

TO: CITY MANAGER 2003 April 10

FROM: DIRECTOR PLANNING AND BUILDING OUR FILE: 17.465

SUBJECT: **CONCEPTUAL FRAMEWORK FOR FUTURE DELIVERY OF SERVICES TO CHILDREN, YOUTH AND FAMILIES IN BURNABY**

PURPOSE: To provide Council with information on the Provincial process for restructuring the delivery of services to children, youth and families in British Columbia, the conceptual framework for future delivery of such services in Burnaby, next steps in the development of a new service delivery structure, and challenges for future service delivery.

RECOMMENDATIONS:

1. **THAT** the Mayor, on behalf of Council, write to the Fraser Regional Planning Committee (Interim Board, Fraser Child and Family Development Authority) to indicate:
 - a) the City's serious concerns about Provincial funding reductions that will impact services for children, youth and families, and the City's desire that the quality, viability, and integrity of the service delivery system in Burnaby not be compromised as a result;
 - b) the City's expectation that a mechanism will be established for the community of Burnaby to communicate its ongoing service needs to the Fraser Child and Family Development Authority in the long-term.
2. **THAT** copies of this report be forwarded to the Social Issues Committee and Burnaby's four Members of the Legislative Assembly.

REPORT

1.0 BACKGROUND

At its meeting of 2003 March 10, Council received correspondence from the Ministry of Children and Family Development (MCFD)/Transitional Fraser Child and Family Development Authority regarding the current restructuring process for delivery of services to children, youth and families in British Columbia. The correspondence advised Council

of an Authority-wide meeting scheduled for 2003 April 9 to provide updated information on a variety of topics, including:

- the results of recent community consultations on a future service delivery model for the Fraser Child and Family Development Authority;
- the interim Authority/regional governance structure;
- regional reorganization and restructuring of services; and
- budget allocations.

Staff attended the 2003 April 9 meeting. It provided information of a general nature pertaining to progress to date with the restructuring process in the Fraser Authority catchment area, and to next steps in the process. Of potentially more interest to Council than the information provided at the Authority-wide meeting is the conceptual framework for future service delivery in Burnaby which has been developed by the Burnaby Community Table. The Table is comprised of representatives from twenty-one Burnaby-based organizations and institutions with an interest in services for children, youth and families. A draft of the conceptual framework was presented to the Burnaby public for comment at an Open House on 2003 April 9. As a result of feedback received at the Open House, a slightly revised version of the conceptual framework will be forwarded to the Fraser Regional Planning Committee for approval on 2003 April 15. A copy of the draft conceptual framework was forwarded to members of Council on 2003 April 7.

This report provides an overview of the Provincial restructuring process for service delivery, of the essential components of the conceptual framework for Burnaby, and of next steps in the process, and outlines some challenges for future service delivery in Burnaby.

2.0 OVERVIEW OF THE CURRENT RESTRUCTURING INITIATIVE FOR PROVINCIALY-FUNDED SERVICES TO CHILDREN, YOUTH AND FAMILIES

Strategic shifts are being undertaken in MCFD, as they are in all Provincial ministries, as a result of the Core Review Process. For MCFD, the shifts will mean, in part, moving from eleven service delivery regions in British Columbia to five. Each of the five regions will establish a Child and Family Development Authority, which will be responsible for services to non-aboriginal people, and an aboriginal authority, which will oversee services to aboriginal people. These authorities will share boundaries with the existing Health Authorities. Community living services (i.e., services for persons with mental handicaps) will be provided by a province-wide Community Living Authority. Burnaby is in the catchment area of the Fraser Child and Family Development Authority, whose boundaries stretch from Burnaby to Boston Bar, both sides of the Fraser River.

At present, each region to be governed by a Child and Family Development Authority has a Regional Planning Committee, which is comprised of representatives from all of the municipalities in the future Authority's catchment area. The Regional Planning Committee members were appointed by the Province, after volunteers were solicited through advertisements in local newspapers. The Fraser Regional Planning Committee is comprised of fifteen members. At present, a Burnaby-based member is Ms. Shashi Assanand, Executive Director of the Vancouver and Lower Mainland Multicultural Family Support Services Society, which is located in Burnaby. Ms. Assanand was invited to serve on the Committee when no applications were received from Burnaby residents. In the near future, the Regional Planning Committees are expected to assume the role of interim boards. By December 2003, arrangements are expected to be in place for the interim boards to become full legal bodies or Authorities which will oversee the delivery of services formerly delivered by the Ministry and by contracted community agencies. At that time, new and more long-term appointments will be made to the Authority Boards. The Fraser Regional Planning Committee is encouraging the communities in its catchment area to ensure that qualified and dedicated individuals put their names forward as possible members of the Fraser Child and Family Development Authority Board. *Appendix 1, attached* provides information on current direct Ministry services, and services currently delivered by contracted agencies and schools in Burnaby but funded by MCFD.

