarizes the requirements for implementing the "structural" recommendations of the Youth Services Review (the model development stage), and recommends an approach for advancing implementation of the C.A.M.S.T. model of youth service delivery.

2.0 MEETINGS RE: YOUTH SERVICES REVIEW

As noted above, after the May 15 meeting of Council, the Youth Services Review was further discussed by Council, the Crime Prevention Committee, the Youth Outreach Task Force, Inter-Agency Council, and the Greystone Advisory Group. The outcome of these meetings is as follows:

Council - Discussed and sought clarification of the Review's recommendations. No motions passed or decisions made.

Crime Prevention Committee - Endorsed the proposed C.A.M.S.T. model and recommended that a Project Manager be hired to proceed with the model development stage (a report from the Committee on this matter appears elsewhere on this agenda).

Youth Outreach Task Force - Adopted a motion which indicated:

- a) strong support for the C.A.M.S.T. model of youth services delivery, as proposed in the Youth Services Review,
- b) belief that the Municipality should take the lead role in the model's development, and
- c) willingness to serve as an active advisory body for the development stage.

Inter-Agency Council - Endorsed the C.A.M.S.T. model.

Greystone Advisory Group - Discussed and sought clarification of the Youth Services Review's recommendations; were particularly interested in implications for the Greystone area. No motions made due to limited number of community members present.

3.0 MODEL DEVELOPMENT STAGE

As stated in the May 15 report to Council, two stages of implementation are envisaged for the Youth Services Review: the development and implementation stages. The immediate concern is the development stage, which is the necessary preparatory stage for subsequent implementation. It involves gaining commitment from the "key players" in the youth service delivery system, determining budgetary requirements and funding sources, assessing facility and equipment requirements and identifying other requirements for implementation. Proposed terms of reference for the development stage are contained in Appendix 2, attached.

Staff recommend that a Project Manager be hired under contract to coordinate the development stage. The cost of retaining a Project Manager is estimated to be \$7,000, at maximum. As noted, the Youth Outreach Task Force has offered to serve as an advisory body for the development stage, offering assistance to staff and the Project Manager, as required.

The development stage is estimated to take three months to complete. It is expected to take 20 days of the Project Manager's time, two days from the Youth Outreach Task Force, and roughly four days from staff. In order for the development phase to be completed by the end of the year, and for implementation to proceed in early 1990, the Project Manager should be ready to commence work in September.

If retention of a Project Manager is approved, staff will apply for funding assistance for the position through the Canada Assistance Plan (a Federal Program which provides 50% funding to Provincial and Municipal agencies for eligible "welfare services" and associated programs). For the information of Council, staff are currently pursuing C.A.P. funding for the Youth Services Review project. Through C.A.P., the Municipality could potentially recover up to \$11,000 of its youth-related expenditures (\$7,500 for the Youth Services Review consultant and \$3,500 for the Project Manager position).

4.0 CONCLUSION

The Burnaby Youth Services Review is a comprehensive document with wide ranging recommendations. The focus of this report and the above-noted meetings has been on the structural recommendations (i.e. development of the C.A.M.S.T. model). The Crime Prevention Committee, Youth Outreach Task Force, and Inter-Agency Council endorsed the C.A.M.S.T. model. They also indicated that the development stage should begin as soon as possible to ensure that the momentum that has been generated thus far is not lost.

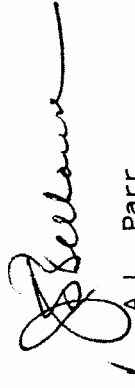
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Council's support for retaining a Project Manager and proceeding with the development stage will respond to the wishes of these groups. More importantly, it will pave the way for establishment of a model of service delivery which will serve the needs of "at risk" Burnaby Youth. If the development stage proceeds as expected, resources for the first pilot area of the C.A.M.S.T. model should be in place by early 1990. The five area teams should be operational between 1991 and 1994.

Pending Council's support of the strategies proposed in this report, staff will include funds for the temporary Project Manager position in the Planning & Building Inspection Department's 1989 Recast Budget. Given the familiarity that the principal of Joslin & Associates (Gary Hamblin) has with the C.A.M.S.T. model, and his proven "track record" in conducting the Youth Service Review, staff propose to retain him as the Project Manager. Also, as noted, we will pursue C.A.P. funding assistance for the position.

Staff will report to Council, as required, as development and implementation of the C.A.M.S.T. model of youth services delivery proceeds.


JF/jp


A.L. Parr
DIRECTOR PLANNING &
BUILDING INSPECTION

Attachment

- cc: Director Recreation & Cultural Services
- Director Administrative & Community Services
- Director Finance
- O.I.C. RCMP
- Medical Health Officer

COORDINATED AREAS MODEL

This model has two levels: a Burnaby wide SENIOR ADMINISTRATIVE COMMITTEE and five AREA MULTI SERVICE TEAMS. It is intended to foster cooperation and coordination at both the policy and practice levels. Strategies for such cooperation would be evolved by both levels.

THE SENIOR ADMINISTRATIVE COMMITTEE including managers of all the various service agencies providing services to youth and representatives from each of the five Area Multi Service Teams. This standing Committee would develop Burnaby wide and Area strategies for coordination, facilitate new programs and, develop policy and procedures for cooperation, coordination and monitor the Multi Service Team functions. Some level of staffing for this committee, should be considered.

