

Foundry Expansion 2019-2022 Guide for Expressions of Interest

Thank you for your interest in joining our network and in bringing a Foundry centre to your community!

This guide is intended to provide more information about our expansion process, as well as background information on Foundry.

Over the past four years, we have seen Foundry grow from Foundry Vancouver-Granville, which served as the inspiration for Foundry centres, to a network of eight operational Foundry centres with three more in development. We are heartened by the enthusiasm from communities across the province and the interest in collaborating, knowledge sharing, and growing integrated youth services. Funding for an additional eight new Foundry centres were announced as part of the Government of BC's "[A Pathway to Hope: B.C.'s mental health roadmap](#)". With over 140 partners province-wide, the Foundry network is a supportive, dynamic group of individuals and organizations working together under a shared vision to make BC an ideal place for young people to grow up, and to thrive.

On Monday, October 21, 2019, Foundry announced a call for Expressions of Interest (EOI) from communities across British Columbia interested in joining the Foundry network. **This EOI is the first phase of a two-phase expansion process that will identify at least six new centres across BC by March 2020.**

For more information, please visit:

- foundrybc.ca/expansion2019
- [Developmental Evaluation](#)
- [Proof of Concept Report](#)

Questions?

Communities are invited to submit questions regarding the EOI and 2019-2022 Expansion Process through an [online form](#) during the following question periods:

1. **Monday, October 21 (4 PM Pacific Time) – Sunday, October 27 (4 PM Pacific Time)**
Answers will be posted on our website by Friday, November 1 at 4pm Pacific Time
2. **Monday, November 4 (4 PM Pacific Time) – Sunday, November 10 (4 PM Pacific Time)**
Answers will be posted on our website by Friday, November 15 at 4pm Pacific Time

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Definitions:

- **Foundry:** Inclusive term for the overall provincial initiative.
- **Foundry Lead Agency:** A non-profit or 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 of about 25 staff, most located in Vancouver, which facilitates the Foundry provincial network.
- **Foundry network:** A group of over 140 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 Foundry 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”.
- **Integrated Youth Services (IYS):** A wide variety of services that are brought together to treat a young person holistically, whatever their needs 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.”

SECTION 1: ABOUT THE 2019-2022 EXPANSION PROCESS

We are excited to launch our 2019-2022 Foundry Expansion Process, which has been informed by evaluations and learnings, 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 system organizations/ agencies serving youth, including First Nations, Métis, and Urban Indigenous service-providers, are eligible to express interest.

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 EOI must recuse themselves from participating in any aspect of the network's involvement in the expansion process.

Municipalities with large populations (e.g. Vancouver, Surrey), are advised to define a distinct catchment, community, neighbourhood and/or town centre to be served by their Foundry centre. These municipalities may eventually have more than one Foundry centre if each centre is serving a distinct neighbourhood or town centre.

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

Key Dates

Monday October 21, 2019	Launch of EOI
Tuesday November 26, 2019	EOI submissions due by 16:00 Pacific Time. No late submissions will be accepted. Instructions for submitting your EOI are on the EOI template
Mid-December 2019	All participating communities informed of outcomes of EOI evaluation process; shortlisted communities are informed of next steps
Monday, January 6, 2020	Convening process launches
Mid to late February 2020	Convening process closes
March 2020	Final decisions made and communicated
March-June 2020	Development begins for first wave of new Foundry centres

Process Overview

Foundry's 2019-2022 expansion process will unfold in two phases:

Phase 1: Expression of Interest

From Monday, October 21, 2019 to Tuesday, November 26, 2019, Foundry will accept EOI submissions from agencies across BC interested in launching and operating a Foundry centre in their community.

While we expect that most EOI submissions will come from one single organization per submission, we learned in our first EOI in 2016 that some communities have coalitions or partnerships where the

lead organization may not be identified at the outset. Community partnerships may submit a joint EOI, with up to four listed partners. In this case, if an EOI is shortlisted for Phase 2 (Convening), it will be a requirement that a single lead organization be identified by final submission.

