



CIVIC YOUTH STRATEGY

CITY OF NORTH VANCOUVER

AND

DISTRICT OF NORTH VANCOUVER MUNICIPAL

YOUTH POLICY: Outreach and Centre-Based Youth Work

MUNICIPAL YOUTH SERVICES POLICY VISION STATEMENT

“To create relationships and opportunities that enable the development of youth to become meaningfully involved in the life of the municipality and to be healthy, engaged and valued members of the community.”

POLICY

The City and District of North Vancouver are committed to the development of a co-ordinated system of community-based youth services to meet the best interests of youth in North Vancouver. In particular, the municipalities recognize their responsibility in providing adequate core funding to ensure that each youth program is able to effectively perform its mandated responsibilities. The North Vancouver Recreation Commission also has an integral role in providing recreational services to youth.

The Recreation Commission is involved in short and long-term planning, coordinating and partnering in the provision of youth services (recreational, social, artistic and overall health and well-being). The Recreation Commission collaborates with the non-profit societies in providing space at recreation and community centres including the provision of youth centres, and other activity and programming space; assisting with staffing and program planning.

The Statement of Principles section of this policy outlines the principles which will guide the municipal funding of youth services. This section also outlines a set of principles to guide the delivery of municipal youth services, particularly outreach and centre-based youth work¹. The policy also sets out, in the Guidelines for Municipal

¹ The municipalities support other programs and activities which fall under other funding mechanisms and are part of the overall Civic Youth Strategy for each Municipality. Examples include North Shore Youth in Film, Civic Youth Awards, Youth Week and specific project grants.

Support section, at what level municipal funding will be provided. The policy recognizes that youth services are being offered along a continuum from front line youth workers to drop-in centres and as such the responsibilities and obligations of the organisations are defined. Finally, the Application Procedure section outlines the criteria that outreach and centre-based youth programs must meet in order to qualify for municipal funding.

While being a joint policy between the City and District of North Vancouver, each municipality will be expected to only provide funding to those agencies providing services within their respective jurisdictions unless otherwise agreed. All applications for funding for outreach and centre-based youth services are subject to the availability of municipal funds and an assessment of the need for the service proposed.

REASON FOR POLICY

To provide adequate funding to ensure that municipal youth programs are able to effectively perform their mandated responsibilities.

AUTHORITY TO ACT

Retained by Council.

1. STATEMENT OF PRINCIPLES

1.1. Municipal Funding for Youth Services:

- 1.1.1. **Equitable:** Municipal funding will strive to be equitable in terms of the level of support for services across outreach youth programs. Core funding may be provided for outreach youth services which offer either social services or other services that meet the needs of “at risk” or potentially at-risk youth.
- 1.1.2. **Secure:** Municipal funding will be ongoing and stable subject to the availability of funding.
- 1.1.3. **Fair:** The amount of municipal funding will be a fair proportion of core operating expenses for youth outreach services.

1.2. Outreach Youth Service Delivery:

- 1.2.1. **Scope:** Outreach youth workers provide flexible opportunities for youth to receive support, assistance and referrals on a fairly immediate basis. They work both in the schools and in the community and are focused on meeting with youth where the youth are. Youth outreach workers provide opportunities for youth leadership, community engagement and skill development. Youth Outreach Workers work one-to-one with at-risk youth and youth

potentially at-risk and also provide small group and classroom instruction.

Outreach youth services fall under the District and City of North Vancouver's Civic Youth Strategy and include five major areas of focus:

- 1.2.1.1. **Youth Engagement, Community Development and Additional Resources:** Includes a community development approach to youth engagement and the ability to secure other funding to supplement municipal dollars in order to enhance the continuum of youth services; and
- 1.2.1.2. **Community Based One-to-One, and Group Based Work with At Risk Youth:** Includes client centered work with a diverse population of youth. The work includes pre-teens (10-12 years) teens (12-18 years) and youth transitioning into adulthood (19-24 years) – these age groups are inclusive of pregnant and parenting teens, homeless, at-risk and potentially at-risk youth; and
- 1.2.1.3. **Recreation and Social Opportunities and Drop In Centre Based Work:** Includes youth centre-based and recreation-oriented work designed to build trust and rapport among youth with the opportunity for more one-to-one work if needed; and
- 1.2.1.4. **Improved Coordination, Multi-Service Planning and Streamlined Referral Processes:** Includes a focus on case management, participation of core funded agencies at community networking tables/committees and a continued effort to improve referrals to and from youth serving organizations and ministries; and
- 1.2.1.5. **Multiculturalism and Diversity:** Includes a focus on youth outreach staff hiring policies that reflect the diversity of the community, efforts to engage with diverse youth and training programs that include diversity as part of the professional development of youth workers.

Inherent in these priorities is a focus on working with youth and family members including:

- individual advocacy for youth at risk, and for youth who are potentially at risk, and more broadly, advocacy for youth as a whole;
- support to parents and families of youth at risk, or of youth who are potentially at risk.

