

REPORT  
REGULAR COUNCIL MEETING  
1992 MARCH 09

THE CORPORATION OF THE DISTRICT OF BURNABY  
COMMUNITY ISSUES AND SOCIAL PLANNING COMMITTEE

HIS WORSHIP, THE MAYOR  
AND ALDERMEN:

SUBJECT: BURNABY YOUTH SERVICES MODEL: STATUS UPDATE

RECOMMENDATION:

1. THAT a copy of the attached report be forwarded to:

Mr. Mark Gosse, Chairperson  
Burnaby Inter-Ministerial Committee  
c/o Corrections Branch  
Ministry of Solicitor General  
East District Office  
101 - 4595 Canada Way  
Burnaby, B.C. V5G 4L9

and

Mr. Ron Spence, Chairperson  
Burnaby Child and Youth Committee  
c/o Burnaby School District  
District Student Services  
7641 18th Avenue  
Burnaby, B.C. V3N 1J1

R E P O R T

The Community Issues and Social Planning Committee, at its meeting held 1992 February 26 received and adopted the attached staff report providing a status update on implementation and evaluation of the Burnaby Youth Services Model.

The Committee therefore submits the Burnaby Youth Services Model: Status Update for Council's information.

Respectfully submitted,

Alderman E. Nikolai  
Chair

Alderman J. Young  
Vice Chair

Alderman D. Evans  
Member

Alderman C. Redman  
Member

INTERNAL DISTRIBUTION:

: AGENDA - 1992 MARCH 09  
: COPY - ACTING MUNICIPAL MANAGER  
- DIRECTOR ADMIN. & COMM. SERV.  
- DIRECTOR PLANNING & BUILDING  
- OFFICER-IN-CHARGE, R.C.M.P.

TO: CHAIRMAN AND MEMBERS  
COMMUNITY ISSUES &  
SOCIAL PLANNING COMMITTEE  
1992 MARCH 03

FROM: DIRECTOR PLANNING AND BUILDING  
OUR FILE: 17.815

SUBJECT: BURNABY YOUTH SERVICES MODEL: STATUS UPDATE

PURPOSE: To provide a status update on implementation and evaluation of  
the Burnaby Youth Services Model.

**RECOMMENDATIONS:**

1. THAT a copy of this report be sent to

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**R E P O R T**

**1.0 BACKGROUND**

At its meeting of 1991 May 22, the Community Issues & Social Planning Committee received a progress report on implementation of the Burnaby Youth Services Model. That report provided background information on the Youth Services Model development and an overview of implementation of the model's pilot phase. The report noted that a formal evaluation of the pilot phase had been initiated and that staff would report after the evaluation had been completed.

This report responds to that commitment. It provides an overview of the Youth Services Model's development and implementation, a discussion of the formal evaluation of the model, an update on subsequent youth-related initiatives, and a section on conclusions and next steps.

**2.0 OVERVIEW OF YOUTH SERVICES MODEL**

The proposal to establish the Youth Services Model was presented in the 1988 study, "Burnaby Youth Services Review." The study was funded by the Municipality and conducted by a consulting team, under the direction of a task force consisting of representatives from the Municipality and Inter-Agency Council.

The "Youth Services Review" recommended the following:

- establishing, on a phased basis, several area-based teams of youth service providers (Coordinated Area Multi-Service Teams or CAMSTs). The intent was that CAMST members generally be line level employees who work in the geographic area being served by their CAMST.
- establishing a Senior Advisory Committee (SAC), responsible for providing overall policy direction and advice concerning the model's development and operation. The proposal was that, in general, SAC members be managers or senior staff from youth serving agencies. Most would also have employees serving at the CAMST level.
- retaining a non-profit agency to provide coordination and leadership in implementing the model, including provision of staff support to the SAC and CAMSTs.

Diagrams of the model are contained in Appendix 1, attached.

Implementation of the Youth Services Model proceeded on a pilot basis in 1990. A SAC was established and the majority of funding was provided by the Municipality. The Lower Mainland Purpose Society was selected as the contracting agency for the project. The society, in turn, retained a project coordinator who assumed the position in 1990 August.

The south east portion of Burnaby was selected as the geographic area for the pilot project (see Appendix 2, attached). A CAMST was established for the area which subsequently changed its name to the PACT, an acronym for Planned Action Coordinated Teamwork for Burnaby Youth. The duration of the pilot phase was ten months, ending 1991 June.

