The Corporation of the Town of Milton

Report To:	Council
From:	Joy Anderson, Director, Culture & Community Investment
Date:	September 16, 2019
Report No:	COMS-010-19
Subject:	Milton Youth Strategy
Recommendation:	**That Council endorse the Milton Youth Strategy in principle, with recommended service level adjustments considered as part of the annual budget process;**
	AND THAT the Community Services Department work collaboratively with other Town departments and organizations serving youth in our community to address the recommendations as outlined within the Youth Strategy.

REPORT

Background

Milton's population has grown exponentially over the past decade, with a significant increase in residents below the age of 20. According to 2016 Statistics Canada Census data, between 2006 and 2016, Milton's population grew 204%. Over the same period of time, the growth in Milton's youth population, aged 10–19, grew 227%. This rapid expansion represents those who will be the next generation of Milton adults. This increase accompanied by the number of children who will become teenagers in the next 5 years will have a significant impact on the services provided for youth.

COMS-002-18 reported on the outcomes of the Youth 360 project. Information and feedback from Milton youth aged 12–19 was gathered to assist in the development of the Youth Strategy. With more than 2,000 responses, the research consistently identified key messages that have been further explored in the development of the Milton Youth Strategy.

The Milton Youth Friendly Network was the other important outcome of the Youth 360 project. This network is a community of organizations committed to better serving youth. They are working together to discuss youth-related issues and solutions, share resources and best-practices, raise awareness of youth initiatives and develop strong

The Corporation of the
Town of Milton

connections. The network includes recreation and social service agencies, non-profit and private organizations, faith communities, schools, Halton Regional Police Service and Halton Region Public Health.

Discussion

The Milton Youth Strategy provides a framework for the Town of Milton, in collaboration with community organizations, to holistically approach the complex needs facing youth and engaging them in their community. The Milton Youth Strategy draws on the knowledge and expertise of youth serving organizations, community agencies, the Milton Youth Friendly Network, the Milton Youth Advisory Committee, regional and national leaders in youth strategy and has been informed by research and published best practices.

The intention of the Milton Youth Strategy is to strengthen the Milton community by engaging youth, supporting their growth and development and building strong relationships between youth and their community.

Financial Impact

There is no direct financial impact associated with the approval of this report. Implementation of the Milton Youth Strategy will be addressed and considered by Milton Council through the annual operating and capital budget process.

Respectfully submitted,

Kristene Scott
Commissioner, Community Services

For questions, please contact: Joy Anderson   Phone: Ext. 2529

Attachments

Schedule A: Milton Youth Strategy

CAO Approval
Troy McHarg
Acting Chief Administrative Officer

Milton Youth Strategy

September 2019

Prepared by the Community Services Department

Contents

Acknowledgements

Youth Contribution

Above all, the Milton Youth Strategy is a reflection of the feedback and ideas of the youth living in Milton. Through their participation, feedback and contributions, this strategy is aligned with their needs, wants and interests and provides a solid foundation to better serve the youth of Milton. Their input has been thoughtful, relevant and honest. It is clear that the youth of Milton care deeply about their Town and have many opinions, gifts and talents to share.

Thank you for taking the time to participate in the surveys, focus groups and events – you are valued members of this community and all who enact the Milton Youth Strategy will continue to serve and support you. You have been heard, you have sparked action and you have made a difference for yourselves and the future youth of Milton.

Community Partners

It is with the deepest gratitude and appreciation that we acknowledge the contributions and support provided by the community partner organizations throughout the development of the Milton Youth Strategy. It is with gratitude that we acknowledge their willingness to participate, provide insight and expertise, and connect with the youth within their networks.

Thank you for the work you do on a daily basis and thank you for your contributions to this initiative – Milton youth are fortunate to have champions who continue to work towards supporting and encouraging positive youth development.

Municipal Support

This initiative was successful due to the collaboration of many Town of Milton departments and staff members, from front-line staff through to senior management. With strong leadership from the Community Services Department, the Milton Youth Strategy is poised to define how the Town supports its youth citizens.

Executive Summary

Milton Town Council approved the development of a Milton Youth Strategy to guide how the Corporation of the Town of Milton (henceforth referred to as the Town) could ensure that they are serving youth in a way that is innovative, meaningful, collaborative and responsible. In 2018, the #miltonyouth project released the report that reflected the needs, wants and interests of over 2,000 Milton youth. The youth have spoken and the Milton Community is poised to respond to their needs. For additional information on Milton's youth demographic and in-depth information on their feedback, please refer to the #miltonyouth Report (presented to Milton Council through staff report COMS-002-18).

The Milton Youth Strategy provides a framework for the Town, in collaboration with community organizations, to begin to holistically approach the complex needs facing youth and engaging them in their community. Collaboration is a key component to improving the lives of youth as it requires diversity in services, programs and policies, some of which is not the direct responsibility of the Town. The role of the Town is to impact direct service and program delivery under Town jurisdiction, improve the safety and inclusivity of Town operated spaces, leverage youth opinions, advocate for youth needs, and partner with and provide leadership to Milton's youth-serving organizations.

Objectives

- To foster a community that supports youth achieving their **fullest potential**
- To create spaces and experiences that promote youth feeling **welcome, safe** and **valued** in Milton
- To **remove barriers** to youth engagement
- To **build connection** amongst youth and between youth and the services and opportunities within their community

Areas of Focus

In order to achieve these objectives the Youth strategy focuses on addressing key areas.

- Infrastructure
- Communication
- Empowerment
- Collaboration

The following recommendations are derived from Milton youth-identified issues and priorities, consultation with youth-serving organizations, community agencies, the Milton Youth Friendly Network, and the Milton Youth Advisory Committee. It is also informed by regional and national leaders in youth strategy, research and published best-practices.

Youth Driven Recommendations

Safe and Welcoming Milton	Ensure that all Town facilities are safe and welcoming of youth by supporting staff in positive youth customer service and inclusion practices.
Transportation	Develop an intentional plan for identifying and reducing barriers to youth transit usage and improve opportunities for safe active transportation.
Youth Space	Improve youth's access to youth-specific spaces and drop-in programming in Town facilities.
Youth Friendly Businesses	Support businesses to be youth-friendly and encourage student discounts.
Communication Plan	Leverage proven channels of effective youth communication (schools, social media and web content, including Let's Talk Milton) to create a better flow of information between the Town, youth-serving organizations and youth.

Recommendations for Sustainability

Youth Empowerment	Evolve the Milton Youth Advisory Committee into a youth leadership and feedback action group (Milton Youth Task Force) and develop a yearly symposium to address youth needs and connect community partners.
Backbone Support	Ensure the success of the Milton Youth Strategy and the civic responsibility of financial investments being made by assigning dedicated staff resources for development, execution and evaluation.
Unified Youth-Friendly Community	Adopt best practices for positive youth development by using the 40 Developmental Assets (see Appendix A), Youth Friendly Communities and Youthful Cities frameworks, celebrating youth through enhanced Youth Week opportunities and strengthening the Milton Youth Friendly Network.