In each of the communities in the Fraser Regional Planning Committee's catchment area, a process for achieving a new service delivery system has been established. The process is dynamic and continually evolving. Staff's current understanding of its proposed evolution is as follows:

- *Phase 1 - design of the conceptual framework for service delivery*, to take place between January 2003 and mid-April 2003¹. This work is to be based on consultation with the wider community, and is intended to help develop the community's capacity for consultation in later phases.

¹ The conceptual framework for each community is to be forwarded to the Fraser Regional Planning Committee by 2003 April 15. The Committee will then develop and forward a service delivery framework for the Authority's entire catchment area to the Minister responsible for MCFD. This is expected to be completed by 2003 May 15. The Fraser Regional Planning Committee has indicated that service delivery structures can be very different in each of the communities in its catchment area, as long as Provincially-mandated services, such as child protection and youth probation, are provided. Even those mandated services can be delivered in new, innovative ways.

- **Phase 2 - design of the service delivery plan**, to take place between the beginning of May 2003 and the end of June 2003. During this phase, the focus will be on identifying service priorities, possible programs to be delivered, future service relationships and clustering of services, and ways in which services will be accessed.
- **Phase 3 - planning for implementation**, to take place between July 2003 and November 2003. During this phase, budget information will be available, and decisions and agreements regarding actual allocations to programs and agencies, and possible sharing/amalgamating of resources will be made.
- **Phase 4 - implementation**, to take place between November 2003 and the end of March 2004. During this phase, the identified changes to the service delivery system will be made. This could involve the surrender of leases for property, the termination of contracts, the development of new partnership agreements, and the transferring of Ministry staff to the Authorities.

It is intended by the Province that the new service delivery structure will be in place by 2004 April 1.²

The Provincial legislation governing the restructuring process obliges the Regional Planning Committees (Interim Authority Boards) to consult with the community during each stage of the process. In order to meet that obligation, the Fraser Regional Planning Committee has established “community tables” in each of the thirteen municipalities in its region. The community tables are comprised of representatives from a variety of community service agencies, School Districts, local government, and citizens-at large, as well as a representative from the Regional Planning Committee. The task of the community tables is to lead Phases 1 and 2 of the restructuring process, and to monitor decisions and agreements made during Phases 3 and 4 to ensure their adherence to the intent of the conceptual framework and service delivery plan. The primary responsibility for the work to be completed during Phases 3 and 4 rests with MCFD staff and the Regional Planning Committee. That being said, there is a belief among Burnaby-based MCFD staff that the Burnaby Community Table can and will have considerable involvement in the Phase 3 work, given the culture of co-operation among service agencies which Burnaby has enjoyed.

3.0 THE CONCEPTUAL FRAMEWORK FOR BURNABY

3.1 The Burnaby Community Table and the Community Consultation Process

The Burnaby Community Table was established by the Fraser Regional Planning Committee in late December 2002. As noted, it is comprised of representatives from twenty-one

² The timeline for completion of the process is non-negotiable, and has been dictated by the Provincial Government.

Burnaby-based organizations and institutions with an interest in services for children, youth and families. One of the City's Social Planners has been serving on the Table.

The immediate task of the Burnaby Community Table was to consult with appropriate parties in developing a broad conceptual framework for service delivery in Burnaby. Between the end of January and the beginning of March 2003, the Burnaby Community Table consulted widely with service consumers and service providers, as well as the community-at-large (e.g., business, faith groups, service groups). Methods of consultation included focus groups, surveys, individual meetings or briefings, and a community forum. Council's Social Issues Committee participated in the process through a focus group session, as did selected City staff from the Planning Department, Burnaby Youth Services, the Parks, Recreation and Cultural Services Department, and the Emergency Social Services section. In total, 800 people participated in the Burnaby process; 638 through focus groups, briefing sessions or the community forum, and 162 through written surveys.