While youth and family members are welcome to submit expressions of support for your EOI submission, **we ask that you do not solicit or submit letters of support from partners.** These letters of support will not be considered at this stage but will be required in Phase 2.

EOI submissions will be reviewed by evaluation panels made up of young people, family members, members of our existing network, government partners, and other Foundry core stakeholders. Because of this diversity of backgrounds, we strongly recommend using plain, accessible language in the EOI. Recommendations from these panels will be provided to the Foundry central office for and a short list of communities will be announced in December. Shortlisted submissions will move forward to Phase 2. The number of submissions moving on to Convening will be determined during the evaluation process.

If your submission does not move forward, the Foundry Central Office is interested in remaining connected with you, should further partnership opportunities arise. If your submission does move forward, we will send you information to support your preparation for Phase 2.

Phase 2: Convening

From January to March 2020, the organizations or partnerships identified to move forward will engage in a Convening phase. ‘Convening’ reflects the coming together of partners, youth and families within communities to generate their Foundry centre plans. While the EOI will have focused on ensuring alignment of vision, values and operating principles, the Convening phase will focus on the viability of submissions – i.e. an agency’s readiness to successfully open and operate a Foundry centre.

In the Convening phase organizations can expect to submit more detailed information including comprehensive documentation that demonstrates their capacity to open a Foundry centre, as well as letters of support from partners. The Convening phase will have an in-person component, and will include interviews and reference checks.

More details regarding the Convening phase will be shared with communities identified to move forward to this phase.

Funding and Resources

Please note: Funding will only be provided to the agencies that are successful through both the EOI and Convening phases.

The resources required to open and operate a Foundry centre include 1) existing, in-kind contributions provided by Lead Agencies and partners (at least 1:1), 2) one-time establishment/capital costs, and 3) new ongoing annual operations costs.

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.

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 \$1-2 million, inclusive of furniture, fixtures, equipment, and contracted services such as architecture and design.

Lead Agencies will receive a 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 new annual funding (“operations grants”) 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.

Operating grants fill gaps in the service model left after Lead Agencies and partners bring their 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 operating grants are often directed toward staffing costs such as counselling and rehabilitation staff, centre management, medical office assistant(s), and youth and family peer support staff.

Fundraising

Most Lead Agencies fundraise in order to complete capital funding needs and/or support programming. Often local fundraising galvanizes communities around Foundry centres. 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.

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. We will have better understanding of this during the Convening process.

Timelines and funding amounts

Start dates for the minimum six new Foundry centres identified through this expansion process will be determined through the Convening phase and staggered from 2020-2022. Operations and capital grants will only become available in the fiscal year a Foundry centre project is launched (i.e., when the project officially starts).

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 \$800,000 will be made available in one-time capital 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 operations grants. These operations grants escalate as centres open, start service delivery, and then complete the full service model – up to a maximum of \$700,000 annually. The maximum amount will be based on population size and community needs.

SECTION 2: ABOUT FOUNDRY

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% actually receive appropriate services. Additionally, those 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 families, offering primary care, mental health, substance use, youth and family peer support, and social services.

Foundry is creating an experience of care that embraces, empowers and supports youth. It's a place where young people and their families are welcomed without judgment. At Foundry, care providers are looking for opportunities to make connections. Our aim is provide same day support instead of waitlists. Our integrated model puts youth at the centre of their own journey – the Foundry team works with each young person to determine what services and supports would best help their wellness.

While we have accomplished much together, we are still a young initiative. We have a lot to learn, and 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 movement.

Role of Foundry Central Office

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. Team members have knowledge and experience in centre establishment, including project management, capital projects, and fundraising; centre operations, including knowledge exchange, 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 central office provides clinical and service training to Foundry centre staff, helping to ensure services reach fidelity in each centre. We also lead and support local implementation of our provincial data collection platform. Other supports provided by Foundry central office vary depending on the stage of centre development (establishment, early operations, full operations), the unique assets and gaps of each Lead Agency and partnership, the needs identified by Foundry partners, and the Foundry network.

Role of Foundry Lead Agencies

Foundry centres are operated by Lead Agencies based in the communities 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 grants.

