

Youth Agency Collaboration

2020-2021

PHASE 2

—
Foundations and Experiments towards a City Model for
the Prevention of Youth Homelessness in Edmonton



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— YOUTH AGENCY COLLABORATION

Participating Agencies

2020 – 2021



Alta Care Resources

Alta Care Resources is an agency contracted to provide services to Alberta Human Services. With over twenty years of experience the organization is a respected and acknowledged part of Edmonton and area's service delivery spectrum. The agency has a history of innovative and creative programming in the areas of; group care, crisis response, resiliency training, early intervention/prevention programs and family-based intervention.



Boyle Street Community Services

A part of Boyle Street Community Services philosophy is to deliver holistic support for youth in a safe, respectful environment, where youth and families are included and valued. The positive identities of youth and families are supported by recognizing their skills, strengths, successes, and resources. From the beginning of their time in the program until transition, youth and families are supported by staff who strive to enhance previously existing community support and to create new connections that offer long-term community-based alternatives. Youth are supported through a harm reduction lens, meeting the youth exactly where they are. Additionally, Indigenous culture is emphasized as one path to identity and connection.



C5 North East Hub and Ubuntu

The C5 North East Hub is a community space and home to the North East Edmonton Family Resource Network. With the collaboration of five organizations and multiple community partners, the NE Hub offers a wide array of supports across the lifespan. The Ubuntu CSD (Collaborative Service Delivery) Program, is an innovative approach to child and family support which leverages a network of partner agencies and Children's Services to create customized support for children, youth, and families in North East Edmonton. Ubuntu offers a continuum of culturally aligned, community-based, family and child-centered services. Ubuntu is one point of access to a streamlined set of services that leverages the expertise of the C5, including Boyle Street Community Services. We are always guided by Ubuntu's core philosophy: the importance of the voice of persons served in decision making and goal setting.



Family Futures Resource Network

Family Futures Resource Network is a community-based non-profit organization whose mission is to educate, support and build on the strengths of families. With over 20 years of experience, the agency provides prevention and early intervention programs and services. The programs and services support children 0–18 years of age and their caregivers. We work with families from diverse cultural and socio-economic backgrounds. Services offered are strength-based, with a focus on child development, parent education, family support, community connections, and home visitation. In addition, the agency is a network of sites embedded within the Edmonton community.



iHuman Youth Society

The authentic culture at iHuman Youth Society is one of acceptance, openness and a genuine willingness to support youth. The focus is to offer youth opportunities to meet with iHuman professional staff and other social agency personnel as required, to engage in harm reduction activities, and participate in arts-related activities that foster positive self-worth and encourage reintegration into the community.



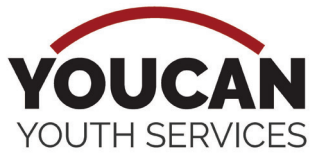
M.A.P.S. Alberta Capital Region

M.A.P.S. (Mapping and Planning Support) Alberta Capital Region, supports Local Area Networks of human service providers in planning together by creating maps and assisting with their use within the planning process. It has been our pleasure to develop new community mapping methods and styles along with our partners over the years. Our mapping efforts have evolved with the needs of our sector. In an effort to ensure that the voice of program participants is heard and included in planning processes we have broadened our community engagement efforts and conducted community-based research.



Old Strathcona Youth Society

The Old Strathcona Youth Co-op was established in 1998. We are dedicated in being a non-judgmental, flexible, street level resource concerned with protecting the safety, self-worth and dignity of youth. Old Strathcona Youth Society has become a focal point for youth to access information and resources to meet their needs.



YouCan Youth Centre

YOU CAN Youth Services is a non-profit charitable organization dedicated to assisting youth so they have the knowledge, support and skills to remove themselves from harm's way.



Youth Empowerment and Support Services

Based in Edmonton, Youth Empowerment and Support Services (YESS) provides immediate and low-barrier 24/7 shelter, a drop-in resource centre, temporary supportive housing, temporary independent cohort housing, and individualized wrap-around supports for young people aged 15 to 24. We work collaboratively within a network of care focused on the prevention of youth homelessness by providing youth with the necessary supports to stabilize their housing, improve their wellbeing, build life skills, connect with community, and avoid re-entry into homelessness.



Executive Summary

Background

In 2018, Edmonton youth-serving agencies began meeting together to find common ground to create a city-wide alliance that would find more strategic and collaborative ways to support young people in Edmonton who were experiencing crisis and/or housing instability.

This work evolved into the Youth Agency Collaboration (YAC) project, which was launched in 2019 with financial support from the City of Edmonton's Family and Community Social Services (FCSS). This initiative started with five agencies: Boyle Street Community Services, Edmonton John Howard Society, iHuman Youth Society, Old Strathcona Youth Society, and Youth Empowerment and Support Services (YESS).

YAC Project PHASE I: Mapping and Research (2019–2020)

From spring 2019 to February 2020, research consultants Centre Hope led the YAC agencies through an exploratory research initiative to identify what services we have, what gaps and challenges exist, and which national and international best practices should be added to our system to align with a prevention model for youth homelessness. In March 2020, Centre Hope delivered a YAC Final Report entitled Youth Agency Collaboration Final Report 2020: A community approach to systems change for improving services for Edmonton's vulnerable youth. This report identified the main challenges facing the youth services system in Edmonton along with recommendations to address these challenges as outlined in Table 1 below.

TABLE 1:
YAC Phase I Final Report 2020

Five Main Youth Service Challenges	Seven Recommendations for Addressing the Challenges
<p>Service Challenge #1: Uncoordinated Access and Infrastructure</p>	<p>Recommendation #1: Coordinated Access and Infrastructure</p>
<p>Service Challenge #2: Uncoordinated Youth Care Practices</p>	<p>Recommendation #2: Coordinated Care</p>
<p>Service Challenge #3: Funding</p>	<p>Recommendation #3: Coordinated Information Sharing</p>
<p>Service Challenge #4: Collaboration and Communication</p>	<p>Recommendation #4: Strategic Coordination</p> <p>Recommendation #5: Youth Engagement</p> <p>Recommendation #6 : Coordinated Funding</p> <p>Recommendation #7: Collaborative Partnerships</p>

Report Focus—YAC Project PHASE II: Foundations and Experiments towards a City Model for the Prevention of Youth Homelessness in Edmonton (2020–2021)

This report outlines the ongoing work done by the Youth Agency Collaboration, which now has grown to 10 member organizations, to determine next steps in building a sustainable, collaborative city model for the prevention of youth homelessness in Edmonton. Figure 1 illustrates the phases of the YAC project.

YAC City Model for the Prevention of Youth Homelessness

The work towards building a city model is inspired by an intention to do things differently and to see and help youth from a holistic approach grounded in the knowledge that in order to prevent chronic homelessness, youth require many needs to be met and individual goals to be achieved.

Engagement sessions with the YAC committee were held in 2020 to 2021, from which the **following foundations** for the city model emerged and will be explored in this report:

- **guiding principles and ways of working**
- **an evaluation framework outlining what a successful city model looks like including outcomes, indicators and measures**
- **nine city model elements serving as the foundation of the city model**
- **a workflow framework outlining coordination of common work practices to support the city model**

During that same time period, as a direct result and response to the COVID-19 global pandemic, the Youth Agency Collaboration Steering Committee was able to create experimental responses to COVID-19 based on recommendations from the YAC Project PHASE I. This report also details the creation, implementation, and findings from one specific project to address coordination of care and isolation support for youth during the pandemic: The Edmonton Coordinated Youth Response.

FIGURE 1:
Youth Agency
Collaboration Phases



The Edmonton Coordinated Youth Response (CYR)

In September 2020, the YAC steering committee created the **Edmonton Coordinated Youth Response (CYR)** to directly address coordination of services and isolation support for youth aged 15 to 25 experiencing crisis and/or housing instability during the pandemic. This initiative was made possible with the help of Centre Hope and continued funding from the City of Edmonton's FCSS. Within the CYR, participating agencies used an online platform complemented with Zoom capability to support or connect young people to appropriate services. Young people could also access or get information by texting or calling 211.

The CYR proved to be a testing ground to implement YAC Project PHASE I recommendations to coordinate services, youth information and best practices in order to better help Edmonton's vulnerable youth. It allowed agencies to learn to problem solve and communicate on a city-wide scale, and it identified some of the challenges in coordinating complex case management. The CYR attracted the interest and participation of many local non-profits and government agencies and spurred several agencies to pick up on the work of the YAC committee to move towards implementation of a city model for the prevention of youth homelessness in Edmonton post-pandemic.

Theory of Change

All the findings explored in this report were analyzed to produce a theory of change to guide implementation of the city model as part of the next steps. The theory of change below highlights many of the key ideas discussed in this report:

Theory of Change Statement


We believe the **prevention of youth homelessness in Edmonton** is attainable:

- when **youth experiencing crisis and housing instability** play an active role with agencies and organizations that are working in new ways founded on best practices in collaboration with a focus on **building trusting relationships with youth, agencies, families and natural supports, and the community**;
- when agencies **coordinate holistic approaches** to youth care through best practices in policies and personnel resulting in the delivery of consistent, standardized services in **trauma-informed, harm reduction and safe spaces practices** across agencies in our collaborative and extended to other community organizations;
- when agencies **coordinate information sharing** and **common work practices** like assessment, complex case management and collective evaluation of common outcomes;
- when agencies work to **create collaborative funding approaches** to finance their new ways of working;
- when agencies work to increase **timely access to youth-led, accessible, inclusive, non-judgmental and flexible services**;
- and when agencies **empower youth** with options and choices to improve their lives, ultimately leading to their achievement of **self-actualization, community empowerment and sustainable independence**.

Closing Remarks

In the face of immense challenges created by COVID-19, Edmonton's youth serving agencies stepped up to work in new collaborative ways and to make plans to continue their collaboration into the future. We wish to acknowledge the leadership, courage, enthusiasm and willingness to embrace innovation and change demonstrated by all participating agencies and their staff. This report and its recommendations to implement a city model to prevent homelessness in Edmonton would not have been possible without them.

Eli Schrader
Centre Hope



Introduction to Youth Agency Collaboration Phase II: Foundations and Experiments

Background and Overview

Beginnings

Much has happened since the Youth Agency Collaboration (YAC) was launched in 2019 as an exploratory research project fuelled by a desire among executives at five of Edmonton's major youth serving non-profit agencies to find better ways of working together and to better help vulnerable youth. The YAC committee consisted of Boyle Street Community Services, Edmonton John Howard Society, iHuman Youth Society, Old Strathcona Youth Society and Youth Empowerment and Support Services. Together with the help of project lead Centre Hope, they envisioned a collaborative youth services model. The model was outlined in a final report published early in 2020 complete with **four main service challenges** identified and **seven recommendations** for implementation as outlined in the table on the following page. Among them, coordinating access and infrastructure and coordinating care emerged as strategic levers of systems-level change to benefit youth. These recommendations would serve the creation of the Coordinated Youth Response (CYR) during the pandemic.

TABLE 2:
YAC Phase I Final Report (2020)
Service Challenges and Recommendations for a Youth Services Model

Main Service Challenges	
Service Challenge #1 Uncoordinated Access and Infrastructure <i>primary challenge</i>	
Service Challenge #2 Uncoordinated Youth Care Practices <i>primary challenge</i>	
Service Challenge #3 Funding	
Service Challenge #4 Collaboration and Communication	
Recommendations for a Collaborative Youth Services Model	
Coordinated Access and Infrastructure*	Create a collaborative model of service provision founded on coordinated access and infrastructure as a way to increase access to services in a streamlined, consistent, timely and effective way that meets the diverse needs of vulnerable youth.
Coordinated Care*	Create coordinated youth care practices founded on evidence-informed, inclusive and culturally appropriate approaches with a focus on prevention and post-care follow-up as a key step towards improving consistent access to quality services in sustainable ways and increasing achievement of outcomes for vulnerable youth with diverse needs.
Coordinated Information Sharing	Make a top priority implementation of collective data gathering and sharing among agencies through shared technology as a key enabler of collaboration through coordination of access, infrastructure and care, leading to a one-client/one-record-approach to service delivery.
Strategic Coordination	Phase in coordinated access and infrastructure and coordinated care by strategically focusing on key areas to coordinate that are critical for launching the collaborative model such as access, intake, evaluation, and training, thereby effectively managing change to ensure success.
Youth Engagement	Make a top priority engagement of vulnerable youth in the creation of a collaborative service model including efforts to implement consistent youth-centred or client-directed care as well as efforts to improve communication with vulnerable youth as outlined in this report.
Coordinated Funding	Develop an innovative collaborative funding approach to obtain adequate and sustainable support for the collaborative youth services model.
Collaborative Partnerships	As part of the collaborative youth services model, develop plans to extend partnerships and build trust with other service providers, academic institutions, and collaborations in Edmonton as a way to further increase access to services for vulnerable youth, increase positive outcomes for vulnerable youth, and ensure the success of the collaborative model.

COVID-19 Impacts

In March 2020, the COVID-19 global pandemic was declared. Governments around the world including the Province of Alberta implemented restrictions on public activities to control the spread of the virus. Over the duration of the pandemic and into 2021, the provincial government responded with plans for re-opening the economy in coordination with public health officials' advice. Plans frequently changed to reflect public health needs.

During this time, vulnerable populations in Edmonton including youth faced unique challenges and uncertainty caused by COVID-19. Many social serving agencies closed their doors and reduced their hours of operation to follow health and safety protocols while staff worked from home, drastically changing the nature of youth work. To deal with the unique challenges facing vulnerable populations, a pandemic response to assist homeless adults in Edmonton was developed in 2020. A temporary shelter and isolation space for homeless adults was created at the EXPO site and Edmonton Convention Centre as part of the solution for preventing the spread of the virus among vulnerable populations and protecting people's health.

Edmonton Coordinated Youth Response

Despite these efforts, several Edmonton youth-serving agencies agreed that more needed to be done to meet the needs of vulnerable youth aged 15 to 24 given the challenges in the pandemic response model. While the initial City COVID-19 site at Edmonton EXPO did assist all people experiencing homelessness, youth-specific supports were not integrated into the initial response. As a result, youth-serving agencies decided that something had to be done immediately to meet the specific needs of youth.** They were not alone with their observations. An international report on youth homelessness during COVID-19 concluded that youth around the world experiencing homelessness had been overlooked in pandemic response planning. The report noted that for homeless youth rough sleeping, couch surfing or staying in temporary shelter, it was "nearly impossible" to adhere to COVID-19 protocols and given their circumstances, they were at high risk of being exposed to the virus (Gewirtz O'Brien et al., 2021).

Edmonton's youth serving agencies worked with other partner adult and family agencies, as well as the City, Homeward Trust Edmonton, Alberta Health Services and Boyle McCauley Health Centre to better coordinate their services and COVID-19 support for youth during the pandemic. Inspired by the YAC collaborative youth services model, they came up with an innovative, ambitious plan to make their response to COVID-19 a testing ground for a collaborative service model based on meeting the needs of vulnerable youth during the pandemic. They called it the Edmonton Coordinated Youth Response (CYR). Coordinating access and infrastructure and coordinating care were the main focus, maintaining alignment with YAC 2020 final report. This report captures their story of collaborating and coming together to help youth in new ways during the pandemic.

*** By the Fall, 2020 adult and partner agencies worked to support the CYR with funding or staffing to ensure there were youth workers and programming onsite at EXPO and later at the Edmonton Convention Centre.*

YAC City Model for the Prevention of Youth Homelessness in Edmonton

This report also captures another story. Against the backdrop of launching the CYR during unprecedented challenging times created by COVID-19, agencies also decided to continue the work of the original YAC committee. The timing was ideal to learn from the CYR while at the same time building off the recommendations made in the YAC 2020 Final Report. A new, larger group of agencies came together as YAC to continue the work to develop a plan to create a sustainable city-wide collaborative youth services model based on coordinated infrastructure as a long-term solution to prevent youth homelessness for youth aged 15 to 24 experiencing crisis and housing instability in Edmonton.

Two Projects

This report provides details related to two concomitant and intersecting YAC projects that took place during 2020 through to 2021:

- **Project 1:** Edmonton Coordinated Youth Response–Initial Response to COVID-19
- **Project 2:** Youth Agency Collaboration–City Model for the Prevention of Youth Homelessness in Edmonton

Project details are summarized on the following pages including timelines.

Project Lead

Centre Hope was brought on to help with both projects and to build on the work it did for the Youth Agency Collaboration (YAC) project. The Centre Hope team oversaw the Coordinated Youth Response (CYR) leading up to its implementation in Project 1 as well as managed Project 2 of the YAC city model of for the prevention of youth homelessness in Edmonton. Centre Hope partnered with a Canadian company called thinkcatalyst analytics to develop a technological solution to coordinate services for the CYR. Centre Hope also worked closely with PolicyWise, which led engagement sessions to develop the city model evaluation framework.



PROJECT 1:

Edmonton Coordinated Youth Response – Initial Response to COVID-19

During the first project, the focus was on providing an immediate response to help address the needs of youth experiencing crisis and housing instability during the pandemic. The following activities outlined below took place between June 2020 up until the present. Figure 2 (p.18) summarizes the CYR activities.

Development of CYR

- The Edmonton CYR platform was developed to serve as a client record database to connect agencies and coordinate conference calls to provide services to youth.
- Information management and privacy protocols were developed to coordinate consent and information collection and sharing practices.
- Common workflow practices were developed to coordinate isolation planning, intake and assessment of youth, guide use of client records, schedule real-time video conference calls and participate in conference calls.

Implementation

- A training manual and materials were created to onboard participating agencies.
- Communications and marketing materials were created to support outreach efforts to raise awareness among youth and agencies within Edmonton and to communicate with participating agencies following bi-weekly engagement sessions.
- Virtual training sessions were organized and conducted with the staff of participating agencies.
- Launch of the CYR platform and processes

Continuous Improvement and Monitoring and Evaluation

- Weekly meetings with CYR leadership were conducted for managing the project and continuous improvement.
- Bi-weekly engagement sessions with the staff of participating agencies were conducted to inform agencies of changes/improvements to the CYR platform, share success stories, capture feedback on improving the CYR platform and process, and give agencies new to joining the CYR a platform to share information on the services they provide as part of efforts to increase knowledge among agencies.

PROJECT 2:

Youth Agency Collaboration— City Model for the Prevention of Youth Homeless in Edmonton

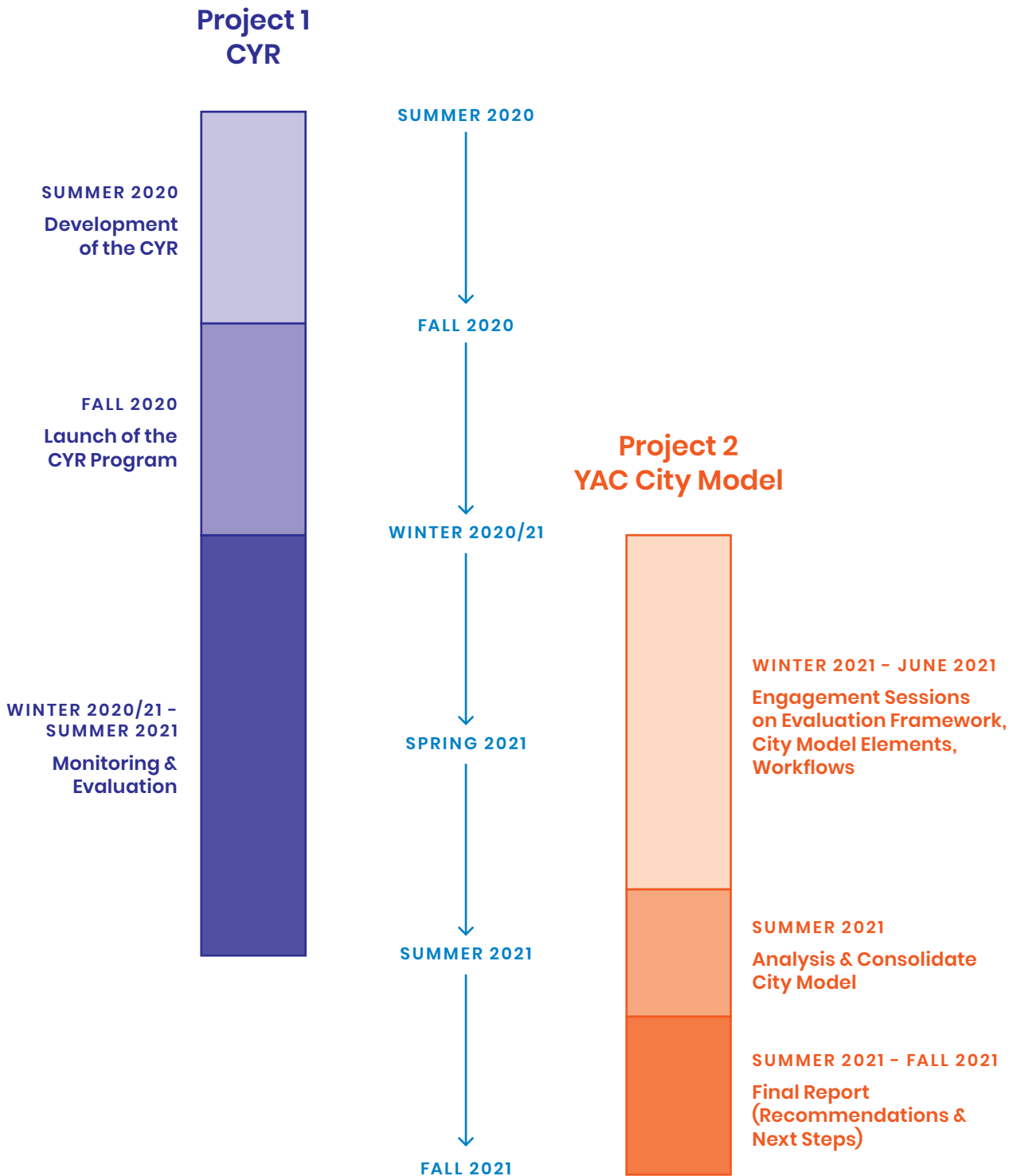
During the second project, the purpose of Youth Agency Collaboration (YAC) was to build on the work done in 2019 including acting on the recommendations made in the YAC 2020 Final Report to create a city model for the prevention of youth homelessness in Edmonton. The following activities took place between Winter 2021 to Fall 2021 to develop the city model. Figure 2 on the following page summarizes the YAC city model activities.

Development of City Model

Engagement sessions with participating YAC agencies were conducted to:

- develop an evaluation framework for city model complete with goals, outcomes, indicators, measures and data sources
- create guiding principles for the city model
- identify the main elements of the city model
- create common workflows that connect the city model elements
- consolidate the city model, creating recommendations for implementation
- develop next steps for implementation of the city model

FIGURE 2:
Timelines of Two Projects



Research Methods

This final report was produced relying on several different research methods and sources of data. The research methods, which are listed in Table 3 on the following page, can be summarized as follows:

- Qualitative and quantitative
- Engagement sessions with participating agencies
- Literature review
- Coordinated Youth Response platform data analytics
- Survey results with feedback from participating agencies
- Cross-analysis of multiple data sets

Each section of this report explains the research method used to collect data. Details can be found there as well as in the appendices, where full reports and data findings are presented.

Cross-analysis of all the data sets was conducted for the purpose of writing this report including the evaluation framework presented and recommendations.

TABLE 3:
Research Methods and Data Sources

Method	Primary or Secondary	Who/What	Collection Time Period 2020–21	Qualitative or Quantitative Data
Youth Agency Collaboration Stakeholder Engagement Activities	Primary	Nine youth serving agencies and their staff	2020 October 28 2021 January 14 January 29 March 11 April 8 May 13 June 10	Qualitative and Quantitative captured comments, surveys, poll results, literature review
Coordinated Youth Response Stakeholder Engagement Continuous Improvement Meetings	Primary	27 agencies and their staff	September 2020 to June 2021 Bi-weekly meetings with participating agency staff Weekly CYR/ YAC Leadership meetings	Qualitative and Quantitative captured comments, surveys
Coordinated Youth Response Platform	Primary	27 agencies and their staff	September 2, 2021 to June 30, 2021	Qualitative and Quantitative client records, services and supports, scheduled meetings
Literature Review	Secondary	Rapid review using Google and Google Scholar with targeted search terms, grey and scholarly literature between 2010 to present published in English in Canada, USA, UK, Australian or New Zealand in relation to: evaluation goals identified in YAC 2019 Final Report and including definitions, outcomes, indicators and measures; youth and issues relevant to youth; engagement sessions with YAC participating agencies	February to June 2021	Qualitative Youth Goals: self-actualization, community empowerment, sustainable independence Agency & System Goals: best practices for agency collaboration; policies & personnel; accessible, flexible, non-judgmental & inclusive services; youth-focused and client-directed services
Survey	Primary	Agencies participating in the Coordinated Youth Response	May to June 2021	Qualitative Capture success stories, what worked well, what could be improved, level of interest in participating in YAC city model
Cross-Analysis of All Data Gathered	Primary and Secondary	Analysis of the multiple data sets listed in this table	May to August 2021	Qualitative and Quantitative

PROJECT 1:

Edmonton Coordinated Youth Response

2020 – 2021

EDMONTON ●
● COORDINATED
● YOUTH
RESPONSE ●

kanawayim oskayak
(CAN - ah- WEEM oh-SKY-YAK)
ᑕᑎᑎᑎᑎᑎ ᑎᑎᑎᑎᑎ
taking care of the youth



EDMONTON COORDINATED YOUTH RESPONSE

Participating Agencies

The Edmonton Coordinated Youth Response (CYR) began with a core group of 13 wide-ranging agencies and over time it expanded to 27 agencies as outreach efforts were conducted and more agencies became interested in joining. The following list shows in alphabetical order all the participating agencies that gave permission for inclusion in this report.

211 Alberta

Action for Healthy Communities Society of Alberta

Advancing Futures at the Government of Alberta

ASSIST Community Services Centre

Bent Arrow Traditional Healing Society

Boyle Street Community Services

Boys and Girls Clubs Big Brothers Big Sisters of Edmonton & Area

CHEW Project

C5 North East Community Hub/Ubuntu

Children's Services

Edmonton John Howard Society

Edmonton Mennonite Centre for Newcomers

Edmonton Police Service–Youth branch

Edmonton Public Schools

Family Centre

Family Futures Resource Network

iHuman Youth Society and the The Hype @iHuman

Integrated Youth Services at the Government of Alberta

Old Strathcona Youth Society

Pride Centre of Edmonton

YMCA of Northern Alberta

YOUCAN Youth Services

Youth Empowerment and Support Services

The Terra Centre

A Response to COVID-19

Coordinating Services as a Good Solution

Following the official declaration of the COVID-19 pandemic outbreak in March 2020, unique challenges facing vulnerable people began to emerge, impacting their ability to access services. Given the flexibility required for a timely youth-specific response, several youth-serving agencies in Edmonton agreed their best hope for adapting was to work collaboratively to ensure youth aged 15 to 24 experiencing crisis and housing instability would have consistent and safe access to services during the pandemic. They believed that integration of services across Edmonton would help streamline service delivery and improve youth outcomes. The recommendations made in the YAC 2020 Final Report (see Table 2 on page 13 for details) provided direction for implementing their solution called the Edmonton Coordinated Youth Response.

Purpose

Agencies identified the following objectives as the purpose of the Coordinated Youth Response. They closely align with the recommendations outlined in the YAC 2020 Final Report.

- Increase vulnerable youth's access to services in ways that ensure their health and safety considering COVID-19 as well as the health and safety of the youth workers serving them.
- Meet the needs of vulnerable youth in consistent and strategic coordinated ways to help them achieve their well-being goals. This will be achieved by:
 - Coordinating some infrastructure and tools used to serve youth
 - Coordinating a youth-specific trauma-informed model of care that encourages healing and prevents retraumatization of vulnerable youth.
 - Coordinating a common youth plan with input from youth and agencies.

CYR Operations

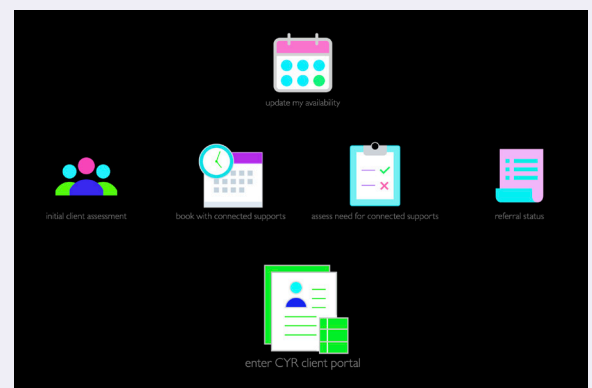
Highlights– How the Coordination Worked

- CYR goals: coordinated access and infrastructure and coordinated care practices as identified in the YAC 2020 Final Report to meet the needs of youth aged 15 to 24 experiencing crisis and housing instability during the pandemic.
- Customized creation of a client database for coordinating information sharing, client records, and conference call planning.
- Development of information management and privacy protocols to coordinate common consent, information collection and sharing practices.
- Commitment from participating agencies to be available Monday to Friday from 1 p.m. to 4 p.m. for coordinated conference calls using video conferencing technology for the purpose of coordinating referrals.
- Commitment from participating agencies to adhere to common and consistent work practices including COVID-19 isolation planning, consent, intake, assessment, real-time conference calls for coordinating referrals, and client record management.
- Dedicated youth isolation shelter at Youth Empowerment and Support Services (YESS) with implemented public health measures for reducing transmission.
- Responsibility for monitoring and evaluation of youth given to each agency to follow its own practices.
- Development of CYR handbook, training materials and common consent forms.
 - Virtual training sessions with participating agencies
- Creation of communications and marketing tactics to raise awareness of the CYR among various stakeholders including youth and agencies.
- Frequent engagement with key stakeholders:
 - Weekly virtual meetings with CYR leadership agencies for managing the project and continuous improvement
 - Bi-weekly virtual meetings with staff of participating agencies for information sharing on CYR platform updates, continuous improvement, success stories, and new partners joining the CYR.

CYR Platform and Consent

A customized secure and privacy compliant client database called the CYR platform was created to connect CYR agencies and to enable coordinated infrastructure and service access and coordinated care practices through information sharing, use of common client records, and common workflow processes including consent, intake and assessment practices.

Coordinating consent practices played a significant streamlining role within the CYR in that it prevented the necessity of youth repeating their personal information to multiple agencies, which can traumatize youth. All participating agencies required informed consent from youth to collect and share their information. Much of the training was dedicated to explaining consent and how to obtain it. With a youth's consent, agencies were able to share the personal information of youth for the sole purpose of providing services and programs.



The image above illustrates the homepage dashboard of the CYR platform. Feature highlights include: scheduling conference calls, initial assessment, assessment of services needed, referral status indicating outcomes of referrals made during conference calls, and the CYR client portal with youth records.

Commitment from Participating Agencies

Participating agencies within the CYR agreed to make themselves available as gateways to coordinated services for youth from Monday to Friday between 1 p.m. and 4 p.m. This time period served as a dedicated time window for the purposes of scheduling and conducting real-time conference calls among agencies offering services to meet the needs of specific youth. Initially, a core group of agencies served as the coordinating centres, doing most of the consent, intake, assessment, client record creation and planning and scheduling of coordinated conference calls. However, it was eventually decided that all agencies could serve as coordinating centres, connecting youth to services provided by any of the participating CYR agencies. Common workflow processes are illustrated in Figure 3 on the following page.

Training and Engagement

Through several hours of individualized change management training sessions with each participating agency, the CYR became a reality. A CYR handbook was created as a resource to be shared on the CYR platform to reinforce training and common CYR workflow processes such as consent, intake, assessment and booking and conducting real-time conference calls. Bi-weekly engagement sessions were conducted with agencies' staff. These meetings were used for sharing information and continuous improvements and included:

- communicating updates to the CYR platform with presentations and demonstrations
- obtaining feedback on ways to improve the CYR platform and processes
- gathering success stories from agencies about use of the CYR

Communications and Marketing

Several communications and marketing tactics were created to support outreach efforts to raise awareness of the CYR among key stakeholders: youth, CYR participating agencies, other agencies and organizations providing youth services in Edmonton, and news media. They include the following: brochures, posters, social media creative for posts, communications plan with key messages, FAQ documents, CYR logo branding, and word of mouth and/or relationships with professionals.

FIGURE 3:
Edmonton Coordinated Youth Response Common Workflow Processes of Participating Agencies



Success Stories

Method

In May 2021, participating agencies were asked to share success stories related to the Coordinated Youth Response. A survey was sent to 25 participating agencies and their staff at the time of survey development to capture the stories along with feedback on what worked well with the CYR, what could be improved and level of interest in participating in a collaborative youth services model post-pandemic. A total of 20 surveys were completed representing 60 per cent of the agencies or 15 out of the 25 agencies.

Success Stories Themes

A total of four themes emerged related to the success stories shared by agency staff. They are listed below in descending order starting with themes most frequently mentioned:

- 1. Improved access to services for youth**
- 2. Increased knowledge about agencies' services and building trust**
- 3. Sharing information**
- 4. Use of common work processes**

Sample Success Stories

The following success stories from different agency staff illustrate the themes. All success stories can be found in the appendices.



Since becoming a part of the CYR, having the opportunity to hear about other agencies, see familiar faces, meet other professionals and learn about their services has been the great success for our agency. This provides easier information sharing and opportunity to direct young people to the right resource.



The CYR platform makes administering services more effective and efficient. Youths no longer have to be going from agencies to agencies and going through the same procedures of repeating information. Youth are more confident in getting services. Because participants are knowledgeable of the purpose of the program, more effort is being made to complete referrals. I also follow through to ensure that progress is made on referrals. The CYR program also helps to build relationships both with youths and participants of the program. When you know the people who you are communicating with, it makes a difference.....This youth said he was depressed for a long time as he lost his birth certificate, his treaty number and bank card and was not sure if he could get them back. Within a couple days he was taken to the registry to apply for them. He got them back in a short time and was very excited, surprised and happy...There are other cases that could be mentioned. The CYR platform is vital in taking it a little further than the regular enrolment.



I think it's an excellent way to streamline youth being connected to the right resources at the right time. There are often times when youth need to explain their situation multiple times, causing frustration and can lead to more trauma. I think this approach is awesome in the sense that everyone who is relevant to the support makes themselves available in real time and the youth can speak to their story only once."



The CYR has helped connect youth across the city through a comprehensive platform where numerous agencies can come together and work collaboratively to support individuals. This is so important because historically many youth serving agencies were very individualized and there was no sharing of information. With the CYR I feel that there are more opportunities to learn, connect and grow so that we can all serve youth to the best of our abilities. This also provides youth with additional resources that we may not have been previously familiar with.



Having access to the CYR has had a huge positive impact on the quick turnaround of our services and supports. It makes it easier for our clients to tap into resources and services. Definitely, the platform has brought practitioners, crisis counsellors, and community of connections, and without access to shared resources during the pandemic, it would have been harder to support clients. The CYR platform is contributing to better streamlined referral process between agencies.



Being a part of the CYR has opened my eyes regarding what agencies are out there and available for youth. I feel as though I've been introduced to a wealth of knowledge and I am excited to be able to connect and contact all these other agencies.

CYR Outcomes at a Glance

A summary of the CYR outcomes and findings is provided below. An illustration in Figure 4 on page 32 highlights them.