3.2 Themes Emerging from the Consultation Process

While results from the consultation differed somewhat depending on the group consulted and the consultation vehicle used, a number of overall themes emerged.

3.2.1 *Community Strengths*

First, the service delivery system in Burnaby - and the community of Burnaby in general - enjoys a number of strengths which should be reflected in any new service delivery system. Those strengths include a network of neighbourhood and community-based programs, delivered by community schools and the neighbourhood house, and a strong culture of co-operation among organizations, as evidenced by the work of Burnaby Interagency Council and three smaller geographically-based interagency councils.

3.2.2 *Challenges for Service Delivery*

Second, a number of challenges must be addressed in both current and future service delivery. Some of those challenges relate to the need to ensure services are offered at varying times of day and on varying days of the week, at varying and "close to home" locations, and in languages other than English. Another challenge relates to the need to ensure information about services is more readily and easily available. A serious challenge is to overcome the somewhat negative impression in the community of services delivered directly by MCFD. This negative impression

derives from a perceived lack of integration and co-ordination of services, and a high MCFD staff turnover rate which hinders the formation of stable relationships and the provision of consistent support.

3.2.3 Grouping and Integration of Services

A third theme relates to the grouping and integration of services for children, youth and families. Considerable support was expressed for collaboration among service providers, involving possible co-location of agency and Child and Family Development Authority staff, co-location of social service providers with library and/or Health Authority staff, and the creation of neighbourhood hubs as venues for service delivery. It should be noted that agency response to the concept of co-location was lukewarm, likely because it could mean relinquishing control over assets and choice of location for service delivery. Considerable support was also expressed for the creation of a continuum of comprehensive services, not only in services for high-risk service consumers, but also in the areas of education and awareness, prevention, early identification, and early intervention.

3.2.4 Access to Services

A fourth theme related to various aspects of accessibility to services. In order to reduce delays in providing service, many participants in the consultation process supported universal access - that is access without a referral - to as many services as possible. Other aspects of accessibility included the aforementioned issues around times and locations at which services are offered, and cultural and linguistic barriers.

3.2.5 Opportunities for Efficiencies

A fifth theme related to opportunities for efficiencies in service delivery. Two main opportunities were identified: co-location of services, noted above, and sharing of resources among agencies whenever possible (e.g., staff training and development, bulk purchasing, fund-raising, administration.)

3.2.6 Impact of Poverty

Finally, an overriding theme which emerged was the impact of poverty on both the need for services and the ability to access them. Transportation to and from service delivery points was identified as a critical factor for low - and moderate-income service recipients.

3.2.7 *Service Priorities*

While not considered a theme per se, participants in the consultation process indicated that their top three service delivery priorities are early identification and intervention services, prevention services, and services to strengthen families.

3.3 **Essential Components of the Conceptual Framework**

The conceptual framework presented to the Burnaby public on 2003 April 9 and the slightly revised version to be forwarded to the Regional Planning Committee on 2003 April 15 are based on a set of ideal principles developed by the Burnaby Community Table. The principles, which are intended to guide ongoing service planning and delivery in Burnaby, are *attached* as *Appendix 2*.

The conceptual framework envisions a continuum of education, prevention, early identification/intervention services, and specialized assessment, response and treatment services. Various access points into the service system would be provided, including direct inquiry or request for service at a local service delivery site, and a single and well-publicized telephone line. Calls to the telephone line would be fielded by highly-trained staff who could immediately assess and analyze the request and provide information and/or access to the appropriate program or service.

3.3.1 *Neighbourhood-Based Education, Prevention, Early Identification, and Early Intervention Services*

Education, prevention, early identification, and early intervention services would be provided in a number of neighbourhoods throughout Burnaby, and located, where possible, within existing facilities. The neighbourhood districts would be established based on geography or population base/size. Whenever possible, neighbourhood-based programs would be universal, or available to all without referral, and available at hours and on days convenient to clients. Services would be culturally and linguistically appropriate, and offered in welcoming environments which reduce stigma and intimidation. More detail on the types of services to be included in the continuum, and on methods of service delivery, is provided below.

