

· F O U N D R Y ·

# Strategic Plan

2025-2028



At Foundry, our provincial work extends across lands that are built on a complex history of colonization. These lands are home to many First Nations, Inuit and Métis peoples today. With gratitude, we recognize and respect Indigenous Peoples as the stewards of this land and acknowledge the enduring relationship and connection between Indigenous Peoples and the land and waters. Indigenous Peoples’ histories, knowledges and ways of being are diverse and unique to every community where Foundry has a presence.

As a settler organization, it is our responsibility to call out and dismantle colonialism in the work that we do and reflect on how we continue to contribute to and benefit from the genocidal displacement of First Nations, Inuit and Métis peoples. We are committed to working respectfully to hold and nurture relationships with Indigenous Peoples, including Indigenous youth and families, staff, Lead Agencies and partners who lead, guide and inform our work.



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## Introduction

At Foundry, we're looking to the future. We've seen amazing growth and progress across our network of integrated youth services centres, and we're focused on keeping the transformation going.

The goal of Foundry's Strategic Plan is not to be a step-by-step plan, but rather to provide a compass to guide our work over the next few years.

It is not intended to be rigid and constraining but rather leave space for flexibility to adapt and pivot as new opportunities and issues emerge, and help us focus on priorities informed by youth, families, staff and partners.

The plan provides direction, supports prioritization, and allows us to work cohesively as one system while remaining rooted in our values so that we can truly live into our vision of transforming access to services for young people.



## Our Guiding Voices

Shaping the future of youth services in BC.

This Strategic Plan was made through a substantial engagement process that involved youth and families, network staff, our provincial youth and family advisories, leadership, partners and staff from Foundry Central Office (FCO). Thank you to everyone who contributed their thoughts, ideas, feedback, creativity and time. Also, deep appreciation to Roots and Rivers Consulting who walked alongside us to create this plan.

Through an engagement process that involved a broad survey, focus groups with youth and family advisories and network leadership, interviews, an Indigenous staff talking circle and workshops with representation from staff across the network, many voices helped inform and shape this plan and develop a vision to help guide Foundry through the next few years. Thank you to all who have been a part of this journey so far, and to those who will help us implement the strategy, do the work and hold us accountable to ensure we uphold our values and work towards our vision of transforming access to services for BC's youth.

**When we shared this plan with our youth and family advisors, they provided their reflections about what excited them or brought them hope.**

**“What excites me most is the clear commitment to intentional engagement with youth and families, specifically outlined through meaningful collaboration and the integration of youth voices at every level of decision-making. This excites me because true change happens when the people most impacted, youth and caregivers, actively shape the services and strategies that affect their lives.”**

-youth advisor

**“I am hopeful that we can make services for youth even better and I am so glad to see that even though Foundry is growing, its core values will remain and won’t be forgotten about - something that is so important;”**

-family advisor

**“The consistency and values-driven practices. I believe that this helps youth to feel that no matter the service they are accessing, the goal remains the same. I am also so excited about the reach to more rural communities. More youth and families feeling as though they are a part of something, and that they matter and can be supported is, in my opinion, exactly what Foundry should strive for.”**

-family advisor

**“Everything that Foundry does gives me hope because all of the work is so intentional, informed and thorough, it’s really an incredible organization!”**

-family advisor

**“Overall, I think that the very fact that Foundry is always striving to learn, grow, self-reflect, and build and re-build based on learnings is exciting. It shows the willingness to evolve with the youth, families and communities.”**

-family advisor

**“I see significant hope in the plan’s genuine focus on equity and cultural safety, particularly through embracing Indigenous wellness practices like Two-Eyed Seeing. This is a powerful acknowledgment of diverse ways of knowing and healing, and it brings hope because it suggests Foundry isn’t simply adjusting existing systems but is genuinely committed to transformative change, addressing systemic inequities and prioritizing reconciliation. This direction will create more inclusive and empowering experiences for youth, caregivers, and communities historically underserved or marginalized.”**

-youth advisor



## What We Do

**Foundry is a province-wide network of integrated health and wellness services for young people ages 12–24. Our integrated services make it possible for young people to access five core service streams in one place: mental health care, substance use support services, physical and sexual health care, youth and family peer support, and social services.**

Young people can access our integrated services at no cost by coming into one of our Foundry centres, exploring our online tools and resources at [foundrybc.ca](http://foundrybc.ca) or connecting virtually through the Foundry BC Platform. We provide safe, confidential, non-judgmental care, information and resources, and we work to reach young people earlier — before health challenges start to impact their well-being. Foundry brings health and social services together in a single place to make it easier for young people to find the care, connection and support they need. Our youth-friendly services are flexible and responsive, reflecting young people’s needs and preferences.

