



Key Definitions:

YOUTH NETWORK

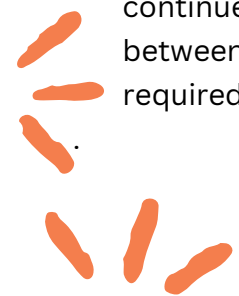
A Youth Network involves a multidisciplinary approach to providing support for a young person. Youth networks can also have collective community and systems level objectives that look at improving the capacity and impact of the sector overall. Through collaborative efforts involving multiple agencies, stakeholders come together for information sharing, service planning, case management, policy development and advocacy and / or coordinated direct service provision and interventions.

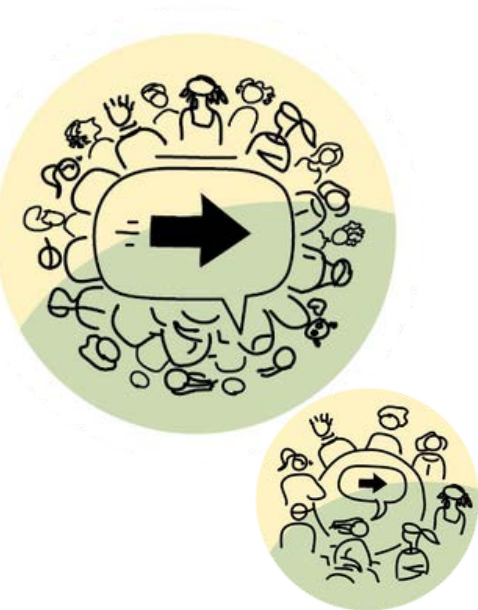
YOUTH HUB

A Youth Hub is a placed-based, multi-tenanted non-profit that provides integrated services for youth including social, educational, employment and health services and supports.

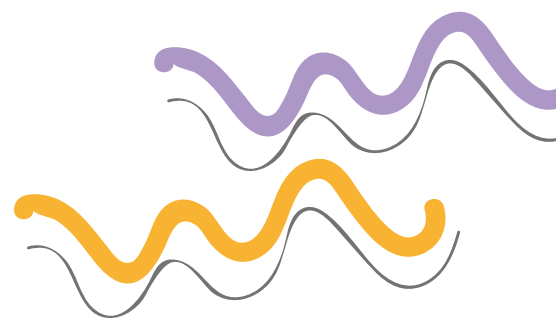
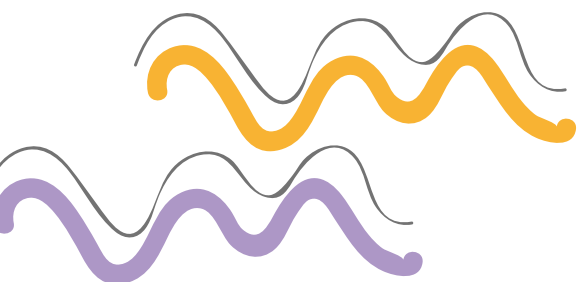
Preliminary findings: Trends and Challenges

- Vancouver has a large concentration of services with an estimated 195 community-based youth serving agencies located within the city boundaries. The study identified 25+ networks and interdisciplinary partnerships that involve approximately 70 youth agencies. Public bodies including the City of Vancouver, Vancouver Coastal Health, the Vancouver Police Department, the Vancouver School Board, the Ministry of Children and Families Development and the Ministry of Public Safety and Solicitor General play a key role in supporting the ongoing operations of some of these collaborative efforts.
- Over half of the networks identified address acute elevated risk and operate in crisis response, focusing primarily on adolescent youth and youth transitioning to adulthood. The study identified a need to focus more on providing support for children in the middle years and strengthen upstream service coordination focused on prevention and community connections.
- Many neighborhood-based, city-wide and regional networks focus on information sharing and policy and advocacy efforts. These types of interactions promote service planning, connection and capacity building across the sector.
- Despite identifying over 25 collaborative initiatives, lack of impactful community partnerships and collaboration is a widely discussed challenge in the youth sector. Services continue to be offered in silos, and broader integration between networks, youth hubs and public initiatives are required.





