

SOCIAL ISSUES COMMITTEE

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*HIS WORSHIP, THE MAYOR
AND COUNCILLORS*

**SUBJECT: COLLABORATION BETWEEN HUMAN SERVICE PROVIDERS IN
BURNABY AND THE CITY OF BURNABY**

RECOMMENDATIONS:

1. **THAT** Council approve City-sponsorship of regular (i.e., annual or semi-annual) roundtable discussions with human service providers in Burnaby and potential external partners.
2. **THAT** Council authorize staff, as part of the roundtable discussions, to explore and consider any actions within the City's existing mandate - and which are in keeping with the City's traditional roles of advocacy and facilitation - that could assist in responding to specific social issues, in enhancing the capacity of Burnaby's human service delivery network, and in supporting and strengthening Burnaby Inter-Agency Council.
3. **THAT** Council direct staff to forward a copy of this report to the Co-Chairs of Burnaby Inter-Agency Council, Antonia Beck and Stephen D'Souza.
4. **THAT** Council direct staff to inform all participants in and invitees to the January 2006 roundtable discussion of the Council-approved approach to enhancing collaboration between the City and the human service delivery network.

REPORT

The Social Issues Committee, at its Open meeting held on 2006 March 29, received and adopted the attached report providing information on the major themes discussed at the City-sponsored roundtable discussion with Burnaby service providers on potential models for collaboration and proposing an approach to enhancing collaboration between the City and the local human service delivery network.

Respectfully submitted,

COPY – CITY MANAGER
DEPUTY CITY MANAGER
DIRECTOR PLANNING & BUILDING
DIRECTOR ENGINEERING
DIRECTOR FINANCE
DIR. PARKS, REC. & CULTURAL SERV.
OIC. RCMP

Councillor Sav Dhaliwal
Chair

Councillor Dan Johnston
Vice Chair

Councillor Garth Evans
Member

TO: CHAIR AND MEMBERS
SOCIAL ISSUES COMMITTEE

DATE: 2006 March 23

FROM: DIRECTOR PLANNING AND BUILDING

FILE: 12000 01

SUBJECT: **COLLABORATION BETWEEN HUMAN SERVICE PROVIDERS IN BURNABY AND THE CITY OF BURNABY**

PURPOSE: To provide the Committee and Council with information on the major themes discussed at the City-sponsored roundtable discussion with Burnaby service providers on potential models for collaboration, and to propose an approach to enhancing collaboration between the City and the local human service delivery network.

RECOMMENDATIONS:

1. **THAT** Council be requested to approve City-sponsorship of regular (i.e., annual or semi-annual) roundtable discussions with human service providers in Burnaby and potential external partners.
2. **THAT** Council be requested to authorize staff, as part of the roundtable discussions, to explore and consider any actions within the City's existing mandate - and which are in keeping with the City's traditional roles of advocacy and facilitation - that could assist in responding to specific social issues, in enhancing the capacity of Burnaby's human service delivery network, and in supporting and strengthening Burnaby Inter-Agency Council.
3. **THAT** Council be requested to direct staff to forward a copy of this report to the Co-Chairs of Burnaby Inter-Agency Council, Antonia Beck and Stephen D'Souza.
4. **THAT** Council be requested to direct staff to inform all participants in and invitees to the January 2006 roundtable discussion of the Council-approved approach to enhancing collaboration between the City and the human service delivery network.

REPORT**1.0 BACKGROUND**

At its meeting of 2005 October 24, Council approved a recommendation from the Social Issues Committee that the City sponsor a roundtable discussion with Burnaby service providers to explore possible models for collaboration. The recommendation was in

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response to a request from representatives of Burnaby Family Life Institute and the United Way of the Lower Mainland that the City collaborate with the human service delivery network to identify additional ways the City could support and enhance the capacity of the network to deliver services to Burnaby residents.