Foundry also offers hope to families by providing services directed to them, with the belief that supporting them with knowledge, skills and tools promotes better wellness outcomes for all.

Each Foundry centre is operated by a Lead Agency that is committed to our shared provincial vision. They bring together local partners, drawing on the strength of their communities to ensure young people and families/caregivers have the services that meet their needs.

Foundry Central Office is Foundry’s leadership and standards team of subject matter experts. FCO partners with centres and communities in establishing new sites and ensuring all Foundry locations provide high quality, evidence based care, exchange knowledge, share a common brand and meaningfully engage youth and families.

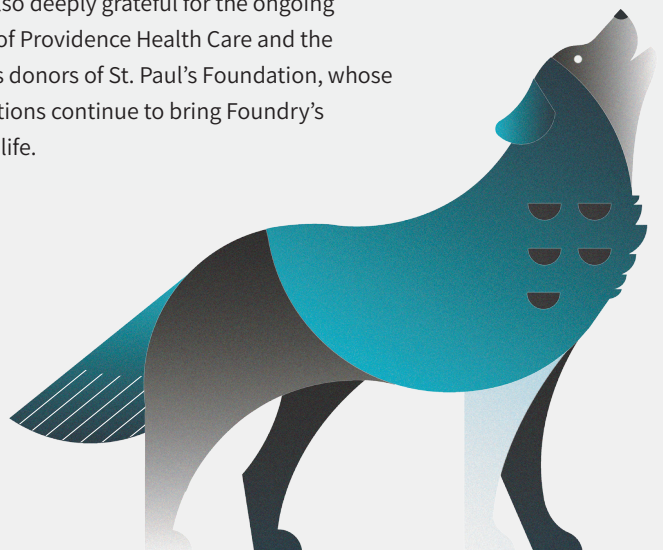
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## Making it possible

Foundry acknowledges and thanks the Government of British Columbia for its investment and leadership role in establishing Foundry, and for making Foundry a part of its provincial strategy to improve mental health and addictions care for young people.

The Foundry network is made powerful by the strength and spirit of our lead agencies, partners, and youth and families from across BC.

We are also deeply grateful for the ongoing support of Providence Health Care and the generous donors of St. Paul’s Foundation, whose contributions continue to bring Foundry’s vision to life.



**VISION**

**To transform access to services for young people ages 12-24 in BC.**

**MISSION**

**To support youth in living a good life.**

**VALUES**



**INTEGRATED YOUTH SERVICES (IYS) PRINCIPLES**

- Accessible**
- Culturally safe**
- Socially just**
- Engaging**
- Youth-centred**
- Responsive**
- Learn & improve**
- Collaborative**
- Wholistic**
- Health**

## Foundational Themes

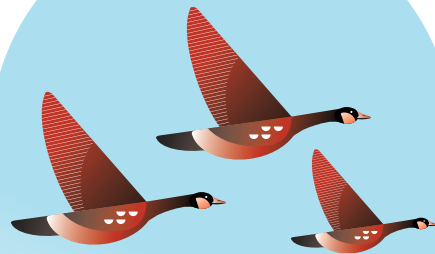
**We have developed six strategic goals to help move Foundry into the future in a good way. The goals are built on a foundation of three essential themes that emerged through our engagement with staff, youth, families and partners.**

We acknowledge each of these three areas are key to making meaningful progress in the coming years. These themes are woven throughout everything we do and we have taken care to embed them in each of our six strategic goals and the ways we measure success.



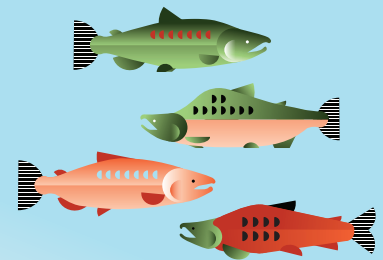
### **Intentional involvement of youth and families**

We are committed to centring the needs of youth and families in all aspects of the work we do and intentionally involving them in shaping services that directly impact them.