- Collaboration takes time, resources, trust, and common goals. Competitive funding structures, identifying and securing continuous lead agency(s), staff turnover and overlapping services create strain and impact partnerships within the sector.
- COVID closures impacted the sector and significantly amplified existing challenges within community-based non-profits. Many organizations and networks are re-envisioning their mandate, structure and purpose for youth services, in response to the complex needs and challenges faced by children, youth and the sector. Current challenges include the capacity to meet the service needs of a large wave of newcomers and refugee youth in the city, the toxic drug crisis, and increased complexity in the social and mental health challenges experienced by children and youth.
- Findings indicate an overlap in network memberships and mandates, both historic and current. This is reported to create meeting exhaustion and loss of interest and/or availability given similarity in agenda items, topics discussed, approaches, program objectives and meeting attendees.
- Frontline staff report that agencies and multidisciplinary programs have varying criteria and access requirements which can result in difficulties determining where to send referrals or how to meet the requirements for network support. This issue is compounded by misalignment between network mandates, service boundaries, program criteria, and funder driven priorities. Similarly, lead agencies report that challenges such as staff turnover, funding streams ending, and leadership changes affect the sustainability of networks and vital connections.
- The landscape of youth services, programs and networks is ever changing. It is difficult to keep up with the amount of program information, changes in agencies priorities and roles, who is doing what, what universal resources are available, how to navigate service pathways for youth, etc. Centralized inventories that are updated regularly, opportunities to build connections across sectors and setting priorities for strategically convening youth serving agencies are key practices that need to be maintained in order to support network building.





Strategies to make collaborative interventions more effective.

Collaboration is a dynamic and intentional process where diverse organizations and individuals come together to achieve a common goal, with a focus on empowering youth. It goes beyond individual organizational benefits to create collective impact, closing gaps and breaking down barriers through trust, shared responsibility, and mutual information exchange. At its core, collaboration involves building relationships based on respect, equality, and humility, with a commitment to understanding each other's perspectives. It requires openness to learning, a willingness to stretch mandates, and a focus on both the complexity and the magic that arises from combining different strengths.

Collaboration fosters shared ownership, accountability, and reciprocal support, with the ultimate goal of achieving outcomes that are greater than the sum of the parts, leveling the playing field, and improving lives. The following are key areas of strategy for enhancing collaboration among youth serving networks and multidisciplinary teams:

- **Defining Roles and Coordination Structures:** Clear role definitions are essential for collaboration. Each participant needs to know their specific responsibilities and who is responsible for coordinating the collective effort. Establishing a central point of coordination or leadership can streamline decision-making and reduce confusion. Having structures in place to manage the collaborative process ensures that actions are aligned, and tasks are properly assigned.
- **Enhancing Communication and Networking:** Effective communication is the backbone of successful collaboration. Regular, structured meetings or check-ins allow partners to exchange information, identify challenges, and celebrate successes. Networking events, shared learning opportunities, and digital platforms for communication can help ensure that all partners stay informed, reducing barriers to collaboration and strengthening relationships.
- **Integrating Services and Reducing Silos:** Breaking down silos and integrating services across organizations can help create a seamless support system for youth. This may involve co-locating services, sharing resources, or jointly managing programs. Streamlining referral pathways between agencies and collaborating on service design ensures that youth have easy access to the full range of support they need.
- **Advocating for Policy and Funding Changes:** To enable collaboration, there may be a need to engage with funders and policy makers to align funding priorities with the goals of the collaboration. Advocating for flexible funding that focuses on outcomes rather than outputs can create a more supportive environment for long-term collaboration. Additionally, influencing policy decisions to remove barriers and support the collective work is crucial for sustaining collaboration.

- **Centering Youth and Equity:** Ensuring that youth remain at the center of the collaboration is essential for achieving meaningful outcomes. This means creating services and strategies that are flexible and responsive to the needs of youth. An equity-focused approach ensures that marginalized groups, including youth from diverse cultural backgrounds, have access to the resources and support they need. Ensuring youth participation in the design and evaluation of services ensures that the collaboration is relevant and effective.
- **Strengthening Organizational Capacity:** Organizations involved in the collaboration must be prepared and equipped to work together. This includes investing in staff training on collaboration skills, providing tools to support cross-organizational work, and ensuring that staff have the resources needed to engage in the collaborative process. Additionally, supporting staff well-being, addressing burnout, and maintaining continuity through leadership and staffing strategies is essential to sustaining collaboration.

