



London's

CHILD & YOUTH AGENDA

2017-2021



As of May 10, 2017

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INTRODUCTION

It has been almost 10 years since we started thinking differently about how we support families in London. We brought different perspectives, backgrounds, and interests to the table. We knew we could do more, and we knew we needed to work differently to make it happen.

Since the beginning, London's Child and Youth Network (CYN) partners have united around a shared vision for London families: "Happy, healthy children and youth today; caring, creative, responsible adults tomorrow." When we were dreaming big in the early days, when change seemed complex and slow-moving, and when we were sharing exciting stories of real impact and change in families' lives, this vision guided our efforts.

We have been working hard together, and we've learned a lot. In 2015, the CYN conducted an impact assessment to understand the impact we were having in our community— what was working, what needed to change, and how we could improve our approach. The results were encouraging; change is happening, both in the ways partners work together and in the statistics and stories that demonstrate how families' lives are being impacted by our efforts.

And there is more to do.

The challenges we have taken on – poverty, health, literacy, and service integration – are complex. While we are seeing a positive impact on London families and the service system, troubling population-level statistics remain largely unchanged.

This Child and Youth Agenda is the CYN's third collaboratively developed plan for change in our community. It's the culmination of a year of comprehensive, conscientious planning by CYN partners. Although, it represents much more than that: it represents years of relationship-building, learning and on-the-ground practice; it represents the best of our knowledge and our highest aspirations for change; and, it represents our commitment to making that change happen. Ultimately, this work is not about creating new projects or collaborative initiatives; it's about doing what we already do in our community in a more intentional and impactful way.

We are excited and energized to deepen the impact of our work over the next five years. This document is the map that will guide our way.

OUR HISTORY

2.1 The Compelling Case for Action

In 2007, more than 60 local service providers met to discuss how to improve outcomes for children, youth and families in London. To move the yardstick on large-scale and complex challenges, organizations recognized the need to work collectively, and came together to form London's Child and Youth Network (CYN).

CYN partners developed a collective vision to guide the work of the network to 2015: "Happy, healthy children and youth today; caring, creative, responsible adults tomorrow."

The case for collective action was compelling. In 2007:¹

- 1 in 5 children born in London was living in poverty;
- More than 1 in 4 were not ready to learn in grade 1;
- More than 1 in 5 did not graduate from high school; and,
- 1 in 4 was overweight or obese.

In addition, mental health challenges facing a growing number of children, youth, and their parents/guardians was top of mind. A number of children and youth had mental health issues, and some parents had mental health and/or addiction challenges.

Not only did statistical research paint a challenging picture of the community, but parents themselves identified many concerns. The CYN reached out to families and asked them what they thought of the service system; parents told us the system was difficult to navigate, it had too much duplication, and it took too long to access the services they needed.

In 2008, CYN partners developed London's first Child and Youth Agenda – a dynamic, three-year plan for collective action built on research and the collective knowledge of CYN partners. The first

¹ The Best for Our Children, Youth and Families The First Three Years of London's Child and Youth Agenda to 2015, p. 13

Child and Youth Agenda was designed to improve life for children, youth, and families in London, and identified four priority areas for collective focus:

- Ending poverty;
- Making literacy a way of life;
- Leading the nation in increasing healthy eating and healthy physical activity; and
- Creating a family-centred service system.

In 2012, we developed our second Child and Youth Agenda. During the development of the agenda, we saw alignment between our work and emerging research on Collective Impact, a structured approach to collaboration being adopted by networks around the world. We chose to use Collective Impact as a lens to understand how we approach collective change and to deepen the impact of our work with families and on the service system itself.

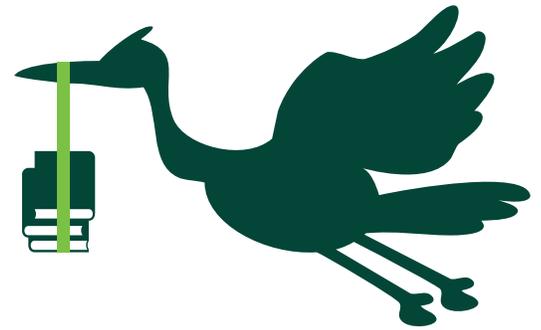
2.2 Understanding our Impact

The CYN's initial vision—"happy, healthy children and youth today; caring, creative responsible adults tomorrow"—drove our work until 2015; at that time, we undertook a comprehensive impact assessment to understand how London was changing at:

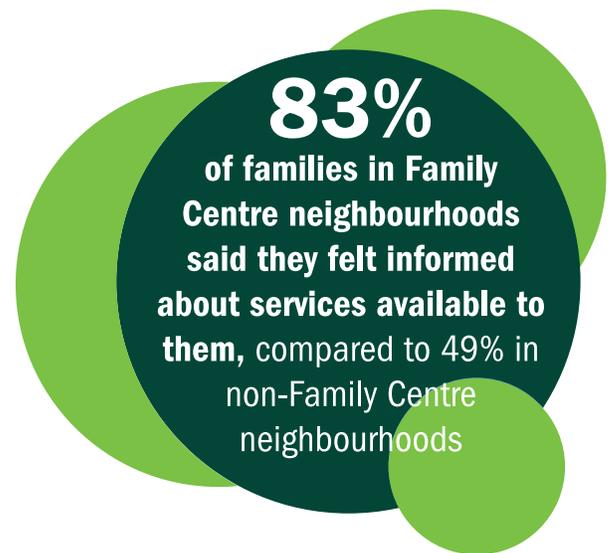
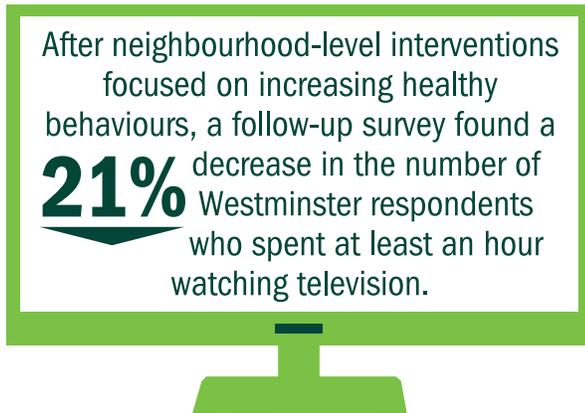
- *The system level:* were service providers working differently to better serve London families?
- *The initiative level:* were our collaborative initiatives impacting London families in a positive way?
- *The population level:* has our work influenced the "big statistics" that drove our initial compelling case for action?

We wanted to understand how London's story had changed since 2007. How has life changed for families? How have organizations within the service system changed their approach to working with each other and with families? Is our approach working? What have we learned and how do we get better?

Through our year-long assessment, we learned about countless stories of positive change for families and service providers that have been impacted by the work of the CYN. We have shared a few of these stories here. For a more complete picture of the impact assessment, please visit the CYN's website at www.londoncyn.ca.



Baby's Book Bag helped 79% of recipients read more to their baby.



81%

of families said Family Centre staff recommended additional services to them, compared to 31% in non-Family Centre neighbourhoods



90% of families in Family Centre neighbourhoods said services were easy to access, compared to 59% in non-Family Centre neighbourhoods.



72% of businesses launched with the help of the Impact Loan program continue to operate.



In 2015, **99%** of London schools and 1,495 students registered for the Grade 5 Act-i-Pass.

Best practice review published on supporting youth transitions and passing the Grade 10 Literacy Test



95%

of Harvest Bucks direct recipients intend to buy vegetables and fruit at a farmers' market in the future



Community Innovation Award for the Westminster Working Group

THE CASE FOR (MORE) ACTION

Through our impact assessment, **we have learned that capturing the breadth and complexity of our work is not easy**; it needs continual focus to make sure we are clear about what we've achieved, how we've done it, and how we can move the yardstick further in the future.

We also learned our work isn't done. Our impact assessment tells us that we have changed the way we work together, witnessed in so many of the collaborative initiatives that realize the benefits of Collective Impact. And we have demonstrated positive impact on those involved in the initiatives. But, the assessment results also clearly outline another important finding: **our ability to positively improve outcomes for individuals and families has greatly improved, and we now need to focus on how to scale up these positive impacts across the whole population.** The data in Table 1 suggests our population numbers have not seen the change we are looking for – the change that will allow us to truly realize our vision.

We are proud of our successes, but we are not satisfied with them. It's time to harness the full potential of what we have built to bring about big change; it's time to take our successes to a higher level.

We have built a strong culture of collaboration and Collective Impact. Collective Impact is an established approach with a large body of supportive evidence and literature, and the CYN impact assessment has provided an understanding of our strengths and opportunities to leverage this approach to create local impact. To that end, governments and funders are increasingly recognizing the value and possibilities of our collective approach that aims to blend the best of Collective Impact with the principles of inclusivity, community development, equity, and collaboration.

However, perhaps most importantly, we have almost a decade of experience working together as a service system.

We know we have more to do to create population-level change and to achieve our vision for London's children, youth and families. **This agenda is our (re)commitment to creating this change.**

Table 1. CYN Outcomes: Change over time

Statistic	London 2006	London 2014
Children Living in Poverty (Based on Low Income measure after tax)	1 in 5 children	1 in 4 children
Not Ready to Learn in Grade 1 (Based on EDI scores)	Over 1 in 4 children (2009)	Over 1 in 4 children (2012)
Four and Five Year High School Non-Graduation Rate	Over 1 in 5 students (2005)	Over 1 in 5 students
Rate of Overweight or Obesity (12 - 17 years old)	1 in 4 children (2007-2008)	1 in 5 children (2013-2014)

Source: CYN Assessment, 2015.

3.1 Incubation and scaling up

In the beginning, as we learned to work together in new ways, we naturally focused on incubating new ideas, taking them from concept, to design, to implementation and evaluation. In this agenda, where evaluations demonstrate impact and potential for growth, we have increased our focus on scaling up initiatives to broaden and deepen our impact on the population-level measures we seek to influence.

We will continue to explore and incubate innovative ideas. Part of this incubation approach is determining whether an initiative should continue (through evaluation), and, if so, what sustainability measures need to be put in place, and where its long-term "home" should be.

OUR GOALS AND APPROACH

4.1 Vision

Everything CYN partners do is guided by our shared vision:

“Happy, healthy children and youth today; caring, creative, responsible adults tomorrow”

4.2 Principles

Through collective planning, CYN partners identified shared principles for CYN initiatives. These principles include:

- building on existing programs and partnerships;
- using strategies that have proven to be effective;
- targeting vulnerable and special population groups that require more intensive supports;
- taking a life-cycle approach to planning for children, youth, and families; and,
- addressing mental health and safety issues within the priorities.

4.3 Approach

The Child and Youth Network’s approach is based on open, partner-driven collaboration. This philosophy informs the CYN approach in a number of ways:

Openness: Membership in the CYN is an “open door” where barriers to participation are minimized; any individual or organization interested in working together on the network’s four priorities is welcome to participate. Members’ degree of involvement varies from organization to organization and individual to individual.

Collaborative planning: Shared planning generates shared commitment. CYN partners work together to develop a common plan of action; the Child and Youth Agendas are collaboratively-generated plans that outline the initiatives CYN partners wish to work on together.

Targeted universalism: Targeted universalism is the principle of using targeted strategies and interventions with specific population groups to reach universal goals and outcomes for the general public. We recognize that real change starts with addressing barriers and tailoring solutions for at-risk or special population groups, but many of the same principles used in this approach lead to positive changes in larger population outcomes.

Priority structure: The CYN is organized into four priority implementation teams based on the priority areas identified in 2007. CYN partners align themselves with one or more of these priority areas based on their own organization’s mandates. While each priority area operates slightly different, generally, working groups are formed to implement specific initiatives identified in the Child and Youth Agenda. The Family-Centred Service System priority is organized into a system-wide governance body and multiple neighbourhood planning teams.

Consensus decision-making: The CYN uses a consensus model for decision-making wherever possible. All partners agree to plans and strategies via endorsement processes; this includes the Child and Youth Agenda, for which CYN partners are asked to provide a letter of endorsement. Endorsement for new strategies is sought first at the priority level, and then at the CYN level, before they are initiated.

Equity between organizations: Regardless of an organization’s size, all CYN partners have an equal stake in collaborative planning, implementation, and reaching outcomes. The CYN follows the principle of “one organization, one vote” for endorsement requests.

Community development: Everything we do, we do for families – the community development approach engages families, as experts in their own lives, in the decision making processes that affect them.

The Five Conditions of Collective Impact

- 1. Common Agenda:** All participants share a vision for change
- 2. Shared Measurement:** All participating organizations agree on the ways success will be measured and reported
- 3. Mutually Reinforcing Activities:** Stakeholders coordinate a set of differentiated activities through a mutually reinforcing plan of action
- 4. Continuous Communication:** All stakeholders engage in frequent and structured open communication to build trust, assure mutual objectives, and create common motivation.
- 5. Backbone Support:** coordinating function that provides ongoing support by guiding the initiative's vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy, and mobilizing resources.

Collective Impact: The CYN has adopted the Collective Impact approach as a tool to understand and refine how we approach collaborative work. The five conditions of Collective Impact include: a common agenda; mutually reinforcing activities; continuous communication; shared measurement systems; and, backbone support. Further reading on the Collective Impact approach is available at the Stanford Social Innovation Review: http://www.ssireview.org/articles/entry/collective_impact.

4.4 Priorities and Outcomes

While the CYN is guided by one vision, the four priorities are our pathways to create change. Each priority area has a specific vision, goals and outcomes they aim to achieve that were developed keeping “happy, healthy children and youth today; caring, creative responsible adults tomorrow” top of mind (see Table 2).

We know that these complex problems require complex solutions, and with complex solutions

come even more complex measurement systems to track outcomes and impact. As we achieve our priority outcomes, we believe the impacts will be reflected in population-level indicators that will be represented in a larger shared measurement system.

We recognize that the interconnections between our four priority areas means that all CYN partners' work collectively impacts all shared outcomes in support of our vision. For more details on CYN outcomes and the development of our shared measurement system, see section 5.1.1 Shared Measurement and Evaluation.

4.5 Roles

When working within a Collective Impact framework, it is easy to focus only on the “collective” component. While it's necessary to recognize that the collective effort moves the yardstick on large scale change, we must also focus on the role that each individual and each organization plays in creating change.

CYN Partners: The individuals and organizations that implement the collaborative plans set out in the Child and Youth Agenda, supported by the “backbone.” The CYN approach provides a mechanism for collective work; it is through partners' efforts that change happens. Partners work together to turn the plan into action, communicating continuously with each other to create ongoing alignment of effort within initiatives and across priorities.

Community Chairs: Each priority area has a Community Chair. Priority Chairs are partners of the CYN who provide community leadership to each priority area, which includes:

- Providing strategic guidance for the direction of priority plans;
- Facilitating planning and decision-making processes; and,
- Serving as the “public face” to build goodwill and engage partners and the community.

Backbone: The backbone coordinates and supports the efforts of CYN partners to implement the Child and Youth Agenda through their collective efforts. The City of London, in collaboration with community partners, fills the backbone function

Table 2. CYN Priorities and Outcomes

Priority	Outcomes
<p>ENDING POVERTY</p> <p>To support and empower children, youth, and families to break the cycle of poverty.</p>	<ul style="list-style-type: none"> Londoners have an increased and meaningful understanding of poverty and its impact on our community More young people will graduate from secondary school (or the equivalent) Families have more opportunities to become financially sustainable There is an increase in the number of opportunities to develop sustainable food solutions Families experiencing poverty have enhanced access to basic needs services in their neighbourhoods Community leaders have resources to initiate change
<p>MAKING LITERACY A WAY OF LIFE</p> <p>To ensure children, youth and families in London develop strong literacy skills and competencies needed to fully participate, engage and thrive throughout their lives.</p>	<ul style="list-style-type: none"> More children enter the school system with a strong foundation for success More children and youth continue to develop literacy skills and competencies throughout their school years More young people will graduate from secondary school (or the equivalent) More community members engage in activities which improve all forms of literacy
<p>HEALTHY EATING AND HEALTHY PHYSICAL ACTIVITY</p> <p>To create environments, neighbourhoods, and opportunities that promote and support daily physical activity and healthy eating for all children, youth, and families in London.</p>	<ul style="list-style-type: none"> More children, youth, and families are engaged in regular, healthy physical activity. More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis. More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit. More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.
<p>FAMILY-CENTRED SERVICE SYSTEM</p> <p>To make it easier for London’s children, youth, and families to participate fully in their community and to find and receive the services they need.</p>	<ul style="list-style-type: none"> Families are connected and engaged in their neighbourhood Families experience reduced storytelling Families have better and more consistent experience when accessing services Families can easily access a full range of services Families experience shorter wait times

for the CYN. The City of London also provides funding to support the network’s infrastructure and activities. The CYN Project Managers, along with City of London support staff, support the efforts of CYN partners through a variety of means, including, but not limited to:

- Creating connections and building relationships between community partners;
- Working with Community Chairs to facilitate planning and decision-making processes;
- Coordinating the development of work plans based on partner contributions;

- Supporting and monitoring implementation of priority work plans; and,
- Coordinating the design and implementation of evaluation and assessment practices.