(i) **Community Awareness and Education**

This category of service would include programs and activities designed to strengthen individuals, families and communities. The objective would be to encourage all people to take advantage of such programs in order to make

positive choices in their lives. Community awareness and education programs include those which focus on bullying, sleep positioning for babies, smoking, depression and suicide, and positive parenting.

(ii) Prevention

This category of service would include programs and activities designed to support individuals and families in identifying their strengths and developing the capacity to cope with challenges they face. In some cases, identification of an issue to an individual or family by someone else might be required. Examples of prevention programs are immunization clinics, screening for hearing, speech, language, and vision problems, screening for mental illness or behavioural problems, food and clothing banks, and formal and informal supports such as mentoring and drop-ins.

(iii) Early Identification, Early Intervention and Family Development and Strengthening

This category of service would include programs designed to assist individuals and families to identify and cope with issues, both in immediate and ongoing situations. Those requiring such services might be identified through screening processes, through physicians, educators, police or other service providers, or they might self-identify. Examples of early identification and intervention programs are those which focus on early childhood development, high-risk and pregnant teens, alternative youth justice measures, advocacy, counselling, and parent training and education.

3.3.2 *Centralized Specialized Assessment, Response and Treatment Services with Outreach Capacity*

More specialized programs, such as assessment, response and treatment would not actually be located in neighbourhoods but in more centralized locations. Services would be made available in neighbourhoods, however, by outreach staff from the specialized programs. This category of service would include programs designed to assist individuals and families to cope with serious issues such as sexual, emotional and physical abuse, or child or youth mental illness. Those requiring specialized assessment, response and treatment services might be identified through screening or early identification/intervention activities, or only when a crisis situation develops. Examples of specialized assessment, response and treatment programs are child protection, intensive support and supervision of youth in the justice system, and counselling and other clinical activities.

The conceptual framework envisions specialized teams with a strong mobile outreach component to deliver some assessment, response and treatment services. For example, an existing Child and Youth Mental Health Team and an existing Adoption and Permanency Planning Team could be maintained. Similarly, an existing Integrated Youth Services Team, which focuses on the needs of children and youth in care, children and youth with drug and alcohol problems, and children and youth on probation, could also be maintained. An existing Residential Resources Team, which provides recruitment and support services for foster homes, group homes and other specialized residential settings for children and youth in care, could also play a role in future service delivery.

The conceptual framework also envisions a network of family assessment and intervention services, with the flexibility to respond to different levels of need. The services would be provided by agency and Authority staff working together, and could include the following:

- *family assessment* - assessment of clients in order to refer them to appropriate services, including child protection investigation, if required
- *family development and strengthening* - assistance to families where children are at-risk or have been taken into care
- *quick response* - immediate and practical support to families to help them stabilize and connect with community supports e.g., assistance moving to new premises upon eviction, transportation to a transition or safe house
- *investigation* - investigation of reports of child abuse or neglect
- *short-term intensive therapeutic intervention* - therapeutic intervention for a period of four to six weeks to help families stabilize and connect with community supports.

3.4 Community Reaction to the Draft Conceptual Framework

As noted above, the Burnaby Community Table sponsored an Open House on 2003 April 9 in order to provide those who had participated in the consultation process and other interested individuals with an opportunity to comment on the draft conceptual framework before it is finalized and forwarded to the Fraser Regional Planning Committee. Approximately 75 people attended the four-hour Open House, and most took away *Community Feedback Forms* to complete and return to the Burnaby Community Table by April 10, 2003. The Table will meet on 2003 April 11 to review any comments received and consider revisions to the conceptual framework before the 2003 April 15 deadline for submission to the Committee. While it is difficult to anticipate the nature of the feedback,

questions posed and comments made during the Open House would suggest that the conceptual framework was well-received, and that there is considerable interest in the community in the outcomes of the process.

4.0 CHALLENGES FOR FUTURE SERVICE DELIVERY AND FACTORS TO MONITOR

While the primary catalyst for the restructuring of service delivery is likely fiscal restraint, there does seem to be a genuine belief among those charged with facilitating the process and many of those participating that service delivery can and needs to be improved, and that the process provides an opportunity for innovation and creativity. Nevertheless, the establishment of a new service delivery system in Burnaby will undoubtedly present a number of challenges for the community, as discussed below.