Youth Demographics Served

An **estimated 2,000 interactions** with youth aged 16 to 24 occurred as part of the CYR from September 2020 to June 2021. Youth entering the CYR could enter through a couple of ways: 1) youth could show up at participating agencies and be intaked into the CYR and 2) the HYPE space at iHuman was created as space to be used by participating agencies wishing to connect with youth in person as part of the CYR. Out of these interactions, participating agencies helped on average mostly youth identifying as **males (50%)** followed by **females (39%)**, **trans (4%)** and **unknown (13%)**. Available data on ethnicity* show that youth interactions were mainly with youth identifying as **Indigenous (52%)**, **unknown (20%)**, **Caucasian (18%)**, and **African descent (11%)**, with other ethnicity groups reporting much lower numbers.

**Capturing complete data on topics such as ethnicity and gender is challenging given sensitivities when it comes to collecting this data.*

Services Accessed

Out of the approximately 2,000 interactions with youth, on average the following services were accessed by youth: **basic needs (41%)**, food, immediate shelter, hygiene); **addictions (17%)**; **mental health (12%)**; **recreation/art (11%)** with all other services including legal support, 2SLGBTQIA+ supports, life skills, education and employment reporting under 9 per cent.

Successes and What Worked Well Highlights

Survey responses from staff representing 60 per cent of participating agencies in the CYR highlight top themes related to staff perceptions of success and what worked well (see page 32 for more details). Two different questions were asked. Two main themes emerged from both questions: **1) improved access to services for youth** and **2) relationship and trust building among agencies**. Overall, staff said the greatest success was improving access to services for youth, which was identified as one of the objectives of the CYR. The main area that worked well according to staff was the CYR platform: it was easy to use, permitting easy connections to other agencies.

Level of Interest in Participating in Post-Pandemic Collaborative City Model

Survey responses from staff representing 60 percent of participating agencies in the CYR show that staff are overwhelmingly positive about and interested in participating in a collaborative city model of youth services after the pandemic. Out of 20 responses, **75 percent** of staff said they were **definitely interested** in participating and **25 percent** said they were **somewhat interested**.

Alignment with YAC 2020 Final Report Findings

The CYR addressed the four main service challenges and many of the seven recommendations made in the YAC 2020 Final Report as outlined in Table 1 on page 6. The two primary service challenges— 1) uncoordinated access and infrastructure and 2) uncoordinated youth care practices—were directly addressed with the CYR as were funding and collaboration and communication. **Six out of the seven recommendations were implemented** to achieve the following: coordinate access and infrastructure, coordinate care, coordinate information sharing, adopt strategic coordination for implementation, coordinate funding and build collaborative partnerships.

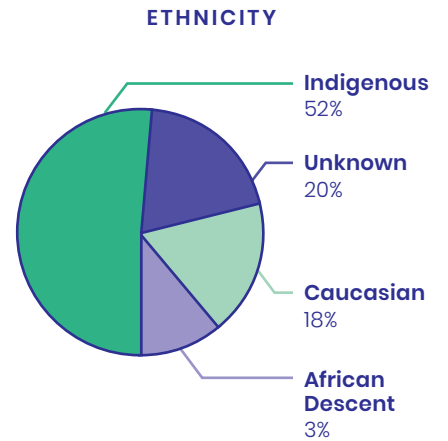
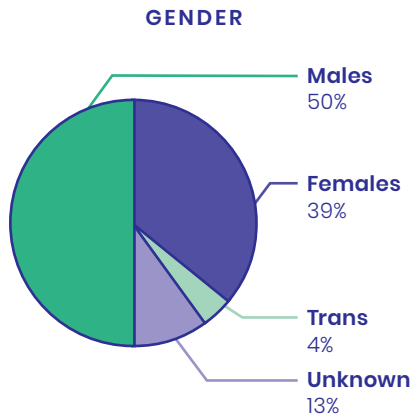
High Score for Implementing Top International Strategies for Mitigating Pandemic Impacts on Homeless Youth

The CYR implemented four out of the five top strategies for alleviating the impacts of COVID-19 on homeless youth identified by international researchers in a scholarly article (Gewirtz O'Brien et al., 2021). The four strategies are listed below with relevant supporting examples that CYR implemented:

1. reducing the risk of entry into homelessness
 - implement consistent screening and referrals to resources across youth-serving systems
2. expanding access to safe housing options
 - ensure isolation options for youth suspected of having COVID-19 or testing positive
3. reducing the risk of COVID-19 transmission among youth in shelter
 - implement shelter policies based on public health guidance to reduce risk of transmission
4. improving access to health and social services during the pandemic
 - collaborate across systems to facilitate early identification and integrate and streamline resources for youth during the pandemic

FIGURE 4:
CYR Outcomes at a Glance

Youth Demographics



Services Accessed



Successes and What Worked Well

TOP SUCCESS STORY THEMES

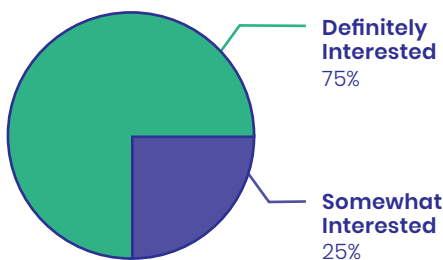
- 1 Improved access to services for youth
- 2 Increased knowledge about agencies' services and building trust
- 3 Sharing information
- 4 Use of common work processes

TOP WHAT WORKED WELL THEMES

- 1 CYR information sharing technology
- 2 Communication
- 3 Easy efficient connections with agencies
- 4 Improved access to services for youth
- 5 Relationship building with clients and among agencies

Level of Interest

Interest in Participating in Post-Pandemic Collaborative City Model



Source: Centre Hope Survey, 2021

Top International Pandemic Strategies Implemented by CYR to Help Homeless Youth

1. Reducing the risk of entry into homelessness
2. Expanding access to safe housing options
3. Reducing the risk of COVID-19 transmission among youth in shelter
4. Improving youth access to health and social services during the pandemic

Source: Gewirtz O'Brien et al., 2021

COORDINATED YOUTH RESPONSE

Lessons Learned

The lessons learned from the CYR are outlined in the on the following pages. While there were many lessons learned, including what worked well, this table focuses on the challenges of the CYR. The table is organized by theme, a summary of what was done in the CYR related to the theme, results stemming from what was done are listed and then followed by key lessons learned related to the theme.

The CYR learnings listed below informed the recommendations outlined in this report. The learnings will also assist the YAC committee in making decisions as it further develops and implements the city-wide model for the prevention of youth homelessness in Edmonton as discussed in the next section of this report.

CYR Lessons Learned



CYR THEME

Coordinated Infrastructure



What Was Done

Customized client database for coordinating information sharing, client records, and conference call planning for making referrals.

All participating agencies were given full access to the customized CYR platform, which served as the connecting infrastructure and facilitated common processes and practices including access to shared client records. Agencies could create a single file, gradually obtaining information from youth in a “rolling intake” as youth shared more information over time. This information was shared with other agencies.

Efforts were made to set up 211 as a centralized agency to field calls or text from youth and to direct them to appropriate services offered through CYR agencies.



Results

Disparity in CYR System Usage

- Feedback from agencies indicates the CYR platform was easy to use. However, platform data show only a few participating agencies used the CYR platform and processes whereas most agencies did not use the system, creating disparities in usage of the coordinated infrastructure and ultimately in agency participation.

Disparity in Funded Staff for CYR Linked to Usage

- Agencies that had dedicated resources to hire staff for the CYR showed higher usage of the CYR platform and processes, clearly showing that adequate staffing levels and funding for additional staff played a role in adoption and use of the CYR platform and processes.

Environmental Issues: Impacts of COVID-19

- The lowest use of the CYR system corresponds to COVID-19 restrictions and was noticeable between November 2020 to January 2021. COVID-19 restriction impacts on the movement of youth may have played a role in agencies' use of the CYR system. The restrictions and societal changes appear to have resulted in fewer youth showing up at agencies, and this could account for the lack of use of the CYR system across several agencies.
- The anticipated participation and role of 211 within the CYR was impacted by COVID-19 as 211 shifted resources to manage rollout of vaccines.



Lessons Learned

LESSON 1

Develop multiple strategies to enable usage of coordinating system infrastructure including but not limited to securing funding to hire staff dedicated to the CYR.

LESSON 2

Use live data from the coordinated infrastructure system to detect such things as staff usage trends and youth service use trends to address gaps, needs, environmental issues with followed-up actions with agencies.

LESSON 3

To use staff resources more efficiently, create an infrastructure system that better integrates with agencies' existing systems through automated pull and push information features.

LESSON 4

Include 211 as a main centralized service to enable youth to access all coordinated services.

CYR LESSONS LEARNED



CYR THEME

Coordinated Care



What Was Done

Commitment from participating agencies to adhere to common and consistent work practices including COVID-19 isolation planning, consent, intake, assessment, real-time conference calls for coordinating referrals, and client record management.

Some elements of best practices in youth care, namely trauma-informed care and harm reduction, were embedded within the CYR platform features such as assessment.

The **system of referrals relied on agencies first receiving a referral** and then confirming if they could provide services. This process was the easiest and quickest way to make the CYR platform system operate. Agencies could make referrals using the service listing information in the CYR platform. Services were broadly defined and did not differentiate service types such as housing, for example, instead relying on housing as the service category.

The CYR platform integrated Zoom video conferencing to enable coordinated conference calls for making efficient referrals in real-time to better serve youth.

Responsibility for monitoring and evaluation of youth given to each agency to follow its own practices. This was done as the quickest and easiest way to get the CYR up and running.

Data collected within the CYR platform was not shared with agencies given it was easiest to create a system without this capacity during the CYR.



Results

Coordinated Care Limitations

- While not the purpose of the CYR, comprehensive evidence-based practices in youth care such as trauma-informed care, harm reduction and safe spaces were not fully adhered to across all participating agencies. Inconsistent approaches and practices in youth care was the result.

Assessment Process Barriers

- The initial CYR assessment process was lengthy, requiring considerable time from youth and staff. Staff said it was a barrier for youth. Changes were made to scale back assessment and quicken the process to better meet the needs of youth with little trust and/or youth requiring immediate access to services.

Coordinated Video Conferencing Barriers

- Few agencies scheduled and booked coordinated video conference calls for referrals during the CYR, suggesting it may have been a barrier. Many agencies did report challenges using Zoom with the CYR platform.

Referral Process Limitations

- While feedback from staff shows the system was user-friendly, the referral process was somewhat cumbersome and inefficient due to inadequate details for service descriptions within the CYR platform.

Evaluation and Monitoring Limitations

- While it was not the purpose of the CYR to develop collective monitoring and evaluation, it would have been beneficial to create a collective monitoring and evaluation system with common goals, outcomes, indicators and measures.



Lessons Learned

LESSON 1

Develop and implement a comprehensive standardized coordinated care plan based on evidence: -informed youth care practices such as trauma-informed, harm reduction and safe spaces practices to create consistent services for vulnerable youth among participating agencies; support the coordinated care plan with consistent training and support for agencies and staff.

LESSON 2

Secure funding to hire adequate levels of dedicated staff including specific roles for such things as service navigators to better assist youth.

LESSON 3

Ensure assessment workflow processes meet the needs of youth and staff by being as efficient and quick as possible and by incorporating trauma-informed best practices.

LESSON 4

Improve referral workflow processes by creating an infrastructure system with better capacity to match referral information including better service descriptions and capacity that enables quick, efficient and accurate service referrals for youth.

LESSON 5

Video conferencing technology may be better integrated within the infrastructure system to increase ease of use and adoption of the system.

LESSON 6

Develop flexibility in coordinated conference calls for referrals including multiple modes of communication to meet the preferences of staff and to enable quick access to services for youth. Further discussion on the timing of case conference calls would be helpful.

LESSON 7

Develop a robust collective monitoring and evaluation capacity within the coordinated infrastructure system, which permits agencies to see convenient, immediate real-time data on achieving youth, agency and system outcomes and permits them to respond by making continuous improvements at the system and agency level when necessary.

CYR LESSONS LEARNED



CYR THEME

Partnerships and Participation



What Was Done

Agencies join and participate in whatever capacity they can; expectations of roles and responsibilities of agencies broadly communicated and less specific (eg. day-to-day usage of the CYR processes)

Commitment from participating agencies included being **available Monday to Friday from 1 p.m. to 4 p.m.** for coordinated conference calls using video conferencing technology for the purpose of coordinating referrals.

Participating agencies met bi-weekly for continuous improvement and learning meetings. Surveys were used to gather feedback outside of meetings. CYR leadership met weekly.



Results

Disparity in Participation Levels in Continuous Improvement Meetings and Feedback Surveys

- Participation overall was high during bi-weekly meetings averaging 20 participants per meeting, but some agencies never participated in them. Agencies with funded staff for the CYR had higher participating rates than agencies with no dedicated funded staff. Participation rates in surveys were also sometimes low, creating challenges in obtaining as much feedback as possible to make improvements to the CYR system.

Barriers from Dedicated Time Windows for Participation

- Agencies reported their biggest concern was being able to commit their availability during the dedicated video case conference call time window between 1 p.m. and 4 p.m. for the purpose of making referrals to services for youth.



Lessons Learned

LESSON 1

Create flexibility in participation levels for agencies, which is based on meeting the needs of youth and considering the resources and context of agencies to ensure equitable participation.

LESSON 2

Develop more clear expectations and specific roles attached to different levels of participation and create a basic standardized participation expectation such as attending meetings and providing feedback.

LESSON 3

Ensure accountability measures are created that are linked to participation expectations.

LESSON 4

Develop adequate comprehensive funding so agencies are able to participate.

CYR LESSONS LEARNED



CYR THEME

Managing Change



What Was Done

Agencies use their own internal systems plus adopt the CYR system and processes

Agencies had to adopt an entirely **new system** with the CYR platform and corresponding workflow processes in order to participate. Agencies were **required to make duplicate entries** of intake information, entering data once for their own agency and then doing it a second time for the CYR.

Agencies were onboarded through training on the CRY system. Updates to the system and processes were discussed and demonstrated during bi-weekly meetings with participating agencies.



Results

Disparity in Change Impacts on Agencies

- Agencies had different experiences of the change required to participate in the CYR, which may have impacted ability to participate.
- For some agencies, the change required to adopt the CYR was considerable, creating its own challenges, while for other agencies, the change was minimal, thereby making participation easier.

Duplication of Work Processes

- The double entry of intake information may have made participation challenging for agencies without dedicated resources for the CYR.

Inflexible Change Requirements for Agencies

- While not within the scope of the CYR, there was no consideration of each agency's current operations, systems and workflow processes in terms of alignment with the new change required of the CYR.



Lessons Learned

LESSON 1

Develop specific change management plans and training tailored to meet the needs, operations and systems for each agency.

LESSON 2

To minimize the amount of change and use staff resources more efficiently, create an infrastructure system that better integrates with agencies' existing systems through automated pull and push information features.



CYR THEME

Youth Engagement



What Was Done

No formal engagement plan

No formal youth engagement plan was developed because of the urgency to develop and implement the CYR as quickly as possible to help youth during the pandemic.



Results

Youth Engagement Limitations

- The CYR lacked input and feedback from youth across all participating agencies to help create and improve the CYR platform and processes. Furthermore, challenges created by COVID-19 made engagement with youth difficult.



Lessons Learned

LESSON

Develop a formal youth engagement plan that adheres to best practices such as including youth early in the development, design and evaluation of a coordinated services model.

CYR LESSONS LEARNED



CYR THEME
Communications and Marketing



What Was Done

Diffused responsibility

A committee of CYR leadership along with the project lead was responsible for communications and marketing of the CYR.



Results

Communications and Marketing Challenges

- As a result of a committee driving the communications and marketing process, developing timely communications and marketing was often challenging.

Government Relations/Stakeholder Engagement Limitations

- While not within the scope of the CYR, a coordinated government relations strategy would have been beneficial to assist with advocacy efforts including funding.



Lessons Learned

<p>LESSON 1</p> <p>Develop a centralized, streamlined time-sensitive and effective communications and marketing management to ensure timely delivery.</p>	<p>LESSON 2</p> <p>Develop a government relations strategy as part of an overall stakeholder engagement strategy is recommended.</p>
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CYR THEME
Collaborative Funding



What Was Done

One main CYR agency leader

Funding for the CYR was the responsibility of one of the leading agencies that served as the main lead. Participating agencies were not required to provide funding.



Results

Collaborative Funding Limitations

- Funding responsibility for the CYR was not collaborative and not equitably distributed among agencies. Furthermore, it was uncoordinated, leaving it up to individual agencies to apply for their own funding to hire staff or create their own projects as they deemed relevant to the CYR.



Lessons Learned

LESSON

Develop a coordinated collaborative funding strategy that is more equitably distributed among participating agencies to secure adequate coordinated funding of resources required to develop and implement a coordinated services model

PROJECT 2:

Youth Agency Collaboration- City Model for the Prevention of Youth Homelessness in Edmonton

2020 – 2021

YOUTH AGENCY COLLABORATION

Participating Agencies

From October 2020 to June 2021, nine youth serving agencies in Edmonton came together to continue the work highlighted in the Youth Agency Collaboration 2020 Final Report. They committed to participating in several engagement sessions on building a city model for the prevention of youth homelessness in Edmonton with a focus on coordinating access to diverse services, coordinating infrastructure and coordinating care. Engagement sessions were facilitated to address the following topics related to the city model:

- **guiding principles and ways of working**
- **an evaluation framework complete with outcomes, indicators and measures**
- **city model elements that serve as significant pillars of the model**
- **a workflow framework that outlines common workflows required to support the city model and achieve its goals**

This section of the report will address these topics in detail on the following pages.

Nine Participating Agencies

Alta Care Resources

Boyle Street Community Services

C5 North East Hub and Ubuntu

Family Futures Resource Network

iHuman Youth Society

Old Strathcona Youth Society

M.A.P.S Alberta Capital Region

YouCan Youth Centre

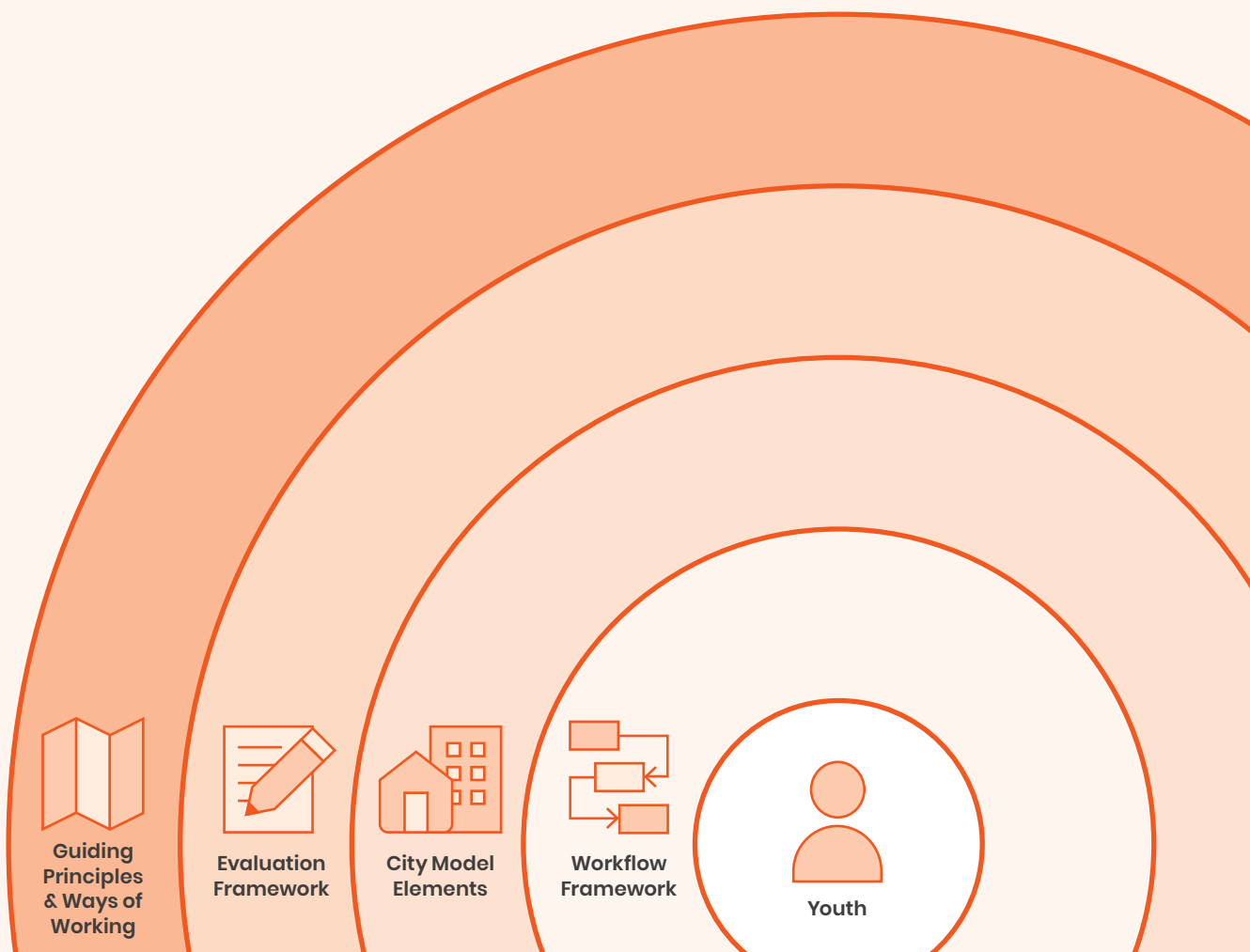
Youth Empowerment and Support Services

YAC City Model at a Glance

The illustration in Figure 5 on this page highlights key findings of the Youth Agency Collaboration (YAC) 2021 project. It depicts **four interdependent characteristics of the city model** for the prevention of youth homelessness in Edmonton. The city model characteristics are, from the outer rings to the centre: **1) guiding principles and ways of working, 2) the evaluation framework, 3) city model elements and 4) the workflow framework.** A youth is at the centre of the illustration, reflecting the city model's focus on helping youth experiencing crisis and housing instability achieve positive outcomes.

The four characteristics identified in the surrounding rings reflect the ideas of the YAC committee to prevent youth homelessness in Edmonton. Starting at the outer ring and moving inwards towards the youth, city model characteristics focus on the big picture becoming more specific as they identify operations related to the model.

FIGURE 5:
Four Characteristics of the City Model for the Prevention of Youth Homelessness in Edmonton



Theory of Change

A theory of change is a roadmap that explains what type of change will happen and how and why it will happen. It provides direction for achieving common goals. The following statement is one theory of change for the city model to prevent youth homelessness in Edmonton, which emerged from analysis of the findings in this report. The theory of change incorporates aspects of the four characteristics of the city model addressed in this report. The city model is complex with many moving interdependent parts. Together, these parts work to support the following theory of change statement, which is illustrated in Figure 5 on page 41.

Theory of Change Statement

We believe the **prevention of youth homelessness in Edmonton** is attainable:

- when **youth experiencing crisis and housing instability** play an active role with agencies and organizations that are working in new ways founded on best practices in collaboration with a focus on **building trusting relationships with youth, agencies, families and natural supports, and the community**;
- when agencies **coordinate holistic approaches** to youth care through best practices in policies and personnel resulting in the delivery of consistent, standardized services in **trauma-informed, harm reduction and safe spaces practices** across agencies in our collaborative and extended to other community organizations;
- when agencies **coordinate information sharing** and **common work practices** like assessment, complex case management and collective evaluation of common outcomes;
- when agencies work to **create collaborative funding approaches** to finance their new ways of working;
- when agencies work to increase **timely access to youth-led, accessible, inclusive, non-judgmental and flexible services**;
- and when agencies **empower youth** with options and choices to improve their lives, ultimately leading to their achievement of **self-actualization, community empowerment and sustainable independence**.

City Model Guiding Principles and Ways of Working

The guiding principles and ways of working paint a big picture of the key priorities of the new city model for the prevention of youth homelessness in Edmonton. They ground the city model, requiring participating agencies to commit to these guiding principles and ways of working. They underscore the importance of working in new ways to better serve youth and improve youth outcomes in Edmonton.

Guiding Principles

Our agencies collaborate

Youth who are experiencing crisis and housing instability have a continuum of needs and are best served by agency sharing, coordination and collaboration.

→ We collaborate, share information, and learn from one another.

Our agencies honour youth voices

Youth possess wisdom, knowledge and experience. As agencies working with youth, we acknowledge their inherent agency and provide opportunities for their voices to shape our agencies and the services we provide.

→ We empower youth.

Our programs and services align with trauma-informed care and harm reduction practices

As caregivers, advocates, and youth workers it is our responsibility to hold space for youth's experiences of trauma. We mitigate harm as best we can.

→ We support non-judgmental healing.

Our agencies honour cultural and spiritual ways of being and are welcoming to all people

We honour each other's cultural and spiritual ways of being.

→ We are inclusive.

Our agencies do not tolerate racism or discrimination

Racism and discrimination exist from long-established social structures. It is our collective responsibility to acknowledge our role in these structures and to meaningfully include youth in eradicating racism and discrimination.

→ We are committed to walking with youth and creating change.

Our agencies are places of empathy

Empathy is critical to creating safe spaces. Empathy means that youth who come to us will be free of judgement, criticism, harassment or harm.

→ We build trust.



Our agencies are stronger when we work together with the families of youth

We value the relationships that youth have with their families. We actively involve families to play a lead role to support and advance the work that agencies provide so that together, we can strive to improve the lives of youth and set them up for success.

→ We collaborate with families.

Our agencies value building relationships with community organizations

Community organizations existing beyond our collaborative play an important role in supporting youth to achieve success outcomes through the programs, services and supports they offer. We build trusting relationships with community organizations and offer them training, resources and support to increase their understanding of youth marginalization and trauma-informed and harm reduction practices.

→ We build capacity in Edmonton's community organizations.

Ways of Working

Our collaborative values new ways of working together centred on:

Collective sharing and learning

We acknowledge that collaboration requires collective action to commit to sharing and learning as well as collective commitment to empathy and compassion. We value being able to share knowledge, to compare and contrast ideas with other members and to learn from one another as a collaborative.

Embracing ambiguity

Member agency roles and responsibilities within our collaboration may not always be well-defined and solutions to problems may not be obvious. We work with open communication, creativity and patience to find a path forward.

Strength-based approach

We value the capacity, skills, knowledge and strengths of individuals and agencies within our collaboration. We work to recognize what is working well, to identify existing resources to leverage, and to harness individual and agency strengths to realize our goal of ending youth homelessness in Edmonton.



City Model Evaluation Framework

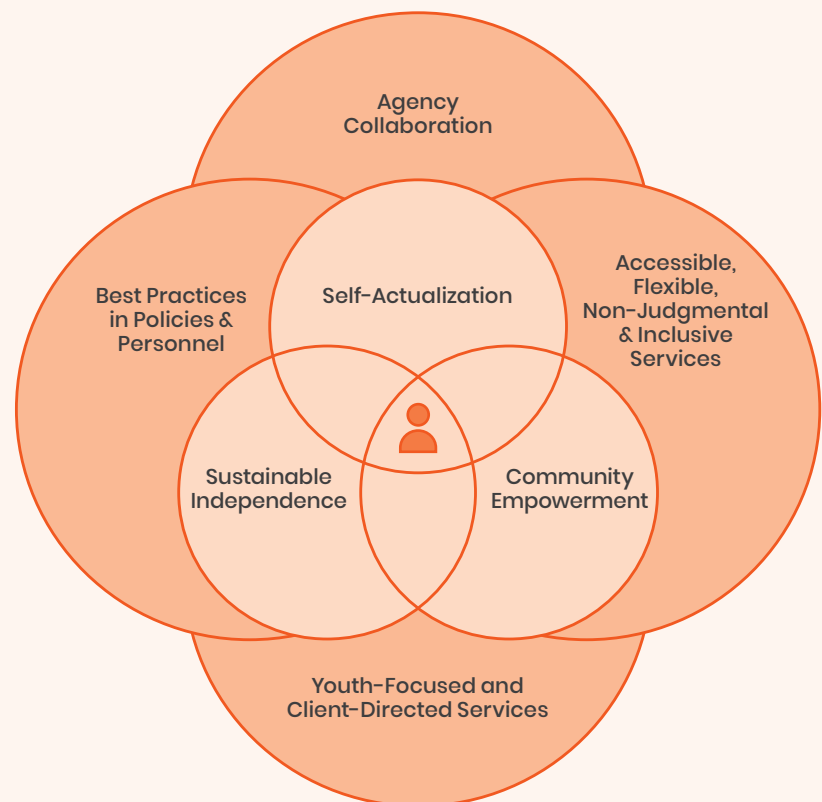
The evaluation framework for the new city model for the prevention of youth homelessness in Edmonton outlines what success looks like. It provides direction for participating agencies to guide their practices as it relates to achieving the goals of the city model once it is implemented. It also enables continuous improvement to be made. This framework addresses coordinated access to diverse services, coordinated infrastructure and coordinated care as foundational pieces of the city model. It incorporates concepts from the guiding principles and ways of working outlined in this report as well as concepts from the city model elements and workflow framework, which are outlined in the following pages of this section of the report.

Method

Nine youth-serving agencies participated in several engagement sessions between January and June 2021 to explore details related to the evaluation framework to support the city model. A total of seven goals – including system and agency goals and youth goals (see below) – were identified during previous YAC engagement sessions in 2019. These seven goals guided the engagement sessions for the evaluation framework. Participatory and collaborative methods were used to obtain feedback, which was coded for themes. Evidence on evaluation from a literature review was cross-referenced to complement the feedback. A report on the evaluation framework findings stemming from engagement activities is available in the appendices. Cross-analysis of all the data in this report including the evaluation engagement findings was furthermore conducted looking for alignment opportunities. Together, these methods were used to produce the evaluation framework presented in this part of the report. It consists of evaluation goals, outcomes, definitions, indicators and measures.

FIGURE 6:
Interdependencies of the City Model's Evaluation Goals

This figure illustrates seven main goals of the evaluation framework for the YAC city model for the prevention of youth homelessness in Edmonton. Achievement of the goals and their corresponding outcomes will unfold in interdependent ways as the city model is implemented. This work will ultimately lead to the achievement of the three youth goals surrounding the youth in the centre of the illustration.



Seven Evaluation Goals

The following seven goals comprise the evaluation framework and are illustrated in Figure 6 on page 45.

System and Agency Goals: 4

Best Practice Goals

- Best Practices for Agency Collaboration
- Best Practices for Agency Personnel and Policies

Service Goals

- Accessible, Flexible, Non-Judgmental and Inclusive Services
- Youth-Focused and Client-Directed Services

Youth Goals: 3

- Self-Actualization
- Community Empowerment
- Sustainable Independence

Findings Overview

This section of the report presents details on the following pages related to the seven evaluation goals and their corresponding outcomes, indicators and measures. Together, they paint a picture of a successful city model. They comprise the evaluation framework. The framework works to address the four main service challenges identified in the YAC 2020 Final Report and it aligns with the seven recommendations made in that report (see Table 2 on page 13 for details). **All the seven evaluation goals and their corresponding outcomes work together in interdependent ways,** reinforcing one another and ultimately leading to the achievement of improved youth outcomes.

System and Agency outcomes illustrate the central role of **two best practice goals— 1) best practices in agency collaboration** and **2) best practices in agency personnel and policies—** within the city model to coordinate infrastructure and care practices, thereby creating consistency in service delivery. These best practice goals

especially reflect the guiding principles and ways of working concepts presented in this report.

The two best practice goals set the stage for achieving youth outcomes. Together, they work to create a foundation for service delivery and to achieve **two service goals** and their related outcomes—**1) youth-focused and client-directed services** and **2) accessible, flexible, non-judgemental and inclusive services.** These service goals reinforce many of the guiding principles and emphasize the important role of coordinated trauma-informed care, harm reduction and safe spaces practices.

The **youth outcomes** illustrate a range of different stages of success for youth, which work together in interdependent ways ultimately leading to youth becoming sustainably independent individuals. The outcomes are **self-actualization, community empowerment** and **sustainable independence.**



YAC City Model Evaluation Framework

SYSTEM & AGENCY GOALS	GOAL: BEST PRACTICES FOR AGENCY COLLABORATION	
	⚡ Outcome #1	
	Agencies have increased mutual understanding of each other's services.	
	📖 Definition	
	When agencies collaborate, they increase knowledge about each other's services and can better meet the needs of youth and increase achievement of youth outcomes. With increased knowledge of services, agencies can provide youth with more service options and make better referrals for youth.	
🔑 Indicators	📊 Measures	
<ul style="list-style-type: none"> • Agencies report increased awareness and knowledge of the services of other agencies. • Youth and agencies report an increase in the number of accurate referrals. • Youth and agencies report reduction in referrals made in error. • Increase in achieving youth outcomes. • Youth and agencies report increased satisfaction with services. 	<ul style="list-style-type: none"> • # or % of agencies per year reporting increased awareness of services offered by other agencies • # or % of agency staff per year who report they have adequate information on the services other agencies within the city mode • # or % of youth and agencies reporting per year an increase in accurate referrals • # or % of accurate referrals recorded in the city model system per year • # or % of referrals recorded in the city model system per year made between agencies • # or % of referrals made in error per year • # or % of youth outcomes achieved per year 	

YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS

GOAL: BEST PRACTICES FOR AGENCY COLLABORATION

 Outcome #2

Agencies show accountability through governance structures and roles and responsibilities.

 Definition

An umbrella or lead organization(s) is a typical governing structure to oversee accountability of integrated service models in international research (Settipani et al., 2019). It plays a role in ensuring accountability and ensuring each agency understands their role and responsibilities within the city model through clear and transparent communication. Agencies are willing to account for their actions and their roles and responsibilities within the city model as outlined in policies, training, shared decisions and the evaluation framework. With roles clearly defined, agencies will know what is expected of them, increasing accountability and alignment of resources to achieve collective goals. Accountability ensures all agency partners are working together successfully to achieve collective goals. As well, agencies are mutually accountable to one another in terms of what is being measured and evaluated (Nichols & Doberstein, 2016 as cited in PolicyWise, 2021).

 Indicators

- Governing structure is established including terms of reference.
- Agencies report increased understanding of their role and use of resources in achieving evaluation outcomes.
- Agencies report increased awareness of the different roles and responsibilities of participating agencies.
- Agencies fulfill their expected role within the city model as outlined in their participation agreement.
- Agencies regularly attend YAC meetings.
- Agencies participate in a timely manner in all engagement activities related to the city model to provide feedback.
- Agencies use a standing agenda item to present information on their organization's strategic and operational matters.
- Agencies regularly contribute to the work that needs to be done as a collaborative to benefit the city model.

 Measures

- Adequate governing structure suitable to oversee the city model is created
- # or % of agency leaders per year who report they understand their role within the city model
- # or % of agency staff per year who report they have adequate information on the role other agencies within the city model
- # or % of agencies per year who report that their agency has dedicated adequate resources to their role within the city model
- # or % of agencies per year reporting successfully meeting the requirements of their role as outlined in their individual participation agreement
- # or % of agencies per year that attend meetings regularly
- # or % of agencies per year that report using a standing agenda item to inform agencies about their organization's strategic and operational matters as part of regular information sharing
- # or % of agencies per year that report making contributions (time, resources) to do work required to support the city model



YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS	GOAL: BEST PRACTICES FOR AGENCY COLLABORATION	
	⚡ Outcome #3	
	Agencies are responsive to each other.	
	📖 Definition	
	<p>Agencies are adaptive and flexible to each other in the face of emerging challenges and needs, identifying and monitoring risks and opportunities and accommodating changes due to program and agency needs and/or unique circumstances or crises that emerge and support is needed by youth and agencies (Nichols & Doberstein, 2016 as cited in PolicyWise, 2021). Agencies embrace change and are committed to mobilizing resources to take action to help each other for the benefit of youth.</p>	
🔑 Indicators	📏 Measures	
<ul style="list-style-type: none"> • Agencies are flexible and adaptive, using their capacity to meet the needs of other agencies. • Agencies report increased willingness to be open to change. 	<ul style="list-style-type: none"> • # or % of agencies per year reporting being flexible and adaptive to meet the needs of other agencies • # or % of agencies per year reporting increased willingness to be open to change 	

YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS

GOAL: BEST PRACTICES FOR AGENCY COLLABORATION

⚡ Outcome #4

Agencies cooperate and share and coordinate information, services, resources, care practices, common workflows and funding.