This report provides an overview of the roundtable discussion, highlights main conclusions from it, and proposes an approach to responding to the request from human service providers.

2.0 THE ROUNDTABLE

The roundtable discussion was held on 2006 January 31 at Burnaby Lake Pavilion. Invitations to the event were distributed widely through existing inter-agency networks, and through direct mail-outs. The roundtable was attended by approximately seventy people, representing Burnaby-based non-profit societies, the Burnaby School District, the Ministry of Children and Family Development, the Fraser Health Authority, B.C. Housing Commission, and the United Way of the Lower Mainland.

The purpose of the roundtable was to gather information on the effectiveness of the current human service delivery network in Burnaby, on ways its functioning could be improved, and on the key elements or features of any collaborative model to be considered. These pieces of information were seen as a first step in developing a process or structure for enhancing collaboration among the City of Burnaby, human service providers operating in Burnaby, and other potential partners.

Some of the strengths of the network which were identified include:

- a strong culture of co-operation among agencies;
- the presence of existing structures for networking and responding to issues (e.g., inter-agency councils, steering committees);
- the presence of community schools; and
- City involvement in responding to issues.

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While participants at the roundtable acknowledged that the City of Burnaby already plays an important role in supporting human service delivery, and that the City has a limited mandate and limited resources for such support, a number of additional opportunities for the City to support improved functioning of the network were identified. They include:

- improvement of linkages between the service delivery network and the City through a seat on the Social Issues Committee for Burnaby Inter-Agency Council¹;
- development of a social plan, which would include:
 - a social profile;
 - a social vision;
 - social value statements; and
 - objectives and implementation
- an increase in the amount of City-owned affordable office and programming space for community agencies; and
- allocation of some of the City's gaming reserve funds to social research and enhancement of agency services.

While acknowledging the considerable strengths of the service delivery network, participants at the roundtable noted that the current structure of the network is somewhat cumbersome - lacking co-ordination and communication, and involving too many meetings and too many separate but similar collaborative initiatives.

Additional detail on strengths of and issues facing the network, and on opportunities for and challenges to improving its functioning can be found in Appendices 1, 2, 3, and 4, *attached*.

The key elements or features of a collaborative model which were identified at the roundtable include:

- **Purpose or vision:** the structure or process should have an agreed upon and attainable purpose which is solution-oriented.
- **Social Issues:** the structure or process should be able to address the complexity and magnitude of emerging and existing social issues.
- **Commitment:** the structure or process should be capable of engendering commitment from participants and improving relationships among them.

¹ Burnaby Inter-Agency Council is an informal collection of organizations which provide human services in Burnaby. It meets bi-monthly to share information on services and current social issues, and to co-ordinate responses to some priority issues. Approximately 60 individuals from a wide range of service providing organizations are on the BIAC membership list. It is the largest group of its kind in Burnaby, and has a broad scope of interest i.e., all human services. Leadership is provided to BIAC through two co-chairs, which change annually. For 2006, BIAC is being co-chaired by the Executive Directors of South Burnaby Neighbourhood House Society and Burnaby Information and Community Services Society.

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- **City Leadership:** while not assuming overall responsibility, the City can play an important role in facilitating, co-coordinating and providing resources for the structure or process.
- **Communication:** the structure or process should enable clear two-way communication among service providers, and between service providers and the City, and should include a method for communicating with other possible partners and the public.
- **Equality of Collaborators:** the structure or process should be inclusive, encourage shared decision-making, and recognize the value of non-profit agencies and their services to the community.
- **Evaluation:** the effectiveness and efficiency of the structure or process should be capable of being assessed.
- **Outcome:** the structure or process should be capable of influence, and there should be accountability for follow-through on intentions.

At the conclusion of the roundtable, participants were advised that staff would review the feedback received, and develop proposals for next steps for submission to the 2006 March 29 meeting of the Social Issues Committee.

