

Expansion 2023-2024 Application Form

Thank you for your interest in bringing Foundry to your community, catchment area or region! We are excited to grow our network of partners and to learn about the remarkable work happening across BC.

We welcome applications from non-profit and health and social service organizations serving youth; including First Nations, Métis, and Urban Indigenous service-providers.

During previous expansion processes, we had many learnings that supported us to understand that Foundry may look different in different parts of the province. We have learned:

- Some communities have coalitions or partnerships where the Lead Agency may not be identified at the outset. At this phase, community partnerships may submit a joint application, with up to four listed partners. In this case, *if an application is recommended, it will be required that a single Lead Agency be identified.*
- We ask municipalities with large populations (e.g., over 400,000) to consider defining 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.
- There is a strong need to provide support to catchment areas and regions in some areas in the province. We invite applicants to complete an application form to support catchment areas or regions. We recognize support for a region 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.*

Considerations:

- Please use accessible, plain language on your application responses, as your submission will be reviewed by panels consisting of individuals from diverse backgrounds. If you must use clinical or technical language or acronyms, please provide definitions.
- Prior to completing this template, please review the Application Guidelines document, which can be found at foundrybc.ca/expansion
- Please complete your submission in 11-point Arial font. Keep your responses in the same order as you see in this document and ensure your responses stay within the word limits.
- To ensure all submissions are evaluated fairly, we ask that you only provide information as requested in the application.
- Incomplete submissions will not be considered.



Submitting your Application:

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.

Thank you again! We are grateful for your time and look forward to reviewing your submission.

Lead Applicant / Lead Agency Information

Organization name(s)	
Operating name(s) (if different than above)	
Type of Organization	
Location(s)/ Address(es)	
Website(s)	
CRA or BC Society registration # (if applicable)	
Primary Contact Person	
Name	
Title	
Organization	
Email Address	
Phone Number	
Secondary Contact Person	
Name	
Title	
Organization	
Email Address	
Phone Number	

OPTIONAL: Co-Applicant Information

For community partnership applications, a joint application may be submitted with up to four listed partners.

Partner Organization #1

Organization name(s)	
Operating name(s) (if different than above)	
Type of Organization	
Location(s)/ Address(es)	

Website(s)	
CRA or BC Society registration # (if applicable)	
Contact Person	
Name	
Title	
Organization	
Email Address	
Phone Number	

Partner Organization #2

Organization name(s)	
Operating name(s) (if different than above)	
Type of Organization	
Location(s)/ Address(es)	
Website(s)	
CRA or BC Society registration # (if applicable)	
Contact Person	
Name	
Title	
Organization	
Email Address	
Phone Number	

Partner Organization #3

Organization name(s)	
Operating name(s) (if different than above)	
Type of Organization	
Location(s)/ Address(es)	

Website(s)	
CRA or BC Society registration # (if applicable)	
Contact Person	
Name	
Title	
Organization	
Email Address	
Phone Number	

Partner Organization #4

Organization name(s)	
Operating name(s) (if different than above)	
Type of Organization	
Location(s)/ Address(es)	
Website(s)	
CRA or BC Society registration # (if applicable)	
Contact Person	
Name	
Title	
Organization	
Email Address	
Phone Number	

Section 1. Community/Region - Profile

Foundry centres are meant to reflect and respond to the communities, catchment area and/or region they are located in. Please tell us a bit about the strengths, needs and unique characteristics about the community, catchment area and/or region you are applying for.

1.1 What would having a Foundry centre mean to your community? (Maximum 250 words)

1.2 What is currently working well with services offered to youth and families in your community, and what specifically would improve by having services integrated in a Foundry centre? (Maximum 250 words)

1.3 What barriers do youth in your community face, and what measures have you implemented to make your services accessible to multi-barriered individuals? (Maximum 250 words)

1.4 Please complete the following table (note: some terminology aligns with Census Canada terms and criteria, suggested data source: [Canada Census 2021](#))

