

Application Guidelines

Expansion 2023-2024



Application Guidelines

Thank you for your interest in bringing Foundry to your community, catchment area or region! We are excited to grow our network and to learn about the remarkable work happening across BC. This guide is intended to provide more information about Foundry's expansion process, provide background information about Foundry and link to helpful resources for applicants.

We are constantly inspired by the enthusiasm from communities across the province and the interest in collaborating, knowledge sharing, and growing integrated youth services in British Columbia. Over the past several years, we have seen Foundry grow to a network of sixteen operational Foundry centres with nine more currently in development. Funding for an additional twelve new Foundry centres was announced as part of the Ministry of Mental Health & Addictions 2023 BC Budget. In July 2023, we announced Vernon and qathet (Pxwell River) will join the Foundry network as part of this next phase of expansion.

On September 6, 2023, Foundry invited communities across British Columbia interested in joining the Foundry network to participate in the expansion process, with the goal of identifying the next ten Foundry centre communities. All interested communities are invited to express their interest by attending an information session to consider completing an application.

Key Dates

September 6, 2023	Applications open
September 12, 20 & 25, 2023	Information Sessions <ul style="list-style-type: none">Interested communities are invited to join to learn more about Foundry, lessons learned and this expansion process.Attendance at one of the information sessions is mandatory and will signal a community's interest in participating.Registration links on foundrybc.ca/expansion
October 20, 2023	Deadline for questions
October 27, 2023	Application closes (Due by 16:00 PST)
November-December 2023	Application review process
January 2024	All participating communities informed of outcomes of evaluation process
January - February 2024	Meetings with shortlisted communities' leadership & Board of Directors (or equivalent)
March 2024	Final decisions made and communicated

Questions?

For more information, please visit: foundrybc.ca/expansion.

Communities are invited to ask questions by emailing expansion@foundrybc.ca. This email is regularly monitored and a team of Foundry staff will be responding to all inquiries.

ABOUT FOUNDRY

What is Foundry?

Foundry is part of a national and international movement to deliver integrated youth service, supporting young people ages 12-24 and their families and caregivers in BC through our network of integrated health and wellness services. Foundry services include mental health support, substance use services, physical and sexual health care, youth and family peer support, and social services.

Young people can access our integrated services by connecting in with one of our community-based Foundry centres by drop-in or appointment, exploring our online tools and resources at foundrybc.ca or connecting with our provincial virtual services through the free Foundry BC app. Services are also available for families and caregivers, including groups, workshops, counselling and peer support.

We work with youth, their families and caregivers and over 250 partner organizations across BC and Canada to deliver and develop best practices and standards for integrated youth services. Our work includes ensuring we create culturally safe and respectful environments for equity-denied groups including IBPOC (Indigenous, Black and People of Colour) communities.

We recognize our role and responsibility as a white settler organization in calling out and dismantling colonialism and racism in the work we do. We deeply value community-centred decision making, and relationships are the heart of everything we do. We are grateful to be able to learn from the organizations that lead our centres and especially from the youth and families/caregivers in those communities.

We want to share what we've learned, so that other communities across the province can be part of the exciting changes that we've seen.

Why Foundry?

While young British Columbians are full of promise and potential, they face challenges to their wellness – including higher rates of mental illness and substance use than any other age group. In Canada, an estimated 70% of mental health problems begin during childhood or adolescence. And while one in five young people aged 15-24 report experiencing mental illness or substance use problems, fewer than 25% of those actually receive appropriate services. Additionally, services can be difficult or confusing to access, which can result in frustration, caregiver burnout, and increased distress for a young person.

Foundry responds by drawing on the strengths of communities. It fosters a model that encourages organizations to work together and deliver care that is non-judgmental, team-based, and centred around young people and their families, offering physical & sexual health care mental health, substance use, youth and family peer support, and social services.

While we have accomplished much together as a network, we are still a young initiative. We know we have a lot to learn, and we welcome continual feedback. By joining Foundry, you will receive support

from other members of our network and your community, partners, and organization will contribute your unique knowledge and experience to the larger provincial, national and international integrated youth services movement.

Vision, Mission & Values

Foundry's vision is to transform access to services for young people aged 12-24 in BC.

Foundry's mission is to support youth to live a good life.

Foundry values:

- **Learn and Evolve** - Foundry will succeed by constantly adapting and growing to keep up with the rapidly changing needs of BC's youth. We believe in reciprocity and shared ways of knowing and validate our understanding with each other to learn more and get better at what we do.
- **Appreciate Individuality** - We know that no two experiences and needs are ever alike. Each young person has a unique need, story and journey that we want to understand.
- **Celebrate Community** - While each centre is a reflection of its place and people, Foundry is more than that. We are a network of partners. From centres to virtual care to schools to social media, each touchpoint is part of a united effort for young people.
- **Share the Load** - Every staff member, service provider, agency, partner, parent or caregiver helps carry the weight for a young person who comes in.
- **Committed to Youth** - We're here for youth. Every parent, caregiver, partner or agency makes their decisions or provides resources with young people at the core.
- **Embrace Nuance** - There's no one right way. Health and wellness are as personal and subjective as anything. We are a response to the labels and rigidity of traditional services and understand that needs and people can change at any time.