📖 Definition

Sharing resources, information and care practices ensures equitable participation, effective cooperation, increased knowledge and equitable access to training and information among agencies, leading to consistent and effective services. Agencies are committed to coordinating infrastructure within the city model as well as coordinating care practices and common workflows, sharing data willingly among themselves and agreeing to shared training to create a continuum of care that increases access to services and improved youth outcomes. Agencies also pursue opportunities for funding together to enhance their collaborative activities.

🔑 Indicators

- Agencies report increased access to shared resources, training materials and information.
- Agencies share their information needed for the city model.
- Agencies coordinate common workflows for the success of the city model.
- Agencies coordinate care practices for the success of the city model.
- Agencies create and share client files.
- Youth and agencies report timely access to services.
- Youth and agencies report increased satisfaction with services.
- Agencies are successful in achieving collaborative funding.
- Agencies achieve evaluation goals.

📊 Measures

- # or % of agencies per year reporting they have adequate access to resources, training materials and information
- # of % of agencies per year reporting they provide/ share their information needed for the city model
- # of % of agencies per year reporting they implement and use common workflows required to support the city model
- # of % of agencies per year reporting they implement and use coordinated care practices required to support the city model
- # or % coordinated and shared client files per year
- # or % that clients files were viewed and accessed by participating agencies per year
- # or % of youth and agencies who report satisfaction with timely access to services
- # or % of youth and agencies reporting per year increased satisfaction with services
- # or % of agencies per year reporting satisfaction with achieving collaborative funding successes
- # or % of evaluation goals reported as achieved per year



YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS	GOAL: BEST PRACTICES FOR AGENCY COLLABORATION	
	⚡ Outcome #5	
	Staff show mutual respect and communication.	
	📖 Definition	
	Respect and continuous communication are elements of collaboration (Mackenzie, 2019 as cited in PolicyWise, 2021) and also of creating a cohesive culture among staff. These elements will allow staff to trust one another and work efficiently as a collaborative of agencies.	
	🔑 Indicators	📏 Measures
<ul style="list-style-type: none"> Agencies report increased communication with one another. Agencies report increased trust in one another. Agencies report increased willingness to collaborate with each other. 	<ul style="list-style-type: none"> # or % of agencies per year reporting increased communication among agencies # or % of agencies per year reporting increased trust in one another # or % of agencies per year reporting increased willingness to collaborate 	

YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS	GOAL: BEST PRACTICES FOR AGENCY COLLABORATION	
	⚡ Outcome #6	
	Agencies collaborate to advocate for youth.	
	📖 Definition	
	<p>Agencies strive to carry out collaborative action and activities and make recommendations to various levels of government to advocate for youth (Mackenzie, 2019 as cited in PolicyWise, 2021) designed to influence policies and actions of key decision-makers to achieve positive changes for youth.</p>	
🎯 Indicators	📊 Measures	
<ul style="list-style-type: none"> Agencies use collective data effectively for the purpose of advocacy. Agencies report increased collaborative efforts to outreach with key stakeholders such as government to advocate for youth and make positive changes. Agencies report increased successes in advocacy including such things as changes in policy, legislation, budgetary commitments, implementation of commitments, changes in attitudes among key decision-makers, changes in attitudes within the community. Increase in media interest and coverage of the issues advocated for youth. 	<ul style="list-style-type: none"> # or % of agencies reporting per year effective use of collective data for advocacy # of strategically planned coordinated meetings held per year with policy makers/decision-makers on behalf of city model leadership # of youth advocacy issues identified/documented by collaborative as priority per year (as in a campaign, etc.) # of youth advocacy activities documented and organized per year # of policy changes /legislation changes , budgetary commitments made per year stemming from advocacy efforts Change in \$ or % or level of financial resources for an issue per year # or % of news stories and other news coverage (interviews, talk shows, podcasts, etc) on the youth issue(s) advocated for per year or as it relates to a specific campaign 	

YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS	GOAL: BEST PRACTICES FOR AGENCY PERSONNEL AND POLICIES	
	⚡ Outcome #1	
	Resources are dedicated to the creation and maintenance of policies and practices.	
	📖 Definition	
	To ensure consistent policies and practices, policy management requires identification of ownership and responsibilities, dedication of resources including budget, committee(s), staff time and knowledge/expertise, and tools and materials for information sharing and training.	
	🔑 Indicators	📏 Measures
<ul style="list-style-type: none"> • Ownership of and responsibility for the policy and practice management is clearly identified and reflected in budget. • Policy and practice management resources are identified and set aside so necessary work can be done. • Policies, procedures and practices manual is created for collective use. • Adequate number of committee(s) is established to carry out the work of policy and practice management. • Adequate number of agency staff with experience and knowledge are appointed to assist in policy and practice management. 	<ul style="list-style-type: none"> • % of annual budget set aside for policy and practice management responsibility including resources required (eg. management costs, training costs, staff time) • Policies, procedures and practices manual is produced and ready for use per year • # of committee(s) struck and agency staff with expertise appointed per year to conduct work related to policies and practices 	

YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS	GOAL: BEST PRACTICES FOR AGENCY PERSONNEL AND POLICIES	
	⚡ Outcome #2	
	Policies and practices are consistent across agencies.	
	📖 Definition	
	<p>Shared policies across participating agencies unify and set standards for the practices and service-delivery expectations to support youth experiencing crisis and housing instability (Gaetz et al., 2018a as cited in PolicyWise, 2021). They are the backbone of the collaborative, striving to set it up for success, to ensure compliance and to achieve its evaluation goals. Consistent policies serve to guide agency and employee behaviours and build in accountability for complying with common policies, standards and practice expectations. Policies abide by best practices in policy life cycle development, requiring updating and reviewing in order to adapt to the emerging needs of the agencies and youth.</p>	
🔑 Indicators	📊 Measures	
<ul style="list-style-type: none"> • Policies and practices are consistently adopted and implemented by agencies and their staff. • Policies and practices are regularly reviewed and adapted when necessary. • Service delivery is consistent across agencies. • A positive corporate culture related to the collaborative exists among agencies. • Increased satisfaction with services among youth and agencies. • Evaluation goals of the collaborative especially improved youth outcomes are achieved. 	<ul style="list-style-type: none"> • # or % of agencies reporting per year compliance of employees with policies and practices • # of proactive policy and practice reviews done annually • # of policies and practices adapted, updated and changed per year • # of agency sign-off documents completed per year to acknowledge responsibility for being aware of updated policies and practices • # or % of audit checks per year on consistent service delivery across agencies • # or % of youth and agencies per year reporting consistent service delivery across agencies • # or % of agencies reporting per year increased satisfaction with corporate culture of the collaborative • # or % of youth and agencies reporting per year increased satisfaction with services • # or % of achieved outcomes in the evaluation framework per year with special attention on improved youth outcomes 	



YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS	GOAL: BEST PRACTICES FOR AGENCY PERSONNEL AND POLICIES	
	⚡ Outcome #3	
	Policies and practices are centralized and secure, well-organized, clear and easily searchable, equitably accessible, well communicated through various ways and executable.	
	📖 Definition	
	<p>Information on policies and practices stored in a secure centralized location enables agencies and their staff to access it, thereby assisting in the consistent adoption of policies and practices into daily practice. Effective policies and practices are well structured, clearly presenting their purpose and using consistent naming conventions and terminology, and clearly explaining procedures on how to accomplish things. Information on policies and practices is made available through a variety of communication modes from various devices and through various training techniques.</p>	
🔑 Indicators	📏 Measures	
<ul style="list-style-type: none"> • Information on policies and practices is clearly communicated in various formats that appeal to different learners and is easy to read, view and understand. • Information on policies and practices is easily searchable and found in a convenient centralized place accessible to all agencies on various devices. • Information on policies and practices is communicated effectively through various tactics including training sessions and demonstrations, accessible in online synchronous and asynchronous formats, and easily downloadable formats. • Updates to policies and practices are clearly communicated to agencies and staff through several tactics including meetings, training sessions, emails and downloadable materials. 	<ul style="list-style-type: none"> • # or % of agency staff per year who say training sessions and materials effectively communicate policies and practices for adoption into their daily work lives • # of communication channels used per year to inform and educate on policy updates/changes (eg. meetings, emails, training sessions, downloadable materials) • # or % of agency staff per year who say information on policies and practices is clear and they understand the policies and practice expectations • # or % of agency staff per year who say information on policies and practices is accessible • # of times per year policy and practice documents are accessed/used/viewed 	

YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS	GOAL: BEST PRACTICES FOR AGENCY PERSONNEL AND POLICIES	
	⚡ Outcome #4	
	<p>Agencies and their staff participate in and comply with standardized coordinated training for the city model and adopt them in their daily work practices including trauma-informed care, harm reduction and safe spaces training along with all training required on policies and procedures (common workflows, sharing information, infrastructure system, monitoring and evaluation).</p>	
	📖 Definition	
	<p>Full commitment to and participation in standardized coordinated training for the city is required of agencies and their staff as part of the collaborative efforts to create consistent services and improve youth outcomes. Agencies are committed to monitoring employee adoption of the new policies, procedures and practices (trauma-informed care, harm reduction and safe spaces) through various means (eg, staff assessment). Monitoring will create opportunities for agencies to provide feedback on training so that improvements on care practices as they relate to trauma-informed care, harm reduction and safe spaces can be made when required, for example, as well as improvements to procedures.</p>	
🔑 Indicators	📏 Measures	
<ul style="list-style-type: none"> Agencies and their staff enroll in all required training for the city model. Agencies regularly monitor staff for compliance with all city model training using data that is collected and monitored for the purpose of quality improvement. Implemented city model training leads to improved youth outcomes. 	<ul style="list-style-type: none"> # or % of staff enrolled in training per year for specific care practices # of training sessions per year to inform agencies and staff about policies, procedures and practices # or % of agencies reporting per year compliance of employees with policies, procedures and practices # or % of agencies/staff per year providing feedback on improvements to policies, procedures and practices # of % of achieved improved youth outcomes 	

YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS

GOAL: BEST PRACTICES FOR AGENCY PERSONNEL AND POLICIES

 Outcome #5

Youth are engaged on agency policies and practices.

 Definition

During engagement sessions, YAC agencies identified that youth need a voice in what agency policies look like, as they are the ones who will ultimately benefit from the services provided from the agency. Feedback from youth is considered and influences decision-making. Engagement with youth based on multiple methods helps ensure diverse youth voices are heard. Engagement is most effective when frequent and reviewed annually to ensure effective strategies are adopted.

 Indicators

- A youth engagement policy is created.
- Youth engagement strategies with multi-pronged approaches to include diverse youth is created annually (eg. coordinated youth advisory council or forum, surveys, interviews).
- Engagement with youth is adequately funded.
- Youth are regularly asked for their feedback on matters related to the city model (eg. evaluation and implementation of it, coordinated care and access and infrastructure, services planning, policies, capital projects).
- Feedback from diverse youth is obtained.
- Decision-makers consider youth feedback and use it to inform decisions.
- Multiple engagement methods are used to obtain feedback from youth.
- Increased trust among youth in collaborative decision-makers.
- Increased satisfaction with engagement efforts among youth.

 Measures

- Youth engagement policy is created and updated annually
- Engagement strategy document created per year to guide youth engagement activities
- # of dollars of % of budget allocated to youth engagement per year
- # of regularly scheduled engagement sessions with youth per year
- # and type of engagement tactics used per year to obtain feedback from youth
- # of different youth engaged (eg. based on age, Indigenous, 2SLGBTQIA+, newcomers, etc.)
- # of youth feedback and suggestions considered annually
- # of youth feedback and suggestions that influence decisions per year (eg. service planning)
- # or % of youth who believe adequate efforts to obtain their feedback was achieved
- # or % of youth who believe they were able to express their views freely
- # or % of youth who believe they had enough information to contribute to the topic being addressed
- # or % of youth who believe their feedback will be considered by decision-makers
- # or % of youth who believe the engagement activity(ies) will make a difference
- # or % of youth who have greater trust in collaborative decision-makers
- # or % of youth who are satisfied with the engagement activity



YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS

GOAL: BEST PRACTICES FOR AGENCY PERSONNEL AND POLICIES

⚡ Outcome #6

Diverse social, spiritual and cultural communities with a specific focus on Indigenous communities are engaged on policies and practices.

📖 Definition

Engaging with diverse social, spiritual and cultural communities with a specific focus on Indigenous communities on policies and practices impacting their youth ensures the city model is informed by diverse communities in Edmonton.

Under Canada’s Truth and Reconciliation Commission principles (2015), it is written: Supporting Indigenous peoples’ cultural revitalization and integrating Indigenous knowledge systems, oral histories, laws, protocols, and connections to the land into the reconciliation process are essential. Engaging Indigenous communities on policies and practices impacting their youth is a step towards reconciliation that the youth serving agencies actively can take.

Engagement with diverse social, spiritual and cultural communities uses culturally appropriate methods to ensure diverse voices are heard. Feedback from socially, spiritually and culturally diverse communities is considered and influences decision-making.

🔗 Indicators

- A community engagement policy for engaging diverse social, spiritual and cultural communities is created.
- Community engagement strategies with culturally appropriate approaches are created annually.
- Engagement with diverse community members is adequately funded.
- Community members are regularly asked for their feedback on matters related to the city model as it impacts their youth (eg. evaluation of it, coordinated care and access and infrastructure, services planning, policies, capital projects).
- Decision-makers consider feedback from diverse social, spiritual and cultural community members and use it to inform decisions.
- Increased trust in collaborative decision-makers among social, spiritual and cultural community members.
- Increased satisfaction with engagement efforts among diverse social, spiritual and cultural community members.

📏 Measures

- Community engagement policy for diverse social, spiritual and cultural communities is created and updated annually
- Engagement strategy document created per year to guide community engagement activities
- # of dollars of % of budget allocated to community engagement per year
- # of regularly scheduled engagement sessions with diverse community members per year
- # and type of engagement tactics used per year to obtain feedback from socially, spiritually and culturally diverse community members
- # of socially, spiritually and culturally diverse community members engaged per year
- # of socially, spiritually and culturally diverse community members’ feedback and suggestions considered annually
- # of socially, spiritually and culturally diverse community members’ feedback and suggestions that influence decisions per year (eg. service planning)
- # or % of socially, spiritually and culturally diverse community members who believe adequate efforts to obtain their feedback was achieved
- # or % of socially, spiritually and culturally diverse community members who believe they were able to express their views freely
- # or % of socially, spiritually and culturally diverse community members who believe they had enough information to contribute to the topic being addressed
- # or % of socially, spiritually and culturally diverse community members who believe their feedback will be considered by decision-makers
- # or % of socially, spiritually and culturally diverse community members who believe the engagement activity(ies) will make a difference
- # or % of socially, spiritually and culturally diverse community members who have greater trust in collaborative decision-makers
- # or % of socially, spiritually and culturally diverse community members who are satisfied with the engagement activity



YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS

GOAL: BEST PRACTICES FOR AGENCY PERSONNEL AND POLICIES

 Outcome #7

Agencies share resources and training with community organizations outside the city model and families and/or natural supports of youth, making the information accessible.

 Definition

Agencies understand the importance of sharing resources and information with community organizations outside the city model and with families and/or natural supports especially as they relate to trauma-informed care, harm reduction and safe spaces practices. Creating consistent knowledge and practices across community organizations and empowering families and/or natural supports of youth with knowledge and skills benefits youth and helps achieve youth outcomes.

 Indicators

- Agencies share standardized training resources on trauma-informed care, harm reduction and safe spaces with community organizations.
- Agencies create appropriate training and/or resources for families and/or natural supports.
- Training information is clearly communicated in various formats that appeal to different learners and is easy to read, view and understand.
- Training information is easily searchable and found in a convenient centralized place accessible to all agencies on various devices.
- Training information is communicated effectively through various tactics including training sessions and demonstrations, accessible in online synchronous and asynchronous formats, and easily downloadable formats.
- Updated training information is communicated to community organizations and families and/or natural supports through several tactics including meetings, training sessions, emails and downloadable materials.
- Community organizations increase their capacity to help youth.
- Families and/or natural supports have increased capacity to help youth.
- Agencies include families and/or natural supports within managed case plans.
- Increase in achieving youth outcomes.

 Measures

- # or % of community organizations per year reporting they have adequate access to resources, training materials and information
- # or % of community organizations per year reporting they are better equipped to help youth as a result of shared training resources
- # or % of families and/or natural supports per year reporting they have adequate access to resources, training materials and information
- # or % of families and/or natural supports per year reporting they are better equipped to help youth as a result of provided training/resources
- # or % of youth per year reporting more consistent services from community organizations that received training
- # or % of youth per year reporting satisfaction with support from trained families and/or natural supports
- # of communication channels used per year to inform and educate updates/changes to training materials (eg. meetings, emails, training sessions, downloadable materials)
- # or % of community organizations and families and/or natural supports per year who say training information is clear and they understand it
- # or % of community organizations and families and/or natural supports per year who say training information is accessible
- # of times per year training information is accessed/used/viewed by community organizations and families and/or natural supports
- # of families and/or natural supports per year included in individual youth's case plan
- # or % of youth outcomes reported as achieved per year



YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS

GOAL: ACCESSIBLE, FLEXIBLE, NON-JUDGMENTAL AND INCLUSIVE SERVICES

⚡ Outcome #1

Agencies collectively work to reduce barriers to accessing services, increasing timely access to services for youth.

📖 Definition

Services should reduce barriers for youth who want and need to access services. When services are hard to access, such as having multiple processes to access a shelter, youth may feel discouraged and misguided about how to get help (Curry et al., 2021). Lack of timely access to services emerged as a challenge in the YAC 2020 Final Report (Centre Hope, 2020) along with cumbersome processes such as requiring youth to repeat their personal information to multiple agencies. Increasing timely access to services when youth are ready is a characteristic identified in international research on integrated community youth service hub models (Settipani et al., 2019). Methods include providing youth multiple pathways to services such self-referral, walk-in/drop-in and online access.

🔑 Indicators

- Agencies and their staff work to build relationships with youth increasing timely access to services when youth are ready.
- Agencies work together to reduce barriers to services by providing youth access to transportation, communication and information services.
- Agencies work together to reduce wait times for youth to access services.
- Agencies work together to reduce language and cultural compatibility barriers to increase access services.
- Agencies collaborate, working together to create continuity of care for youth, considering low-barrier options (eg. minimum expectations placed on youth) when available and avoiding gaps in services to increase service access.
- Agencies and their staff assure youth of confidentiality of their information when possible and not in violation of duty to assist to reduce barriers to access services.
- Diverse youth access agency's services.
- Uncomplicated, timely and streamlined service access processes focus on essentials to initiate access to services when youth are ready.
- Timely accurate referrals to the right services for diverse youth.
- Youth and agencies are satisfied with access to services.
- Decrease in number of youth denied services.
- Increase in achieving youth outcomes.
- Youth are able to access services using a variety of methods such as self-referral, walk-in/drop-in, and online/digital access.

📊 Measures

- # or % of youth and agencies who report per year satisfaction with timely access to services when youth are ready
- # or % of youth and agencies who report per year satisfaction with access to transportation, communication and information services for youth
- Average wait time for youth ready to access various types of services per year
- # or % of youth and agencies who report per year satisfaction with access to language interpreters and culturally compatible services when applicable
- # or % of youth and agencies who report per year satisfaction with maintaining confidentiality of youth's information
- # or % of diverse youth enrolled in programs and services per year
- # or % of accurate referrals for diverse youth per year
- # or % of youth and agencies who report per year satisfaction with service access processes, including timely and uncomplicated access
- # or % of youth and agencies who report per year satisfaction with access to services in general
- # of youth per year denied services
- # or % of youth outcomes achieved per year
- # or % of youth reporting per year the # and various methods used to access services



YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS	GOAL: ACCESSIBLE, FLEXIBLE, NON-JUDGMENTAL AND INCLUSIVE SERVICES	
	⚡ Outcome #2	
	Services respect diversity and inclusion.	
	📖 Definition	
	<p>Indigenous, racialized, newcomers, and 2SLGBTQIA+ youth are overrepresented in homeless youth populations in Canada yet homelessness prevention approaches have not responded enough to the diverse identities and roles that youth hold (Gaetz et al., 2016 as cited in PolicyWise, 2021). Agencies need to know who is accessing services and understand how to respond to the diverse needs of youth (Schwan et al., 2018 as cited in PolicyWise, 2021).</p>	
🔑 Indicators	📏 Measures	
<ul style="list-style-type: none"> • Agency staff show openness to different perspectives and experiences of youth. • Agencies and their staff work to build relationships with youth showing respect for and inclusion of diverse youth. • Youth feel their individual identity and needs are respected. • Youth see agencies as being more inclusive. • Youth feel they are heard and understood. • Increased trust in agencies among youth. 	<ul style="list-style-type: none"> • # or % of youth and agencies who report per year satisfaction with being open to different perspectives and experiences of youth • # or % of youth and agencies who report per year satisfaction with building relationships with youth founded on respect and inclusion of youth • # or % of youth who report per year satisfaction with their individual identity and needs being respected • # or % of youth who report per year satisfaction with agencies' efforts to be inclusive • # or % of youth who report per year satisfaction with being heard and understood by agency staff • # or % of youth who report per year increased trust in agencies/agency staff 	

YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS

GOAL: ACCESSIBLE, FLEXIBLE, NON-JUDGMENTAL AND INCLUSIVE SERVICES

⚡ Outcome #3

Services are welcoming to youth and provided in consistently safe environments.

📖 Definition

Agencies provide non-judgmental services that welcome diverse youth within youth-friendly safe spaces that serve as refuges of safety, empathy and non-discrimination for marginalized youth populations including Indigenous, 2SLGBTQIA+ and newcomer youth. Agency environments within the collaborative are consistently safe through staff training in safe spaces protocols, biases, and in trauma-informed care and harm reduction practices.

🔑 Indicators

- Staff value avoidance of re-traumatization via consistent trauma-informed care and harm reduction practices and safe spaces protocols.
- Agency staff and spaces are non-judgmental with an “open door policy,” embracing racial and 2SLGBTQIA+ equity and attitudes and behaviour and preventing discrimination of youth.
- Agency staff show empathy and compassion to diverse youth, reducing stigma and fear and building trust.
- Agencies create youth-friendly settings that welcome diverse youth.
- Agency staff and spaces embrace openness and an “open door policy”, increasing sense of safety, a place to return to and reducing fear in youth.
- Agencies and their staff work to build relationships with youth to welcome youth and increase their sense of safety.
- Increase in youth who openly and freely share their needs.
- Youth feel safe at agencies and call it home, believing they can return there.
- Reduced critical incidents involving police or banning.
- When incidents do occur, agencies use common practices to welcome the youth back while maintaining a safe environment.
- The physical environment/ space of agencies incorporates safe space practices (eg. lighting, site lines).
- Agency staff use de-escalation techniques to avoid critical incidents.

📊 Measures

- # or % of agency staff who report per year adherence to consistent trauma-informed care and harm reduction practices and safe space protocols
- # or % of agency staff who report per year adherence to consistently being non-judgmental and non-discriminatory, supporting equally racialized and 2SLGBTQIA+ youth
- # or % of youth and agency staff who report per year satisfaction with agency staff showing youth empathy and compassion
- # of youth-friendly settings practices adopted at agencies per year
- # or % of youth who report per year they feel accepted and safe
- # or % of youth who report per year that agencies and/or staff create a sense of home, a place they can return to where they feel safe
- # or % of youth who report per year they feel open and free to discuss their needs with agencies/agency staff
- # or % of youth who report per year they feel staff are non-discriminatory and non-judgmental towards them
- # or % of youth who report per year an increase in trust with agencies and/or staff
- # of critical incidents involving banning or police per year
- # of banned youth and/or youth with critical incidents returning to agencies
- # of physical safe space practices adopted at agencies per year
- # or % of agency staff who report per year using de-escalation techniques to help youth and avoid critical incidents



YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS	GOAL: ACCESSIBLE, FLEXIBLE, NON-JUDGMENTAL AND INCLUSIVE SERVICES	
	⚡ Outcome #4	
	Services provide both structure and flexibility, offering options that meet the needs of youth and consider their circumstances.	
	📖 Definition	
	<p>Youth are discouraged from services that have too many restrictive rules and “one-size-fits all” inflexible programming, making them feel undeserving of help and lacking autonomy. For example, in a review of programs that serve youth experiencing homelessness, youth felt frustrated, annoyed, and offended when program rules conflicted with program goals to become independent (Curry et al., 2021). Youth benefit from services that are age-appropriate, striking a balance between providing some structure in which certain goals are outlined and there are consistent consequences, but also flexibility and adaptability of services such as easing up on some rules like zero tolerance. Youth also benefit from some encouragement to strive for goals that enable youth to become more independent and productive (Curry et al., 2021).</p>	
🔑 Indicators	📏 Measures	
<ul style="list-style-type: none"> • Agency staff value flexibility and individualized pathways to youth goals and outcomes, which is balanced with some structure. • Agency staff provide options and guidance to youth when needed (eg. for goal setting). • Agency staff work with youth to create unique individual pathways to achieve goals. • Increase in achieving youth outcomes. 	<ul style="list-style-type: none"> • # or % of youth and agencies who report satisfaction with balance between flexibility and structure in creating individual youth pathways to goals and outcomes • # or % of youth and agencies who report satisfaction with options and guidance for youth • # or % of youth and agencies who report satisfaction with adaptability of rules within reason to help youth achieve goals • # or % of agency staff who report being flexible within reason to avoid rigid rules for youth when applicable • # or % of youth outcomes achieved per year 	

YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS	GOAL: ACCESSIBLE, FLEXIBLE, NON-JUDGMENTAL AND INCLUSIVE SERVICES	
	⚡ Outcome #5	
	Services provide clear, realistic expectations and consistency for youth using a trauma-informed and harm reduction lens.	
	📖 Definition	
	Youth benefit when they receive consistent messages, age-appropriate services and realistic expectations from a trauma-informed and harm reduction lens. Youth also benefit when agencies understand that they need time to achieve goals and services are consistently delivered (Curry et al., 2021).	
	🔑 Indicators	📏 Measures
<ul style="list-style-type: none"> • Agencies and staff value the importance of consistent communication with youth (eg. consistent messages about program, services). • Agencies and staff value the understanding that youth need time to achieve goals. • Services are consistently provided to create age-appropriate and realistic expectations with youth. • Youth are satisfied with agencies' realistic expectations to achieve goals and feel supported. • Youth are satisfied with consistent messaging from agencies about services and their provision, saying it helps them achieve goals. • Youth have increased trust in agencies. • Increase in achieving youth outcomes. 	<ul style="list-style-type: none"> • # or % of youth per year who report being satisfied with consistent communication from agencies/staff about services and programs • # or % of agency staff who report per year providing adequate time for youth to achieve goals with consideration of the individual progress and challenges youth experience • # or % of youth who report per year they were given adequate time to achieve goals • # or % of youth and agency staff who report per year satisfaction with age-appropriate and realistic expectations for youth • # or % of youth per year who report feeling an increase in trust in agencies/staff • # of youth outcomes achieved per year 	

YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS	GOAL: YOUTH-FOCUSED AND CLIENT-DIRECTED SERVICES	
	⚡ Outcome #1	
	Services are informed by the voices and needs of youth.	
	📖 Definition	
	<p>Youth benefit when their unique needs are the centre of service delivery decision-making. Service delivery decisions should be informed by the voices and unique needs of diverse youth to ensure the delivery of services effectively helps youth achieve outcomes. When information on the needs of diverse youth is shared collectively, youth can guide the delivery of services at both the system and agency levels, addressing gaps and redundancies.</p>	
🔑 Indicators	📊 Measures	
<ul style="list-style-type: none"> • The unique needs for diverse youth sub-populations are captured, documented and shared so they can be reviewed and addressed at the system and agency level, enabling trends to be identified to improve services and better help youth. • Monitoring and evaluation of services' ability to meet the unique needs of diverse youth sub-populations is conducted regularly to make continuous improvements to services at the system and agency level. • Increase in achieving youth outcomes. 	<ul style="list-style-type: none"> • # or % of youth and agency staff and youth per year who report satisfaction with youth identifying their needs to agencies • # or % of services, programs etc reviewed at the system and agency level per year to monitor capacity to meet the needs of youth sub-populations • # or % of continuous improvements to services, programs etc at the system and agency level per year to better meet the needs of youth sub-populations • # of youth outcomes achieved per year 	

YAC CITY MODEL EVALUATION FRAMEWORK

SYSTEM & AGENCY GOALS	GOAL: YOUTH-FOCUSED AND CLIENT-DIRECTED SERVICES	
	⚡ Outcome #2	
	Services provided offer options to youth, enabling their autonomy and choice.	
	📖 Definition	
	<p>Youth may perceive services as strict or too focused on tangible outcomes such as being housed or completing educational requirements (Curry et al., 2021). From the YAC engagement sessions, the YAC aims to deliver services in ways that demonstrate that youth have self-determination and autonomy. Creating service choices for youth is a trauma-informed and harm reduction approach.</p>	
🔑 Indicators	📏 Measures	
<ul style="list-style-type: none"> • Agencies and staff value the importance of providing services in non-paternalistic ways that respect youth’s self-determination and autonomy. • When building relationships with diverse sub-populations of youth, agency staff obtain input from youth to offer appropriate service options that meet their needs. • Agencies support youth choices and decisions, encouraging them to set other empowering goals when possible. • Youth are making decisions about what services they receive including when they start and end using services. • Youth have increased trust in agencies. • Increase in achieving youth outcomes. 	<ul style="list-style-type: none"> • # or % of agency staff who report per year consistently providing services in non-paternalistic ways that respect youth’s self-determination and autonomy • # or % of youth who report per year that they feel their right to make choices and to act on them is respected • # or % of youth who report per year satisfaction with service options provided to them • # or % of agency staff who report per year they consistently support youth choices and decisions and encourage youth to strive for more empowering goals when possible • # or % of youth who report per year satisfaction with the level of support from agency staff for their choices and decisions and encouragement from staff to strive for more goals when possible • # or % of agency staff and youth who report per year satisfaction with youth decisions about services they receive and when they start and end them • # or % of youth per year who report feeling an increase in trust in agencies/staff • # of youth outcomes achieved per year 	



YAC CITY MODEL EVALUATION FRAMEWORK

YOUTH GOALS

GOAL: SELF-ACTUALIZATION

 Outcome #1

Youth attain life skills and basic needs.

 Definition

Basic needs could include youth having a place to stay, access to food and hygiene products, sense of control, and connections to others (Mission Australia, 2016; Schwan et al., 2018 as cited in PolicyWise, 2021). Life skills may include learning to cook, having the ability to manage their emotional well-being, problem solving (PolicyWise, 2018 as cited in PolicyWise, 2021) and the ability to communicate their needs.

 Indicators

Basic Needs

- Youth have access to safe housing that meets their needs.
- Youth have adequate income support or financial resources.
- Youth achieve basic levels of hygiene (eg. showers, tooth paste, soap ,laundry access etc.).
- Youth needs for food are met.
- Youth needs for essential/basic clothing are met.
- Youth’s general health needs are met (sexual health, prenatal).
- Youth access mental health and substance use supports.
- Youth can access family safety supports if needed.

Basic Life Skills

- Youth can confidently access transportation, communication and information services (eg. Internet, 211).
- Youth are competent in budgeting and managing finances.
- Youth can regulate their emotions.
- Youth can communicate their needs to others.
- Youth have healthy boundaries with other people.

 Measures

- # or % of youth per year who report adequate access to housing to meet their needs
- # or % of youth per year who report adequate income/financial resources needs are met
- # or % of youth per year who report basic hygiene needs are met
- # or % of youth per year who report basic food needs are met
- # or % of youth per year who report basic clothing needs are met
- # or % of youth per year who report mental health and substance use needs are met
- # or % of youth per year requiring family safety supports
- # or % of youth per year who report they can confidently use transportation, communication and information service
- # or % of youth per year who report they have skills in budgeting and managing their finances
- # or % of youth per year who report they frequently regulate their emotions
- # or % of youth and agencies per year who report they can communicate their needs to others
- # or % of youth per year who agree they have created healthy boundaries with people in their life



YAC CITY MODEL EVALUATION FRAMEWORK

YOUTH GOALS

GOAL: SELF-ACTUALIZATION

⚡ Outcome #2

Youth have a better sense of their identity.

📖 Definition

Youth are able to understand themselves, be confident in themselves, have self-worth, have a sense of their cultural identity, and become aware of or identify with their sexuality and gender (Nichols & Doberstein, 2016 as cited in PolicyWise, 2021).

🔑 Indicators

- Youth are self-aware and know their inner gifts.
- Youth are self-confident and have self-worth.
- Youth have a sense of belonging.
- Youth can access cultural supports.
- Youth can access new immigrant and refugee supports.
- Youth positively identify with their culture.
- Youth access 2SLGBTQIA+ supports.
- Youth positively identify with their chosen gender/sexuality.
- Youth can access spiritual supports.
- Youth positively embrace their spirituality, exploring it.