Helpful Definitions

For consistency, throughout this document, the following terms will be used according to the specified definitions below.

Town of Milton, also *Town*, will refer to the Corporation of the Town of Milton.

Milton will refer to the Town and greater community working together.

Milton Youth Friendly Network: A formal, collaborative group of organizations that serve youth in Milton. This group comprises 11 community organizations attending regular meetings and 50 additional organizations connected through electronic communications.

LGBTQ2SAI+: A community of individuals that identify as having gender identities other than binary (man/woman) and/or sexual orientations other than heterosexual. Lesbian, Gay, Bisexual, Transsexual, Transgender, Queer, Questioning, Two-Spirited, Asexual, Ally and Intersex. The + represents all other identities that have not been named explicitly but fall outside of binary/heterosexual.

Introduction

*"Municipal leaders need to engage their youth constituency through more
outlets and in ways that are more accessible and interactive than ever before"*
- The Municipal Youth Engagement Handbook:
Federation of Canadian Municipalities

****

*"We all have a responsibility to ensure that youth have access to the right supports
and the right opportunities so they can make positive choices and reach their full potential."*
- Ontario's Youth Action Plan 2012

****

*"They want youth engagement opportunities to be based on principles of active learning, diversity and relevance and are
eager for opportunities to assume leadership roles in their communities and within organizations. Supporting young leaders
and encouraging them to be socially and civically engaged will help build an inclusive and resilient nation."*
- Canada's Youth Policy, 2019

****

The importance of investing in youth continues to be reinforced at all levels of government, in schools, in social service agencies and is supported through research. The importance of fostering positive youth development continues to be significant for the Town as our youth population continues to grow exponentially and at a rate greater than our general population. This increase in youth is an increase in potential – youth are known to be innovators, equipped with heightened abilities in collaboration, creativity, observation, curiosity, experimentation, risk taking, challenging the status quo, having vision, and being action oriented (Dougherty & Clarke, 2018). Milton sees this through the incredible achievements of our youth. However, when left feeling powerless or under-stimulated, youth seek out alternative ways to quench their need for a sense of belonging and pushing boundaries. Halton Regional Police Services have seen a surge in adverse behaviour by these young people who frequently describe a lack of "things to do" or "places to go" as catalysts for their behaviour.   The challenges of not having places to hang out or things to do was also echoed in the 2018 #miltonyouth report.

The Town plays a role and contributes to the Government of Canada's vision where young people are equipped to live healthy and fulfilling lives and feel empowered to create positive change for themselves, their communities and the world. The Town will demonstrate leadership to

ensure that all youth feel safe and welcome in Milton and should strive to help them feel connected to their town so we can retain their talents as part of our local workforce and leverage their engagement in our community.

In order to fulfill this responsibility, the Community Services Department, through feedback from youth and community stakeholders, recommends that the Town invest in its youth, through creating safe and inclusive spaces, engaging programming and events and providing opportunities for meaningful youth engagement. The adage of "it takes a village to raise a child" is just as important through the adolescent years and it is imperative that the Town continues to partner with other youth-serving organizations through the Milton Youth Friendly Network in order to provide efficient and holistic support to our young people.

"The best way to maximize municipal time and resources and create high-impact
youth engagement work is to seek out strategic partnerships with youth-driven organizations and
create opportunities for collaboration"
- The Municipal Youth Engagement Handbook:
Federation of Canadian Municipalities

40 Developmental Assets Framework

In Halton and across the world, the Search Institute's 40 Developmental Assets (See Appendix A) have been shown to correlate to young people achieving their full potential. These assets are not predetermined by genetic or socioeconomic factors, rather they can be acquired and it is the responsibility of youth, their families and their community to provide opportunities for acquiring these assets. The Town is directly and indirectly responsible for the following assets (24/40):

Direct Responsibility	Indirect Responsibility
Community Values Youth-Young person perceives that adults in the community value youth.	**Other Adult Relationships**-Young person receives support from three or more nonparent adults.
Youth as Resources-Young people are given useful roles in the community.	**Caring Neighborhood**-Young person experiences caring neighbors.
Service to Others-Young person serves in the community one hour or more per week.	**Positive Peer Influence**-Young person's best friends model responsible behavior.
Safety-Young person feels safe at home, school, and in the neighborhood.	**High Expectations**-Both parent(s) and teachers encourage the young person to do well.
Neighborhood Boundaries-Neighbors take responsibility for monitoring young people's behavior	**Caring**-Young person places high value on helping other people.
Adult Role Models-Parent(s) and other adults model positive, responsible behavior.	**Equality and Social Justice**-Young person places high value on promoting equality and reducing hunger and poverty.
Creative Activities-Young person spends three or more hours per week in lessons or practice in music, theater, or other arts.	**Responsibility**-Young person accepts and takes personal responsibility.
Youth Programs-Young person spends three or more hours per week in sports, clubs, or organizations at school and/or in the community.	**Planning and Decision Making**-Young person knows how to plan ahead and make choices.
Time at Home-Young person is out with friends "with nothing special to do" two or fewer nights per week	**Interpersonal Competence**-Young person has empathy, sensitivity, and friendship skills.
	Cultural Competence-Young person has knowledge of and comfort with people of different cultural/racial/ethnic backgrounds.
	Resistance Skills-Young person can resist negative peer pressure and dangerous situations.
	Peaceful Conflict Resolution-Young person seeks to resolve conflict nonviolently.
	Self-Esteem-Young person reports having a high self-esteem.
	Sense of Purpose- Young person reports that "my life has purpose."
	Positive view of personal future- Young person is optimistic about her or his personal future.

Background and Methodology

In 2002, the Milton Mayor's Youth Advisory Council presented 6 recommendations to Town Council

1) That the Town of Milton as per the 2003 Corporate Objectives support and adopt the investigation of the potential development and related costs of a youth designated space in Milton as outlined in the following recommendations.
2) That the Town of Milton recognizes the critical role and need for a full time staff person to work with the Town and stakeholders to meet the recreation needs of youth in the community.

3) That a youth designated space be created for youth and that this space includes both unstructured "drop-ins" and structured recreational opportunities for youth.
4) That recreation service providers in Milton collaborate to provide improved unstructured and structured recreational services for youth.
5) That youth actively participate in the planning, development and implementation of recreational opportunities for youth.
6) That all Milton youth have access to recreational opportunities in a welcoming and safe environment.