Each Lead Agency is responsible for the development and operations of their Foundry centres and for ensuring the community's 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 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.

The Foundry Experience

Since April 2018, our eight Foundry centres have served over 10,000 young people across BC. Most youth are referred to Foundry centres by their friends (23%) or family members (18%), followed by school counsellors and teachers (15%). When asked, "If this Foundry centre wasn't here, where would you go for help?", 30% replied "nowhere", and 23% replied "family members/ friends", illustrating that Foundry centres are filling gaps in local services. Encouragingly, 94% of young people responding to our Youth Satisfaction Survey reported that they agreed or strongly agreed that they were satisfied with their Foundry experience, and 94% agreed or strongly agreed that they would refer a family member or friend to Foundry.

"I feel strongly that providing access to such valuable resources is necessary, and that Foundry fills a much needed niche in the community. When I was growing up Foundry didn't really exist yet, not until I was just turning 18, which was also around the time I was redirected to them. As a 13 year old, I really could have benefited from having a safe, educational space to go to for counselling and to build bridges out to other resources as well. Being someone who endures motivational depression - among some other 'fun' things - on a day to day basis, doing most things is very difficult for me. Being connected to an occupational therapist helps a lot, and has helped me become more independent as a result. I don't think it would have been so easy without Foundry as a resource for me to tap in to.

I see the change in other youth too. I see many repeating faces whenever I visit my local center. They all have different stories and reasons for being there, but they are all welcome and treated with dignity and priority. Sometimes going there I almost feel like it's too good to be true, the amount of accommodation and hospitality that Foundry supplies almost feels unreal. I believe other youth like me feel the same way. It's new, and it's refreshing. Weirdly hopeful.

Safety, I suppose, means a lot to me in a facility for a variety of reasons. I'm not only a victim of abuse, but I am also queer aligned. I have had experiences wherein even environments that should have been safe for me, such as home or a doctor's office, have been hostile towards me instead. But Foundry treats me like a human being. My gender identity is not abnormal, and nobody there struggles to comprehend it. My pronouns are honored, as are my triggers. Having a space in which I don't have to keep my guard up all the time is liberating, and truly enhances and completes their intention of helping youth find independence and empowerment in their community." - Tooth, Provincial Youth Advisory Member, Foundry North Shore

Vision and Mission

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

Foundry's **mission** is to improve care pathways for young people through individualized, integrated health and social services. Guided by shared values and through an evidence-informed approach, we work with communities to improve access to quality care by establishing inter-ministerial and multi-sectoral partnerships to create one-stop health and social service centres across BC. Foundry offers a consistent yet tailored experience for every young person and family member who enters our network of care, empowering them to optimize their health and well-being.

Foundry Values/ Characteristics

- **Collaborative:** We work together across disciplines to deliver integrated care around each person's needs.
- **Trustworthy:** We earn the trust of young people and our partners by taking care of people in the right way.
- **Respectful:** We foster a community of acceptance, where everyone's culture, individuality and experiences are respected.
- **Dynamic:** We embrace the constant change associated with the needs of young people and evolving best practices.
- **Responsive:** We respond quickly and positively to young people where they are, with what they need.
- **Approachable:** We offer a welcoming, safe place for all young people and their families, with friendly staff and service providers.

The Foundry Brand

More than just a logo and a colour palette, the Foundry brand is a visual and experiential identity that speaks to young people and their families about what they will feel and experience when entering a Foundry centre or using the resources on foundrybc.ca. Foundry's brand is integral to our vision, because it ensures that youth and families throughout BC not only know where to go to find help, but that they can expect a respectful, approachable, and collaborative care experience. We already see many youth moving between Foundry communities and transitioning between Foundry centres, often with a seamless transition from their original service provider.

The Foundry experience was co-created with young people, families, provincial partners, and national networks through a comprehensive branding exercise. This process included engagement with youth self-identifying as Indigenous. The results are captured in the [Foundry Brand Story](#).

The Foundry brand should be at the core of all centre activities and decisions, from hiring the right staff members, to delivering safe and respectful services. Foundry central office provides support and direction so that Lead Agencies can uphold the Foundry brand and ensure a consistent visual and experiential identity throughout the province.