📊 Measures

- # or % of youth per year who report they have self-awareness
- # or % of youth per year who agree they know their inner gifts
- # or % of youth per year who agree they have a sense of belonging, of being a member in a community
- # or % of youth per year who agree that they have adequate access to cultural supports
- # or % of youth per year who report accessing new immigrant and refugee supports
- # or % of youth per year who agree that they have increased cultural awareness
- # or % of youth per year who agree that they positively identify with their culture
- # or % of youth per year who agree that they have adequate access to 2SLGBTQIA+ identity supports
- # or % of youth per year who agree that they have increased gender/sexual identity awareness
- # or % of youth per year who agree that they positively identify with their chosen gender/sexuality
- # or % of youth per year who agree that they have adequate access to spiritual supports
- # or % of youth per year who agree that they have increased spiritual awareness
- # or % of youth per year who agree that they positively embrace and explore their spirituality



YAC CITY MODEL EVALUATION FRAMEWORK

YOUTH GOALS	GOAL: SELF-ACTUALIZATION	
	⚡ Outcome #3	
	Youth are self-advocates.	
	📖 Definition	
	Youth know how to advocate for support when they need it, communicate their own goals and advocate for their rights (Schwan et al., 2018 as cited in PolicyWise, 2021).	
	🔑 Indicators	📊 Measures
<ul style="list-style-type: none"> Youth are confident advocating for themselves. Youth communicate confidently and effectively with others in a healthy manner when advocating for their rights. 	<ul style="list-style-type: none"> # or % of youth per year who agree that they are confident advocating for themselves # or % of youth per year who agree they have confidence in communicating effectively with others in a healthy way 	

YAC CITY MODEL EVALUATION FRAMEWORK

YOUTH GOALS	GOAL: COMMUNITY EMPOWERMENT	
	⚡ Outcome #1	
	There are relationships between community and youth.	
	📖 Definition	
	Youth are involved in the community such that they have someone to turn to such as families and/or natural supports, peers or individuals who participate in the activities that youth participate in (Mackenzie, 2019 as cited in PolicyWise, 2021).	
	🔑 Indicators	📊 Measures
<ul style="list-style-type: none"> • Youth have relationships with family/natural supports with appropriate boundaries. • Youth have relationships with individuals in community organizations outside the agency. 	<ul style="list-style-type: none"> • # or % of youth per year who report they have relationships with appropriate boundaries with family/natural supports • # or % of youth per year who report they have relationships with individuals in community organizations outside the agency 	

YAC CITY MODEL EVALUATION FRAMEWORK

YOUTH GOALS	GOAL: COMMUNITY EMPOWERMENT	
	⚡ Outcome #2	
	Youth participate in community activities, mentoring, sports or recreation.	
	📖 Definition	
	Youth are mentors to other youth and guide other youth to find help when needed. Youth can also be seen as active participants in community activities such as sports, recreation or events (Vitopoulos et al., 2018 as cited in PolicyWise, 2021).	
🔑 Indicators	📏 Measures	
<ul style="list-style-type: none"> • Youth are activity participating in community activities/events, sports or recreation. • Youth are activity participating as mentors and leaders to youth within organizations. • Youth benefit from being mentees. • More youth report offering help and guidance to youth in their community. • Community organizations value the contributions of youth as mentors and leaders within their organizations. • Youth know that they are appreciated and recognized by community organizations at end of participation in community activities. 	<ul style="list-style-type: none"> • # or % of youth per year participating in community activities/events, sports or recreation • # or % of youth per year with memberships to recreation centres • # or % of youth per year participating formally as mentors and leaders to youth within organizations • # or % of youth per year reporting they have been mentored by another youth • # or % of youth per year reporting that they offer help and guidance in informal ways to youth in their community • # or % of volunteer positions per year held by youth within organizations • # or % of youth per year in formal leadership roles in community agencies and organizations • # of mentor positions per year held by youth within organizations • # or % of youth per year reporting they have been appreciated and recognized by community organizations at end of their participation in community activities • # or % of community organizations per year reporting that youth provided valuable contributions as mentors and leaders 	

YAC CITY MODEL EVALUATION FRAMEWORK

YOUTH GOALS	GOAL: COMMUNITY EMPOWERMENT	
	⚡ Outcome #3	
	Youth know their roles, rights, and responsibilities in legal and housing settings.	
	📖 Definition	
	<p>Youth cannot advocate for themselves if they do not have an understanding of their legal rights and the responsibilities they need to uphold in living and employment contexts. Youth need long-term housing support that can provide resources for how to sustain housing, such as preventing loss of housing due to legal issues, financial risks, and relationship management with landlords (Mackenzie, 2019; Gaetz et al., 2018b; Schwan et al., 2018 as cited in PolicyWise, 2021). Youth can also benefit from referrals to community-based support on managing employment and finances (Gaetz et al., 2018b as cited in PolicyWise, 2021).</p>	
🔑 Indicators	📏 Measures	
<ul style="list-style-type: none"> • Youth know about human rights. • Youth know about landlord/tenant agreements and responsibilities. • Youth know how to access legal support. 	<ul style="list-style-type: none"> • # or % of youth per year reporting awareness of human rights • # or % of youth per year reporting they accessed resources on human rights • # or % of youth per year reporting understanding of landlord/tenant agreements and responsibilities • # or % of youth per year reporting they accessed resources on housing/landlord/tenant rights • # or % of youth per year reporting increased understanding on how to access legal support • # or % of youth per year reporting they accessed resources on legal support 	

YAC CITY MODEL EVALUATION FRAMEWORK

YOUTH GOALS	GOAL: SUSTAINABLE INDEPENDENCE	
	⚡ Outcome #1	
	Youth experience healthy relationships with peers, family and/or natural supports.	
	📖 Definition	
	Healthy relationships may encompass youth being able to establish boundaries, have safe and comforting intimate relationships, and communication skills (Borato et al., 2021 as cited in PolicyWise, 2021).	
	🔑 Indicators	📊 Measures
<ul style="list-style-type: none"> • Youth have relationships with peers, family and/or natural supports that they can rely on. • Youth have positive healthy relationships with peers, family and/or natural supports. 	<ul style="list-style-type: none"> • # or % of youth per year reporting that they have either peers, and/or family and/or natural supports they can rely on • # or % of youth per year reporting that they have ongoing positive healthy relationships with peers, family and/or natural supports 	

YAC CITY MODEL EVALUATION FRAMEWORK

YOUTH GOALS	GOAL: SUSTAINABLE INDEPENDENCE	
	⚡ Outcome #2	
	Youth engage in training, education and employment.	
	📖 Definition	
	Youth have aspirations, which are supported by access to training for their interests, completing or pursuing education, finding a job and/or career, or building skills (Ecker et al., 2019; Gaetz et al., 2018a; Mission Australia, 2016; PolicyWise, 2018 as cited in PolicyWise, 2021).	
	🔑 Indicators	📏 Measures
	<ul style="list-style-type: none"> • Youth seek educational opportunities. • Youth seek training opportunities to increase employability. • Youth have obtained employment. 	<ul style="list-style-type: none"> • # or % of youth per year who report seeking educational opportunities • # of educational programs youth are enrolled in per year • # or % of youth per year who report seeking training opportunities • # of training programs youth are enrolled in per year • # or % of youth per year who have obtained employment

YAC CITY MODEL EVALUATION FRAMEWORK

YOUTH GOALS	GOAL: SUSTAINABLE INDEPENDENCE	
	⚡ Outcome #3	
	Youth demonstrate resilience, bouncing back from challenges using their skills, relationships and access to resources.	
	📖 Definition	
	Youth have resiliency and are able to face challenges, setbacks and adversity, rising above them and adapting. Youth use their skills, relationships, and access to resources to overcome challenges and grow from them, becoming stronger independent individuals.	
🔑 Indicators	📏 Measures	
<ul style="list-style-type: none"> • Youth are successful overcoming challenges/ setbacks and adversity in a healthy way, regulating their emotions through stressful circumstances. • Youth turn to their positive relationships with peers, family and/or natural supports to help them face and overcome challenges/setbacks and adversity. • Youth use resources in the community to help them face and overcome challenges/setbacks and adversity. • Youth turn to their spirituality and/or culture to help them overcome challenges/setbacks and adversity. • Youth are proud of their ability to overcome challenges/setbacks and adversity. 	<ul style="list-style-type: none"> • # or % of youth per year who report success in overcoming challenges/setbacks and adversity in a healthy way including regulating their emotions during stressful circumstances • # or % of youth per year who report turning to positive relationships with peers/family/natural supports to help them overcome challenges/setbacks/adversity • # or % of youth per year who report using community resources to help them overcome challenges/ setbacks/adversity • # or % of youth per year who report turning to their spirituality to help them overcome challenges/ setbacks • # or % of youth per year who report turning to their cultural ways to help them overcome challenges/ setbacks/adversity • # or % of youth per year who report feeling a sense of accomplishment and pride for overcoming challenges/ setbacks/adversity 	

Evaluation Framework Implications and Recommendations

While it is reasonable to expect several interdependencies among the outcomes in the evaluation framework, some outcomes may need to be achieved first or concomitantly before other outcomes are achieved when implementing the city model. **Intermediate outcomes** are foundational ones, meaning they must be achieved first or at least a cumulative achievement of some of the outcomes must happen first in the immediate future before higher level **end outcomes** in the future are achieved. The intermediate outcomes, therefore, serve as strategic levers that enable achievement of other outcomes.

Strategic Intermediate Outcomes–System and Agency Goals

Within the evaluation framework, **system and agency goals emerge as mainly intermediate outcomes**, setting the stage to achieve youth outcomes. The **two best practice goals** consist of foundational **intermediate outcomes**. Many outcomes related to **best practices in agency collaboration** and **best practices in agency personnel and policies** need to be achieved first before outcomes related to the two service goals are achieved. The **two service goals–1) youth-focused and client-directed services**

and 2) **accessible, flexible, non-judgmental and inclusive services**– act as intermediate outcomes since they must be achieved first or concomitantly in order to achieve youth outcomes. Together, these four system and agency goals and their corresponding outcomes work to establish centralized infrastructure, coordinated processes, coordinated care and consistent service standards as critical foundations necessary for youth outcomes to be achieved.

End Outcomes–Youth Goals

Youth outcomes emerge as mainly end outcomes within the evaluation framework.

The two best practices goals and two service goals work to achieve the three youth outcomes: **self-actualization, community empowerment and sustainable independence**. Within the youth outcomes, however, one appears to be foundational, playing an important role to set the stage for achieving the other youth outcomes. **Self-actualization appears to be a foundational intermediate outcome within the youth outcomes**. In other words, achieving self-actualization outcomes first appears to be necessary in order to achieve community empowerment and sustainable independence outcomes.

Table 4 below illustrates the relationships between intermediate and end outcomes of the evaluation framework.

TABLE 4:
Intermediate and End Outcomes of the City Model Evaluation Framework

Intermediate Outcomes	Intermediate Outcomes	Intermediate/ End Outcomes	End Outcomes
<p>SYSTEM AND AGENCY GOALS</p> <p>Best Practice Goals</p> <p>Best Practices in Agency Collaboration</p> <p>Best Practices in Agency Personnel and Policies</p>	<p>SYSTEM AND AGENCY GOALS</p> <p>Service Goals</p> <p>Youth-Focused and Client-Directed Services</p> <p>Accessible, Flexible Non-Judgmental and Inclusive Services</p>	<p>YOUTH OUTCOMES</p> <p>Self-Actualization</p>	<p>YOUTH OUTCOMES</p> <p>Community Empowerment</p> <p>Sustainable Independence</p>



Elements of the City Model

The elements of the city model for the prevention of youth homelessness in Edmonton illustrate key components or pillars of the city model. They emphasize new ways of working and priority areas to improve service delivery to youth.

Method

A total of nine YAC agency staff participated in an engagement activity on March, 11, 2021 to identify key elements of a city model for the prevention of youth homelessness in Edmonton. Staff were divided into two Zoom breakout groups and provided with a facilitator and note taker. Staff were asked to identify the programs, services, locations, people and anything else of relevance to help meet the needs of a fictional youth as the youth progressed through four phases of crisis: crisis arising, crisis, healing and relationship building, and community living. Comments from agency staff were clustered into groupings of similar ideas under a total of nine themes. When applicable, themes were developed with the aim of using consistent wording and ideas that emerged from other YAC engagement activities such as the evaluation goals for the city model.



Nine City Model Elements

Nine city model elements are illustrated in Figure 7. They can be interpreted as the main pillars of the foundation for the city model, which have emerged at this point in time. They are listed below in descending order of themes with the highest number of corresponding comments:

Relevant Youth Support and Success Programs

Increased Community Connections and Integration

Increased Community Education, Training and Support

Increased Specialized Housing Options

Collaboration, Partnerships and Complex Management Across the City

Standardized Safe Spaces

Coordinated Agency Staff Training and Resources

Increased Family Training

Transportation, Communication and Information Access for Youth

Findings Overview

Looking at the nine themes and frequency of comments, a picture emerges illustrating various pillars of the city model as identified in the feedback through engagement with YAC agencies.

Two main pillars emerge in the foundation for the city model based on the largest number of comments. They are:

1. **the role of relevant youth support and success programs**
2. **the role of community organizations through community connections and integration, along with community education and training.**

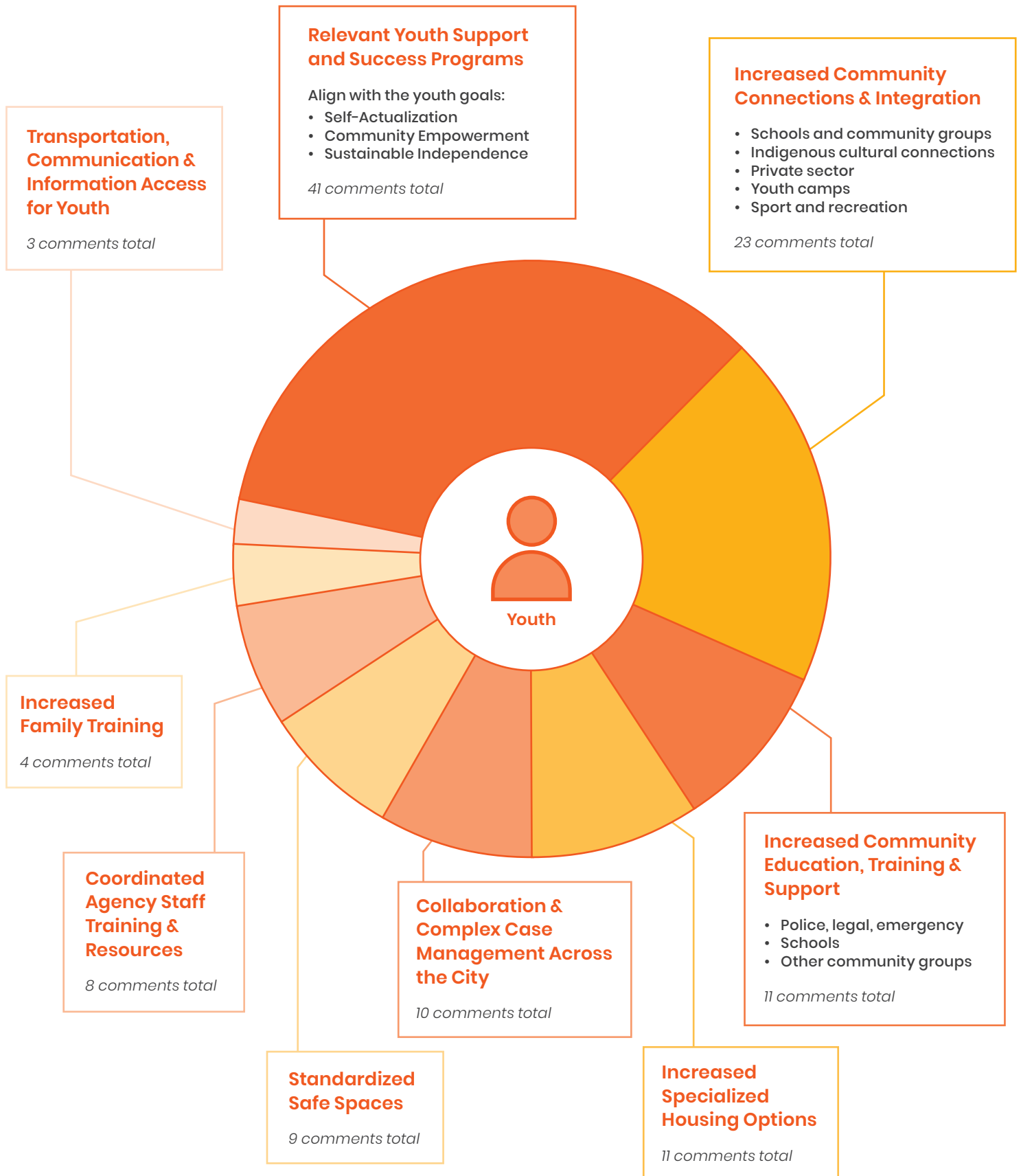
Four other city model elements with a similar number of comments rank in second place for most frequent comments. They are: 1) specialized housing options, 2) collaboration, partnerships and complex case management across the city, 3) standardized safe spaces and 4) coordinated agency staff training and resources.

Lastly, two other city model elements with a similar number of comments appear to serve as levers of support for the city model. They are: 1) family training and 2) transportation, communication and information access for youth.

Each of the nine city model elements are explored in detail on the following pages including perceived alignment with any of the seven evaluation goals comprising the evaluation framework for the city model. The themes are presented in descending order from those with the most comments to themes with the least comments. While the frequency or count of comments cannot be interpreted to reflect priority or importance, they provide some insight about what agency staff consider now as critical foundation pieces for a successful city model.



FIGURE 7:
Nine City Model Elements



Nine City Model Elements at a Glance

#1 Relevant Youth Support and Success Programs



41 COMMENTS TOTAL

Highlights

- ☆ **Alignment of youth programs with youth success evaluation outcomes; pregnancy supports and learning disabilities identified as requiring more support**

Participants identified various life skills, programming and supports that can be aligned with the three youth success outcomes identified in this report as part of the city model: **self-actualization** (x16 comments), **community empowerment** (x13 comments), and **sustainable independence** (x10 comments). Two specific areas emerged requiring increased support in general: pregnancy supports for youth and learning disabilities supports (x2 comments).

Under the city model, life skills, supports and programs can help youth achieve: 1) **self-actualization** through stabilizing supports such as harm reduction, crisis stabilization, medical and mental health support, food security, as well as through essential life skills development spanning from emotional regulation to identity and capacity building, self-esteem work and managing finances; 2) **community empowerment** through community resource access such as counselling, trauma care, addictions and detox supports, culturally specific recovery programs, pregnancy supports, financial supports, and recreation programs; through healthy relationship building supports such as leadership and mentorship opportunities, peer support, social media training; and through celebrations of youths' successes; and 3) **sustainable independence** through transitioning supports that empower youth to seek and obtain employment and education opportunities; develop safety planning, transitioning out plan, and income securement; and with celebrations of youths' successes.

Related Evaluation Goals: Self-Actualization; Community Empowerment; Sustainable Independence; Youth-focused and Client-Directed Services



CITY MODEL
ELEMENTS



#2 Increased Community Connections and Integration

 23 COMMENTS TOTAL

Highlights

☆ **5 communities identified—schools and community groups, Indigenous cultural connections, private sector, youth camps and sports and recreation connections**

This theme is about developing better a) schools and community group connections (x8 comments), b) Indigenous cultural connections (x6 comments), c) private sector connections (x4 comments) d) youth camp connections (x3 comments) and e) sport and recreation connections (x2 comments). Participants said: connections to schools and community groups such as Boys and Girls Clubs, YMCA and GSA's are needed to help youth transition, find mentor support, and mitigate isolation and crisis for youth, especially racialized and LGBTQ2s youth; increased cultural connections for both rural and urban Indigenous youth to culture, elders, and ceremony are needed reconnect youth to their culture; connections to the private sector are needed to increase integration of youth into the community through employment opportunities; increased connections to summer camps with a focus on culture especially are needed as early intervention opportunities along with more funding for these camps; as well as increased connections to sports and recreation programs for youth are needed to provide peer connection opportunities, reduce social isolation and develop autonomy.

Related Evaluation Goals: Community Empowerment

#3 Increased Community Education, Training and Support

 11 COMMENTS TOTAL

Highlights

☆ **3 communities identified—police/legal/emergency services; schools, other community groups like churches, sports groups**

This theme is about acknowledging the need for the system as a whole to be better informed and educated in understanding youth marginalization, trauma and harm reduction with emphasis on the need for training especially for police/legal or judicial staff and emergency medical technicians; greater support for schools to better help marginalized communities; other community groups that are currently not trauma-informed through a “youth lens” such as churches, community support agencies, sports groups, and community leagues, as well as businesses in general. Comments reveal that some participants see police actions as currently aggravating the crisis youth are experiencing and this needs to change. Participants also said schools currently do not have safe spaces for youth nor trauma-informed staff to support marginalized communities such as queer and trans youth. They said schools do not have adequate resources such as mental health supports, specific community supports and cultural connections supports. Bringing in youth workers and guidance counsellors with appropriate training to the schools was one proposed solution.

Related Evaluation Goals: Accessible, Flexible, Non-Judgmental and Inclusive Services



#4 Increased Specialized Housing Options for Youth



11 COMMENTS TOTAL

Highlights

- ☆ providing more options to youth; pregnant youth/parents and children identified as areas requiring more specialized housing

Specialized flexible housing choices for youth are needed with the city model such as day, night and emergency sleeping options, each providing youth with basic essential needs as well as meeting their trauma, cultural, emotional, spiritual and physical needs. Options are especially needed to address what participants said is a “huge gap” in housing for pregnant youth/for parents and children. Before any discussion of providing housing support to youth takes place, youth in crisis need time to address other needs, which may include lowering their cortisol levels.

Related Evaluation Goals: Youth-Focused and Client-Directed Services; Accessible, Flexible, Non-Judgmental and Inclusive Services; Self-Actualization; Community Empowerment; Sustainable Independence

#5 Collaboration, Partnerships and Complex Case Management Across the City



10 COMMENTS TOTAL

Highlights

- ☆ multiple entry points for youth, families and/or natural supports role, service navigator, wraparound team

As part of the model, collaboration and case management is seen as taking place across the city in different locations in collegial partnership with several agencies and organizations providing diverse supports, programs and services. The vision includes an open door approach to help youth and working with youth to determine what they need. The vision also includes a role for families and/or natural supports as partners who can assist youth while they receive support and services coordinated by agencies. Complex case management is seen as connecting agencies across the city through information sharing practices similar to practices used within the Coordinated Youth Response. Other ideas include the need for a dedicated caseworker to help youth navigate services, which may be offered in different locations in Edmonton, as well as the need for a wraparound team to support the youth.

Related Evaluation Goals: Best Practices for Agency Collaboration; Best Practices for Agency Personnel and Policies



CITY MODEL
ELEMENTS



#6 Standardized Safe Spaces



9 COMMENTS TOTAL

Highlights

☆ **drop-in and resource centres, inclusive, culturally specific, basic needs, trauma-informed and harm reduction**

Participants said welcoming and inclusive spaces specifically created for youth are needed such as drop-in and resource centres. These spaces need to be: open to diverse cultural and spiritual ways of being; free from judgment, discrimination and racism; respectful of diverse youth identities; and staffed with people trained in trauma-informed care, harm reduction and empathy. Participants added that these safe spaces should be culturally specific, offering a range of resources and experiences including traditional Indigenous ceremony, showers, food, homework clubs, and cultural clubs such as an African dance club.

Related Evaluation Goals: Related Evaluation Goals: Accessible, Flexible, Non-Judgmental and Inclusive Services; Youth-focused and Client-Directed Services; Best Practices for Agency Personnel and Policies

#7 Coordinated Agency Staff Training and Resources



8 COMMENTS TOTAL

Key Highlights

☆ **trauma-informed practices, harm reduction, crisis intervention among others, staff with lived experience**

Participants said coordination of adequate staff training and staffing levels to support marginalized and traumatized youth will help in meeting youth where they are at in their circumstances. Similar consistent education for staff in trauma-informed practices, harm reduction, crisis intervention, mental health and suicide awareness, cultural awareness, de-escalation, naloxone training, and empathy was identified. Participants identified: that hiring people with lived experience or placing them in mentorship roles is needed; that hiring adequate numbers of staff to ensure relationships with youth can be established and maintained, thereby creating consistency for youth; and that efficiencies in cost sharing of staff would be beneficial such as sharing staff during times of crisis and sharing staff training costs.

Related Evaluation Goals: Best Practices for Agency Personnel and Policies; Best Practices for Agency Collaboration; Self-actualization; Community Empowerment, Sustainable Independence



#8 Increased Family Training



4 COMMENTS TOTAL

Highlights

☆ family therapy, crisis therapy, parenting skills

This theme is about empowering the families of youth. Participants said the city model needs to include training and support for the families of youth who require agencies' support and services. Training and support includes family therapy, crisis therapy, parenting skills, naloxone training, cannabis and sex education support, and programs that bring families and youth together.

Related Evaluation Goals: Sustainable Independence

#9 Transportation, Communication & Information Access for Youth



3 COMMENTS TOTAL

Highlights

☆ essential services connecting youth to resources, free bus/LRT passes, wifi access, 211

Transportation, communication and 211 access serve youth as essential bridges to other community services, supports and resources. Participants indicated that youth require access to essential services such as transportation in the form of free bus/LRT passes, free wifi connections for the purpose of communication and accessing services such as 211, which can connect youth to resources.

Related Evaluation Goals: Youth-Focused and Client-Directed Services; Accessible, Flexible, Non-Judgmental and Inclusive Services



City Model Elements Implications and Recommendations

Implications

The nine city model elements that emerged through engagement activities point to agreement among YAC agencies for a **coordinated approach for the prevention of youth homelessness** in Edmonton. These city model elements align with the primary areas of focus in the recommendations made in the YAC 2020 Final Report, supporting the need for coordinated access and infrastructure, coordinated care.

Looking at the city model elements and their alignment with the evaluation framework goals outlined in this report, several city model elements appear to work well together to achieve common outcomes. Themes related to this alignment with the evaluation framework are highlighted below and followed up with explanation.

Highlights

- ☆ **Increased service access with an open door for youth at all participating agencies in the city model**
- ☆ **Roles of key stakeholders in achieving youth outcomes: agencies, community connections and families**
- ☆ **Coordinated training in evidence-informed practices such as trauma-informed care, harm reduction and safe spaces for participating agencies in the city model and community organizations existing beyond the city model**
- ☆ **Improved service options for youth with more housing options and access to standardized safe spaces along with access to connector services like communication, transportation and information services like 211 and the Internet**

Increased Access to Services with Open Door for Youth

Starting with the big picture first, the city model element called **collaboration, partnerships and complex case management** element paints a picture of a model founded on **service access for youth at all participating agencies, information sharing, and coordinated complex case management among those agencies**. Youth presenting at any of the participating agencies across Edmonton could access coordinated services and be offered assistance to access resources offered both by participating agencies and other community organizations outside the city model. ***This city model element aligns with the following evaluation framework goals: best practices for agency collaboration and best practices for agency personnel and policies.***



Key Stakeholder Roles for Achieving Youth Outcomes

Several elements highlight who will be supporting youth within the city model, painting a picture of the **multiple different important roles of key stakeholders in supporting youth success outcomes**. They are: **agencies through relevant youth supports and programs; community connections** through integration with their services and training and resources offered to them under the city model; and **families and/or natural supports** of youth in crisis and housing instability. Together, **these elements work to achieve three youth success outcomes within the evaluation framework: self-actualization, community empowerment and sustainable independence.**

Coordinated Training in Evidence-informed Practices Within and Beyond City Model Participating Agencies

Several city model elements also help paint a picture of the extent of coordination and cooperation envisioned for the collaborative model. These elements point to the importance of a **multi-pronged approach to coordination of training** including **training across participating agencies** in the city model **as well as across key community organizations that exist beyond the city model** and that currently interact with vulnerable youth such as the police and schools. A multi-pronged approach to coordination would create **consistent approaches and practices** across several different agencies and organizations in Edmonton, which is **informed by evidence** about vulnerable youth

including **trauma-informed practices, cultural awareness, safe spaces, and harm reduction**. In this way, partnerships and collaboration with organizations offering services outside the city model have a role to play in supporting achievement of the youth success outcomes outlined in the evaluation framework in this report. Coordination of training also includes **specific training for families** aimed at empowering and bringing families together as key support for youth. **These city model elements align with the following evaluation goals: best practices for agency personnel and policies; best practices for agency collaboration; all youth goals: self-actualization, community empowerment and sustainable independence.**

Improved Service Options for Youth

The city model elements also point to the **role of increased housing options for youth, standardized safe spaces, and access to transportation, communication and information services (Internet and 211)** as new strategic areas of focus to improve service delivery for vulnerable youth. Improvements to services can be summarized as being more youth-focused, culturally specific, trauma-informed and inclusive with increased choices and pathways to services for youth. **These city model elements could work towards achieving the following goals: youth-focused and client-directed services; accessible, flexible, non-judgmental and inclusive services; best practices for agency personnel and policies; and the three youth success outcomes of self-actualization, community empowerment and sustainable independence.**



City Model Workflow Framework

The workflow framework for the city model highlights key common workflows participating agencies are committed to coordinating to support implementation of the city model. The workflows create common procedures and practices that participating agencies will employ in their daily activities.

Method

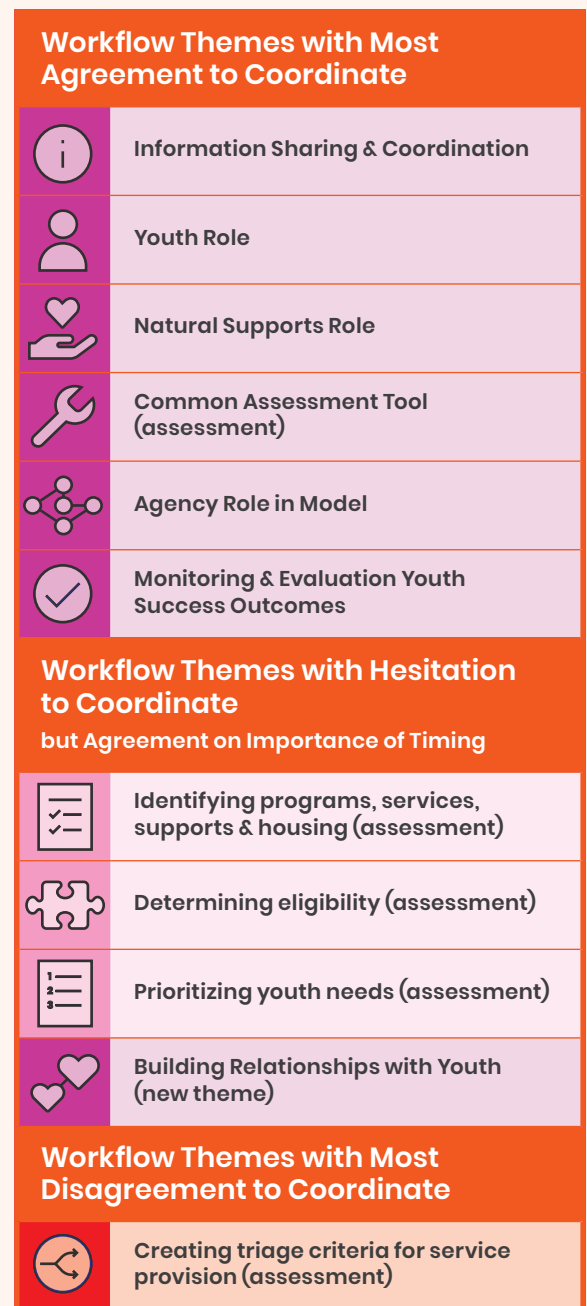
A total of eight YAC agency staff participated in an engagement activity on April 8, 2021 to explore coordination of different workflow processes related to the creation of a city model. Through poll questions, they answered yes, no, or can't answer yes/no to 12 questions about the helpfulness of coordinating various workflow processes. Questions were hypothetical and intended to gauge levels of agreement and encourage discussion. The questions were related to three scenarios depicting actions taken to help a youth access services: 1) entering the system, 2) being assessed and 3) transitioning to complex case management. A summary below explains high-level details.

Total number of workflow-related questions examined: 12

- Q 1.** Entry at any participating agency
- Q 2.** Common Client Assessment Tool
- Q 3.** Identify programs, services, supports & housing
- Q 3a.** Determine Eligibility for Services
- Q 4.** Prioritize needs
- Q 5.** Youth participation in prioritizing needs
- Q 6.** Create triage criteria for service provision
- Q 7.** Create single client record
- Q 7a.** Youth access to record
- Q 8.** Create shared, coordinated case management plan
- Q 9.** Participation of natural supports
- Q 10.** Discuss common youth success goals

FIGURE 8:

Agreement on City Model Workflow Themes



LEGEND

Agreement
 Some Hesitation
 Disagreement

Workflow Themes

The workflow questions were categorized into seven main themes as illustrated in Figure 8 on the previous page.

Information Sharing & Coordination

Youth Role

Natural Supports Role

Assessment

Agency Role in Model

Monitoring & Evaluating Youth Success Outcomes

Building Relationships with Youth (new theme)

These workflow themes were clustered into **three main categories** based on agreement on the helpfulness of being coordinated for the city model: 1) **most agreement**, 2) **hesitation** and 3) **most disagreement**. In Figure 8, each workflow theme is presented in descending order from themes with the highest levels of agreement to themes with relatively lower levels of agreement.

Findings In Detail

The workflow theme findings are explored in detail on the following pages. Workflow themes, the engagement questions that correspond to the themes and sample comments are provided. The themes are presented in descending order from those with the most comments to themes with the least comments. While the frequency or count of comments cannot be interpreted to reflect priority or importance, they provide some insight about what agency staff consider at this point in time as critical foundation pieces to ensure a successful city model that works to achieve the evaluation outcomes identified in this report.

Some comments made during the engagement are listed on the following pages. To see all comments, look at the appendices.

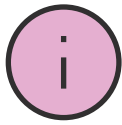


Workflow Themes with the Most Agreement on the Helpfulness to Coordinate

Findings Summary

The following findings reflect varying levels of agreement, most of which are high levels, among agencies on workflow processes that are helpful to coordinate as part of the city model. The **six workflow themes** outlined in the illustration on this page are presented in descending order from themes with the highest levels of agreement to themes with lower levels of agreement. The workflow process themes cover many areas related to the city model: information sharing, the role of youth, natural supports and agencies, and monitoring and evaluation of youth success outcomes. Findings are discussed on the following pages.

	Information Sharing & Coordination
	Youth Role
	Natural Supports Role
	Common Assessment Tool (assessment)
	Agency Role in Model
	Monitoring & Evaluation Youth Success Outcomes



Information Sharing & Coordination

MOST AGREEMENT

Information sharing and coordination as a workflow theme had the highest levels of agreement. Two questions related to this theme were asked.

Question and Results

Q 8. Would it be helpful to create a shared, coordinated case management plan for the youth?

All agencies agree (**100%**) that it would be helpful to create and use **a shared, coordinated case management plan** as part of the city model. Comments reveal that the coordinated plan should be transparent and youth-led. Comments also suggest that agreement on the language used to describe a coordinated plan is needed, as some agency staff struggled with the term “case management plan.” See the appendices for sample comments.

Q 7. Would it be helpful at this point to create a single client record that is shared among agencies?

There was also overwhelming agreement (**63%**) among agencies that it would be helpful to create a **single client record** while **38%** said they could not answer yes/no to this workflow issue. Looking at the comments, agency staff reveal support for use of a single-client record on condition that only critical youth-related information is shared. Comments suggest parameters on what information is shared would be helpful.

Sample Comments

Q 7. Would it be helpful at this point to create a single client record that is shared among agencies?

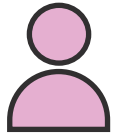
Answer Yes (63%):

- Youth not having to tell their story multiple times is good, picking up the work others have done is enabled, and it is easier in one spot.
- If we are collaborating to support youth, it would be helpful to say these are agencies you go to and only share information once.
- We have heard from youth that they don't want to repeat their information. There is value to share information if we can case manage together.

Can't answer Yes/No (38%)

- I am hesitant about confidentiality. Depends on the needs of youth.
- My hesitancy is if there is interpersonal issues within an agency....I am not informed enough about what is in that record shared with agencies.





Youth Role

MOST AGREEMENT

Youth role emerged as the second workflow theme with the highest levels of agreement among agencies. Two questions related to this theme were asked pertaining to the youth's role in different workflow processes: 1) prioritizing the youth's needs and 2) accessing the single client record.

Question and Results

Q 5. Would it be helpful to involve the youth in prioritizing their needs?

Agencies overwhelmingly agreed (**88%**) that youth must have a role in prioritizing their needs under the city model. One person responded being unable to answer yes or no to the question; however, reading the comment, it is clear the person is saying yes making the real count **100% agreement** on this matter. Comments reveal that agencies see youth as leading prioritization of their needs and this is essential for trauma-informed practice

Q 7a. Would it be helpful for youth to have access to their client record?

Most agencies (**63%**) agreed that youth need to access their records as part of transparency and accountability. While some (**38%**) said they could not answer yes or no to the question, their comments suggest they support the idea but wish to emphasize the complexity of being accountable given the qualitative subjective nature of youth assessment. Comments suggest it may be helpful to mitigate risks of misinterpretation of information in the record.

Sample Comments

Q 7a. Would it be helpful for youth to have access to their client record?

Answer Yes (63%):

- It is important that it is client-led service where youth determine what supports look like and a big thing is access to records and conversations.
- This is about holding us accountable, doing ethical note taking.
- I agree with others' points as long as there is a process in place to do third-party checks.
- We need to be transparent, empower youth, I agree that this is tricky, creates difficulty, but the more transparency the better.