Item	Response	Resource
Name of community, catchment area or region you are proposing to serve		
Population size of the community, catchment area or region you propose to serve		
Population size of youth and young adults aged 10-24 within Community, catchment area or region you propose to serve (Note: while Foundry centres serve young people aged 12-24, we ask for an age range of 10-24 here due to limitations of available census data)		
Population size of folx identifying as Indigenous (First Nations, Métis) within community, catchment area or region		Statistics Canada - Ethnic or cultural origin by gender and age
'Ethnic Origins' with largest population size in your community, catchment area or region		Statistics Canada - Ethnic or cultural origin by gender and age
Median total income among recipients (\$)		
Prevalence of low income based on the Low-income measure, after tax (LIM-AT) (%) (all ages).		
Provide local data points that speak to the need in or unique characteristics of your community (add maximum of five additional rows as required)		
Provide local data points that speak to diversity in your community (add maximum of five additional rows as required)		

Section 2. Applicant/Lead Agency - Profile

The role of a lead agency is critical to the successful establishment and operation of a Foundry centre. Lead agencies are responsible for leading centre development and are expected to develop and maintain robust and meaningful partnerships and integrate services across the health and social sector. It is important for Lead Agencies to model and lead effective collaboration and take deliberate actions to dismantle existing service and system siloes. In our experience working with communities so far, we have seen success with organizations/agencies who have experience and skill navigating and strengthening existing community resources, and creating new partnerships.

2.1 Describe, using concrete examples, your organization's history of leading collaborative partnerships in your community? (Maximum 250 words)

2.2 Please tell us how your organization is committed to cultural safety, how you practice cultural humility and address the historical and ongoing impacts of colonization in your organization and/or community. (Maximum 250 words)

2.3 How does your organization ensure cultural safety for Indigenous peoples (First Nations, Métis, Inuit and Urban Indigenous) youth and their families who access services. (Maximum 250 words)

2.4 What is your organization's experience in working alongside people with lived/living experiences? How do you ensure meaningful inclusion and collaboration? (Maximum 250 words)

2.5 How does your organization work with racialized, equity-deserving and marginalized populations (e.g. homeless youth, youth in crisis, and people of diverse socio-economic backgrounds)? (Maximum 250 words)

Section 3. Leadership & Governance

Developing and operating a Foundry centre requires dedication, creativity, passion and leadership. This requires the Lead Agency's leadership, Board of Directors', etc. to fully support and advocate on many levels in a community.

3.1 The process of developing a Foundry centre can take up to three years (or more), with support from Foundry central office, community partners, the Foundry network and your organization. This process involves significant effort and openness to transformational change. When responding to change in the past, how has your organization taken action to overcome barriers and limitations? (Maximum 250 words)

3.2 What decision-making models do you currently use and why? (e.g. consensus, majority-rule, etc.) (Maximum 150 words)

3.3 How do you manage conflict and disagreement in the work you do already? (Maximum 150 words)

3.4 Describe a time when you undertook a large-scale project or initiative that resulted in a significant change in the way people did their work: (maximum 50 words per question)

- a) Summarize what the change you initiated was.
- b) Describe the process or steps you took to realize this change.
- c) Who was involved?
- d) What went well?
- e) What did you learn?
- f) What would you do differently if you could do it over again?

Section 4. Service Delivery

The Foundry Service Model moves beyond co-location and into integration of services so young people and their families can experience a seamless access point for support that meets a range of concerns and focuses on strengthening relationships and resources.

- 4.1 What are the strengths in your organization that will support the implementation of Foundry's Service Model? What will be the most challenging element(s) for your organization to implement? (Maximum 250 words)

- 4.2 Describe your organization's current staffing model. How many youth do you serve with your current team? (Maximum 250 words)

- 4.3 Describe both your organization's training program/infrastructure and your staff/volunteers' expertise or qualifications, which enable them to provide appropriate and sensitive care to diverse cultures, physical ability, gender identity and/or sexual orientations. (Maximum 250 words)

4.4 If you bring a Foundry centre to your community, what do you anticipate will be your recruitment and retention challenges? What mitigation strategies will you use to address those challenges? (Maximum 250 words)

4.5 How do you use, or how will you use demographic, socio-economic, and health data to inform your service delivery plans? Please include First Nations, Urban Indigenous, Métis, and other local diversities in your response. (Maximum 250 words)

4.6 What has your experience been in engaging with and providing support to Indigenous youth and families who are living away from home (e.g. living off reserve and/or Urban Indigenous populations)? (Maximum 150 words)

4.7 Please provide us with one example of when you have intentionally evaluated the outcomes of a program and/or service. Please describe the program and/or service. What measurements were put into place? How did you evaluate the outcomes? How did you use this information to inform decision-making? (Maximum 150 words)