The Burnaby wide Senior Administrative Committee would be both Senior Administrative staff from Statutory and non Statutory Agencies and representatives from the Area Multi Service Teams.

THE AREA MULTI SERVICE TEAMS including direct Service Providers representing agencies which provide services to youth. The Team would receive referrals and provide assessment, case planning, case management and direct service. The focus of the Team would, as a minimum, be at risk, multi problem youth and their families.

Burnaby could, for example, be divided up into five areas: Alpha, Burnaby North, Cariboo Hill, Central/Moscrop and Burnaby South. In each of the five areas, one Coordinator position or equivalent would be responsible for organizing, coordinating and facilitating the Multi Service Team. Other functions of this Team could include:

- .regular area meetings to disseminate information;
- .team meetings including appropriate agency representatives to assess referrals and designate case management/service provision;
- .assessment of service/program needs and developing solutions to meet those needs;
- .the development and bartering of services among agencies
- .discussion and formulation of recommendations on policy, resources, etcetera to the Burnaby Senior Administrative Committee;
- .the provision of prevention and early intervention functions, in addition to remedial functions.

FROM "BURNABY YOUTH SERVICES REVIEW"
JOSLIN & ASSOCIATES. 1989 APRIL.

Members of the core Area Multi Service Teams would be primarily staff who provide direct service to youth. Other resources would be drawn in, as required.

One full time staff would be required to act as Coordinator to each of the Area Multi Service Team functions. This position could be seconded to the Team or be hired directly. 36

It is recommended that this model be implemented by starting with one area in the first year in order to "work out the wrinkles", with the other Area Teams being planned and implemented incrementally.

RECOMMENDATION:

.THAT THE COORDINATED AREAS MULTI SERVICE TEAM MODEL BE IMPLEMENTED IN BURNABY

.THAT THE IMPLEMENTATION BEGIN WITH THE ESTABLISHMENT OF A SENIOR ADMINISTRATION COMMITTEE WHICH WOULD INITIATE A COORDINATED AREA MULTI SERVICE TEAM IN ONE AREA OF BURNABY AS A 'PILOT'.

OPPORTUNITIES:

- .Ease of access is greater than the other models because it is neighbourhood based
- .It facilitates coordination, communication and planning both on a Burnaby wide and a local level
- .If facilities were provided in each of the areas, it is potentially possible to provide a Single Entry - Multi Service Centre as outlined in Model 'D'
- .It provides a greater number of Coordinating staff to facilitate organization and communication
- .By focusing on a smaller geographical area potentially makes the management of cases more efficient

CONSTRAINTS:

- .It requires the cooperation of the senior management level, particularly in the Statutory Agencies, to make it work
- .the role of these Teams and the Senior Administration Committee vis a vis the existing Burnaby Interagency Council and the Interministerial Childrens' Committee requires clarification

NOTE: A rough estimate of the staffing costs would include:

- .Senior Administrative Committee Coordinator = \$40,000.00 per year plus benefits and expenses
- .Street Youth Worker = \$25,000.00 per year plus benefits and expenses
- .Youth Outreach Worker = \$25,000.00 per year plus benefits and expenses.

In some areas of Burnaby, a Multicultural Worker could be hired as staff to the team who would be utilized by the team members in that area, only. This would be at a cost of \$25,000.00 per year.

NOTE: all of these positions should be reviewed to determine their eligibility for cost sharing under the Canada Assistance Plan.

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PROPOSED TERMS OF REFERENCE FOR DEVELOPMENT OF C.A.M.S.T. MODEL

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Overview

Development of the Coordinated Areas Multi Service Team (C.A.M.S.T.) service delivery model will involve gaining commitments from participants in the model, exploring funding sources, and pursuing other necessary activities to pave the way for the model's implementation. A Project Manager will be hired to undertake the project, working in close consultation with Municipal staff and the Youth Outreach Task Force of Inter-Agency Council.

Objectives

1. To meet with senior administrators of agencies serving youths, seeking their commitment to participate in the model's Senior Administrative Committee (S.A.C.), and to designate appropriate staff to participate in the local C.A.M.S.T.S.
2. To seek funding and other resources needed for implementing the C.A.M.S.T. model (e.g. salary for the Senior Administrative Committee Coordinator, meeting space).
3. To develop an implementation plan for the C.A.M.S.T. model, to be reviewed by the Youth Outreach Task Force, and to be "signed off" by senior administrators participating on the S.A.C. or otherwise contributing to the model.
4. To identify an area for a pilot C.A.M.S.T. and lay the necessary groundwork for the pilot to begin operation in 1990 January.

Resources

The Project Manager will consult on a regular basis with, and receive assistance from, the Youth Outreach Task Force and Municipal staff as the model's development proceeds.

Timelines

The project will commence in 1989 September and be completed by 1989 December 31.

Budget

A budget of \$7000 has been allocated for the retention of the Project Manager.

Reporting

Staff will report to Council at the conclusion of the project and, as deemed appropriate, as the project proceeds.