OUR PLANS FOR IMPACT

When we began planning this agenda, we acknowledged that in order to create change we need to work together using a similar approach. However, we were also aware that priority groups need flexibility to develop their plans to impact their unique, complex problems. To strike balance between these needs, CYN partners endorsed the creation of network strategies and priority plans to guide our community’s work. Network strategies guide the direction and approach of all CYN partners and priority areas; priority plans outline the strategies and initiatives that each priority area has developed to reach their unique goals and outcomes.

5.1 Network strategies

Network strategies are not connected to any single initiative, outcome, or priority area; they are designed to build the strength of the entire network by creating the conditions in which our priority plans can be implemented most effectively. They are not concrete work plans, but directions

we use to enhance and improve other areas of our work. Some of these strategies are new to the CYN, such as *Shared Measurement and Evaluation*, and others have been fundamental to our work since we began nearly 10 years ago.

5.1.1 Shared Measurement and Evaluation

We recognize the potential of shared measurement to align efforts and create impact across organizations. We also recognize its complexity. Building a robust shared measurement system and the associated evaluation framework and methodology takes time. Our collective work occurs in a complex environment with many variables. Our outcome framework looks at two important areas: (1) what we want to influence – those outcomes we seek to impact directly through our plan; and, (2) what we want to track – those outcomes that are outside of our scope of influence, but are still important to monitor as a way to understand how our community is doing (see Table 3).

Table 3. Provisional Shared Measurement Framework

Outcome	Primary Priority Connection(s)	Existing contribution indicators
Influence		
School preparedness	<ul style="list-style-type: none"> Literacy 	<ul style="list-style-type: none"> EDI scores
Educational success	<ul style="list-style-type: none"> Literacy Ending Poverty 	<ul style="list-style-type: none"> EQAO scores Graduation rates
Physical activity behaviour	<ul style="list-style-type: none"> HEHPA 	<ul style="list-style-type: none"> HEHPA Act-i-Pass survey results
Healthy eating	<ul style="list-style-type: none"> HEHPA Ending Poverty 	<ul style="list-style-type: none"> Fruit and vegetable consumption rates
Community inclusion & engagement	<ul style="list-style-type: none"> All priorities 	<ul style="list-style-type: none"> Rates of children and youth reporting sense of belonging to community
Availability of resources in neighbourhoods	<ul style="list-style-type: none"> Family-Centred Service System Ending Poverty 	<ul style="list-style-type: none"> Community asset mapping Family Centre usage statistics
System change	<ul style="list-style-type: none"> Family-Centred Service System Ending Poverty 	<ul style="list-style-type: none"> Level of partner integration
Track		
Childhood poverty	<ul style="list-style-type: none"> Ending Poverty 	<ul style="list-style-type: none"> Low Income Measure
Childhood obesity	<ul style="list-style-type: none"> HEHPA 	<ul style="list-style-type: none"> Self-reported BMI
Mental wellbeing	<ul style="list-style-type: none"> All priorities 	<ul style="list-style-type: none"> Rates of children and youth reporting positive mental wellbeing



Our outcomes describe what we're trying to change through work in our four priority areas, and where we'll look to see that change has happened. In other words, this is our community's scoreboard. We know that each indicator has its limitations. A fully-realized shared measurement system includes common data collection, measurement, and reporting across the network and community; ongoing work in shared measurement still needs to be completed by partners to facilitate the collection of local data that meets our measurement needs. As such, the indicators shown in Table 3 should be considered provisional and subject to change as the full shared measurement system is realized and implemented.

The shared outcome framework has identified existing, available indicators that provide valuable insight into local population trends over time. Potential contribution indicators are outlined in Table 3.

In developing additional data collection strategies, partners will assess the viability of existing approaches such as surveys (distributed to students by school boards, researchers, and public health professionals) and Family-Centred Service System measurement and evaluation tools to understand the experiences of children, youth, and families in London.

Development of the CYN's shared measurement system will continue during the implementation of this agenda and will include the following:

1. Establishing an ongoing shared measurement group;
2. Establishing baseline and change targets for population-level and priority outcomes;
3. Developing a contribution methodology

that links the work of the CYN partners to outcome change; and,

4. Developing a shared data collection strategy for CYN partners to capture the full range of work and impact, both within and beyond the plans outlined in this agenda.

5.1.2 Evidence-informed Practices

To reach the full potential of our work, we need to use the best available research and data to make smart, evidence-informed decisions to create change wherever possible. At the network level, we will continue to leverage the growing body of knowledge related to Collective Impact and other large scale, structured approaches to collective change. At the priority level, we will continue to grow our knowledge and access research related to the priority areas and initiatives as needed to develop informed approaches to implement strategies and to help guide our actions.

5.1.3 Capacity building

We are working together in new ways to impact complex challenges in our community. These new ways of working together require new knowledge and skills; it is imperative that CYN partners continue to develop their capacity to be able to work differently and implement change effectively.

As part of our core capacity building strategy, we will continue to promote opportunities and grow system-wide capacity to enhance our community development approach. Everything we do, we do for families – the community development approach engages families, as experts in their own lives, in the decision-making processes that affect them.

As the implementation of our agenda unfolds, we will consider other opportunities to build our capacity for change, such as cultural safety training and training related to the impacts of socio-economic positions and power imbalances (e.g. Bridges out of Poverty). Additionally, priority areas will also undertake capacity building strategies related to the priority's area of focus.

5.1.4 Youth framework

Built on research and direct engagement with hundreds of young Londoners, the CYN Youth Framework serves as a guide for decision-making and planning. It provides a menu of outcomes and indicators that can be referenced in the design, implementation, and evaluation of activities, programs, and services that help young people thrive.

Our goal is that every youth-serving organization in London is actively using the framework to increase the impact of their work. Over the next five years,

we will engage existing partners using the tool as champions to promote using the framework to others. We will continue to train new partners on the use and value of the framework, making refinements as needed. Finally, to keep the content relevant and impactful, we will update and refine the youth framework and associated online tools as needed.

For more on the Youth framework, please visit: www.cynyouthframework.com.

5.1.5 Mental health & safety

Mental health and safety are “lenses” the CYN has applied to its work in past agendas. This means that rather than being represented by discrete priority areas, mental health and safety are embedded in the work of the existing priorities. In this agenda, we commit to an enhanced focus on how mental health and safety is addressed within our priorities.



We also recognize the ongoing work by community partners outside the CYN related to mental health and safety. It is not our intention to duplicate or fragment the conversation on these topics. In our priority plans, we highlight where it is sensible for the CYN, within our scope of influence, to be involved in the conversations and to undertake work. Most importantly, we recognize we must take the necessary steps to intentionally connect and coordinate with other planning tables and organizations addressing mental health and safety concerns.

5.1.6 Capturing emergent opportunities

The priority plans in this Child and Youth Agenda outline how we plan to work together over the next five years. We work in a complex and dynamic environment, and it is important that our priority plans leave space for opportunities that emerge over time. When opportunities arise, we will make collective decisions on the inclusion of additional strategies; these actions will be accounted for in our annual progress reports. At all times, our decisions will be guided by London families' needs and our desire to create sustainable, large scale, positive impact.

PRIORITY PLANS

These plans are our collective roadmap for creating change over the next five years; they are organized by our priority areas of Ending Poverty, Making Literacy a Way of Life, Healthy Eating & Healthy Physical Activity, and Creating a Family-Centred Service System. These plans were developed with the philosophy of “deepening impact” through collaboration, and they will be reviewed and updated annually based on the progress and impact the initiatives have on London families.

Each priority plan begins by stating the priority’s vision, goal, and outcomes – what we want to achieve within the priority. All priorities considered together, these planning elements outline our collective ambition for change; that is, if we realize all priority visions, goals and outcomes, we will achieve our collective CYN vision and impact. The opening narrative for each priority also includes a section on their approach that describes the strategies and research that inform the action steps in the work plan.

Within each strategy are one or more initiatives that detail the specific work CYN partners will undertake together over the next 5 years. As previously mentioned, the Child and Youth Network is committed to capturing and engaging in emergent opportunities in an effort to be nimble in our approach (see section 5.1.6). As such, the initiatives that are outlined in the priority plans are based on the best available information and knowledge at the time this document was written, and outline our collective work for the next 5 years recognizing that these plans will evolve. Each initiative outlined in this plan includes the following components:

- **Initiative description** – a brief description of what the initiative is and what it is intended to do;
- **Ties to priority outcomes** – links the initiative to one or more priority outcomes (which, in turn, link to larger CYN outcomes – see sections 4.4 and 5.3);
- **Incubate/scale up** – with the aim of maximizing impact, each initiative focuses on incubating (i.e. designing, piloting, and testing for impact) or scaling up (i.e. growing the scope and impact of a proven initiative);
- **Support for this initiative** – background work, research or evidence that supports the initiative and its strategic direction over the next five years;
- **2017 action steps** – the CYN’s work occurs in a complex, dynamic environment. We need to be responsive to changing circumstances and emerging opportunities, but we also need to hold ourselves accountable for our work. To balance these considerations, we have outlined detailed action steps for the first year of our five year plan. In line with our continued commitment to evidence-informed practices, priority areas will review work annually and use what we’ve learned to develop updated one-year action plans for each initiative. Changes to the action plans will be reflected in the annual progress reports; and,
- **Lead(s) and partner(s)** – lists CYN partners who have provided initial support and leadership for the initiative. In this context, partners are representatives from various organizations that have agreed to collaborate on an initiative by leveraging their existing capacity; these partnerships are generally built and fostered on strong relationships between individuals, not necessarily through formal, binding agreements between organizations. As well, note that the list of organizations identified in this section is not exhaustive, nor does it commit responsibility for implementation on these partners alone – we continually seek new partners and opportunities that increase engagement and impact.



ENDING POVERTY

With more than 62,000 Londoners living in poverty, London's poverty rates are higher than both the national and provincial averages.² When the CYN began working together in 2007, community partners representing organizations that support and empower children, youth and families came together to begin conversations to address a very significant community problem: *1 in every 5 children born in London was living in poverty.* Through the Child and Youth Network, this group of community partners was committed to taking a collaborative approach to tackle this challenge. While the impact of this work was not always easily visible, partners were confident that if they focused on this deep rooted social issue together, all Londoners could have a future where our children, youth, and families could be supported to reach their full potential.

Incubating new initiatives such as a matched savings & micro-loans program, Food Families, and Grade 7/8 Wraparound Project has had a great impact on children, youth, and families in our community. The Child and Youth Network's 2016 impact assessment highlighted:

- 95% of Food Families participants saved money on their monthly grocery bill (average monthly savings of \$127/family), and 71% of these participants reduced the number of times they accessed emergency food sources;
- 72% of the businesses launched through the micro-loans program continue to operate; 5 businesses have generated employment opportunities for others; and 56% of borrowers no longer require social assistance; and,
- Through the Grade 7/8 Wraparound Project, 500 students participated in activities related to enhancing employability skills and career direction by participating in training and leadership courses and gaining an understanding of local career opportunities in specific sectors.

Today, child and youth poverty in London has increased. In 2015, *1 in 4 children born in London were living in poverty.* The number of children living in families who are relying on social assistance has been increasing at a rate of 2.2% per year since 2006.³ By 2014, there were 962 more children on the Ontario Works caseload than in 2006. Our economy has shown some promising signs of recovery since the recession, but the impact has not reached our most vulnerable citizens, including children and youth. Clearly, the work that we started almost 10 years ago continues to be just as important now as it was then.

Recognizing this challenge, the Mayor's Advisory Panel on Poverty was established in London in September of 2015. The panel facilitated a community conversation with individuals with lived-experience in poverty and community-serving organizations to understand what needs to be done locally to combat poverty and support all Londoners to reach their full potential. The results of these conversations are reflected in the community report *London for All: A Roadmap to End Poverty* which contains comprehensive, tangible recommendations to address poverty in London.

According to *London for All*, "there is an undeniable urgency to address poverty in London now before it becomes even more entrenched."⁴ Ending Poverty priority partners understand this urgency and are committed to continuing to work with children, youth and their families to understand the challenges they face and the gaps in services that exist in order to bring forward solutions to break the cycle of poverty in our community.

Moving forward, Ending Poverty priority partners are committed to working with the *London for All* Implementation Body and will align their actions with the recommendations outlined in the *London for All* plan. Ending Poverty priority partners can be, and will be, a strong resource to the community in supporting the implementation of recommendations related to children, youth and their families.

2 Based on a population of 366,150 and a poverty rate of 17%.

3 Poverty Trends in London, 2015.

4 *London for All: A Roadmap to End Poverty*, (2016).

Vision

To support the vision of *London for All*: London to reach its full potential by ending poverty in a generation (*London for All: A Roadmap to End Poverty*).

Priority Goal

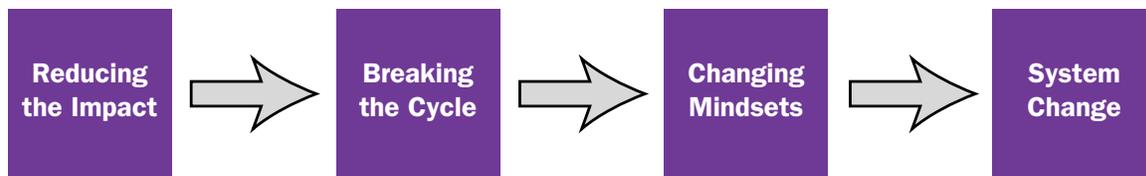
To support and empower children, youth, and families to break the cycle of poverty.

Outcomes

- Londoners have an increased and meaningful understanding of poverty and its impact on our community.
- More young people will graduate from secondary school (or the equivalent).
- Families have more opportunities to become financially sustainable.
- There is an increase in the number of opportunities to develop sustainable food solutions.
- Families experiencing poverty have enhanced access to basic needs services in their neighbourhoods.
- Community leaders have resources to initiate change.

Approach

The Ending Poverty priority recognizes that poverty is a complicated social problem that requires a multi-faceted approach. Our approach recognizes that there are several stages to provide support to children, youth and families experiencing poverty in our community. We understand that the basic needs of individuals must first be met, followed by a strategic approach to impact system change and breaking the cycle of poverty.



Reducing the Impact: This stage of the approach recognizes that broad, systemic change takes time and that Londoners experiencing poverty need critical basic needs supports in the short term. The strategy to reduce the impact aims to: meet immediate basic needs for Londoners; and, enhance the capacity of individuals, families and neighbourhoods to work together, problem solve and create sustainable solutions.

Breaking the Cycle: There are a number of factors that contribute to children, youth and their families remaining in poverty. Breaking the cycle of poverty is about addressing contributing factors to poverty and supporting children, youth and families to get out of poverty to reach their full potential.

Changing Mindsets: In order to affect systemic change and reduce the number of children, youth and families living in poverty in our community, it is critical that London residents understand the importance of this work. Changing mindsets is the foundation to creating a culture shift in our community that sees the importance – and possibility – of ending poverty. This strategy aims to: educate London residents about the impact of poverty on our community; and, direct them to take action by providing them with a variety of ways they can help to end poverty in London.

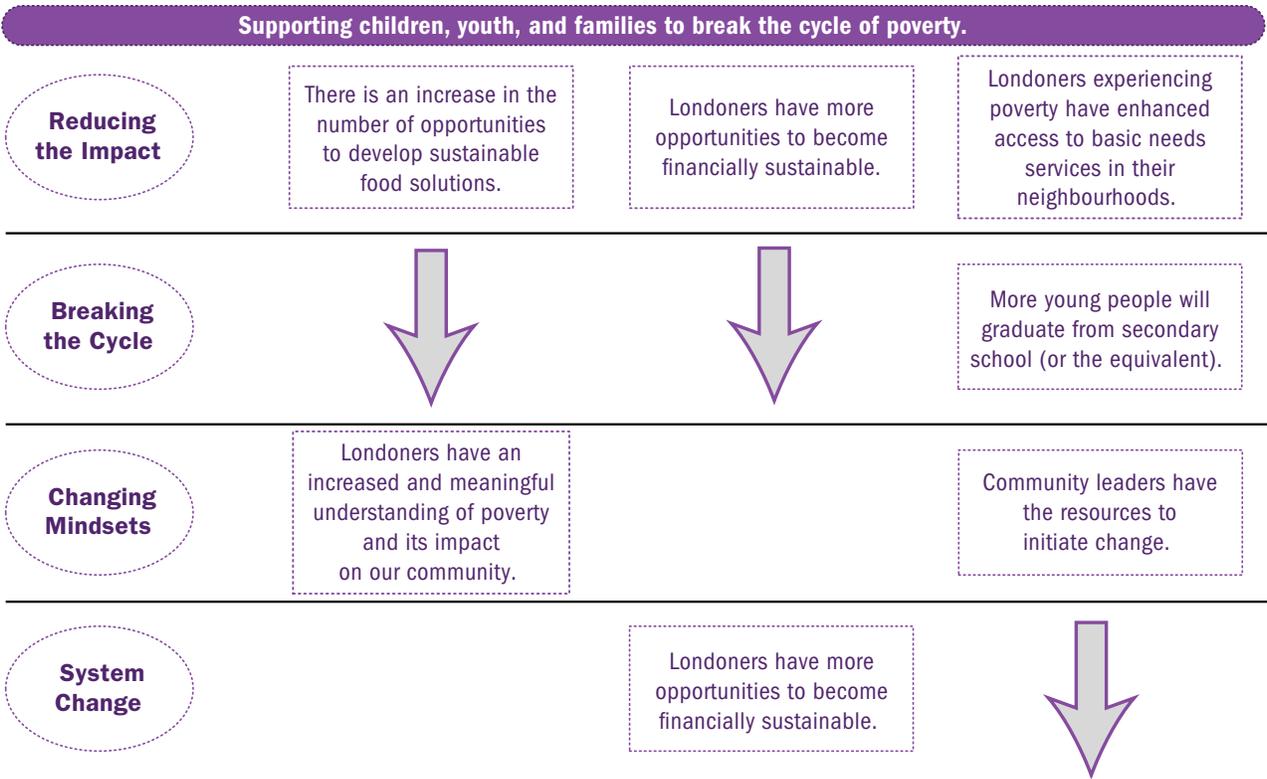
System Change: System change is the ultimate goal of the Ending Poverty approach – each of the previous strategies work together to drive system change. Through this strategy, the CYN will align its research and advocacy efforts with *London for All's* recommendations. The recommendations in *London for All* represent the community’s direction to advocate for policy change to all levels of government.