Partnerships

Strong partnerships are essential to the Foundry service model, as no one agency can provide the full range of services. Lead Agencies collaborate with local government agencies and non-profits, under a shared vision to transform access to services for youth and families. This work ensures a complete Foundry service model, often either identifying existing youth services which can be moved into the Foundry centre, or a need for the creation or modification of services. Integration of services needs to occur through intentional partnerships and collaborative working relationships.

Foundry Lead Agencies develop and maintain local advisory groups, typically called Local Leadership Tables (LLT), with membership from all partner organizations and with at least two youth and two family members. The LLT provides advice to the Lead Agency, ensures the Lead Agency is aware of trends in the community and organizational or policy changes that may impact the Foundry centre, and helps the Lead Agency address challenges that arise.

Lead Agencies typically have between 10-20 core partners, depending on the size of the community and existing resources. Through our provincial relationships, the Foundry central office can also help bring people and organizations together.

Successful partnerships can take time for lead agencies to develop and maintain. As this work often takes place at a leadership level, we recommend you consider this in your planning.

Meaningful Youth & Family Engagement

"I think that the most important thing for communities to know... is that youth need to always be the centre of the process. They know what is best for them, and what is really needed. It may seem like a good idea to speed through the process and start working with youth after, but the results will be so much better if youth are leading the conversation all the way through the process – not just consulted or "at the table." – Jessica, Provincial Youth Advisory Member, Foundry Victoria

Foundry is created with and for young people and their families. In order to ensure we meet the needs of youth, we go to the experts – youth and families themselves. Meaningful engagement has been a foundational approach to the development of the Foundry brand, from the experience that youth and families can come to expect at every centre, Foundry's visual identity, to the development of foundrybc.ca.

Foundry expects that all of our centres will engage youth and families in authentic and meaningful ways – at the governance, leadership, and community levels. From the selection of centre locations and participation in hiring panels, to feedback on centre design and service provision, youth and family voices are central to our vision. Each centre must develop and maintain a Youth Advisory Council and Family Advisory Council.

The purpose of youth and family engagement is to ensure the youth and family voice and perspective inform the growth and development of Foundry's service, to support the personal and professional development of youth and families, and to ensure that communities see youth and families as equal partners in community wellness and development. Through meaningful engagement, youth and family are viewed as partners and remain at the centre of Foundry's care. This youth and family-centered approach encourages a more responsive, respectful and collaborative system as youth and family have the opportunity to participate in shaping services and resources that directly impact them. The resulting benefit are seen on three levels: individual, community and organization.

Often when invited to participate in community meetings, youth and family representatives are the only ones not being paid to attend. It is also important for youth and families to be compensated for their valuable time and contributions. A guide on compensating individuals with lived experience can be found [here](#).

It is also important to consider what support will look like for youth and families when we are working alongside them. Have they received an orientation to the process and what their role will be? Do they have a support person to reach out to if they need anything? Have they been introduced to other key

members of the team? Have you asked them for feedback on the process? Be aware of creating space for youth and families so they can share their thoughts and ideas as equal members to the rest of the group.

Engagement Approaches

The following approaches are examples of ways to involve youth and families on various levels of engagement that are aligned with Foundry’s Youth and Family Engagement Guide.

Approach	Description
Co-Leading**	To have youth and family assume a leadership role in decision-making processes in collaboration with Foundry centre staff
Co-Producing**	To work in an equal and reciprocal relationship with youth & family to implement, deliver, and evaluate Foundry centre activity
Co-Designing**	To create a plan with youth and family that meets the needs, expectations and requirements of those who participated & those who will be affected by the plan
Involving	To work with youth and family to ensure voice and perspectives are included in decision-making processes
Consulting	To obtain feedback from youth and family for future decision making
Educating	To provide opportunities for youth and family to learn about Foundry centre plans, processes and proposals
Informing	To provide information to youth and family to let them know what has been decided and what is going to happen

** *Level of engagement required with Foundry*

Diversity, Inclusion, and Cultural Safety and Humility

One of Foundry’s core principles is that services be timely, accessible, developmentally appropriate, socially inclusive and equitable, and culturally sensitive, congruent and safe. This means that centres and services reflect the diverse needs of youth and families within communities, and services are designed or adapted to meet youth at their developmental stage, whether they are transitioning into adolescence or adulthood. A variety of services, such as groups that are culturally and linguistically based or led by LGBTQ2S+ peers provide added inclusionary opportunities.