Cultural Agility, Safety and Humility

We all have a collective responsibility to create safer spaces, learn about others' experiences and adapt to cultural uniqueness. As a settler organization, Foundry central office recognizes it is necessary to work towards shifting personal and organizational perspectives, and these begin with cultural agility, safety and humility (CASH). The following is how we define these terms at Foundry:

Cultural agility is the ability to work respectfully, knowledgeably and effectively with people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is examining one's own culture and worldview and the culture of Foundry and noticing their commonalities and distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of people whose experience differs from one's own.

Cultural safety is an outcome based on respectful engagement that recognizes and strives to address power imbalances inherent in colonial systems that provide care, education, and service. It results in

an environment free of racism and discrimination, where people feel safe when receiving care. Safety is determined by youth and families/caregivers in our centres and network.

Cultural humility is a process of self-reflection to understand personal and systemic biases and to develop and maintain respectful processes and relationships based on mutual trust. Cultural humility involves humbly acknowledging oneself as a learner when it comes to understanding another's experience.

The Foundry Network

At Foundry, we define the Foundry network as all partnerships involved in supporting the Foundry initiative, this most commonly refers to the Foundry central office and Foundry Lead Agencies.

Foundry central office (FCO)

The role of Foundry central office is to support the development, operations, and evaluation of Foundry centres, and gather learning from each community to share across the network. FCO team members have knowledge and experience in centre establishment, including project management, capital projects, and fundraising; centre operations, including training, clinical services, and service model development and implementation; research and evaluation, including the management of our province-wide electronic data collection platform; and communications and engagement, particularly with youth and families.

Foundry Lead Agencies

Foundry centres are operated by Lead Agencies that are connected to the community where centres are located. Opening a Foundry centre requires significant time and effort. In early stages, this typically includes dedicated time from senior leadership. In later stages, when the focus moves to service delivery, this will shift and require more time from management and operations staff, including those hired through Foundry operations funds.

Each Lead Agency is responsible for the development and operations of their Foundry centre and for ensuring the community's strengths and needs are reflected within. Lead Agencies lead local activities, including capital project development, fundraising, partnership development, youth and family engagement, communications, and centre operations.

Lead Agency leadership and staff, including youth and family advisors and peer supporters, participate in the larger provincial Foundry network. This is primarily through knowledge exchange and training opportunities, communities of practice, working groups, and by providing advice to the Foundry central office and other Lead Agencies.

NOTE: Appendix A includes a robust list of Foundry terminology and definitions

Additional Resources

From our experience working with communities to open Foundry centres, we have learned that strong champions and partnerships are the key to success of this model.

We are excited to share the following resources to support applicants' understanding of Foundry, the model and key components including; identifying community assets, leadership, community partnerships and youth and family engagement. These documents were created in collaboration with the Foundry centres, and provide insights and learnings about the Integrated Youth Service (IYS) model.

- Community Development handbook
- Integrated Youth Service (IYS) Brief
- Foundry Service Model Guide

We encourage all interested applications to review these resources prior to application. Resources can be found on foundrybc.ca/expansion.

2023-2024 EXPANSION PROCESS

We are excited to launch the 2023-2024 Foundry Expansion process, which has been informed by evaluations and learnings from past application processes, as well as by our youth and family advisors, our existing network, and our partners in government and in community.

Our goal is to make this expansion process as fair, transparent and inclusive as possible, while also ensuring any new Lead Agencies identified through this process are successful in opening and operating their Foundry centres.

Eligibility

Non-profit and health and social service organizations/ agencies serving youth, including First Nations, Métis, and Urban Indigenous service-providers, are eligible to participate.

Existing Lead Agencies within the Foundry network are eligible to express their interest for a second Foundry centre provided the second centre serves a distinct catchment of young people that is different from those served by their existing centre. To avoid conflicts of interest, existing Lead Agencies submitting an application must recuse themselves from participating in any aspect of the network's involvement in the expansion process.

We recommend municipalities with large populations (e.g., over 400,000) to define a distinct catchment, community, neighbourhood and/or town centre to be served by the Foundry centre. These municipalities may eventually have more than one Foundry centre if each centre is serving a distinct neighbourhood or area. Smaller communities that serve a geographic region are also encouraged to submit a regional application with defined service delivery boundaries.

