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KELOWNA YOUTH SERVICES FRAMEWORK

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EXECUTIVE SUMMARY

The City of Kelowna is a growing community with a vibrant and diverse youth population. With this diversity comes varying vulnerabilities and needs. The City is aware that some youths are experiencing higher vulnerabilities that may be attributed to homelessness, substance use, school disengagement, violence, suicide, and criminal activity.

In the late 1970's, the City of Kelowna established "Kelowna Youth and Family Services" (KYFS) to try to reduce the number of youth in the criminal justice system. KYFS offered counselling services to "at-risk" youth and their families until 2018 when it was determined that these services were not in alignment with other municipal practices in the social sector. Throughout 2019 and 2020, new and existing clients were transitioned to other service providers in the community.

While it is recognized that the direct provision of counselling services is not a practice the City wants to continue, there is still a deep understanding that there is a role to play in supporting youth and their healthy development. This framework aims to identify the roles and responsibilities of the municipality that continue to strengthen the youth serving system and build resiliency in youth.

Engagement with local youth and service providers have identified needs for youth supports related to shelter and affordable housing, food security and sovereignty, pathways out of poverty, and mental health services. To better support these needs the City has developed a Youth Services Framework outlining priority actions which aim to have upstream impacts and better improve the well-being of youth over the long-term.

The Framework addresses three broad objectives:

- increasing opportunities for programs and safe space for youth,
- strengthening the youth-serving system through community collaboration, and
- engaging, enabling, and supporting youth development.

The Framework is guided by principles that focus on a relationship-based approach to action, engage youth 12-24 years old at every step of the way, ensure consistency in youth services and provide youth designated spaces. Actions have been outlined and informed through an engagement process which included conversations with four youth groups and twenty-two youth serving organizations in the community. Identified actions are also informed by a scan of promising practices from other jurisdictions and communities.

The priority objectives and actions outlined in the framework are:

OBJECTIVE: Increase opportunities for programs and safe spaces for youth

ACTION: Navigation Support

TASK: Implement/establish Youth Navigator role that provides direct navigation of service support to youth and coordination among youth agencies.

- Reducing barriers, identifying and connecting youth in need, facilitating ease of access, and safe environments.
- Understand current youth trends and challenges to inform youth programs.

ACTION: Develop Low Commitment Programs

TASK: Establish low-barrier, drop-in and “pop-up” programs and workshops that promote connection, engagement, fun and healthy choices for youth.

ACTION: Staff Training & Skill Building

TASK: Develop youth engagement training and resources for City staff to guide planning and development of youth services & programs – with an emphasis on supporting youth in cultivating leadership skills and remaining engaged in the community.

OBJECTIVE: Strengthen the youth serving system through community collaboration

ACTION: Convene Youth Serving Organization Network

TASK: Establish, coordinate, and facilitate an ongoing working group focused on responding to the needs of youth, trends in services, and enhancement of assets in the community. Convene community stakeholders to develop a systems approach to youth services (every door is the right door).

ACTION: Build Capacity within Local Organizations & Initiatives

TASK: Review and enhance existing grant programs and additional resources to support youth-led initiatives and/or service agreements with youth serving organizations enhancing their capacity to support youth.

OBJECTIVE: Engaging, enabling, and supporting youth development

ACTION: Youth Strategy

TASK: Work with youth and the community to develop a community Youth Strategy that supports collaboration and coordination of upstream/mid stream/downstream responses. A community vision for youth, indicators for monitoring the status of youth and a detailed action plan should be considered for inclusion in the Strategy.

ACTION: Build Community Connection & Resiliency

TASK: Continue and develop programs and life skills training opportunities that are co-created with youth. Develop strategies to engage Youth in programming through leadership in facilitating, decision-making and peer mentorship, and utilizing opportunities to build capacity, resiliency, and connection to community.

It is acknowledged that the City cannot achieve these actions alone and must work collaboratively to align efforts with the local community-serving sector, other institutions, non-profits, Indigenous organizations, and other levels of government, as well as inter-departmentally. There are several other initiatives underway in the City, including the development of a Community Safety Plan, which strategically align with the priorities identified here. Cross-departmental collaboration and review of these varying strategic priorities will allow for better alignment and synergy of efforts towards a common goal of community well-being. Actions must also be addressed through the lens of equity, inclusion, and reconciliation with concerted efforts to address the Truth and Reconciliations Commission of Canada's Calls to Action.

INTRODUCTION

The community of Kelowna is a growing and vibrant place for families and people of all ages. With almost 20% of the population under 19, it is important to ensure that youth are properly supported.¹ The City of Kelowna (the 'City') wants to understand the local government role in supporting youth through upstream programs and services, where needed. A key priority for the City is to understand the needs of youth who are experiencing higher vulnerabilities that may be attributed to homelessness, substance use, school disengagement, violence, suicide, and criminal activity.

The City actively provides programs for youth in the community and partners with community organizations to support additional service delivery. These programs include fitness, events, swimming, youth nights, and public skating. In addition, in 2019, the City restructured their service delivery model to include a youth coordinator position with a shared portfolio that encompasses youth-specific programming and opportunities. While these programs are an important part of an upstream prevention approach, there is no formal direction or set of priorities to guide the role currently being played in the community. City Council and senior management will utilize this Youth Services Framework (the 'Framework') as a guide for future investments and alignment of programming and services across City departments and within the community.

This Framework focused on gathering perspectives from youth, youth serving organizations, and other municipalities in Canada delivering youth services. These perspectives supported the recommendations outlined in this Framework and provide opportunities for local government action. The desired focus is on providing upstream supports that help mitigate current and future downstream impacts.

In addition to the development of this Framework, the City is developing a Community Safety Plan that also explores upstream prevention opportunities for all ages. Where applicable, actions have been aligned to support outcomes for youth related to both plans.

OUR APPROACH

Building a framework required the exploration and reflection of the multiple intersecting aspects of a community. Understanding community needs and determining possible avenues for action required input from:

- multiple people.
- multiple sources of data.
- gathering a broad understanding of the pieces which can affect people's experiences.
- experiences related to how systems and structures function in the community.

The research approach focused on understanding the following aspects of youth services:

- What facilitates youth to access existing local programs, services, and other opportunities?
- What are the barriers (real or perceived) for youth to access existing local programs, services, and other opportunities?

¹ Statistics Canada, 2021. 2016 Census Profile: Kelowna Census Metropolitan Area. Retrieved from <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CMACA&Code1=915&Geo2=PR&Code2=47&Data=Count&SearchText=Kelowna&SearchType=Begins&SearchPR=01&B1=All>

- What are the gaps/needs in local programs, services, and supports for youth?
- Roles and responsibilities in program/service delivery – of the municipality, community organizations, businesses, and other stakeholders.
- What are the needs or structures for youth engagement?

The process undertaken to develop this Framework involved exploring the literature on youth development, a promising practice scan from other local governments, youth engagement, and youth serving organization interviews. This engagement took place between August and October 2021. The following table highlights the engagement outcomes.

ENGAGEMENT METHOD	NUMBER OF ENGAGEMENT	WHO WAS ENGAGED?
Promising Practice Scan of Youth Services among Local Governments	5 Interviews	<ul style="list-style-type: none"> • Calgary • Vancouver • Surrey • New Westminster • Maple Ridge
Youth Engagement –Focus Groups	4 Youth Groups	<ul style="list-style-type: none"> • Westbank First Nation Youth Council • Okanagan Boys and Girls Club Downtown • Ki-Low-Na Friendship Society • Kelowna Youth Art Council
Youth Serving Organization Interviews	22 Organization Interviews	<ul style="list-style-type: none"> • ARC Programs and Services Ltd. • First Nations Health Authority • Foundry • Kelowna Community Resources • Ki-Low-Na Friendship Society • Ministry of Children and Family Development • Kelowna Museum • Okanagan Boys and Girls Club • Okanagan Nation Alliance • Pacific Sport Okanagan • RCMP • Rotary Centre for the Arts • School District 23 • The Bridge Youth and Family Services • Westbank First Nation • Interior Health • Okanagan Symphony Youth Orchestra • Studio 9 • United Way British Columbia • City of Kelowna

In addition to the organizations who participated, there are many more who are contributing to the well-being of youth in the community. At the outset of this process, it was recognized that due to time limitations not all organizations would have the opportunity to participate. This limitation was also reflected in the engagement with youth and compounded by the impacts on in person programming because of the Covid-19 pandemic. The success of the City’s contributions related to youth services in the community will require ongoing engagement with not only youth but also a broad array of community organizations.

LOCAL GOVERNMENT ROLES AND RESPONSIBILITIES

Local governments are leaders, policymakers, and partners in promoting the well-being of their community members. Community planning in communities across B.C. addresses a broad range of policies and services that focus on the social, economic, environmental and physical aspects of communities. Each of these has a direct effect on the conditions for all citizens to thrive—socially, physically, economically and mentally.²

However, local governments cannot solely address all community needs. Social support systems involve many other collaborators who work with local governments to meet needs across community. These include non-profits, health and educational institutions, local business, employers, other levels of government, Indigenous organizations, and individual community members.

For any given initiative, local government may come as an active or supporting partner by contributing resources, such as time, funding, or space. Local governments may also act as conveners, bring together local partners and service providers to collaborate and better align local efforts. They are also well positioned to raise awareness of the pressing needs of youth and can advocate for these needs and help to foster a sense of responsibility amongst community and neighbours as well as other sectors.