### **Prioritizing and nurturing relationships**

We are committed to fostering reciprocity, community connections and relationship building from all members of our team in order to eliminate silos, exchange knowledge and strengthen our collective impact.

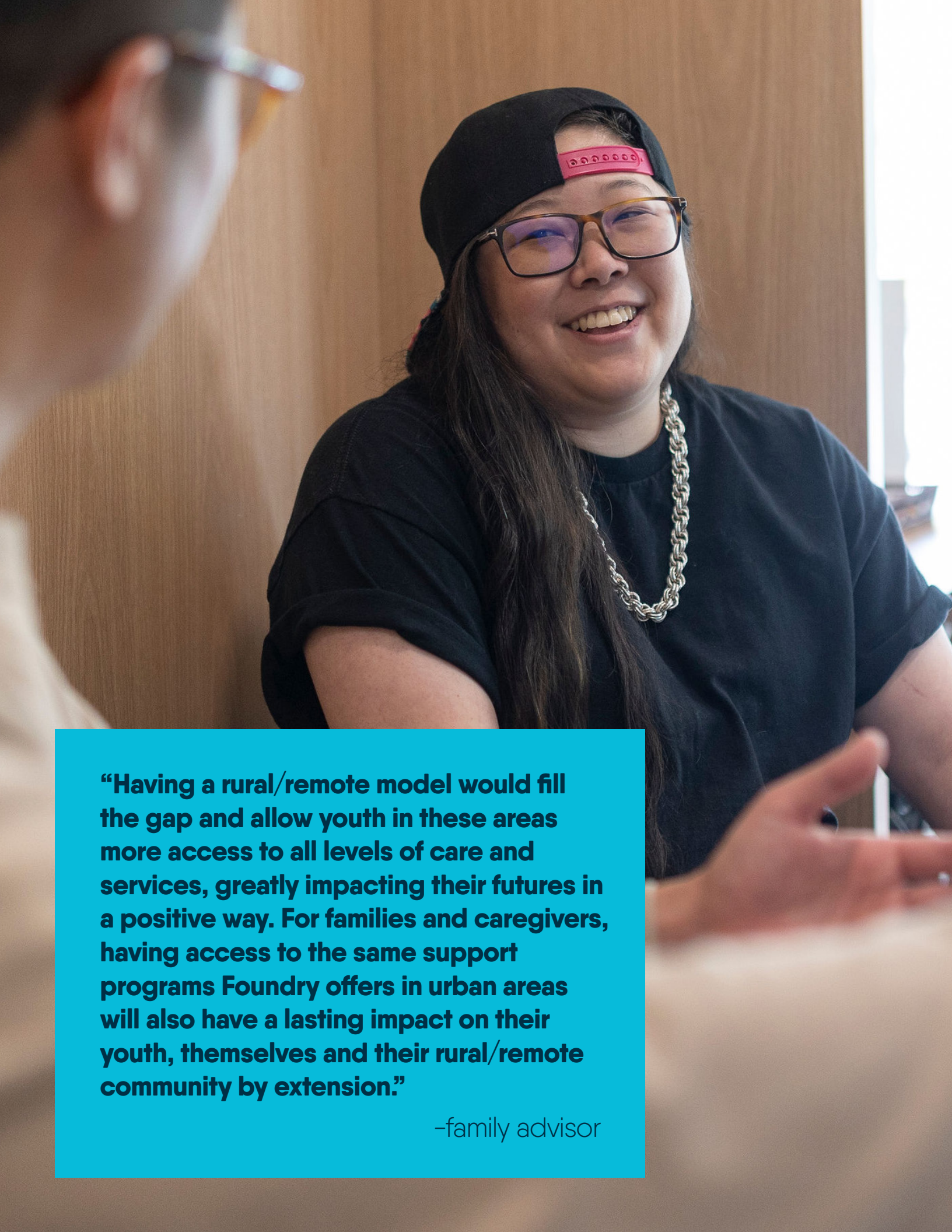


### **Centring practices of justice, equity, diversity and inclusion**

We are committed to enacting, prioritizing and resourcing practices that uphold and deepen equity, decolonization and inclusivity in all areas of our work. We strive to address the inherent injustices of the health care system while empowering growth in the diversity of staff and people using our services.