To impact large-scale outcomes, Ending Poverty partners will evaluate and scale-up proven initiatives and approaches, such as:

- Food Families and Harvest Bucks;
- supporting the development of new interventions and activities that are well-researched and/or evidence-based; and,
- aligning with the recommendations outlined in *London for All*.

The following diagram (Figure 1) demonstrates how the Ending Poverty priority outcomes connect with the four stages of the Ending Poverty strategy.

Figure 1. Alignment of priority outcomes to the Ending Poverty Approach.



Strategy: Reducing the Impact of Poverty

Initiative: Food Families (*London for All*, 7.4)

Food Families is a program that brings together a group of neighbourhood families on a regular basis to form a network that supports, encourages, and mentors one another using food – purchasing, growing, sharing, learning and celebrating – as a galvanizing focus. The goal of Food Families is to build food literacy skills that increase families' buying power and increase the sharing of practical and affordable ways to eat well.

Over the next 5 years, the Food Families program will be scaled up across 13+ CYN priority neighbourhoods⁵, and reinforced through the Healthy Kids Community Challenge catchment area. Hands-on training, support, and resources will be provided to organizations providing this program in these neighbourhoods.

Incubate:

Scale Up:

Ties to Priority Outcomes

- More children enter the school system with a strong foundation for success.
- There is an increase in the number of opportunities to develop sustainable food solutions.
- Community leaders have the resources to initiate change.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit. (HEHPA)
- More children, youth and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits. (HEHPA)

Support for this initiative

An extensive evaluation of the Food Families pilot demonstrated that Food Families participants successfully learned and implemented new ways to save money, and were able to reduce their monthly grocery bills by an average of \$127/month. In addition, participants significantly increased their ability and confidence to prepare and cook their own food. Families reported eating more nutritious, well-balanced meals (87.5% reported eating and preparing healthier foods). Through the Food Families program, families also experienced a greater connectivity to their neighbourhood and their neighbours.⁶

In 2016, in partnership with Coupons for Hunger, the Middlesex London Health Unit, Brescia University College, Growing Chefs!, London Community Resource Centre, Family Services Thames Valley, and the London Training Center, curriculum was developed for Food Families to support program sustainability. This curriculum includes 9 core modules and 2 additional electives. Community experts provided content for each respective module, including a full facilitator's guide with handouts and video tips for each module. The tool kit will be available online, and, following a train-the-trainer workshop, attendees will be able to access all the materials to support the Food Families program at their respective organizations.

5 13 identified planning districts, plus two additional neighbourhoods: Argyle, Carling, East London, Glen Cairn, Hamilton Road, Highland, Huron Heights, Medway, Southcrest, West London, Westminster, Westmount, White Oaks, and parts of Central London and South London

6 CYN, Food Families: Summary Evaluation Results, 2015.

2017 Action Steps

- The Food Families program will be launched in March 2017 with a full day train-the-trainer workshop.
- Neighbourhood groups and community members interested in running the Food Families program in their neighbourhood will be recruited by partners to attend the workshop.
- Partners will support the roll out of the program in priority neighbourhoods across London.
- A subsidy model will be developed by partners to support financial subsidies for neighbourhood groups in CYN priority neighbourhoods (this includes the development of a Neighbourhood Readiness Application).
- Neighbourhood groups who receive subsidy will participate in an evaluation process to assist in understanding program success and impact, and to bring forward solutions to areas of need.
- A part-time lead will be hired to support the implementation of the Food Families program in neighbourhoods across London. This lead will play a strategic role in providing guidance, information, and support to neighbourhood groups running the Food Families program.

Lead(s) and partner(s)

- City of London
- Coupons for Hunger
- London Food Bank
- Middlesex-London Health Unit
- Brescia University College
- London Training Centre
- Growing Chefs! Ontario
- Family Service Thames Valley

Initiative: Access to Basic Needs Supports in Neighbourhoods

In order to provide effective basic needs supports to children, youth and their families, Ending Poverty partners will explore new, emerging and promising early stage initiatives to improve the basic needs system in London.

Over the next 5 years, partners will engage with community organizations to develop innovative improvements to service delivery and system collaboration at the neighbourhood and city-wide level.

Incubate:  Scale Up: 

Ties to Priority Outcomes

- Londoners experiencing poverty have enhanced access to basic needs services in their neighbourhoods.

Support for this initiative

Since 2007, the Neighbourhood Basic Needs Working Group has been collaborating to provide enhanced support to meet the immediate basic needs of individuals and families living in priority neighbourhoods across London. By leveraging expertise, sharing resources, advocating as one voice, and problem solving as a collective, Neighbourhood Resource Centres and Family Centres are able to increase access to basic needs services for local residents, and support the capacity building of residents to work together to create sustainable solutions in their neighbourhoods. Tools have been developed to connect the community to available resources and supports in several neighbourhoods.

2017 Action Steps

- Collaborate with CYN organizations who are working on strategies and services to address unmet needs identified through the review of supports and services for children and youth at the neighbourhood level

(*London for All*, 8.7).

- Building on the HKCC Community Needs Assessment, identify additional resources tied to reducing poverty at the neighbourhood level.
- Bring together community groups, organizations, and individuals in neighbourhoods; based on the resource mapping, identify the targeted “basic needs system” to be addressed in next 2 to 3 years.
- Coordinate a meeting between the Basic Needs Working Group and the Ontario Works/Ontario Disability Support Program (OW/ODSP) Advocates to discuss current challenges and opportunities in our community.
- Identify new partners, including Londoners with lived experience who want to improve “targeted” basic needs systems in London.
- Develop a resource strategy and tools to support community groups and organizations at the neighbourhood level to work collectively to support neighbourhood residents to better access basic needs where they live. A priority neighbourhood looking to collaborate among organizations that provide basic needs services will act as a pilot to incubate the strategy and tools developed by the group.
- Neighbourhood Basic Needs Working Group will continue to work together in Winter 2017 to scale up and refine the coordination of specialty programs such as Hampers, Toys for Tots, and the Winter Boot Drive.

Lead(s) and partner(s)

- City of London
- Neighbourhood Resource Centres
- Family Centres
- Londoners with lived experience
- London Food Bank
- London Intercommunity Health Centre
- N’Amerind Friendship Centre
- OW/ODSP Advocates
- Salvation Army Centre of Hope
- United Way of London & Middlesex
- Middlesex-London Health Unit
- Meals on Wheels

Initiative: **Scale up the impact of Harvest Bucks (*London for All*, 7.9)**

In 2012, the CYN’s Harvest Bucks program was piloted with leadership from the Middlesex-London Health Unit. “Harvest Bucks” are vouchers used to buy fruit and vegetables at participating farmers’ markets in London and Strathroy, and can be purchased by individuals or organizations. Sponsored Harvest Bucks are distributed as part of community programs that support healthy eating and the promotion of the local food environment. Harvest Bucks is a partnership of London’s Child and Youth Network, organized by the Middlesex-London Health Unit, local farmers’ markets and other community organizations. Based on the evaluation and success rate of the 2012 pilot, the program has grown to 7 participating locations.

The primary goals of the Harvest Bucks program are to:

- Increase access to, and consumption of, fresh vegetables and fruit;
- Increase awareness and knowledge of, and comfort/familiarity with, farmers’ markets and supporting local producers; and,
- Increase the comprehensiveness of local community-based food programming.

Over the next 5 years, partners will continue to scale up programs and opportunities in the CYN priority neighbourhoods aligned with Harvest Bucks.

Incubate:

Scale Up:

Ties to Priority Outcomes

- There is an increase in the number of opportunities to develop sustainable food solutions.

- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit. (HEHPA)
- More children, youth and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits. (HEHPA)

Support for this initiative

89% of Middlesex-London residents did not meet their fruit and vegetable requirement based on the guidelines provided in the Canada Food Guide.⁷ Health Canada recommends people consume between 6 to 10 servings of fruit and vegetables each day, varying by age and gender. Eating the recommended servings of vegetables and fruit each day is one part of a healthy diet that could reduce the risk of cancer, heart disease, and stroke.⁸ With rising food costs in our community, eating the recommended serving of fruit and vegetables each day is becoming more challenging.

Many communities in North America fund successful Farmers' Market Voucher Programs; reported voucher redemption rates range from 73%-97%, with higher rates observed when vouchers are distributed through food skills programs. Programs report that voucher programs increase access to local produce, increase consumption of local produce, and increase revenue to farmers' markets, often in excess of the financial contribution to the voucher program.⁹

The Harvest Bucks evaluation reported that:

- 93% of voucher recipients reported they ate all or most of the vegetables and fruit purchased
- 77% ate more vegetables and fruit in general
- 87% intend to buy vegetables and fruit at a farmers' market in the future

In 2015, \$31,160 in Harvest Bucks were distributed, 13 food programs were funded, and 8 organizations purchased directly. This resulted in just over \$25,810 worth of Harvest Bucks redeemed, resulting in an 83% redemption rate. Funds that are not redeemed are invested back into the program the following year.

2017 Action Steps

- Participate as a member of the Harvest Bucks Steering Committee, which provides guidance for the ongoing planning and evaluation of the Harvest Bucks program; provides guidance to the Harvest Bucks Application Review Committee for funding decision criteria; and, investigates possible funding sources for the Harvest Bucks program.
- Partners will scale up and support the implementation of Harvest Bucks at neighbourhood food depots (pending evaluation results) and community programs (*London for All*, 7.2-7.4).
- Continue to scale up the support for the sponsored application program that provides Harvest Bucks to eligible organizations that are currently running a community food related program.

Lead(s) and partner(s)

- Middlesex London Health Unit
- Harvest Bucks Steering Committee
- London Food Bank
- London Food Bank neighbourhood food depots

7 Canadian Community Health Survey, 2011.

8 Harvard School of Public Health.

9 CYN, Harvest Bucks Pilot Program Evaluation Summary, 2013.

Strategy: Breaking the Cycle of Poverty

Initiative: Financial Empowerment (*London for All*, 6.17)

Family Services Thames Valley brought together organizations in London, including representation from the Ending Poverty priority, to explore community interest in collaborating to develop a financial empowerment model for low-income Londoners. Ending Poverty priority partners are interested in the aspects of a financial empowerment model for London that support financial literacy/empowerment activities for children and youth.

Over the next 5 years, partners will support the incubation of new community initiatives that provide financial empowerment opportunities to children, youth, and families. In addition, these partners will support the scaling up of proven financial empowerment opportunities that have demonstrated success in London in an effort to support more families living in low income.

Incubate: **Scale Up:**

Ties to Priority Outcomes

- Londoners have more opportunities to become financially sustainable.

Support for this initiative

London for All identified that investment in early years and education that ensures children get the best start in life has dramatic downstream impacts on the community.¹⁰ By focusing our efforts here, we begin to build supportive, inclusive opportunities and pathways that can stop the next generation from living in poverty. Investing resources to support young people to improve their skillset is an important aspect of community building. As such, *London for All* recommendation 6.17 seeks to increase the availability of financial literacy and “basic life skills” training for children and youth. Partners will support and develop financial literacy and empowerment activities for children and youth that will help to accomplish this recommendation.

2017 Action Steps

- Continue to participate in the community conversations facilitated by Family Services Thames Valley regarding the development of a financial empowerment model for London.
- Identify CYN partners to support the increased scale-up efforts of initiatives that have proven successful, or the incubation of new ideas emerging from these conversations.

Lead(s) and partner(s)

- Family Services Thames Valley
- TBD depending on 2017 action steps

¹⁰ *London for All: A Roadmap to End Poverty*, 2016.

Initiative: Supporting At-Risk Youth (*London for All, 4.5*)

While the secondary school dropout rate in Canada is under 9%, for homeless youth it is over 60%.¹¹ The CYN's Youth Project Design (YPD) initiative explored the challenges young people are facing when it comes to high school graduation. As part of the CYN's goal to support all young people to graduate from secondary school (or the equivalent), at-risk, homeless young people experience unique challenges that this projects seeks to address.

Over the next 5 years, this initiative will explore possibilities to provide enhanced supports to at-risk young people in London. By building on our community's Housing First approach, we will explore initiatives that support young people with education. With the new youth shelter scheduled to be built in the coming years, there is an opportunity to determine the ways in which wrap-around supports for young people can be provided to develop solutions to the complex challenges homeless young people may experience in relation to educational success.

Incubate: Scale Up:

Ties to Priority Outcomes

- More young people will graduate secondary school (or the equivalent).

Support for this initiative

The Ending Poverty and Literacy priorities have supported research around high school graduation through the Youth Project Design (YPD) initiative. More than 680 young people provided their feedback about challenges that young people face related to graduating from high school. Additionally, 7 deep interviews with young people who had not completed high school were conducted, and an additional 60 young people provided their feedback through an online survey.

11 Gaetz, A Safe and Decent Place to Live: Towards a Housing First Framework for Youth, 2014.



The lifetime cost of one person dropping out of high school is over \$300,000, which does not include other possible social costs including policing and corrections.¹² Considering this immense social impact and the significant challenges facing homeless youth regarding high school graduation, this work is important to break the cycle of poverty in our community.

2017 Action Steps

- Partners will identify and recruit community champion(s) to ignite early interest in the initiative and promote it across relevant networks.
- Partners will utilize current best practices and research to co-develop a strategy with initiative champions.

Lead(s) and partner(s)

- TBD based on the results of conversations with key stakeholders

Initiative: Supporting school-aged newcomers

Through the outcomes of the CYN's Youth Project Design initiative, Ending Poverty priority partners will support the incubation of new initiatives targeting leadership and secondary school graduation rates for newcomer youth.

In 2017, two initiatives will be supported, including:

1. A targeted leadership program to support newcomer youth to overcome employment-related barriers and provide training to support young people to pursue leadership and employment opportunities in our community. This program will be developed in partnership with City of London Recreation Services, The Boys and Girls Club, and the YMCA.
2. A pilot program designed to support school-aged Syrian newcomers to graduate from secondary school in partnership with community partners including the Muslim Resource Centre for Social Support and Integration.

Over the next 5 years, in addition to these two programs, Ending Poverty priority partners will work with other community organizations to determine the types of supports that are needed for newcomer youth in our community and will work toward building solutions for the unique challenges they face.

Incubate: **Scale Up:**

Ties to Priority Outcomes

- More young people will graduate from secondary school (or the equivalent).

Support for this initiative

There are unique challenges that school aged newcomer children experience. These challenges were reiterated through the results of the Youth Project Design (YPD) research. The importance of leadership opportunities for young people in relation to secondary school graduation was also a key finding of the YPD research. To that end, London stands as a leader in Canada, welcoming a large number of Syrian refugees to our community. Per capita, London took in the highest number of Syrian refugees across the province in 2016; and the 4th

12 Gaetz, A Safe and Decent Place to Live: Towards a Housing First Framework for Youth, 2014.

largest total across the country. According to information received from the London Cross Cultural Learners Centre, roughly 60% of government sponsored Syrian refugees were children, demonstrating the importance of developing more intentional supports for Syrian students in our schools. In addition to our community's strong support for Syrian refugees, the London Cross Cultural Learners Centre welcomes between 300 and 400 refugees annually from across the world.

The Ending Poverty and Literacy priority partners have supported research around secondary school graduation through the Youth Project Design initiative. More than 680 young people provided their feedback about challenges that young people face related to secondary school graduation. Additionally, 7 deep interviews with young people who had not completed high school were conducted, and an additional 60 young people provided their feedback through an online survey.

The lifetime costs of one person dropping out of secondary school is over \$300,000, which does not include other possible social costs including policing and corrections.¹³ Considering the number of newcomer youth that call London their home, it will be important to consider how programs can be developed with the unique needs of these students in mind.

2017 Action Steps

- Partners will identify and recruit community champion(s) to ignite early interest in the initiative and promote it across relevant networks.
- Partners will utilize current best practices and research to co-develop initiatives with champions across sectors.
- Partners will work with City of London Area Recreation Services and community stakeholders to support the development of a targeted leadership program directed to diverse young people.
- Partners will work with community organizations, such as the Muslim Resource Centre for Social Support and Integration, to pilot a program targeted at supporting school-aged Syrian newcomers to graduate from secondary school.