4.1 Reduced Resources

The first challenge arises from the need to develop a service delivery system which is responsive to the needs of Burnaby residents with reduced resources. While actual budget allocations for Burnaby or even the entire catchment area of the future Fraser Child and Development Authority are not yet available, it is known that the total provincial MCFD budget will be reduced by 25-28% over the next three years. During 2003-04, the Ministry will reduce its present province-wide staffing level of 5,000 to 3,900. The majority of those remaining staff - 2,800 people - will become employees of the authorities. The remaining 1,100 will be retained by the Ministry to provide services in youth custody centres and The Maples. In 2004-05, contracted agencies, which currently account for approximately 80% of the Ministry's budget, will begin to experience the impacts of reduced funding.

In the face of funding reductions of almost one-third, maintaining even the current system of service delivery would be difficult. But endeavouring to build a new service delivery system which is neighbourhood-based and more integrated, more flexible, more universal, more culturally sensitive and competent, and more oriented to prevention and early intervention than the current system - while still providing Provincially-mandated services such as child protection and youth probation - will present a significant challenge.³ As an added complication, this work will take place against a backdrop of changes and budget cuts in other areas such as social assistance, health, education, crime prevention and women's services, which are generating increased needs for services at a time when budgets are declining.

³ Some of ramifications of the Provincial funding cutbacks can, perhaps, be mitigated by the opportunities for efficiencies identified in the consultation process.

4.2 Decision-Making Process

A second challenge, which arises from the funding reductions and is exacerbated by the time constraints of the entire consultation and restructuring process, focuses on decision-making during Phases 2 and 3 of the process. During these phases, the magnitude of the challenge noted above will become apparent. Because the recent work on the framework has been conceptual and somewhat theoretical, and has focused on positive changes to improve services, and because of the culture of co-operation among agencies alluded to above, the process at the Community Table has generally run smoothly and without acrimony. However, extremely difficult decisions lie ahead, involving:

- identification of neighbourhood-based sites for service delivery;
- identification of types of services which should be a priority and which could be clustered;
- identification of agencies or organizations which could co-locate and/or share resources;
- establishment of budget levels for specific contracted services/agencies;
- possible identification of agencies which are most appropriate to deliver a specific type of service and the consequent relinquishment of agency "ownership" over types of services; and
- possible transfer/surrender of agency resources and assets.

Given existing agency mandates and assets, and historical service delivery patterns, significant levels of co-operation and compromise on the part of agencies will be required.

Understandably, there is a degree of apprehension among service agencies in Burnaby. In fact, an aversion towards being involved in any way with the difficult decisions ahead, and towards participating in what some may fear is the dismantling of long-standing agencies and/or programs has caused some Burnaby-based organizations to decline the invitation to serve on the Table. Others have chosen to participate out of a belief that their involvement, even if constrained, is preferable to leaving such important decisions solely to government or the new Authority.

The already difficult exercise of planning for implementation of the new service plan will be complicated by the need to also draw into the process organizations and agencies which provide services to children, youth and families in Burnaby and which have not been represented at the Burnaby Community Table. These include agencies which do not currently receive funding from MCFD, agencies which have chosen not to participate, and

the Ministry of Human Resources (MHR)⁴. The exercise will be further complicated by:

- the need to co-ordinate services both within the larger Fraser Child and Family Development Authority catchment area, and among Authorities to ensure continuity of services for clients moving from one community to another within the Authority catchment area or within British Columbia; and
- the need to collaborate with decision-makers in other service areas such as health, education and social assistance to minimize possible compounding effects of cutbacks and changes taking place across a wide spectrum of publicly-funded service areas.

4.3 Accountability of the Authority

A third challenge focuses on the need to ensure the ongoing accountability of the Fraser Child and Family Development Authority to the community of Burnaby. The Authority will oversee the delivery of services in thirteen communities, of which Burnaby is but one. Although the community tables will participate in the development and implementation of a new service delivery plan, there is currently not a mechanism in place - aside from each community's representative on the Regional Planning Committee/Interim Authority Board - for each community to communicate its ongoing needs to the Authority once that process is complete. Members of the Burnaby Community Table believe that it is critical to establish a community table-type of mechanism in the long-term. The key roles for such a body would be:

- to increase awareness in the community of the needs of children, youth and families;
- to solicit input from the broader community on matters relating to service planning, delivery and evaluation;
- to advise the Authority on those matters; and
- to advocate, on Burnaby's behalf, to the Authority and other funding and/or governance bodies.