There are several roles defined for the City in this Framework. They include steward – where the City takes a leadership role; advocate – raising awareness of specific issues or challenges faced by youth; facilitator – helping to convene partners and individuals in order to more strategically meet needs; and regulator/enabler – addressing needs through policy changes or interventions.

GUIDING PRINCIPLES

The local governments explored and interviewed in this Framework process all had well established and successful youth initiatives underway. Four communities were in British Columbia and one in Alberta. Each of these local governments recognized that it takes a community and commitment to support youth to thrive. Their contributions are one part of the system of supports. As well, they recognize that they have a limited responsibility with respect to delivering direct support services (e.g., mental health and substance use programs, housing availability, health services, etc.). Those direct support services are provided by other levels of government and community organizations.

Several themes were identified across all participating local governments. These themes provide a set of guiding principles for how the City should implement the recommended roles and responsibilities offered in this Framework:

Relationship Based Approach

Delivering services to youth requires concerted efforts to gain the trust of youth through honest and reliable relationship building. This approach provides youth with access to a resource person to whom they can turn to, access supports, and gain community connections. Appointing diverse staff who can work exclusively with youth allows staff to better understand their needs and support the amplification of their voices within the community.

² BC Healthy Communities, 2014. How do local governments improve health and community well-being?
https://planh.ca/sites/default/files/planh_local_government_guide-web_o.pdf

Engage Youth at Every Step of the Way

Youth hold the most valuable insights into their continuously evolving needs and are the best advocates for their needs. Engaging youth in an inclusive and empowered manner enhances the effectiveness of services and builds leadership capacity within youth.

Ensure Consistency in Youth Services

Youth are an integral part of any community, and their well-being determines overall community health and well-being in the long run. Investments in youth services and programming contribute to enhancing the livability and safety of the community. Funding for youth services and programming should be seen as a valuable contribution to the community.

Provide Youth Designated Spaces

The design and layout of spaces designated for youth services and programming is important. Youth require a dedicated space for their exclusive use where they can fully express themselves and see their diversity represented in the design of the space. Spaces designated for youth also support in accessing and retaining youth for engagement efforts and participation in programming.

TRUTH AND RECONCILIATION

The Truth and Reconciliation Commission of Canada's Calls to Action, the National Inquiry into Missing and Murdered Indigenous Women and Girls Calls for Justice, and the province of British Columbia's Declaration on the Rights of Indigenous Peoples Act provide important direction that can support the City of Kelowna in advancing Indigenous relations, eliminating racism, and providing culturally safe and supported youth environments.

It is the responsibility of all governments, institutions, and Canadians to advance Truth and Reconciliation with Indigenous Peoples of Canada. The 94 Calls to Action provide a foundation for what is expected to support that journey. The National Inquiry on Missing and Murdered Indigenous Women and Girls principles for change and 213 Calls for Justice call upon everyone to act now. This includes calling on local governments to respond to the injustices experienced by family or community members of children of missing and murdered Indigenous women, girls, and 2SLGBTQIA+ people. The Declaration on the Rights of Indigenous Peoples Act aims to create a path forward that respects the human rights of Indigenous peoples using the United Nations Declaration on the Rights of Indigenous Peoples as the Framework for reconciliation. The subsequent Action Plan is currently in consultation with Indigenous peoples to help shape the future of reconciliation.

Incorporating these calls to action as part of this Framework are an important part in achieving success. Though there are many calls to action, most basically, the City must approach all youth initiatives with skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

STRATEGIC PRIORITIES FOR YOUTH WELL-BEING

Research and engagement results offer the following recommendations for how the City of Kelowna can deepen their commitment to supporting youth in the community. The emphasis of this list is on local government action within the City's jurisdiction. It is recognized that the City is not the only partner in responding to the needs of youth. Youth serving organizations acknowledge their roles and responsibilities and desire the opportunity to work collaboratively with the City.

In addition, acting on these priorities requires the consideration that the needs and capabilities of youth 12-18 are different than those 19-24 who are emerging into adulthood. Designing and implementing youth focused activities that involve youth should account for these differences and provide appropriate resources to enable their participation.

One main priority and three key objectives have been identified to support direction for the City. The responsibilities/actions have been organized into priority actions and additional actions (available in **Appendix A**) to consider, and they reflect upstream and midstream responses that are within municipal roles. Timelines to implement the actions are considered over the next three years. Additional best practices have been included as an additional appendix, but will need to be further evaluated once the foundational components have been established. It is up to the City to prioritize each one based on current and future capacity and resource requirements.

While these actions reflect the research and engagement conducted for this framework, they have not been compared against existing initiatives underway that may overlap. To establish the best path of success, cross-departmental collaboration is necessary to understand where there are opportunities for collaboration.

A Community Safety Plan is currently being drafted by the City, with several of the identified actions in this Framework supporting the work of that Plan. Overlapping actions can support the intent of both initiatives if properly coordinated across City departments and partners. The Community Safety Plan similarly prioritizes promoting and strengthening supports to enhance child and family development, aims to expand cross-sector awareness, and reduce stigma related to youth experiences, and looks to find opportunities to better improve community spaces in order to enhance safety and enjoyment by community members. A full review of the Community Safety Plan once complete is warranted to better align cross-departmental and partner efforts. The Youth Framework Priority Actions are centered around the Community Safety Plan's strategic priority to 'Strengthen upstream prevention and early intervention to reduce risks, harm, crime and victimization of youth'.

Community Safety Plan Strategic Priority: Strengthen upstream prevention and early intervention to reduce risks, harm, crime, and victimization of youth.

YOUTH FRAMEWORK PRIORITY ACTIONS

OBJECTIVE: Increase opportunities for programs and safe spaces for youth

Action	Task	Implementation Timeline
Navigation Support	<p>Implement/establish Youth Navigator role that provides direct navigation of service support to youth and coordination among youth agencies.</p> <ul style="list-style-type: none"> Reducing barriers, identifying, and connecting youth in need, facilitating ease of access, and safe environments. Understand current youth trends and challenges to inform youth programs. 	2022
Develop Low Commitment Programs	Establish low-barrier, drop-in and “pop-up” programs and workshops that promote connection, engagement, fun and healthy choices for youth	2023/24
Staff Training & Skill Building	Develop youth engagement training and resources for City staff to guide planning and development of youth services & programs – with an emphasis on supporting youth in cultivating leadership skills and remaining engaged in the community	2023

OBJECTIVE: Strengthen the youth serving system through community collaboration

Action	Task	Implementation Timeline
Convene Youth Serving Organization Network	Establish, coordinate, and facilitate an ongoing working group focused on responding to the needs of youth, trends in services, and enhancement of assets in the community. Convene community stakeholders to develop a systems approach to youth services (every door is the right door).	2022/23
Build Capacity within Local Organizations & Initiatives	Review and enhance existing grant programs and additional resources to support youth-led initiatives and/or service agreements with youth serving organizations enhancing their capacity to support youth.	2023/24

OBJECTIVE: Engaging, enabling, and supporting youth development

Action	Task	Implementation Timeline
Youth Strategy	Work with youth and the community to develop a community Youth Strategy that supports collaboration and coordination of upstream/mid stream/downstream responses. A community vision for youth, indicators for monitoring the status of youth and a detailed action plan should be considered for inclusion in the Strategy.	2022/23
Build Community Connection & Resiliency	Continue and develop programs and life skills training opportunities that are co-created with youth. Develop strategies to engage Youth in programming through leadership in facilitating, decision-making and peer mentorship, and utilizing opportunities to build capacity, resiliency, and connection to community.	2023/24

PROMISING PRACTICES AND CONDITIONS FOR SUCCESS

Designing communities that focus on the healthy development of children and youth have benefits that ripple through all ages and improve society. Part of developing this Framework for the City included identifying guiding principles for youth involvement, asset-based community development and exploring local government responses. In addition to the literature, five municipalities were examined and interviewed about their youth plans, policies, programs, and services – City of Vancouver, City of Calgary, City of Surrey, City of Maple Ridge, and City of New Westminster. **Appendix B** provides profiles of youth services for each community.

Key insights through all engagements demonstrate that youth are ideally situated to:

- Support the development of policy and engage in planning concerning urban environments (e.g., creating safe places for play, recreation, relationship building, and capacity building).
- Educate peers and the community on safety, health, and wellness related issues (e.g., crime prevention, food security, gender and age equity, mental health, education, and employment).
- Monitor and improve natural environments and community infrastructure (e.g., green space improvements, climate change initiatives, environment clean-up and awareness activities).

Local governments have an opportunity to involve young people in all civic and urban development activities including research, planning, programming, advocacy, project management, decision-making, as well as, advancing policy initiatives in support of equity, diversity, and inclusion.³

Youth are identified in this report as being between the ages of 12 and 24. It is important to note, however, that the needs of youth 12-18 are different than those 19-24 who are emerging into adulthood. This should be considered when involving youth in local government and community initiatives.

ASSET BASED COMMUNITY DEVELOPMENT (ABCD)

Every system has its own strengths. When evaluating programs, services, and systems it can be easy to focus on deficits as they are often the most apparent. Asset based development instead values the parts of a system or community which are working and seeks to build on them by mobilizing the micro-actions which impact macro-outcomes.