1.3. Relationships to Local Communities:

Outreach youth services should be:

- delivered in a locally-based manner (for example: staff working out of local offices, promoting the use of existing resources, and relating to other local services and locally-based staff);
- accountable and responsible to the local community (for example: through an annual youth forum, local youth services and advisory committees);
- supported by the local community (for example: volunteers, local advisory committees, and business supports and funders); and
- managed and owned by the local community by having the youth outreach staff employed by a locally-based agency². This approach is based on the belief that community development is an integral part of youth services, and that this work needs to be taken on primarily by local citizens and community groups. Having youth services directly tied to a locally-based agency provides an environment where community development and engagement occurs organically.

1.4. Accessibility:

Outreach youth services should be fully accessible to:

- all youth in the area served, particularly those at risk, and those who are potentially at risk;
- all youth in North Vancouver³;
- First Nations youth, and youth from other cultural groups; and
- local citizens, parents, and families in the sense that the service and staff should be easily identified.

1.5. Working Conditions:

In order to be effective, Youth Workers need:

- local physical space to work out of;
- an adaptable, supportive and stable organization to work for; and
- adequate training and professional supervision.

² In a new “community”, the need for an outreach youth service program may arise from a youth service need, or from a broader community concern with youth issues. See Section 6.1 for eligibility criteria.

³ Outreach youth workers are able to serve youth both from their own local communities and from other parts of North Vancouver only when there is a need for specialized services and when a youth specifically requests an outreach worker not in their catchment area.

1.6. Relationships to Other Youth Serving Agencies:

- Good working relationships with individual staff of other youth serving agencies, and good working relationships at the organizational level, must be developed.

1.7. Flexibility and Adaptability:

- Youth services, both individually and together, need to be managed so that there is both flexibility and adaptability in the youth service system.

2. DEFINITIONS

The following definitions relate specifically to this policy:

- 2.1 “At Risk Youth”** includes youth between the ages of 10 - 24 who may experience, or who may potentially experience significant difficulties in terms of behaviour, substance abuse, dysfunctional relationships, and/or criminal involvement. It also includes youth who are in danger of physical and psychological abuse.
- 2.2 “Potentially At Risk Youth”** conveys the concept that any youth given a particular situation may be at-risk and that given the tumultuous time of adolescents and the existence of societal issues such as divorce, death, moving, substance abuse that any youth should be made to feel welcomed by the municipal youth service program with consideration of the agencies’ work plan as specified in Section 1.2.1.
- 2.3 “Community Based Services”** includes social, recreational, educational and cultural services provided by non-profit societies located in the City and District of North Vancouver.
- 2.4 “Core Funding”** includes the costs necessary to maintain employee positions: salary and benefits and an additional percentage of those costs for program expenses and administrative support.
- 2.5 “Youth Services/Program”** includes preventative, intervention, therapeutic social, recreational and cultural services targeted to “at risk” and potentially “at risk” youth.
- 2.6 “Outreach Youth Worker”** is the term used in accordance with the standardized job description adopted by the youth service organizations employing youth workers. This includes employees whose primary responsibility is to actively seek out at risk youth in order to provide counselling, mediation and referrals to existing community resources for them and their families.

- 2.7 “Centre Based Youth Worker”** is a term used in accordance with the standardized job description adopted by the youth service organizations employing youth workers and the North Vancouver Recreation Commission. This includes employees whose primary responsibility is to staff the youth centres, providing safe, affordable, accessible and enriching programs and activities for youth. Centre workers will refer a youth that they assess as having troubles to a youth outreach worker for case management. The primary purpose of a youth centre (often referred to as a youth lounge) is the provision of youth services (i.e. they need to feel and look like a place that teens and pre-teens would like to be not day camp space).
- 2.8 “Recreational and Social Opportunities”** may include sports, drop-ins, youth groups, community outings, camping programs, cultural programs, videos, games and other leisure activities.
- 2.9 “Social Services and Community Support”** are services provided by outreach youth workers including counselling and referrals, the provision of information, life skills training and other services to meet the special needs of at risk youth and potentially at-risk youth. Social assistance is broadly defined by the Federal government as “aid in any form to or in respect of a person in need”.
- 2.10 “Community Development and Engagement”** means a commitment to the values of empowerment in providing services to youth, the development of new services for youth, community problem solving around youth issues, and active youth involvement of the community (e.g. local advisory committees, volunteers, funders) in youth services.
- 2.11 “Financial Responsibility”** means that a Society maintains proper accounting procedures and submits financial statements on a yearly basis to the municipality.

3. GOALS

The goals of this policy are to:

- 3.1** Provide policy-governed procedures for allocating City and District of North Vancouver funds to community based agencies providing youth programs.
- 3.2** Endeavour to ensure that funding provided by the City and District of North Vancouver is allocated in a fair and transparent manner.
- 3.3** Provide guidelines for the implementation of the Funding Policy.