Foundry is sensitive to the history and ongoing impact of colonialism and is committed to honouring the teachings and history of Indigenous people and communities (First Nations, Métis, Urban Indigenous). We are still learners in this, and encourage you to review resources developed by Indigenous organizations on cultural safety and humility, including definitions of those terms, for example through the First Nations Health Authority at: <https://www.fnha.ca/wellness/cultural-humility#learn> (note that this resource was developed by BC First Nations; we encourage seeking additional resources reflective of Métis or Urban Indigenous experiences that may be available locally).

Where services will be accessed by members of Indigenous communities, it is expected that leaders of these groups or organizations will be invited to participate from the beginning of planning, in a capacity that is mutually agreeable. It is also important to note that building trusting relationships takes time and should not be rushed in order to fulfill the requirements of this EOI.

Locally, some Foundry centres have staff positions in partnership with their local Indigenous agencies such as Elders-in-Residence, Indigenous peer navigators, family involvement workers, and cultural

workers. Some centres have a dedicated cultural space and offer cultural activities as part of their Foundry services.

Leadership and Change

Foundry's Developmental Evaluation found that Foundry "created a new culture of leadership, which has set conditions for leaders in health, social services, non-profit community-based organizations, philanthropic partners, and Foundry Central Office staff to lead differently... This culture of care was based on a common value system including prioritizing youth needs, trust-building, transparency, creative problem solving, and reciprocity between Foundry and the community."

It also found that establishing a Foundry centre "required tremendous collective effort, demanding key leadership qualities to sustain the work within a dynamic environment... including being a creative problem solver; having a clear vision; being adaptable, accountable, knowledgeable, available; and promoting distributed leadership."

Our learning is that ideally, Lead Agencies are community-based non-profit organizations with strong histories of partnership and engagement work in the community, capital project completion and the capacity to support the Foundry workplan, including implementation of a stepped care model, expected to take 3-5 years. In some areas of the province, however, organizations such as health authorities may be better positioned to support a Foundry centre due to their internal capacity or access to resources.

Nine of the existing Foundry Lead Agencies are community-based non-profits, one is a health authority and one is a provincial healthcare non-profit. Ideally, a community comes together to identify which organization is the best positioned Lead Agency in their local context.

Foundry Service Model

Foundry centres in British Columbia are community-based, Integrated Youth Services centres providing what is referred to as five Foundry core service streams: 1) primary care, 2) mental health, 3) substance use, 4) social services (such as employment supports), and 5) youth and family peer supports. Under the Foundry brand, healthcare and social service providers work as partners with a shared vision and consistent approach to service delivery. Grounded in the need to create a seamless help-seeking experience, youth people and their families can count on being connected with the service provider best suited to meet their health care needs. To further promote access, Foundry centres offer various walk-in services and look for reasons to screen youth in, rather than screening out. In addition to centre-based services, our web platform (www.foundrybc.ca) is available to youth throughout the province, giving youth access to Foundry information, resources and tools at any time of day, most critically during times outside of operating business hours.

The Foundry service model is based on leading and best practices, and research evidence, along with learnings from Foundry centres already in operation. In order to realize the Foundry vision and characteristics, the process of becoming a Foundry centre involves the intentional development, implementation and continuous quality improvement of a unique service model.

The Foundry service model requires transformational change in practice for many service providers. Often the most significant transformations are the inclusion of youth and family peer supporters as full members of the care team, as well as a practice change in primary care that includes working with an interdisciplinary team for mental health assessment and counselling.

SECTION 3: SELF-ASSESSMENT

The following self-assessment offers an opportunity for your organization and community to reflect on your readiness for 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 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 would 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, 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, primary 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.	