Asset based community development is characterized by:

- Recognizing that everyone has gifts, and focusing people at the center
- Seeing citizens as agents of change rather than receivers of services
- Seeing community members as experts of their own experiences and needs
- Deep listening
- Identifying ways in which institutions and structures can support and motivate systems change by allowing and nurturing grass-roots action rather than enforcing top-down approaches.⁴

³ The Environmental Youth Alliance, 2006. The Youth Friendly City. Retrieved from https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/local-governments/planning-land-use/wuf_the_youth_friendly_city.pdf

⁴ Tamarack Institute, 2019. ABCD Canada. Retrieved from <http://www.deepeningcommunity.org/abcd-canada-home>

Developmental Assets Framework

In addition to ABCD, there are assets needed to support the development of youth. These can be broken down into two categories – external and internal assets. The Search Institute has defined 40 unique developmental assets within 8 categories that support the health and well-being of youth. Understanding and mobilizing these assets requires an ongoing commitment from the community and involvement of youth in the solutions.

8 Qualities of positive developmental settings for youth

Youth engagement is not just about the activities of engagement themselves. The environment, or setting, of the activities matters too. To have meaningful exchanges, facilitators need to create a positive setting which supports psychological, physical, relational, and developmental needs of the youth participants. Creating this environment can seem daunting but thinking about the eight qualities of a positive developmental setting below can help break it down and ensure that participating youth feel heard. These qualities are from the Pan-Canadian Joint Consortium for School Health's Youth Engagement Toolkit⁵. For practical tips for creating these environments, see the resource section of the Toolkit.

Physical and Psychological Safety

Safe spaces are places free from violence, health hazards, or emotional and physical harm. In unsafe environments, youth (and anybody) experience distress which can prevent active participation, learning and their ability to express themselves. It is important to make sure that any space youth engagement is held in is free from hazards, and that there are strategies in place to remove hazards if they arise.

Appropriate Structure

Creating a structure is not about rigid boundaries. Structure for youth engagement means creating an environment where there are clearly articulated boundaries and expectations and an appropriate level of adult supervision. Organic interactions are also important and being overly rigid can lead to disengagement as youth withdraw from what they perceive as a too controlled environment. However, creating consistency so that youth know what to expect and what is expected of them is important.

Supportive Relationships

Relationships with adults who support and validate youth are critical to their well being. Youth who have at least one supportive relationship with an adult are much less likely to engage in risky behaviour and more likely to have academic success and strong self-esteem. To demonstrate supportive relationships in youth engagement, it is important that facilitators demonstrate mutual respect and willingness to learn from and with the youth involved. Supportive relationships in this context are those which demonstrate partnership with youth rather than 'top-down' or hierarchal relationships.

Opportunities for Belonging and Meaningful Inclusion

Youth need to feel that they belong. Sense of belonging is a key part of psycho-social development during formative years. Facilitating safe and developmentally positive youth activities, the hosts need to be aware of how they are ensuring that all youth participants have an opportunity to feel included and socially connected to

⁵ Pan-Canadian Joint Consortium for School Health, 2021. Youth Engagement Toolkit. Retrieved from <http://www.jcsh-cces.ca/explore-resources/youth-engagement/>

the group and/or activity. One element of this sense of inclusion is ensuring that exclusion based on gender, race, ethno-cultural identity, religion, sexuality, or socio-economic background does not occur.

Positive Social Norms

Creating positive social norms means ensuring that group dynamics are welcoming, inclusive, and psychologically safe for participants. Facilitators can hold high standards of participants (and adults) by ensuring that group guidelines are followed and that everyone is given opportunity to bring forward their most positive traits and contributions. By upholding group guidelines, facilitators contribute to the safety of participants by providing a safe environment for meaningful interactions and supportive relationships. This can be achieved by both role modelling and conflict resolution when a guideline is not being followed.

Support for Efficacy and Mattering

Youth need to know that what they are contributing matters. Environments which support youth to make a difference by sharing their perspectives and ideas, as well as taking on responsibilities and acting on their ideas, demonstrate to youth that not only are their ideas important, but that their participation in action matters too. Youth benefit from being listened to and shown that their ideas were captured and considered. Challenging youth to take on responsibility demonstrates trust in their competency.

Opportunities for Skill Building and Learning

An environment which supports positive development is one in which youth can learn and practice new skills. A youth-friendly environment provides hands on opportunities for collaboration, leadership, skill building and communication. One approach is the knowledge inquiry method of research, which engages youth in not just sharing their experiences, but contributing to research and knowledge production. This not only provides them an opportunity to participate, but to co-create knowledge and have their skills and efforts recognized. Some examples of methods include Participatory Action Research, Collaborative Inquiry and Young Decision Makers Model.

Integration of Family, School and Community Efforts

Youth are part of a variety of social and educational environments, such as school, clubs, sports leagues, their peer group, their home environment and more. Integration and synergy between these environments is important to build a sense of belonging and community. Supporting youth to see how their efforts and development in one setting relates to benefits in another setting is helpful in supporting their development and furthering their learning and engagement.

When ABCD and a Developmental Asset Framework are combined there is confidence in having positive outcomes for not only youth in the community but everyone.

COMMUNITY ASSETS

The engagement process to develop this framework identified some key community assets. The assets were highlighted by youth serving organizations and only represent a surface level understanding of the assets that exist in the community. To better understand the diversity of community assets it is important to understand what assets are and how to identify and use them.

The following list results from focus groups with youth reflecting on the assets they access in the community. This should not be considered an exhaustive list but rather a snapshot noted only by those interviewed:

- Ki-Low-Na Friendship Centre
- Bible Hour (West side)
- Soccer Fields
- 88 Buffet
- Indigenous gathering rooms
- Sockeye Fry (KLO)
- Downtown Y
- Okanagan Boys and Girls Club
- Rotary Centre for the Arts
- Youth RV Bus (Foundry)
- Youth outreach programs
- The Bridge
- Tim Hortons Downtown
- McDonalds
- Foundry
- Shoppers Drug Store
- Gospel Mission
- Penny Lane and Access House
- Outreach Urban Health
- Water St. and Community Theatre
- Bowling
- Scandia
- School

In addition to these assets, there are several community services, programs, and collaborations that would also be deemed an asset for youth. These include post secondary institutions, youth serving organizations, and initiatives like the Kelowna Outreach and Support Table (KOaST). The purpose of KOaST is to provide coordinated assistance to those in the community who are believed to be at risk. The collaborative table includes diverse community partners representing law enforcement, community corrections, public health, housing, social services, income assistance, public education, youth justice, and the City.

Continuing to identify community assets is an important opportunity to deepen the City’s understanding of all the services available in the community. This Framework has initiated this exercise.

Appendix D provides a list of a variety of youth serving organizations in the community complementing the list above.

GUIDING PRINCIPLES FOR IMPLEMENTATION

Implementation of the roles and responsibilities in this Framework should be guided by a series of principles. These principles were identified through both research and engagement including youth voices:

PRINCIPLE	PURPOSE
Not About Me Without Me	At the core of systems is people. It is those who create, implement, and use a system who are impacted by the nuances and outcomes of the structures and practices of the system. For this reason, the best way to truly understand a particular system is to talk to those who use it. Youth hold the most valuable insights into their continuously evolving needs and are the best advocates for their needs. Engaging youth in an inclusive and empowered manner enhances the effectiveness of services and builds leadership capacity within youth.
Focus on Assets and Not Deficits	Asset Based Community Development builds on the assets that are found in the community and mobilizes individuals, associations, and institutions to come together to realise and develop their strengths. This makes it different to a Deficit Based approach that focuses on identifying and servicing needs.

PRINCIPLE	PURPOSE
	<p>From the start an Asset Based approach spends time identifying the assets of individuals, associations and institutions that form the community. The identified assets from an individual are matched with people or groups who have an interest in or need for those strengths. The key is beginning to use what is already in the community. Then to work together to build on the identified assets of all involved.⁶</p>
<p>Apply a Systems Change Approach</p>	<p>Systems change aims to bring about lasting change by altering the things that make a system operate in a certain way. These can include policies, routines, relationships, resources, power structures, and values. As a result, system change approaches aim to focus on altering the course of a system and changing the experiences of those in it in an ongoing and sustained way, rather than applying a band-aid to the symptoms of an existing system.</p> <p>Systems change approach focuses on identifying and understanding the interconnected root causes of challenges. When we work within a model of systems change, we emphasize the following:</p> <ul style="list-style-type: none"> • Relationships between people, sectors, and organizations. • No one organization or sector (public, private, non-profit) has all the answers to, or ownership of, systemic problems. • Innovation and collaboration are essential to achieving impact at scale.
<p>Focus on Equity, Diversity, and Inclusion</p>	<p>Youth need to feel that they belong. Sense of belonging is a key part of psycho-social development during formative years. Facilitating safe and developmentally positive youth activities, hosts need to be aware of how they are ensuring that all youth participants have an opportunity to feel included and socially connected to the group and/or activity. One element of this sense of inclusion is ensuring that exclusion based on gender, race, ethno-cultural identity, religion, sexuality, or socio-economic background does not occur.</p>
<p>Embrace Cultural Diversity</p>	<p>Youth must be represented through familiar cultural symbols and provided safety when in public spaces and participating in programs. When youth do not see their values and preferences reflected in a place or program, they feel unwelcome. Emphasis should be placed on engagement many different voices, listening to their stories, and responding to their specific concerns and desires. No community group’s history should be erased from the physical and cultural reality of a public space or programs.</p>
<p>Take a Relationship Based Approach</p>	<p>Delivering services to youth requires concerted efforts to gain the trust of youth through honest and reliable relationship building. This approach provides youth with access to a resource person to whom they can turn to, access supports, and gain community connections. Appointing diverse staff</p>

⁶ Nurture Development, 2021. Asset Based Community Development (ABCD). Retrieved from <https://www.nurtureddevelopment.org/asset-based-community-development/#:~:text=Asset%20Based%20Community%20Development%20builds%20on%20the%20assets,approach%20that%20focuses%20on%20identifying%20and%20servicing%20needs.>

PRINCIPLE	PURPOSE
	who can work exclusively with youth allows staff to better understand their needs and support the amplification of their voices within the community.
Ensure Consistency in Services	Youth are an integral part of any community, and their well-being determines overall community health and well-being in the long run. Investments in youth services and programming contribute to enhancing the livability and safety of the community. Funding for youth services and programming should be seen as a valuable contribution to the community.