3.0 CONTEXT FOR DEVELOPMENT OF A COLLABORATIVE PROCESS OR STRUCTURE

Before examining possible processes or structures, a number of existing circumstances which provide a context for any proposal to strengthen collaboration should be acknowledged.

First, as alluded to above, the direct provision of social services is not the responsibility of municipal government but of the two senior levels of government, and this reality is acknowledged by local human service providers. The City of Burnaby has, nevertheless, for many years, supported the non-profit service sector and directed considerable City resources towards the improvement of social conditions in Burnaby, out of a belief that a healthy community must be socially, as well as economically and environmentally, viable. Appendix 5, *attached*, outlines current City support for the delivery of human services in Burnaby.

As the list suggests, the main focus of the City's support has been *facilitation* of service delivery, rather than service delivery itself. This role is consistent with that outlined in the social planning framework in the City's Official Community Plan. In that document, examples of the City's role in human services planning range from advocating to senior levels of government for establishment of services and programs, and working with human service providers on needs identification and service planning, to addressing human service requirements in community plans, and forming partnerships with other

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human service providers in the funding or delivery of services e.g., cost-sharing the budget for the Community School program with the School District.

Second, to be truly collaborative, the structure or process must reflect the needs of both the service delivery network and the City of Burnaby. While the key elements identified at the roundtable provide a starting point, others which reflect City priorities should also be incorporated. For instance, as a minimum, a collaborative structure or process should also include a resolve for the City not to become involved in direct human service delivery but to continue with its traditional roles of facilitation and advocacy. It should also include a limit on the monetary resources the City is prepared to commit to the structure or process and to ongoing collaboration in general.

Third, it must be acknowledged that a process or structure for collaboration will not serve as an immediate panacea for addressing the complex social issues at play in the community. It is hoped, however, that such a process or structure will help to set the stage for improving the delivery of human services (e.g., through implementation of the City's revised Economic Development Strategy; through updating the City's Official Community Plan and enhancement of its social planning component; through the possible development and implementation of a social plan).

Finally, Burnaby Inter-Agency Council is currently considering an evaluation of its own effectiveness and efficiency as a problem-solving body and co-operative endeavor among service providers. BIAC's concerns extend beyond its relationship to the City, and include issues pertaining to:

- decreasing Provincial and Federal resources for service delivery;
- competition among agencies for dwindling resources;
- the increasing magnitude and complexity of social issues in Burnaby;
- administrative burden on agencies as a result of continual grant application and follow-up reporting, compliance with the Personal Information and Privacy Act, accreditation requirements, and volunteer recruitment and management;
- the plethora of networking and strategy meetings which reduce staff time available for actual service delivery; and
- the perceived duplication of efforts related to the work of a number of collaborative initiatives currently underway.²

² With respect to the latter two concerns, many Burnaby service agencies participate in Burnaby Inter-Agency Council; one or more of the three geographic-based interagency councils (Eastburn, Norburn, Metrotown); the Burnaby Early Childhood Development Steering Committee; Burnaby Restorative Action Group; Burnaby-New Westminster Task Force on the Sexual Exploitation of Children and Youth; Burnaby Food First; Burnaby Immigrant Advisory Committee; Burnaby School-Aged Initiative; Vibrant Burnaby; Burnaby Task Force on Homelessness; Child Care Resources Group; Burnaby Child and Family Council; Kid-Specific.

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It is not considered appropriate for the City to assume responsibility for responding to BIAC's wide-ranging concerns. That being said, there could well be a facilitation/advocacy role for the City in terms of assisting BIAC to examine its own structure, to build on the existing strengths of the network, and to pursue opportunities for partnerships with senior levels of government and the private sector.

4.0 OPTIONS FOR COLLABORATION

A number of options for a process or structure to enhance collaboration between the City and human service providers are reviewed and assessed below.