### 3.0 UPDATE

#### 3.1 Project Evaluation

A formal evaluation of the Youth Services Model was conducted last spring by a Simon Fraser University student, under the direction of a steering committee composed of participants in the model. The goals of the evaluation were to i) objectively assess the effectiveness and efficiency of the pilot project and ii) to evaluate participants' opinions and perceptions regarding the project. The evaluation was completed in 1991 June and presented to a joint meeting of the SAC and CAMST.

Some of the key conclusions of the evaluation were as follows:

- Confusion existed about the respective roles of the SAC and CAMST, and the communication between the groups was poor.
- Opinions varied regarding the appropriate role for the contracting agency in supporting or leading the SAC and CAMST, as well as the skills required to enable agency personnel to fulfill that role.
- About half of the funds sought for the pilot implementation were received. The funding shortfall made it necessary to shorten the project from a one year to 10 month duration and restricted the contracting agency's ability to fulfill its obligations (e.g. the project coordinator had to work from a New Westminster base until Burnaby office space was donated in the late stages of the pilot phase). The funding shortfall also made it necessary for participants to spend time in pursuing alternate funding and resources - time that would otherwise have been spent on addressing the project's objectives.

- The 10 month duration of the pilot phase was too short; a 2 - 3 year period would have been more reasonable for fostering development of a functional networking team. Also, the contracting agency and SAC and CAMST members felt pressured to obtain "tangible" results to help in attracting further project funding; this pressure may have hampered participants' efforts to build cohesive working relations.

### 3.2 Further Developments

The pilot project ended in 1991 June. The SAC and CAMST met in the fall to consider the results of the project evaluation and the continued functioning of the model. A decision was made to disband the SAC and CAMST, given that i) participants foresaw continued difficulties in securing the necessary project funding and agency commitment for operating the model, and ii) the model's ongoing relevance was brought into question by the establishment of the Child and Youth Secretariat/ Child and Youth Committee (CYC) structure (an overview of that structure is provided in the report on the "Children and Youth at Risk" document, appearing elsewhere in this agenda).

Despite the decision to disband the SAC and CAMST, continued efforts are being made to improve the planning and coordination of service delivery for at risk youth and families in Burnaby. Within the context of this report, two initiatives deserve mention. First, an ad hoc community group is following up on the work started through the pilot youth project in Stride/ south east Burnaby. The group, which includes former CAMST members and others, appeared as a delegation at the 1991 September meeting of the Community Issues & Social Planning Committee. It sought to increase the Committee's awareness of youth concerns in Stride/ south east Burnaby and obtain support for continued social planning staff involvement in their efforts. Additional information on the work of the ad hoc group and staff's proposal to continue to support the work is contained in another report on the issue, appearing elsewhere in the Community Issues & Social Planning Committee's February agenda.

The second initiative that deserves mention is development of Burnaby's CYC structure. As indicated in the report on the "Children and Youth at Risk" document appearing elsewhere in this agenda, CYCs throughout the B.C. are in their infancy. A CYC has been established in Burnaby, which is composed of staff from the Burnaby School District, the R.C.M.P., Burnaby Youth Services, Burnaby Health Department, and selected Provincial ministries. Members of the CYC are at the supervisory or line level. To date, the CYC has focused primarily on case management activities.

A meeting was held in 1992 January with selected representatives of the disbanded SAC, the local CYC, and the Burnaby Inter-Ministerial Committee or BIC - a group which essentially functions as a senior level CYC. The purpose of the meeting was threefold: i) to clarify the respective functions and goals of the SAC, CYC, and BIC, ii) to determine which of the SAC's functions could be assumed by the CYC or BIC, and iii) to discuss any assistance that SAC members could offer in helping the other groups assume an expanded role.

There was agreement from those attending the January meeting that it would be appropriate for the CYC to assume a broader service planning/ coordination function, consistent with the recommendations of the "Children and Youth at Risk" report. There was also acknowledgment that it would be advantageous for the CYC to expand its membership and establish mechanisms for community involvement. The details of how such changes would be implemented have yet to be determined (e.g. two CYC's could be established, with one focusing on case management activities and the other concentrating on service planning/ coordination). As a preliminary step, the Chair of the BIC agreed to raise these matters with the CYC and BIC, which he did at the February meetings of both groups. The CYC was generally receptive to assuming a broader service planning/ coordination function, with the proviso that additional staff and other resources would be required. The CYC also indicated that it would need time to work out the details of any proposed implementation.