Questions as to how the membership of such a body would be determined also need to be addressed.

5.0 SUMMARY AND CONCLUSIONS

As part of the Provincial restructuring process for delivery of services to children, youth and families, the Burnaby Community Table has developed a conceptual framework for future

⁴ To date, MHR has declined invitations to send representatives to the Burnaby Community Table. MHR, which administers social assistance and disability benefits, is mandated to address issues of poverty.

service delivery in Burnaby. The framework was presented to the Burnaby public at an Open House on 2003 April 9, and will be forwarded, likely with minor revisions resulting from feedback at the Open House, to the Fraser Regional Planning Committee on 2003 April 15. The Burnaby framework will form part of a conceptual framework for the entire Fraser Child and Family Development catchment area, which will be delivered by the Fraser Regional Planning Committee to the Provincial Minister by 2003 May 15.

The conceptual framework for Burnaby envisions a continuum of education, prevention, early identification and early intervention services being provided in neighbourhoods throughout Burnaby. Whenever possible, services would be universal, or available to all without referral, and available at hours and on days convenient to clients. Services would be culturally and linguistically appropriate, and offered in welcoming environments which reduce stigma and intimidation. More specialized services, such as assessment, response and treatment, would be centrally located, but provided in neighbourhoods by outreach staff from the specialized programs. A single, well-publicized telephone line would provide access into the service delivery system, although prospective clients could also request information or service at local service delivery sites.

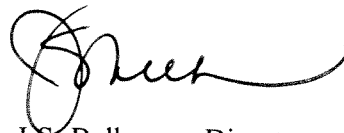
The future delivery of services to children, youth and families in Burnaby will face a number of challenges. The first is the need and desire to develop an improved service delivery system which is neighbourhood-based and more integrated, flexible, universal, culturally competent, and oriented to prevention and early intervention with only two-thirds of current budget allocations. This challenge will be complicated by changes and budget cuts in other service areas which are generating increased needs for services. The second challenge relates to the significant levels of co-operation and compromise which will be required on the part of existing agencies in order to make extremely difficult decisions about budgets for contracted services, agency "ownership" of types of services, and agency resources and assets. This challenge will be complicated by the time constraints imposed on the process, and by the need to bring a range of additional organizations into the discussions. The third challenge relates to the need to establish a mechanism to ensure accountability of the future Fraser Child and Family Development Authority to the community of Burnaby in the long-term.

A City staff member currently serves on the Burnaby Community Table, which will soon begin work on Phase 2 of the process. Unless otherwise directed, staff will continue to participate at the Table, and monitor progress on the above-mentioned challenges. Staff will report back to the Social Issues Committee and Council on implications for both the City of Burnaby and the community of Burnaby as necessary.

In the meantime, it is recommended that the Mayor, on behalf of Council, write to the Fraser Regional Planning Committee to indicate:

1. the City's strong concerns about Provincial funding reductions that will impact services for children, youth and families, and Council's desire that the quality, viability, and integrity of the service delivery system in Burnaby not be compromised as a result;
2. the City's expectation that a mechanism will be established for the community of Burnaby to communicate its ongoing service needs to the Fraser Child and Family Development Authority in the long-term.

It is also recommended that copies of this report be forwarded to the Social Issues Committee and to Burnaby's four Members of the Legislative Assembly for information.



J.S. Belhouse, Director
PLANNING AND BUILDING

JS/sa

Attachments(2)

cc: Director Parks, Recreation & Cultural Services
OIC - Burnaby RCMP

CHILD, YOUTH AND FAMILY SERVICES IN BURNABY

**Current Child, Youth and Family Services
in Burnaby Provided Directly by MCFD**

- child and youth mental health
- youth probation
- child protection
- family development and support
- adoption and permanency planning
- guardianship of children in care
- community living services
- foster home recruitment and development
- after hours services
- special needs children and youth

**Current Child, Youth and Family Services in Burnaby Provided by
Contracted Agencies and Schools but Funded by MCFD**

- counselling
- parent-teen mediation
- school-based programs such as school meals, youth workers, and (with assistance from the City) community schools
- youth and family development
- parent education
- teen parent day care support
- project parent
- early childhood development
- aboriginal programs
- youth justice programs
- infant development
- homemaker services