4.1 Periodic Roundtable Discussions Hosted by the City

The January 31, 2006 roundtable provided a rare opportunity for a large and diverse group of human service providers to dialogue with the City on a focused topic. Not only was it possible to brainstorm and share information on issues of importance to all, but the session also provided a vehicle for networking between service providers and agencies which do not liaise or collaborate on a regular basis.

It is the view of staff that periodic roundtables – held, for example, annually or semi-annually – could be effectively employed to develop potential responses or approaches to specific priority community issues, or to discuss ways to increase the capacity of the human service delivery network. This approach to collaboration satisfies most of the identified key elements of a collaborative model, could be implemented within a short timeframe, and is not financially prohibitive, involving only refreshments and a minimal fee for room rental at a City facility. Staff suggest that the first such roundtable be held in autumn 2006.

The focus or purpose of a roundtable discussion would require agreement between the City and the service delivery network. However, it is recommended that a framework for the roundtables be established which would focus discussion not only on possible ways the City could assist in problem resolution, but also on ways the network itself could build on its existing strengths, and on ways senior government and private sector opportunities could be exploited. In this way, the City's familiar advocacy and facilitation roles could be utilized to help solicit any resources required to implement a plan or strategy developed through a roundtable process.

4.2 Community Committee - Steering Committee Option

When the request for City collaboration was made by Burnaby Family Life Institute and the United Way of the Lower Mainland, some members of Council suggested that a body similar to the former Burnaby United Way Community Committee, which functioned in the early 1990s, might serve as the appropriate vehicle. The Committee had

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representation from business, labour, the City and other sectors, and helped to focus the local community problem-solving efforts of United Way staff. A similar vehicle could be developed to explore collaborative approaches, to focus the problem-solving efforts of those City staff whose work interfaces with social issues, or to oversee the development and implementation of a social plan. One advantage of such an option is that it could be designed to include representatives of relevant Provincial and Federal ministries or departments, and other potential external partners whose support and contribution could be critical to the success of efforts to enhance service delivery. As well, the option is familiar to Burnaby service providers and City staff, who already work together on steering committees focused on early childhood development, poverty, restorative justice, the needs of school-aged children, and food security.

It should be noted, however, that the steering/community committee option is exclusive by nature – a situation which is inconsistent with the desires of service providers for more inclusion in decision-making - and considerable effort would need to be made to ensure the committee consulted meaningfully and regularly with its constituents. In addition, the development of another multi-agency committee would also seem to be inconsistent with service providers' desires for fewer meetings and better co-ordination of existing initiatives.

4.3 Issue-Specific Committees

A third possible option for collaboration between the City and human service providers is the use of issue-specific committees. Some such committees already exist in Burnaby, including the Burnaby Task Force on Homelessness, which is led by the Fraser Health Authority; Vibrant Burnaby, whose work on poverty and community economic development is led by Burnaby Inter-Agency Council; and the Burnaby-New Westminster Task Force on the Sexual Exploitation of Children and Youth, which is led by the City of Burnaby. Membership varies, depending on the issue. Another issue which could possibly benefit from such an approach is that of substance abuse and addictions.

That being said, it is the view of staff that another issue-specific committee is not sustainable in Burnaby at this time for the reasons outlined in the above discussion of community/steering committees. Staff believe it would be more efficient to piggy-back the examination of specific issues on to existing initiatives. Perhaps the discussion of substance abuse and addictions for example, could be held at one or more special BIAC meetings, or at an issue-specific roundtable hosted by the Fraser Health Authority.

4.4 Increased City Support for and Communication with BIAC

As noted above, one of the ways identified by service providers for improving the structure of the service delivery network would be for Burnaby Inter-Agency Council to

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have a seat on the Social Issues Committee. At present, the Committee consists of three City Councillors, nine citizen representatives, and one Burnaby School Trustee. From the service provider perspective, the addition of a seat for BIAC would bring to the table first-hand knowledge of emerging social issues and trends, gaps in service, current initiatives targeted at social problems, and the challenges involved in responding to issues.