Each principle reflects important community and youth development considerations that when applied consistently support youth to thrive.



APPENDIX A

Additional Actions for Consideration

ADDITIONAL ACTIONS

These actions align with the strategic objectives and should be considered in future planning initiatives.

OBJECTIVE: Increase opportunities for programs and safe space for youth.

Action	Task
Designated Youth Spaces	Identify and create neighbourhood hubs/drop-in programs specifically for youth through partnerships with school facilities, churches, and other existing facilities Create, operate, and maintain designated youth spaces in partnership with youth serving organizations.
Staff Training and Professional Development	Provide training related to equity, diversity, and inclusion for all staff. Provide de-escalation training and psychological first aid for all staff in frontline or parks positions.
Policy Review	Consider land contributions to support the creation of youth housing Review Fees and Charges Bylaw and consider providing meeting room space at no cost to support youth serving organization coordination and collaboration opportunities for the purpose of planning and supporting youth programs (governance vs program delivery). Review bylaws and policies with an equity lens to ensure that youth are not inadvertently harmed by bylaws and/or subsequent enforcement.

OBJECTIVE: Strengthen the youth-serving system through community collaboration

Action	Task
Co-create Anti-Stigma Initiatives	Work with community to reduce stigmas associated to negative experiences faced by youth in the community. Amplify anti-stigma campaigns led by other organizations and levels of government
Partner Matching	Connect community organizations to unlikely partners (e.g., business entities) to support achieving mutually beneficial goals
Asset Mapping	Work with youth to better understand places and spaces in the community they appreciate and avoid. Use information to support improvements or enhancements.
Raise Awareness with Other Levels of Government	Engage with other levels of government on issues related to youth services in the community and advocate for additional resources/support where needed

OBJECTIVE: Strengthen the youth-serving system through community collaboration

Action	Task
Cross-departmental Collaboration	Work across departments to ensure the needs of youth are considered in decision making process related to transportation, housing, parks, recreation, etc.
Advocacy	Continue to provide letters of support and advocacy to youth serving organizations for grant applications

OBJECTIVE: Engaging, enabling, and supporting youth development

Action	Task
Youth Council	Consider the creation of a Youth Council to increase civic participation among youth. Create an avenue for youth voices in civic processes.
Parks and Recreation Spaces	Engage with youth in a review of parks and recreation spaces to learn about what improvements or enhancements can be made to better meet their needs.
Website and Social	Work with community to ensure information regarding youth services, programs and events are shared broadly throughout the community. Use City's social media more intentionally to reach youth on the platforms they are already using. Provide a central place or platform for youth and their caregivers to get information about activities and spaces in the community for youth.



APPENDIX B

Promising Practices from Other Canadian Municipalities

PROMISING PRACTICES IN YOUTH SERVICES FROM OTHER CANADIAN MUNICIPALITIES

An environmental scan was conducted to identify the diverse and innovative approaches taken by other communities in supporting youth in leading a thriving and healthy life. Through conversations with municipal staff who are directly working on youth portfolios in their communities, we gathered valuable insights into the experiences, challenges, and opportunities presented when serving youth. The application of an equity lens was central to these conversations to better understand how each community is responding to the needs of at-risk and marginalized youth through their service delivery.

CALGARY

Youth Needs in the Community

The City of Calgary (CoC) has identified a range of key needs to be addressed for youth in their community. Firstly, among the Calgary community there is a strong emphasis on addressing any risks associated with youth employment in consideration of their local economy that is routinely subjected to a boom-and-bust cycle. In addition, the CoC has identified cultivating leadership skills among youth of importance to youth resilience and overall health and wellbeing, especially for at-risk and vulnerable youth. The CoC has also identified the need to address risks of gang involvement and violent radicalization facing vulnerable youth in their communities. Many of the services currently offered through the CoC have resulted from research that has identified the need to address risk factors for youth including engaging them in constructive activities after school hours and providing employment opportunities.

Services Provided

The CoC provides services to youth that expand beyond traditional recreational programming to include employment skills training, job search support, leadership opportunities, prevention, and intervention. The targeted youth age range varies from pre-teen to young adults depending on the program.

Youth Employment Centre provides a full range of free career and employment services to youth ages 15-24. The services include career development, networking, resume building, job search, and more.

Calgary Afterschool provides free after school programming for children and youth focused on arts, sports, healthy living, and leadership development. The services are offered at community centers, community agencies, and recreation facilities in collaboration with community partners.

Calgary LEAD offers leadership programs for youth ages 11 to 17 to cultivate self-esteem, get involved in their community, and nurture care for the environment. The program provides youth the opportunities to interact and build relationships with like-minded individuals and participate in a practicum. Through the LEAD program the CoC aims to connect vulnerable youth to these leadership opportunities.

The CoC in collaboration with community partners also delivers more targeted early prevention and intervention-based programming for at-risk vulnerable youth.

MASST (Multi-agency School Support Teams) is an early intervention program aimed at children ages 5 to 12 who display at risk behavior and may be victimized. The program teams consist of a CoC social worker and

Calgary Police constable who work directly with children, their families, schools, and community agencies. Through this program the participants and their immediate community are provided increased awareness of the harms of criminal activity and connected to social supports and services.

YARD (Youth At-Risk Development) serves as an early intervention program offering supports to youth ages 10 to 17 years who are at risk of gang involvement. The YARD teams comprising of a CoC social worker and Calgary Police constable work closely with family, school, and agencies to provide an individualized case plan for the youth.

ReDirect provides supports to youth ages 12 to 28 years who are at risk of radicalization and violent extremism. This program focuses on education, awareness, and early intervention for youth and focuses on addressing vulnerabilities. This program is delivered in partnership with community partners and further advances Canada's *Building Resilience Against Terrorism* strategy.

The CoC delivers its youth programming in collaboration with key community partners including the Calgary Public School Board, Calgary Catholic School District, Calgary Police Services, Alberta Health Services and other child and youth focused social serving agencies. A youth advisory committee is also actively engaged to inform and evaluate service delivery.

Barriers Facing Youth

Youth face unique barriers that limit their interest and participation in programming and services designed for them. Limited transportation options impacts access to programs for youth. In addition, youth programming is more impactful when delivered in person as opposed to virtually. This has been a great constraint since COVID-19. Youth also prefer programming that is more activity based than talk based as the former is more likely to grasp their interest. Dialogues and conversations can be integrated into the activities. For at-risk programs, voluntary participation creates a challenge as youth

Planet Youth – United Way Calgary

Planet Youth is an evidence-based community driven prevention approach to addressing and reducing youth substance use. The approach is based on the Icelandic Prevention Model, a proven collaborative upstream approach to reducing youth substance use. Taking a systems level approach, Planet Youth aims to enhance the community environment to strengthen protective factors and reduce risk factors that are associated with youth substance use. Core to this approach is bringing together research, policy, and praxis to dedicate efforts towards an aligned vision. Even though the model was originally developed in Iceland, the Planet Youth approach is adaptable to diverse community contexts.

The collection and evaluation of data is an important aspect in measuring the impact of the model in the community. The implementation of the approach relies deeply on strong cross-sectoral partnerships of which the City of Calgary will remain an important partner. A comprehensive understanding of the risk factors such as time spent alone, age of first trying substances, engagement with school, cannabis and smoking use will provide a strong basis for measurement. Another key aspect of Planet Youth is the inclusion of youth and community throughout the process. Community collaboration is critical to the success of the model and cannot be implemented through a top-down process.

The implementation of Planet Youth aligns with the City of Calgary's Mental Health and Addictions Strategy through the advancement of prevention-based action in the community. Adapting to the Calgary community requires integration of processes to include the needs of diverse youth and aligning with Indigenous perspectives. In Calgary the approach is currently in developmental stages led by the United Way of Calgary.

More information is available at:
<https://planetyouth.org/>

may not agree to program scope. Youth living in multi-generational families often have care responsibilities towards grandparents and younger siblings. Lastly it is a challenge to attract youth interested in services and programming. Programming that incorporates sports and activities have higher uptake.

Equity in Access – Removing Barriers

The CoC is focused on providing equitable access to vulnerable and diverse youth in accessing services. The YEC services and intervention-based programming focused on at-risk youth are free. In addition, specialized programs are co-designed with community groups to ensure they are reflective of needs, i.e., programs delivered for Afghan refugees. The CoC also keeps track of program participation and is aware of the diverse composition of youth who avail services. Furthermore, the CoC in 2019 launched a *Gender Equity, Diversity, and Inclusion Strategy* and an evaluation tool will be available soon that will be leveraged to build staff capacity to deliver services through an equity lens and address the intersectional challenges facing youth in their community.

Challenges in Service Delivery

A key challenge in ensuring consistency and robustness of youth services in a community is retaining political support and funding for programming. During fiscal constraints, funding for youth initiatives is at risk of being trimmed. This creates risk for program continuity and maintaining youth relationships. The impacts of low spending on youth are often not immediately noticed until the residual impacts are realized through youth crime and decreased community health and well-being. COVID-19 has re-emphasized the importance of youth services and programming to overall enhancing community resilience and health.