Agencies and Organizations Providing MCFD - Funded Services in Burnaby - 2003

- Burnaby Family Life Institute
- Burnaby Family Place
- Burnaby Multicultural Society
- Cameray Counselling Centre
- Canadian Society for Information Children
- Comcare
- Drake Medox

- Dye and Durham
- East Burnaby Family Place
- Elizabeth Fry
- Family Services of Greater Vancouver
- First Nations Urban Community Society
- Focus Foundation (Youth)
- Lower Mainland Purpose Society for Youth and Families
- Marguerite Dixon Transition House Society
- Mom's Place Pregnancy Support to Young Moms
- MOSAIC
- New Westminster Family Place
- PLEA
- Burnaby School District #41
- St. Leonard's Youth and Family Services Society
- SUCCESS
- W.I.N.G.S.
- Individual Psychiatrists who provide services to the Child and Youth Mental Health Team

PRINCIPLES FOR SERVICE DELIVERY

As indicated earlier, the first step for the Burnaby Community Table in developing the conceptual framework for service delivery was to adopt *Principles for Service Delivery*. These principles are as follows:

The Burnaby Community Services Plan is built on the following principles:

In this document the word “family” refers to immediate as well as extended family.

All work that is governed by this Plan will be carried out in accordance with the Acts and Regulations pertaining to this field.

1. The Burnaby Community Services Plan will make community education, prevention and early intervention priorities:
 - *When a family’s need has been identified services will be made available at as early a stage as possible.*
 - *Recognizing that part of prevention is education, the Burnaby Community Services Plan will provide for education to the community, including new research on issues relating to healthy development of families.*
 - *Children, youth and families will be able to access most community education, prevention and early intervention services directly without requiring a referral.*
2. When families need help the Burnaby Community Services Plan will support families to be able to provide care for their own children:
 - *Burnaby Community Services will support families to increase their capacity and resiliency.*
 - *A family’s strengths and assets will be acknowledged and will form the basis for any plans developed with the family.*
 - *A family’s expertise regarding their own family history and needs will be valued and respected.*
 - *The family (and where appropriate the child or youth) will be involved in all decisions that affect them.*
 - *When risk to children and youth is identified the least intrusive approach that can protect children and youth will be employed.*

3. The Burnaby Community Services Plan will provide for services individualised to a family's needs:
 - *The services provided will reflect an understanding of diverse cultures, family systems and family needs.*
 - *A range of options of services and flexibility in programs and service delivery will be provided.*

4. The Burnaby Community Services Plan will provide for services in an accessible manner:
 - *Barriers to accessing services, including linguistic, cultural, geographic, economic and hours of operations, will be reduced.*
 - *Where waitlists are required they will be managed according to the health and safety and best interests of the child, youth and family.*
 - *Where waitlists are required they will be maintained in a fair and open manner and will be continually reviewed with those waitlisted.*

5. The Burnaby Community Services Plan will provide services that are accountable to the children, youth and families of the community:
 - *The Plan will provide for accountability to the Burnaby community and to the Fraser Child and Family Development Authority.*
 - *Consumer and service provider input will be sought on a continuous basis regarding services and the service delivery plan in Burnaby.*
 - *Evaluation of Burnaby services will occur on a continuous basis to reassess the direction of the Plan, identify emerging demographic changes, measure outcomes and determine whether the services are meeting the needs of children, youth and families in Burnaby.*
 - *Consideration will be given to establishing an external evaluation committee.*
 - *The Plan will provide for advocacy on behalf of the Burnaby community by tracking gaps in services and identifying priorities so that these can be addressed in reviews of the Plan and communicated to the Authority.*

6. The Burnaby Community Services Plan will provide for the establishment of collaborative, co-ordinated practices and partnerships with families, service providers and community to build a continuum or range of services in Burnaby:
 - *The Plan will build on the human, physical and financial capacity that exists at every level in the community.*
 - *The Plan will build on existing services and, where identified, modifications to existing services will be made and/or new services will be developed in order to meet the needs of children, youth and families in Burnaby.*
 - *The Plan will reflect the needs, strengths and challenges of Burnaby.*

- *Service providers will share information on their services on a regular basis so that families are aware of their programs.*
- *Resources will be allocated in a manner that encourages collaboration, co-ordination, flexibility and creativity to meet the needs of children, youth and families.*
- *Service providers will be encouraged to share resources, training and develop best practices collaboratively and in a co-ordinated manner.*