Vancouver Youth Hubs Inventory

A Youth Hub is a placed-based multi-tenanted non-profit that provides integrated services for youth including social, educational, employment and health services and supports. There are 6 Youth Hubs in Vancouver

- 1. Broadway Youth Resource Center (BYRC)** 2455 FRASER STREET
(<https://pcrs.ca/our-youth-hubs/broadway-youth-resource-centre/>)
- 2. Urban Native Youth Alliance (UNYA)** 1618 E. HASTINGS
(<https://unya.bc.ca/>)
- 3. Directions (FSGV)** 1138 BURRARD STREET
(<https://www.directionsyouthservices.ca/>)
- 4. South Van Youth Centre, Milieu (SVYC)** 4908 FRASER STREET
(<https://www.svycyouthhub.com/>)
- 5. Covenant House** 1280 SEYMOUR STREET
(<https://www.covenanthousebc.org/>)
- 6. Foundry** 1260 GRANVILLE STREET
(<https://foundrybc.ca/who-we-are/>)



Vancouver Youth Networks Inventory

NAME OF NETWORK	PURPOSE	AGES SERVED
BC Coalition of End Youth Homelessness (BCCEYH) Lead Agency: A Way Home (POLICY + ADVOCACY)	The BC Coalition to End Youth Homelessness (BCCEYH) seeks to magnify the voices of young people with lived expertise to inform a provincial plan to end youth homelessness. This coalition of organizations meets regularly to work toward the development of the plan, to discuss current youth homelessness issues and to develop reports on various Provincial ministries' roles and priorities related to youth homelessness. These reports are used to work collaboratively with the Office of Homelessness Coordination and the Province to work towards their goal of preventing, reducing and ending youth homelessness.	13-25
BC First Call, Child and Youth Alliance Coalition Lead Agency: First Call Child and Youth Advocacy Society (POLICY + ADVOCACY)	BC First Call Child and Youth Advocacy Society's purpose is to create a greater understanding of and advocacy for legislation, policy, and practice so that all children and youth have the rights, opportunities and resources required to thrive. First Call's work is guided by the 4 Keys to Success for Children and Youth: 1) A Strong Commitment to Early Childhood Development 2) Support in Transitions from Childhood to Youth and Adulthood 3) Increased Economic Equality 4) Safe and Caring Communities. These keys were developed by First Call through extensive research and focus groups across the province and reflect the scope of what is necessary to ensure the healthy development and well-being of BC's children and youth. Bi-monthly meetings are hosted on Zoom from 9:15 – 11:30 am on the second Wednesday of the month from September to June. Everyone is welcome to attend.	ALL AGES
Building Safer Communities Prevention Network (BSCP) Lead Agency: City of Vancouver (SERVICE PLANNING/ POLICY)	BSCP supports and convenes program and project partners involved in implementing the priorities of the Youth Safety and Violence Prevention Strategy. As part of this network, ten youth serving agencies were funded to design and implement upstream youth violence prevention programs across the city targeting primarily children in the middle years and adolescence and their families. The BSCP prevention network also works with agencies that lead projects that enhance the ability of community organizations to successfully address youth violence through staff development, strengthening collaboration between youth-serving agencies and/or improving processes and systems to help ensure equitable access to early youth violence prevention services and programs.	6-18