Can't answer Yes/No (38%)

- The issue of accountability is a good one. Is tricky to manage interagency, hard enough to manage within an agency about how practitioners work. An interagency level is another set of complexity.





Natural Supports Role

MOST AGREEMENT

Natural supports role emerged as the third workflow theme with the highest levels of agreement among agencies. One question related to this theme was asked pertaining to the role of natural supports in case management.

Question and Results

Q 9. Would it be helpful at this point to involve the youth's natural supports in creating a case management plan?

Agencies overwhelmingly agreed (**88%**) that it would be helpful to include participation of natural supports in creating a case management plan for youth as long as certain conditions are met. One vote (**13%**) was cast for can't answer yes or no to the question. Looking at the comments, there is agreement on the need for natural supports participation with emphasis on inclusion of only appropriate natural supports. Comments suggest it may be helpful to create a definition for natural supports including identification of the roles of all key people in determining selection of appropriate natural supports.

Sample Comments

Q 9. Would it be helpful at this point to involve the youth's natural supports in creating the case management plan?

Answer Yes (88%):

- I said yes and support the comment made under can't answer yes or no. Are they [youth] bringing in the parent who was the abuser? It is not clear if this is up to the youth to do.

Can't answer Yes/No (13%)

- Caveat is around natural supports. When we did wraparound, a youth brought in drug dealers, for example. We need to make sure the youth knows who the natural supports are. Small caveat. A yes with caveat.





Common Assessment Tool (assessment)

MOST AGREEMENT

Common assessment tool usage emerged as the fourth workflow theme with the highest levels of agreement among agencies. One question related to this theme was asked.

Question and Results

Q 2. Would it be helpful to use a common assessment tool?

Agencies overwhelmingly agreed (**71%**) that it would be helpful to use a common assessment tool with **29%** saying they couldn't answer yes or no to this question. Comments indicate a critical role for using a common assessment tool in assisting coordination, creating uniformity and alignment, and connecting common outcomes to complex case management of youth among agencies.

Sample Comments

Q 2. Would it be helpful to use a common assessment tool?

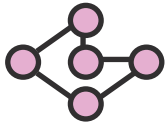
Answer Yes (71%):

- Different agencies will have different capacities to serve, and a common assessment tool will mean that we can do intake for a youth. Even if iHuman isn't a fit, we can intake for another agency. It would assist in coordination.
- This is the most important piece.... I can see agencies providing services being in their own geography or not. Common assessment means we are aligned: the same outcomes, common assessment on complex case management. All agencies are aware, we have the same information, as opposed to one agency "owns this youth."
- Helps us tell the Edmonton story in a uniform way. It can come in handy for block funding, explaining the need for funding. We can do this best with one model, one narrative.

Can't answer Yes/No (29%)

- I was not part of earlier meetings and don't know the outcomes. I am ok with the majority in support saying yes.





Agency Role in Model

MOST AGREEMENT

Agency role in the model emerged as the fifth workflow theme with the highest levels of agreement among agencies. One question related to this theme was asked pertaining to how and where youth enter the city model. The question seeks to understand the role that agencies play in the model.

Question and Results

Q 1. Would it be helpful for youth to enter the city-wide model no matter what agency the youth first show up at?

Agencies overwhelmingly agreed (**71%**) that it would be helpful for youth to enter the city model through the doors of **any participating agency** the youth show up at while **29%** could not answer yes or no to this question. Comments highlight the importance of youth entry into the model through participating agencies as opposed to any youth serving or other agency in Edmonton. Comments also suggest this type of entry into the model would be helpful in reducing barriers for youth. Comments indicate that defining clear roles for participating agencies may also be helpful.

Sample Comments

Q 1. Would it be helpful for youth to enter the city-wide model no matter what agency the youth first show up at?

Answer Yes (71%):

- Reduces barriers for youth, closeness to their community space would make it helpful to youth, so I said yes.
- I made assumptions of agencies signed on to our collaborative. If we are talking about every agency in the city, I would say no.

Can't answer Yes/No (29%)

- I couldn't answer because what agency do we mean? We have 11 agencies in YAC but are more agencies across the city.
- There will have to be a decision about where the right places are.... We need to look at where intake needs to happen. Not every agency will do intake because they may be downstream in their intake. Maybe getting ahead with this line of thinking?





Monitoring & Evaluating Youth Success Outcomes

MOST AGREEMENT

Monitoring and evaluating youth success

outcomes emerged in last place as the sixth workflow theme with the highest levels of agreement among agencies. It has the lowest levels of agreement. One question related to this theme was asked and it was the only one to touch on the issue of coordinating monitoring and evaluation of youth outcomes. More evaluation-related questions were created and require follow-up since there was not adequate time to ask them during engagement.

Question and Results

Q 10. Would it be helpful at this point to discuss common goals for the youth's success as part of the case management plan?

Half of the agencies (**50%**) said yes it would be helpful for agencies to discuss common goals for the youth's success as part of the case management plan. Comments highlight the need to include common youth success outcomes as part of the efforts to coordinate among agencies. Ideas shared include the importance of using common language about the outcomes, the process being driven by youth and aligning individual agencies' support and programs to achieve the common outcomes. The remaining half of agencies (**50%**) said they couldn't answer yes or no, suggesting more discussion and clarification may be helpful, especially as it relates to the timing of when discussion of common goals would take place.

Sample Comments

Q 10. Would it be helpful at this point to discuss common goals for the youth's success as part of the case management plan?

Answer Yes (50%):

- I assumed the goals were common and shared, using common language, intentionality, driven by the client.
- This is the ultimate point: to come up with a strategy, we have common goals we agree that we align to. We have done the work to pull out youth outcomes. Makes sense to me: set out the outcomes, and agencies can align themselves in their own operations knowing the goals are what we are trying to achieve.

Can't answer Yes/No (50%)

- I still need more clarification so I can't answer. If we are doing it as a coordinated effort, common goal planning happens when we have our coordinated meeting.



Workflow Themes with Hesitation to Coordinate but with Agreement on the Importance of Timing

Findings Summary

The following findings reflect higher levels of hesitation among agencies on workflow processes to coordinate as part of the city model. The illustration on this page highlights one main workflow theme called **Assessment** along with a new theme that emerged during discussion called **Building Relationships with Youth**. Three questions related to assessment were asked. They cover details that were related to assessment during the engagement session: identifying programs, services, supports and housing; determining youths' eligibility; and prioritizing the needs of youth. The findings are discussed on the following pages.



Identifying programs, services, supports & housing (assessment)



Determining eligibility (assessment)



Prioritizing youth needs (assessment)



Building Relationships with Youth (new theme)



Identifying Programs, Services Supports & Housing (assessment)

HESITATION

Identifying programs, services, supports and housing (assessment) emerged as the top assessment-related workflow theme with the highest levels of hesitation among agencies. One question related to this theme was asked pertaining to steps taken after a fictional youth's entry into the city model.

Question and Results

Q 3. Would it be helpful at this point to identify programs, services, supports and housing that are best suited to help the youth?

A majority of agencies (**57%**) said they could not answer yes or no to the question while **43%** said no to the question. Looking at all the comments together, there is agreement among agencies that timing to do assessment is critical and importantly, it should not be done upon a youth's entry into the city model. Agencies appear to share a high level of agreement that time is needed to build relationships with youth before any assessment-related tasks take place. Comments highlight concerns that agencies need flexibility in their own ways to build relationships with youth. Comments also highlight the need to create a city model that differs from current practices by slowing down the process to intake youth and to make time for building relationships with youth before programs, services, supports, and housing are offered to youth. More discussion would be helpful to clarify how much time is needed to build relationships with youth before assessment-related tasks occur to enable youth to access services, what are best practices for building relationships with youth, as well as what common assessment-related tasks should be part of the city model and when they take place.

Sample Comments

Q 3. Would it be helpful at this point to identify programs, services, supports and housing that are best suited to help the youth?

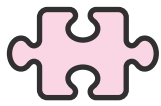
Can't answer Yes/No (57%):

- It sounds like we are prescribing supports for youth and we have not gathered enough information to know the youths' needs.
- This should not be at intake. We want to slow down the process and the case assessment process is important. We need to make sure it isn't one person making the plan for the youth. Like to see a group effort, team effort rather than a youth worker doing it alone.
- Feels prescribed as a process. I wouldn't want to give a youth a list of agencies, would ask youth for their priorities.

Answer No (43%)

- Intake is a challenging time to do referrals. Relationship development with youth is needed first before we send them out to other agencies/ services. If start at intake, feels like thanks for coming here, now you need to go here and here.





Determining Eligibility (assessment)

HESITATION

Determining eligibility (assessment) emerged in second place as an assessment-related workflow theme with the highest levels of hesitation among agencies. One question related to this theme was asked as pertaining to steps taken after a fictional youth's entry into the city model.

Question and Results

Q 3a. Would it be helpful to determine the youth's eligibility criteria for services?

An overwhelming majority of agencies (**75%**) said they can't answer yes or no to the question while **25%** said no it would not be helpful to determine youths' eligibility for services. Comments highlight concerns that it is not the right time for determining eligibility upon intake of youth and that this activity be done later on. A similar theme emerged that time is needed to develop relationships with youth first before doing assessment-related tasks like eligibility. However, other comments suggest some eligibility criteria are easier to assess immediately like age while other comments highlight the complexity of determining eligibility. Comments suggest it may be helpful to further discuss eligibility within the city model to determine its role and timing in providing services to youth.

Sample Comments

Q 3a. Would it be helpful to determine the youth's eligibility criteria for services?

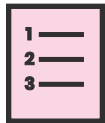
Can't answer Yes/No (75%):

- I am fuzzy on what constitutes not allowing someone to access services. As professionals we are still building relationships, meeting youth where they are at, at this stage.
- There are some criteria like age that we can assess in the moment. But are others that you can't. This lies in a grey area to me.
- The elephant in the room is Children's services. They determine what we can or can't do for age groups depending on harm reduction.
- At YESS, it would be done a while later on. Not done at intake....We hope the youth comes in through intake, through a process longer than what we do now. We determine their life skills, where they are at and where they are at in their trauma, how can we support them.

Answer No (25%)

- Just doing intake, we met the youth, now we are to determine what services they can access. We should be in a relationship development phase.





Prioritizing Youth Needs (assessment)

HESITATION

Prioritizing youth needs (assessment) emerged in third or last place as an assessment-related workflow theme with the highest levels of hesitation among agencies. It has the lowest levels of hesitation among the three assessment-specific questions asked of agencies. One question related to this theme was asked pertaining to steps taken after a fictional youth's entry into the city model.

Question and Results

Q 4. Would it be helpful to prioritize the youth's needs at this stage?

An overwhelming majority of agencies (**75%**) said they can't answer yes or no to the question while **25%** said yes, prioritizing youth needs would be helpful. Comments suggest prioritizing needs is helpful to do but it should not be expected to take place at a specific time in terms of a workflow process within the city model. Comments highlight a common theme that agencies are prioritizing youth needs all the time, and prioritization needs to be based on the youth's needs and the youth's input. A familiar theme also emerged in the comments that building relationships with youth must come first before prioritizing needs takes place. Comments suggest more discussion on the role of agency staff in prioritizing youth needs within the city model would be helpful, especially to clarify when and how it is done.

Sample Comments

Q 4. Would it be helpful to prioritize the youth's needs at this stage?

Can't answer Yes/No (75%):

- We are prioritizing youth's needs at every point...needs to be based on the needs of the youth coming in. This is a relationship building process.
- Intake is the first piece, get information. Assessment is much deeper, much longer. Prioritizing needs, we do this at all stages. Question feels weird. We need to figure out timing, is this what we mean. If it is a process flow, this is assessing where the youth is at, what the youth thinks about this and us as workers.

Answer Yes (25%)

- I am in alignment with others. This is a relationship building process still. Maybe we need to look at an intake and assessment. May take 1 to 5 visits or be based on the needs of the youth, so it isn't an expectation that it will happen within a timeframe.





Building Relationships with Youth (new theme)

MOST AGREEMENT

Building relationships with youth emerged as a new theme during discussion of assessment-related workflow tasks with agreement among agencies. No specific question was asked; however, this theme emerged in responses to several assessment-related questions that were asked pertaining to a fictional youth's entry into the city model.

Question and Results

Q 3. identifying programs, services, supports and housing

Q 3a. determining eligibility

Q 4. prioritizing youth needs

Comments related to these three assessment-related questions echo a similar theme: when a youth reaches out to an agency for help, more time is needed up front to build relationships with youth before any assessment-related tasks take place within the city model. This is seen as being a trauma-informed practice. Comments suggest that more discussion about building relationships with youth would be helpful in creating common practices among agencies participating in the city model. Clarification on building relationships would be helpful to create common understanding about how it intersects with assessment-related workflow tasks and when these tasks take place.

Sample Comments

From Q3, Q3a and Q4

**The following comments appear on the previous pages and are compiled here to support this new theme.*

- We want to slow down the process and the case assessment process is important.
- Relationship development with youth is needed first before we send them out to other agencies/ services.
- As professionals we are still building relationships, meeting youth where they are at, at this stage.
- We hope the youth comes in through intake, through a process longer than what we do now. We determine their life skills, where they are at and where they are at in their trauma, how can we support them.
- Just doing intake, we met the youth, now we are to determine what services they can access. We should be in a relationship development phase.
- We are prioritizing youth's needs at every point...needs to be based on the needs of the youth coming in. This is a relationship building process.



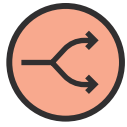
Workflow Themes with the Most Disagreement on the Helpfulness to Coordinate

Findings Summary

The following findings reflect the highest levels of disagreement among agencies on workflow processes that are helpful to coordinate as part of the city model. The findings, which are highlighted in the illustration on this page, are discussed on the following page.



**Creating triage criteria
for service provision
(assessment)**



Creating Triage Criteria for Service Provision (assessment)

DISAGREEMENT

Creating triage criteria for service provision emerged as an assessment-related workflow theme with the highest levels of disagreement among agencies. One question related to this theme was asked pertaining to steps taken after a fictional youth's entry into the city model.

Question and Results

Q 6. Would it be helpful to create triage criteria to make decisions about the provision of programs and services for youth?

An overwhelming majority of agencies (**75%**) said they can't answer yes or no to this question, followed by **13%** who said yes it would be helpful to create triage criteria to assist in providing services to youth and **13%** who said no, it would not be helpful. Comments suggest agencies struggled to answer this question, especially since it included the term "triage." One person called it "clinical medical model language" while another said it was not trauma-informed language. Comments also suggest some agencies support the idea of providing resources that match the needs of youth. However, other comments suggest some agencies are not comfortable prioritizing "one youth over another." Comments suggest that further discussion may be helpful to clarify attitudes towards service provision within a model that considers both resource availability and the diverse needs of youth.

Sample Comments

Q 6. Would it be helpful to create triage criteria to make decisions about the provision of programs and services for youth?

Can't answer Yes/No (75%):

- I agree with No comment: the language being used. It is not connecting with me as trauma-informed language. If this is city-wide, and we do have resources, are we seeing that many youth that we need to triage?

Answer Yes (13%)

- It is not about prioritizing one youth over another....If the youth is in full addiction and crisis, there is a different relationship and conversation to be had compared to if a youth was resilient, we had a built relationship with them and the youth was ready for independence.

Answer No (13%)

- It's the clinical medical model language I have an issue with here. "Wraparound" language works for me. If it is about what to support youth with at what phases, that is important. We need a definition of what triage means.



Workflow Framework Implications and Recommendations

The 12 workflow questions addressed during engagement with YAC agencies reveal some patterns upon cross-analysis with alignment to the goals in the evaluation framework and the city model elements outlined in this report. While workflows for the city model will interact in interdependent ways to achieve the goals in the evaluation framework, some may play critical strategic roles in achieving the goals, thereby providing direction for the launch of the city model. Only the most notable patterns are discussed below.

Building Relationships with Youth and Assessment-Related Tasks: Critical Workflows for Achieving All Evaluation Goals, Especially Youth Outcomes and Service-Related Goals

Analysis shows that a new pre-assessment task called building relationships with youth and all assessment-related workflow tasks appear to be especially important workflow tasks within the city model as they play a critical role in achieving all the goals within the evaluation framework. Assessment-related workflow tasks include:

- identifying programs, services, supports and housing
- determining eligibility
- prioritizing youth needs
- creating triage criteria to prioritize service provision.

Analysis shows building relationships with youth and all the assessment-related tasks appear to be especially associated with achieving all three youth goals (self-actualization, community empowerment and sustainable independence) and the two service-related goals (youth-focused and client-directed services; and accessible, flexible, non-judgmental and inclusive services). These key pre-assessment and assessment-related workflow tasks appear to serve as strategic levers for enabling coordinated increased access to services for

youth, coordinated care as well as collaboration through referrals, for example.

However, during engagement activities, YAC agencies were hesitant about agreeing on the helpfulness of coordinating specific assessment-related workflow tasks. Instead, they emphasized in general the importance of the timing of assessment-related tasks and the importance of building relationships with youth before any assessment-related tasks take place. Furthermore, agencies disagreed about the helpfulness of using triage criteria to prioritize services for youth. That being said, YAC agencies did agree on the helpfulness of using a common assessment tool as part of the city model. Given the association between assessment-related tasks and achieving youth outcomes, the assessment tool would benefit from being aligned with the youth outcomes.

Information Sharing and Coordination and Common Assessment Tool: Critical Workflows for Achieving Best Practices in Agency Collaboration and in Agency Personnel and Policies

Analysis shows that almost all the diverse workflow themes and their related tasks explored through engagement activities appear to be associated with the goals of best practices for agency collaboration and best practices for agency personnel and policies. This finding speaks to what appears to be the extensive impact of achieving the outcomes of these two goals in relation to multiple different workflows of the city model. In other words, there are several interdependencies between these two goals and all the workflows. However, analysis also shows that certain workflows may play an especially key role associated with both these goals. They are:

- information sharing and coordination
 - use of single client record and shared coordinated case management plan
- common assessment tool use

These two workflow themes and their related tasks appear to play a connecting role that enables coordinated infrastructure, collaboration and coordinated care among agencies.



— YAC PHASE II:

Recommendations

RECOMMENDATIONS

Summary

Six recommendations provide direction for the implementation of the YAC city model and achievement of its evaluation goals and outcomes. They were developed through cross-analysis of all the data in this report. These recommendations align with the recommendations made in the YAC 2020 final

report, thereby addressing the service challenges identified in it with a focus on coordinating access to diverse services, coordinating infrastructure and coordinating care as strategic levers of systems-level change required to implement a city model for the prevention of youth homelessness in Edmonton.

YAC City Model Recommendations

RECOMMENDATION #1:

Comprehensive Partnerships and Participation Governance

More **rigorous, comprehensive and specific requirements** for collaborative partnerships and participation that also offers **strategic flexibility** is recommended to ensure effectiveness of the city model and equitable participation by agencies. Participation requirements should reflect the **principles of equity** so that individual agencies and their circumstances are considered in their participation agreements and no agency experiences burden from its participation. A more comprehensive and strategic partnership plan considers and addresses but is not limited to:

- **diversity of youth serving agencies with multiple complementary services that benefit youth**
- **location of the youth services provided by participating agencies in relation to meeting the objectives of the collaborative**
- **flexibility in participation that considers prioritization for meeting the needs of youth**
- **the strengths and capacities of agencies**
- **commitment to adherence to the city model guiding principles and ways of working and city model elements**
- **adequate funding/resources for participation that ensures commitment of adequate staffing and time**

RECOMMENDATION #2:

Strategic Coordination and Implementation to Support Successful Launch of the City Model

An intentional approach to coordinating and implementing the city model grounded in achieving strategic evaluations goals and their associated outcomes and implications for coordinating access and infrastructure and coordinating care along with common workflows and training is recommended to ensure successful implementation of the city model. Targeting and phasing in specific outcomes that are attainable and sustainable will create a foundation for success. A strategic approach considers and addresses:

- **priority for achieving the two best practice goals and their associated outcomes—best practices in collaboration and best practices in agency personnel and policies—to create critical momentum for working towards achieving all other goals and outcomes.**
- **commitment to achieving the two service goals and their associated outcomes—youth-focused and client-directed services and accessible, flexible, non-judgmental and inclusive services**
- **priority for achieving the youth goal of self-actualization thereby setting up youth for success to achieve community empowerment and sustainable independence outcomes**

RECOMMENDATION #3:**Engagement With Priority Stakeholders—Youth and Diverse Social, Spiritual and Cultural Communities**

Given the prominent role of youth within the city model, creating and implementing a **comprehensive youth engagement framework** is recommended to obtain ongoing feedback and input from youth. A comprehensive youth engagement framework considers and addresses:

- **open channels for feedback on the city model including its design, implementation, service delivery and evaluation for the purpose of hearing and incorporating youth voices to make continuous improvements to the model and the delivery of services**
- **special emphasis on youth engagement on the workflow processes to obtain input on a new pre-assessment process called building relationships with youth, all assessment-related tasks to ensure processes, services and programs meet the needs of youth and youth access to their client record including their case notes**
- **frequent regularly scheduled engagement from youth representatives from all participating agencies in an advisory capacity**
- **frequent engagement open to all youth using services using multiple effective methods to capture youth voices and opinions on a wide range of issues related to the city model and achievement of positive youth outcomes**

Obtaining **feedback and input from diverse social, spiritual and cultural communities with a specific focus on Indigenous communities** is also recommended to obtain expertise in **matters that concern their youth and communities** for incorporation in the city model. Creation of an engagement framework for diverse communities is recommended to ensure the city model incorporates Indigenous ways of knowing, for example, along with other social, spiritual and cultural ways of knowing, that complement trauma-informed care and harm reduction practices used to care for youth of diverse backgrounds. An engagement framework considers and addresses:

- **open channels for feedback on the city model including its design, implementation, service delivery and evaluation as it concerns the diverse youth and their communities**
- **intentional engagement with advisors on the appropriateness of incorporating tools and methodologies outlined in the evaluation framework in the appendices**

RECOMMENDATION #4: Comprehensive Training Model Tailored to Meet the Unique Needs of Agencies and Families and to Increase Capacity

A **comprehensive and specific training model** designed to be **flexible and tailored** to meet the unique needs and circumstances of each agency and to increase capacity across participating agencies is recommended in order to increase successful adoption of the city model. The training model will focus on **training required for coordinating access and infrastructure and coordinating care practices** along with adhering to the **guiding principles and ways of working** to support the city model. A comprehensive and flexible training model considers and addresses:

- **current operations at each agency including information sharing, workflows, and care practices and how they align with the change required of the city model operations**
- **increased training on information sharing protocols required of the city model**
- **increased training on evidence-informed care practices with special emphasis on trauma-informed care, harm reduction and safe spaces**
- **training in data skills to ensure shared real-time data is collected, interpreted and used in a systematic manner that works towards achieving the evaluation goals and outcomes in the city model's evaluation framework (eg. using data to ensure youth outcomes are achieved)**
- **evaluation training to ensure effective monitoring and evaluation of the city model to ensure continuous improvement to the model and programs and services with the purpose of increasing improved youth outcomes**
- **immediate availability and accessibility to training resources, which meets the needs of agencies and provides ongoing training support**
- **training feedback loops to ensure continuous improvement to the training model and resources**

RECOMMENDATION #5: Effective and Efficient Coordinated Access and Infrastructure that Integrates Seamlessly with Agencies and Enhances Coordinated Care and Collective Evaluation

A **seamless integrated information sharing system** connecting agencies is recommended to support the city model as effective and efficient infrastructure that is easy to adopt and facilitates coordinated access to various diverse services, coordinated care practices and collective monitoring and evaluation. An effective and efficient coordinated infrastructure considers and addresses:

- **minimized change impacts on agencies**
- **technology that easily integrates with current systems used by agencies, relying on automated pull and push information mechanisms**
- **types of information currently collected by agencies and the technology already in use**
- **robust detailed service descriptions that enable agencies to efficiently navigate available services and make timely, effective and accurate referrals for youth thereby increasing access to services**
- **technology that offers multiple modes of communication that are seamlessly integrating among agencies for coordinated case management purposes**
- **technology that permits immediate real-time live evaluation data to be used to determine achievement of outcomes especially as it relates to youth outcomes and to make continuous improvements to achieving youth outcomes, collaboration, collective case management, services and programs, and policies, for example, when necessary**

RECOMMENDATION #6: Collaborative Funding Strategy

Securement of adequate funding that meets the collective needs of the collaborative city model is recommended to ensure successful implementation and sustainability of the city model. An effective collaborative funding strategy considers and addresses:

- **adequate funding for dedicated staffing levels and time commitment to enable agency participation**
- **adequate funding for comprehensive and flexible training across participating agencies that meets the collective needs of the collaborative and individual needs of agencies**
- **adequate funding for ongoing engagement required with agencies, youth and diverse social, spiritual and cultural communities**
- **adequate funding for coordinated access and infrastructure needs including customized technology solution and coordinated care operations**
- **adequate funding for hiring external third-party support to serve as the backbone agency providing all necessary city model support**

— YAC PHASE II:

Next Steps

Strategic Direction for Next Steps

Strategic direction for the next steps to implement the YAC city model for the prevention of youth homelessness in Edmonton has emerged from the findings in this report. Table 5 on the following pages outlines the next steps, including four stages, the activities that will take place within each stage along with the evaluation goals and indicators that correspond to the stages and activities.

There are implications for the Edmonton Coordinated Youth Response (CYR) based on the decisions made during the activities outlined in the next steps. The goal is to transition from the CYR to the city model in gradual steps that support the success of the city model. Here are the steps that pertain to the CYR:

- **Identify the agencies within CYR that will be participating in the city model going forward.**
- **Begin to remove functions and features within the CYR platform that will no longer be used as part of the transition**
- **Start to identify agencies' basic common data (youth age, name, location/address, etc.) that will be integrated into the city model infrastructure solution. This work will enable activities that take place as outlined in Stage 2: Infrastructure Development. Some features of the CYR platform will be merged with this infrastructure solution.**

TABLE 5:

Next Steps for Implementation of the City Model for the Prevention of Youth Homelessness in Edmonton

PHASE 1: PLANNING	STEP: GOVERNANCE AND PARTNERSHIPS		
	Activities	Evaluation Goal	Outcomes & Indicators
	<p>Create a governance model to oversee all participating agencies in the city model, which is responsible for centralized matters, including the creation of a lead organization to manage and oversee the city model and to develop a strategic vision and communications and stakeholder strategies.</p> <p>To ensure an effective distribution of participating agencies in the city model, identify key partners based on their location, services provided, and demographic of youth served with special attention to supports for pregnant youth and youth with learning disabilities, and key partnerships in housing</p>	Best Practices in Agency Collaboration	<p>Agencies show accountability through governance structures and roles and responsibilities.</p> <ul style="list-style-type: none"> Governing structure is established including terms of reference. Agencies report increased understanding of their role and use of resources in achieving evaluation outcomes. Agencies use a standing agenda item to present information on their organization's strategic and operational matters. Agencies report increased awareness of the different roles and responsibilities of participating agencies.
	Identify budget/resources for policy management	Best Practices in Agency Personnel Policies	<p>Resources are dedicated to the creation and maintenance of policies and practices.</p> <ul style="list-style-type: none"> Ownership of and responsibility for the policy and practice management is clearly identified and reflected in budget.
	STEP: COLLABORATIVE FUNDING STRATEGY		
	Activities	Evaluation Goal	Outcomes & Indicators
	Develop a collaborative funding strategy as a strategic first step for securing adequate funding to support the city model and enabling participation of partner agencies.	Best Practices in Agency Collaboration	<p>Agencies cooperate and share and coordinate information, services, resources, care practices, common workflows and funding.</p> <ul style="list-style-type: none"> Agencies are successful in achieving collaborative funding.

PHASE 2: DEVELOPMENT

STEP: ENGAGEMENT WITH YOUTH AND DIVERSE SOCIAL, SPIRITUAL AND CULTURAL COMMUNITIES

Activities	Evaluation Goal	Outcomes & Indicators
<p>Engage youth and diverse social, spiritual and cultural communities with a specific focus on Indigenous communities to obtain feedback on the city model and its implementation</p>	<p>Best Practices In Agency Personnel and Policies</p>	<p>Youth are engaged on agency policies and practices.</p> <ul style="list-style-type: none"> • Youth engagement strategies with multi-pronged approaches to include diverse youth is created annually (eg. coordinated youth advisory council or forum, surveys, interviews). • Engagement with youth is adequately funded. • Youth are regularly asked for their feedback on matters related to the city model (eg. evaluation and implementation of it, coordinated care and access and infrastructure, services planning, policies, capital projects). • Feedback from diverse youth is obtained. • Decision-makers consider youth feedback and use it to inform decisions. • Multiple engagement methods are used to obtain feedback from youth. <p>Diverse social, spiritual and cultural communities are engaged on policies and practices.</p> <ul style="list-style-type: none"> • Community engagement strategies with culturally appropriate approaches are created annually. • Engagement with diverse community members is adequately funded. • Socially, spiritually and culturally diverse community members are regularly asked for their feedback on matters related to the city model as it impacts their youth (eg. evaluation of it, coordinated care and access and infrastructure, services planning, policies, capital projects). • Decision-makers consider feedback from Socially, spiritually and culturally diverse community members and use it to inform decisions. • Increased trust in collaborative decision-makers among socially, spiritually and culturally diverse community members. • Increased satisfaction with engagement efforts among socially, spiritually and culturally diverse community.

PHASE 2: DEVELOPMENT	STEP: POLICY DEVELOPMENT		
	Activities	Evaluation Goal	Outcomes & Indicators
PHASE 2: DEVELOPMENT	<p>Complete all work necessary for creating policies to implement the city model including policies for coordination of services, common workflows, access, infrastructure and care practices as well as all necessary procedures, which align with the evaluation framework and include attention to specific areas such as:</p> <p>Accessible, flexible, non-judgmental and inclusive services</p> <ul style="list-style-type: none"> agencies collectively work to reduce barriers to accessing services, increasing timely access to services for youth services respect diversity and inclusion services are welcoming to youth and provided in consistently safe environments services provide both structure and flexibility, offering options that meet the needs of youth and consider their circumstances services provide clear, realistic expectations and consistency for youth using a trauma-informed and harm reduction lens service provided offer options to youth, enabling their autonomy and choice <p>Youth-Focused and Client-Directed Services Outcomes</p> <ul style="list-style-type: none"> Services are informed by the voices and needs of youth Services provided offer options to youth, enabling their autonomy and choice 	<p>Best Practices in Agency Collaboration</p>	<p>Agencies cooperate and share and coordinate information, services, resources, care practices, common workflows and funding.</p> <ul style="list-style-type: none"> Agencies share their information needed for the city model. Agencies coordinate common workflows for the success of the city model. Agencies coordinate care practices for the success of the city model. Agencies create and share client files. <p>Agencies show accountability through governance structures and roles and responsibilities.</p> <ul style="list-style-type: none"> Agencies regularly attend YAC meetings. Agencies participate in a timely manner in all engagement activities related to the city model to provide feedback. Agencies use a standing agenda item to present information on their organization's strategic and operational matters. Agencies regularly contribute to the work that needs to be done as a collaborative to benefit the city model.
		<p>Best Practices in Agency Personnel and Policies</p>	<p>Resources are dedicated to the creation and maintenance of policies and practices.</p> <ul style="list-style-type: none"> Policy and practice management resources are identified and set aside so necessary work can be done. Adequate number of committee(s) is established to carry out the work of policy and practice management. Adequate number of agency staff with experience and knowledge are appointed to assist in policy and practice management. Policies, procedures and practices manual is created for collective use. <p>Policies and practices are centralized and secure, well-organized, clear and easily searchable, equitably accessible, well communicated through various ways and executable.</p> <ul style="list-style-type: none"> Information on policies and practices is clearly communicated in various formats that appeal to different learners and is easy to read, view and understand. Information on policies and practices is easily searchable and found in a convenient centralized place accessible to all agencies on various devices.

PHASE 2: DEVELOPMENT

STEP: TRAINING DEVELOPMENT

Activities	Evaluation Goal	Outcomes & Indicators
Create all training materials to support the implementation of the city model included training for participating agencies, community organizations outside the city model, and families and/or natural supports	Best Practices in Agency Personnel and Policies	<p>Resources are dedicated to the creation and maintenance of policies and practices.</p> <ul style="list-style-type: none"> Adequate number of committee(s) is established to carry out the work of policy and practice management. Adequate number of agency staff with experience and knowledge are appointed to assist in policy and practice management. Information on policies and practices is communicated effectively through various tactics including training sessions and demonstrations, accessible in online synchronous and asynchronous formats, and easily downloadable formats. <p>Agencies share resources and training with community organizations outside the city model and families and/or natural supports of youth, making the information accessible.</p> <ul style="list-style-type: none"> Agencies create appropriate training and/or resources for families and/or natural supports. Training information is clearly communicated in various formats that appeal to different learners and is easy to read, view and understand. Training information is easily searchable and found in a convenient centralized place accessible to all agencies on various devices.

STEP: INFRASTRUCTURE DEVELOPMENT

Activities	Evaluation Goal	Outcomes & Indicators
Participating agencies share all relevant data required to develop coordinated infrastructure for the city model	Best Practices in Agency Collaboration	<p>Agencies cooperate and share and coordinate information, services, resources, care practices, common workflows and funding.</p> <ul style="list-style-type: none"> Agencies share their information needed for the city model. Agencies coordinate common workflows for the success of the city model. Agencies coordinate care practices for the success of the city model.

STEP: EXECUTE TRAINING FOR PARTICIPATING AGENCIES, COMMUNITY ORGANIZATIONS AND FAMILIES AND/OR NATURAL SUPPORTS

Activities	Evaluation Goal	Outcomes & Indicators
<p>Conduct all training related to policies, procedures and practices required of the city model</p>	<p>Best Practices in Agency Personnel and Policies</p>	<p>Policies and practices are centralized and secure, well-organized, clear and easily searchable, equitably accessible, well communicated through various ways and executable.</p> <ul style="list-style-type: none"> • Information on policies and practices is clearly communicated in various formats that appeal to different learners and is easy to read, view and understand. • Information on policies and practices is easily searchable and found in a convenient centralized place accessible to all agencies on various devices. • Information on policies and practices is communicated effectively through various tactics including training sessions and demonstrations, accessible in online synchronous and asynchronous formats, and easily downloadable formats. <p>Agencies and their staff participate in and comply with standardized coordinated training for the city model and adopt them in their daily work practices including trauma-informed care, harm reduction and safe spaces training along with all training required on policies and procedures (common workflows, sharing information, infrastructure system, monitoring and evaluation).</p> <ul style="list-style-type: none"> • Agencies and their staff enroll in all required training for the city model. <p>Agencies share resources and training with community organizations outside the city model and families and/or natural supports of youth, making the information accessible.</p> <ul style="list-style-type: none"> • Agencies share standardized training resources on trauma-informed care, harm reduction and safe spaces with community organizations. • Training information is communicated effectively through various tactics including training sessions and demonstrations, accessible in online synchronous and asynchronous formats, and easily downloadable formats. • Updated training information is communicated to community organizations and families and/or natural supports through several tactics including meetings, training sessions, emails and downloadable materials.

PHASE 3: IMPLEMENTATION

STEP: EXECUTE CITY MODEL INFRASTRUCTURE

Activities	Evaluation Goal	Outcomes & Indicators
Successfully implement the city model infrastructure including adoption of policies, procedures and practices	Best Practices in Agency Personnel and Policies	<p>Policies and Practices are consistent across agencies.</p> <ul style="list-style-type: none"> • Policies and practices are consistently adopted and implemented by agencies and their staff. • Service delivery is consistent across agencies.