In 2018, Milton youth identified the following top 4 priorities:

1) Increased transit service to better meet their needs for getting around Milton
2) The creation of more youth-dedicated spaces that are safe, inclusive and accessible
3) More youth-relevant stores and student discounts
4) Improved communication channels to connect youth with events and opportunities happening around town

As identified in the Milton Youth Strategy, in 2019 many of the recommendations put forth in prior reports are being echoed. This consistency is evidence that the issues that youth are facing are not simply a fad but rather challenges that need to be addressed as they will persist until their needs are met.

The #miltonyouth report findings serve as the foundation for the proposed recommendations. Youth comments provided in-depth understanding of their needs for safe and inclusive spaces, more opportunities to be engaged and ways to help youth become more connected and involved in their community.

The results were translated into formal recommendations by Town staff and verified through additional outreach and conversations with youth-serving stakeholders.

Feedback Channel	Engagement
Milton Youth Advisory Committee (MYAC)	Hosted 2 online sessions for MYAC members to provide feedback and collected email responses from those who could not make it
Let's Talk Milton	Created and promoted feedback through the *Survey, Locations* and *Ideas* tools of Let's Talk Milton
Focus Groups	Hosted focus groups with three grade 10 Civics classes and one grade 8 class.
School Outreach	Collected feedback for one day in each high school
Milton Youth Friendly Network	Presented and received feedback on all recommendations during a Network meeting
Halton Regional Police Services	Shared recommendations and collected major concerns and potential solutions from police and youth diversion workers
Conversations with High School Administrators	Collected major concerns and potential solutions from high school administrators

The Community Services Department also did a thorough exploration into the strategies, youth spaces, youth councils and social media strategies of various municipalities, focusing on Halton Region, municipalities with similar demographics and municipalities that are celebrated for their youth engagement models. See Appendix B and C for a summary of the findings.

The following recommendations represent the culmination of years of research, policies and vision from all levels of government, Positive Youth Development practices, data pertaining to local youth needs, and municipal best-practices. The document is broken into 2 sections: Youth-Driven Recommendations and Recommendations for Sustainability.

Youth-Driven Recommendations

Youth were asked to identify which topic they felt should be prioritized from a list generated through open-ended question responses from the initial #miltonyouth survey as well as focus group conversations. Youth could only choose one response. This information served as a baseline for the recommendations.

Priorities

Youth Events 4%
Sports Facilitites 7%
Pedestrian Safety 1%
Bus System 24%
Volunteer Opportunities 9%
Communication Plan 10%
Youth-Relevant Stores 10%
Student Discounts 13%
Youth-Space 22%
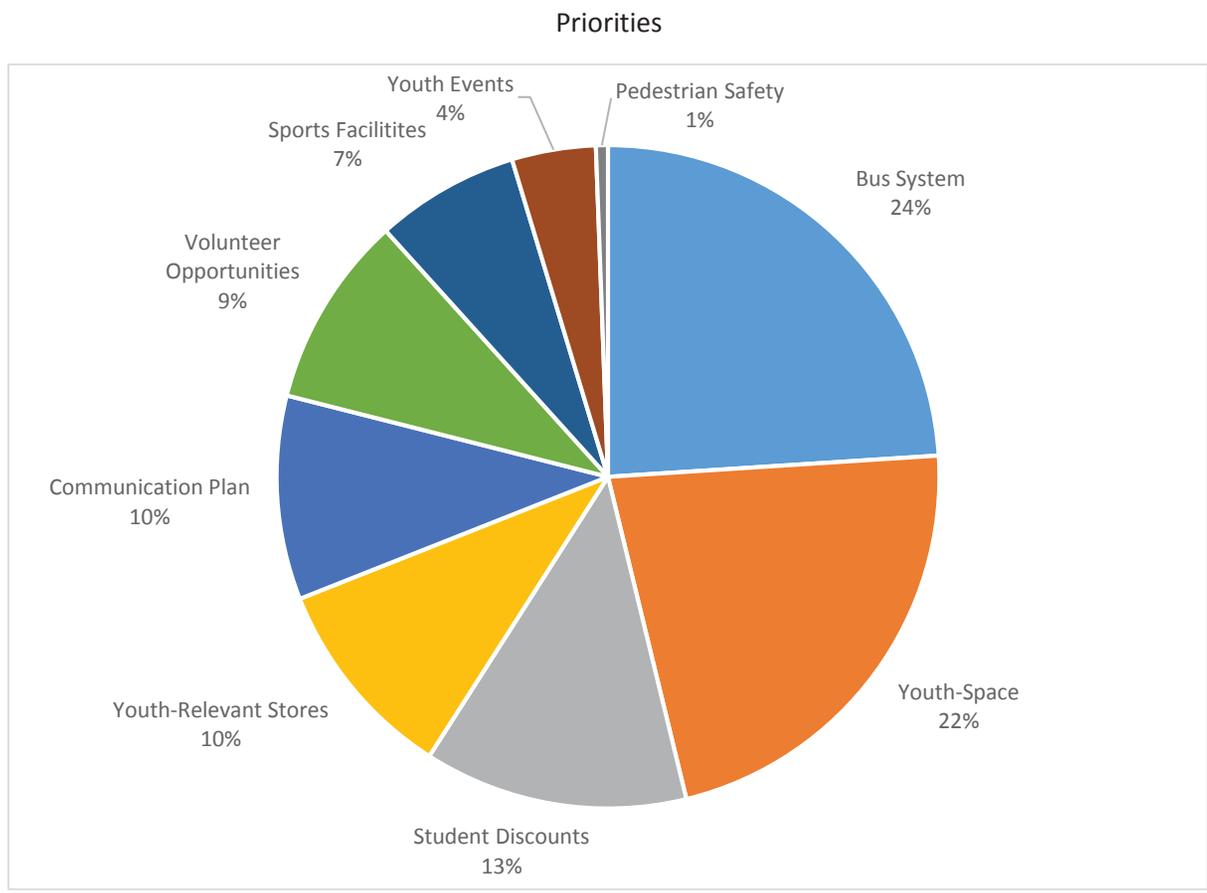
Figure 1: Taken from the #miltonyouth Report (2018)

1 – Safe and Welcoming Milton

Throughout the #miltonyouth survey responses there was a clear theme identifying that not all places around Milton were welcoming of youth patrons (14% of youth feel unwelcome) and in some cases, youth identified feeling unsafe (14% of youth feel unsafe) because of their identity. 12% of LGBTQ2SAI+ youth feel that adults make them feel unwelcome compared to 4% of all youth. This theme is of major concern because feeling welcome and safe in one's community is a foundation to positive development and engagement. Youth often have a strong negative reputation and can be seen as intimidating or defiant to those who are unsure of how to have a positive interaction or relationship with a youth. By helping adults be more comfortable around youth, learn how to foster appropriate relationships with youth patrons and establishing mutually reasonable expectations, the Milton community will be stronger.