Lessons to Share

The provision of comprehensive and effective youth services require long-term thinking that reflects an understanding of the continuum of care and support needed by youth through different stages of development. *This community spotlight on youth services in the city of Calgary has been developed based on insights collected through interviews with staff and review of program material.*

VANCOUVER

Youth Needs (At-risk youth)

The City of Vancouver (CoV) leverages its Youth Development Model (Model) focused on meeting youth “where they’re at”. The model outlines the provision of youth programming and services youth along a continuum of prevention. The continuum outlines the delivery of supports and services at three stages of prevention beyond which cases can be referred to partners who are equipped to provide clinical services and supports.

At the primary prevention stage, the services provide focus on promoting healthy lifestyles and are open to all youth including access to gyms, game rooms, sports and social programs, volunteering, workshops, and parenting sessions. *At the secondary prevention stage*, the services become targeted, focused, referral-based programs and groups including gender inclusion, mental health, time-management, and preventing gang involvement. *Services at the tertiary prevention stage* include more direct intervention including critical incident response, first aid, accompany to health services where possible. Youth requiring supports beyond this level of

prevention and intervention exceed the capacity and scope of the CoV staff that require referrals to other professional services.

The Model in place by CoV further integrates the six *Child and Youth Care Perspectives* to ensure services provided are:

Relational so that each youth in a program or visiting a centre is known to staff. These relationships build trust and enhance enrollment overall.

Social Justice oriented providing advocacy for youth access and inclusion that encourages youth engagement on social issues.

Strength-Based to value the positive aspects of youth behaviour first to create an adaptive approach to reframe problems and provide solutions.

Pluralistic to provide services that embrace diversity, multiculturalism, gender fluidity.

Developmental to recognize the ages and stages within context that provide reflective services for diverse youth needs.

Ecological in recognition of the community context in which youth grow.

Services Provided

The CoV finds success in the delivery of youth services and programming that are place-based and relationship-based. Youth Services are offered through the community centres that are jointly operated by the Vancouver Park Board and Community Centre Associations. While the Park Board provides the core funding to maintain operations, the Community Centre Associations are the voice of the community and inform program development and delivery of services.

To provide place-based and relationship-based services, almost all the 24 community centres have a *Community Youth Worker* (CYW) and program assistants who work directly with youth. The availability of a full-time youth worker who can be accessed in the evenings, weekends and holidays provides youth with a resource at critical times. Services and programming are offered at low to no cost that include recreational, social inclusion, and life skills instructional programs.

The CYW work alongside the youth to design programs that reflect the place-based needs of the youth. In one instance, youth identified a wall in their neighbourhood that was regularly vandalized and worked with their CYW to access a Graffiti Management Program and an artist who helped them create a wall mural. In another neighbourhood, there was an observed increase in youth involved in auto crime. In collaboration with community partners, a targeted program called NASKARZ was developed for the at-risk youth to gain auto trades learning and gain positive redirection. An additional successful example is the Abilities Morning Café for youth with diverse abilities who were supported by their teachers and the CYWs in running the café in the community centre.

Service Zone Hubs are also coordinated by CYW who operate eight hubs in the four zones in the city. Through the Hubs CYWs convene with community partners to analyze community trends and identify service gaps. The CYW are connected to over 200 resources and community partners who they can leverage to support referrals and develop programming.

Youth engagement and insights are continuously made available through their relationship with the CYW. Formal engagement opportunities are further provided through the *City-Wide Youth Council* to give insights on

issues of importance to them. The Council is further divided into three working groups focused on targeted action items: environment, youth advocacy, and social action.

Barriers Facing Youth

Youth confront multiple barriers that limit their access to services and deters participation. Transportation limitations create significant barriers to access services. Furthermore, the services available for youth in Vancouver vary between community centres. Household situations may also limit youth in accessing services as for some youth there may be a lack of support for investing in recreational programming and other youth may have additional care responsibilities at home. Youth dealing with mental health challenges face greater difficulties in participating in services.

Youth friendly staff and engagement are required from the first service touchpoint youth have in accessing services, otherwise the customer service experience serves as a barrier. Language barriers can restrict access to services and create challenges for youth to gain family consent to participate. Technology can also create barriers in accessing programs that require online registrations.

Some youth do not want constant supervision when they are accessing services. Whereas regimented program design can be further restrictive, especially for older youth who would like to come and go as per their availability. The design and layout of youth spaces is also very important to ensure youth engagement and interest. Multipurpose and multi-generational spaces encroach on youth use of the spaces as youth are likely to avoid spaces where older adults and seniors are actively using.

Equity in Access – Removing Barriers

The *Leisure Access Program* is a city-wide approach to provide equitable access to recreational services for low-income residents. Applicants through demonstrating they are under a certain income threshold gain family access to swimming pools, skating rinks, and discounted physical fitness and instructional programs. The CYW also provide support to families in completing the intake process and third-party referrals can also fast track the process.

Depending on the resources available by each Community Centre Association, the price of services and programs can be further reduced. Some community centres will also provide meals and transportation for youth to access services. Community partnerships are also leveraged to make services available. Technology gaps have also been attempted to be addressed, especially in inner-city neighbourhoods during COVID-19. Lastly there is an effort to maintain note of the diverse languages spoken by staff to better provide services to the diverse community of Vancouver.

Challenges in Service Delivery

Funding can be a significant challenge in delivering consistent and comprehensive youth services. During times of fiscal austerity, youth services are always at risk of being cut. There can be a perception of youth services as a resource drain that requires ongoing advocacy at the community and management levels to highlight the importance of youth services to community health and well-being.

There are also limitations on staff time and priorities between ensuring community centres are open to all community members as opposed maintaining focus on cultivating youth specific spaces.

Lessons to Share

Communities seeking to enhance supports to youth must actively engage youth to find out their needs and build trust through responding to those needs. Youth who are engaged at every step of the way are also able to cultivate leadership skills and remain informed of community issues. It is also important to ensure all staff always treat youth with respect as often adults unconsciously communicate in condescending manner to youth. For youth who access multi-generational spaces it is important to ensure the safety of the youth and not penalize them based on their age.

Staff who work with youth require enhanced systems of support as they are readily available beyond regular work hours to support youth in their communities. Providing systems, boundaries, training, and partnerships are necessary in supporting the psychological and physical health and safety of staff to work at a sustainable pace in this area. The development of guidelines and procedures for maintaining healthy boundaries and a robust risk management system are necessary in reducing harm and addressing risks.

A clear commitment to youth well-being and development must be reflected through healthy funding allocations that ensure services and supports can be sustained and meet the needs of the youth in the community.

**This community spotlight on youth services in the city of Vancouver has been developed based on insights collected through interviews with staff and review of an external Vancouver Park Board presentation on their Community Youth Development Model.*

SURREY

Youth Needs (At-risk youth)

In recognition the vast population of youth residing in the Surrey community, the City of Surrey (CoS) has developed a *Youth Engagement Framework*, based on positive youth development, for internal staff use to inform the development and delivery of all programming and services offered to youth. The CoS prioritizes a range of youth needs including recreation and prevention. Given the large and diverse youth population of Surrey, the City offers a wide variety of services. There is a strong emphasis in supporting youth in cultivating leadership skills and remaining engaged in the community.

Services Provided

Based on the guidance in the *Youth Engagement Handbook*, the CoS staff provide youth services through an asset-based approach that seeks to meet youth at where they are at within their programming. This approach supports staff in building trust and forming strong relationships with youth with whom they can codesign programming and services.

The CoS prioritizes delivery of Youth Led programming and events that have a strong youth presence from the design to delivery phase. Some of the most notable youth-based initiatives offered through the CoS include:

Youth Event Squad comprises of a team of community youth and staff who plan and execute around ten youth focused events each year.

Surrey Leadership Youth Council provides direct leadership and civic engagement opportunities to youth to plan events and provide a youth voice to inform the CoS on social issues and community planning and development initiatives.

Surrey Steps Up! is an annual event delivered in collaboration with the Surrey School District and the Surrey RCMP to highlight almost 40 groups who are working on youth focused initiatives.

Job Readiness Program provides training and internship opportunities for youth through building their capacity. The program participants are able to job shadow a mentor through the program and access employment opportunities in recreation with the CoS.

Peer Mentorship Program is aimed at building leadership capacity in youth to take action on human rights actions. This program is delivered in partnership with *Equitas Speaking Rights* program to provide youth with a 8-10 weeks curriculum through which they learn how to design and execute a program. The program culminates into a youth-led community action project that in the past has included making care packages for the homeless, an online stop bullying art campaign, and online tutorials proper mask usage.

The CoS has undertaken a comprehensive approach to addressing risks of gang violence in their community through the *SAFE (Surrey Anti-Gang Family Empowerment) Program*.

Barriers Facing Youth

Cost of services and access to transportation are significant barriers facing youth that may prevent them from accessing supports and services. It is also important to consider the emotional safety of youth when delivering services to build trust and retain their participation.

Equity in Access – Removing Barriers

The CoS offers a Youth Membership pass available for a \$5 flat fee that provides access to over 100 drop-in programs within youth spaces in all recreation centres. Facilities are largely multi-generational and convert to youth spaces to deliver youth programming.

The Leisure Access Program is also in place to increase access to recreation services for community members who fall below a certain income threshold. To support youth who may face challenges in demonstrating applicability such as someone who is in and out of care, the *Youth with Barriers* approach is adopted. This approach forwards the case to the Youth Functional Team who collectively review requests and provide the recreational pass without requiring the youth to go through a lengthy process.