STEP: LAUNCH THE CITY MODEL

Activities	Evaluation Goal	Outcomes & Indicators
Officially transition to the city model, including introducing it publicly	Best Practices in Agency Collaboration	<p>Agencies show accountability through governance structures and roles and responsibilities.</p> <ul style="list-style-type: none"> • Agencies regularly attend YAC meetings. <p>Agencies cooperate and share and coordinate information, services, resources, care practices, common workflows and funding.</p> <ul style="list-style-type: none"> • Agencies report increased access to shared resources, training materials and information. • Agencies coordinate common workflows for the success of the city model. • Agencies coordinate care practices for the success of the city model. • Agencies create and share client files. <p>Agencies are responsive to one another</p> <ul style="list-style-type: none"> • Agencies are flexible and adaptive, using their capacity to meet the needs of other agencies. <p>Staff show mutual respect and communication.</p> <ul style="list-style-type: none"> • Agencies report increased communication with one another.

PHASE 4: MONITORING & EVALUATION

STEP: MONITOR AND EVALUATE THE CITY MODEL FOR CONTINUOUS IMPROVEMENT

Activities	Evaluation Goal	Outcomes & Indicators
Assess the progress of the city model and its capacity to achieve all evaluation goals with particular attention on achieving youth goals and their related outcomes	Self-Actualization	<p><i>Outcomes Only</i></p> <p>Youth attain life skills and basic needs.</p> <p>Youth have a better sense of their identity.</p> <p>Youth are self-advocates.</p>
	Community Empowerment	<p><i>Outcomes Only</i></p> <p>There are relationships between community and youth.</p> <p>Youth participate in community activities, mentoring, sports or recreation.</p> <p>Youth know their roles, rights, and responsibilities in legal and housing settings.</p>
	Sustainable Independence	<p><i>Outcomes Only</i></p> <p>Youth experience healthy relationships with peers, family and/or natural supports.</p> <p>Youth engage in training, education and employment.</p> <p>Youth demonstrate resilience, bouncing back from challenges using their skills, relationships and access to resources.</p>
	Best Practices in Agency Collaboration	<p>Agencies have increased mutual understanding of each other's services.</p> <ul style="list-style-type: none"> • Agencies report increased awareness and knowledge of the services of other agencies. • Youth and agencies report an increase in the number of accurate referrals. • Youth and agencies report reduction in referrals made in error. • Youth and agencies report reduction in referrals made in error. • Increase in achieving youth outcomes. • Youth and agencies report increased satisfaction with services. <p>Staff show mutual respect and communication.</p> <ul style="list-style-type: none"> • Agencies report increased communication with one another. • Agencies report increased trust in one another. • Agencies report increased willingness to collaborate with each other.

PHASE 4: MONITORING & EVALUATION

		<p>Agencies cooperate and share and coordinate information, services, resources, care practices, common workflows and funding.</p> <ul style="list-style-type: none"> • Youth and agencies report timely access to services. • Youth and agencies report increased satisfaction with services. • Agencies achieve evaluation goals. <p>Agencies collaborate to advocate for youth.</p> <ul style="list-style-type: none"> • Agencies use collective data effectively for the purpose of advocacy. • Agencies report increased collaborative efforts to outreach with key stakeholders such as government to advocate for youth and make positive changes. • Agencies report increased successes in advocacy including such things as changes in policy, legislation, budgetary commitments, implementation of commitments, changes in attitudes among key decision-makers, changes in attitudes within the community. • Increase in media interest and coverage of the issues advocated for youth.
	<p>Best Practices in Agency Personnel and Policies</p>	<p>Policies and practices are consistent across agencies.</p> <ul style="list-style-type: none"> • Policies and practices are regularly reviewed and adapted when necessary. • A positive corporate culture related to the collaborative exists among agencies. • Increased satisfaction with services among youth and agencies. • Evaluation goals of the collaborative especially improved youth outcomes are achieved. <p>Agencies and their staff participate in and comply with standardized coordinated training for the city model and adopt them in their daily work practices including trauma-informed care, harm reduction and safe spaces training along with all training required on policies and procedures (common workflows, sharing information, infrastructure system, monitoring and evaluation).</p> <ul style="list-style-type: none"> • Agencies regularly monitor staff for compliance with all city model training using data that is collected and monitored for the purpose of quality improvement. • Implemented city model training leads to improved youth outcomes. <p>Agencies share resources and training with community organizations outside the city model and families and/or natural supports of youth, making the information accessible.</p> <ul style="list-style-type: none"> • Community organizations increase their capacity to help youth. • Families and/or natural supports have increased capacity to help youth. • Agencies include families and/or natural supports within managed case plans.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">PHASE 4: MONITORING & EVALUATION</p>		<p>Youth-Focused and Client-Directed Services Outcomes</p>	<p>Services are informed by the voices and needs of youth.</p> <ul style="list-style-type: none"> • The unique needs for diverse youth sub-populations are captured, documented and shared so they can be reviewed and addressed at the system and agency level, enabling trends to be identified to improve services and better help youth. • Monitoring and evaluation of services' ability to meet the unique needs of diverse youth sub-populations is conducted regularly to make continuous improvements to services at the system and agency level. • Increase in achieving youth outcomes.
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— Appendices



Youth Agency Collaborative Evaluation Framework: Final Report

June 30 2021

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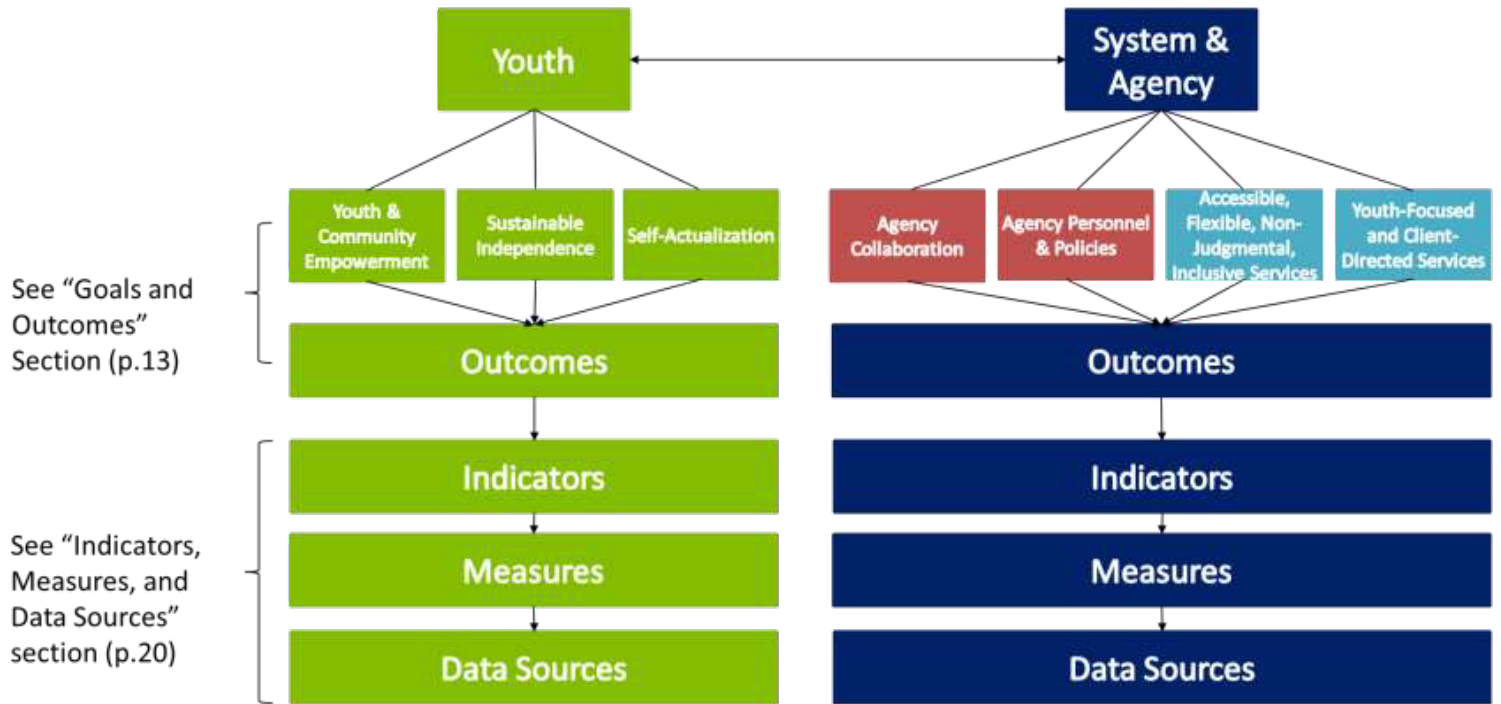
Acknowledgements

It is with thanks we acknowledge the many individuals and organizations who have contributed their wisdom, experience and perspectives to this project. PolicyWise would like to thank each who participated in the engagement sessions with us.

How This Report is Organized

The diagrams below provide a brief overview of the main sections this report contains.

The Evaluation Framework



Considerations and Next Steps

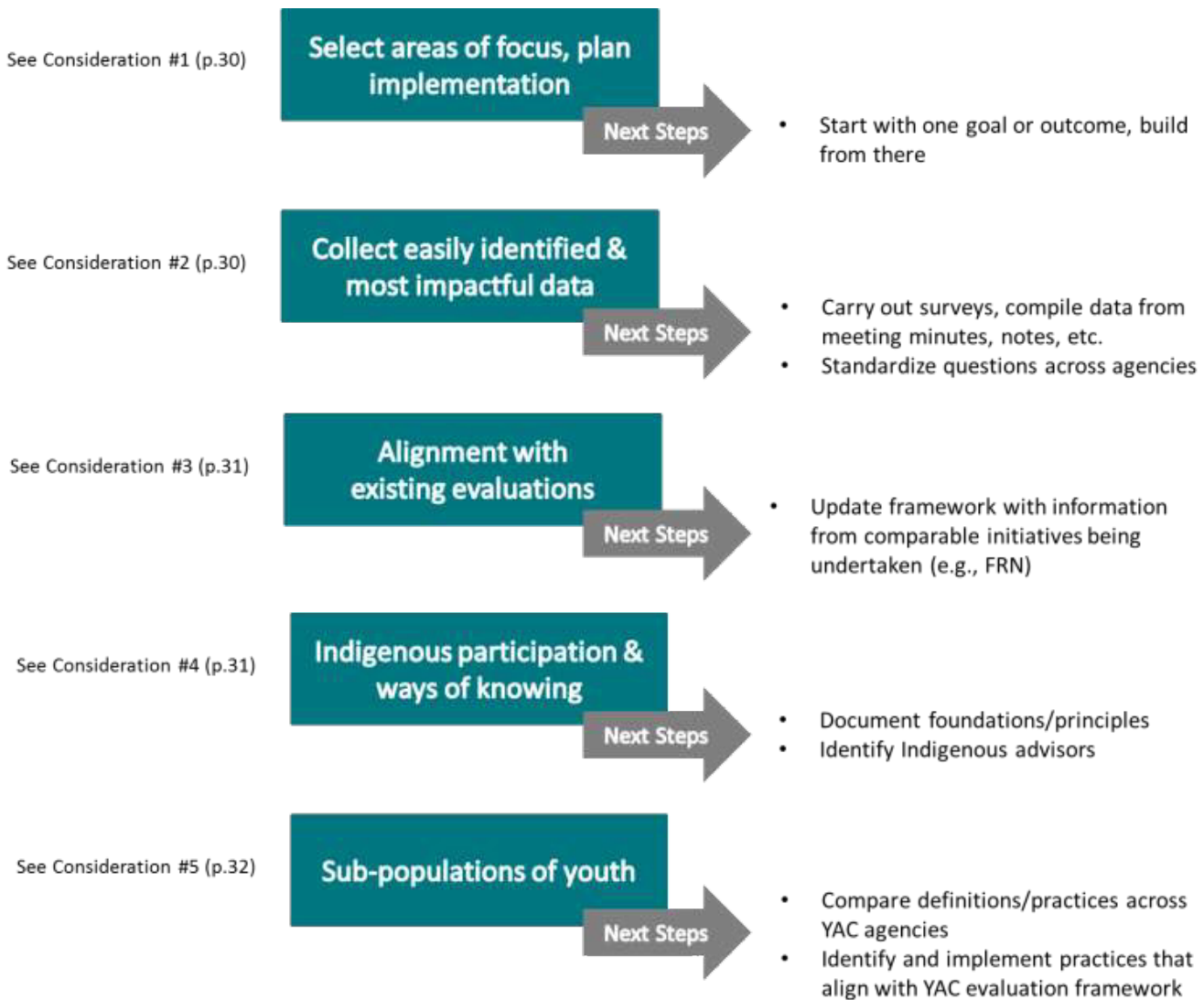


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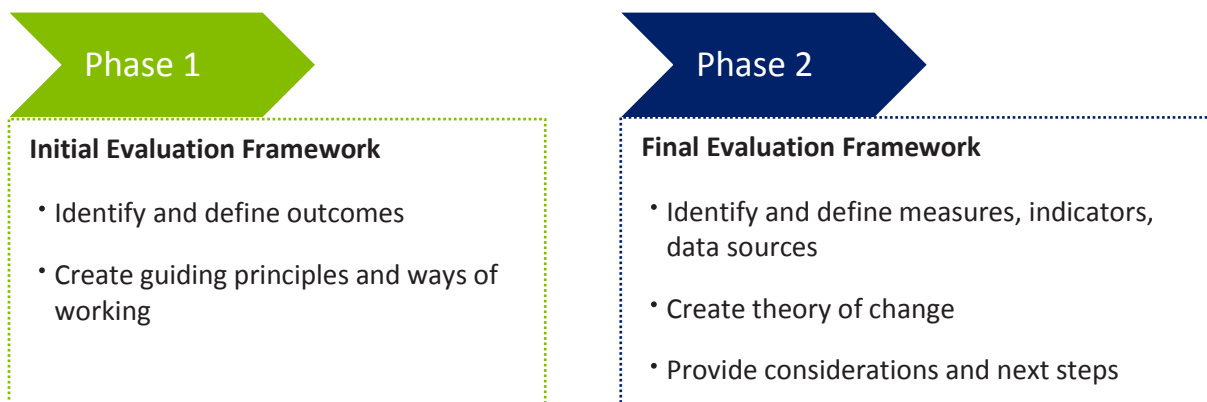
Introduction

Nine agencies¹ have engaged in the Youth Agency Collaborative (YAC) and are working together to coordinate services and connect supports in order to build a city-wide collaborative service model to prevent youth homelessness in Edmonton (i.e., a coordinated youth response). YAC works to address four service challenge areas, including: uncoordinated access and infrastructure, youth care practices, collaborative funding, collaboration and communication (Centre Hope, 2020).

By working together to offer evidence-informed (e.g., collaborative, accessible, flexible), inclusive, youth-relevant, client-directed services, YAC believes that outcomes will be realized for both youth, organizations and across the system. Goals identified include:

Youth Goals	System & Agency Goals
<ul style="list-style-type: none"> • Self-actualization • Community empowerment • Sustainable independence 	<ul style="list-style-type: none"> • Best practices for agency collaboration • Best practices for agency personnel and policies • Accessible, flexible, non-judgmental, inclusive services • Youth-relevant and client-directed services

To assess whether goals are being achieved, the need for an evaluation framework was identified. An evaluation framework will promote shared measurement and evaluation among participating YAC members. The evaluation framework was completed in two phases. The first phase set out to identify goals and outcomes with definitions, as well as guiding principles for the collaborative framework (see phase 1 of Figure 1). The second phase set out to identify Indicators, measures, and potential data sources for the outcomes in this report (see phase 2 of Figure 1). Additionally, a supporting theory of change was developed to explain how and why the elements of the framework achieve the final intended impact. The evaluation framework was developed in a participatory manner reflecting best current evidence and YAC members were engaged throughout both phases of the project.



¹ The nine agencies are: Alta Care Resources, Boyle Street Community Services, C5 Hub (Ubuntu), Family Futures Resource Network, iHuman Society, MAPS Alberta Capital Region, Old Strathcona Youth Society, YouCan Youth Centre, Youth Empowerment and Support Services (YESS).

Figure 1: Phases for Creating the YAC Evaluation Framework

Alignment with Homelessness-Related Strategies and Frameworks

The YAC evaluation framework goals (youth and system/agency) align with government and community-driven initiatives across Canada. The Roadmap for the Prevention of Youth Homelessness (2018) for example, outlines systems and program level approaches to the prevention of homelessness. As in the Roadmap, the YAC evaluation framework is aligned at the system and agency goal level. Both include incorporating youth-voice in the services delivered, collaborating with other agencies to fill gaps in services, and ensuring equitable access to services. At the youth goal level, the YAC evaluation framework and the Roadmap include empowering youth to know their rights in community, encouraging youth to seek out and have healthy relationships with natural supports², and encouraging youth to develop financial literacy.

The Government of Alberta’s Well-Being and Resiliency Framework (2019) outlines ways of working to promote well-being and resiliency in Alberta. As in the Well-Being and Resiliency Framework, the YAC evaluation framework outlines system, agency, and youth goals that will ultimately impact the well-being and resiliency of youth. At the system and agency level, both frameworks highlight the need for strengths-based, collaborative, and inclusive service delivery. At the youth goal level, both the YAC framework and the Well-Being and Resiliency Framework promote social connections and natural supports, the involvement of communities in the lives of youth, and enhancing individual well-being, such as mental health promotion, increasing access to safety, and acknowledging trauma.

² Natural supports are relationships and personal connections developed locally and informally over the life course. Examples include friends, romantic partners, coaches, co-workers, or family. They are characterized by reciprocity and can lead to a sense of belonging, identity, and self-esteem. For more information, see the 2018 report titled “Working with Youth to Enhance their Natural Supports: A Practice Framework” by the Change Collective. The definition is the same throughout the entire report.

Methods

All project activities were conducted using participatory and collaborative methods. The YAC was engaged in the design and development of key outcomes for an evaluation framework. Key methodological components were engagement sessions with YAC, a literature search, and analysis, synthesis, and cross-mapping of findings throughout the process. Figure 2 illustrates the methodological approach and process. Additional details of these components can be found below.

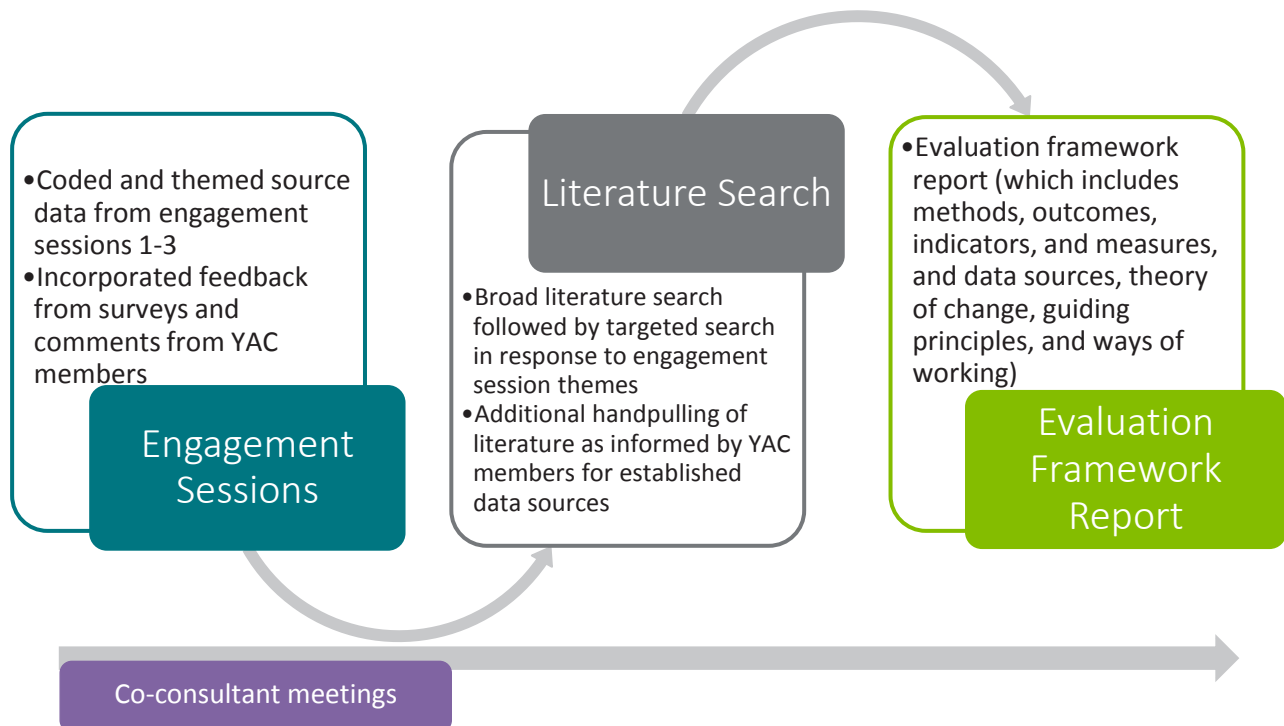


Figure 2: Sources of Data and the Methodological Process

Engagement Sessions

Two engagement sessions were held with YAC members. The goal of each session was to create an understanding of how YAC collectively identified and defined youth and system/agency outcome goals. The first half day session was conducted virtually using Zoom and the breakout room function. Members were allocated across three small groups, each group supported by a note taker using a notetaking template (see Appendix A). Each small group discussed one of the youth outcome goals for 20 minutes. At the end of the 20 minutes, the three groups reconvened together to share their discussion with the larger group for another 20 minutes. The three note takers took minutes of the large group discussion. The session used this pattern two more times for the remaining youth outcome goals. At the end of the session, note takers sent their completed templates to the consultant for consolidation. This same process was then repeated two weeks later with YAC members discussing the system and agency outcome goals.

Data from the two engagement sessions was coded using the software program, NVivo12. Coding is used to identify, organize, and categorize the data for core consistencies and meanings. Once general coding was established, the codes were examined for patterns and themes. Patterning and theming works to establish relationships between codes, examine codes for similarities and differences, and then assign themes to larger code groupings. An initial framework was created inductively with iterative revisions as more was learned from the data. Patterning and theming occurred collaboratively between project team member discussions.

Literature Search

A rapid review of grey literature was conducted to explore how community organizations and government agencies evaluate goals related to youth and system/agency outcomes. The search occurred in two stages. First, a search strategy was established (see Appendix B). Search terms were used with Google and Google Scholar to retrieve relevant grey literature. From this initial search, approximately 20 relevant documents were found. Additional key pieces of literature were identified by a YAC member and incorporated into the general search. Documents were first reviewed for relevancy; relevant literature was then coded and summarized using the themes identified from the engagement sessions. A second stage targeted literature search then occurred in response to engagement session themes. All documents were compared to engagement session themes to establish which areas were supported by literature and which themes required a targeted search to find established literature in the area. Literature from the targeted search were then reviewed for relevancy, coded, and summarized using engagement session themes as the framework.

Summarizing and linking the engagement session data with literature review findings led to the development of guiding principles, ways of working, and evaluation goals and outcomes.

Co-Consultant Meetings

The YAC Final Report (2019) by Centre Hope informed the goals of the evaluation framework. Centre Hope and PolicyWise regularly met throughout the duration of the evaluation framework development. Centre Hope provided input on drafts of the evaluation framework and also supported facilitation of engagement sessions.

Theory of Change

A theory of change describes how change and impact occurs through activities, ways of working, and the roles of individuals and organizations (Valters, 2015; Vogel, 2012). It supports the evaluation framework by describing assumptions of how change comes about in a complex systems (Valters, 2015). A theory of change can evolve, particularly when they describe a complex system, intervention, or program. As our understanding of the system, context, or programs change, the theory may need to be adapted as well. The evaluation framework and theory of change is guided by the YAC. The participating agencies have come together to find better ways of working as a collective in order to improve the lives of vulnerable

youth. The theory of change has a broad focus that describes the essence of the YAC’s plans for creating social impact.

Theory of Change

The Youth Agency Collaborative strives to empower youth who are experiencing crisis and instability to improve their lives. We create enduring and trusted relationships with youth, agencies, and community. This is the foundation to working collaboratively with one another and providing meaningful services and safe spaces that support youth on their journey.

The goals and outcomes of the evaluation framework within the theory of change are visually depicted below (see Figure 3). Youth goals and system/agency goals are interconnected: many of the concepts and activities are overlapping and consequently reinforce one another in order to achieve impact (centre).



Figure 3: Theory of Change

Guiding Principles and Ways of Working

Through the engagement sessions, YAC members identified guiding principles and ways of working as a collaborative to implement the evaluation framework. The principles and ways of working can be universally applied to each goal and outcome and are built on a foundation of trust. The principles identified by YAC are aligned with Canada’s *Housing First* approach (Gaetz et al., 2013).

Table 1

Guiding Principles and Ways of Working

Guiding Principles	
Youth voices/informed	Refers to the incorporation of youth knowledge, perspectives, and ideas to inform services and their delivery across agencies and system as a whole.
Trauma-informed	Refers to recognizing and responding to trauma. Agencies and the system as a whole have an understanding of trauma and focuses on safety, recovery, collaboration, youth agency, empowerment, and resilience (Wall et al., 2016).
Interconnection between youth and community	Acknowledges there is a relationship between youth and the communities they live in. Communities are supportive of youth and youth are integral members of the community.
Ways of Working	
Willingness to share with and learn from each other	Integral to collaboration. Being able to share knowledge, compare and contrast ideas with other members, and learn from one another is essential to working as a collaborative.
Embracing ambiguity	Important for agencies working together. Member and agency roles and responsibilities may not always be well-defined and solutions to problems may not be obvious requiring open communication, creativity and patience to find a path forward.
Strength-based approach	Allows the collaborative to realize what is working well, identify existing resources to leverage, and harness individual and agency skills to realize the collective’s goals.

Goals and Outcomes in Evaluation Framework

Youth Goals and Outcomes

The youth goals and outcomes were developed first with the perspectives of the Youth Agency Collaborative (YAC). Evidence from a rapid literature review was used to complement and add to the ideas generated from the engagement sessions (see Appendix A). Many of the goals and outcomes are based on individual and community factors requiring support by agencies and services to help youth thrive.

There were **three youth goals identified** (see Table 2). Within each goal, outcomes are provided that outline what will be achieved in terms of community empowerment, sustainable independence, and self-actualization. Each goal and outcome is described in more detail following the table.

Table 2
Youth Goals and Outcomes

Youth Goals	Youth Outcomes
1. Youth and community empowerment	a) There are established relationships between community and youth b) Youth participate in community activities, mentoring, sports or recreation c) Youth know their roles, rights, and responsibilities in legal and housing settings
2. Sustainable independence	a) Youth experience healthy relationships with natural supports, peers, family, and caregivers b) Youth engage in training, education, and employment
3. Self-actualization	a) Youth attain life skills and basic needs b) Youth have a better sense of their identity c) Youth are self-advocates

Youth and community empowerment

Youth and community empowerment consists of two key elements. First, youth are important and contributing members of their community. Second, the communities’ in which youth live have a role in helping youth thrive. Both elements are required for a mutually empowering relationship between youth and community.

The youth and community empowerment outcomes identified through the engagement sessions and literature review are described below in Table 3:

Table 3
Youth and Community Empowerment Outcomes and Descriptions

Youth and Community Empowerment Outcomes	Description of Outcomes
a) There are established relationships between community and youth	Youth are involved in the community such that they have someone to turn to such as peers, or individuals who participate in the activities that youth participate in (Mackenzie, 2019).
b) Youth participate in community activities, mentoring, sports or recreation	Youth are mentors to other youth and guide other youth to find help when needed. Youth can also be seen as active participants in community activities such as sports, recreation, or events (Vitopoulos et al., 2018).
c) Youth know their roles, rights, and responsibilities in legal and housing settings	Youth cannot advocate for themselves if they do not have an understanding of their legal rights and the responsibilities they need to uphold in living and employment contexts. Youth need long-term housing supports that can provide resources for how to sustain housing, such as preventing loss of housing due to legal issues, financial risks, and relationship management with landlords (Mackenzie, 2019; Gaetz et al., 2018b; Schwan et al., 2018). Youth can also benefit from referrals to community-based support on managing employment and finances (Gaetz et al., 2018b).

Sustainable independence

Sustainable independence is about achieving aspects of independence (e.g., housing, connections with others, identity and self-worth) and sustaining them over time. All of the agencies within the YAC provide services that address sustainable independence. Therefore, it is essential to provide a unified definition tailored to the unique experiences of YAC youth and which aligns with evidence from others’ research and evaluations.

The sustainable independence outcomes that were identified through the engagement sessions and literature review are further described below in Table 4:

Table 4

Sustainable Independence Outcomes and Descriptions

Sustainable Independence Outcomes	Description of Outcomes
a) Youth experience healthy relationships with peers, family, and caregivers	Healthy relationships may encompass youth being able to establish boundaries, have safe and comforting intimate relationships, and communication skills (Borato et al., 2021).

Sustainable Independence Outcomes	Description of Outcomes
b) Youth engage in training, education, and employment	Youth are supported to access training for their interests, completing or pursuing education, finding a job, and/or career-building skills (Ecker et al., 2019; Gaetz et al., 2018a; Mission Australia, 2016; PolicyWise, 2018).

Self-actualization

Self-actualization is a concept from Maslow’s Hierarchy of Needs (Maslow, 1943), which outlines the processes one must go through to attain a sense of belonging and self-esteem. To achieve the ideal state, one must first have their basic, psychological, safety, and security needs met (Lakin, 2013). A youth’s journey throughout these phases will vary depending on their individual circumstances. The agencies within the YAC encourage youth to achieve self-actualization through programs that focus on acquiring life skills, and basic needs, as well as the space and encouragement to explore their identity and advocate for themselves. The self-actualization outcomes that were identified throughout the engagement sessions and literature review are further described below in Table 5.

Table 5

Self-Actualization Outcomes and Descriptions

Self-Actualization Outcomes	Description of Outcomes
a) Youth attain life skills and basic needs	Basic needs could include youth having a place to stay, access to hygiene products, sense of control, and connections to others (Mission Australia, 2016; Schwan et al., 2018). Life skills may include, learning to cook, having the ability to manage their emotional well-being, and problem solving skills (PolicyWise, 2018).
b) Youth have a better sense of their identity	Youth are able to understand themselves, be confident in themselves, have self-worth, have a sense of their cultural identity, and become aware of or identify with their sexuality and gender roles (Nichols & Doberstein, 2016).
c) Youth are self-advocates	Youth know how to advocate for support when they need it, communicate their goals, and advocate for their rights (Schwan et al., 2018).

System and Agency Goals and Outcomes

The system and agency goals and outcomes were developed first with the perspectives of the YAC. Evidence from the rapid literature review was used to complement and add to the ideas generated from the engagement sessions (see Appendix A). System and agency goals and outcomes refer to goals and achievements of the agency (including staff) and the services provided. Many of the goals and outcomes are based on ways to work collaboratively to achieve the best outcomes for youth.

There were **four system and agency goals identified** (see Table 6). Within each goal, outcomes are provided that outline what will be achieved in terms of best practices and approaches for agency collaboration, personnel and policies, and service delivery that support youth. Each goal and outcome is described in more detail following Table 6.

Table 6

System and Agency Goals and Outcomes

System & Agency Goals	System & Agency Outcomes
1. Agency collaboration	<ul style="list-style-type: none"> a) Agencies have a mutual understanding of each other’s roles b) Agencies show accountability c) Agencies are responsive d) Agencies cooperate and share resources e) Agencies collaborate to get noticed and advocate for youth f) Agencies have equitable practices to address needs of youth
2. Agency personnel and policies	<ul style="list-style-type: none"> a) Youth are engaged on agency policies and practices b) Policies and practices are consistent across agencies c) Staff have growth opportunities d) Staff show mutual respect and communication
3. Accessible, flexible, non-judgemental, and inclusive services	<ul style="list-style-type: none"> a) Services respect diversity and inclusion b) Services are welcoming and provide safety for youth c) Services provide both structure and flexibility d) Services provide well-defined expectations for youth
4. Youth-focused and client-directed services	<ul style="list-style-type: none"> a) Services are informed by needs of youth b) Services inspire youth to change c) Service approaches empower youth

Agency collaboration

Agency collaboration is about expectations for members of the YAC such as openness, responsiveness, and willingness to connect, collaborate, and consult with one another (Centre Hope, 2020). Collective impact offers a potential framework to strategically address priority social issues such as youth homelessness. Collective impact refers to members of group committing to a common agenda for solving a social problem (Kania & Kramer, 2011). Five key defining conditions of collective impact according to Kania and Kramer (2011) are: having a common agenda, shared measurement, mutually

reinforcing activities, continuous communication, and backbone support. Many of these conditions were identified as outcomes by the YAC and confirmed by evidence from collaborations of youth serving agencies in North America.

The best practices for agency collaboration outcomes that were identified through the engagement sessions and literature review are further described below in Table 7:

Table 7
Agency Collaboration Outcomes and Descriptions

Agency Collaboration Outcomes	Description of Outcomes
a) Agencies have a mutual understanding of each other’s roles	Agencies can allocate resources and work efficiently together to achieve the Youth Outcomes set out by the YAC.
b) Agencies show accountability	Agencies perform duties and roles that were outlined by the YAC, through policies and shared decision making. As well, agencies are mutually accountable to one another in terms of what is being measured and evaluated (Nichols & Doberstein, 2016).
c) Agencies are responsive to each other	Agencies are flexible and accommodating to one another when crises or unique situations arise. Agencies ensure that they are always aware of when support could be provided (Nichols & Doberstein, 2016; Mackenzie, 2019).
d) Agencies share resources	Agencies share resources and recommendations to one another when needed and accommodate changes due to program and agency needs (Nichols & Doberstein 2016). Agencies share data willingly across the collaborative. Agencies may also pursue opportunities for funding together to enhance their collaborative activities.
e) Agencies collaborate to advocate for youth	Agencies strive to carry out collaborative action and make recommendations to various levels of government to advocate for youth (Mackenzie, 2019).

Agency personnel and policies

Agency personnel will implement the goals of the YAC and agency policies are what will prepare and guide the YAC. Agency policies can greatly impact the implementation of services and satisfaction of youth (Curry et al., 2021). Some of the best practices for agency personnel and policies that practice-based experts and research suggest are about transparency, and retaining and respecting staff (Centre Hope, 2020). The best practices for personnel within the YAC is the need to acknowledge and support

staff at all levels within the agencies (Centre Hope, 2020). It is important that the policies used by the YAC align with the Youth Outcomes defined by the collaborative, and with local, provincial and national efforts to reduce youth homelessness. For example, the Canadian Observatory on Homelessness recommends that all national efforts toward ending homelessness “should adopt a ‘zero discharge into homelessness’ policy across institutions, agencies and settings” (Gaetz et al., 2018a, p.15).

The best practices for agency personnel and policies outcomes that were identified through the engagement sessions and literature review are further described below in Table 8:

Table 8

Agency Personnel and Policies Outcomes and Descriptions

Agency Personnel and Policies Outcomes	Description of Outcomes
a) Youth are engaged on agency policies and practices	It was expressed in YAC engagement sessions that youth need a voice in what agency policies look like, as they are the ones who will ultimately benefit from the services provided from the agency.
b) Policies and practices are consistent across agencies	Shared policies across agencies can unify the practices and service-delivery approaches in place to support youth experiencing homelessness (Gaetz et al., 2018a). It should be noted that policies require updating and review in order to adapt to the emerging needs of the agencies and youth.
c) Staff show mutual respect and communication	Respect and continuous communication are elements of collaboration (Mackenzie, 2019) and also of creating a cohesive culture among staff. These elements will allow staff to trust one another and work efficiently as a collaborative of agencies.