4. RESPONSIBILITIES

4.1 City and District of North Vancouver:

- 4.2.1.** The City and District of North Vancouver will be responsible for the implementation and maintenance of this policy.
- 4.2.2.** The municipalities may provide core funding for outreach youth services to youth at risk.
- 4.2.3.** The municipalities will develop guidelines for ongoing accountability and will ensure that the community based agencies are aware of these guidelines.

4.2 Community Based Agencies:

- 4.2.1.** Based on the agreed upon yearly work plan developed cooperatively with the youth serving agencies and the municipalities, the agencies will be responsible for those activities and services identified. The agencies will be responsible for program development, staff supervision and administrative functions. In addition the agencies will be responsive to municipal needs related to public concerns and requests.
- 4.2.2.** These agencies will be responsible for obtaining any additional funding required to operate the program which best suits their community's needs.
- 4.2.3.** These agencies will be financially and administratively responsible for ensuring accountability in all facets of their operation.

5. GUIDELINES FOR MUNICIPAL SUPPORT TO YOUTH PROGRAMS

5.1. Funding:

- 5.1.1.** The City and District of North Vancouver may provide core funding for community based services which provide either social services or other services that meet the needs of "at risk" youth. The amount of funding provided will meet core staff requirements and be subject to the availability of funding and assessment of the need.
- 5.1.2.** The City and District of North Vancouver may provide additional funds to a community-based service which proposes to operate a new youth outreach program filling a community need for which "developmental money" is required.

5.1.3. Salaries and benefits will be determined by the sponsoring agency consistent with standards agreed to by the agencies. The amount of funding provided will take into account the salary level submitted by each non-profit society along with eligibility criteria, set forth in this policy.

5.1.4. Funding may be revoked by the City and the District of North Vancouver if the youth program or sponsoring agency ceases to meet the goals and eligibility criteria as set forth in this policy.

5.2. Federal and Provincial Funding:

5.2.1. Municipalities will be supportive in assisting agencies in accessing provincial and federal funding to enhance the continuum of services for youth.

5.2.2. The agencies will similarly be supportive of the municipalities accessing any additional resources or possible reimbursements for the provision of social and community services.

5.2. Indirect Support:

5.2.1. In addition to financial support, the City and District of North Vancouver may also support youth services by leasing municipally owned buildings to the non-profit society providing the program. Such leases will be consistent with all current municipal community lease policies and procedures.

6. APPLICATION PROCEDURE

6.1. Eligibility Criteria:

To qualify for municipal funding, youth programs must meet the following criteria. They must:

6.1.1. be sponsored by a community-based organization incorporated as a non-profit society, if they are not a non-profit society themselves;

6.1.2. work closely with existing community resources and services;

6.1.3. serve youth who are residents of North Vancouver;

6.1.4. provide specific programs or opportunities to meet the needs of “at risk” or potentially at-risk youth in their particular community (the City and District of North Vancouver will not

- fund a new youth program in cases where an existing service could satisfactorily meet the need);
- 6.1.5.** justify the need for the youth program;
- 6.1.6.** encourage volunteer involvement;
- 6.1.7.** be seeking or receiving funding from other sources;
- 6.1.8.** encourage youth involvement;
- 6.1.9.** provide adequate professional supervision for all youth worker staff; and
- 6.1.10.** demonstrate that linkages are being developed and maintained with front line staff in other youth serving agencies, organizations, departments, and other levels of government.

6.2. Accountability

- 6.2.1.** Sponsoring societies must demonstrate accountability to the community and residents being served through such measures as the following:
 - 6.2.1.1** broad representation on the board of directors;
 - 6.2.1.2** consulting with youth advisory committees;
 - 6.2.1.3** consulting with community and user groups; and
 - 6.2.1.4** ensuring youth involvement in the planning and delivery of services (such as an annual youth forum).
- 6.2.2.** Outreach youth programs must also provide regular statistical information that reflects the five major service areas as outlined in this policy in Section 1.2.1. Reports should be submitted to the municipal Social/Community Planning Department and should include the following information:
 - 6.2.2.1** a description of programs and activities;
 - 6.2.2.2** the demographics of youth served by each service;
 - 6.2.2.3** a description of trends and needs for at-risk youth; and
 - 6.2.2.4** results from the annual youth forum (or alternate form of meaningful youth involvement as related to input into the delivery of youth services as agreed by the municipality).
- 6.2.3.** Sponsoring agencies must demonstrate financial accountability of the agency, by submitting the latest financial statement (statement of revenue and expenditures, statements of assets and liabilities) to the municipality.

6.3. Conflict of Interest:

The sponsoring society shall be subject to the regulations outlined in the British Columbia Society Act and the Federal Income Tax Act (where applicable) with respect to conflict of interest policies.

6.4. Funding Disbursements:

Core funded youth agencies whose applications are approved will receive funding for youth programs in semi-annual instalments as per the following:

- a) the municipality will provide half of the previous year's grant allocation in January; and
- b) the balance of the amount to meet the current year's funding request following approval by Council of the annual budget.

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2. Amendment Date	December 11, 1995	Approved by:	Regular Council
3. Amendment Date	October 20, 2008	Approved by	City of North Vancouver
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