Target Objectives	Target Themes
Welcome & Safe	Infrastructure
Build Connection	Communication

Recommendation	Timeline	Immediately	Outcomes

1.1 Develop and deliver training to all front-line Town staff pertaining to:
  i.   Customer Service for Youth Patrons
  ii.   Inclusivity for LGBTQ2SAI+ and other marginalized populations
  iii.   40 Developmental Assets (See Recommendation #8: Unified Youth Friendly Community)
	Budget	• Community Services existing budget
		• Potential for paid partnerships with local experts
			• Staff are comfortable and confident in respectfully serving youth patrons in a variety of situations
			• Youth of all identities feel safe and welcome in all Town facilities and during all Town programs
			• The Town of Milton aligns with the local school boards and Our Kids Network in supporting positive youth development through the same language and practices guided by the 40 Developmental Assets
			• Town staff members see themselves as asset builders and understand the role that the Town's facilities, amenities, programs and events play in the development of our youth population.

	Lead Responsibility	• Community Services	
	Collaborating Partners	• Front-line staff managers • Human Resources • Milton Youth Friendly Network	

Recommendation	Timeline	1-3 Years	Outcomes
1.2 Develop internal processes and supporting resources to ensure that youth needs are taken into consideration when decisions are being made.	Budget	• Community Services staff time	• Youth are fully supported through all of their experience with Town Facilities, programs and services.
	Lead Responsibility	• Community Services	• Town Staff are aware of current youth needs and the importance of supporting this demographic through all channels of Town Business.
	Collaborating Partners	• All Town Departments	

2 - Transportation

Through the community engagement efforts of the #miltonyouth project, youth identified transit as a major area of improvement. They indicated it was their top priority to address (24%), and the 4th most prominent way to make Milton more youth-friendly. The consultation found public transit being the least used method of transit (second to driving yourself, noting that only 38% of respondents were of legal driving age) and youth indicated that they rely heavily on their parents to drive them. There were also a notable volume of comments surrounding the need to learn how to use the transit system and increasing the use of active forms of transportation. For further data, please refer to section 3.5 of the #miltonyouth report (see Council report COMS-002-18). The following recommendations are tangible ways to support Milton Youth's desire for stronger transportation around Milton and to provide ongoing feedback and accountability to this significant portion of Milton's population.

Target Objectives
Removing Barriers
Building Connection

Target Themes
Infrastructure
Communication
Collaboration

Recommendation	Timeline	1-3 Years	Outcomes
2.1 Milton Transit commit to engaging the youth voice as part of all planning and increase youth outreach efforts.	Budget	• Additional transit staff time required	• Increased youth ridership • A stronger youth voice representation in all future planning • Increased awareness of the benefits of public transit for youth riders • Increased understanding and ability to navigate transit usage among youth riders
2.1.1 Connect with Milton Youth Advisory Committee (Milton Youth Task Force) twice annually	Lead Responsibility	• Milton Transit	
2.1.2 Develop a transit youth ambassador program	Collaborating Partners	• Community Services • Local Schools	

Recommendation		Timeline	1-3 Years	Outcomes	
2.2 Milton Transit increase transit services to youth-identified routes and schedules.		Budget	• Subject to service planning • Implementation would require additional resources / budget approval	• Increased youth ridership • Improved perception of Milton Transit amongst youth • More efficient mobilization of youth • Increased access to recreation programs	
2.2.1 Identify opportunities to increase transit to Town facilities that are currently inaccessible by transit					
2.2.2 Increase the frequency of school special routes		Lead Responsibility	• Milton Transit		
2.2.3 Retain evening routes					
2.2.4 Create alternative public transit services for newly developed areas		Collaborating Partners	• N/A		

Recommendation		Timeline	1-5 years	Outcomes	
2.3 Milton Transit identify ways to reduce the barriers of transit usage identified by youth. Explore the following:		Budget	• Requires additional resources / budget approval	• Increased youth ridership • Increased access to public transit, forming long-term rider habits • Stronger partnerships between the Town of Milton collaborating partners and sponsors.	
2.3.1 Bus tickets and passes sold in high schools until a smart card fare system is in place		Lead Responsibility	• Milton Transit		
2.3.2 Implement a smart card fare system					
2.3.3 More education on how to use public transit through: • Connections with local schools – demo days for grade 6 students • Grade 9 orientation events • Partnership with the FirstOntario ArtSpark program to educate and provide transit to programming		Collaborating Partners	• Halton Region • Schools • Milton Public Library • Volunteer Halton • Sponsors • Milton Youth Friendly Network • Community Services		

2.3.4 More partnerships similar to "Read & Ride" that provide transit benefits for participating 2.3.5 Increasing awareness of the Subsidized Passes for Low Income Transit Pass Program (SPLIT)			

Recommendation	Timeline	3-5 years	Outcomes
2.4 Town coordinates between departments to investigate and understand Milton Youth Active transportation needs (in accordance with Recommendation 30 of the Transportation Master Plan) to better support youth choosing Active Transport where appropriate. 2.4.1 Support a Police evaluation of pedestrian safety around school zones with a particular focus on the need for safe crosswalks 2.4.2 Review efficiency of Bike Lanes/ Path networks as thruways for navigating around Milton	Budget	• Existing staff time	• Town can effectively plan and promote active transportation in Milton • More youth engaging in a variety of active transportation year-round (walking, cycling, skateboarding, scootering) • Increased safety of pedestrian and cyclists • Fewer pedestrian complaints, incidents of jaywalking and accidents involving pedestrians
	Lead Responsibility	• Engineering Services	
	Collaborating Partners	• Community Services • Halton Regional Police Services • Cycling Community • Skate/Scooter Community • Walk/Run Community	

3 – Youth Space

The youth of Milton identified that having more youth-focused 'things to do' around town as the number 1 way to make Milton more youth-friendly while having a youth-space to hang out in as their second. They also identified that having a youth 'hangout' as their second highest priority (22%) while also identifying that most youth are currently spending most of their time at home. The most common comments provided by youth was that there was nowhere around town to 'hang out' with their friends and 'nothing to do.'

Youth also identified many Town facilities as places they like to hang out and places that treat youth well. The youth who identified as part of the LGBTQ2SAI+, disability and minority communities felt significantly less welcome and less safe around Milton, indicating that there is room for improvement in serving all Milton residents. Town staff members who work in high youth-trafficked areas have also voiced a desire to become more comfortable in serving youth patrons and those with marginalized identities.