Accessible, flexible, non-judgemental, and inclusive services

Accessible, flexible, non-judgemental, and inclusive services refer to the approaches agencies take to ensure all youth are heard, included, and supported (Centre Hope, 2020). The YAC has identified these approaches as being the responsibility of not only agency policies but in the day to day interactions between staff and youth. For example, diversity and inclusion can only be practiced when staff are aware of their own biases. As well, youth will feel included when they are given clear expectations from staff and feel safe to express their opinions. Accessibility, flexibility, non-judgemental practices, and inclusivity are approaches to service delivery that can help youth to be surrounded by adults that can be trusted (Curry et al., 2021).

The accessible, flexible, non-judgemental, and inclusive services outcomes that were identified through the engagement sessions and literature review are further described below in Table 9:

Table 9

Accessible, Flexible, Non-Judgemental, and Inclusive Services Outcomes and Descriptions

Accessible, Flexible, Non-Judgemental, and Inclusive Outcomes	Description of Outcomes
a) Services respect diversity and inclusion	Indigenous, racialized, newcomers, and LGBTQ2S+ youth are overrepresented in homeless youth populations in Canada yet homelessness prevention approaches have not responded enough to the diverse identities and roles that youth hold (Gaetz et al., 2016). Agencies need to know who is accessing services and understand respond to the diverse needs of youth (Schwan et al., 2018).
b) Services are welcoming and provide safety for youth	Services should reduce barriers for youth who want and need to access services. When services are hard to access, such as having multiple processes to access a shelter, youth may feel discouraged and misguided about how to get help (Curry et al., 2021).
c) Services provide both structure and flexibility	Youth benefit from services that can find a balance between providing a structure in which certain goals are outlined, but also be encouraged to build skills and reach for goals that may be harder to attain (Curry et al., 2021).
d) Services provide well-defined expectations for youth	Staff and agency goals require alignment in how they serve youth, such that youth are receiving the same message about expectations. For example, in a review of programs that serve youth experiencing homelessness, youth felt frustrated, annoyed, and offended when program rules conflicted with program goals (Curry et al., 2021).

Youth-focused and client-directed services

Youth-focused and client-directed services ensure service delivery empowers youth and values the voices of youth (Centre Hope, 2020). The focus of the outcomes in this goal is to help youth to feel seen and respected for their goals. According to a Gaetz et al. (2018b), adhering to the principles of Duty to Assist, which is a rights-based approach to homelessness prevention, can ensure that services demonstrate that youth are the focus of services and empower youth to change. Duty to Assist was introduced in Wales in 2014 through legislation for homelessness prevention and is currently being recommended to be implemented more specifically at the service-level by the Canadian Observatory on Homelessness (Gaetz et al., 2018b).

The youth-focused and client-directed services outcomes that were identified through the engagement sessions and literature review are further described below in Table 10:

Table 10

Youth-Focused and Client-Directed Services Outcomes and Descriptions

Youth-Focused and Client-Directed Services Outcomes	Description of Outcomes
a) Services are informed by needs of youth	According to the YAC and Duty to Assist approach, the needs of youth are emphasized, such as offering choice in supports offered (Gaetz et al., 2018b).
b) Services inspire youth to change	Youth may perceive services as strict or too focused on tangible outcomes such as being housed or completing educational requirements (Curry et al., 2021). From the YAC engagement sessions and a review of the literature, the YAC aims to deliver services that demonstrate that youth are in control of their futures, and encourage youth to have goals that may be beyond what they think they are capable of (Ecker et al., 2019).
c) Service approaches empower youth	Youth may perceive services as strict or too focused on tangible outcomes such as being housed or completing educational requirements (Curry et al., 2021). From the YAC engagement sessions and a review of the literature, the YAC aims to deliver services that demonstrate that youth are in control of their futures, and encourage youth to have goals that may be beyond what they think they are capable of (Ecker et al., 2019).

Indicators, Measures and Data Sources in Evaluation Framework

The indicators, measures, and data sources were developed first with the perspectives of the Youth Agency Collaborative (YAC) during engagement sessions and surveys (see Appendices A and B). Once the outcomes of the evaluation framework were identified, engagement session themes and findings from the literature review were used to develop the indicators and measures. Additionally, a scan of validated and free of cost tools were used to inform the data sources.

It is important to note that although outcomes have a one to one relationship with the goals they represent, the indicators, measures and data sources do not have a one to one relationship with the outcomes. Instead, the indicators, measures, and data sources are related to the entire set of outcomes and the goal. The tables below are broken down by goal, and each column represents the indicators (how the outcomes would be observed), measures (how the outcomes could be measured), and data sources (tools to collect the information that will be measured).

Another important consideration to note about this section is that there was an effort to provide multiple methods as examples of data sources. Both qualitative and quantitative data have their limitations and strengths. Some of the limitations of qualitative data are that it is a) time and resource intensive, b) limited in its ability to generalize findings to a broader group, c) hard to interpret. Some of the limitations of quantitative data are that a) it cannot provide an in depth account of a particular topic, b) its rigour and trustworthiness is dependent on sample size. The benefits of using qualitative data are that it can provide a meaningful account of a particular topic and the benefits of quantitative data are that it can provide a more general consensus about a topic.

Youth Goals

In all tables below (see Tables 11-13), the asterisk (*) is used to indicate data sources that are already being used by YAC agencies.

Youth and Community Empowerment

Table 11

Youth and Community Empowerment Indicators, Measures, and Data Sources

Indicators	Measures	Data Sources
Youth and Community Empowerment Outcomes Include: There are established relationships between community and youth, Youth participate in community activities, mentoring, sports or recreation, and youth know their roles, rights, and responsibilities in legal and housing settings.		
<ul style="list-style-type: none"> Relationships are present outside of the agency, and in the community youth engages in Youth in involved in civic events Youth are leaders in their communities Youth help others in their community Community provides supports and spaces for youth Youth know about human rights Youth know about tenant/landlord agreements Youth know about how to access legal support 	<ul style="list-style-type: none"> Youth report degree of connectedness to community #/% of connections with natural supports #/% of youth who have memberships to recreation centres #/% of youth who have formal leadership positions #/% of youth who have informal leadership/mentor roles #/% of community spaces that offer youth-based accommodations #/% of youth who access resources on human rights #/% of youth who access resources on housing rights #/% of youth who access resources on legal supports 	<ul style="list-style-type: none"> Genograms Circle of Courage* Recreation centre memberships Facility access lists Well-being Indicator Tool for Youth (WIT-Y) Surveys or focus groups

Note: * indicates data sources already in place with most YAC agencies

Sustainable Independence

Table 12

Sustainable Independence Indicators, Measures, and Data Sources

Indicators	Measures	Data Sources
Sustainable Independence Outcomes Include: Youth experience healthy relationships with natural supports, peers, family, and caregivers and youth engage in training, education, and employment.		
<ul style="list-style-type: none"> Youth are in contact with a family member or natural supports of their choosing Youth have positive relationships with family, peers, and partners Youth are able to problem solve with peers 	<ul style="list-style-type: none"> #/% of youth who report that they have someone they can turn to #/% of youth who report increase in natural supports 	<ul style="list-style-type: none"> Kinship mapping* Wellness wheel* Goal setting activities* Well-being Indicator Tool for Youth (WIT-Y) Child and Youth Resilience Measure (CYRM) Interpersonal Support Evaluation List (ISEL)
<ul style="list-style-type: none"> Youth seek out training for a job Youth seek our educational training Youth seek out budget and financial competency 	<ul style="list-style-type: none"> #/% of youth who have received education training #/% of youth who have received employment training #/% of youth who are ready to seek out training 	<ul style="list-style-type: none"> Annual reports* Training attendance lists within programs* Goal setting activities*

Note: * indicates data sources already in place with most YAC agencies

Self-Actualization

Table 13

Self-Actualization Indicators, Measures, and Data Sources

Indicators	Measures	Data Sources
Self-Actualization Outcomes Include: Youth attain life skills and basic needs, youth have a better sense of their identity, and youth are self-advocates		

<ul style="list-style-type: none"> · Youth are housed or can access temporary housing · Youth have obtained employment · Youth communicate with others confidently and in a healthy manner · Youth access mental health supports · Youth can confidently use transportation within their community · Youth are competent in budgeting and managing finances · Youth demonstrate emotional regulation 	<ul style="list-style-type: none"> · #/% of youth who report increased access to housing · #/% of youth who are employed · #/% of youth who access mental health supports on their own · #/% of youth who finish school 	<ul style="list-style-type: none"> · Needs assessments* · Goal setting activities* · Well-being Indicator Tool for Youth (WIT-Y) · Child and Youth Resilience Measure (CYRM) · Life Skills Questionnaire (LSQ)
<ul style="list-style-type: none"> · Youth are self aware/know their inner gifts · Youth have self worth/confidence · Youth have sense of belonging · Youth understand their culture · Youth identify with their chosen sexuality/gender · Youth explore their spirituality 	<ul style="list-style-type: none"> · #/% of youth who report increase in self-worth · #/% of youth who report increase in sense of belonging · #/% of youth who report increased cultural awareness · #/% of youth who report increase in awareness of their sexual or gender identity · #/% of youth who report increase in sense of mastery · #/% of youth who report increased generosity 	<ul style="list-style-type: none"> · Circle of Courage* · Counselling assessments* · Focus groups · Child and Youth Resilience Measure (CYRM)
<ul style="list-style-type: none"> · Youth show confidence · Youth have boundaries with others · Youth communicate effectively and in a healthy manner 	<ul style="list-style-type: none"> · #/%of youth who report increased confidence · #/% of youth who have communicated about boundaries with a peer, partner, parent, or staff member · Youth report more independence 	<ul style="list-style-type: none"> · Focus groups · Goal setting activities* · Holistic Student Assessment (HSA)

Note: * indicates data sources already in place with most YAC agencies

System and Agency Goals

In all tables below (see Tables 14-17), the asterisk (*) is used to indicate data sources that are already being used by YAC agencies.

Agency Collaboration

Table 14

Best Practices for Agency Collaboration Indicators, Measures, and Data Sources

Indicators	Measures	Data Sources
<p>Agency Collaboration Outcomes Include: Agencies have a mutual understanding of each other’s roles, agencies show accountability, agencies are responsive to each other, agencies share resources, agencies collaborate to advocate for youth</p>		
<ul style="list-style-type: none"> Agencies can identify program similarities and differences across the collaborative 	<ul style="list-style-type: none"> Agencies report knowledge of the focus areas of each YAC agency Agencies report an understanding of who to refer clients to Agencies demonstrate a pattern of inter-agency referrals 	<ul style="list-style-type: none"> Partnerships Analysis Tool YAC meeting minutes* Agency referral data*
<ul style="list-style-type: none"> Consistent attendance and participation at YAC collaborative meetings Signed Terms of Reference that outlines roles and responsibilities and guiding principles/ways of working Training that is specified by YAC 	<ul style="list-style-type: none"> #/% of agencies that attend meetings across all agencies #/% of agencies that complete specified training Agencies report using a standing agenda item where agencies take turns presenting on their organization’s strategic and operational workings YAC reports having a regular, ongoing timely process to share information between agencies #/% of training sessions offered according to accreditation standards of agencies Agencies report that training informs their policies and hiring practices 	<ul style="list-style-type: none"> Collaborative Factors Inventory, 3rd Edition Partnerships Analysis Tool Survey of YAC members

Indicators	Measures	Data Sources
	<ul style="list-style-type: none"> Agencies report that specific training (e.g., trauma-informed care, harm reduction) is mandated 	
<ul style="list-style-type: none"> Issues are addressed in a timely and positive manner 	<ul style="list-style-type: none"> YAC members report responsiveness from one another YAC members report positive experiences when working with one another 	<ul style="list-style-type: none"> YAC Agency Surveys Interviews/focus groups
<ul style="list-style-type: none"> Agencies can access resources such as intake forms, training materials Agencies hire staff together Agencies share funding sources when applicable Staff across agencies and programs communicate more 	<ul style="list-style-type: none"> Agencies report that an information sharing agreement across all YAC agencies is developed %/# of referrals between organizations 	<ul style="list-style-type: none"> Collaborative Factors Inventory, 3rd Edition Partnerships Analysis Tool
<ul style="list-style-type: none"> Strengthened connections and alignment with different sectors such as government, education 	<ul style="list-style-type: none"> #/% of yearly connections made with different sectors such as government, education 	<ul style="list-style-type: none"> Partnerships Analysis Tool Collaborative Factors Inventory, 3rd Edition

Note: * indicates data sources already in place with most YAC agencies

Agency Personnel and Policies

Table 15

Best Practices for Agency Personnel and Policies Indicators, Measures, and Data Sources

Indicators	Measures	Data Sources
Agency Personnel and Policies Outcomes Include: Youth are engaged on agency policies and practices, policies and practices are consistent across agencies, staff show mutual respect and communication		
<ul style="list-style-type: none"> Youth are regularly asked for input in program design and service delivery decisions 	<ul style="list-style-type: none"> Processes to include youth feedback are established through formation of Youth Advisory Councils and holding Youth Forums. 	<ul style="list-style-type: none"> Surveys for YAC's and Forums
<ul style="list-style-type: none"> Agencies have key shared policies (E.g., housing, 	<ul style="list-style-type: none"> Agencies report that they have collected policies across the 	<ul style="list-style-type: none"> Partnerships Analysis Tool Collaborative Factors

transportation, education, referral, when to disclose (privacy & confidentiality)	YAC and decided a set of YAC collective policies.	Inventory, 3 rd Edition · Interviews/focus groups
· Regularly occurring staff and inter-agency meetings · Communications plans that outline priorities / identifying core communication issue triggers	· Established communications plans are agreed upon by the collaborative	· Partnerships Analysis Tool · Collaborative Factors Inventory, 3 rd Edition

Accessible, Flexible, Non-Judgemental and Inclusive Services

Table 16

Accessible, Flexible, Non-Judgmental, and Inclusive Services Indicators, Measures, and Data Sources

Indicators	Measures	Data Sources
Accessible, Flexible, Non-Judgmental, and Inclusive Services Outcomes Include: Services respect diversity and inclusion, services are welcoming and provide safety for youth, services provide both structure and flexibility, services provide well-defined expectations for youth.		
· Staff show compassion and do not judge youth · Staff show appreciation for different perspectives of youth · Youth see agency as more inclusive	· Youth report feeling comfort when accessing services · #/% of agencies who have policies and practices with allyship principles written in them · #/% of staff trained in diversity and inclusion practices	· Intake logs* · Sharing circles* · Training attendance lists*
· Youth share their needs openly · Youth seek safety at the agency · Youth can call agency home	· #/% of staff who are trained in trauma-informed care and harm reduction	· Training attendance lists*
· Staff provide guidance to youth when needed · Staff provide flexibility to youth when needed ·	· Youth report that staff are flexible in goal-setting activities · Youth report they feel they have enough guidance from staff	· Follow-up surveys with youth
· Youth are aware of what behaviours are acceptable and not acceptable	· Youth report they are aware of rules/regulations of the agencies	· Follow-up surveys with youth

Note: * indicates data sources already in place with most YAC agencies

Youth-Focused and Client-Directed Services

Table 17

Youth-Focused and Client-Directed Services Indicators, Measures, and Data Sources

Indicators	Measures	Data Sources
Youth-Focused and Client-Directed Services Outcomes Include: Services are informed by needs of youth, services inspire youth to change, service approaches empower youth		
<ul style="list-style-type: none"> · Youth identify what needs they want met · Youth are regularly asked for input in program design and service delivery decisions · Youth are setting goals, both short- and long-term (this is a norm) · Youth are offered choices when appropriate 	<ul style="list-style-type: none"> · Agencies use goal setting to identify youth needs · #/% youth who report openness to experience, mastery, creativity, and perceived competence · Evidence of community trends reflecting the impact of services 	<ul style="list-style-type: none"> · Goal setting activities* · Alumni testimonials · Annual reports* · Youth advisory committee surveys · Interviews/focus groups

Note: * indicates data sources already in place with most YAC agencies

Data Sources Descriptions

- **Agency referral data:** records of agencies that youth or staff are referred to help address a specific need, or make a connection to.
- **Alumni Testimonials:** voluntary follow-up with past participants of programs within agencies.
- **Annual reports:** reports on impact of program, use of programs, and financial statements for fiscal year.
- **[Child and Youth Resilience Measure & Adult Resilience Measure \(CYRM/ARM\)](#):** self-report tool developed by Michael Ungar and Linda Liebenberg (Ungar & Liebenberg, 2011). Can be used with children, youth, or adults. Subscales include: *personal skills, peer support, social skills, physical caregiving, psychological caregiving, spirituality, culture, and education*. The tool was developed based on interviews with youth and adults in multiple countries and has been adapted multiple times, with different versions and languages available. It is available online free of charge. Strengths of this tool are that domains overlap with self-actualization and sustainable independence goals, and can be used to standardize measures across agencies.
- **Circle of Courage:** a medicine wheel for positive youth development that includes four foundations for self-worth: *belonging, independence, mastery, and generosity*. It was developed by Larry Brendtro, Steve Van Bockern, and Martin Brokenleg (Brendtro, Van Bockern, & Brokenleg, 2005). The four foundations are easy to relate to and can be learned by anyone.
- **Sharing circles:** oral tradition of Aboriginal communities that involves sharing information with others, one at a time (Nishnawbe Aski Nation, 2002).
- **[Collaboration Factors Inventory, 3rd Edition](#):** self-report tool that was developed by the Wilder Foundation (Amherst H. Wilder Foundation, 2018). Can be used to assess how well a collaborative is

working together on 22 success factors, such as: continuous learning, adaptability, flexibility, cross-section of members, and mutual understanding and trust. Strengths of this tool are that it addresses several outcomes within the best practices for agency collaboration and personnel and policies, using only one or two questions.

- **Counselling assessments:** standardized behavioural assessments or progress notes. Assessments may vary by agency.
- **Focus groups:** a form of collecting information about a specific topic among a group of youth.
- **Facility access lists:** attendance lists from rec centres that a youth obtains to demonstrate participation in a rec program or activity
- **Genograms:** a tool to visually map family connections. Can be used to demonstrate connections to natural supports.
- **Goal setting activities:** an individualized assessment of youth goals set out by youth and their chosen staff helper or key worker.
- **[Holistic Student Assessment \(HSA\)](#):** self-report tool developed by Partnerships in Education and Research (Liu, Malti, & Noam, 2008). Dimensions are based on four core developmental needs: *active engagement, assertiveness, belonging, and reflection*. The survey can be used to assess social-emotional strengths and challenges in school in a standardized way across agencies.
- **Intake logs:** record of client information specific to programs within an organization
- **[Interpersonal Support Evaluation List – Shortened Version \(ISEL-SF\)](#):** self-report tool developed by S. Cohen and colleagues (Cohen et al., 1985) for adults. Used to assess the perceived availability of social support with youth or adults. Dimensions include *tangible support, appraisal support, self-esteem support, and belonging support*. Strengths are that it covers multiple domains of support and a way to standardize these types of supports across agencies.
- **Interviews/focus groups:** a method of collecting information about a specific topic among a group of youth or group of agency staff.
- **Kinship mapping:** allows service providers to help children and youth to recognize the sacred roles and responsibilities of family and community that surrounds them (Makokis et al., 2020). Can be used to demonstrate community connections that youth have, and their connections to natural supports.
- **[Life Skills Questionnaire \(LSQ\)](#):** self-report tool developed by Mincemoyer and Perkins (Mincemoyer & Perkins 2005). Can be used with children and youth to assess domains such as *decision making, critical thinking, communication, goal setting, and problem solving*. Strengths are that it can be used a standardized way to assess certain domains related to life skills, however it does not capture in depth what goals and needs a youth may have related to those skills.
- **Meeting minutes:** notes taken at YAC agency meetings about goals, activities, or ways of working, for example. Can be used to document agency collaboration.
- **Needs assessments:** similar to goals assessments, usually asked in an open-ended way during intake or initial meeting with youth.
- **[Partnerships Analysis Tool](#):** self-report tool that was developed by VicHealth for organizations that are entering a partnership and looking for ongoing monitoring of their impact (VicHealth, 2016).

Includes activities and a checklist that covers the following domains: Determining need for partnership, choosing partners, making sure partnerships work, planning collaborative action, implementing collaborative action, minimizing barriers to partnerships, reflecting on and continuing the partnership. Strengths are that it captures many phases of a collaborative and can be used annually or more frequently to assess progress.

- **Surveys:** a method of collecting information about a specific topic using written questions that can be answered using Likert scales or open-ended questions.
- **[The Warwick-Edinburgh Mental Well-being Scale \(WEMWBS\)](#):** a self-report tool measuring well-being with a positive focus on mental health developed by Sarah Stewart-Brown and colleagues (Tennant et al., 2006). It is already being used by the C5 Hub FRN Evaluations.
- **Training attendance lists:** records indicating which staff or youth participated in training and the types of training attended.
- **[Well-being Indicator Tool for Youth \(WIT-Y\)](#):** self-assessment tool developed by the Center for Advanced Studies in Child Welfare at the University of Minnesota, in partnership with Anu Family Services (CASCW, 2014). Can be used with youth between the ages of 15 and 21 years that currently or previously had contact with the child welfare system. The eight assessment domains are: *safety and security, relationships, mental health, cognitive health, physical health, community, purpose, and environment*. The strengths of this tool are that many domains overlap with goals such as self-actualization and sustainable independence within the YAC Evaluation Framework.

Considerations & Next Steps

The following considerations are provided to help the YAC plan and implement the components of the evaluation framework. The considerations are broken down into a description of the recommendation and suggested actions that can be taken for each consideration. This evaluation framework is a living document that can be revised over time to reflect changes to the system, context, and/or as new initiatives and stakeholders are introduced.

The evaluation framework is the starting point for evaluation planning and implementation. An evaluation framework provides the guidelines and recommended activities to carry out to measure the impact the YAC aims to achieve. There are several additional steps that need to be considered after the creation of an evaluation framework, according to evaluation leading practices. The evaluation framework is followed by an evaluation plan, and finally the implementation of the plan (see Figure 4; Better evaluation (2013)).

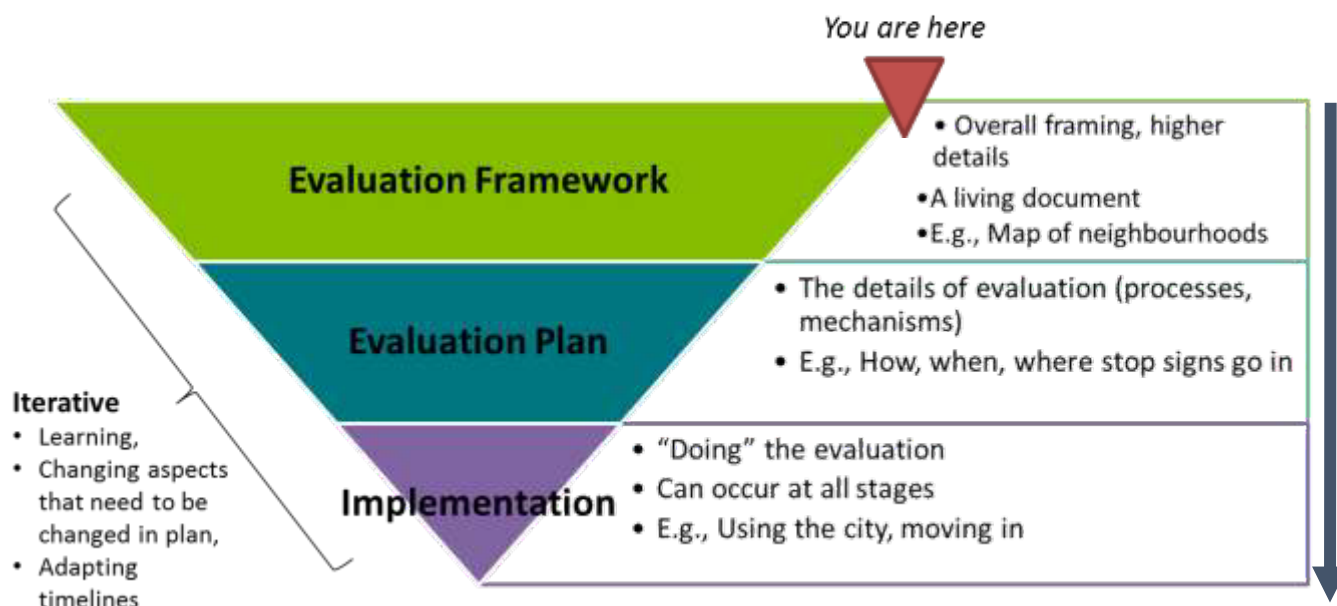


Figure 4: Planning for Implementation of Evaluation Framework

1. **Consider selecting areas of focus within the framework and gradually stage planning and implementation.** Given the large number of outcomes and associated indicators and measures, YAC may consider implementing the evaluation framework in stages. To start, this could include selecting a single goal or outcome, or, selecting several outcomes or indicators from more than one goal, and then developing an evaluation plan for that particular piece of work. As data collection and reporting processes are developed, the remaining parts of the framework could then be planned and implemented. Deciding which goals or outcomes to begin implementation can be informed by a number of factors: ease of data collection; amount of impact; political factors (funding, window of interest); and readiness of the YAC.
2. **For data collection activities, start with data that be easily identified and makes the most impact.** There are many data collection methods provided in the Indicators, Measures, and Data Sources section of the evaluation framework. Among the numerous methods of data collection, the ease of implementing the activity varies from easy to more intensive and longer term. The degree to which an activity is easy, medium, or hard to implement depends on each agency’s current state of data collection activities and the nature of the data (quantitative or qualitative). For example, some easy to implement **quantitative** data collection activities are: administrative data collection or mining, well-established surveys, and counts of program attendance for example, while a more difficult activity might be merging or linking commonly collected administrative data across the YAC agencies. Easy to implement **qualitative** data collection activities include identifying processes to digitize case notes or organizing open-ended questions from surveys while the more difficult to implement activities could include focus groups, interviews, or analyzing qualitative data across agencies at an aggregate level.

Suggested Next Steps:

- Start with quarterly surveys of YAC members, Youth Advisory Committee members, and

Youth Forum members.

- Compile meeting minutes from YAC meetings to be used for later coding and analysis.
- Identify common questions among needs assessments or goal setting activities across the YAC agencies and compile information in one location.
- Identify information within Circle of Courage that can be used to evaluate sustainable independence and self-actualization for youth
- Plan to digitize or centrally store kinship mapping and genogram information for future analysis

3. **Consider alignment with existing evaluation initiatives and frameworks.** There are parallel evaluation activities occurring within each agency of the YAC. To make data collection processes more streamlined, it is important to be aware of initiatives or frameworks that can complement the YAC evaluation framework. Some examples of initiatives that were mentioned during engagement sessions were the Family Resource Networks (FRNs) across Alberta and the EXPO centre during COVID-19. Due to the nature of programs offered by the YAC agencies, there is also alignment with the Children’s Services initiatives and benchmarks. At the national level, there is the Canadian Observatory on Homelessness that compiles information on initiatives that are being evaluated across the country.

Suggested Next Steps:

- Update the evaluation framework with insights about where alignment can occur across different initiatives
- Explore how youth goals could align with the FRN evaluation outcomes

4. **Explore how the evaluation plan and its implementation can incorporate Indigenous participation and Ways of Knowing.** There are several Indigenous methodologies identified in this framework, however, intentional engagement with Indigenous advisors would ensure the completeness and appropriateness of those tools. It is essential to recognize Indigenous expertise in matters that concern their youth and communities. Exclusively using western research practices is limiting; practicing Indigenous Ways of Knowing with guidance from Indigenous advisors for evaluation garners different and meaningful insights not otherwise access by Western based methods. It is important for non-Indigenous organizations to use Indigenous methods, because youth may find these methods more accessible and meaningful when sharing their stories.

Suggested Next Steps:

- Revisit the miyo Resource (Government of Alberta, 2019) for foundational beliefs and approaches of Indigenous people
- Identify Indigenous advisors who can inform evaluation planning and implementation, and the inclusion of additional Indigenous methodologies not already included in the

evaluation framework

5. **For evaluation planning, consider how voices of sub-populations of youth will be gathered throughout data collection.** The YAC aims to build an inclusive and safe space for youth which should be captured through the evaluation of youth goals. Specific practices that demonstrate inclusivity need to be documented and reported on within the agency goals and also asked of youth within the youth goals. For example, as a collaborative it will be important to understand how goals such as sustainable independence, youth and community empowerment, and self-actualization will be interpreted at the individual level, recognizing that not all youth will achieve the same standard outcomes, and what matters is that they are achieving the goals they have set out for themselves.

Suggested Next Steps:

- Compare what steps are taken to ensure inclusivity for all youth across assessments and activities among the YAC agencies. How inclusive is defined needs to align with all YAC agencies. Use the results of this activity to demonstrate inclusive approaches to service-delivery.
- Explore which inclusive practices could be used across the YAC agencies to evaluate the youth goals.

Conclusion

The purpose of this report is to provide a complete, overarching evaluation framework for the YAC that will guide the work and activities of the collaborating agencies. The strengths of this evaluation framework are that it aligns with current government and community-driven homelessness prevention frameworks, it incorporates Indigenous ways of knowing and inclusive service delivery approaches, and it emphasizes youth as the central voice.

The three youth goals and four system and agency goals outlined in the framework are the focus of the report. The goals for youth assert that youth in Edmonton must be: empowered by their community and within themselves (see youth and community empowerment), independent, and sustain their independence (see sustainable independence), and realize their gifts, identity, and culture (see self-actualization). The goals for systems and agencies are: collaborating, carrying out the work, and creating policies using promising practices (see agency collaboration and personnel and policies), building capacity with youth through inclusive practices (see accessible, flexible, inclusive, and non-judgmental services), and ensuring services are directed by youth (see youth-directed and client-focused services). The youth and system and agency goals were then expanded on using participatory engagement sessions and a rapid literature review to include outcomes, indicators, measures and data sources.

The considerations included offer reflection and decision making guidance for the YAC about how to continue building on the evaluation framework and move towards the planning and implementation of the evaluation framework. Decisions will need to be made regarding where to start in terms of the goals within the evaluation framework, how existing initiatives align with the YAC evaluation framework,

incorporating and documenting Indigenous practices within the evaluations carried out, and considering unified definitions and practices for sub-populations of youth within the YAC agencies.

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Appendix A: Engagement Session Templates

Engagement Sessions 1 & 2

Goal: To define each vulnerable youth goal and understand the outcomes, indicators, measures, and data sources of each goal.

- Definitions (what do we mean)
- Outcomes (what we hope to achieve)
- Indicators (what would we notice)
- Measures (how would we know)
- Data sources (how would we capture)

Example:

Outcome (What do we hope to achieve?)	Indicator (What would we notice?)	Measure (How would we know?)	Data Source (How would we capture?)
Physical & psychological safety is enhanced	<ul style="list-style-type: none"> - Reduced client threats toward staff - Improved capacity to cope with stress 	<ul style="list-style-type: none"> - # of reported threats - Staff report using social systems as supports 	<ul style="list-style-type: none"> - Behaviour reports - Staff survey
Staff and client emotional well-being improves	<ul style="list-style-type: none"> - Increased use of relationship strategies 	<ul style="list-style-type: none"> - Staff report building health relationships with clients as a strategy - Strengths-based language used in client assessment reports 	<ul style="list-style-type: none"> - Staff survey - Assessment reports

Small Group – Breakout A

Discussion Questions	Notes
<p>1. Define: What is <u>sustainable independence</u>?</p> <p>When thinking about defining sustainable independence, this may include:</p> <ul style="list-style-type: none"> · Income · Housing · Addressing real needs with sustainable solutions 	
<p>2. Outcomes: What do we hope youth achieve in gaining sustainable independence?</p>	
<p>3. Indicators: What would we notice when youth show sustainable independence?</p>	
<p>4. Measures: How would we know youth are achieving sustainable independence?</p>	
<p>5. Data Sources: How would we capture sustainable independence?</p>	

Small Group – Breakout B

Discussion Questions	Notes
<p>6. Define: What is <u>self-actualization</u>?</p> <p>When thinking about defining self-actualization, this may include:</p> <ul style="list-style-type: none"> · Self-esteem, self-discipline, self-control, emotional regulation · Youth see their potential · Youth become stabilized on their own terms 	
<p>7. Outcomes: What do we hope youth achieve in gaining self-actualization?</p>	
<p>8. Indicators: What would we notice when youth show self-actualization?</p>	
<p>9. Measures: How would we know youth are achieving self-actualization?</p>	
<p>10. Data Sources: How would we capture self-actualization?</p>	

Small Group – Breakout C

Discussion Questions	Notes
<p>11. Define: What is <u>community empowerment</u>?</p> <p>When thinking about defining community empowerment, this may include:</p> <ul style="list-style-type: none"> · Supporting education and employment · Youth advocate for their needs · Youth as equitable members of society · Youth learn and understand their rights 	
<p>12. Outcomes: What do we hope youth achieve in gaining community empowerment?</p>	
<p>13. Indicators: What would we notice when youth show community empowerment?</p>	
<p>14. Measures: How would we know youth are achieving community empowerment?</p>	

15. Data Sources: How would we capture community empowerment?	
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Engagement Session 3

Goal: To identify measures, and data sources of each outcome.

What you will see in the note taking template:

- Outcomes (what we hope to achieve; **see first column**)
- Indicators (what would we notice; **see second column**)
- Measures (how would we know; **see third column**)

Thinking about your own experiences and practices, consider the following:

- Are we currently measuring _____? (**see the NOW or fourth column**)
- If not, how would you measure _____? (**see the HOW or fifth column**)

1. Youth and Community Empowerment			NOW	HOW
Outcomes	Indicators	Potential Measures	What are you measuring currently?	What can be measured in the future?
a) There are established relationships between community and youth	<ul style="list-style-type: none"> • Relationships are present outside of the agency, and in the community youth engages in 			

1. Youth and Community Empowerment			NOW	HOW
Outcomes	Indicators	Potential Measures	What are you measuring currently?	What can be measured in the future?
b) Youth participate in community activities, mentoring, sports or recreation	<ul style="list-style-type: none"> · Youth in involved in civic events · Youth are leaders in their communities · Youth help others in their community · Community provides supports and spaces for youth 	<ul style="list-style-type: none"> · # of youth who have memberships to recreation centres · # of youth who have formal leadership positions · # of youth who have informal leadership/mentor roles · # of community spaces that offer youth-based 		
c) Youth know their roles, rights, and responsibilities in legal and housing settings	<ul style="list-style-type: none"> · Youth know about human rights · Youth know about tenant/landlord agreements · Youth know about how to access legal support 	<ul style="list-style-type: none"> · # of youth who access resources on human rights · # of youth who access resources on housing rights · # of youth who access resources on legal supports 		

Appendix B: Youth Agency Collaborative Evaluation Framework Grey Literature Review Search Strategy

The purpose of this rapid grey literature search is to explore the following:

1. What are community organizations doing to evaluate goals such as self-actualization, community empowerment, and sustainable independence for youth?
 - Focus on the practices and services being delivered
 - Look for definitions of these goals
 - Look for outcomes, indicators, measures for these goals
2. What are collaborations of agencies doing to evaluate goals such as best practices for agency collaboration, policies and personnel, accessible, flexible, non-judgmental and inclusive services, and youth relevant and client-directed services for youth?
 - Focus on the system and agency level examples of collaborating to serve youth
 - Look for definitions of these goals
 - Look for outcomes, indicators, measures for these goals

Search terms

Goals terms	Types of organizations/programs	Target group
Evaluation	Homelessness	Youth
Framework	Counseling	Young adults
Prevention	Youth society	Marginalized youth
Collaboration	Youth services	High risk youth
Collective	Group homes	Agency
Staff support	Sexual health	System
Agency policies	Outreach	
Accessible services		
Flexible services		
Non-judgmental services		
Inclusive services		
Self-actualization		

Processes:

- Search combinations of the above columns
- Review first five pages of results in google and google scholar
- Hand pull academic and grey articles
- Track searches in excel file – recording only those that will be included
- If not finding many relevant articles from combined search terms, can pull definitions from non-youth related agencies

- Keep track of search terms that are “successful”
- After initial search of above search terms:
 - o Grey literature – pull sources referenced
 - o Articles found – review references (if there is time)

Databases to search:

- Google
- Google scholar

Inclusion/exclusion criteria:

- Published between 2010 to present
- Grey and academic literature
- Published in English
- Published in Canada, United States, United Kingdom, Australia, or New Zealand
- Is specifically about youth and issues relevant to youth

Youth Agency Collaboration

Engagement Report for Guiding Principles and City Model Elements

What You Told Us
March 11, 2021



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METHOD OF ANALYSIS

The comments of the Youth Agency Collaboration Committee (YACC) agencies captured and documented during engagement activities on March 11, 2021 were combined to facilitate meaningful analysis. The comments were analyzed to look for patterns and emerging themes.