We recognize support for a regional approach will require unique considerations. To support a greater understanding of regional applications, optional questions for "Regional Applications" have been included on various sections of the application form.

Ineligibility: For-profit organizations and post-secondary institutions are ineligible to submit an application but may partner with local community agencies who are submitting an application.

NOTE: Appendix B includes an applicant self-assessment tool, which offers an opportunity for your organization and community to reflect on your organization's alignment with Foundry values and vision, ability and readiness to opening and operating a Foundry centre.

Information Sessions

All communities across British Columbia interested in joining the Foundry network are encouraged to attend an information session hosted by Foundry's central office. **Attendance at an information session will signify your communities' expressed interest in participating in Foundry's expansion process.** NOTE: Attendance at only ONE information session is required.

Community leaders, prospective Lead Agency leadership and/or any interested community members are welcome to attend information sessions to learn more about Foundry, experiences from the Foundry network, key successes and challenges to date and the current expansion process.

Information sessions will be hosted on Zoom:

- September 12, 2023 – 4:00PM-5:00PM
- September 20, 2023 – 12:00PM – 1:00PM
- September 25, 2023 – 9:00AM – 10:00AM

Registration link for Information Sessions can be found at foundrybc.ca/expansion.

Application & Submission Instructions

Application forms can be downloaded from foundrybc.ca/expansion (available in PDF or Word format).

Submit your application by emailing:

- 1) your completed EOI document as one file in PDF format with a maximum file size of 5MB, plus
- 2) expressions of support from youth and families in your community in your preferred file format(s).

Submit application to expansion@foundrybc.ca by no later than 16:00 Pacific Standard Time on Friday, October 27, 2023 using the following subject line: Foundry Expansion Application: <Insert Community Name>.

Note: You will receive an email confirming receipt of the application. If you do not receive a confirmation email within 24 hours of application submission, please email info@foundrybc.ca. Foundry is unable to take responsibility for submissions not received by us.

Application Process Overview

Foundry's 2023-2024 expansion process will include participation in an information session hosted by Foundry central office and the completion of an application form.

While we expect that most applications will come from one single organization per submission, we learned from previous expansion processes that some communities have coalitions or partnerships where the lead organization may not be identified at the outset. Community partnerships may submit a joint application, with up to four listed partners. In this case, if an application is shortlisted, it will be a requirement that a single lead organization be identified.

Applications will be reviewed by evaluation panels made up of young people, family members, members of our existing network, Foundry central office, government partners, and other Foundry partners. Because of this diversity of backgrounds, we strongly recommend using plain, accessible language throughout your application. Evaluation panels will review applications based on alignment

of vision, values and operating principles, leadership practice, identified service partnerships and ability to successfully open and operate a Foundry centre.

Recommendations from these panels will be provided to the Foundry central office's expansion team. If needed, follow up conversations with applicant leadership and/or Board of Directors (or equivalent) may be requested. Following this, a short list of communities will be announced in March 2024.

If your submission does not move forward, the Foundry central office is interested in remaining connected with you, should further opportunities arise.

Resources & Support Available

Please note: Funding will only be provided to the lead agencies who are identified at the end of the application process.

On average, it takes between 18-24 months for a Foundry centre to open its doors following the announcement of a new Foundry centre community.

Funding

In the first year, the Lead Agency will receive funding to support non-capital establishment needs. This most often funds a project lead; youth, family and partnership engagement costs; and contracted services such as architecture and design.

Once the Foundry centre begins its capital project, up to a maximum of \$1.5 million will be made available in a one-time centre establishment grant, with the grant amount depending on population size, project size, and community capacity.

In following fiscal years, as Foundry centres open and start delivering full services, Lead Agencies will receive annual operations funding. This operations funding escalates as centres open, start service delivery, and then complete the full service model – up to a maximum of \$1,000,000 annually. The maximum amount will be based on population size and community needs.

Resources Required

The resources required to open and operate a Foundry centre include:

In-kind contributions:

In-kind resources include the existing staffing and resources you and your partners will commit in order to complete your Foundry service model. For current Foundry centres, in-kind contributions average between \$750,000 to \$2 million annually, depending on the size of community and existing resources. This may look very different in rural communities (e.g. fewer than 10,000 people) with fewer existing resources. It is imperative for lead agencies to understand that the successful implementation of a Foundry centre requires significant in-kind

contributions from the Lead Agency (e.g. positions such as administrative, human resources, as well as service providers).

Establishment/capital:

Total capital/establishment costs will vary depending on the size of the Foundry centre, the existing condition of the location, and the cost of construction. Costs can range between \$2-4 million, inclusive of furniture, fixtures, equipment, and contracted services such as architecture and design. Lead Agencies will receive a \$1.5-million-dollar one-time capital grant to support the capital establishment of centres. Any additional costs are the responsibility of the Lead Agency.