4.8 OPTIONAL: For Regional Applications

Does your organization offer services in a regional capacity to support neighboring communities, outside the organization's catchment area? Do you anticipate this will be a component of your service delivery model? (Maximum 150 words)

- a) Do service providers typically work in multiple geographic locations? If so, what is your organization's practice for travelling to multiple communities to deliver services? Does your organization have policies, resourcing, safety protocols and staffing to support this (travel policies, multiple workspaces, etc.)? (Maximum 150 words)

- b) What is your community already doing to serve youth beyond community borders? What aspirations do you have in service to young people in this regard, if you were better resourced? (i.e. Technology, travel, industry partnerships, transportation infrastructure) (Maximum 150 words)

4.9 Please complete the following table to help us better understand the current services your lead agency offers, or is able to partner with, in your community.

Service Type	Currently provided by lead applicant (X)	Currently provided by partner (insert partner name)	Not currently provided (X)	Brief description(s) of service(s) Please include service delivery method: in-person, virtual or both Maximum 50 words per row)
Mental health services (e.g. psychiatry, psychotherapy, case management)				
Substance use services (e.g. harm reduction, detox, addictions medicine, treatment)				
Medical services (e.g. family medicine, physical and sexual health)				
Social services (e.g. vocational, educational, housing, income assistance)				
Cultural services (including services for individuals who identify as First Nations, Métis, and/or Urban Indigenous and other diverse communities)				
Support services for the 2SLGBTQIA+ community				
Youth peer support services				
Family peer support services				

- 4.10 Please complete this table, outlining in-kind staffing contributions from your organization and partners that are projected to be included in a Foundry centre in your community. Please include position title, discipline, type of service or interventions, any age mandates, and any specific or diverse populations. For example, partnerships with Regional Health Authorities, MCFD, other partner organizations, etc.

Service	Provider (lead applicant and/or partner)	Descriptions of roles and services	How often (e.g. FTE's or hours per week)	Status of resource (e.g. confirmed or in discussion)	Other relevant information
Mental Health					
Substance Use					
Physical & Sexual Healthcare (Primary Care					
Peer Support					
Social Services					

Section 5. Capital Development

Creating a Foundry centre requires engagement with youth and families, creativity, flexibility and attention to detail. This process also entails working with external contractors, vendors and designers.

- 5.1 Please describe your organization's capacity and structure to support a capital development project, including any existing roles that may be relevant (e.g. project management, operations or development roles) (Maximum 150 words)

- 5.2 Outline your organization's commitment to contributing in-kind support to ensure a successful project launch (e.g. supervisory, administrative, leadership) (Maximum 150 words)

- 5.3 Does your community have a space identified or already confirmed that could be used for a Foundry centre? PLEASE NOTE: Having a space confirmed is not a requirement at this time, However, demonstrating ability to open a centre earlier may be evaluated as a benefit on application.

- a) If you have a confirmed space, describe it in terms of location, size, and the timelines in which it would become available, and any agreements or considerations that may impact the use of the space (e.g. zoning, whether it is owned outright by your organization or leased for a term). Please attach up to two pages of diagrams (e.g. floorplans). (Maximum 250 words)

- b) If you do not have a confirmed space, please consult with a local real estate agent to help answer some of the following questions. What is the commercial real estate vacancy rate in your community? Please describe availability of up to three viable space options in your community that consider accessibility, proximity to transit, storefront visible to young people and families. (Maximum 250 words)

Section 6. Fundraising

Fundraising provides important financial support to communities building Foundry centres, and is also a great tool to socialize, engage and involve the community in the Foundry initiative.

Foundry centres range in size and average 7,000-8,000 square feet in urban locations, recognizing this may vary if rural or remote location. The most recent total one-time establishment cost (including furniture, fixtures, equipment, construction/ renovation, materials and related services) was \$400 per square foot.

To support with establishing a Foundry centre Foundry central office will provide:

- 1) A one-time grant of up to \$1,500,000 to support the capital development of new centres, and
- 2) Startup funding of up to \$200,000 in the first year of establishment (e.g. to hire a project lead and engage contractors), which increases up to \$500,000 in subsequent years depending on timeline to opening and related needs. This increases up to \$1M annually in ongoing operational funding after successful opening of your centre.

Budgets will be developed together with Foundry central office. The amounts provided will align with and be pro-rated to your opening date. Start-up and operational funding for centres is provided by the Ministry of Mental Health and Addictions to Foundry central office, and is allocated to lead agencies by Foundry in accordance with funding deliverables and accountability requirements for public funding.