**2025-2028**

# Goals and Objectives



**“Having a rural/remote model would fill the gap and allow youth in these areas more access to all levels of care and services, greatly impacting their futures in a positive way. For families and caregivers, having access to the same support programs Foundry offers in urban areas will also have a lasting impact on their youth, themselves and their rural/remote community by extension.”**

-family advisor

# 1



## Service Accessibility & Quality

Strengthen the accessibility and quality of our services to best meet the needs of youth and families in a way that prioritizes empowering experiences, equity and cultural safety.

### Objectives

- Refine our services to be more accessible and better respond to youth and family needs.
- Deepen relationships with our partners to collaboratively address structural barriers to care.
- Co-create approaches to care and wellness that de-centre Western approaches and integrate cultural safety and Two-Eyed Seeing.<sup>1</sup>
- Strengthen support and services for equity-denied youth such as Indigenous youth, younger-aged youth, youth transitioning out of care and youth in rural and remote communities.
- Co-design and implement technology and virtual services that support accessibility, availability and continuity of care.

### Success looks like

- We have processes and partnerships in place to support youth transitioning out of our care.
- Our rural and remote communities have equitable access to our services.
- We effectively gauge the satisfaction of youth and families accessing our services to understand their experiences and ensure they are getting the support they need.
- Youth, families and partners understand the range and scope of our services.
- Our service providers and staff are able to access knowledge and training in diverse wellness models that blend Western approaches with culturally specific learnings.
- Our centre staff reflect the diversity of communities we serve.
- We have expanded our service offerings to include more prevention and early intervention so young people can access support sooner, before their concerns impact their health, well-being and relationships.

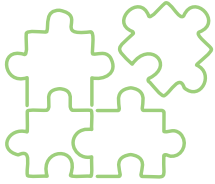
<sup>1</sup> Etuaptmunk or “Two-Eyed Seeing” was first created by Mi’kmaw Elder Albert Marshall. It is learning to see the strengths of Indigenous and Western knowledge pathways together (Foundry Indigenous Wellness Framework).



**“It is meaningful to me to know that my perspectives and opinions are valued, reinforcing the importance of youth voices in shaping decisions.”**

-youth advisor

# 2



## Engaged Partnerships

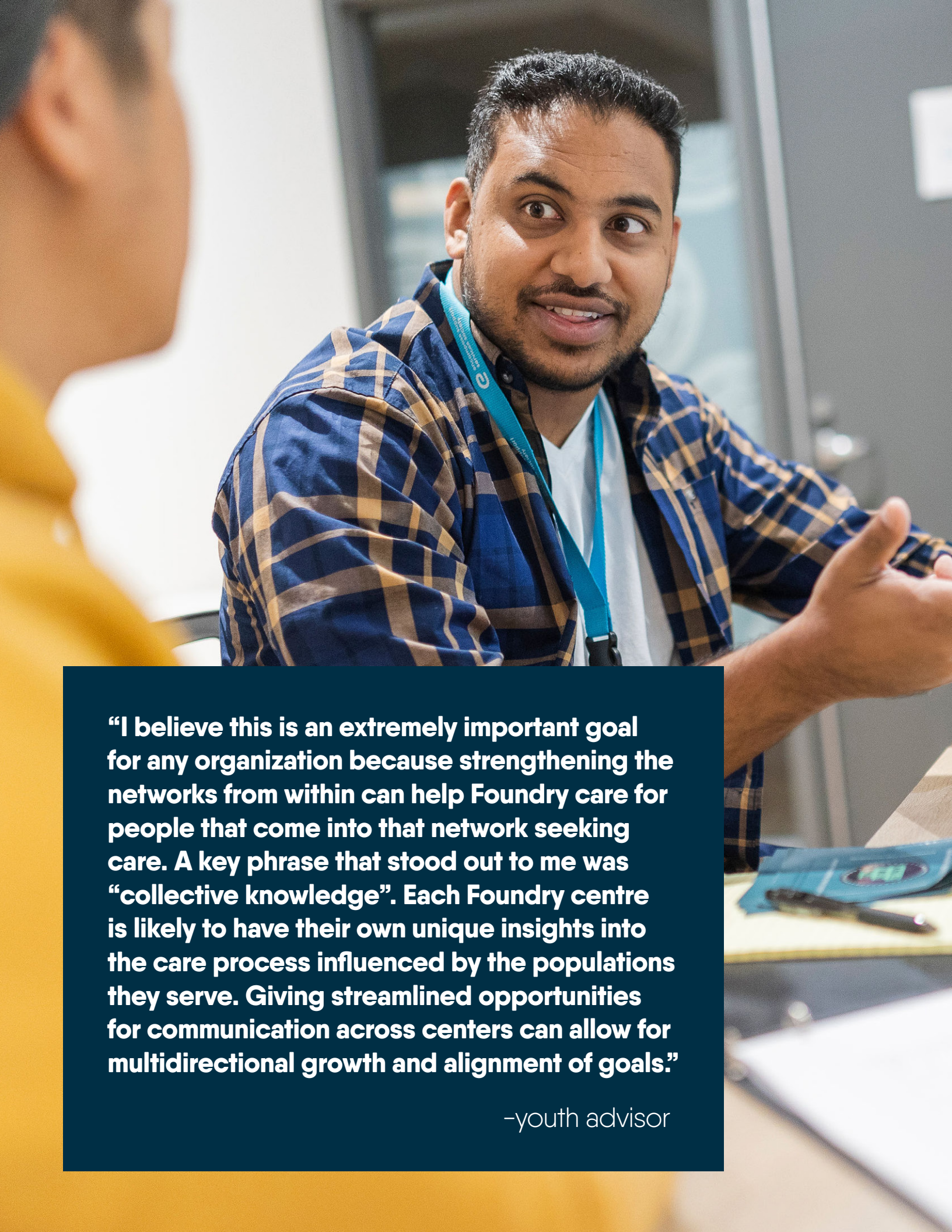
Collaborate intentionally and reciprocally with new and existing partners to pursue systems-level change and transformation toward a comprehensive system of care for youth.