Lead(s) and partner(s)

- City of London
- Boys' and Girls' Club of London
- YMCA of Western Ontario
- LUSO Community Services
- South London Neighbourhood Resource Centre
- London Cross Cultural Learners Centre
- Thames Valley District School Board
- London District Catholic School Board
- Muslim Resource Centre for Social Support and Integration
- Additional partners TBD based on the results of conversations with community stakeholders

Initiative: Community-wide, coordinated model to increase secondary school graduation rates

See Making Literacy a Way of Life (page 47).

13 Gaetz, A Safe and Decent Place to Live: Towards a Housing First Framework for Youth, 2014

Strategy: Changing Mindsets

Initiative: Poverty Over London/ifyouknew.ca (*London for All*, 1.1-1.2)

Despite the fact that 62,000 Londoners are living in poverty, many Londoners simply are not aware or do not understand this critical community issue. The Poverty Over London campaign is designed as a public awareness and community engagement campaign to generate a conversation about poverty. The campaign focuses on “average” middle income individuals and families. Specifically, it targets people who have the desire and ability to be involved, but have not yet been presented with an opportunity to learn or engage. The premise of the campaign is simple: a city can only be great when it is great for everyone. In order to end poverty and to build a London where everyone can participate, we need broadened awareness and engagement from average Londoners.



One of the tools to help Londoners become more aware, more educated and ultimately take action on the important issue of ending poverty in a generation is the website ifyouknew.ca. The goal of the website is to offer a specific set of opportunities to volunteer in ways that foster intentional relationships with those currently living in poverty, and change the conversation around poverty locally.

Over the next 5 years, Poverty Over London will continue to scale up the public education and attitudinal shift components of the campaign, as well as the content and action components of the website through the development of a sustainability plan.

Incubate: Scale Up:

Ties to Priority Outcomes

- Londoners have an increased and meaningful understanding of poverty and its impact on our community.

Support for this initiative

On May 25, 2016, CYN partners, in collaboration with local poverty alleviation agencies, launched Poverty Over London – the CYN’s first-ever poverty action campaign. The campaign focused on shifting attitudes and perceptions about poverty in our community; what it is and isn’t, why we should care to end it, and how we can all be a part of that movement. In 2016, the first phase toward changing attitudes and perception took place. Ending Poverty priority partners began using the Poverty Over London branding and media assets alongside their organization’s poverty initiatives in an effort to share a common message and drive Londoners to collective action.

To date, the campaign has surpassed all growth goals and achieved extremely high levels of engagement from citizens, partners and the local media, including:

- Over 12 million impressions across London through the advertising campaign;
- \$90,000 in earned media (minimum approx. value);

- 3,397 outbound link clicks (representing people interested in taking direct action);
- 1,334 new Facebook followers (who will continue to participate and share);
- In October and November 2016, Circles saw a 59% increase of volunteers in the program; exposure through the campaign doubled their volunteer allies in just two months; and,
- In September 2016, Big Brothers Big Sisters of London and area saw a 69% increase in the number of volunteer inquiries compared to June of the same year.

With a continued focus on shifting attitudes, public education and encouraging more people to take action, 2017 onwards presents an opportunity to build on the successful engagement framework of this campaign. Poverty Over London seeks to broaden the audience focus to include more specific positioning and calls to action for business owners and influencers who can help shift attitudes and perceptions in even larger numbers. In addition, a renewed focus on this project presents an opportunity to evaluate the campaign's future and explore the ideal model to sustain the campaign long-term.

2017 Action Steps

- Partners will pull together all data and learnings to analyze the comprehensive impact the campaign had on Londoners.
- Based on this evaluation, partners will review the success and results to date of partner engagement and referral results driven from ifyouknew.ca. This will include a review of all current partners on the website and their interest for continuing their involvement. The committee will also explore new partners to add to ifyouknew.ca that offer Londoners specific actions they can undertake to break the cycle of poverty in London.
- Partners will develop a sustainability plan (including leveraging current resources) for ifyouknew.ca that includes regular refreshing of information, partners, etc.
- Partners will oversee the website content on ifyouknew.ca. This includes ongoing contributed content from the “voices” of those with lived experience and from the “actors” in phase one.
- Partners will develop a proactive plan for using the mailing list from ifyouknew.ca that was collected in phase one in an effort to continue the focus on public education, attitudinal shift, and action.
- Partners will incorporate new content to engage the business sector including a more active/intentional focus on cross promoting relevant events and initiatives.
- Partners will bring together a business champions roundtable to support the ongoing role of public education, attitudinal shift, and driving Londoners to action around the issue of poverty in London and to explore leveraging funding and sponsorship.

Lead(s) and partner(s)

- | | |
|---|--|
| <ul style="list-style-type: none"> • Childreach • City of London – Social Services • Goodwill • London Poverty Research Centre • London Public Library | <ul style="list-style-type: none"> • United Way London-Middlesex • Individuals with lived experience • Londoners passionate about ending poverty • TBD as part of the development of the sustainability plan |
|---|--|

Initiative: Community Workshops and Training

Support, partner, and promote relevant professional development and capacity building opportunities for the London community. This initiative supports and promotes continuous learning, training, and collaboration opportunities for community groups, individuals, business leaders, among others, in an effort to strengthen relationships and build capacity to end poverty in our local community.

Over the next 5 years, Ending Poverty partners will attend workshops and training in an effort to provide them with the tools and resources they need to actively participate in reaching our collective outcomes. In addition, Ending Poverty partners will continue to leverage opportunities for the priority group to collaborate with other organizations working on poverty related issues.

Incubate:

Scale Up:

Ties to Priority Outcomes

- Community leaders have the resources to initiate change.
- Londoners have an increased and meaningful understanding of poverty and its impact on our community.

Support for this initiative

In every community there are many organizations already working on poverty related issues aimed at fostering collaboration and building capacity in the non-profit sector. Strong evidence in the CYN impact assessment demonstrated the importance of ongoing resource sharing and awareness of services, initiatives, and resources in our community. Our community is only as strong as the leaders within it, and the CYN partners play an important role in providing relevant professional development opportunities to the membership. As leaders and staff at organizations change year over year, it is important to build relationships on an ongoing basis and maintain training opportunities to make certain leaders have the necessary skillsets to be successful change-makers.

2017 Action Steps

- Explore supporting/facilitating/developing training and professional development (PD) opportunities for CYN partners in the following key strategic areas:
 - Financial Literacy and Empowerment;
 - Indigenous Cultural Safety training (*London for All: Changing Mindsets, 1.3*);
 - Cultural Competency (*London for All: Changing Mindsets, 1.4*);
 - Youth Advocate Training (coming out of the recommendations from CYN's Youth Project Design); and,
 - CYN Youth Framework.
- Continue to support community partners who offer training opportunities in our community such as Indigenous Cultural Safety training and Bridges out of Poverty, so that all CYN partners have an opportunity to participate.
- Continue to be responsive to new and emerging training and PD opportunities.

Lead(s) and partner(s)

- TBD depending on specific training and professional development opportunities

Initiative: Research and Advocacy (*London for All*, 8.4)

Ending Poverty partners will continue to scale up our research and advocacy role to improve outcomes for children, youth and their families in an effort to end poverty in a generation.

Over the next 5 years, Ending Poverty partners will align their research and advocacy efforts with *London for All's* recommendations. The recommendations in *London for All* represent the community's direction to advocate for policy change across all levels of government.

Incubate:  Scale Up: 

Ties to Priority Outcomes

- Londoners have more opportunities to become financially sustainable.
- Community leaders have the resources to initiate change.

Support for this initiative

Since 2007, Ending Poverty partners have been strong advocates to the province and have advocated for policy changes in a variety of different ways. The Ending Poverty priority made submissions to the Social Assistance Review Commission and the Provincial Minimum Wage Advisory Panel. In addition, policy papers were also developed on the Ontario Works program, the Ontario Disability Support Program, the establishment of a provincial Housing Benefit, and recommendations to improve youth employment outcomes, which were all submitted to the provincial government. Ending Poverty partners also facilitated Provincial Poverty Reduction Strategy consultations with over 60 community members, and submitted the results of this feedback to the Province.

The Ending Poverty priority's approach to developing evidence-driven, informed recommendations to policy change has been heard by the provincial government and has successfully led to policy changes for all Ontario residents. Ending Poverty partners will continue to drive positive policy changes by engaging with various levels of government to provide feasible and informed recommendations that will help to end poverty in our community.

2017 Action Steps

- Partners will facilitate community consultations about Basic Income to support the provincial consultations about the Basic Income Pilot Project in January 2017 and present recommendations to the Province.
- Partners will work with the *London for All* implementation body and support and/or participate in future research and advocacy initiatives that align with the Ending Poverty priority's goal (to support and empower children, youth, and families to break the cycle of poverty).
- Partners will support Ending Poverty year one (2017) initiatives as required through research and/or advocacy.
- Work with community partners to explore the potential to create a Youth Dashboard – a recommendation through YPD – that would provide population level data about young people based on the considerations of young people in defining their own success.
- Maintain awareness of upcoming provincial and federal policy initiatives, as well as opportunities to engage on issues relevant to Ending Poverty.



Lead(s) and partner(s)

- Research and Advocacy Working Group
- Neighbourhood Legal Services
- London Employment Help Centre
- London Youth Advisory Council
- TBD depending on policy being developed

Initiative: Supporting Londoners with Lived Experience to Lead/Participate in Community Decision Making (*London for All*, 8.3)

The purpose of this initiative is to increase the participation of people with lived experience with poverty to act as leaders and decision makers to help shape the community. *London for All* has identified the following as a strategy under System Change: “Engage people with lived experience in democratic processes and institutions (8.3).”

Over the next 5 years, Ending Poverty partners will increase the number of opportunities to provide Londoners with lived experience leadership roles in community decision making, including the implementation of *London for All*.

Incubate:



Scale Up:



Ties to Priority Outcomes

- Community leaders have the resources to initiate change.

Support for this initiative

London for All recommends the development of an implementation body that will “carry the conversation forward by bringing partners together, developing and overseeing implementation plans, and ensuring ongoing evaluation and accountability for the work.”¹⁴ Based on community conversations and online feedback, one of the central principles of the implementation body is that *people with lived experience with poverty are included as key decision-makers at every level.*

Over the past decade, Londoners with lived experience have participated and been in leadership roles in the Ending Poverty priority. These roles have included: co-chair of the priority group; consultants; advocates and public speakers on the social awareness campaigns (The Real Issue and Poverty Over London); individuals supporting the development and implementation of the CYN’s first Poverty Simulation; and, individuals who provided feedback and input into the development of the Food Families program and the Youth Project Design initiative.

2017 Action Steps

- Support opportunities for people with lived experience to be active members at every level of the implementation body of *London for All*.
- Support people with lived experience to continue to participate in, and consult on, the Poverty Awareness Committee.
- Identify, support, and provide additional leadership roles for individuals with lived experience across the community.

Lead(s) and partner(s)

- TBD

Initiative: Vibrant Communities

Vibrant Communities is a program of the Tamarack Institute for Community Engagement. It is a network of over 50 communities who are working to create comprehensive poverty reduction strategies to impact the lives of one million Canadians living in poverty. London’s Child and Youth Network’s Ending Poverty priority is an active member of this network.

Over the next 5 years, Ending Poverty partners will continue to be active members of this cross Canada poverty initiative and support scaling up involvement in key strategic areas that align with our current plan.

Incubate:

Scale Up:

Ties to Priority Outcomes

- Community leaders have the resources to initiate change.

14 *London for All: A Roadmap to End Poverty*, 2016.

Support for this initiative

Vibrant Communities was launched in 2002 by Tamarack, the J.W. McConnell Family Foundation and Caledon Institute of Social Policy. Vibrant Communities Canada originally invited 13 cities to build multi-sector leadership roundtables with the goal of reducing poverty. Between 2002 and 2012, this group of Vibrant Communities partners undertook an action-learning experiment to see if a place-based approach could move the needle on poverty. Their impact was significant, with a number of cities reporting a 10% reduction in poverty impacting the lives of 202,931 low income Canadians.

Building on the successes of these 13 cities, a movement has emerged with more than 50 additional cities joining the network. While the poverty reduction effort is customized to the local context, these cross-sector community leaders have been working on poverty reduction strategies such as increasing access to affordable transit, living wage campaigns, increasing access to affordable housing, focusing on priority neighbourhoods, and advocating for evidence-based social assistance.

2017 Action Steps

- Continue to be an active member in Vibrant Communities conference calls bi-monthly and access all available tools, resources, workshops and online seminars.
- In collaboration with over 50 communities across Canada, continue to collectively advance the work of cities reducing poverty at both the provincial and federal level.
- Participate in the next *Cities Reducing Poverty National Conference* in Hamilton, Ontario in April, 2017: *When Businesses Lead* to better understand how businesses, both large and small, can be key leaders and contributors to local poverty reduction efforts.

Lead(s) and partner(s)

- Tamarack Institute for Community Engagement
- Ending Poverty partners
- Vibrant Communities member cities across Canada





MAKING LITERACY A WAY OF LIFE

When community partners first came together in 2007, the statistics around literacy in our community were alarming. Drawing on best practices and years working in the field, partners agreed that strong literacy skills were essential for children, youth, and families in London to develop their knowledge, potential and ability to participate fully in the workforce and community.

In 2015, the CYN impact assessment showed that by working together, the Literacy priority helped CYN partners participate more easily in collaborative community-based work and helped partners focus their efforts on the tasks at hand.¹⁵ Today, we are more connected and supportive of the common CYN goals.¹⁶ Yet, the changes we have made in the way we work together have not yet led to the broader changes we want to see in our community; population-level statistics related to literacy remain relatively unchanged. Today, in London:

- Over 1 in 4 children are not ready to learn in Grade 1 (based on Early Developmental Instrument scores, 2015)
- Of Grade 3 students, 41% (Thames Valley District School Board) and 35% (London District Catholic School Board) are below the provincial average in reading and 39% (Thames Valley District School Board) and 28% (London District Catholic School Board) are below the provincial average in writing (Education Quality and Accountability Office, 2016)
- Of Grade 6 students, 27% (Thames Valley District School Board) and 19% (London District Catholic School Board) are below the provincial average in reading and 32% (Thames Valley District School Board) and 20% (London District Catholic School Board) are below the provincial average in writing (Education Quality and Accountability Office, 2016)
- The percentage of students who fully participated in the Ontario Secondary School Literacy Test who were not successful was

24% (Thames Valley District School Board) and 20% (London District Catholic School Board) (Education Quality and Accountability Office, 2016)

- Over 1 in 5 students did not graduate from secondary school (Four and five year graduation rates, 2014)

What we are seeing locally is echoed in the provincial data:

- There is a 20% gap on Grade 3 EQAO reading results (provincial standard achievement) between Indigenous students (47%) and the general population (67%) [Data from 2011 National Household Survey (Statistics Canada) and the 2014 Auditor General Report of Ontario, People for Education – What Matters in Indigenous Education: Implementing a Vision Committed to Holism, Diversity and Engagement, p. 2, 2016]
- 62% of Indigenous adults graduated from high school, compared to 78% of the general population [Data from 2011 National Household Survey (Statistics Canada) and the 2014 Auditor General Report of Ontario, People for Education – What Matters in Indigenous Education: Implementing a Vision Committed to Holism, Diversity and Engagement, p.2, 2016]
- English language learners make up 4-9% of the Grade 3, 6 and 9 student population at the Thames Valley District School Board and London District Catholic School Board (Education Quality and Accountability Office, 2016)
- Students with special education needs (excluding gifted) make up 13-18% of the population at the Thames Valley District School Board and London District Catholic School Board (Education Quality and Accountability Office, 2016)

Today, the Literacy priority approach is well-established and provides a strong foundation for continuing to work together in a collaborative and

15 CYN impact assessment, p. 81

16 CYN impact assessment, p. 93

common way. The strength of our relationships gives us an edge as we collectively pursue interventions that are bold and courageous. Our collective work aims to make significant large scale advances and positive changes around literacy in the future.

Vision

Literacy is a way of life in London.

Priority Goal

To ensure children, youth and families in London develop strong literacy skills and competencies needed to fully participate, engage and thrive throughout their lives.

*Literacy is the flexible and sustainable ability to **competently and confidently interpret traditional and new communication technologies** whether spoken, print or multimedia.*

*Achieving these literacies is a lifelong process that **enables individuals to express and understand ideas and opinions, to make decisions and solve problems, to achieve goals, and to participate fully in their community and in wider society.***

~ Adapted from definitions by Literacy Advance (2003) and Luke and Freebody (2000)

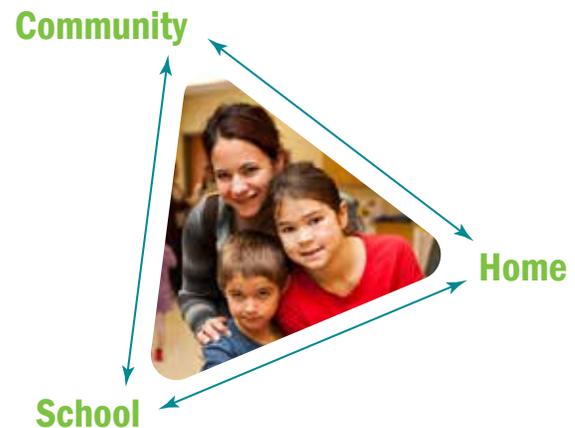
Outcomes

- More children enter the school system with a strong foundation for success.
- More children and youth continue to develop literacy skills and competencies throughout their school years.
- More students will graduate from secondary school (or the equivalent).
- More community members will be engaged in activities which improve all forms of literacy.