NAME OF NETWORK	PURPOSE	AGES SERVED
Britannia Youth Community Meeting Lead Agency: Community School Coordinators, Teen Centre Staff (INFO SHARING / SERVICE PLANNING)	The Vancouver School Board's Community School Coordinators (CSC) and staff from the Britannia Hub organize seasonal hub meetings with partners, community youth-serving organizations, and VPD School Liaison Officers to maintain consistent connections and discuss the community's needs. The goal is to improve collaboration and support for the youth in the area.	12-18
Car 86 Lead Agency: Vancouver Police Department (DIRECT SERVICE / INTERVENTION)	Car 86 consists of a partnership between the Vancouver Police Department and the B.C. Ministry for Children and Family Development that deals with child protection issues of kids from birth to 12 years of age. Teams consist of an officer and a social worker, and they respond to child welfare matters where violence is an issue, such as domestic disputes and family violence. Car 86 works with community partners in a collaborative and coordinated effort, to ensure kids get the help they need.	0-12
Child and Adolescent Response Team (CART) Lead Agency: Vancouver Coastal Health (DIRECT SERVICE / INTERVENTION)	The Child & Adolescent Response Team (CART) provides an urgent response (within 72 hours), and short-term mental health service to school-aged children and youth who are experiencing acute psychiatric or emotional crises. This multidisciplinary team can consist of community staff, school-based staff, ministry, and health care. Case management involves 6-8 weeks of acute stabilization, then transfer to an ongoing team or best-suited service.	5-18
Child Protection Services Unit (CPSU) Lead Agency: BC Children's Hospital (DIRECT SERVICE / INTERVENTION)	The Child Protection Service Unit (CPSU) is a multidisciplinary team of professionals at BC Children's Hospital that evaluates the most serious cases of child abuse from across the province. They provide medical assessments for suspected physical abuse, sexual abuse, emotional abuse, and serious neglect. The CPSU serves as the suspected child abuse and neglect (SCAN) team for the Vancouver Coastal Health Authority and is a provincial resource through the Provincial Health Services Authority, able to assess children from the entire province. Referrals from professional partners are required. The unit is staffed by a team of professionals with expertise in child abuse issues, consisting of pediatricians, social workers, a nurse clinician, psychologists and administrative support staff.	0-18

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NAME OF NETWORK	PURPOSE	AGES SERVED
CSC COMMUNITY MEETINGS Lead Agency: Vancouver School Board (INFO SHARING / SERVICE PLANNING)	Vancouver School Board's Community School Coordinators (CSC) meet regularly to discuss trending items and service gaps. The CSCs organize seasonal hub meetings with community organizations, VPD SLOs, and key partners to touch base and discuss needs in their assigned community to further collaboration and support of youth provided within their hubs. Each CSC works out of a high school and provides support and oversight to programs and services within the elementary schools feeding into their assigned high school catchment.	5-18
Eastside Planning Table (EPT) Lead Agency: Vancouver Coastal Health (DIRECT SERVICE / INTERVENTION)	The purpose of the eastside planning table meetings is to provide a space for service providers to identify youth at risk and connect with each other to better support them. These meetings are confidential, password protected and only shared and discussed with authorized service providers. Members are asked to be mindful of the confidentiality and privacy of youth that are discussed, bringing up matters which are critical/pertinent, avoiding oversharing information that youth may be uncomfortable having shared widely.	13-25
Integrated Child and Youth Team (ICY) Lead Agency: Vancouver Coastal Health (DIRECT SERVICE / INTERVENTION)	The Integrated Child and Youth Team (ICY) provides community-based assessment and treatment for children and youth ages 6 to 19, who are affected by moderate to severe mental health concerns. ICY consists of a multi-disciplinary team of psychiatrists, family therapists, social workers and mental health clinicians that can help children and youth with service also help to coordinate care and services with other community resources. Each ICY team supports children and youth within a school district area from early years to age 19 (possibly up to age 21, case dependent)	6-19
Local Action Team (LAT) Lead Agency: Vancouver Division of Family Practice (INFO SHARING)	The Vancouver Local Action Team (LAT) focuses on improving mental health and substance use care and support for children and youth in Vancouver, with a particular focus on concrete actions that strengthen the connection between community resources and the healthcare system. Vancouver LAT works together on action-oriented projects that help children, youth, and their families find and access timely and relevant local services and supports. This collaborative table has a co-chair model, where co-chairs represent the community, the school system, and the healthcare system. The Secretariat function hosted by staff from the Vancouver Division of Family Practice. LAT was created from the Child and Youth Mental Health and Substance Use (CYMHSU) Collaborative.	All ages