The CoS has also in the past to provide transportation to youth to attend in person events. The increase in online events has also led to an observed increase in youth who do not have prior experience with recreational services to participate in the community events.

Challenges in Service Delivery

Addressing barriers faced by youth in accessing services creates significant challenges in service delivery. It is also difficult to compete with the multiple interests held by youth including sports, social media, and friends. COVID-19 has also created greater difficulty in producing in-person events for large youth groups.

Lessons to Share

A key consideration in the development of supports for at-risk youth requires the active involvement and leadership of youth to ensure programming is reflective of youth needs. The social and environmental context is rapidly changing for youth and requires youth-led solutions to provide supports.

*This community spotlight on youth services in the city of Surrey has been developed based on insights collected through interviews with staff and research of programming information available online.

NEW WESTMINSTER

Youth Needs (At-risk youth)

The City of New Westminster (CoNW) prioritizes the social connectedness of youth as a primary means to support youth in dealing with their day-to-day challenges. Through prioritizing social connectedness, the CoNW addresses vulnerabilities for youth who would otherwise remain isolated during critical hours. This approach is aimed at supporting youth socially, physically, and culturally through the offered services. Youth mental health is also a key consideration in service delivery to ensure youth have access to supports that account for their holistic health and well-being. The community's approach towards youth programming is focused on creating a balance between recreation, prevention, and engagement. The programming and services serve as preventative measures in the community through providing safe spaces and engaging them in positive activities and relationship development.

Services Provided

The CoNW embraces a neighbourhood place based approach to provide youth services through dividing the community into three geographic areas for middle schools ages while the high school youth are connected zones bringing together neighbourhoods that are attached to a centralized Youth Centre. There are four youth coordinators who are attached to each area zone and three coordinators are connected to the middle schools in each of the areas and the other attached to the high school. The youth coordinators further establish and maintain connections to youth focused organizations and agencies servicing each neighbourhood.

The Youth Centre and Neighbourhood programs provides a safe space for youth ages 11 to 18 to socialize, access resources and recreation, and engage with staff on programming they need in their community. In collaboration with youth, staff organize a vast range of social events and programming for youth including dances, Royal City Sound DJ program, Youth Firefighter program, swims and skates, concerts, life-skills classes and leadership groups and classes. The CoNW also partners with Family Services to offer in-house counselling supports for youth who otherwise would have access to such services. The New Westminster community has a diverse range of youth supporting organizations who serve as key collaborators in delivering services and programming. Furthermore, the CoNW leverages this network of community groups, organizations, and agencies to create referrals for providing supports to at-risk youth.

Barriers Facing Youth

Structured programs requiring longer commitments present barriers for youth, in particular those youth who are not connected to anything in the community. Youth are more unlikely to attach to long term programming without adequate trust and interest. Social media and online gaming also consume a considerable amount of youth interest that limits their availability or desire for physical, in-person and group activities. Youth are often

unaware of the services available to them in their communities. Lastly, some youth are hesitant to attend the youth centres due to stigma attached to the reputation of youth centres.

Equity in Access – Removing Barriers

To address barriers for youth in accessing services, there is an emphasis on providing programming through the middle schools so that youth can easily access. In addition, a youth worker is connected to programs and services so that youth can have a connection and resource to whom they can express their needs. Many of the programs are unstructured drop-in programs to remove barriers and attract youth interest.

The CoNW is currently looking to enhance their outreach to diverse groups of youth to better meet the needs of youth who may be marginalized. The youth workers are regularly working to create referrals to partner organizations to attach youth with the services and supports they need. There have also been efforts to branch out and establish partnerships with cultural organizations focused on supporting youth.

Challenges in Service Delivery

Youth needs are continuously evolving that presents challenges towards design programming that is of interest and use to youth. Continuous technological and social media innovations also creates challenges in retaining youth interest and attachment to programming. Municipal staff are not readily able to leverage social media, such as TikToks, that creates challenges in communicating with youth through forums that they frequent. Youth staffing also experience high turnovers due to nature of work that creates challenges in providing continuity in established relationships for the youth. The COVID-19 pandemic amplified challenges for youth outreach as online spaces were not fully conducive to carry out engagement and programming.

Lessons to Share

Youth services and programming need to be reflective of the diverse needs held by all youth in the community. It is important to build in mechanism within youth programming for continuous engagement with youth and the community on emerging needs. The provision of services for youth can be successful if it is done in collaboration with the community and youth who are involved throughout the process.

**This community spotlight on youth services in the city of New Westminster has been developed based on insights collected through interviews with staff and research of programming information available online.*

CITY OF MAPLE RIDGE

Youth Needs (At-risk youth)

The City of Maple Ridge (CoMR) co-designed with community organizations and youth a Youth Strategy focused on supporting the positive physical, social, and psychological development of their youth (12-18 years and emerging adults (19-24)). The four major themes driving the strategy include inclusive community spaces and activities, community engagement, wellness, and mental health, and transitioning to adulthood. There is emphasis on the shared responsibility required from the whole community to ensure youth can thrive.

Services Provided

Greg Moore Youth Centre provides a safe and fun environment for youth to participate in positive recreation activity (e.g., rock-climbing, skateboarding, youth lounge etc.) and opportunities to make a difference in our

community. The facility provides youth access to substance use counseling, health professionals, planned parenthood through community partners and access to members of the RCMP who have a satellite office located on site with a primary objective to provide healthy alternatives to youth and turn non-participation into participation and then into volunteerism.

The CoMR Youth Services believes in supporting youth to meet their fullest potential through social recreation opportunities. In a safe and fun environment, youth are guides to initiate their own programs, give back through volunteerism and pass the torch through mentorship opportunities including Youth Futures, the CoMR Youth Council, and the Youth Mentor (Action Parks) programs. All volunteers with Youth Services must be 18 or younger.

Youth Futures is a program for youth ages 13-18 years that are looking for an opportunity to build their leadership skills while working with children in a recreation setting. The Youth Futures program consists of three components: Junior, Senior and Alumni Leadership Development. Under the supervisor of camp leaders, participants will learn a variety of age-appropriate games for preschool and school age groups. They will gain skills and experience working in a team environment, build relationships and communication skills and much more. The Youth Futures Leadership Program offers a solid foundation for an in-depth and comprehensive leadership training within the Children's Recreation programs in Maple Ridge. Upon completion of the program, all participants will receive a letter of reference. Youth Futures participants will partake in weekly training sessions, partners with local community organizations to give the participants an opportunity to participate in environmental education workshops, learn more about important local ecosystems and partake in environmental stewardship activities within the community. Participants get the opportunity to brainstorm and work together to create a project fundraiser with proceeds going to a local organization chosen by the Youth Futures team.

Youth Mentor (Action Parks) is an initiative undertaken by the CoMR that understands community-based providers of health, recreation and social-emotional development services to youth, local park and recreation professionals can also function as mentors and role models. Park and recreation staff are called on to mentor and nurture youth in their communities, including troubled, at-risk youth. In times of emerging public health threats, including substance use, trauma, adverse childhood experiences, and rising rates of depression and suicide, parks and recreation are well-suited to build protective factors around youth and families and create connections across community.

Barriers Facing Youth

Similar to other local governments, youth face barriers related to shame and stigma, lack of money to pay fees, and inadequate access to basic needs. A big part of the strategy to support youth in the community centered on the transition to adulthood. This experience for youth in government care environments has often led to homelessness. Putting a stop to this experience would remove a significant barrier for youth and provide better support for them emerging into adulthood.

Equity in Access – Removing Barriers

The Maple Ridge Community Chest provides immediate and direct financial support for families and individuals facing a crisis. It involves one-time assistance to deal with a setback that could prove insurmountable. It helps keep families and individuals from spiralling further into poverty. The Community Chest is a partnership between the Maple Ridge Community Foundation and the Maple Ridge Pitt Meadows Katzie Community

Network. It is addressing important needs in the community including preventing homelessness and evictions, addressing health needs, responding to mental health and crisis situations, preventing unemployment, and providing household safety and stability. Applicants range from families dealing with trauma to single parents needing assistance with something as small as a new pair of glasses. For one family, a new pair of boots for work made all the difference when the hardworking father faced being dismissed from his employment because he couldn't afford a new pair of steel toed boots for work.

Challenges in Service Delivery

Through the CoMR youth engagement, they learned that youth are not always aware of the services available in the community. This was compounded by the challenge organizations and municipalities have with reaching youth through various communication mediums.

Lessons to Share

Getting buy-in has been a crucial part to ensuring sustainability of the plan's actions. As part of this, it has been important for the CoMR to ensure roles and responsibilities are clear for not only the local government but for community as well. Understanding this has strengthened the ability to advocate for enhanced or new services. In addition, the ongoing involvement of youth and community partners has been critical to the implementation of the Youth Strategy.

KEY CONSIDERATIONS MOVING FORWARD

✓ **Relationship Based Approach**

Delivering services to youth requires a concerted effort to gain trust of youth through honest and reliable relationship building. This approach provides youth with access to a resource person to whom they can turn to access supports and gain community connections. Appointing diverse staff who can work exclusively with youth in the community allows staff to better understand the needs of the community and amplify youth voices from the community.

✓ **Engage Youth at Every Step of the Way**

Youth are the best advocates for their needs who hold the most valuable insights into their continuously evolving needs. Engaging youth in an inclusive and empowered manner enhances the effectiveness of services and builds leadership capacity within youth.