Target Objectives
Fullest Potential
Welcome & Safe
Remove Barriers
Build Connection

Target Themes
Infrastructure
Empowerment
Collaboration

Recommendation			Timeline	Immediately	Outcomes
3.1	Complete an internal audit of informal youth hang-outs and potential informal youth hang-outs in Town Facilities and Milton Public Library Branches to understand how Milton can create safer and more youth patron-friendly gathering places.				• Youth have access to spaces for informal gathering that is appropriate to their needs and the needs of all patrons
			Budget	• Community Services staff time	
			Lead Responsibility	• Community Services	• Town can be intentional in its design and re-design of common spaces with youth needs in mind
			Collaborating Partners	• Milton Public Library	

Recommendation	Timeline	Immediately	Outcomes
3.2 Create interim rotating pop-up youth spaces in Town Facilities. During specified times, an activity room would be dedicated to youth patrons and youth-friendly amenities made available. Evaluate success and review future enhancements annually.	Budget	• Requires staffing • Capital purchases of supplies and infrastructure • Reduced inventory for rentals • Marketing	• Youth have a safe space to gather and feel welcome • Youth have free opportunities for physical activity, recreation and social opportunities • Youth are engaged in their community • Youth are more connected to caring adults, friends, and community resources • Youth feel cared for and supported by their community • Youth needing social service support, who would be otherwise disconnected, are referred to appropriate services as identified
	Lead Responsibility	• Community Services	
	Collaborating Partners	• Corporate Communications • Milton Transit • Milton Youth Friendly Network • Sponsors	
Recommendation	Timeline	1-3 years	Outcomes
3.3 Create a dedicated Youth Space in an existing Town Facility	Budget	• As above	• As above
	Lead Responsibility	• As above	
	Collaborating Partners	• As above	

Recommendation	Timeline	Immediately	Outcomes	

3.4 Have designated weekly drop-in recreation programs with FREE admission for youth.
   i.   Basketball
   ii.   Open Arts Studio
	Budget	• Loss of user fee revenue during these times
		• Potential increase in staffing requirements based on attendance
			• As above	

	Lead Responsibility	• Community Services		
	Collaborating Partners	• Corporate Communications		

4 – Youth Friendly Businesses

Youth identified that they would like to see more local student discounts and youth-relevant businesses (13% and 10% respectively). They represent a significant portion of local employees (57% of youth have a part time or full time job), volunteers (63% of youth volunteer) and consumers (Coffee shops/cafes and Shops/stores identified as the 3rd and 4th most popular hangouts) that support the economy in Milton. Even though youth feel that they are usually welcome in these spaces, businesses often struggle to manage their youth patrons and some resort to police intervention or youth-specific policy creation, leading to challenging dynamics between youth and their community. When local businesses understand how to leverage the power of their youth employees and patrons, Milton fosters a positive and more mutually beneficial relationship between youth and local businesses.

Target Objectives
Fullest Potential
Remove Barriers

Target Themes
Empowerment
Collaboration

Recommendation	Timeline	1-3 years	Outcomes
4.1 Explore the development and delivery of a training for community organizations/businesses "Working with Youth as Employees, Volunteers, Committee Members and Patrons" based off of the Town of Milton's Youth Patron trainings (See Recommendation 1.1 Safe & Welcoming Milton)	Budget	• Will adapt/repurpose internal training and could potentially charge a nominal fee to local businesses	• The Town is seen as a leader in creating youth-friendly spaces and bringing our expertise to the surrounding community • The Milton community begins to work together to support youth through positive youth development practices • Businesses tools are available to ease tensions and engage local youth
	Lead Responsibility	• Community Services	
	Collaborating Partners	• Downtown Milton Business Improvement Area (DBIA) • Chamber of Commerce	

Recommendation	Timeline	1-3 years	Outcomes
4.2 Create a "Youth Friendly Business" award to be given out as part of the Milton Youth Awards.	**Budget**	• Community Services existing budget	• Creates a framework for measuring the "youth-friendliness" of a local business and guidelines for improving or enhancing current practices
	Lead Responsibility	• Community Services • Milton Youth Advisory Committee (Milton Youth Task Force)	• Helps youth to identify and celebrate the diverse ways in which this community supports them
	Collaborating Partners	• DBIA • Chamber of Commerce	
Recommendation	**Timeline**	1-3 years	**Outcomes**
4.3 Explore how to encourage more businesses to provide student discounts by: 4.3.1 Increased transparency of how the Town discounts youth fees as a model for other organizations 4.3.2 Encouraging the adoption of the SPC Card (or alternative youth discounting program) awareness to students and local businesses NOTE: The SPC Card is a national student discount program adopted by large chains and smaller businesses across the country.	**Budget**	• Community Services staff time	• Youth and their families are aware of ways that the community is supporting their recreational needs and financial limitations
	Lead Responsibility	• Community Services to explore and confirm an appropriate lead	• Youth are able to access recreation, entertainment, food, services, and material goods at reduced rates
	Collaborating Partners	• DBIA • Chamber of Commerce	• Youth are more likely to engage with the community and connect with businesses who are seeking youth patrons through a mutually beneficial discount program

Recommendation	Timeline	Immediately	Outcomes
4.4 Review how the Town engages youth as volunteers and employees 4.4.1 Identify strengths and areas of improvement to align with best practices 4.4.2 Enhance communication of Town youth employment and volunteer opportunities 4.4.3 Develop an ongoing evaluation	Budget	• Community Services staff time	• Youth have improved and increased opportunities to volunteer or to be employed by the Town • Youth are more connected to their municipal government and programs • Town is better connected to its youth and can engage them in deeper relationships that foster community connectedness
	Lead Responsibility	• Community Services	
	Collaborating Partners	• Human Resources	

5 – Communication Plan

The youth in Milton identified that there was a gap in effective communication between service/program providers and youth. Youth indicated they want to hear more about opportunities around Milton pertaining to jobs, volunteering and events. The youth prioritized creating a plan that would make hearing about opportunities easier for youth. They identified that they hear about opportunities primarily through their school (82%), their friends (75%) and social media (63%).

Target Objectives
Remove Barriers
Build Connection

Target Themes
Communication
Collaboration

Recommendation			Outcomes
5.1 Foster a stronger partnership with Milton Schools, Halton District School Board, and Halton Catholic District School Board to develop effective communication pathways	Timeline	Immediately	• Youth are receiving more timely, relevant and complete communications from a variety of youth-serving organizations • Resources are curated so to remove some of the burden from schools • Streamlined chain of communication improves efficiency of communication and identifies appropriate contacts on both sides
	Budget	• Community Services staff time	
	Lead Responsibility	• Milton Youth Friendly Network	
	Collaborating Partners	• HDSB/HCDSB School staff and Board officials • Halton Region Public Health • Halton Regional Police Services	

Recommendation	Timeline	Immediate	Outcomes
5.2 Create and manage youth-specific social media channel managed by Town staff with consistent postings provided to engage youth in youth space happenings, youth programs, volunteering opportunities, events, feedback opportunities and civic responsibility. Content is generated by the Town, the Milton Youth Friendly Network partners and youth volunteers.	**Budget**	• Community Services and partners staff time	• Increased youth engagement in youth opportunities and events • Stronger connection between youth and the Town • Consolidated place to find information on youth opportunities • Be seen as more relevant to youth demographic • Be able to utilize engagement metrics to improve how Town connects with youth
	Lead Responsibility	• Community Services	
	Collaborating Partners	• Corporate Communications • Milton Youth Friendly Network • Milton Youth Advisory Committee (Milton Youth Task Force)	