4.0 CONCLUSION AND NEXT STEPS

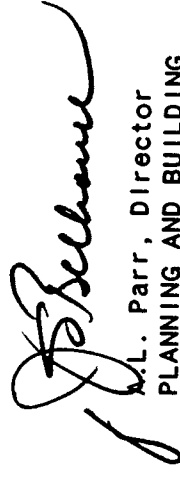
During its short period of operation, the Youth Services Model brought together key agencies involved with the planning and delivery of youth services in Burnaby. Through the networking and cooperation that developed, the model helped to improve the capacity of participating agencies to plan and coordinate their service delivery and address the needs of at risk youth and families in the Municipality. The model also served as a catalyst for other youth related initiatives, such as the important work that is being done by the ad hoc community group that is addressing youth issues in the Stride area.

With the establishment of the Provincial Child and Youth Secretariat/ CYC structure and the release of the "Children and Youth at Risk" report, the need for the Youth Services Model diminished. Rather than seeing this as a negative outcome, staff view it in a positive light. Indeed, as envisioned in the "Children and Youth at Risk" report, the local CYC has the potential to be a "SAC with teeth." It has a direct linkage to the Provincial Child and Youth Secretariat and is better equipped than the SAC to perform effective case management/ service planning and coordination for Burnaby youth. If the local CYC is able to expand its mandate to cover service planning/ coordination matters, in addition to its case management function, staff believe it will provide an effective vehicle for addressing the needs of at-risk youth and families in Burnaby. Staff are prepared to assist the CYC in assuming this expanded role, if so requested by that group.

JF/jp

Attachments

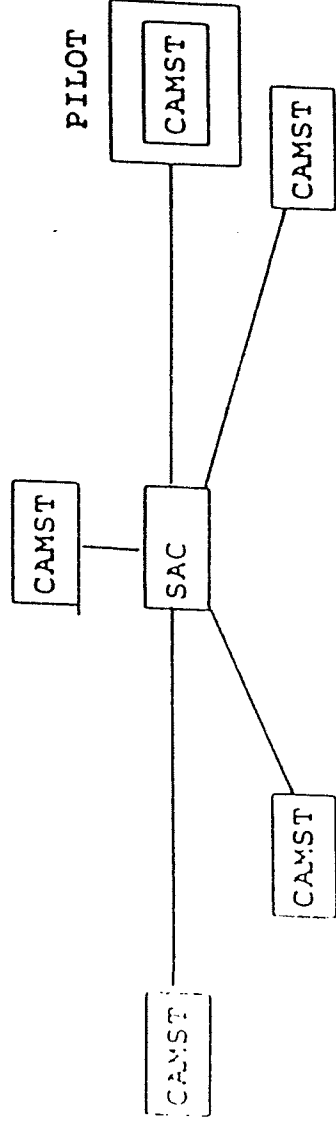
cc: Director Administrative & Community Services  
Director Recreation & Cultural Services  
Medical Health Officer  
O.I.C. R.C.M.P.  
Superintendent, School District No. 41



J.L. Parr, Director  
PLANNING AND BUILDING

APPENDIX 1

SENIOR ADMINISTRATIVE COMMITTEE/COORDINATED AREA MULTI SERVICE  
TEAM  
(SAC/CAMST)