NAME OF NETWORK	PURPOSE	AGES SERVED
Rapid Response Table (RRT) Lead Agency: MCFD (DIRECT SERVICE / INTERVENTION)	Rapid Response Table brings together service providers and representatives from various government ministries and numerous community agencies to strengthen services for high-risk youth who can be found in Downtown Vancouver. The table aims to connect high-risk youth with appropriate available services to meet their individual needs, to remove systemic barriers and to address any identified service gaps. The Rapid Response Model includes the Core Members of the Rapid Response Table and a tiered collaborative advisory structure so that all levels - service delivery, management and funding - are invested in the process.	13-19
ReConnect / Vancouver Planning Table (VPT) Lead Agency: MCFD (DIRECT SERVICE / INTERVENTION)	Reconnect, also known as Vancouver Planning Table, is a meeting for community partners who are working with or may meet vulnerable youth in Vancouver. Agencies represented are MCFD, VPD, Outreach Services (Directions, UNYA, IRAYL, Covenant House), Mental Health, Substance support, group homes, youth transition workers, workers supporting sexually exploited youth. Those partners working in the community may overlap clients, so continuity of support is critical when working with young people. The sharing of plans and support services allow a more wrap around experience for youth. Supports may include referrals to education, substance use services, housing support, trauma/crisis counselling, sexual health, safety support, and employment. Meetings have been going on since 1992.	11-19
RICHER Table Lead Agency: BC Children's Hospital (INFO SHARING / DIRECT SERVICE / INTERVENTION)	The RICHER network consists of a team of physicians, nurse practitioners, and nurses collaborating with multiple partners and organizations to deliver quality care to structurally marginalized children, youth and families. The RICHER Program (Responsive Intersectoral Child and Community Health Education and Research) is a place-based, equity-focused, interdisciplinary team of healthcare providers at BC Children's Hospital co-located in Vancouver's inner city. Established in 2006, the RICHER Program seeks to address disparities in health care access experienced by many marginalized children, youth and families. Providers aim to provide relational, trauma-integrated care. RICHER is committed to a continual process of learning regarding best practices in anti-oppressive, anti-racist and decolonized care models to best serve our populations. Quarterly community of practice meetings with other health providers in the area serving children, youth, and families.	All ages

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NAME OF NETWORK	PURPOSE	AGES SERVED
Transition in Resources, Relationships, and Understanding Support Together (TRRUST) Lead Agency: McCreary Center Society (INFO SHARING / ADVOCACY / POLICY)	TRRUST is a Collective Impact initiative which began in April 2014. TRRUST is a shared effort, now composed of over 90 organizations and 400 members, including non-profit organizations, government agencies, and young people with lived experience in care. The common interest of all TRRUST members is to achieve system-wide improvements in the outcomes for youth transitioning out of government care in Vancouver, British Columbia.	19+
Vancouver Child & Youth Advocacy Center Lead Agency: Treehouse (DIRECT SERVICES / INTERVENTIONS / POLICY + ADVOCACY)	Child and Youth Advocacy Centres (CYACs) are collaborative services designed to provide a coordinated response to child abuse and crimes against children and youth. There are over 11 CYACS in the Province, BC. Treehouse Vancouver Child & Youth Advocacy Centre (CYAC) is a Multi-Disciplinary Team that works together to intervene in and prevent child abuse and violence. Through coordinated services and partnerships, Treehouse builds networks and community support systems that promote safe and sustainable environments for children, youth and their families. CYAC's coordinates a multi-disciplinary response in a safe, friendly facility to support the investigation and intervention of child abuse, to minimize trauma, and to enhance the community's ability to protect children, youth, and their families.	0-18
Vancouver Mobilization and Resiliency Table (VMART) Lead: Covenant House and the City of Vancouver (DIRECT SERVICE / INTERVENTION)	The Vancouver Mobilization and Resiliency Table (VMART) collaborates as an integrated multi-agency team to build safer and healthier communities through rapid mobilization of resources to meet the immediate needs of youth experiencing acutely elevated risk in Vancouver. Youth may be brought forward by member organization if they present with Acutely Elevated Risk (AER) and require a multi-agency offer of service. The table is privacy compliant and supported by the Ministry of Public Safety and Solicitor General Situation Table network, connected to 30+ tables across BC. This collaborative is not a case management table, and instead provides triage for cases brought forward by applying the four-filter approach. Members need to sign a Common or Integrated Program Agreement (CIPA) and complete an online training on the situation table model.	13-27