### Objectives

- Build trust and reciprocal relationships with Host Nations and Indigenous partners to strengthen how we incorporate Indigenous approaches to wellness.
- Engage meaningfully with provincial partners and health organizations to improve, and build support for, the IYS model.
- Co-create consistent and robust engagement processes for youth and family voices to be incorporated at different levels of decision-making processes at Foundry.
- Cultivate partnerships that enhance Foundry’s ability to support equity-denied groups and newcomers.
- Build partnerships with schools and universities to better support young people in educational settings and ensure that our services are effectively promoted and navigable.
- Deepen our network partnerships with other organizations who share our values.

### Success looks like

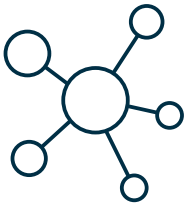
- We have increased and sustained relationships with diverse partners at community, provincial and federal levels.
- Our partners who share our values continually come to Foundry wanting to do important work in a strong way together.
- We have established and socialized wise practices shaped by youth and families.
- We are strongly engaged with the pan-Canadian and international integrated youth services movement.
- We have increased clarity around roles for youth and families, how they are included in decision making and what successful engagement looks like.
- Our communication with partners, youth and families is trauma-informed and language accessible.
- Our role is well defined and aligned within the system of care, and there is a strong understanding of the roles that Foundry and other organizations play.
- We have supportive processes to make referrals to other local service providers and ease transitions for people accessing services.



**“I believe this is an extremely important goal for any organization because strengthening the networks from within can help Foundry care for people that come into that network seeking care. A key phrase that stood out to me was “collective knowledge”. Each Foundry centre is likely to have their own unique insights into the care process influenced by the populations they serve. Giving streamlined opportunities for communication across centers can allow for multidirectional growth and alignment of goals.”**