That being said, it is unclear to staff how a seat on the Social Issues Committee would address the weaknesses in the human service delivery network identified at the roundtable or resolve the other Burnaby Inter-Agency Council concerns outlined above. Some of the issues, such as the need for additional affordable non-profit office space, and the need for additional Provincial funding for services, are already being addressed through the City's Density Bonus Scheme or its traditional advocacy role. Some of the issues, such as the allocation of gaming funds, are not matters which fall within the mandate of the Social Issues Committee. Others, such as lack of co-ordination of the service delivery network, administrative burden, and competition among agencies, are issues the network itself must address. And others, such as the desire for a social plan, and the difficulty in meeting the increasingly complex social problems, can be raised through other means such as delegations to Committee or Council, or future roundtables. Moreover, it has not been City practice to allocate seats on City committees on a sector basis.

There may, however, be other ways for the City to support BIAC as the co-ordinating body for the service delivery network. As noted above, BIAC is currently considering an evaluation of its structure and operation, and staff believe there is merit in assisting BIAC – an existing organization to which a majority of service providers have some allegiance – to improve both its own structure and operation, and general service co-ordination, communication and collaboration between agencies.

Currently, the City supports BIAC through the preparation of agendas and distribution of meeting minutes, and through the participation of City staff from four departments – Planning; Parks, Recreation and Cultural Services; Citizens' Support Services; and Burnaby Public Library – in its activities. There are undoubtedly other practical ways the City could support the organization – and discussions with representatives of BIAC would be necessary to identify those that would be most valuable – but a few possibilities are outlined for illustrative purposes below.

First, the City could act as an advocate for BIAC with senior levels of government regarding policies and resources, and with the private sector regarding sponsorship and/or funding for initiatives. As noted above, advocacy is a familiar and appropriate role for the City to assume with respect to service delivery.

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Second, numerous service providers have articulated a desire for the City to provide agencies with complimentary consultation or professional development by City staff on such issues as information technology, human resources development, risk management, emergency preparedness, first aid, conflict resolution, and volunteerism. This could be done through presentations at BIAC meetings, or through specific mini-workshops. The presentations could be made by relevant City staff or by outside experts on honorarium from the City. The option would need to be explored both with BIAC and with relevant City departments to determine its feasibility, but at first glance, it seems possible that mini-workshops or presentations could be offered with minimal disruption to existing staff workloads and negligible cost to the City.

A third option for assisting BIAC is through support for BIAC-identified priority initiatives which also meet City objectives. The City's decision in 2003 to develop the Community Asset Mapping system as a way to assist with BIAC's poverty initiative is a precedent for such action. Again, discussions with BIAC would be necessary in order to target possible initiatives, which could range from City assistance in developing a BIAC website with a community bulletin board, to the provision of funds for the organization to hire a facilitator on a time-limited basis to lead it through its proposed restructuring process. Of course, any initiative proposed would need to be realistic and achievable, and of mutual benefit to the City and BIAC.

5.0 SUMMARY AND CONCLUSIONS

The City of Burnaby has been approached by representatives of the human service delivery network to collaborate in the development of a plan to increase the capacity of Burnaby's human service delivery network. On January 31, 2006, the City hosted a roundtable discussion with approximately seventy service providers on the current status of human service delivery in Burnaby, and on key features or elements of any structure developed to facilitate collaboration. Participants were advised that staff would consider their feedback in reporting back to the Social Issues Committee in 2006 March on a possible process or structure for the requested collaboration.

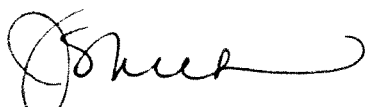
As a result of the roundtable, ten key elements of an ideal process or structure were identified. Several options for a collaboration have been discussed in the report, and assessed against the key elements. Based on that assessment, and as a starting point for more formal collaboration between the City and human service providers, staff recommend the following:

1. City-sponsorship of regular (i.e., annual or semi-annual) roundtable discussions with human service providers in Burnaby and potential external partners.