Approach

To tackle this vast and complex issue, the Literacy priority has taken a lifecycle approach by implementing and enhancing interventions and activities that impact literacy acquisition throughout a child's life. By integrating these activities the moment a baby is born, and continuing with developmentally appropriate interventions throughout the elementary and secondary school years, children, youth, and families acquire the skills they need to reach their full potential. A key facet of our approach involves increasing the awareness and promotion of the importance of literacy and the ease with which it can be integrated into everyday life to support children, youth and families to reach their full potential.

The Literacy priority utilizes this approach and supplements it with what has come to be known as “the triangle” approach, where improving relationships and connections between the community, schools and the home positively impacts literacy skills and competencies for children, youth and families.



This approach is reinforced by the Government of Ontario's *How Does Learning Happen? Ontario's Pedagogy for the Early Years* which uses a similar model to illustrate that “learning and development happens within the context of relationships among children, families and their environments.”¹⁷

The CYN uses a family-centred, community development approach to implement interventions that address literacy across the spectrum of childhood. Initiatives that increase literacy

17 How Does Learning Happen?, 2014, p.6

outcomes are implemented in Family Centre communities and other neighbourhoods across the city. To facilitate successful integration of proven and relevant interventions, parent engagement and service provider/community partner education are key aspects of the Literacy approach.

To impact our large-scale outcomes, the Literacy priority aims to:

- Evaluate and scale-up proven interventions, such as Baby’s Book Bag and the community-wide literacy education campaign;
- Support new interventions and activities that are well-researched and/or evidence-based;
- Integrate targeted and universal interventions that increase literacy outcomes for individuals and families with diverse backgrounds and those with specific or unique circumstances;
- Increase the alignment of interventions and activities across the community in order to minimize duplication and make it easier for families to engage in proven programs, services

and interventions; and,

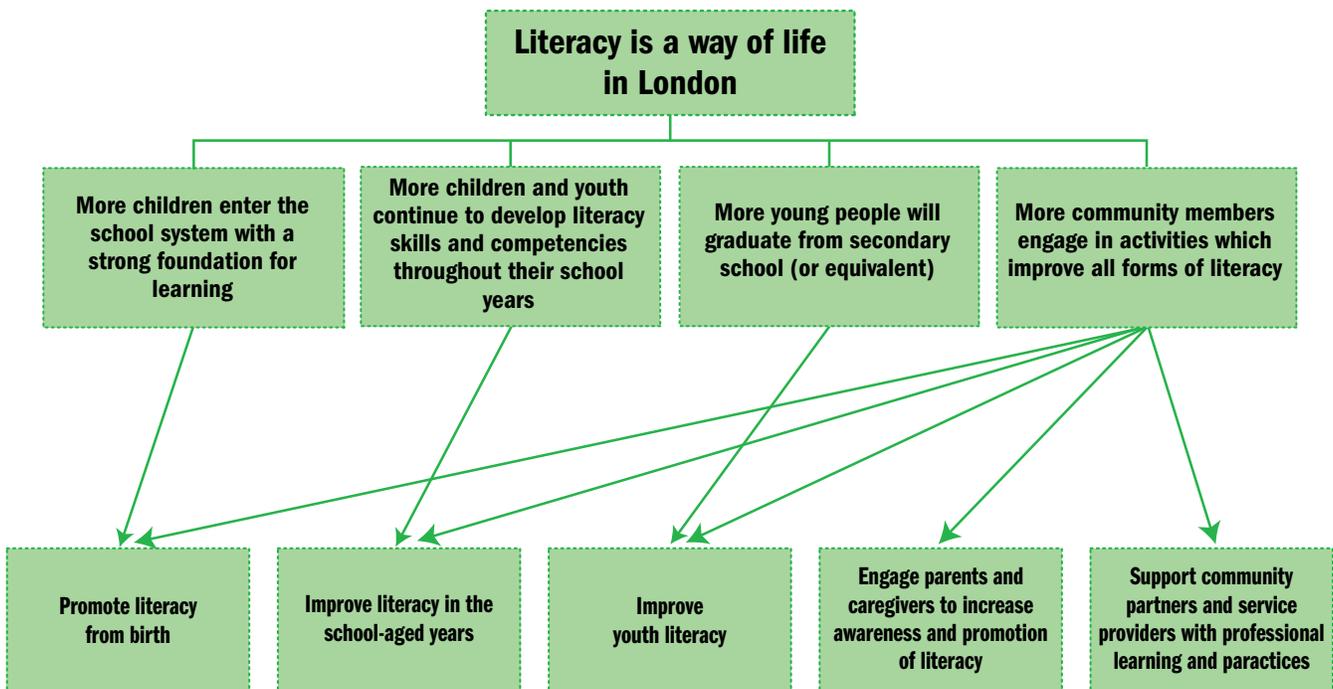
- Support the integration of literacy such as including skills and competencies in multiple ‘literacies’ including oral, visual and print multimedia representations.

This will be achieved through strategically targeting five key population groups by:

1. Promoting literacy from birth;
2. Improving literacy in the school age years;
3. Improving youth literacy;
4. Engaging parents and caregivers in awareness and promotion of literacy; and,
5. Supporting community partners with professional learning and practices.

Figure 2 shows the connections between the Literacy outcomes and action plan strategies.

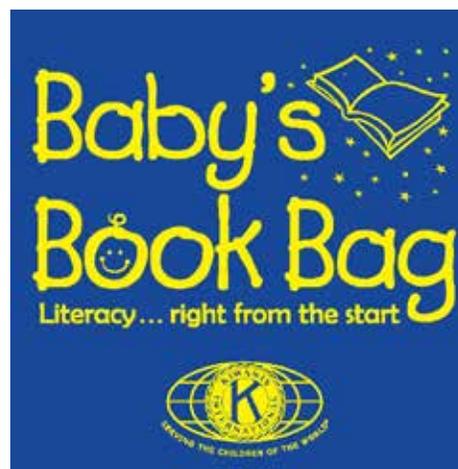
Figure 2. Literacy Priority strategies



Strategy: Promote literacy from birth

Initiative: Baby's Book Bag

To support families with the integration of literacy right from birth, Baby's Book Bag provides quality books, music and relevant information about local community resources and supports to new parents. Key messages about the importance of literacy, delivered by a trusted professional or volunteer, accompany the resource which is distributed via prenatal health classes, programs and services with community organizations, healthcare providers and others. The Kiwanis Club of Forest City-London has been an invaluable partner since the inception of Baby's Book Bag in 2009.



Baby's Book Bag is an effective way for London families to increase engagement in early literacy activities. However, at this point, not every family with a newborn gets the chance to be connected with the initiative. Moving forward, Baby's Book Bag will grow and expand so that every family in London with their first newborn receives the resource and key messages to support effective engagement in early literacy activities as a family.

Incubate: Scale Up:

Ties to Priority Outcomes

- More children enter the school system with a strong foundation for success.
- More community members engage in activities which improve all forms of literacy.

Support for this initiative

Research shows that babies are born learning.¹⁸ “Genes set the parameters for the basic structures of the developing brain, but it is a child’s interactions and relationships with parents and significant others that establish neural circuits and shape the brains architecture.”¹⁹ The years between birth and two years of age are a time of rapid brain growth and development, and as a result of the influence that communication and connections have on developing newborns, these first months and years are a critical period of time for parents and caregivers to influence the trajectory of successful learning with their children. In addition, evidence suggests that “each addition to a home library helps children get a little farther in school.”²⁰

Baby's Book Bag, modelled after the successful *Read to Me!* program in Nova Scotia, was adapted by the CYN to reflect the unique needs of families with babies in London. “All families that provided feedback agreed that their baby benefitted from Baby's Book Bag. The initiative has also helped 88% of families become more aware of resources in the community.”²¹

18 Ministry of Education, Think, Feel, Act: Lessons from Research about Young Children (2013)

19 Shonkoff, 2006 as quoted in Early Learning for Every Child Today: A Framework for Ontario early Childhood Settings (p.6)

20 Evans, Kelley, Sikora, and Trieman, Family scholarly culture and educational success: Books and Schooling in 27 Nations (2010, p. 17)

21 CYN impact assessment (2016, p.39)

2017 Action Steps

- Partners will reach more families by increasing the number and diversity of organizations trained and distributing the resource, including: settlement service organizations; Social Services caseworkers; Doulas, Midwives and other healthcare providers; organizations supporting children in care; and, others who have trusting relationships with expecting and new parents.
- Partners will seek ongoing community funding/sponsorship so the initiative can be fully incubated as a community-led and sustained initiative

Lead(s) and partner(s)

- Grand Ave. Children's Centre
- Kiwanis Club of Forest City-London
- La ribambelle
- London Public Library
- Middlesex-London Health Unit
- Ontario Early Years Centres in London
- Western's Interdisciplinary Centre for Research in Curriculum as a Social Practice

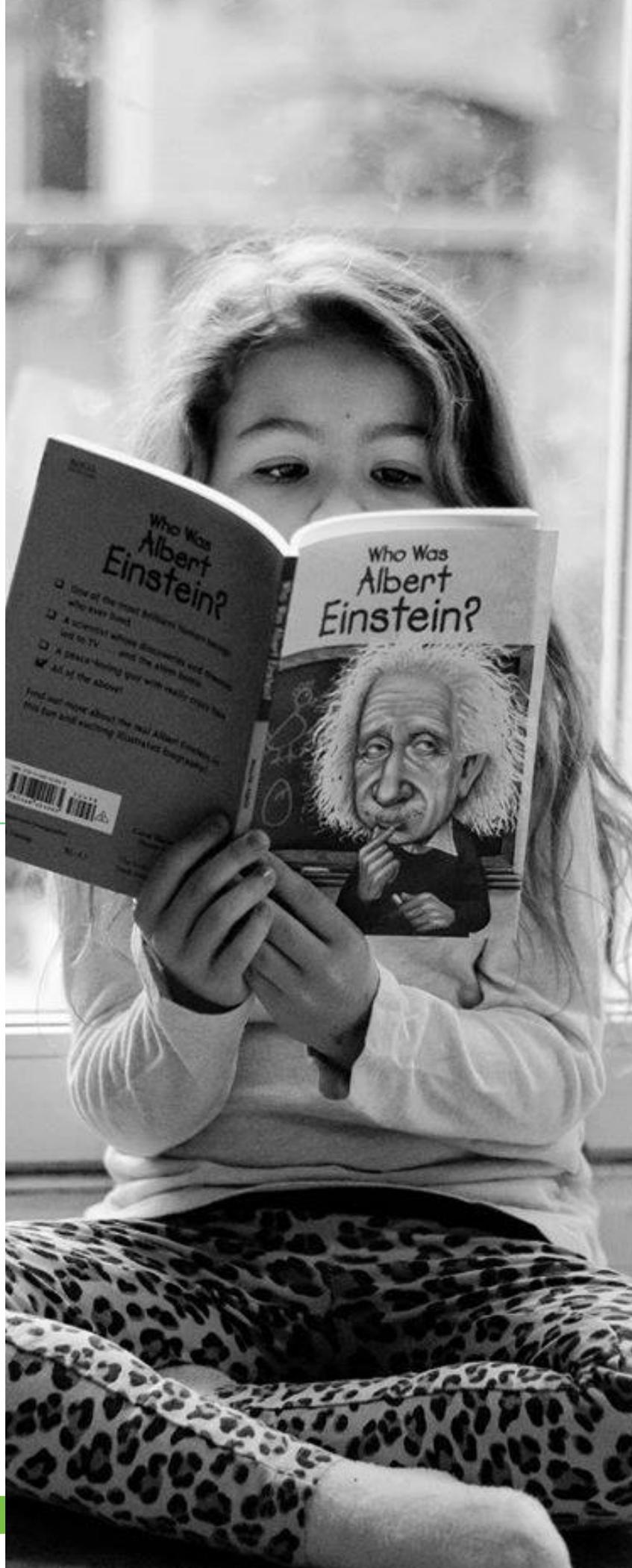
Initiative: Healthcare Provider Engagement

This initiative seeks to engage healthcare providers in the increased promotion of literacy to families with young children. Partners will work with other communities, local healthcare providers, and additional champions to create a pilot site for a proven intervention, such as *Reach out and Read*, that integrates reading and literacy promotion to parents by healthcare providers at checkups and office visits.

Incubate: Scale Up:

Ties to Priority Outcomes

- More children enter the school system with a strong foundation for success.
- More community members engage in activities which improve all forms of literacy.



Support for this initiative

In order to meet the vision that literacy is a way of life in London, we need to reach all families across the city. Parents may or may not be engaged in community-based activities such as story times or playgroups, but almost everyone interacts with the healthcare sector. Further, parents tend to have trusting relationships and feel respect for their healthcare provider. With this proven intervention, trusted healthcare professionals will utilize their expertise and influence to share literacy resources and raise/promote the importance of literacy and learning to families with young children.²²

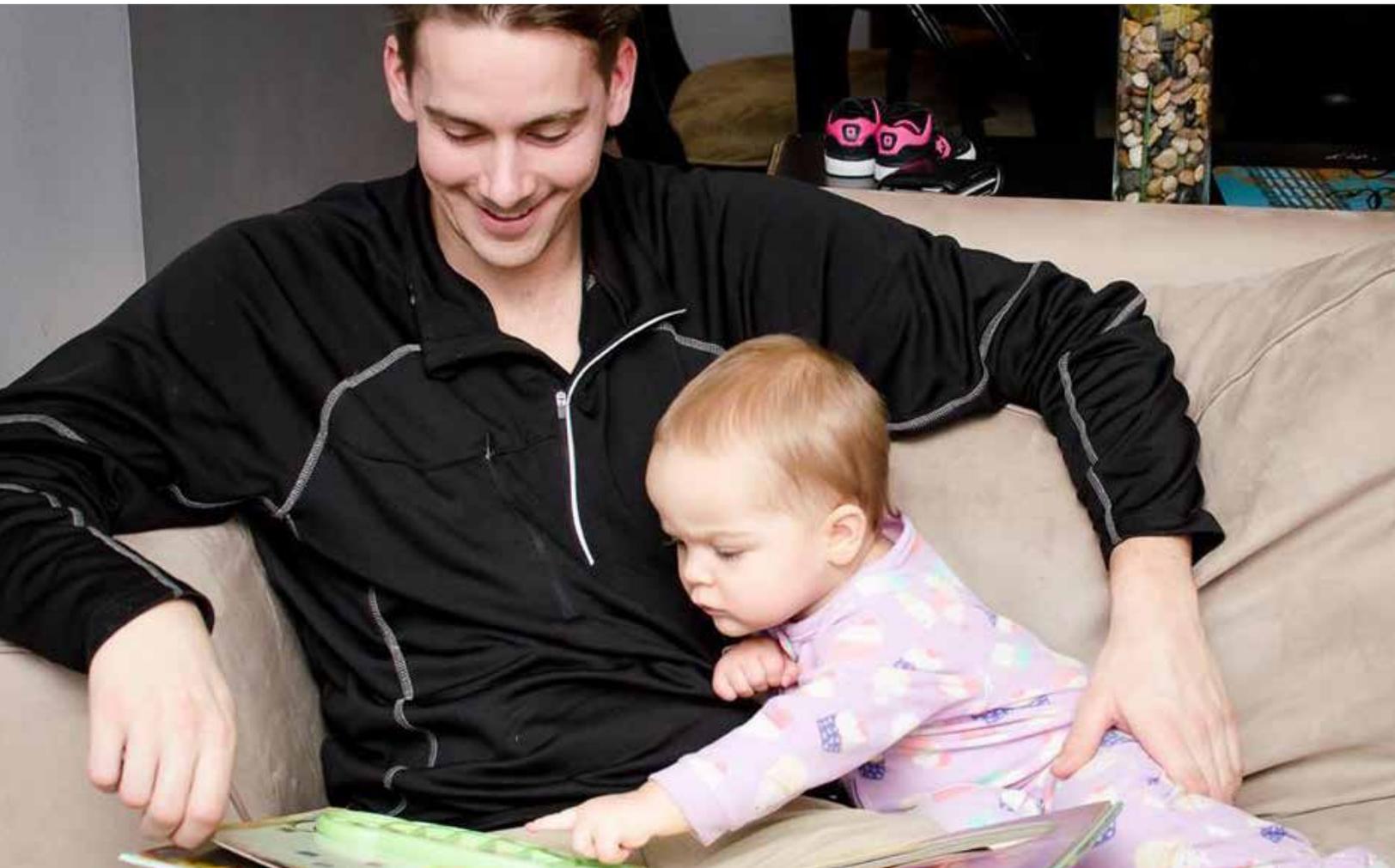
2017 Action Steps

- Partners will engage families and other key stakeholders to determine how to adjust existing models to the London context.
- Partners will identify and recruit healthcare provider champion(s) to ignite early interest in the initiative and promote it within healthcare networks.
- Partners will utilize current best practices and research to co-develop strategies with initiative champions from the healthcare sector.