Recommendation	Timeline	In Progress	Outcomes
5.3 Update Milton.ca's youth pages to direct families to resources for all of their "youth needs" in a more streamlined way.	**Budget**	Corporate Communication's existing budget	• Higher engagement of youth and their families on Milton.ca website • Youth and their families are better able to connect with the services, programs and resources.
	Lead Responsibility	• Corporate Communications	
	Collaborating Partners	• Community Services	

Recommendation				Timeline	1-3 years	Outcomes

Recommendation	Timeline	1-3 years	Outcomes
5.4 Develop at youth outreach strategy for Let's Talk Milton and encourage the solicitation of youth feedback			• Increased youth voice in Town projects and decisions • Increased use of the Let's Talk Milton platform • Sustained youth engagement
	Budget	• Community Services staff time	
	Lead Responsibility	• Corporate Communications	
	Collaborating Partners	• Community Services • Milton Youth Advisory Committee (Milton Youth Task Force)	

Recommendations for Sustainability

6 – Youth Empowerment

Throughout the process of the #miltonyouth research project and all subsequent conversations, youth have voiced their desire to be involved in the decisions that affect them (37%). Regional, provincial and federal priorities and best practices all include the need to engage youth and to equip them with the tools, skills and power to impact the world around them. Milton youth are highly engaged and want to be more involved (49% have a part time job, 20% want one but can't find it, 63% volunteer and 19% want to but can't find an opportunity). Many organizations in Milton look to the Town as a leader. Through Town actions of actively including youth, empowering them and ensuring that they participate fully in decisions and execution, the Town can model positive youth engagement. The Town will exemplify that Milton is holistically youth-friendly and supports youth as leaders.

Target Objectives
Fullest Potential
Welcome & Safe
Remove Barriers
Build Connection

Target Themes
Infrastructure
Empowerment
Collaboration

Recommendation	Timeline	In Progress	Outcomes
6.1 Milton Youth Advisory Committee: Evolves into the Milton Youth Task Force, that will focus on: • Fostering youth engagement, connection and participation within the community • Advising and/or provide youth perspective to government and community organizations through personal sentiment and soliciting feedback from peers. • Advocating for the needs of youth • Developing community leaders The former Milton Youth Advisory Committee will be dissolved and replaced by the Milton Youth Task Force.	**Budget**	• Community Services existing budget • Sponsorship of core members	• Youth have a meaningful opportunity to engage in work and decisions that affect their lives • Youth get to tackle issues that are important to them with the support of caring adults and politicians • Strong youth leaders developed who will be ambassadors for the Town in their own communities and beyond in future endeavours • Town and community organizations have access to a pool of youth who are trained at soliciting feedback from their peers and engaging youth on the Let's Talk Milton Platform to inform decisions and projects
	Lead Responsibility	• Community Services	
	Collaborating Partners	• Milton Youth Friendly Network • Schools • Sponsors	

Recommendation	Timeline	1-3 years	Outcomes
6.2 Youth Symposium – The Town of Milton, in collaboration with the Milton Youth Friendly Network and local schools create and host an event that allows youth to propose solutions to problems they identify within their community. Community organizations will also solicit feedback on projects that they are working on that concern youth. Using a "ThinkBowl" model. NOTE: A ThinkBowl is a competition where students work in teams to come up with solutions to real-world problems.	**Budget**	• Community Services existing budget	Youth highlight issues of concern on a yearly basis • Town and community agencies understand what is of importance to youth and have ideas for action • Youth have opportunities to create projects of their own • Community organizations have opportunities to get concrete youth feedback • Youth and youth-serving agencies in Milton come together, strengthen relationships and increase collaboration.
	Lead Responsibility	• Community Services	
	Collaborating Partners	• Milton Youth Advisory Committee (Milton Youth Task Force) • Milton Youth Friendly Network • Schools	

7 – Backbone Support

According to "Planning Collaborative: Learnings to Support Integrated Planning and Considerations for Municipalities," a report from the Ontario Government, municipalities are in a unique position to provide enhanced value to their community by providing the backbone and administrative support for greater collective impact. The value of having a dedicated resource to move the Youth Portfolio forward was demonstrated through the success of the #miltonyouth feedback initiative and the subsequent delay in this strategy when a dedicated human resource was not allocated. It is well understood that youth, by nature require additional supports, trusted relationships and a wrap-around system during this pivotal period in their life. The Town of Milton's contribution to this should be through dedicated human resources to ensure the thoughtful, informed, coordinated and communal implementation and success of the Youth Strategy.

Target Objectives
Fullest Potential
Welcome & Safe
Remove Barriers
Build Connection

Target Themes
Infrastructure
Communication
Empowerment
Collaboration

Recommendation	Timeline	Immediately	Outcomes

7.1 Identify a dedicated staff role within the Community Services Department that supports internal and external youth-related portfolio items including:
  a. Milton Youth Advisory Committee (Milton Youth Task Force)
  b. Milton Youth Friendly Network
    i. Coordination of meetings
    ii. Curation of community resources to be used by network
    iii. Mobilization of knowledge, events, opportunities within the network and outside of the network where appropriate
    iv. Supporting other project-based initiatives as deemed
	Budget	Community Services existing budget	• Milton is seen as a leader in Positive Youth Development and Youth-related initiatives
			• Town is better connected to community partners
			• Strengthened Milton Youth Advisory Committee (Milton Youth Task Force) with the ability to develop leaders and complete tasks.
			• Growth and success of the Milton Youth Friendly Network
			• Strategy is fully executed ensuring that youth feel safer and more included in Town facilities and programs

	Lead Responsibility	Community Services	
	Collaborating Partners	N/A	

appropriate by the Network and Town
    v. Recruitment of members, relationship management, networking
    vi. Coordinate the Youth Friendly Community Application process with PlayWorks.
c. Milton Youth Week Initiatives
d. Milton Youth Awards
e. Youth Space Strategy (sponsorship SME, external service visits, collaboration with external organizations, evaluation and evolution)*
f. Youth-Friendly Businesses Initiatives
g. Internal/External Community Partner and youth-issue liaison
h. Annual Youth Symposium Coordination
i. Town's Youth Social Media Channels
j. Youth Strategy Execution, monitoring and evaluation
*NOTE: Program staff within Community Services will be responsible for:
a. Youth Program Development (including skill-development offerings)
b. Youth Space staffing and programming		

8 – Unified Youth-Friendly Community

Through consultation with neighbouring municipalities, regional collectives, leaders in youth engagement and local youth-serving organizations, a common trend emerged: the importance of a collaborative and networked system to holistically support youth. The wellbeing of Milton youth is the responsibility of the entire community and through acknowledging the different roles that each organization plays, identifying gaps or duplications and by being able to refer youth between programs and services, youth will be better supported.