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2. Staff exploration, through the roundtables, of any actions within the City's existing mandate - and which are in keeping with the City's traditional roles of advocacy and facilitation - that could assist in responding to specific social issues, in enhancing the capacity of the human service delivery network, and in supporting and strengthening Burnaby Inter-Agency Council.
3. Distribution of a copy of this report to the Co-chairs of Burnaby Inter-Agency Council, Antonia Beck and Stephen D'Souza.
4. Communication with all roundtable participants and invitees advising them of the Council-approved approach to collaboration.

It is staff's view that the above recommendations represent a positive first step in enhancing collaboration between the City and Burnaby human service providers. If they are enacted and pursued, staff would report back to the Committee at an appropriate time with more tangible suggestions for addressing social issues, enhancing the service delivery network, or supporting BIAC, and any resultant budgetary or other resource implications for the City.



J.S. Belhouse, Director
PLANNING AND BUILDING

JS/sla/sa
Attachments(5)

cc: City Manager
Deputy City Manger
Director Finance
Director Engineering
Director Parks, Recreation & Cultural Services
OIC - RCMP

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Strengths of Burnaby's Human Services Delivery Network

Feedback from January 2006 Roundtable Discussion with Human Service Providers

1. Burnaby has a strong "culture of co-operation", and leadership is spread among the public, private and non-profit sectors. e.g., City and School District have history of working well together; not-for-profit organizations have history of working well together and with other partners such as interagency councils and the faith community
2. Burnaby has community schools which have strengths in instigating initiatives to respond to community issues, and in bringing people together
3. City of Burnaby is a leader e.g., provides community space, has Social Planning function, has strong volunteer services program, is pro-active on issues, supports BIAC
4. Service providing agencies are becoming creative in delivery of services e.g. common administrative services to reduce operating costs, co-operative bulk purchasing, sharing of resources and ideas
5. A number of non-profit organizations are accredited, which helps to ensure a high standard of service
6. Burnaby already has a number of plans for improving service delivery e.g., Burnaby's Strategic Action Plan for Early Childhood Development (2004); The Conceptual Framework for the Delivery of Services to Children, Youth and Families in Burnaby (2003); School-Aged Initiative (2005)
7. Existing structures (e.g., inter-agency councils; steering committees) provide opportunities for networking, communicating, responding to issues.
8. There is a good diversity of services in the community and good directories to services to help people to access them.
9. Excellent tools are available to help service providers e.g., Community Asset Mapping (CAM); Early Development Indicators (EDI) .

Issues Faced by Burnaby's Human Service Delivery Network

Feedback from January 2006 Roundtable Discussion with Human Service Providers

1. Increases in number and magnitude of social issues as well as increasing complexity.
2. Co-ordination, collaboration, and communication within service delivery network is cumbersome: lack of co-ordinated program delivery, overlap of committees, lack of formal structure for collaboration, fragmentation of services; lack of purpose and consistent attendance at BIAC; too many meetings
3. Lack of communication with potential external partners such as senior governments, the private sector, the City, and other bodies (e.g., United Way, universities; lack of information as to what initiatives they are undertaking and what their mandates are
4. Ensuring services are accessible in terms of location, times of offering, language, cost, and consumer awareness of service.
5. Resource constraints and competition between agencies for funding.
6. Lack of multicultural representation in the delivery network
7. Not enough issue-specific focus e.g., seniors, immigrants, youth, especially on those issues with few voices
8. Homelessness – delivery of human services can only succeed if housing needs are satisfied; it is almost impossible to deliver services to homeless people.
9. Disinclination of some agencies to collaborate or consult as it may compromise autonomy, spontaneity.
10. Difficulty for non-Burnaby-based agencies which offer services in Burnaby to connect and collaborate.
11. Information overload
12. Lack of vision for human service delivery
13. Lack of a continuum of care for clients
14. Shortage of affordable office and programming space for service delivery