Lead(s) and partner(s)

- Middlesex-London Health Unit Healthcare Provider Outreach Team
- Community Early Years Partnership
- Western's Interdisciplinary Centre for Research in Curriculum as a Social Practice

22 Reach out Read: The Evidence (2013). http://www.reachoutandread.org/FileRepository/Research_Summary.pdf



Strategy: Improve literacy in the school age years

Initiative: Literacy-focused Wraparound Project

Building upon the successes of the CYN's Grade 7 and 8 Wraparound Demonstration Project, this neighbourhood-based pilot intervention will engage and support young people in the later elementary school years to be successful as they transition to secondary school. The initial pilot used a community-based model designed to "develop a circle of positive influences for young people at risk of generational poverty by directly and positively enhancing protective factors towards youth and helping them to achieve positive educational outcomes."²³ With this new pilot, emphasis will be placed on proven interventions and activities that promote literacy acquisition leading to successful secondary school outcomes. It will also provide opportunities to integrate practices related to newer research, such as that around the importance of sleep and regulation/effective use of screens.

Incubate: Scale Up:

Ties to Priority Outcomes

- More children and youth continue to develop skills and competencies throughout their school years.
- More young people will graduate from secondary school (or the equivalent).
- More community members engage in activities which improve all forms of literacy.

Support for this initiative

Several objectives of the initial pilot of the Grade 7 and 8 Wraparound Demonstration project (2010-2013) are relevant to literacy successes for young people, including positive educational outcomes (in school) and parent engagement in school and community life. An analysis of the initial project, conducted in 2013, found several demonstrated outcomes related to literacy attainment for young people, including:

- Students grades improved
- Youth had opportunities to be mentored
- Parents and teachers experienced improved relationships
- Parents had improved knowledge about how they could help their children succeed in school
- Parents, teachers and community agencies experienced improved relationships
- Students had increased knowledge related to financial literacy

As a result of these proven impacts on young people, and with a framework already developed and evaluated, there is substantial value in using this existing local model with an increased focus on literacy to support better success for young people in elementary and secondary school.

2017 Action Steps

- Partners will review and refine initial Grade 7 and 8 Wraparound Project model and goals to enhance literacy lens of intervention.
- Partners will engage community partners, parents and young people to determine feasibility of intervention. If feasible, partners will establish a wraparound advisory committee, identify criteria for selection of host neighbourhood and utilize criteria to determine pilot location.

23 Evaluation of the Grade Seven & Eight Wraparound Demonstration Project (p.4)



Lead(s) and partner(s)

- Glen Cairn Community Resource Centre
- Learning Disabilities Association-London Region
- London District Catholic School Board
- LUSO Community Services
- Thames Valley District School Board
- Western's Interdisciplinary Centre for Research in Curriculum as a Social Practice

Strategy: Improve youth literacy

Initiative: CYN Youth Project Design (YPD)

Youth Project Design (YPD) is a co-created intervention utilizing the principles of the CYN Youth Framework to engage young people in the design and development of initiatives that support young people with the successful acquisition of leadership skills and with successful secondary school graduation. To create solutions for young people, it is imperative that we engage and work with them right from the start. YPD embodies these principles through the engagement of young people to lead the process of designing and developing initiatives that will increase leadership skills and success with graduation for young people in our city.

Incubate: Scale Up:

Ties to Priority Outcomes

- More young people will graduate from secondary school (or the equivalent).
- More community members engage in activities which improve all forms of literacy.

Support for this initiative

The YPD theory of change states, among other things, that the inclusion of principles such as awareness, access, and connection in youth-focused interventions and activities is vital to success for young people. Following a phase of research and development to refine the theory of change, partners and young people will use a collective impact approach to co-create, implement and evaluate up to 3 interventions that will increase these key success outcomes for young people. This initiative will be implemented in collaboration with the Ending Poverty priority. For details about the proposed interventions, please see Ending Poverty, p. 28.

2017 Action Steps

- Partners will finalize the refinement of the theory of change.
- Partners will define and develop key interventions guided by the leadership provided by young people.

Lead(s) and partner(s)

- Boys and Girls Club of London
- Fanshawe College
- Learning Disabilities Association-London Region
- Literacy Link South Central
- London District Catholic School Board
- London Public Library
- London Youth Advisory Council
- Mind your Mind
- Thames Valley District School Board
- Western University Students' Council
- Western's Interdisciplinary Centre for Research in Curriculum as a Social Practice

Initiative: Community-wide, coordinated model to increase secondary school graduation rates (*London for All, 6.14*)

In collaboration with the Ending Poverty priority, this initiative seeks to initiate a proven model, such as *Pathways to Education™*, which provides integrated wraparound supports to young people in London to develop the skills and supports to successfully graduate from secondary school. *Pathways to Education™* is a proven

intervention “where every young person, regardless of socioeconomic status or background, has an equal opportunity to graduate from high school and continue on to post-secondary education, training or employment. The *Pathways to Education™* Program provides a comprehensive set of academic, social, financial, and individual supports to youth. The results of this unique program have been ground breaking, increasing high school graduation rates by an average of 75 percent.”²⁴ This initiative will intentionally connect with the education focused activities of the Ending Poverty priority.

This initiative is intrinsically related to the work the Ending Poverty and Literacy priorities have accomplished through the Youth Project Design (YPD). Through YPD, it was discovered that, among other things, there is a growing need for free tutoring programs across our community. Through the development of a proven model to support young people to graduate from secondary school, it will be important to integrate the learnings of YPD and research the potential to provide more support to young people with respect to these learnings.

Incubate: **Scale Up:**

Ties to Priority Outcomes

- More young people will graduate from secondary school (or the equivalent).
- More community members engage in activities which improve all forms of literacy.

Support for this initiative

Pathways to Education™ is a longstanding, well-researched model with proven results.²⁵ Partners will assess the feasibility of adopting this type of wraparound model and adapting it to the unique opportunities and context of London. Initiatives with similar goals, such as YPD, are currently taking place in London and their partners are already working to increase collective efforts and alignment to support young people in our city with secondary school success. Whether our community implements *Pathways to Education™* or creates a similar model based on local needs and resources, an important facet of this work will be connecting these activities and building alignment across organizations to best support young people with graduation.

2017 Action Steps

- Partners will research related local activities taking place across the city to assess current alignment with established models such as *Pathways to Education™*.
- Partners will build an inventory of existing after-school support programs, such as free tutoring, to determine best practices and learn how to effectively scale up existing programs in coordination with this new model.
- Partners will conduct a detailed feasibility study to determine the cost, social return on community investment, community interest and viability of bringing the *Pathways to Education™* model to London.
- If pilot is deemed feasible, partners will recruit community champions and community partners to initiate a process for developing *Pathways to Education™* model for London.

Lead(s) and partner(s)

- Boys and Girls Club of London
- Conseil scolaire Viamonde
- Fanshawe College
- Learning Disabilities Association – London Region
- Literacy Link South Central
- Thames Valley District School Board
- London District Catholic School Board
- Western’s Interdisciplinary Centre for Research in Curriculum as a Social Practice

24 <https://www.pathwaystoeducation.ca/>, homepage

25 <https://www.pathwaystoeducation.ca/program-results>

Strategy: Engage parents and caregivers in awareness and promotion of literacy

Initiative: Community-wide literacy education campaign

Since 2014, our community's literacy awareness and education campaign, 2000 Words to Grow/It all starts with Words, has increased awareness and initiated behaviour change related to literacy across the city. Directed at parents and other key influencers of young children, the campaign invites the audience to look into the impact that increased literacy skills could have on their child's future. Not only does the campaign promote awareness of the importance of reading, singing, playing, and talking with children, it leads the user to action by driving users to access literacy-focused tools and resources, such as the CYN's family literacy website (thisisliteracy.ca). The campaign focuses on key influencers of babies and young children and the simple and universal message evokes an emotional response that resonates with parents and caregivers across London. In addition, the ease of the campaign allows its messages and assets to be utilized, shared and adapted by partners and service providers working with young families.



Going forward, partners will explore the effectiveness of the existing campaign in order to refine and plan accordingly. Further, partners will redesign the campaign to expand the reach and serve different age groups. Research indicates that adolescence offers another period of significant brain growth and development.²⁶ From a marketing perspective, supporting a new age group is complementary to the initial campaign focused on the early years; in turn, this will provide parents, caregivers and other influencers with an understanding of this important time for successful literacy acquisition and the tools to help youth achieve their full potential. Potential to focus on populations such as newcomers and/or English language learners is also possible in the future.

Incubate:

Scale Up:

Ties to Priority Outcomes

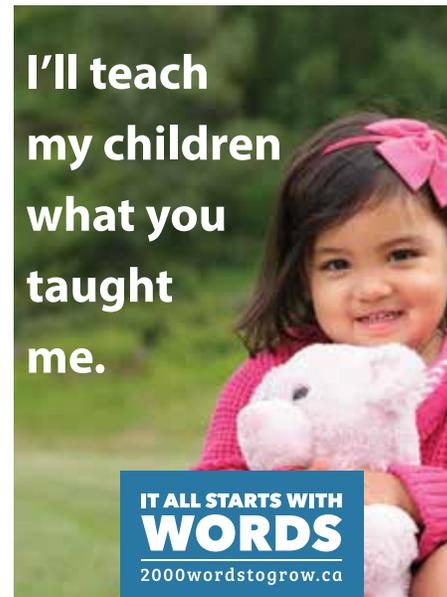
- More community members engage in activities which improve all forms of literacy.
- More children enter the school system with a strong foundation for success.
- More children and youth continue to develop literacy skills and competencies throughout their school years.
- More young people will graduate from secondary school (or the equivalent).

Support for this initiative

The current strategic marketing campaign, It all Starts with Words/2000 Words to Grow is built on evidence that demonstrates that providing a child with more words an hour through speaking, reading, singing, and by creating more literacy opportunities at home leads to successful and increased literacy attainment for children.²⁷

26 <http://www.macleans.ca/society/life/inside-your-teenagers-scary-brain/>

27 Hart & Risley: Meaningful Differences, (1995)



In 2014-2015, the initial six-month, multi-channel, mass marketing campaign resulted in:

- 424,173 social media impressions;
- \$36,800 in earned media including 11 London Free Press articles;
- 192,725 impressions from London Free Press Ads;
- 236,000 radio listeners reached;
- Over 6,500 views of the campaign engagement video on Facebook and YouTube;
- 67% of Literacy partner organizations participated in campaign;
- 493 parents and children participating in the campaign launch event; and,
- 33% of all referral traffic to thisisliteracy.ca from 2000WordstoGrow.ca.

One of the “most powerful elements of the campaign is that any parent, regardless of his or her own literacy level, (can) be an active participant in their child’s development with a simple behaviour change towards more quality words spoken in their homes per hour.”²⁸

2017 Action Steps

- Partners will evaluate effectiveness of reach and impact of existing campaign, and refine and plan accordingly.
- Partners will engage in research and development phase to support campaign for key influencers of teens and/or parents of teens.
- Partners will seek ongoing community funding/sponsorship so initiative can be fully incubated as a community-led and sustained initiative.

Lead(s) and partner(s)

- Childreach
- Grand Ave. Children’s Centre
- London Children’s Museum
- London Public Library
- Ontario Early Years Centres in London
- Western’s Interdisciplinary Centre for Research in Curriculum as a Social Practice

28 Community Report: 2000 Words to Grow. (2015, p.5)

Initiative: **Build literacy-rich environments and integrate literacy into community spaces across the city**

This initiative will increase access to literacy and learning for all families by integrating activities and tools into built environments across the community. A key facet of this work will be to encourage all organizations to look within their own work practices to integrate and maintain rich literacy experiences for families accessing their spaces and places. This will be achieved, in part, by developing and widely promoting resources and supports to make it easy for stakeholders to integrate literacy into the spaces where families live and play. In addition, this intervention provides the opportunity to be supportive of language and learning differences and to be culturally responsive (e.g. including Indigenous-focused materials) in different places across the city.

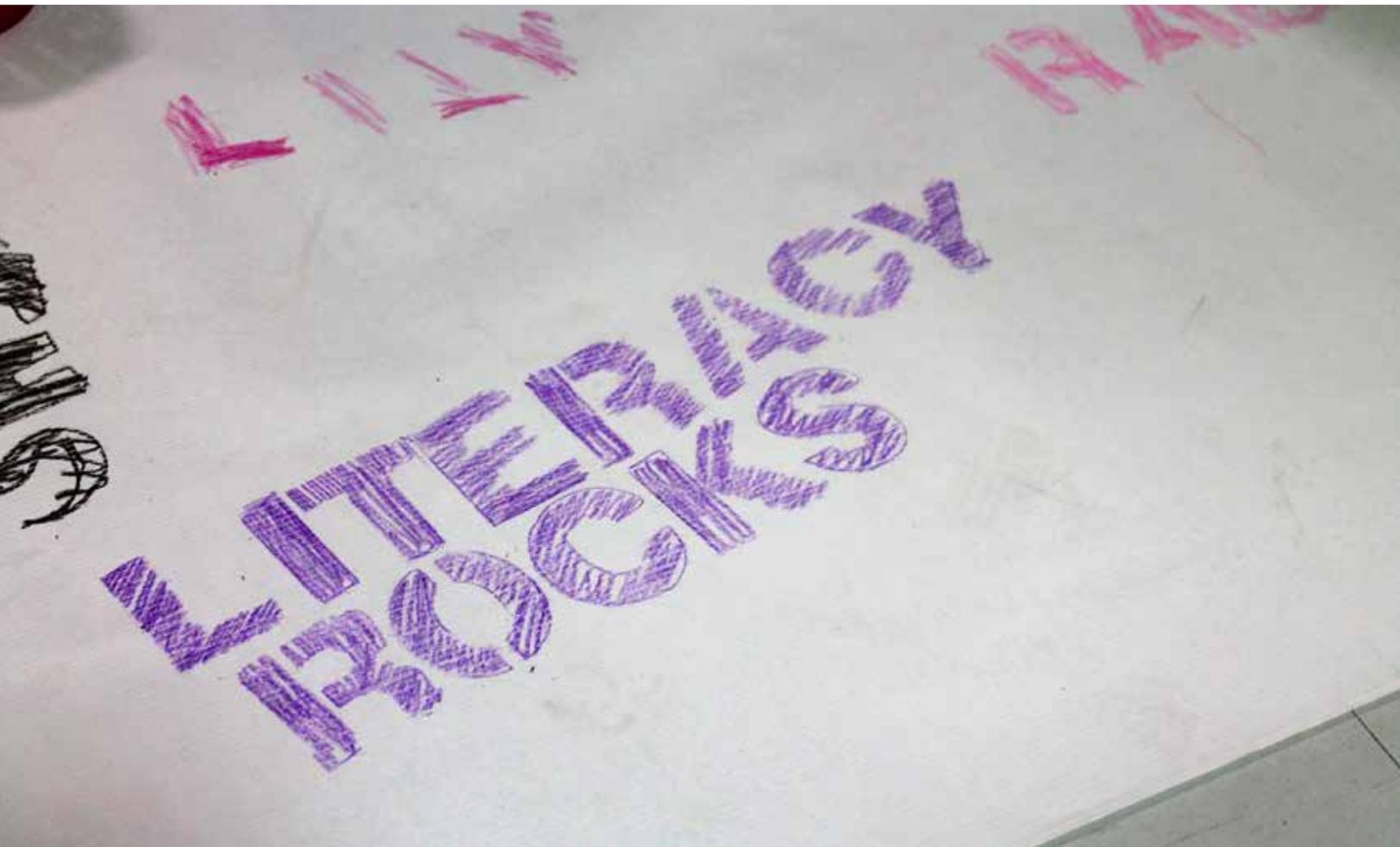
Incubate: Scale Up:

Ties to Priority Outcomes

- More children enter the school system with a strong foundation for success.
- More children and youth continue to develop literacy skills and competencies throughout their school years.
- More community members engage in activities which improve all forms of literacy.

Support for this initiative

Many families in London do not attend or may not have access to playgroups, story times, camps, or other activities that provide opportunities for learning and literacy acquisition. But there are places, such as the grocery store, the laundromat, the walk-in clinic, parks, playgrounds and the mall, that many families naturally access. Further to this, research has shown that “adults and children have richer, more positive interactions when conversation-



stimulating signs are present in environments that families naturally visit.”²⁹ By integrating fun, literacy-focused activities into these spaces, business owners, healthcare providers, community professionals and others can increase rich learning opportunities for the children and families they serve.

2017 Action Steps

- Partners will identify spaces where families live and play and where service providers, including healthcare providers, business operators, and others have spaces where families interact.
- Partners will engage neighbourhood residents and community partners in planning for literacy in community spaces.
- Partners will co-develop strategies for building literacy-rich environments in identified sites according to research-informed best practices.
- Partners will assess and grow the existing Grocery Store and Laundromat Conversations activities to include new locations across the city. Partners will add additional community/family spaces to the “conversation” card model as well.
- Partners will create, promote, and disseminate materials and information that help business operators, service providers, and other places families access to create and promote family-friendly and literacy-rich environments for their users.