NAME OF NETWORK	PURPOSE	AGES SERVED
Vancouver South Central Hub (Commercial Broadway Network) Lead Agency: Trout Lake Community Centre / Vancouver Park Board. (INFO SHARING / REFERRAL)	Community partners meet to identify youth in need and/or at risk in the community. Members share resources available, collaborate and develop action plans for youth, and follow up on cases with the care teams. At the hub meetings partners also share information on educational workshops, support systems and other available youth resources. There are opportunities to identify service gaps and problem-solve collectively. Terms of Reference and confidentiality agreement provided to all members.	8-18
Vancouver Youth Services Provider Network (YSPN) Lead Agency: BGC South Coast – NEXUS (INFO SHARING)	The Vancouver focused Youth Services Provider Network is a colleague connection network that provides a space to share updates, trends, and connections among youth serving staff in the city. Virtual meetings take place quarterly. Open intake.	all
Youth Worker Service Hub Meetings (YWAT) Lead Agency: Vancouver Park Board (INFO SHARING /SERVICE PLANNING)	Vancouver Parks Board Community Youth Workers hub meetings are regular standing meetings that very on agenda items. They identify resources available, collaborate and develop action plans for youth and youth programs. Identify service gaps in the community. Problem-solving to address service gaps as a collective. Split between West Zone, East Zone, South East Zone, Downtown / Central Zones	8-18
Youth Connect Lead Agency: MCFD (DIRECT SERVICE / INTERVENTION)	Youth Connect is part of the Ministry of Child and Family Development Services high risk youth team. They provide collaborative interventions for elevated risk youth working with CYMH, Yankee10, Yankee 20, Health Services, and key partners that include outreach services and referrals.	13-19



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NAME OF NETWORK	PURPOSE	AGES SERVED
Youth Intensive Case Management Team (YICMT) Lead Agency: Vancouver Coastal Health (DIRECT SERVICE / INTERVENTION)	The Youth Intensive Case Management Team (YICMT) is a multidisciplinary team that provides innovative, client-centered, and culturally sensitive services to youth with complex needs (i.e., substance use, homelessness, mental health challenges). Goals consist of increased continuity of care and youth engagement in their own care and improved communication between youth care team members. Services offered include access to primary care, access to Opiate Agonist Therapy, cultural and spiritual support and services, outreach in the community, referrals and help to connect with services including longer term community supports, harm reduction supplies and education, Occupational Therapist (OT) assessment and support, treatment planning, and connection with pro-social supports.	13-24
Yankee 10 Lead Agency: Vancouver Police Department (DIRECT SERVICE / INTERVENTION)	The role of Yankee 10 is to monitor youth who are in conflict with the law. They work in teams of police officers and youth probation officers to find and identify high-risk youth and work with other agencies to connect them to services and help keep them on track. The Yankee 10 teams also can provide curfew checks and enforce bail and probation conditions when needed, and work with community partners in a collaborative and coordinated effort.	12-18
Yankee 20 Lead Agency: Vancouver Police Department (DIRECT SERVICE / INTERVENTION)	Yankee 20 provides intervention teams to work with high-risk and exploited youth aged 12 to 18. Police officers and Ministry for Children and Family Development outreach social workers pair up to provide a coordinated response. The Y20 teams work with many partners and agencies in the community to help ensure the kids receive the resources and services they need. Y20 works with partners such as Covenant House, Directions, SEY, ONYX, WATARI, UNYA, VACSSS, the Raycam Community Centre, and alternative school programs in a collaborative and coordinated effort.	12-18
Youth Matters / Our Place Previously Led by: RayCam & Alive Society (DIRECT SERVICE / POLICY + ADVOCACY)	Youth Matters coalition began as a response to youth at risk in the Grandview Woodlands neighborhood in 2012 where a disproportionate number of children and youth were Aboriginal and involved with the Ministry or in government care. Youth Matters took a collective impact and place-based approach to address issues faced by vulnerable youth. The coalition included over 30 organizations and public partners that met quarterly to coordinate efforts to help address the support gaps for inner city youth at risk.	n/a