Opportunities for Improving the Functioning of Burnaby's Human Service Delivery Network

Feedback from January 2006 Roundtable Discussion with Human Service Providers

1. Improve linkages between service delivery network and the City and City Council e.g., BIAC rep on SIC, professional development through City departments.
2. Use and build on existing vehicles which provide focused, active, purposeful collaboration e.g., ECD Steering Committee, school-aged initiative.
3. Mentor community members to enable them to participate in discussions with those who provide services to them.
4. Adopt non-traditional methods of staff recruitment to ensure diversity and to curb racism.
5. Stage regular "collaboration days" whereby external funding is used to pay other people to staff an organization while its members are away at training or collaborating.
6. Earmark some of the City's gaming reserve funds for social research and development.
7. Develop a strategic plan to improve co-ordination and communication in service delivery network to enable better service delivery.
8. Provide incentives for agencies to work together and to be creative and innovative.
9. Develop a social plan for Burnaby (Federal funding through Social Development Canada?)
10. Develop partnerships with business and the private sector.
11. Develop evaluative tools to ensure effectiveness of action.

Challenges to Improving the Functioning of Burnaby's Human Service Delivery Network

Feedback from January 2006 Roundtable Discussion with Human Service Providers

1. Unclear and potentially overlapping roles, mandates, and purposes of existing committees and collaborative efforts result in duplication of efforts.
2. Federal and provincial governments, and community members are not at community tables.
3. Lack of resources – time, energy and funding - results in competition, and dismantles collaboration.
4. Lack of continuity of funding inhibits long-term planning.
5. Rate of population growth, changing demographics, and magnitude and complexity social issues can be overwhelming.
6. Access to services throughout the whole community is not equitable.
7. Leadership is lacking.
8. A shared vision and plan are lacking.
9. One model of service delivery does not fit all.
10. Space for setting up child care facilities is lacking.
11. Emerging issues need attention so that network is not always responding to crises.
12. Another layer of bureaucracy or more meetings are not an answer.

CURRENT CITY OF BURNABY SUPPORT FOR PROVISION OF HUMAN SERVICES

1. **Grants to non-profit organizations:** Community Grants (for start-up and overhead costs) and Lease Grants (to offset lease rates at community resource centres by up to 50%). The Executive Committee of Council reviews grant applications and forwards recommendations to Council for approval.
2. **Provision of low-cost land/property leases to non-profit organizations:** interim leases for properties acquired for future development; long-term leases on City land; purpose-built child care centres and non-profit office space; non-profit office and program space at two community resource centres.
3. **Community Asset Mapping System:** Geographic Information System-based resource which allows users to geographically link community data about programs, services, and facilities with demographic information from 2001 Census. Allows users to identify relative distribution of various types of services to inform their planning, programming and resource allocation decisions.
4. **Administrative Support for Burnaby Inter-Agency Council:** preparation and distribution of agendas and meeting minutes.
5. **Funding for Community Schools:** The City cost-shares, with the Burnaby School District and the Ministry of Children and Family Development, the additional expenses involved in maintaining seven elementary schools in Burnaby as community schools. The 2006 Provisional Operating Budget allotment for this is \$361,000.
6. **Inclusion of Social Planning in Burnaby's Official Community Plan, and Employment of Social Planners and Community Co-ordinators:** The OCP's Social Planning Framework is oriented around activities related to social policy and advocacy, the appropriateness of the physical environment, special needs housing, and human services planning. Out of this framework have evolved City policies on group homes, child care, seniors' supportive housing, and multiculturalism. Social Planners play a key role in the development of such policies. As well, Social Planners and the Parks and Recreation Department's Community Co-ordinators are involved in policy implementation, and play a leadership and facilitation role on a wide range of community problem-solving bodies.