Lead(s) and partner(s)

- City of London – Area Services
- Investing in Children
- London Children’s Museum
- London Public Library
- Ontario Early Years Centres in London
- Thames Valley District School Board
- Western’s Interdisciplinary Centre for Research in Curriculum as a Social Practice

Initiative: Make it easier for families to access literacy services, supports and programs

This initiative will create a coordinated approach to sharing our community’s inventory of literacy programs, services and activities to increase awareness and access for families across the city. This initiative leverages existing community resources including social media, the family literacy website (*thisisliteracy.ca*) and others to promote and share opportunities for families to access literacy programming and opportunities in London in an easy, timely way. Current and relevant literacy-focused research, practices and information will also be disseminated and promoted to support increased literacy-focused interactions between parents, children, and community partners

Additionally, the initiative will increase parent understanding through access to current knowledge, research and best practices about literacy and learning. These methods offer tangible and user-friendly ways for parents to access information and then apply it in practical ways with their children and families. Topics such as screen time, sleep, financial literacy, and understanding children’s school curriculum have been identified as important for parents. This element of the initiative addresses the needs of parents who want access to the most recent and up-to-date information and practitioners who want this information shared widely in a timely and efficient manner.

Incubate:

Scale Up:

29 Ridge, et al. Supermarket Speak: Increasing Talk Among Low-Socioeconomic Status Families (2015, p.127)

Ties to Priority Outcomes

- More community members engage in activities which improve all forms of literacy.
- More children enter the school system with a strong foundation for success.
- More children and youth continue to develop literacy skills and competencies throughout their school years.
- More young people will graduate from secondary school (or the equivalent).

Support for this initiative

Evidence shows that children benefit from family literacy programs – school achievement increases, there is more regular attendance, general knowledge improves, children are healthier and they have more positive attitudes towards school.³⁰ Our community is program rich. Across the city, there is a wealth of activities, events, playgroups, homework supports, and online resources that, when accessed, engage families in evidence-based literacy-rich activities and community-based services. Yet, as partners have indicated, so often, families are not aware of these services and supports or find they are too difficult to access and therefore do not benefit from participating. The creation of a system to promote our community's wealth of programs and supports to families will encourage increased awareness and access.

30 Cobb, Meltzer & Williams, 2003; Essential Skills Ontario, 2012; Ontario Literacy Coalition; Redman 2008 as quoted in Youth Literacy Programs: A Review of the Literature (2013, p.6).

Download the London ABCs app! [iPhone](#) [Android](#) [HOME](#) [ORGANIZATIONS](#) [ABOUT](#) [CONTACT](#)

this IS literacy.ca Making literacy an everyday activity for families

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Let's close the 30-million word gap



It all starts with words...this video tells you why



2000 words are easier than you think



Parents

Parents are a child's first and most important teacher.

Whether your child is a newborn or a teenager, there are many ways to make literacy an everyday part of your life.

[Learn More](#)



Children

Discover interactive games and activities for kids to enhance their literacy skills.

It's reading and writing and so much more. Find out how much fun literacy can be!

[Learn More](#)



Teenagers

Ways to communicate and create are anything but traditional for this connected and innovative generation.

From gaming to texting to tweeting, it's all literacy.

[Learn More](#)

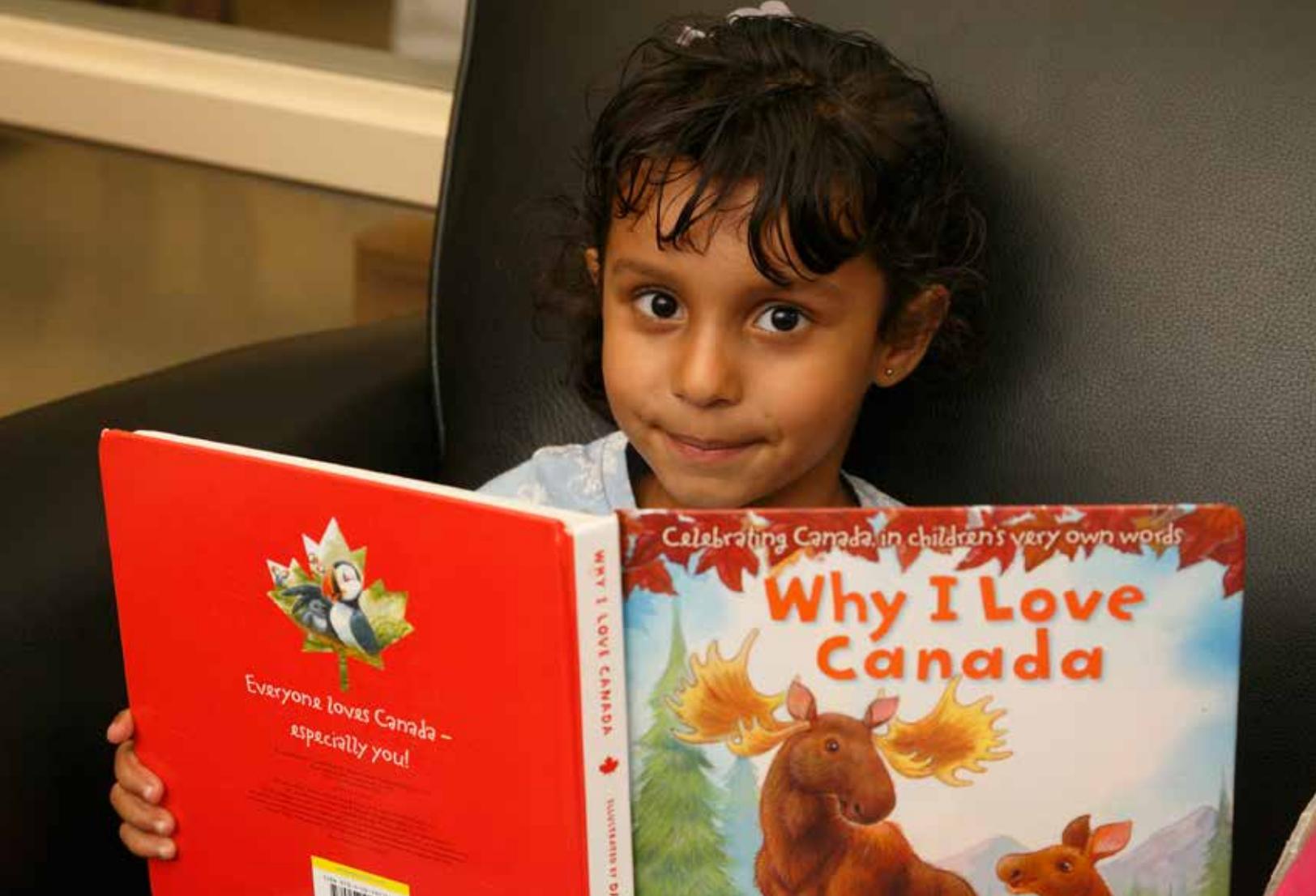


Professionals

Keeping up-to-date is important!

Find tips, hints and links to research and resources on the web and in our community to help you incorporate literacy into the work you do every day.

[Learn More](#)



2017 Action Steps

- Partners will scale up existing online resources, or will create new ones that provide a family-centred, comprehensive, real-time and accessible collection of services and supports for families in London.
- Partners will increase the breadth and depth of content on the CYN's Family Literacy website (www.thisisliteracy.ca) to support current topics of interest and relevant research for parents and caregivers.
- Partners will increase awareness and reach of the CYN Family Literacy website and CYN's "This is Literacy" monthly e-newsletter.
- Partners will scale up promotion of LondonABCs mobile application.
- Partners will seek ongoing community funding/sponsorship and support so this work can be fully incubated as a community-led and sustained initiative.

Lead(s) and partner(s)

- Ontario Early Years Centres in London
- Thames Valley District School Board
- Western's Interdisciplinary Centre for Research in Curriculum as a Social Practice
- Family-Centred Service System partners
- Investing in Children
- Learning Disabilities Association-London Region
- London District Catholic School Board
- London Public Library
- Western's Interdisciplinary Centre for Research in Curriculum as a Social Practice

Strategy: Support community partners with professional learning and practices

Initiative: Continuous learning/education, knowledge mobilization and supports for community partners and professionals

This intervention supports and promotes continuous learning and collaboration for educators, community professionals and service providers across the London community. Activities within this intervention will be learner-centred with current and up-to-date information about literacy acquisition and success so that practitioners continue to model and share the best information with parents and children. With support from post-secondary institutions, such as Western University and Fanshawe College, knowledge and research will be disseminated and promoted across the community in accessible ways.

Incubate:

Scale Up:

Ties to Priority Outcomes

- More community members engage in activities which improve all forms of literacy.
- More children enter the school system with a strong foundation for success.
- More children and youth continue to develop literacy skills and competencies throughout their school years.
- More young people will graduate from secondary school (or the equivalent).

Support for this initiative

To reach parents and children across the city, it is essential that community professionals, educators, post-secondary students in appropriate fields and others have access to up-to-date research and practices, are informed about new policies and interventions and are able to share their own knowledge with others. This initiative aims to fill a knowledge gap in the community and encompasses several activities that support continuous learning, professional training and knowledge mobilization for professionals, researchers, post-secondary students and others. Increased professional connections and sharing of current practices supports an increased number of parents and caregivers to effectively integrate literacy into everyday activities and in turn support increased literacy outcomes for their children and families.

2017 Action Steps

- Partners will host the annual CYN Family Literacy Conference for Professionals.
- Partners will update and increase relevant content and promote the CYN Family Literacy website (thisisliteracy.ca).
- Partners will increase the engagement of community professionals as authors and reach of CYN's "This is Literacy" monthly e-newsletter.
- In cooperation with other CYN priority areas, partners will explore and deliver training/capacity building that supports inter-priority connections and opportunities, including: Cultural Safety Training, Cultural Competency Training and brown bag lunch meetings after CYN Literacy meetings and before Ending Poverty priority meetings.
- Partners will meet with key stakeholders from post-secondary institutions to establish collaborative relationships to integrate literacy practices into student learning and to explore research partnerships.

Lead(s) and partner(s)

- City of London-Storybook Gardens
- Grand Ave. Children's Centre
- Investing in Children
- Learning Disabilities Association-London Region
- Literacy Link South Central
- London Children's Museum
- London Public Library
- Ontario Early Years Centres in London
- YMCA of Western Ontario – Family Centre Carling-Thames

Initiative: Participation and alignment with existing networks and partnerships in London to increase collective effectiveness

Several other networks, partnerships and initiatives in London have interests and activities that influence Literacy priority outcomes. The Quality Child Care Initiative, London-Middlesex Local Immigration Partnership, the Community Early Years Partnership, the *London for All* Implementation Body, and the London and Middlesex Child & Youth Mental Health Strategy are just a few of the networks, partnerships and initiatives in the city whose activities can influence Literacy outcomes. This initiative aims to increase alignment between all of these groups, and supports collective efforts towards our common outcomes by participating, connecting and collaborating with these networks and bodies. Ideally, there will also be opportunities to co-create new interventions where gaps in service exist.

Incubate:

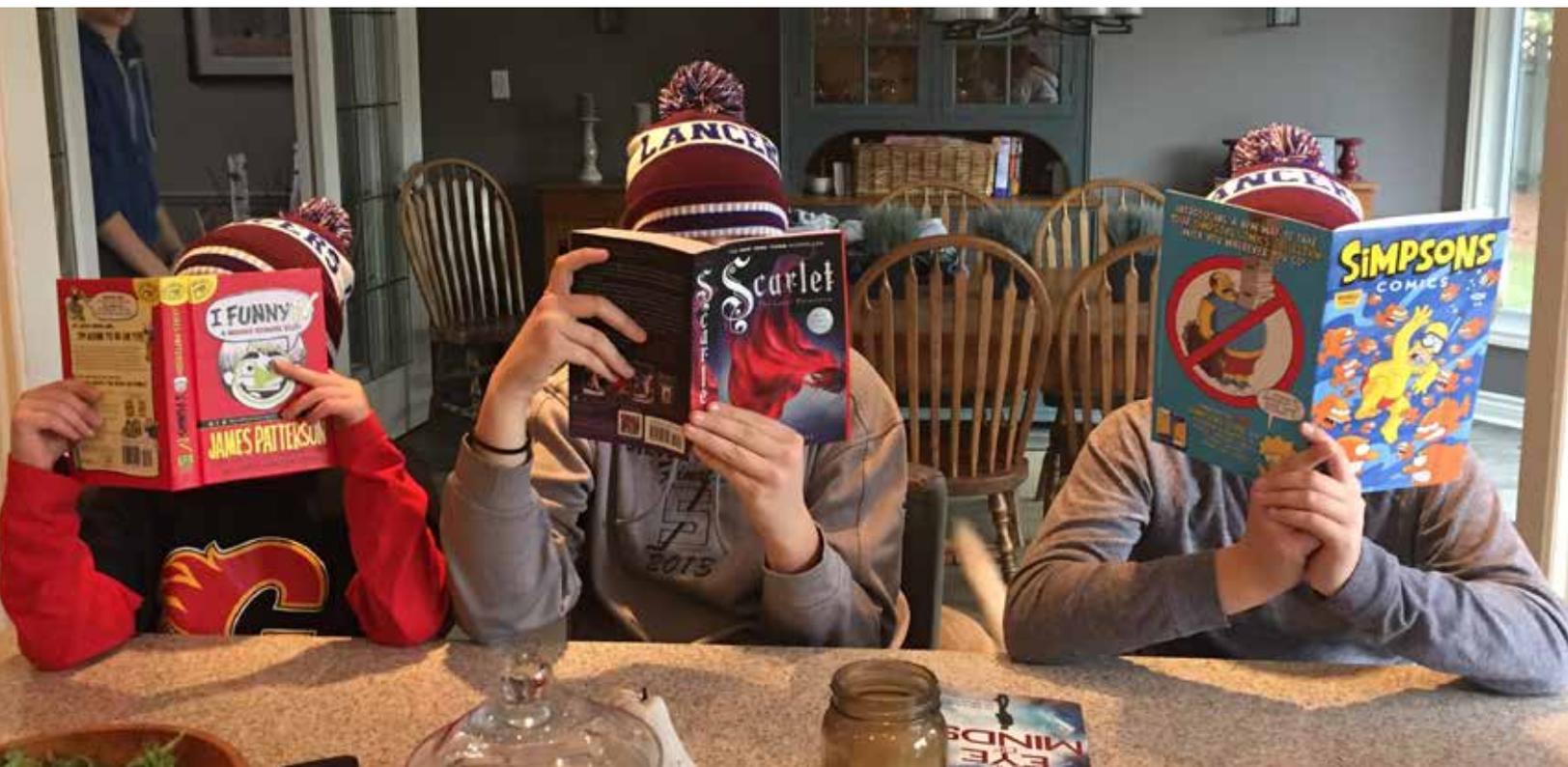


Scale Up:



Ties to Priority Outcomes

- More community members engage in activities which improve all forms of literacy.
- More children enter the school system with a strong foundation for success.
- More children and youth continue to develop literacy skills and competencies throughout their school years.
- More young people will graduate from secondary school (or the equivalent).



Support for this initiative

Based on the collective impact model, continuous communication is essential to creating large scale change. By using the principles of the family-centred service system and the InterProfessional Communities of Practice models, this initiative supports knowledge exchange and mobilization among networks across the city to honour work already taking place and connect and share resources in support of collective outcomes. These efforts will minimize duplication, increase collective efforts and make it easier for families to engage in proven programs, initiatives and activities.

2017 Action Steps

- Partners will reach out to networks, partnerships and other groups to learn about common efforts and mutual partners who can act as liaisons.
- Partners will understand where work is taking place and where gaps exist.
- Partners will design a strategy to connect and drive collective efforts.

Lead(s) and partner(s)

- Learning Disabilities Association-London Region
- Literacy Link South Central
- London Public Library



HEALTHY EATING & HEALTHY PHYSICAL ACTIVITY

When we first came together nearly 10 years ago, the data on childhood obesity was clear and troubling. Today, as international, national, provincial, and local reports indicate, the factors influencing child and youth healthy weights, rates of sedentary behaviour, healthy physical activity levels, and optimal nutrition habits remain problematic in Canada.

Canada's 2016 Physical Activity Report Card, organized by ParticipACTION, clearly outlines the problem areas. Canada scored a "D+" on Active Play and on Physical Literacy, a "D" in Active Transportation, an "F" in Sedentary Behaviours, and a "C+" in Family and Peer influence. Moreover, based on information from two cycles of the Canadian Community Health Survey (CCHS), approximately 50% of adolescents are not consuming sufficient amounts of fruit and vegetables.³¹ However, there are some hopeful signs. The report card points out factors which show progress. Canada scored an "A-" in Community and Environment Influences, a "B" in School influences, and a "B-" and "A-" in Government and Non-Government investment strategies, respectively.

Nonetheless, Canada scored a "D-" in Physical Activity levels, with only 9% of children aged 5 to 17 meeting the recommended guidelines of 60 minutes of moderate- to vigorous- intensity physical activity per day.