✓ **Ensure Consistency in Youth Services**

Youth are an integral part of any community, and their well-being determines overall community health and well-being in the long run. Investments in youth services and programming contribute to enhancing the livability and safety of the community. Funding for youth services and programming is to be consistent to maintain trust and address risks.

✓ **Provide Youth Designated Spaces**

The design and layout of spaces intended for the use of youth services and programming is important. Youth require a dedicated space for their exclusive use where they can fully express themselves and see their diversity represented in the design of the space. Spaces designated for youth also support in accessing and retaining youth for engagement efforts and participation in programming.



APPENDIX C

What We Heard – Engagement Summary

The following summary highlights the results of engagement from four youth groups and twenty-two youth serving organizations in the community. Using focus group and interview methods of engagement, the primary objectives were to:

- Youth Focus Groups
 - Gather diverse perspectives and experiences from youth related to accessing services in the community noting what could be improved to better support their quality of life.
 - Learn the ways in which they want to be involved in the decision-making process for programs and initiatives that are designed for them.
- Youth Serving Organizations Interviews
 - Understand the existing youth-serving programs and services in the Kelowna area, promising practices and engagement with local youth, and community assets to establish a core service direction and actions for the City of Kelowna.
 - Initial relationship building and local intelligence gathered on youth participation in the strategy development process.

FOCUS GROUPS - YOUTH VOICES

The intentions of the engagement process was to gather the voices of youth and explore motivators that inspire success and connections, identify what barriers and challenges might exist in the community and where there are opportunities to improve services. Youth were invited to participate in a series of focus groups alongside key service partners in the community with whom they had existing relationships. Participants were informed about purpose of the Youth Framework project, compensated according to best practices, and shared a meal. Efforts were concentrated on deeply listening to the voices of youth at higher risk and with lived experience of homelessness, substance use and had experienced challenges with their mental health. Care and attention were paid to listening deeply to those voices that experience marginalization or face intersectional barriers to ensure a trauma informed approach.

Focus Groups were hosted both virtually and in person with youth and emerging adults, ages ranging from 13-24 years and from a variety of socio-economic and cultural backgrounds. Youth engagement initially focused on accessing established youth groups with an advisory capacity, however, there was limited programming and capacity of this nature in community, and groups existing prior to COVID-19 had since dissolved or transitioned to a virtual platform. The following organizations were key partners in coordinating and elevating the voices of local youth.

- Ki-Low-Na Friendship Society Youth: Urban Indigenous youth participating in recreational and preventative programming.
- Okanagan Boys and Girls Club: Youth participating in programming and residents of a youth shelter.
- Kelowna Youth Art Council: An emerging council of young artists that aim to create impact and opportunities through art in community.
- Westbank First Nation Youth Council: Established youth council providing guidance to the Westbank First Nation and community stakeholders.

“Asking too many questions or not having an email, phone or address is a major issue, the rules are too hard when you are trying to get help and people don’t think about considering other situations”.

“Wait times are too long to access mental health services and you only get a very basic level of help, one bad experience can set the tone for accessing services”.

“Kelowna is a great place to live, play sports, and grow but you can’t if your basic needs are not met, and you can’t even begin to think about what we want until we have what we need”.

“Workers only have a mindset of how things work at their organizations and are inconvenienced to meet people where they are at, and don’t think about how it might feel to be in another’s shoes”.

Youth identified that sometimes, they are not able to fully consider or even to begin to contemplate what they might want until the challenge of meeting their most basic needs are met. Many youth shared a desire to have improved access to information and transparency about how programming works, and more communication between systems. Youth also shared that it’s helpful to have reminders or prompts from supportive adults to help with their accountability. The following summary highlights youth feedback in response to the engagement questions:

Basic Needs Identified to Support Immediate Well-Being

- Shelter and affordable housing
- Food security and food sovereignty
- Pathways out of poverty
- Easily accessible youth mental health services and opportunities to build relationships
- Additional youth shelter space with increased operating hours

Programs and Services to Support Their Growth

- Access to free and low-cost informal activities and spaces with peers, designed for them and centred around connection
- Opportunities to see and hear Indigenous knowledge being honoured
- Access to pre-employment and employment supports including opportunities for further education and life skills programs
- Access to community events including sports, recreation, art, culture, and Indigenous land-based activities.
- More opportunities for free and low-cost informal recreational programming.
- Improvements in communication and accessible information
- Opportunities to contribute to and create positive impact
- Opportunities to get involved in activities they are passionate about

Barriers to Accessing Programs and Services

- Policies and procedures - knowing when, where and how to access
- Mental health services - long wait lists, hard to build relationships and
- Having to retell their story to multiple service providers

- Not feeling welcomed or that they belong due to program time and logistical barriers. As well, it is easier to disengage in virtual programming

INTERVIEWS - YOUTH SERVING ORGANIZATION VOICES

Twenty-two youth serving organizations participated in interviews that supported a deeper understanding of youth services, experiences, challenges, and opportunities in the community. All organizations recognized that everyone in the community has a role to play in supporting youth. The interviews highlighted a variety of areas of opportunity for local government involvement and tips for involving youth.

What facilitates youth to access existing local programs, services, and other opportunities?

- Low barrier, collaborative, flexible and transparent programming, with a positive experience.
- Personal invitations from peers, families, and trusted adults
- Supports that are genuine, patient, can communicate effectively, build relationships, are trustworthy, and able to provide mentorship without judgement.
- Diverse, adaptable, and skilled staff and volunteers with similar cultural backgrounds or lived experiences that youth can relate to.
- Incentivizing programming with up to date and relevant swag, great food and ensuring youth have input.
- Sustainability, confidentiality, and trust
- Fun, innovative, engaging, and relevant material that centers around issues that impact youth and supports meeting youths needs and encourages self-discovery and esteem building.
- Strengths based, and empowering and promotes a positive identity of self has potential to creates impact within their lives.
- Low cost, well-resourced, within a welcoming space, and transportation provided.

What are the barriers (real or perceived) for youth to access existing local programs, services, and other opportunities?

- Limited accessibility due to timing, transportation, cost of living, gated referrals, or time limits on providing support.
- Negative experiences, shame or stigma related to accessing supports and lack of trust or parental support and encouragement.
- Policy, legislative and internal barriers that include lack of immediate responses and wait times.
- Limited cultural capacity and diverse staff, need for specialized programming within an overwhelmed system.
- Capacity issues create challenges to build relationships with other service providers and developing programming that meets the needs of children and families.
- Short lived and irrelevant programming, lack of incentives and dis-interest.
- Communication challenges, including limited ability to navigate systems.
- Limited confidence, fear of feeling insecure or unwelcomed with the potential to experience discrimination (race, gender, poverty etc.).

What are the gaps/needs in local programs, services, and supports for youth?

- Backlog of mental health supports needed including preventative and proactive mental health programming, clinical support that is not crisis driven and can provide ongoing support or early intervention strategies.
- Lack of free and low-cost activities, access to spaces to provide events programming or simply drop-in support.
- Lack of strategic and consistent collaboration between partners creates limited systems integration and creates navigation challenges.
- Need much more specialized and integration of Indigenous services, cultural capacity, and visibility of culturally diverse staff.
- LGBTQ2+ supports, resources and capacity are needed, there is an increase of youth seeking support and feeling safer to disclose identity and sexuality.
- Employment and training programs focusing on building strengths of emerging adults.
- Affordable housing, and housing for complex needs youth.

Roles and responsibilities in program/service delivery

Local Government

- System coordination support across youth serving sector
- Funding opportunities specific for youth and youth serving organizations
- Youth navigation support
- Designated youth spaces
- Meeting spaces for agencies
- Low and no cost programming that is also low commitment
- Advocacy and grant writing support for organizations
- Partnership either with funding, space, or staff
- Strategic plan for community to support sector coordination and collaboration
- Facilitation and ongoing engagement with youth
- Neighbourhood hubs for youth removing transportation barriers

Community Organizations

- Collaboration and resource sharing across programs and services
- Involvement in system coordination
- Enhance services within the school system
- Early intervention programs
- Engagement and co-design programs and services with youth
- Provide low or no cost opportunities for youth
- Partner with First Nations and Indigenous organizations to support cultural programming opportunities

What are the needs or structures for youth engagement?

- Empowering and ongoing engagement without tokenism, meaningful representation, and voice.
- Use appropriate language and creative engagement to ensure that it's still fun.

Inclusion and ownership throughout program development with opportunities for disengagement and reengagement as needed.

Pragmatic and intrinsic rewards and compensation that encourages participation and ensure that commitments are within reach and tangible.

Centre the needs and goals of youth, to promote leadership and capacity building so that they can identify their own gaps and opportunities.

Youth need to be heard and have opportunities for anonymous input as well.