Operating funds:

Foundry centres each receive annual operations funding to support the operations of their centres. These funds must be used to establish and operate Foundry centres and implement the Foundry model, providing net-new services to young people aged 12-24.

Operations funding fills gaps in the service model left after Lead Agencies and community partners bring their existing youth resources together. Budgets are developed in collaboration with, and are approved by, Foundry central office. In addition to non-staffing costs such as lease, occupancy, and youth and family engagement costs, Foundry operations funding is often directed toward staffing costs such as counselling staff, centre management, medical office assistant(s), and youth and family peer support staff.

Operations and capital funding will only become available in the fiscal year a Foundry centre project is launched (i.e., when the project officially starts).

Fundraising:

Most Lead Agencies will be required to fundraise to support the capital funding needs and/or support programming. In order to fundraise, Lead Agencies must either be a registered charity or, be partnered with a registered charity (e.g. a hospital or community foundation). Many existing Lead Agencies have developed partnerships with local hospital and community foundations.

We understand fundraising may be a challenge for a variety of reasons, and if this is the case we would like to understand the community and organizational context. A question on the application form provides an opportunity for this.

Foundry understands that not all agencies and communities have the same capacity for fundraising and will do our best to support efforts across the province.

APPENDIX A: Terminology & Definitions

- **Foundry:** Inclusive term for the overall provincial initiative.
- **Foundry Lead Agency:** A non-profit, government agency or organization identified to lead the establishment, opening and operations of a Foundry centre in their community.
- **Foundry central office:** Foundry's central team which facilitates the Foundry provincial network.
- **Foundry network:** A group of over 250 partnerships province-wide representing all agencies involved in the initiative, but most commonly refers to the Foundry central office and Foundry Lead Agencies.
- **Foundry centres:** The physical locations within communities through which Lead Agencies and their partners operate and offer services. Note that as a result of our branding process, we do not use the terms “hub” or “clinic”.
- **Foundry Virtual BC:** Foundry's provincial virtual service offering free and confidential services for BC youth aged 12-24 and their families.
- **Foundry BC App:** BC youth and families can access Foundry's provincial virtual services through the Foundry BC app — co-created with and for youth and their caregivers in British Columbia.
- **Integrated Youth Services (IYS):** A wide variety of services brought together to support a young person's health and wellness needs, whatever they may be. These services are not merely co-located, but work collaboratively together with shared pathways for care and information. There is a growing interest in IYS both in Canada and internationally.
- **Young people, or youth (in the Foundry context):** Any person aged 12-24.
- **Family (in the Foundry context):** Family is defined by each young person accessing Foundry services, and could be considered their “circle of care.”

APPENDIX B: Applicant Self-Assessment

The following self-assessment offers an opportunity for your organization and community to reflect on your organization's alignment with Foundry values and vision, ability and readiness to opening and operating a Foundry centre.

Considerations	(X)
Foundry's vision and values align with and complements the vision, mission, values and long-term planning for my agency, partners and community.	
My agency and community partners are able to provide some existing staffing to support the opening and operating of a Foundry centre in our community. We are already able to meet some or many of Foundry's core services for youth and families and it seems achievable that we could complete the model through existing community partnerships and new operations funding.	
My agency and community partners have an open willingness, interest and commitment, as well as some experience and learning, working alongside youth and families as partners in developing and operating a Foundry centre.	
My agency and community partners honour youth and families for their engagement contributions and time through compensation and/or the creation of formal roles.	
My agency and community partners celebrate and respect diversity and inclusion, and will endeavour to offer safe, respectful, non-judgemental services to any young person or family member who comes into our Foundry centre.	
My agency and community partners have an open willingness, interest and commitment to engage meaningfully with Indigenous people and communities (First Nations, Métis, Inuit and Urban Indigenous) as full partners, and to support Indigenous youth and families from a perspective of cultural safety and humility.	
My agency and community partners have strong collaborative relationships and are committed to cross-system integration in order to best deliver services to youth and their families.	
My agency and community partners are open to transformational change.	
My agency and community partners have support from our Board of Directors or governing body to open and operate a Foundry centre.	
My agency and community partners understand that we will need to secure a location for our Foundry centre and feel there are appropriate spaces available in our community.	
Considering my agency's existing and upcoming priorities, my organization and community partners have the capacity to take on the project of opening a Foundry centre.	

My agency and community partners have some internal capacity in the areas of operational and human resource planning, fundraising and/or grant writing, financial management and project planning.	
My agency and community partners are willing to implement Foundry services including mental health, substance use, physical & sexual health care, youth and family peer supports and social services, including specific, evidence-informed interventions such as walk-in counselling.	
My agency and community partners are willing to contribute actively to the Foundry provincial network.	
My agency and community partners are willing to adopt the Foundry visual identity and brand to identify our local centre and services.	