Comments related to the guiding principles were analyzed separately using a different method. Comments on each guiding principle as well as comments on the city-wide model were reviewed and then a revised set of guiding principles was created. The revision attempted to include comments specifically and/or to capture the perceived spirit and intent of the comment.

Comments on the elements of a city-wide model were analyzed using a standard qualitative method called content analysis. Comments were first clustered looking for similar ideas. Then the clusters of comments were analyzed for the purpose of creating a single theme or category that best represented the main idea underlying the clustered comments. The themes developed were also informed by research.

Like all qualitative methods, the methods used contain inherent limitations given the subjective nature of them. Themes emerging from comments could not be rigorously tested given the small sample of comments. The themes emerging from the analysis may furthermore be subject to different interpretations.

DRAFT GUIDING PRINCIPLES

An initial draft of five Guiding Principles was developed from previous YACC engagement sessions during which agency staff identified trauma-informed care, safe spaces, Turtle Island/indigenous, 2SLGBTQIA+, anti-racism and harm reduction as key principles for a city-wide model.

In a plenary Zoom session, the facilitator instructed staff to review each of the following draft Guiding Principles, and consider: ***Is the statement generally correct, not specifically wrong? Is it accurate? Does it reflect what you believe should be the guiding principles for the city-wide model? Is anything missing? Do we need to change anything? Do we need to add or remove anything?***

1. Our facilities are safe spaces for youth
2. Our programs and services provide trauma-informed care
3. Our programs, services and facilities support measures and actions that help to reduce the harmful effects of substance use on youth
4. Our programs, services, and spaces that honour cultural and spiritual ways of being and welcoming to all people.
5. We do not tolerate racism or discrimination of any type and actively work towards removing racism from our communities.

Findings

Five draft guiding principles were presented to participants. Participants were generally satisfied with the direction of principles and made specific feedback for changes. Feedback included making the principles more specific, not “dancing around” the term harm reduction, making sure that agencies are building “with” youth, language suggestions (eg. “prefer honouring, more reverence in this word”) and ensuring that none of the words or phrases conveyed any shaming of youth.

Participants expressed an understanding that there may be youth serving organizations that are not able to adhere to the draft guiding principles and that those organizations may not be able to participate in any future city-wide model. This is particularly relevant when considering harm reduction (eg. “if an agency couldn’t adopt this, it should not be part of the city-wide model”).

There was consensus among participants that all agencies and organizations participating in a city-wide model should undertake trauma-informed care practices as a foundational component of their work with youth.

Feedback also included removing the draft guiding principle that states: “Our facilities are safe spaces for youth” (eg. “I vote we get rid of safe spaces”), as it was felt that along with the other four principles, the sentiment was repetitive and not specific enough. This was replaced with a revised draft guiding principle that speaks to the need for empathy in creating safe spaces and building trust. The need for empathy was also indicated in the conversation about elements of a city-wide model and building trust was considered a foundational element of trauma-informed care.

In the feedback received on the necessity of a city-wide model, participants emphasized the need for a city-wide model to use “complex case management”. Research on the foundational elements of complex case management shows collaboration and the sharing of information between agencies as a key foundational element. Based on this feedback and research, an additional draft guiding principle that speaks to agency collaboration has been added for participants' future consideration and feedback.

RAW COMMENTS

Our facilities are safe spaces for youth

- All good!
- Feels generic, not specific. Either we define what is here or address in other principles. Trauma informed, culturally safe, non-discriminatory, there is a list.
- Facilities: this isn't a term we usually use. We use agencies, or programs.
- Yes, let's include the programs and services.
- Psychological safety, marginalized people can be safe. Rohan, I could email these to the group and could help in drafting and using it for our model.
- Is about agreeing how we want to do the work, ie. the principles.

Our programs and services provide trauma-informed care

- Our programs and services are informed by trauma informed care. We need to know how to work with youth who have been abused, homeless.
- It is a bit of jargon, we don't need to use it, could be something else.
- We should break down what this means...trauma-informed care
- Agree, we need a better way to say this.
- I vote we get rid of safe spaces.
- Suggested wording: Our programs are informed by the knowledge that systems perpetuate trauma, especially amongst marginalized communities. It is our responsibility as care givers, advocates, youth workers etc, to hold space for these experiences.

Our programs, services and facilities support measures and actions that help to reduce the harmful effects of substance use on youth

- This dances around harm reduction, I think; prefer direct statement around harm reduction and recovery.
- It is a spectrum of harmful effects. This wording feels shameful...that youth is using, that it is harmful or bad. Judgment is inherent in it.
- prefer being more specific than broad.
- If an agency couldn't adopt this, it should not be part of the city-wide model.
- If a guiding principle doesn't fit for an agency, it would be difficult to work together. I agree.
- Reduce the effects of systems on our youth and then talk about harm reduction.
- What are the outcomes we are trying to gain from harm reduction.
- A non-judgmental aspect is needed. This doesn't speak to harm reduction looks at mitigating the harm as best we can with what we have with no harm no judgment.

Our programs, services, and spaces that honour cultural and spiritual ways of being and welcoming to all people

- Respectful feels close to tolerance. Prefer honouring, more reverence in this word.

We do not tolerate racism or discrimination of any type and actively work towards removing racism from our communities.

- This isn't bad; we need to say we understand the current system is built on racism and causes harm. Is inherent, we are all part of and how are we dealing with it.
- How do we actively remove racism from our communities?
- So, I'm just wondering how we can word this and also acknowledge our role in them.
- And we as non-profits are actively part of those systems too.
- A process of abolishing racist structures...it's a process we are engaging in. ongoing...not achieved yet.
- Is about we are building with youth; it needs to be one of the guiding principles. This is going to be built with youth. Key concept.

POLL QUESTION AND RESULTS

Results

Other youth serving agencies in Edmonton will respond to these guiding principles

- | | |
|-------------------------------------|-----|
| <input type="checkbox"/> Positively | 75% |
| <input type="checkbox"/> Negatively | 13% |
| <input type="checkbox"/> Neutrally | 0% |
| <input type="checkbox"/> Other | 13% |

DEFINITION OF WHO IS BEING SERVED

Participants were presented with the following definition for who will be served in the city-wide model and asked to indicate if they disagreed with the definition or would like any changes:

Our city-wide collaborative model is based on coordinated infrastructure and care for the prevention of youth homelessness in Edmonton for youth aged 15 to 24 experiencing crisis and housing instability.

Findings

No comments from participants were received, indicating agreement with the above definition.

ELEMENTS OF AN EFFECTIVE CITY MODEL

Staff were divided into two Zoom breakout rooms and provided with a facilitator and note-taker for each breakout session. In order to assist participants with organizing their thoughts and feedback on the elements of a city-wide model, participants were asked to consider a youth moving through four potential trauma phases indicated as: 1) Crisis Arising, 2) Crisis, 3) Healing & Relationship Building and 4) Community Living. For each phase, participants were asked to consider: ***How do we serve youth who are experiencing each phase? What are the programs, services, buildings, locations, people and anything else that you think of that will serve youth?***

Findings

Agency staff who participated in the March 11 engagement session identified **nine themes** (see p. 9 for a summary of the themes) related to the elements that are needed in a city-wide model for the prevention of youth homelessness in Edmonton.

Participants expressed some hesitation in using the four trauma stages. They said, for example, that youth often do not follow this linear path and sometimes are in multiple phases at the same time. Participants were reminded that trauma phases were being used in the engagement session in order to assist participants in organizing and formulating their thoughts and feedback.

There appeared to be agreement that elements for the city-wide model need to be dedicated to the “Crisis Arising” phase of trauma. Complex case management and youth specific drop-in centres/resource hubs/safe spaces as well as schools were mentioned in this phase. Within the city model, it may be that the drop-in centres are critical places to connect youth with services that prevent a crisis from happening (eg. “iHuman, we see kids skipping school, they know about our music studio and can develop relationships with youth”).

It was notable that participants identified a gap in housing, programs and services for pregnant youth. Also notable is the consensus that having a single “system navigator” and wrap-around services for individual youth would improve youth outcomes.

Participants specifically noted the need for strong Indigenous cultural supports and connections. There was also recognition that youth of all cultural and spiritual backgrounds need to be supported.

Collaboration, complex case management and the need for consistent staff training across a city-wide model was expressed as a foundational need in order to achieve successful outcomes for youth. Participants also indicated that the ideal staff to be hired would be those who have had similar experiences to the youth.

The need for youth to have an equal voice in creating systems and in determining what programs or services they might access was a sentiment that participants seemed to all share. Participants also agreed on the need for youth to have access to safe spaces, drop-in centres, shelters, camps and housing that they felt comfortable with as being necessary elements of an effective city-wide model.

On the following pages, the nine themes are summarized at a high level and then each theme is broken down to show the comments that were clustered with each theme.

At a Glance: Nine Themes for Elements for a City Model

Arranged in descending order of most frequent comments

1. Relevant Youth Support and Success Programs (x41 comments)

Aligned with Youth success goals:

- a. *Self-Actualization*
- b. *Community Empowerment*
- c. *Sustainable Independence*

With Specific Increased support for:

- *pregnancy support*
- *learning disabilities support*

2. Increased Community Connections & Integration (x 23 comments)

- a. *Schools and Community Groups*
- b. *Indigenous Cultural Connections*
- c. *Private Sector Connections*
- d. *Youth Camp Connections*
- e. *Sport and Recreation Connections*

3. Increased Community Education, Training and Support (x11 comments)

- a. *Police/Legal/Emergency Training*
- b. *School Support for Marginalized Communities*
- c. *Other Community Groups Training*

4. Increased Specialized Housing Options for Youth (x11 comments)

5. Collaboration, Partnerships & Complex Case Management Across the City (x10 comments)

6. Standardized Safe Spaces (x9 comments)

7. Coordinated Agency Staff Training & Resources (x8 comments)

8. Increased Family Training (x4 comments)

9. Transportation, Communication & Information Access (x3 comments)

RAW COMMENTS

Theme #1:

Relevant Youth Support & Success Programs (x41 comments)

Specific Increased support (x2 comments)

- Pregnancy Support, Terra, parenting, HIV Edmonton, Street Works, Health for 2 (across all [phases])
- Learning disabilities, we need more support (when out of crisis - crisis arising and healing and relationships)

a) Self-Actualization (problem solving, communication, emotional regulation, personal health) (x16 comments)

- Wise Guys - teaching about consent - prevent crisis arising and cycle.
- Self-esteem work.
- Comfortable with the story that brought them here. Social supports.
- Crisis stabilization planning.
- Suicide ideation prominent here.
- Counselling and trauma care, addictions, detox support.
- Harm reduction.
- Finances - They do not have money. Access to quick financial securities.
- Life skills, budgeting.
- Food security programming. Accessing food banks, community pantry.
- Street works. Safe consumption sites.
- Detox.
- Access to medical supports.
- Access to medical professionals, dental, addiction supports.
- Mobile mental health.
- Sexual exploitation. ZEBRA, SACE, CEASE.

b) Community Empowerment (access resources, relationships, belonging, contribution) (x13 comments)

- Leadership and mentorship opportunities for youth; create volunteer roles for youth so they can be part of it.
- Life skills to increase employment chances.
- Culturally specific recovery programs.
- Identity and capacity building.
- Mentorship. Peer Support. Learning how to give back and contribute to the community.
- Boundaries. Practicing relationship skills.
- Social media - online bullying, character questions, how do we build safe use of social media. Social media is a place where they find 'like' individuals so need to have a balance in use of social media.
- Peer to peer support on how to build and maintain relationships.
- Peer support could work.
- Knowledge sharing.
- Celebrate victories, eg. all artwork created by youth.
- Block party events.
- Who is building the relationships?

c) Sustainable Independence (income, housing, transportation) (x10 comments)

- Parenting Skills.
- Employment options: support to get jobs, variety of jobs.
- Employment programs, job shadowing, apprenticeship for young people.
Needs to be very targeted to youth.
- Continuing education and upgrading.
- Transition plan for out.
- Income sources eg. AISH if needed.
- Access to recreation centres.
- Safety planning - if had addiction, plan in place eg. AA, cultural supports), people to talk to.

- Empower youth at this stage, encourage them for opening doors, seeking help, empower them.
- This is where we start to back out a bit. Checking in. Celebrating success. Greater reliance on natural rather than professional supports.

Theme #2

Increased Community Connections & Integration (x23 comments total)

a) Schools and Community Groups Connections (x8 comments)

- Schools can play role in helping youth transition.
- EPL downtown, Boys and Girls clubs maybe a good connection?
- Mentors, Boys and Girls clubs, GSAs.
- Connect youth to schools, supports needed to help youth transition.
- Mentors, Boys and Girls clubs, GSAs.
- All in for youth - family programs, nutrition. In schools.
- I can organize with Shades of Colour. We support queer and trans racialized people and connect them with communities to again mitigate crisis.
- Diversion first (EPS, YMCA).

b) Indigenous Cultural Connections (x6 comments)

- Good cultural connections whatever means to young person, ensure these doors are open.
- Relationships: find/create places with like-minded people with similar experiences; so for Indigenous people, ceremony.
- Connecting culture and ceremony. Access to elders, regular sweats, all staff able to participate with ceremony practices (eg. smudge). Reconnecting to where they are from, land, natural supports, kinship through all phases.
- Access to cultural supports - elders.
- Indigenous youth are from rural communities, have rural and urban communities. Bridge needed to help youth.
- Ceremony for indigenous youth.

c) Private Sector Connections (x4 comments)

- Leverage private sector to develop connections, build employment, confidences eg. Boyle has relationship with a local coffee shop - creating job opportunities.
- More private sector partnerships/industry; communicate more with them, educate them on youth experiencing crisis. Create awareness. Help private sector understand.
- Integrate youth into community.
- Boyle Street Ventures is a brilliant example of employment of lived or living experience youth (and adults) who are doing supervised jobs for private businesses, homes, community or city work.

d) Youth Camp Connections (x3 comments)

- Early intervention definitely...camps, camp Firefly, more investment from government in these.
- All other camps, having spots for kids and families, maybe can't afford full fee
- Summer camps, especially cultural camps.

e) Sports and Fitness Connections (x2 comments)

- Reduce social isolation. Sports groups, peer groups. Creating autonomy.
- YMCA, other recreation centres.

Theme #3:**Increased Community Education, Training and Support (x11 comments)**

- Youth experience marginalization trauma; the system needs to be open to change to meet youth where they are. Education is needed. (x1 comment)

a) Police/Legal/Emergency Services Training (x5 comments)

- EPS needs more trauma-informed and harm reduction (training), businesses, and Emergency staff not just non-profits.
- Educate policing to help youth.
- Policing/legal. Judicial. Police involvement often at this time, actively involved in crime. Police are often the reason for a crisis.

- Between EMT and EPS....police have interactions happening with young people. Now most interactions are triggering. Police carry guns, problem. Increase trust. Police need to make changes.

b) School Support for Marginalized Communities (x4 comments)

- Schools do not have safe rooms trauma informed training.
- Schools don't have staff to do this typically. Need enough staff.
- Ensuring schools have specific resources for marginalized communities; like connection cultural communities, queer and trans specific, mental health support, specific community supports.
- Bring in youth workers, guidance counsellors, workers who can go to schools to help youth.

c) Other Community Groups Training (x2 comments)

- Agencies community supports, churches, community leagues - not trauma informed. Do not look through a youth lens.
- Sports do not look through trauma informed lens.

Theme #4:

Increased Specialized Housing Options for Youth (x11 comments)

- Basic needs and emergency shelter.
- 24/7 shelter - day and night sleeping possibilities.
- Housing has become the first response. Youth need time to lower cortisol before being moved anywhere. Providing safe shelter while we understand what they are going through.
- Transitional housing after; housing choices offered to fit the youth emotionally, physically, spiritually, culturally.
- Choice of shelter, not just one shelter, doesn't fit all; youth need choices to feel safe and want to stay there. Diversion shelters focused on youth with different experiences.
- Moving from transitional housing to specialized housing or supported living; niche housing needed, options, supported housing potentially.

- Housing and shelter for pregnancy and youth (all phases). Huge gap. Housing for parents and children).
- Transitional support and housing. Cultural, specific housing or programming. Live and wrap around programming.
- Flex Housing. Could be transitional, housing first, housing that participants need. Spaces where they can stay long term so don't have to constantly move or switch
- Housing for youth who have experienced trauma, build on community and support; communal, centred on building identity in youth so they are resilient.
- Transition housing and supports are needed to help youth go into community living. Financial support and availability of housing.

Theme #5:

Collaboration & Complex Case Management Across the City (x10 comments)

- Programs and services need to be spread across the city.
- Different doors of prevention to help youth.
- Utilizing Children's Services when there is anything where worries about harm and danger or where parents are not involved.
- Complex case management.
- 24/7 diversion: like CYR collaborate coordinate across the city to help youth, help youth determine where they need to be right now eg. shelter for some time.
- Complex case management connects us across the city, shared data like CYR needed.
- Schools can connect youth like in CYR.
- Single person to help them navigate. One case worker who can support youth to get to supports that might be located all over the city. Someone who will check in, take them places.
- Wrap-around team and includes natural supports.
- Natural supports throughout, across all phases.

Theme #6:

Standardized Safe Spaces (x9 comments)

- Youth-specific drop-in centres (across all stages). Alumni, older youth, peer support and mentorship (building).
- Resource hubs. Connected or co-located supports (throughout all stages).
- Safe spaces - trained with trauma informed, culturally specific. Places where there is empathy and support for youth.
- Youth in a place but behavior is problematic. Housing is not necessarily an issue.
- Drop-In centre like NE Hub to welcome diverse youth population, feel at home, food offered, homework clubs, cultural & diverse experiences like east african dance club
- Positive safe space for youth, welcoming, fit for youth.
- Need safe spaces for youth only, that aligns with their identity, staff that have awareness and lived experience.
- Drop-in centres have showers and things like that.
- iHuman, we see kids skipping school, they know about our music studio, can develop relationships with youth.

Theme #7:

Coordinated Agency Staff Training & Resources (x8 comments)

- Adequate staff support, we need enough people to deal with this.
- Adequate staff levels needed.
- Adequate training: crisis intervention, de-escalation, mental health and suicide awareness, harm reduction, trauma informed practices, cultural awareness.
- People with lived experience help the youth, ideal people to hire, need staff with lived experiences because we need empathy.
- Enough staff so relationships are maintained with youth, consistency.
- Hiring community that have gone through stages and now willing to work maybe be a mentor.

- Naloxone training.
- Harm reduction and education and trauma informed should be across these phases. Similar knowledge and education and support is needed among staff. More compassion, meeting youth where they are.

Theme #8:

Increased Family Training (x4 comments)

- Family programs that have youth and parents together.
- Education training (parents drop off kids at YESS - this is what it is really like). Desperate parents. How to talk about cannabis, sex.
- Therapy for crisis arising, family therapy.
- Training - family centre has parenting training Roots and Wings. More needed.

Theme #9:

Transportation, Communication & Information Access (x3 comments)

- Free bus passess, LRT, transit.
- 211.
- WiFi, phone ways to communicate. Provide access. Taking phone away often used to control behaviour.

Youth Agency Collaboration

City Model Workflow Framework– Engagement Raw Data and Comments

April 8th, 2021



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Scenario #1: Entering the System	Question	Yes	No	Can't answer Yes or NO	Comments from Participants (summaries from notes taken during activity)
<p>A youth needs help. We need to think of how and where this youth will enter the city-wide model. We need to think about their entry point.</p>	<p>Q1. Would it be helpful for youth to enter the city-wide model no matter what agency the youth first shows up at?</p>	71%		29%	<p>Yes</p> <ul style="list-style-type: none"> • Reduces barriers for youth, closeness to their community space would make it helpful to youth, so I said yes. • I made assumptions of agencies signed on to our collaborative. If we are talking about every agency in the city, I would say no. • What do you mean? All youth serving agencies or any agency in our entire city? <p>Can't answer yes or no</p> <ul style="list-style-type: none"> • I couldn't answer because what agency do we mean? We have 11 agencies in YAC but are more agencies across the city. • We don't answer this now. There will have to be a decision about where the right places are. Most agencies have intake, so is something to look at. We need to look at where intake needs to happen. Not every agency will do intake because they may be downstream in their intake. Maybe getting ahead with this line of thinking.

Scenario #2: Assessment	Question	Yes	No	Can't answer Yes or NO	Comments from Participants (summaries from notes taken during activity)
<p>The youth has entered the city-wide model. They have shown up at an appropriate agency. We are going to explore what should happen next as part of assessment.</p>	<p>Q2. Thinking about this situation, the youth has entered an appropriate agency. Would it be helpful to use a common assessment tool?</p>	71%		29%	<p>Yes</p> <ul style="list-style-type: none"> Different agencies will have different capacities to serve, and a common assessment will mean that we can do intake for a youth. Even if iHuman isn't a fit, we can intake for another agency. It would assist in coordination. This is the most important piece. We have an evaluation framework; I can see agencies providing services being in their own geography or not. Common assessment means we are aligned: the same outcomes, common assessment on complex case management. All agencies are aware, we have the same information as opposed to one agency "owns this youth." Helps us tell the Edmonton story in a uniform way. It can come in handy for block funding, explaining the need for funding. We can do this best with one model, one narrative. <p>Can't answer yes or no</p> <ul style="list-style-type: none"> I was not part of earlier meetings and don't know the outcomes. I am ok with the majority in support saying yes.
<p>Scenario #2: Assessment</p>	<p>Q3. Thinking about meeting the youth's needs, would it be helpful at this point to identify programs, services, supports, and housing that are best suited to help the youth?</p>	50%	17%	33%	<p>No</p> <ul style="list-style-type: none"> Intake is a challenging time to do referrals. Relationship development with youth is needed first before we send them out to other agencies/services. If you start at intake, it feels like "thanks for coming here. Now you need to go here and here." Tough message. <p>Can't answer yes/no</p> <ul style="list-style-type: none"> Feels prescribed as a progress. I go with the flow, I get to know

					<p>them, determine their needs in the moment, look at their mental health, are they in a crisis and look at supported referral. I wouldn't want to give a youth a list of agencies. I would ask youth for their priorities.</p> <ul style="list-style-type: none"> • It sounds like we are prescribing supports for youth and we have not gathered enough information to know the youth's needs. Is there a follow-up with a Zoom call after? Then it is us as professionals knowing who has capacity to take this youth on. • We send youth to services when they are still in crisis. This question is tricky for it talks about time, but questions don't indicate timeline. • This should not be at intake. We want to slow down the process and the case assessment process is important. We need to make sure it isn't one person making the plan for the youth. Like to see a group effort, team effort rather than a youth worker doing it alone.
Scenario #2: Assessment	Question	Yes	No	Can't answer Yes or NO	Comments from Participants (summaries from notes taken during activity)
POLL REDONE	Q3. Thinking about meeting the youth's needs, would it be helpful at this point to identify programs, services, supports, and housing that are best suited to help the youth?		43%	57%	no comments from 2nd poll

Scenario #2: Assessment	Question	Yes	No	Can't answer Yes or NO	Comments from Participants (summaries from notes taken during activity)
	Q3a) Would it be helpful to determine the youth's eligibility criteria for services?		25%	75%	<p>No</p> <ul style="list-style-type: none"> We are just doing intake, we met the youth, now we are to determine what services they can access. We should be in a relationship development phase. <p>Can't answer yes or no</p> <ul style="list-style-type: none"> I am stuck on eligibility criteria, something we haven't discussed during CYR. How do I determine this? I am fuzzy on what constitutes not allowing someone to access services. As professionals we are still building relationships, meeting youth where they are at, at this stage. There are some criteria like age that we can assess in the moment. But are others that you can't. This lies in a grey area to me. The elephant in the room is Children's services. They determine what we can or can't do for age groups depending on harm reduction. But for YAC, 15-24 is our youth group. At YESS, it would be done a while later on. Not done at intake. The idea with evaluation and youth success outcomes, what I would look at, we hope the youth comes in through intake, through a process longer than what we do now. We determine their life skills, where they are at and where they are at in their trauma. How can we support them? Are they in crisis, stabilization? None of this would happen at intake.

Scenario #2: Assessment	Question	Yes	No	Can't answer Yes or NO	Comments from Participants (summaries from notes taken during activity)
	Q4. Would it be helpful to prioritize the youth's needs at this stage?	25%		75%	<p>Yes</p> <ul style="list-style-type: none"> We talked about intake, assessment. To me prioritizing and eligibility is still part of assessment. But if it is an assessment and then we do this, it feels prescribed. I am in alignment with others: this is a relationship building process still. Maybe we need to look at an intake and assessment may take one to five visits, or be based on the needs of the youth, so it isn't an expectation that it will happen within a timeframe. Depends on where the youth is at, if the youth will open up. This is part of my struggle. <p>Can't answer yes or no</p> <ul style="list-style-type: none"> We are prioritizing youth's needs at every point. It needs to be based on the needs of the youth coming in. This is a relationship building process. I didn't fit again. We are using intake and assessment, which is different. Intake is the first piece, get information. Assessment is much deeper, much longer. Prioritizing needs, we do this at all stages. Question feels weird. We need to figure out timing, is this what we mean. If it is a process flow, this is assessing where the youth is at, what the youth thinks about this and us as workers.

Scenario #2: Assessment	Question	Yes	No	Can't answer Yes or NO	Comments from Participants (summaries from notes taken during activity)
	Q5. Would it be helpful to involve the youth in prioritizing their needs?	88%		13%	<p>Yes</p> <ul style="list-style-type: none"> Youth lead this. We don't "involve" them. We don't do work without youth being present. This is trauma-informed because youth don't always show up. In order to be anti-racist, trauma-informed as we said in our guiding principles, it is a slower process. It is about us taking the lead from youth. Without youth, we can't prioritize their needs. We need to meet them where they are at. Will help us engage the youth on their priorities. The idea of "nothing about us without us." <p>Can't answer yes or no</p> <ul style="list-style-type: none"> I agree that it should be Yes, It's just the timing piece. I am not sure about the questions and the timing of this. I am changing my answer to yes.

Scenario #2: Assessment	Question	Yes	No	Can't answer Yes or NO	Comments from Participants (summaries from notes taken during activity)
	Q6. Would it be helpful to create triage criteria to make decisions about the provision of programs and services for youth?	13%	13%	75%	<p>Yes</p> <ul style="list-style-type: none"> It Is not about prioritizing one youth over another. Not sure where in the flow this would be, but we assess where youth is at in their crisis or trauma. If the youth is in full addiction and crisis, there is a different relationship and conversation to be had compared to if a youth was resilient, we had a built relationship with them and the youth was ready for independence, for example. If the youth is in crisis, they need safety, water, food, nurturing and care. This is how I looked at this and answered. <p>No</p> <ul style="list-style-type: none"> It's the clinical medical model language I have an issue with here. "Wraparound" language works for me. If it is about what to support youth with at what phases, that is important. We need a definition of what triage means. This would be helpful. <p>Can't answer yes or no</p> <ul style="list-style-type: none"> I struggle with this question. I agree with the No comment: language, lack of understanding of the question. This is why I answered this way. Is the flow of the questions to get us to this question? I agree with No comment: the language being used. It is not connecting with me as trauma-informed language. If this is city-wide, and we do have resources, are we seeing that many youth that we need to triage? That is my thoughts.

Scenario #3: Transitioning to complex case management	Question	Yes	No	Can't answer Yes or NO	Comments from Participants (summaries from notes taken during activity)
<p>Progress has been to assess the youth and to identify what types of services, programs and supports are needed to help the youth. We are going to explore what should happen next.</p>	<p>Q7. Would it be helpful at this point to create a single client record that is shared among agencies?</p>	63%		38%	<p>Yes</p> <ul style="list-style-type: none"> Youth not having to tell their story multiple times is good, picking up the work others have done is enabled, and it is easier in one spot. If we are collaborating to support youth, it would be helpful to say these are agencies you go to and only share information once. We are moving to Sharepoint. Basic information we can share at Boyle. I think this would be beneficial for us like updates. I agree. Single focus and consistency. A more obvious question. We have heard from youth that they don't want to repeat their information. There is value in sharing information if we can case manage together. To do that, we need one case. Because youth move around, it would be good to know how the youth is doing now that they have moved on. Has to be more than sharing demographics information <p>Can't answer yes or no</p> <ul style="list-style-type: none"> Did think of the first comment made, agreeing with it, but I am hesitant about confidentiality. Depends on the needs of youth. Depending on what the needs of the participant are, if they are only accessing one resource, does it (the record) need to be shared with everyone? This makes sense to me now. People not working with youth won't be looking at records. We sign professional conduct documents. [Response to first comment] Yes, this is why we have guiding principles to guide this. I am not clear on what is included on the record, similar to the first point made here. My hesitancy is if there are interpersonal issues

					<p>within an agency, is that written into the report? Not sure if this captures my feelings. I can't answer. I am not informed enough about what is in that record shared with agencies.</p> <ul style="list-style-type: none"> I am for sharing records re: demographics, agencies connected to the youth, who are assigned to the youth, mental health diagnosis, substance use. Yes, share that, but there is other stuff I am not sure about sharing.
Scenario #3: Transitioning to complex case management	Question	Yes	No	Can't answer Yes or NO	Comments from Participants (summaries from notes taken during activity)
	Q7a) Would it be helpful for youth to have access to their client record?	63%		38%	<p>Yes</p> <ul style="list-style-type: none"> Is important that it is client-led service where youth determine what supports look like and a big thing is access to records and conversations. The client needs to be included. This is about holding us accountable, doing ethical note taking. I have been in the field long enough when we used paper files. Then we had to black out some things; it was challenging to share but it is important, ethical to share information we are doing with and for them. I agree with others' points. As long as there is a process in place to do third-party checks. Everyone should have access to their records. We need to be transparent, empower youth, I agree that this is tricky, creates difficulty, but the more transparency the better. The "trickies" are collaborating. It is going to be "itchy" and identifying the itchy points is good. There is a balance. We are still being a parent. It is not the best word to use but it is sometimes the role of a youth worker. We identify that some youth haven't had this support, are in crisis, not making good decisions all the time, so figuring out how to help them get

					<p>to make decisions, this is the wisdom piece of youth work.</p> <ul style="list-style-type: none"> • Agreed, well said to previous point. <p>Can't answer yes or no</p> <ul style="list-style-type: none"> • I am not sure yet how I feel about it. Want to hear what others say first. • The issue of accountability is a good one. Is tricky to manage interagency, hard enough to manage within one agency about how practitioners work. An interagency level is another set of complexity. We are not like doctors with agreed upon language. We have a more grey area, qualitative things/ assessment. It may not make sense to someone else and be misinterpreted. Quite a minefield. Could create some tricky things between us as agencies but it could be a good thing.
Scenario #3: Transitioning to complex case management	Question	Yes	No	Can't answer Yes or NO	Comments from Participants (summaries from notes taken during activity)
	Q8. Thinking of the situation, would it be helpful at this point to create a shared, coordinated case management plan for the youth?	38%		63%	<p>Yes</p> <ul style="list-style-type: none"> • Yes, the goal is to support this youth in a coordinated way whatever the plan is. It is grey to me. The highlight to me is yes, it would be helpful for a shared plan. Not sure management is the right word. I think you need a key point person on this. <p>Can't answer yes or no</p> <ul style="list-style-type: none"> • I think there is importance in having a shared coordinated plan. I lost track about what point in the process we are at, but yes, at some point would be helpful. • I was leaning towards yes, but didn't fully understand the ask similar to the previous comment. At what point are we introducing it and who is part of the case management time? • I agree. We need coordinated planning, and it needs to combine youths' readiness. As long as it is

					transparent, and needs to be youth-led based on relationships, what the youth is ready to talk about, move on to. It would be helpful in our model to have a point in time when people the youth wants to work with come together for an initial circle or family group conference or initial case planning. I think it would be good for people to come together. The time piece is irrelevant.
Scenario #3: Transitioning to complex case management	Question	Yes	No	Can't answer Yes or NO	Comments from Participants (summaries from notes taken during activity)
POLL REDONE	Time reference in the question was dropped and poll redone. Q8. Thinking of the situation, would it be helpful to create a shared, coordinated case management plan for the youth?	100%			no comments from 2nd poll
	Q9. Would it be helpful at this point to involve the youth's natural supports in creating the case management plan?	88%		13%	<p>Yes</p> <ul style="list-style-type: none"> I said yes and support the comment made under can't answer yes or no. Are they bringing in the parent who was the abuser? It is not clear if this is up to the youth to do. <p>Can't answer yes or no</p> <ul style="list-style-type: none"> Caveat is around natural supports. When we did wraparound, a youth brought in drug dealers, for example. We need to make sure the youth knows who natural supports are. Small caveat. A yes with caveat.

Scenario #3: Transitioning to complex case management	Question	Yes	No	Can't answer Yes or NO	Comments from Participants (summaries from notes taken during activity)
	Q10. Would it be helpful at this point to discuss common goals for the youth's success as part of their case management plan?	50%		50%	<p>Yes</p> <ul style="list-style-type: none"> I assumed the goals were common and shared, using common language, intentionality, driven by the client. I said yes. This is the ultimate point: to come up with a strategy, we have common goals we agree that we align to. We have done the work to pull out youth outcomes. Makes sense to me: set out the outcomes, and agencies can align themselves in their own operations knowing the goals are what we are trying to achieve. <p>Can't answer yes or no</p> <ul style="list-style-type: none"> I still need more clarification so I can't answer. If we are doing it as a coordinated effort, common goal planning happens when we have our coordinated meeting.
Engagement Session ended here because of time limitations.	Q11. At this stage, would it be helpful to assign a service navigator who could assist the youth in accessing the different programs or services identified in their case management plan?				

The following questions were not asked during the engagement session given time limitations.

Scenario #4: Complex Case Management	Question	Yes	No	Can't answer Yes or NO	Comments from Participants (summaries from notes taken during activity)
	Q12. Thinking of the need to monitor the youth's progress for achieving success outcomes, would it be helpful to designate one agency as being responsible to do this?				
	Q13. Would it be helpful to reassess the youth's needs to determine if outcomes have been achieved and/or other services are required?				
	Q13a) Would it be helpful to designate one agency as being responsible for doing this assessment and making a new plan?				
	Q14. When evaluating, would it be helpful to involve the youth along with the agencies in determining achievement of youth outcomes?				