APPENDIX D

Youth Serving Organization Engagement List

	ORGANIZATION	DESCRIPTION	LOCATION	WEBSITE
SOCIAL SERVICE ORGANIZATIONS	ARC Programs Ltd.	ARC Programs serves children, youth, individuals, and families in the Interior Region of BC with addictions services for prevention, intervention, treatment, support, and rehabilitation. In Kelowna they offer several programs including Family Treatment, youth outreach, residential treatment, rehabilitative justice programs, in-school supports, and programs for families with youth with FASD, mental health, and developmental disabilities.	Downtown (Bernard Avenue)	Welcome to ARC Programs ARC Programs
	BGC Okanagan	<p>Programs for youth and families centered around safe, developmentally supportive spaces for children and youth. Leadership building opportunities, restorative justice and recreation are the focus of youth programming (13+). Richter Street Overnight Program – Kelowna Youth Shelter Provides a voluntary resource for youth ages 13-18 who are homeless (absolute or relative) or at risk of homelessness and have no safe alternatives</p> <p>Penny Lane Transition House- A transitional residential program, Penny Lane is a safe, stable home environment meeting the basic needs of the youth. Short-term support to homeless, at-risk youth, ages 13-18 years in making more positive choices and a healthy lifestyle</p> <p>Gateway Suites- Supportive Housing Environment is designed to emulate a natural living environment, while providing the supports necessary to prepare youth for successful independent living in the community</p>	Downtown services at the Youth Center and Martin Avenue Community Center, as well as services in 15 other locations such as schools or neighbourhood centers.	BGC Okanagan
	A Way Home Kelowna	A project led by a joint steering committee looking at youth homelessness response and preventions, with a focus on strengthening cross sector collaboration, creating a strategy for youth homelessness, test and evaluate promising practices and implementing innovative models of youth engagement. A Youth Homelessness Prevention Strategy.	Kelowna	A Way Home - United Way British Columbia - Southern Interior Region (unitedwaysibc.com)

	ORGANIZATION	DESCRIPTION	LOCATION	WEBSITE
SOCIAL SERVICE ORGANIZATIONS	Ki-Low-Na Friendship Society	A non-profit organization providing programs and services to support the mental, physical, spiritual and emotional wellness of all people in all stages of life. Youth programs are focused on providing safe spaces for “Indigenous youth to learn about culture and identity, build life skills, engage in recreational activities, gain volunteer experience, reach out for positive support, meet with elders, and much more.” (From website)	Downtown	About Us « Ki-Low-Na Friendship Society (kfs.bc.ca)
	Kelowna Community Resources	<p>“KCR is a not-for-profit agency fostering diversity, collaboration and resourcefulness by tailoring services to meet community, family and individual needs.” (About Us)</p> <p>Services provided include settlement workers, activities, and learning programs to help youth integrate and adapt in their community. Also provide adoption services and referrals to other resources. Three main departments support youth: immigration, adoption services, and family support.</p>	Downtown, provide services across Kelowna area.	Welcome - KCR Community Resources
GOVERNMENT SECTOR	City of Kelowna	Recreation services managed by the City of Kelowna offer a range of youth programming including youth nights, active living and cultural programming, swimming lessons and leadership, and more. They also have a youth programming coordinator and work with other community organizations in a convening and capacity building role. Funding is provided for the Youth Neighbourhood Grant Program and a Youth Development and Engagement Grant program.	Offices Downtown, recreation services and sports fields throughout Kelowna	City of Kelowna
	Westbank First Nation	Open to all youth 11-18 that live on reserve, WFN operates a Youth Center which provides a range of programming including recreation, traditional and cultural skills and knowledge building, and drop-in youth programs. In addition, life-skill building programs are offered such as Drivers Training, Youth Leadership, and employment skills development, cooking lessons, and homework clubs. Counselling and wellness workshops are also provided.	Youth Center located in Tsinstikeptum 9 Reserve, WFN	Discover WFN - Westbank First Nation

	ORGANIZATION	DESCRIPTION	LOCATION	WEBSITE
GOVERNMENT SECTOR	Ministry of Children and Family Development (MCFD)	<p>The MCFD is a provincial ministry whose mandate is to support children and youth “to live in safe, healthy and nurturing families and be strongly connected to their communities and culture.” They also are assigned to developing universal, affordable child care and several other programs. In Kelowna, MCFD has a youth services team to serve at risk and high-risk youth, possibly street involved, and who need support with substance use and mental health. MCFD also participates in the High-risk youth table to determine how to best support other key youth crisis intervention agencies in the area.</p> <p>As a youth serving agency with a mandate to support children to live safely, the MCFD also runs several youth housing support services, such as interventions in crisis to support families, and support housing youth when families can no longer do so. They have 10 supportive housing apartments in partnership with CMHA and the Province, and access to low and medium barrier housing. The goal is to meet youth where they are at and support successful transition to either family home, their own, adulthood or beyond.</p>	Across BC, Kelowna office is downtown.	Ministry of Children and Family Development - Province of British Columbia (gov.bc.ca)
	Syilx Nation Okanagan Nation Alliance	A First Nation government, the Okanagan Nation Alliance (ONA) was to represent the eight member communities, all First Nations, and Indian Bands in the Okanagan area. They work to collectively provide services and assert their title and rights in shared areas of concern. As part of their service provision, they offer a range of wholistic wellness programs for youth. These include the Okanagan Nation Mental Health Crisis Response Team (ONRT) for youth living on reserve, a Youth Wellness Coordinators provide support to Nation Members and youth on reserve, RNative Voice, art and culture programs, and school district collaboration.	Westbank	Okanagan Nation Alliance – taʔi kwu_swiwi-numtax, aʔi kwu_suknaqinx, aʔi axa/L/tmxwula/xw. (syilx.org)

	ORGANIZATION	DESCRIPTION	LOCATION	WEBSITE
ARTS AND CULTURE	Rotary Centre for the Arts	A multi-disciplinary visual and performing arts center, the Rotary Centre for the Arts aims to improve social, economic, and cultural quality of life for all of Kelowna. They provide a range of programs, including youth focused arts and cultural programs such as Anime art classes, music classes, Art and Robot classes, and more. They also have a brand new Youth Council in which members pick a handful or projects related to showcasing youth artists, exhibition, social media channel to feature youth artist.	Cultural District	Rotary Centre for the Arts: The heart of art & culture in Kelowna
	Studio 9	An independent school of the arts, children and youth can attend this alternative school which focuses on Arts Based Learning.	Ben Lee Area	Studiog School of the Arts in Kelowna a Private K-12 School
	New Vintage Theatre	Contemporary theater which offers theater classes to children (6-12) and youth (13-18).	Cultural District	New Vintage Theatre – Professional Contemporary Theatre in Kelowna, BC
	Kelowna Museums	A non-profit organization which oversees the funding and operation of five museums in Kelowna. The museums are accessed by donation, and well attended by families with youth. Also provide school tours. Offer some programming with interest in expanding.	Multiple locations, downtown and in Cultural District	Kelowna Museums - Explore history, science, and human legacy!
	Okanagan Youth Symphony Orchestra	Serving the entire valley, from Salmon Arm to south of Penticton, the Okanagan Youth Symphony Orchestra provides rigorous musical training to youth. Youth have weekly rehearsals, as well as performance opportunities and professional musicians come in and coach/mentor youth. The orchestra is an inclusive space where youth say they find like minded youth and a sense of belonging. They also offer discounted rates to families, bursaries, and there is a scholarship program for post-secondary education.	Okanagan Valley, program operates in Kelowna.	2021/22 OSYO Okanagan Symphony Orchestra

	ORGANIZATION	DESCRIPTION	LOCATION	WEBSITE
CRIME PREVENTION	RCMP	The RCMP has multiple programs to support early intervention and divert youth from the criminal justice system. There are four resource and support officers across the region who work to prevent youth getting involved in gang activity and supporting youth at risk of offence. Programs include restorative justice for non-violent crimes, working with community partners to implement supports for at risk youth, and Victim Services for those who witness violence. Other youth supporting programs are Catch a Kid Doing Something Good programs, bring your kid to work day, Vernon Summer Training Camp, and Cops for Kids Fundraiser.	Okanagan Valley	
EDUCATION SECTOR	Central School	Alternate Education Program offering personalized learning plans and programs. They offer services for 11-19 including middle and secondary school education, adult education, and employment readiness and exploration programs.	The Mill (Richter Ave)	Home - Central Programs & Services (sd23.bc.ca)

	ORGANIZATION	DESCRIPTION	LOCATION	WEBSITE
EDUCATION SECTOR	School District 23 (SD#23)	<p>Provides public school programs for all grade levels. In addition to academic education, the School District provides mental, social, emotional and cultural wellness supports. Through their multidisciplinary Social Emotional Learning team, consisting of teachers, counsellors, and psychologists, they promote and enhance social wellness and provide practical support to help integrate Social Emotional Wellness into the classroom and school policies.</p> <p>ARC also provides services for Mental Health and therapeutic support through contract/ substance prevention workers in schools.</p> <p>SD#23 offers several initiatives to identify and provide intervention to at risk youth, as well as offering preventative programs and groups. A district learning team is involved in creating strategies for success and behavior interventions through integrated case management.</p> <p>SD#23 also has an Indigenous Education team that includes Indigenous advocates, cultural coordinators, language instructors, tutors and youth and family counsellors.</p>	Kelowna/ West Kelowna	- Central Okanagan Public Schools (sd23.bc.ca)
YOUTH	Youth for Christ	A youth ministry with 37 locations in Canada. Their core programming includes leadership opportunities, employment skills, mentorship, community outreach, innovative youth centers, trips and events, and critical care for youth experiencing systemic vulnerability.		Youth for Christ Canada – We see the hope and potential in every young person. (yfc.ca)

	ORGANIZATION	DESCRIPTION	LOCATION	WEBSITE
ADDICTION AND RECOVERY PROGRAMS	The Bridge Youth and Family Services	<p>Since 1969 The Bridge has served youth and families in the Okanagan community. Their focus is on preventative and supportive programs to families and youth/ young adult detox and recovery programs.</p> <p>Most programs are accessible through referral from MCFD. Programs include individual and group counselling and support networks, a youth detox program and supportive recovery programs, youth overdose prevention outreach programs, and supports for youth in care and their families.</p>		Home Home - The Bridge Youth & Family Services (thebridgeservices.ca)