6.1 Assuming the total one-time cost to establish a Foundry centre in your community is around \$3M, outline your organization’s commitment to securing additional funding, beyond what is provided by Foundry, to complete the required costs (e.g. fundraising, financing). (Maximum 250 words)

- a. If you identify fundraising as a barrier for your community, please identify the reason for this. We understand fundraising may be a challenge for a variety of reasons, and would like to understand the community and organizational context if this is the case for you. (Maximum 150 words)

6.2 Do you have any potential or confirmed fundraising partners (e.g. local hospital foundation)? What does that partnership involve? (Maximum 150 words)

6.3 Has your organization and/or identified fundraising partner led fundraising campaigns in the past? If so, please describe how much was raised and how you raised these funds (for example, through major gift fundraising or annual giving strategies, online, or through events, etc.) (Maximum 150 words)

6.4 Will your organization have other key fundraising priorities alongside developing a Foundry centre? If so, please share details of these and what impacts may occur and where Foundry would rank as a priority? (Maximum 150 words)

Section 7. Communications

Foundry's brand serves as a tangible way to show who we are and how we are different. It provides an opportunity to embody a welcoming and safe environment for young people in BC and their caregivers. Additionally, building awareness of and promoting services available is important when introducing a Foundry centre to the community.

7.1 How do you plan on promoting and raising awareness of your Foundry centre with young people and families in your community? Please describe your organization's capacity to lead local communications activities. (Maximum 150 words)

7.2 How does your organization inform potential clients that services are inclusive to people of diverse cultures, physical ability, gender identity, sexual orientations? (Maximum 150 words)

7.3 What opportunities do you feel the Foundry brand offers your organization, youth, families and community? What barriers do you anticipate this change will bring? How will you mitigate those barriers? (Maximum 150 words)

7.4 Is your organization willing and able to participate in provincial communications activities? (e.g. contributing to and sharing knowledge with Foundry network staff, sharing provincial resources locally) (Maximum 150 words)

7.5 OPTIONAL: For Regional Applications

How will you promote services within the identified region? What tactics and/or partnerships would you utilize to ensure all youth and families in your identified region know about the supports available to them from the Foundry centre? (Maximum 150 words)

Section 8. Additional Documentation

Please also attach the following documents as appendices. If a Community Partnership Application is being submitted, we ask each partner organization to contribute these documents:

- 1) High-level organizational chart (showing your leadership or executive team and work portfolios) (Maximum one page)
- 2) Governance chart (Maximum one page)
- 3) Copy of Lead Agency's (or organization's) past three years of audited financial statements (if your financial statements are available publicly online, you may provide web links here instead of attaching the documents to your submission).
- 4) Copy of Lead Agency's (or organization's) most recent annual report (if your annual report is available publicly online, you may provide a web link here instead of attaching the document to your submission).
- 5) Copy of Lead Agency's (or organization's) Certificate of Incorporation (or equivalent)
- 6) Most recent Lead Agency's (or organization's) Copy of Certificates of Accreditation (where applicable)

Section 9. Additional Requirements

9.1 Expressions of Support

Please provide expressions of support from:

- Youth and families in your community who have worked with your organization and support the need for a Foundry centre. These expressions do not need to be in a letter format, but instead can be in any format youth and families would like to use to convey their support and engagement for your organization to lead a Foundry centre.
- Key partners such as other non-profits, other government agencies such as health authority partners, Ministry agencies, etc.

We encourage your submissions to represent the diverse voices within your community, especially those of Indigenous youth and families. Please note that these submissions will be evaluated as evidence of meaningful, authentic engagement, not on production value.

9.2 Board of Directors (or equivalent governance body)

Please complete Appendix A: 'Board of Directors Questionnaire'. If a Community Partnership Application is being submitted, we ask each partner organizations' Board of Directors (or equivalent governance body) complete the questionnaire.

Section 10. Agreement

In signing this, the lead application/organization submitting this application package confirms that the information provided is complete and correct.

Signed for and on behalf of:

Organization Name	
by its authorized representatives:	
Signature	Signature
Position title – Executive Director, Chief Executive Officer or equivalent	Position title - Chairperson of the board or equivalent
Name – please print	Name – please print
Date – please print	Date – please print

OPTIONAL: Co-Applicant Agreement

Please complete section if application is for a community partnership, and a lead agency has not yet been identified. In signing this, the organization or organizations identified as co-applicants confirms that the information provided is complete and correct.