**-youth advisor**

# 3



## Power of the Foundry Network

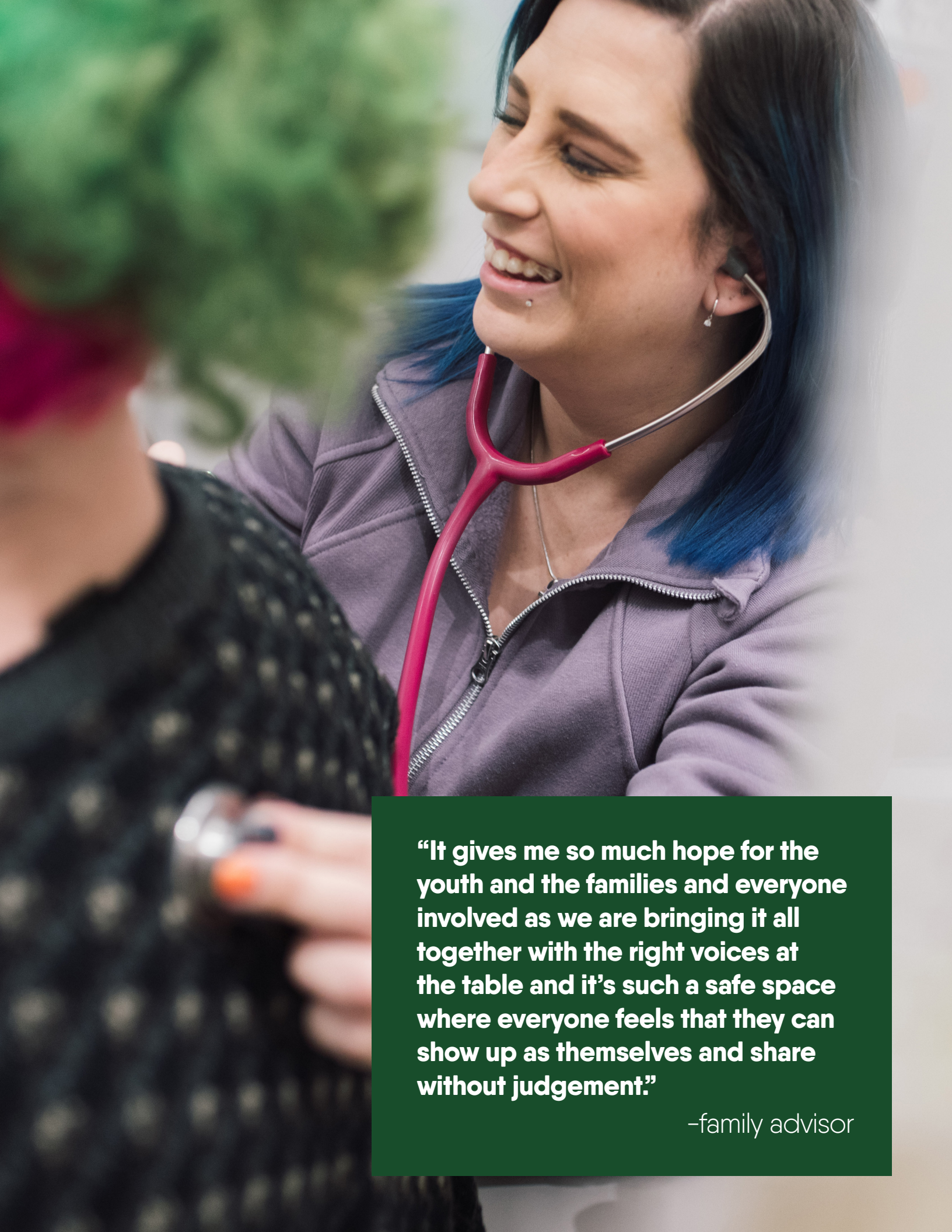
Harness the network’s collective knowledge and potential for systems disruption by strengthening internal reciprocal relationships, connection, coordination and collaboration.

### Objectives

- Leverage relationships and collaboration across the network to innovatively solve challenges in service delivery and become stronger together.
- Strengthen pathways for Foundry Central Office and centres to connect, be in relationship with each other and centre the evolving needs of the network.
- Co-design a network approach for increased cohesion, consistency and collaboration on youth and family engagement, research, data and quality improvement.
- Strengthen learning pathways and knowledge sharing that incorporates an equity approach, by building communities of practice and resources for wise practices.
- Grow partnerships and mentorship commitments with other provinces and countries, enabling knowledge exchange and mobilization of new and emerging wise practices.

### Success looks like

- We have clarity around the roles and responsibilities of FCO and the centres, including defining the network to support a shared understanding of who we are.
- We have strong relationships between the centres and FCO that build an understanding of who to call on for timely support.
- We have established a transparent governance model that aligns with our values and ensures that network, Indigenous and youth and family voices are included in the governance of our organization.
- We engage with external decision makers and funders who invest in network-informed Foundry priorities and identified needs.
- Our established centres have clear pathways for sharing start-up knowledge and wisdom with newer centres.
- Our centres have the means and opportunity to inform and be involved in system-level advocacy work.