Target Objectives
Fullest Potential
Welcome & Safe
Remove Barriers

Target Themes
Infrastructure
Collaboration

Recommendation			
8.1 Adoption of the 40 Developmental Assets as a framework for working with youth (See Appendix A)	**Timeline**	1-3 Years	**Outcomes**
	Budget	N/A	• Town will align with prominent local youth-serving organizations (schools and Our Kids Network) in how we approach supporting positive youth development
	Lead Responsibility	Community Services	• The 40 Developmental Asset framework will guide program development, staff training and monitoring of the health of our youth demographic
	Collaborating Partners	All Town Departments	• Adults who interact with youth will understand the importance of their role in the positive development of Milton Youth • Youth will feel holistically supported by their community and will be provided with programs and services that promote their ability to achieve their fullest potential

Recommendation			Outcomes	

8.2 Work with community partners to hold each other accountable to best practices for youth engagement and for youth to feel safe and welcome.
 	
8.2.1   Benchmark against:
    • PlayWorks Youth Friendly Communities
    • Youthful Cities
	Timeline	Ongoing	• Youth have an increased sense of safety
			• Youth are more engaged and valued in their community
			• Achieve Platinum Youth Friendly Status through PlayWorks by 2021
			• Work with Youthful Cities Canada to be part of future Canadian Indices for 2021	

	Budget	N/A		
	Lead Responsibility	Milton Youth Friendly Network		
	Collaborating Partners	Community Services		
Recommendation			**Outcomes**	
8.3 Elevate Youth Week initiatives and the Milton Youth Awards	**Timeline**	1-3 Years	• Drive community support and awareness of youth opportunities through a concentrated week of events and programs • Provide an anchor for the annual cycle of youth programming and events • Recruit more youth into programs and showcase opportunities for youth • Publically recognizing star youth and youth supporters within Milton	
	Budget	• In-kind access to programs during Youth Week • Increased part-time staff to support youth events • Budget for special events during Youth Week		
	Lead Responsibility	• Milton Youth Advisory Committee (Milton Youth Task Force)		
	Collaborating Partners	• Community Services • Corporate Communications • Milton Youth Friendly Network • Sponsors		

Recommendation	Timeline	Ongoing	Outcomes
8.4 Strengthen and grow the Milton Youth-Friendly Network	**Budget**	• N/A	• Increased awareness, collaboration, cross-promotion and referrals between organizations • Reduction in service duplication • Increase the number of collaborative projects for youth in the community and decrease the burden on any one organization • Ongoing monitoring of youth-related concerns and connecting those who can affect change and provide support to youth experiencing challenges • Strong, mutually beneficial relationships between Town and local organizations
	Lead Responsibility	• Community Services	
	Collaborating Partners	• Milton Youth Friendly Network • Milton Youth Advisory Committee (Milton Youth Task Force)	

Appendix A: 40 Developmental Assets

Search INSTITUTE | *Practical research benefiting children and youth*

40 Developmental Assets®

Search Institute℠ has identified the following building blocks of healthy development that help young people grow up healthy, caring, and responsible.

HEALTHY COMMUNITIES · HEALTHY YOUTH®

Category	Asset Name and Definition
External Assets	
Support	1. **Family Support**-Family life provides high levels of love and support.
	2. **Positive Family Communication**-Young person and her or his parent(s) communicate positively, and young person is willing to seek advice and counsel from parents.
	3. **Other Adult Relationships**-Young person receives support from three or more nonparent adults.
	4. **Caring Neighborhood**-Young person experiences caring neighbors.
	5. **Caring School Climate**-School provides a caring, encouraging environment.
	6. **Parent Involvement in Schooling**-Parent(s) are actively involved in helping young person succeed in school.
Empowerment	7. **Community Values Youth**-Young person perceives that adults in the community value youth.
	8. **Youth as Resources**-Young people are given useful roles in the community.
	9. **Service to Others**-Young person serves in the community one hour or more per week.
	10. **Safety**-Young person feels safe at home, school, and in the neighborhood.
Boundaries & Expectations	11. **Family Boundaries**-Family has clear rules and consequences and monitors the young person's whereabouts.
	12. **School Boundaries**-School provides clear rules and consequences.
	13. **Neighborhood Boundaries**-Neighbors take responsibility for monitoring young people's behavior.
	14. **Adult Role Models**-Parent(s) and other adults model positive, responsible behavior.
	15. **Positive Peer Influence**-Young person's best friends model responsible behavior.
	16. **High Expectations**-Both parent(s) and teachers encourage the young person to do well.
Constructive Use of Time	17. **Creative Activities**-Young person spends three or more hours per week in lessons or practice in music, theater, or other arts.
	18. **Youth Programs**-Young person spends three or more hours per week in sports, clubs, or organizations at school and/or in the community.
	19. **Religious Community**-Young person spends one or more hours per week in activities in a religious institution.
	20. **Time at Home**-Young person is out with friends "with nothing special to do" two or fewer nights per week.

Internal Assets

Commitment to Learning
21. **Achievement Motivation**-Young person is motivated to do well in school.
22. **School Engagement**-Young person is actively engaged in learning.
23. **Homework**-Young person reports doing at least one hour of homework every school day.
24. **Bonding to School**-Young person cares about her or his school.
25. **Reading for Pleasure**-Young person reads for pleasure three or more hours per week.

Positive Values
26. **Caring**-Young person places high value on helping other people.
27. **Equality and Social Justice**-Young person places high value on promoting equality and reducing hunger and poverty.
28. **Integrity**-Young person acts on convictions and stands up for her or his beliefs.
29. **Honesty**-Young person "tells the truth even when it is not easy."
30. **Responsibility**-Young person accepts and takes personal responsibility.
31. **Restraint**-Young person believes it is important not to be sexually active or to use alcohol or other drugs.

Social Competencies
32. **Planning and Decision Making**-Young person knows how to plan ahead and make choices.
33. **Interpersonal Competence**-Young person has empathy, sensitivity, and friendship skills.
34. **Cultural Competence**-Young person has knowledge of and comfort with people of different cultural/racial/ethnic backgrounds.
35. **Resistance Skills**-Young person can resist negative peer pressure and dangerous situations.
36. **Peaceful Conflict Resolution**-Young person seeks to resolve conflict nonviolently.

Positive Identity
37. **Personal Power**-Young person feels he or she has control over "things that happen to me."
38. **Self-Esteem**-Young person reports having a high self-esteem.
39. **Sense of Purpose**-Young person reports that "my life has a purpose."
40. **Positive View of Personal Future**-Young person is optimistic about her or his personal future.