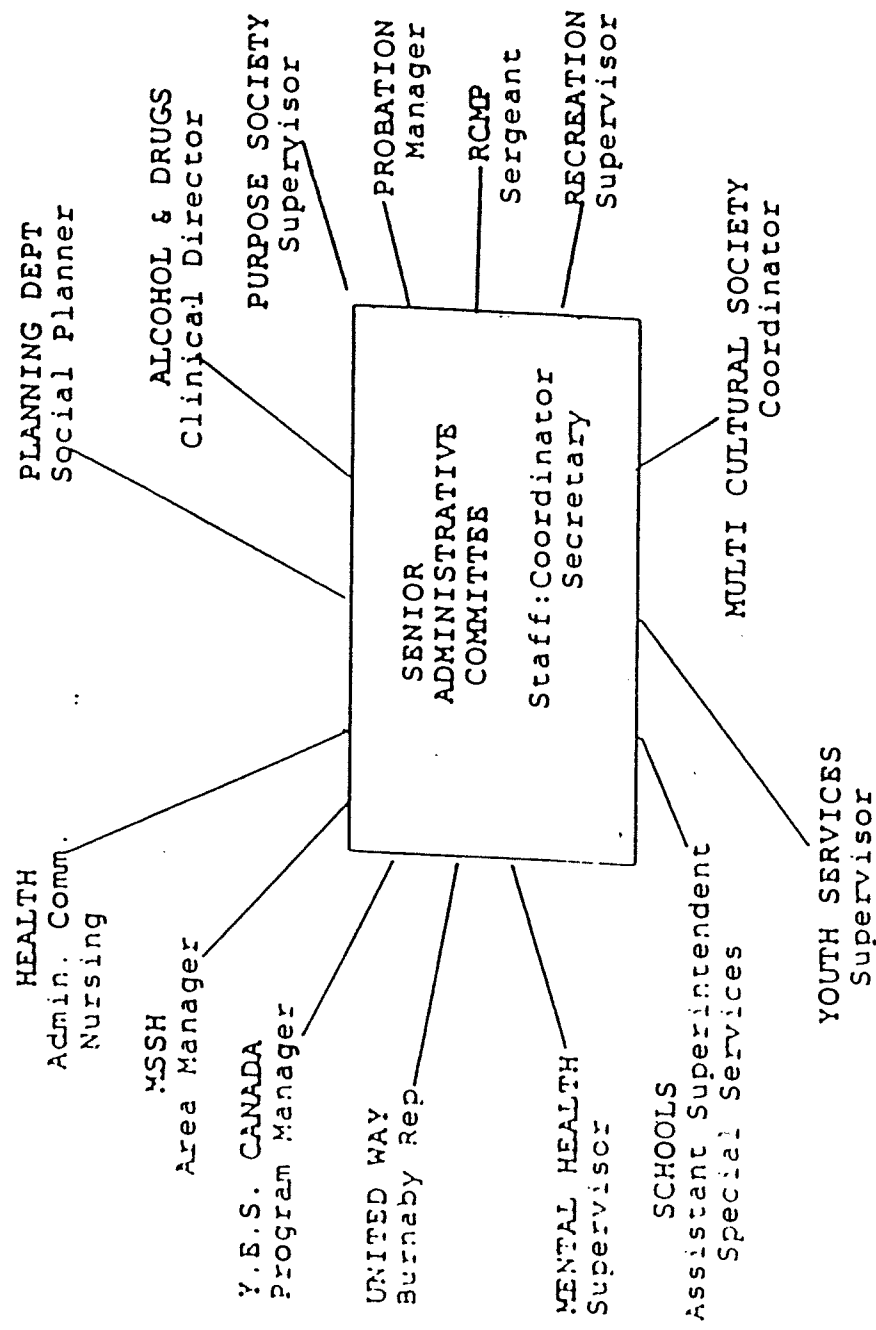
NOTE: The Coordinated Area Multi Service Team (CAMST) Pilot is scheduled to be implemented in early 1990. The development of additional CAMSTs will be based on an evaluation of the Pilot.

NOTE: The term social planning has been used in the Terms of Reference sections. Social Planning includes the provision of assessment of needs and issues affecting youth and the community; community problem solving; and, the development of appropriate strategies to meet those needs.

APPENDIX 1 CONTINUED

Page 5

SENIOR ADMINISTRATIVE COMMITTEE (S.A.C.)



MANDATE:

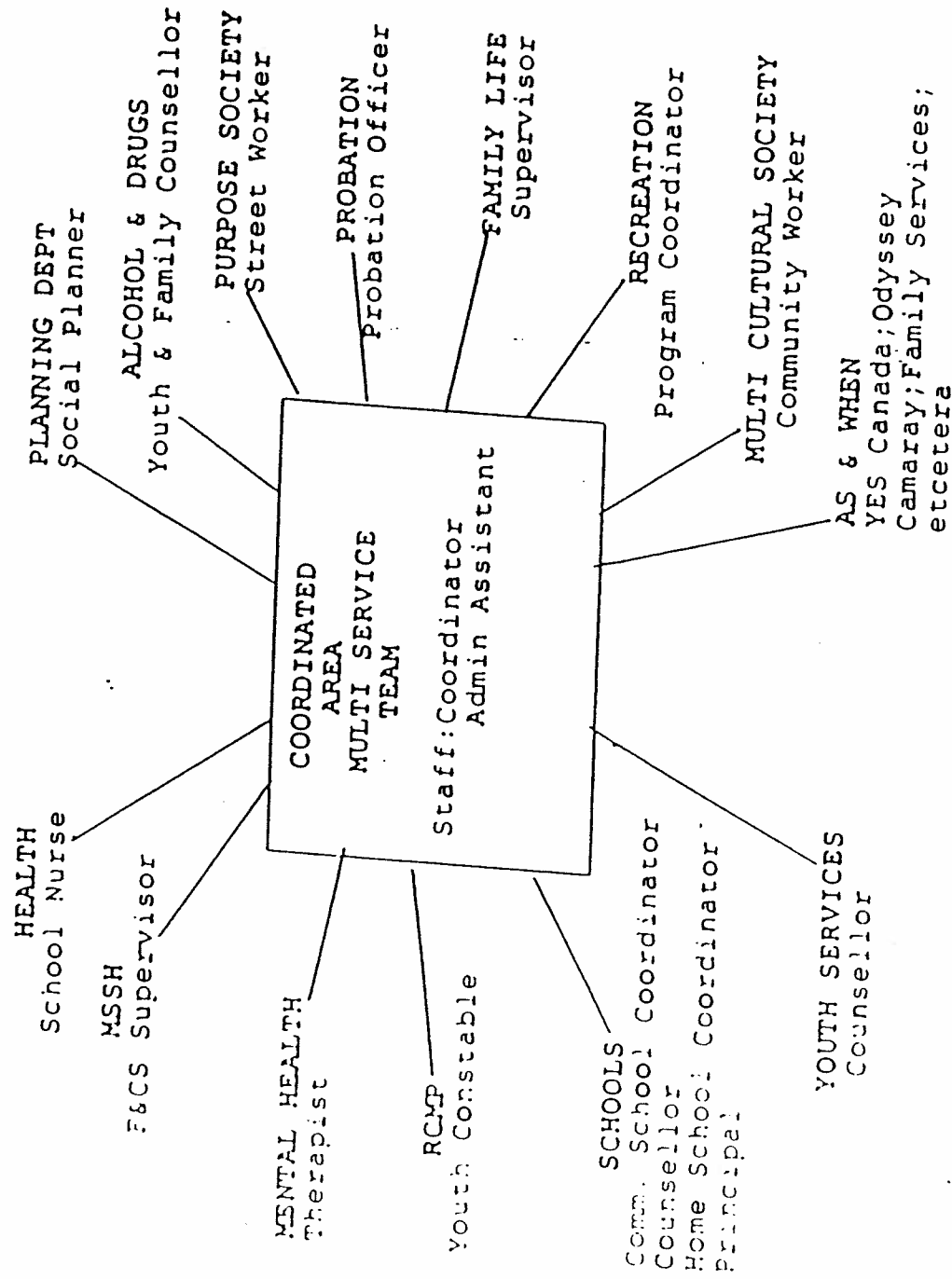
COORDINATE SERVICES/SOCIAL PLANNING FOR AT RISK YOUTH IN BURNABY

TERMS OF REFERENCE:

- . ESTABLISH POLICY FOR THE PILOT AND ADDITIONAL CAMSTS
- . ENSURE THE PARTICIPATION, COORDINATION AND COOPERATION OF AGENCIES IN THE CAMST
- . PROVIDE THE MANDATE FOR A NON PROFIT SOCIETY TO MANAGE THE CAMST
- . AT AN ADMINISTRATIVE LEVEL - ENSURE THE CAMST PROVIDES BOTH THE SOCIAL PLANNING AND CASE CONSULTATION FUNCTIONS
- . EVALUATE THE PILOT CAMST AND DECIDE ON CHANGES/FURTHER DEVELOPMENT

APPENDIX 1 CONTINUED

COORDINATED AREA MULTI SERVICE TEAM (C.A.M.S.T.)



MANDATES:

PLAN & COORDINATE SERVICES FOR AT RISK YOUTH IN ONE AREA

TERMS OF REFERENCE:

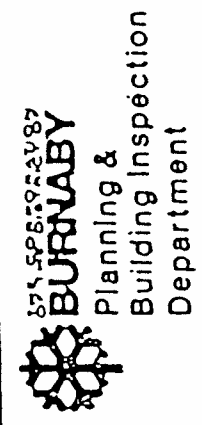
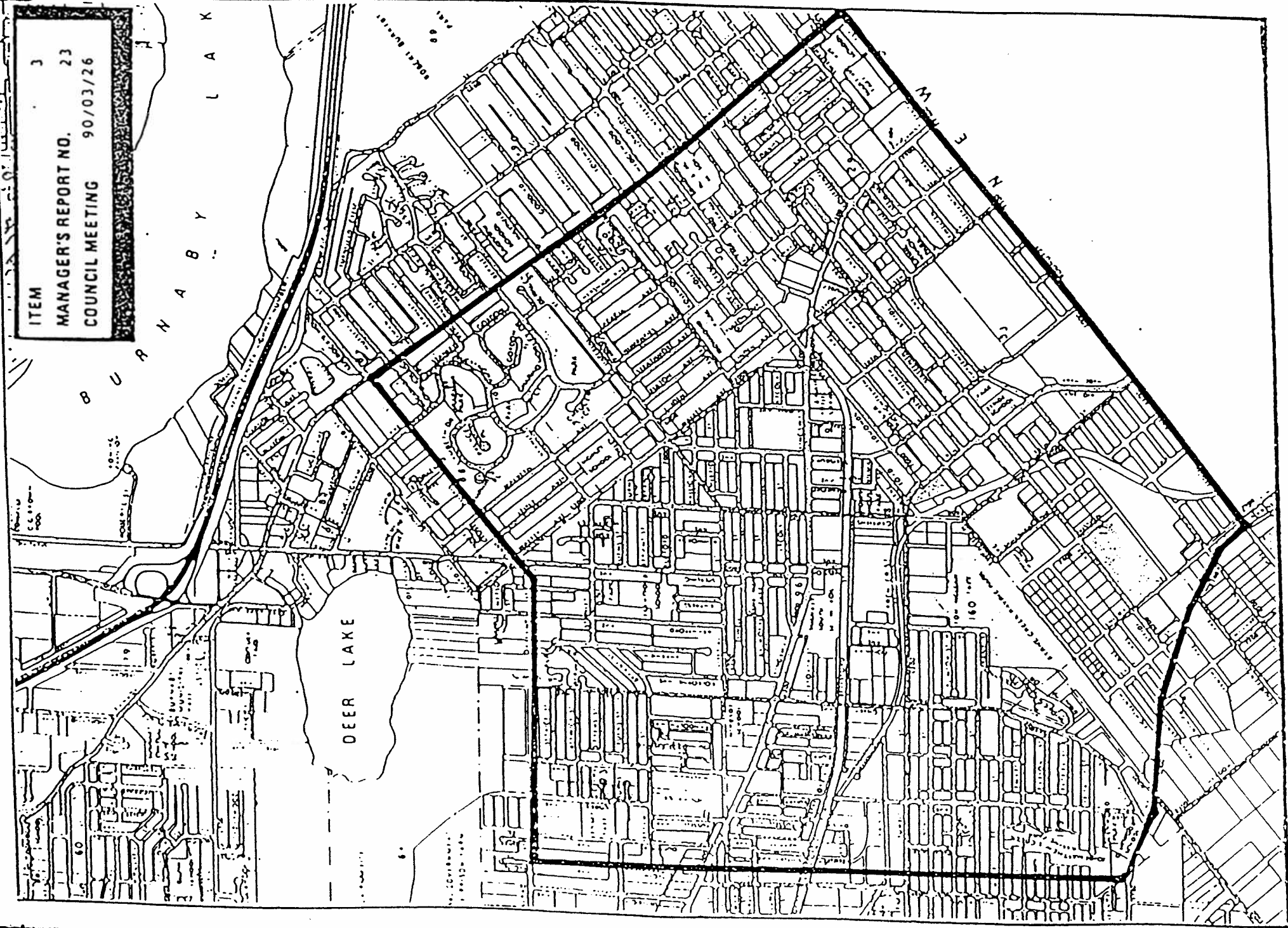
- PROVIDE SOCIAL PLANNING AND CASE CONSULTATION
- DEVELOP AND ENSURE LINKAGES/COMMUNICATION/COORDINATION, AMONG SERVICE PROVIDERS
- DEVELOP LINKAGES WITH AREA YOUTH AND THEIR FAMILIES
- DEVELOP EARLY INTERVENTION AND PREVENTION STRATEGIES
- ASSESS SERVICE/PROGRAM GAPS AND RECOMMEND TO SAC OR TAKE ACTION



ITEM 3  
MANAGER'S REPORT NO. 23  
COUNCIL MEETING 90/03/26

B U R N A B Y L A K E

DEER LAKE



APPENDIX 2  
BOUNDARIES OF PILOT PACT AREA

Date	
Scale	
Drawn By	