**“It gives me so much hope for the youth and the families and everyone involved as we are bringing it all together with the right voices at the table and it’s such a safe space where everyone feels that they can show up as themselves and share without judgement.”**

–family advisor

# 4



## Values-Aligned Growth


Commit to and sustain our values as Foundry grows as an organization, adds new centres and expands to more communities.

### Objectives

- Apply learnings from expansion communities to evolve the Foundry model toward equitable access and a consistent service experience.
- Strengthen capacity at each centre to support more young people across a broader geographical area to increase equitable access to quality services and meet diverse needs.
- Co-create guiding principles and standards that define the Foundry model and support our Learning Health Community to implement them and support ongoing improvement of services.
- Equitably support the network so existing and new centres can evolve their services to meet their community needs.
- Take a values-driven approach to expansion that prioritizes responsiveness to the wellness, needs and capacity of FCO and network staff.

### Success looks like

- We ensure centres operate smoothly where centre staff, partners and FCO staff have a clear understanding of roles, responsibilities and relevant processes, policies and resources.
- We have a recruitment and retention staffing strategy in place to address workforce diversity and shortages in the network and at FCO.
- We have systems in place to foster mentorship, knowledge sharing and connection across the network.
- We live and exemplify our values while maintaining our partnerships and building new relationships.
- Our growth aligns with the principles of integrated youth services and the Foundry model integrity framework.
- Our Foundry values, principles and model are clearly communicated and embodied by FCO, the network and our partners, while simultaneously embracing the nuances of our communities.



**“Collecting and analyzing data is a powerful way to demonstrate that IYS are working and I think that if youth and caregivers can better understand what their data is supporting, more may be willing to participate in research initiatives so that we can get at who IYS is working for and who it isn’t working for and why.”**

-family advisor

# 5



## Learning and Improvement for Innovation

Co-create and implement evidence-informed evaluation and data-driven decision making enabled by effective data infrastructure, to ensure equitable access to high quality services.

### Objectives

- Mobilize data and implement measurement-based care to ensure equitable access to services and improve health outcomes for young people and families.
- Establish data governance that allows for critical discussions on areas such as data justice, safety and equity as they relate to how we collect and use data and apply learnings to operations.
- Work in collaboration across the network and with young people and families to advance quality improvement in key areas including access, quality, safety and efficacy.
- Mobilize our data for research and advocacy for the integrated youth services model and societal prioritization of youth well-being.
- Ensure governance, data-collection practices and engagement are informed by youth, families, service providers, partners and funders.

### Success looks like

- We communicate clearly and transparently about the benefits of data collection, how data will be used and how a young person can opt out of having their data collected to ensure a fully informed and consent-based process.
- We measure what matters through an equity-informed and harm reduction approach, and we use a data and evaluation framework.
- We intentionally mobilize our data towards improving the health and wellness of the youth we serve.
- We empower the network and youth and family to access, use and make decisions about the data we collect.
- Our impact is communicated with our communities at regular intervals.
- We have a centralized, accessible mechanism for youth and families to provide feedback on our services.
- We have robust data on youth outcomes and experiences with Foundry that demonstrates the effectiveness of our work and areas for improvement.



**“It is important that staff and individuals within Foundry are also given the space to maintain their wellbeing and health. It allows for Foundry to foster a sustainable and supportive environment.”**

-youth advisor

# 6

## Building From Within

Improve and further develop the internal systems that support all Foundry staff and service providers to work sustainably and uplift collective well-being.



### Objectives

- Improve communication flows between FCO and the network, and between centres, to support knowledge sharing.
- Develop human resource strategies and practices that support recruitment, retention and staff wellness.
- Enhance staff learning and career development opportunities with a particular focus on early career staff.
- Develop formalized practices and pathways for equitable and accessible knowledge and resource sharing.
- Explore a shared governance model at FCO that centres voices from youth, families, Indigenous representatives, IBPOC and equity-denied staff.

### Success looks like

- We have inclusive recruitment and retention strategies implemented across the network.
- We support staff well-being by growing and evolving our human resources practices to support different dimensions of wellness.
- We translate program learning outcomes and processes and share them throughout the network.
- We have clear guidelines in place for when and how we engage youth and families in decision making.
- Our staff have a strong awareness of what wellness, support and training programs exist and how to access them.
- We have formal pathways and opportunities to support FCO and centre staff to learn about each other's work in a reciprocal way.



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