Appendix B: Youth Space Comparison

	Style of Space	Hours M, T, W, Th, F, Sat, Sun	Amenities	Programs	Staffing	Food	Other Services	Registration	Additional Notes
Milton	No interior space, Skate parks	N/A	Skate Park	N/A	N/A	N/A	Youth Dances	N/A	
Oakville	• 1 dedicated retail space (leased) • 1 Town Facility (room shared with seniors) • 1 mobile pop-up	• M-Th: 3-8 pm • F-Sat: 3-9 pm • Summer and holidays 1-7 pm	Couches, video games, ping pong, pool, computers, kitchen, tables, Wi-Fi, library, musical instruments	1 activity/day (rotating through 1 "girly", 1 tournament, 1 cooking, 1 craft, etc.)	1 manager 2 coordinators 10 PT staff	Fully functioning kitchen, snacks always available (donated through Food for Life, & small budget)	Homework help	Free, no registration	• Attendance between 15 and 30 students/day • Mobile events will pop up at skate parks with music and snacks – used for outreach • Use social media to reach youth
Halton Hills	• 1 dedicated retail space (leased) • 1 space in an elementary school • 1 room in a community centre • Pop-ups at skate park	• M-F: 3 – 7:30 pm • Closed Holidays • Summer: 2-7 pm	Video games, Netflix, arts and crafts, lounge space, computers, Wi-Fi, cooking facilities, special events, movies and drop-in gym activities	• 1 activity/ day (food, craft, youth voice) • Combine with free skate, free swims, drop-in basketball	1 supervisor (FT) 2 youth programmer (PT – 28 hours/week) 10 youth program instructors (PT - 10 hours/week)	Serve meals, food to take home, snacks available (Food for Life donations)	Youth Dances 1/month Youth week activities Free trip to GloZone Have ROCK staff in once a week (paid)	Free, no registration	• Social-service focused • Uses social media to reach youth • Corporate sponsorship support (Chevrolet, Scotiabank, Physio Clinic)

	Style of Space	Hours M, T, W, Th, F, Sat, Sun	Amenities	Programs	Staffing	Food	Other Services	Registration	Additional Notes
							Do youth voice activities on site Have clothes/pantry/baby supplies for youth		
Burlington	• Shared space, different location every night • Occasional pop up around town	• M-W: 3-5:30 pm • Th: 7-9 pm • F: 7- 10 pm (x2 locations)	Open Gym, free skating, free swimming, couches, projector and video games, Wi-Fi	• One room has an activity (craft, skill development) • 1 youth dance/month	1 supervisor 1 coordinator (oversees ALL youth offerings) 10 PT program staff	Paid concessions open, free healthy snacks, sometimes activities include food (cupcake decorating)	Recreation focused, no social services	Free, no registration	• Can have 150+ youth • Unique programming by community – Aldershot does cooking classes
Brantford	• 1 FT site • 2 sites with 1 day/week • Open Gym • 1 recreation program M-R	• M-F: 3-9 pm • Sat/school holiday: 11 am – 2 pm	Couches, tables, computers, Wi-Fi, video games, ping pong, pool tables, open gym	• 1 activity each day (M-R)	Not available	Not available	Youth Dance Monthly ($5 fee) Skate Park Friday Baking/cooking/DIY ($50 fee) Babysitting Course	$5 annual membership permission forms required	

	Style of Space	Hours M, T, W, Th, F, Sat, Sun	Amenities	Programs	Staffing	Food	Other Services	Registration	Additional Notes
Markham	• 1 FT site • Weekly pop ups in all community centres (operated by in-facility program team)	• M-F: 4-6 pm	Table hockey, video games, couches, tables/chairs, computer lab, foosball, ping pong	• Education sessions 2x monthly • Home to youth council (one for each community centre) • Free basketball drop ins	1 program staff 1 central youth staff who manages community partners as well	Participants can bring their own	Each community centre operates their own youth council + Mayor's Youth Council – all focused on youth engagement /events	Free, no registration	Program staff should be trained as a youth worker to address the specific needs of this age group.

COMS-010-19

Appendix C: Youth Communication Comparison

	Youth Voice	Community Connections	Website Content	Social Media
Milton	MYAC Let's Talk Milton (no direct link to youth)	Milton Youth Friendly Network (will be listed on Milton.ca in 2019) Youth Awards	Youth Awards MYAC Youth Programs Youth Links Youth Research Youth Friendly Designation	MYAC Facebook (180 followers) Twitter (366 Followers) MYAC Instagram (733 followers)
Oakville	Starting up "Oakville Youth Action Committee" meets monthly, Project-focused, owned by youth and run by coordinator position	HMC Connections, Halton Police, Halton Environmental Network, Kerr St. Mission, Oak Park Neighborhood Centre, Oakville Fire Department, Public Library, Soccer Club. Our Kids Network, Trillium Foundation, YMCA	Youth Action Committee Youth Events Youth Centres Youth Friendly Communities Volunteer Opportunities/Employment (Town Opportunities only) Community Resources Youth Week	Facebook (966 followers) Twitter (688 followers) Instagram (1038 followers)
Burlington	Not available	Not available	Healthy Kids Community Challenge Healthy Schools Challenge Active5 Youth Friendly Community No Socks for Ivan (Youth Drop In Programs) Indirect links to volunteering, fitness passes, employment.	Instagram (732 Followers) Twitter (613 followers)
Halton Hills	None – intentionally connect with youth at drop ins for feedback	Youth Week Events Taxi Scripts (40% off) Youth Skate/swim pass Corporate Sponsorship of Youth Space	Youth Centres Youth Drop-In Schedules Youth Volunteering Youth Taxi Script Youth Employment	Instagram (828 followers Twitter (323 Followers)

	Youth Voice	Community Connections	Website Content	Social Media
Brantford	Youth Council (meets weekly)	With Local University for placement students/PT staff Offer Teen Birthday Party Packages (video games, open gym, skate park) Youth Week Drop in Activities	Membership Parties Youth Week Council Events Camps	Youth Council Facebook (126 likes) Twitter (311 followers)
Whitby	Youth Council	Youth Health Club Membership ($32/month), Youth Awards Youth Week Whitby Idol Art Show Volunteering	Youth Events Directory Rooms Youth Council	Instagram (346 followers)
Markham	Mayors Youth Council Ambassador Program Junior Youth Council Councils for each community centre (independently run)	Connected through Community Hub (agencies taking residence in community centres)	Difficult to find, not all in one place Mayor's Youth Council Events Youth Centre Entrepreneur Opportunities	Instagram (482 followers) Twitter (514 followers)
Richmond, BC	Youth Council – Each rec centre operates one, meets weekly	PosiTickets – police give out tickets for good behaviour Youth Week REACH Program connects youth with social services	About Youth Services (theory) Programs and Facilities Youth Week Youth Initiatives Links to services and theory	Individual Community Centres operate their own