Partner Organization #1

Organization Name	
by its authorized representatives:	
Signature	Signature
Position title – Executive Director, Chief Executive Officer or equivalent	Position title - Chairperson of the board or equivalent
Name – please print	Name – please print
Date – please print	Date – please print

Partner Organization #2

Organization Name	
by its authorized representatives:	
Signature	Signature

Position title – Executive Director, Chief Executive Officer or equivalent	Position title - Chairperson of the board or equivalent
Name – please print	Name – please print
Date – please print	Date – please print

Partner Organization #3

Organization Name	
by its authorized representatives:	
Signature	Signature
Position title – Executive Director, Chief Executive Officer or equivalent	Position title - Chairperson of the board or equivalent
Name – please print	Name – please print
Date – please print	Date – please print

Partner Organization #4

Organization Name	
by its authorized representatives:	
Signature	Signature
Position title – Executive Director, Chief Executive Officer or equivalent	Position title - Chairperson of the board or equivalent
Name – please print	Name – please print
Date – please print	Date – please print

APPENDIX A: Board of Directors' Questionnaire

Foundry centres have a unique local governance structure intended to support systems transformation and collaborative decision-making. From experience, we've learned the large influence a Board of Directors (or equivalent governance body) can have on the success of a Foundry centre.

The questions below are intended to support evaluators to understand your organizations' Board of Directors' (or equivalent governance body) experiences. If a Community Partnership Application is being submitted, we ask each partner organizations' Board of Directors (or equivalent governance body) to complete the questions below.

1. Foundry is a medium-sized, long term and well-established project.
 - a) Is your Board (or equivalent) supportive of your organization's application, and committed to working toward the successful opening and operations of a Foundry centre in your community/ region? (Maximum 150 words)

- b) Is this the right time for your organization to be a part of Foundry? Please provide details. (Maximum 150 words)

2. Please describe your Board (or equivalent governance body)'s structure (Maximum 50 words per response):

- a) How do you determine membership of your Board (or equivalent)?
- b) Is it a working or governance Board (or equivalent)?
- c) What are the skill sets of your members? Are there any board members who have significant experience in the health system?
- d) (If applicable) How many seats are on your Board (or equivalent)? How many vacancies do you currently have? What is the term length of members?

e) (If applicable) Please identify subcommittees the Board (or equivalent) has?

3. How do you honour the voices of young people, people with lived experience and/or Indigenous Peoples on your Board (or equivalent) and leadership team, and as part of your organizational strategic planning?

a) Please describe how you include voices and perspectives from Indigenous Peoples into your leadership structures. What work has your Board (or equivalent) done to understand the history and current day impacts of the colonization of Indigenous Peoples in your community/ region? How have your learnings/unlearnings influenced your leadership? NOTE: Indigenous led organizations are not required to complete this question. (Maximum 400 words)

b) Please describe how you include voices and perspectives of youth and families in your work and organizational governance. What has your Board (or equivalent) learned from young people and families in your community? How has this influenced your leadership? (Maximum 250 words)

4. Describe a time when your Board (or equivalent) supported your agency's Executive Director and leadership team as they took on a large-scale project or initiative that resulted in a significant change for the organization. How did you ensure your Board (or equivalent) was supportive? How did you ensure that support for the initiative/ change would be sustained despite turnover in Board membership and (if applicable) agency leadership? (Maximum 250 words)

5. Does the Board (or equivalent) have experience with fundraising for the lead agency? If so, what role does the Board play? If not, is the Board (or equivalent) supportive of fundraising? If the Board (or equivalent) views fundraising as a barrier, please identify the

reason for this. We understand fundraising may be a challenge for a variety of reasons, and would like to understand the context if this is the case for you. (Maximum 250 words)

6. How is your Board (or equivalent) connected to or involved in the governance or work of relevant partner agencies and organizations in your community? (Maximum 150 words)

7. How do you evaluate the performance of the Board (or equivalent), lead agency's executive director and leadership team? (Maximum 150 words)

8. Do you have a succession plan in place for your agency's senior leadership? Please describe. (Maximum 150 words)

9. How does your Board (or equivalent) seek feedback from and interact with employees of the lead agency? (Maximum 150 words)