Poor scores on nutrition and physical activity are additionally troubling given the mounting evidence that both these factors are linked to mental health. Researchers observe "consistent cross-sectional associations between unhealthy dietary patterns and worse mental health in childhood or adolescence," and that "regular exercise can have positive effects on psychopathologic outcomes (i.e., anxiety, depression and self-esteem) in adult and non-obese child populations."³²

Childhood obesity is a global priority. There is universal agreement that the key to reversing the obesity trend is systemic change designed to promote healthy lifestyles. There are many calls for action and many strategic frameworks to combat this epidemic that have been developed at every level of government—provincially, nationally and internationally—as well as from various NGO and private sector organizations.

Locally, we can see that this health crisis is echoed with respect to our city's children and youth. While we have seen positive small scale change in our community through initiatives like the Middlesex-London *in motion*TM Community Challenge and the Grade 5 Act-i-Pass Program, the CYN impact assessment indicates that 1 in 5 children in London are still obese or overweight (data from 2013-2014),³³ which aligns with data from across the province.³⁴ Though there are glimmers of hope – the number was 1 in 4 when CYN first formed—clearly there is much more work to be done before the curve on healthy lifestyles is turned in the right direction.

Vision

To lead the nation in increasing healthy eating and healthy physical activity.

Goal

To create environments, neighbourhoods, and opportunities that promote and support daily physical activity and healthy eating for all children, youth, and families in London.

31 <http://www.phac-aspc.gc.ca/publicat/hpcdp-pspmc/32-3/ar-06-eng.php>

32 Mutrie, N. (1998); Steptoe, A. (1996) as cited in Daley et al., (2006); http://www.mindingourbodies.ca/sites/default/files/mob_literature_review_0.pdf

33 However, of note is that the obesity rate/overweight rate has decreased locally, as data from 2007-2008 stated London's rates to be 1 in 4.

34 www.statscan.gc.ca

Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Approach

A multi-level, collective impact, community-based approach developed around policy change, awareness and education, high quality, accessible programs and service, strategic investment, and community mobilization has been the foundation of the HEHPA priority work plans since the beginning of the CYN. The same approach and philosophy has guided the development of HEHPA's next five year plan designed to create culture change in our community that will ultimately decrease obesity rates in children, youth, and families across London. This approach is reinforced by many other calls for action and strategic frameworks, including ParticipACTION's Active Canada 20/20 agenda, the Province of Ontario's 2013 report, No Time to Wait: The Healthy Kids Strategy, as well as European studies using the EPODE (Ensemble Prévenons l'Obésité Des Enfants / Together Let's Prevent Childhood Obesity) methodology.³⁵

To represent the complex, inter-related nature of factors affecting childhood obesity and the related unhealthy habits of poor nutrition and sedentary behaviour, we use the graphic model created by Public Health Ontario in the 2013 document

Addressing Obesity in Children and Youth: Evidence to Guide Action for Ontario. "Adopting both a socio-ecological and a life-course perspective, PHO developed an integrated framework to describe the causal factors that contribute to childhood obesity, and to identify leverage points for the prevention and treatment of childhood obesity"³⁶ (see Figure 3).

"...The socio-ecological theory hypothesizes that one's behaviours are not only affected by individual factors, but also by interactions with the larger social and environmental context. [PHO's] socio-ecological framework depicts these relationships for the issue of childhood obesity. This framework also integrates a life course approach, emphasizing the importance of early-life risk factors, the accumulation of behaviours and excess weight through growth and development leading to obesity, and the high risk of obese youth becoming obese adults. The innermost layer of the framework depicts individual, home and family factors, including genetic, ethnic identity, psychosocial (e.g., beliefs, attitudes, knowledge), skills, lifestyle and health status factors. This level is surrounded by the key behavioural settings or micro-level environments that affect eating and physical activity behaviours, such as home, preschool, school, after-school, community and health care. These settings often provide focal points for interventions. The macro-level environment stratum encompasses policies, messaging, marketing, regulation, taxation and other sector-level controls. The outermost layer of the framework represents social norms and values. This layer is the pattern of ideology and organization that can reinforce behaviours that promote social obesity, as it has a cascading effect through the other layers of influence in the model."³⁷

Partners have identified eight strategies, or 'levers,' which we believe will best contribute to achieving our desired local outcomes around healthy eating, physical activity, sedentary behaviour, and supportive healthy environments:

- Support of local policy development and advocacy projects related to HEHPA desired outcomes
- Increasing education and awareness

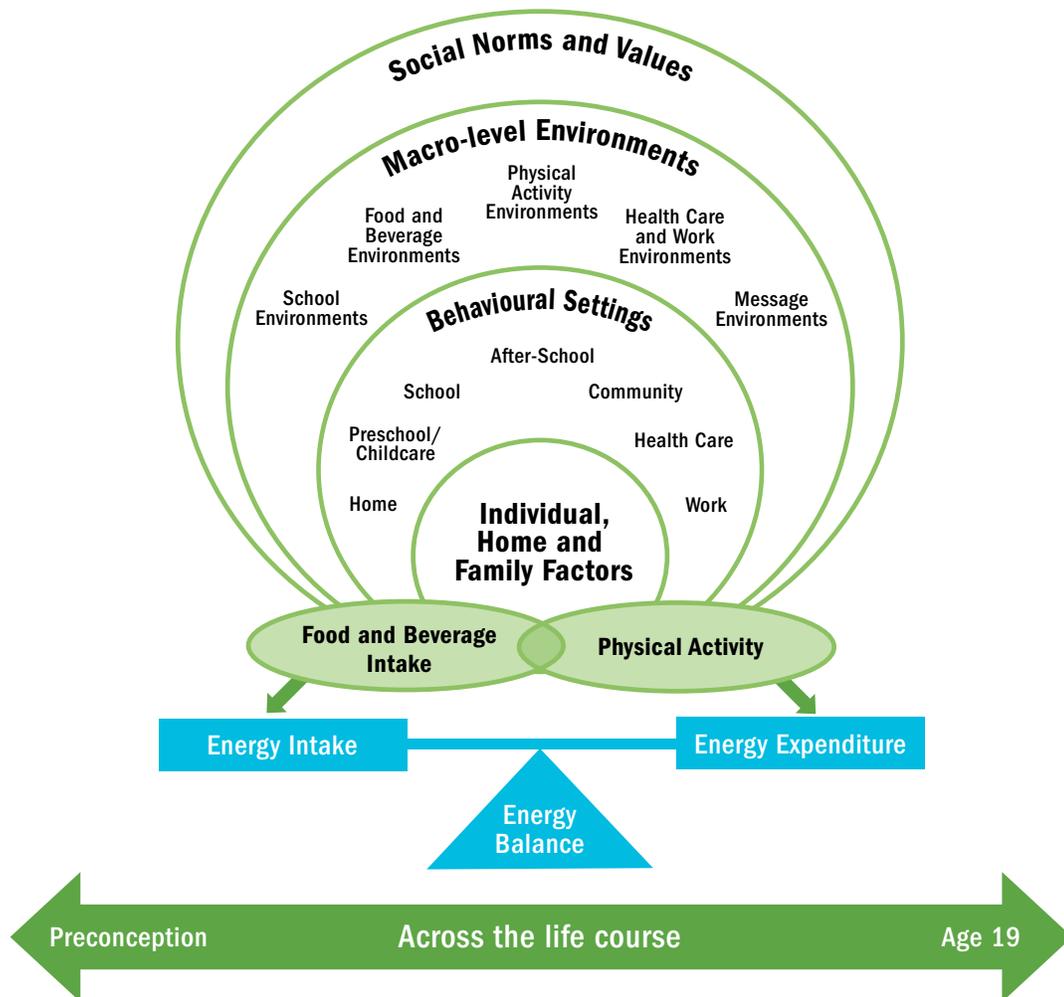
35 Also see Global Strategy on Diet, Physical Activity, and Health - a global call to action, May 2004, World Health Organization; Curbing Childhood Obesity: A Federal-Provincial-Territorial Framework for Action to Promote Healthy Weights, 2011, Canada's Ministers of Health; Active Canada 20/20: A Physical Activity Strategy & Agenda for Canada, May 2012, ParticipACTION.

36 https://www.publichealthontario.ca/en/eRepository/Addressing_Obesity_Children_Youth_Sept2013.pdf

37 https://www.publichealthontario.ca/en/eRepository/Addressing_Obesity_Children_Youth_Sept2013.pdf

- opportunities throughout the community
- Supporting improvements to the built environment impacting HEHPA desired outcomes
- Supporting existing collaborative programs and projects to enhance their impact
- Creating, distributing and promoting tools & resources
- Encouraging the creation of healthy, active neighbourhoods
- Supporting and promoting local research to increase the evidence foundations of local initiatives
- Continuous evolution of the HEHPA plan to reflect emerging issues and promising practices

Figure 3. Childhood Obesity Evidence Review Framework



Source: Addressing Obesity in Children and Youth: Evidence to Guide Action for Ontario, (p. 5, 2013).

Strategy: Support (local) policy development/advocacy projects related to HEHPA outcomes

Initiative: Identify and advocate for policy improvement opportunities within local organizations and jurisdictions that facilitate better healthy eating and physical activity outcomes

This initiative seeks to identify and address policy gaps and opportunities regarding healthy eating, physical activity, and sedentary behaviour within the London community. These policy gaps and opportunities will largely be identified through Strategy #8: Research and Reflection, recognizing that ongoing research helps to identify new gaps and needs. Policy change will be targeted at local jurisdictional levels and will also include supporting advocacy around policy change at more senior jurisdictional levels which impact London. As we move forward, policy gaps will be identified and support will be provided to advocate for policy change, when applicable, within local organizations.

Incubate:

Scale Up:

Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.



Support for this initiative

Policies guide standards, practices, and decision making. Entrenching healthy practices and reinforcing healthy behaviours through policy implementation ‘institutionalizes’ healthy habits and assures sustainability of impacts. This advocacy work will reinforce and enhance ongoing policy development and advocacy work of some HEHPA partners and ties to the policy change work encouraged by the Province of Ontario’s Healthy Kids Community Challenge.

2017 Action Steps

- HEHPA partners will identify policy opportunities annually through advocacy initiatives.
- Local policy initiatives that have been identified by HEHPA partners include, but are not limited to:
 - Supporting Drink Water...Perform Better (encouraging sport organizations to adopt water versus sugar sweetened drinks at games and competitions);
 - Adopting Active and Safe Routes to School (ASRTS) action plans;
 - Supporting food cupboard standards/guidelines;
 - Altering content of vending machines in schools and municipal facilities;
 - Creating consistent food policies (e.g. snack programs) across organizations/programs; and,
 - Standardizing amenities in new school builds, such as:
 - Advocating for buffer zones around schools to reduce traffic;
 - Supporting policies for zero fast food outlets within 2-5km of schools; and,
 - Advocating for outdoor fitness equipment to be integrated into existing play spaces.
- Where appropriate, the HEHPA Priority will advocate to other jurisdictions when this supports desired change at the local level.

Lead(s) and partner(s)

- Western University (Faculty of Health Sciences and Department of Geography)
- Brescia University College (School of Food and Nutritional Sciences)
- Investing in Children
- Crouch Neighbourhood Resource Centre
- Glen Cairn Community Resource Centre

Initiative: Campaign amongst CYN partner organizations to model healthy lifestyle habits

This initiative is to encourage and support CYN partners to ‘walk the walk’ by adopting healthy eating and physical activity practices and policies within their own organizations. Throughout the coming years, CYN partners will implement various healthy lifestyle habits into their organization, such as, reducing the provision of sugar sweetened drinks at internal or external meetings hosted by the organization, or encouraging interruptions to sedentary behaviours within the workplace.

Incubate:

Scale Up:

Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced

- consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

Research shows that “role modeling” is amongst the most powerful motivations to sustain changes in habits.³⁸ If CYN organizations adopt such practical changes, this will impact the habits of employees and other stakeholders of the organization who in turn influence practices within their respective families.

The initiative also builds on the participation/support of network partners regarding other HEHPA initiatives targeted at behaviour change such as the *in motion*TM Community Challenge, and connects to themes of the Healthy Kids Community Challenge. This work ties to Initiative: Identify and advocate for policy improvement opportunities within local organizations and jurisdictions that facilitate better healthy eating and physical activity outcomes.

2017 Action Steps

- HEHPA partners will create strategies and supporting materials for the purpose of supporting CYN partner organizations in reviewing and revising their unhealthy internal practices (e.g. the sorts of refreshments served at organizations’ events, programs, and meetings, etc.).
- Design and create a simple way of tracking changes within CYN partner organizations.

Lead(s) and partner(s)

- HEHPA and CYN partner organizations

38 Bois, et al., Elementary schoolchildren’s perceived competence and physical activity involvement: the influence of parents’ role modelling behaviours and perceptions of their child’s competence (2005).



Strategy: Increase Education and Awareness Opportunities throughout the Community

Initiative: Support the Middlesex-London *in motion*TM Social Marketing Strategy



MIDDLESEX - LONDON
Building Canada's
Healthiest Community

www.inmotion4life.ca

The HEHPA priority has adopted the *in motion*TM brand as part of a community-wide campaign to create a local universal brand for healthy, active living. Partners integrate the *in motion*TM messaging and branding into their existing organizational media outlets, and work on Middlesex-London *in motion*TM social marketing projects. One example of a social marketing project is the 31-day October physical activity challenge. The Challenge aims to foster a sense of community while increasing the awareness of residents and service providers about the importance of physical activity, what it means to be physically active, and how to be physically active. Overall, this initiative aims to increase the number of year-round social marketing messages and campaigns over the next 5 years.

Incubate: Scale Up:

Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

Social marketing –the use of messaging to educate, motivate, and provoke change – is a key component of altering a culture to be more supportive of healthy lifestyles. Research shows that when social marketing is coupled with other changes, such as those to programs, policies, or the built environment, there is higher impact.³⁹

Unification under one easily-recognizable universal healthy lifestyle brand helps broaden the reach and impact of all social marketing messaging and education/awareness campaigns using the brand. To support brand unification, any healthy living initiatives developed by HEHPA priority partners will support *in motion*TM through the inclusion of *in motion*TM branding on promotional materials. When applicable, partners will also include the *in motion*TM branding in their own organization's advertising. As well, the *in motion*TM partnership website (www.inmotion4life.ca) is available to partners to promote their own activities, as well as offers opportunities to support and promote other HEHPA initiatives.

2017 Action Steps

- Work with the Middlesex-London *in motion*TM committee to develop an annual year-round strategic awareness campaign and 31-day Challenge campaign with action plans.

39 Public Health Ontario, Planning health promotion programs: introductory workbook (2015).

- Include ‘mental health’ benefits within motivational messaging of Challenge, employing the World Health Organization’s definition of mental health “as a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.”⁴⁰
- Annually review *in motion*TM social marketing plans, including the *in motion*TM Challenge, to identify opportunities to increase the impact of messaging and social marketing campaigns.
- Engage HEHPA resources/partners in action plan implementation where appropriate.

Lead(s) and partner(s)

- City of London
- Middlesex-London Health Unit
- University of Lethbridge
- Western University
- City of London
- Boys and Girls Club of London
- London Public Library
- YMCA of Western Ontario
- London District Catholic School Board
- Thames Valley District School Board
- London’s Children Museum
- For a full list of partners, visit www.inmotion4life.ca

Initiative: Explore development and implementation of a Community Cooking Challenge

Based on the *in motion*TM Community Challenge model, the Community Cooking Challenge is designed to further our vision of building an empowered community that is engaged with our local food system. The goal of this initiative is to provide opportunities for families and community members to explore preparing and sharing healthy foods together. As part of the Community Cooking Challenge, there will be supports and resources created by partners, and provided to families, to encourage and foster healthy cooking and eating habits.

The scale of the Community Cooking Challenge is dependent on the number of partners that engage in the planning process and adopt the project as part of their work, similar to the *in motion*TM Challenge. Over the next 5 years, support will be provided to develop and implement the Community Cooking Challenge. Depending on which partners get involved, the Community Cooking Challenge could include a marketing campaign coupled with local activity nights, online resources, workshops, neighbourhood level community meals, and local food events organized by partners.

Incubate: Scale Up:

Ties to Priority Outcomes

- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

Recent studies link regular family dinners with many positive child behaviours: lower rates of substance abuse, violence, and depression, as well as higher academic achievement.⁴¹ Studies also indicate that dinner

40 http://www.who.int/features/factfiles/mental_health/en

41 Fruh, et al.. The surprising benefits of the family meal.” (2011); Fulkerson, et al., Family dinner meal frequency and adolescent development: Relationships with developmental assets and high-risk behaviors. (2006)



conversation is a potent vocabulary-booster in addition to contributing language development for children.⁴² Moreover, evidence indicates that sharing quality family mealtime together has a wealth of health benefits, especially for children, including:

- eating more fruit, vegetables, fibre, calcium-rich foods, and vitamins;
- eating less junk food;
- lower rates of obesity and eating disorders in children and adolescents; and,
- fewer signs of depression.

Moreover, when families eat together, parents can:

- role model healthy food choices;
- create a safe place to experiment with new food;
- monitor serving sizes; and,
- encourage conversations at mealtimes.

2017 Action Steps

- Explore the feasibility of the Community Cooking Challenge project based on existing community assets and interest from partners in leading/engaging in the project.
- If appropriate to continue, develop an action plan outlining the core components and timelines of the initiative, including partnership development, marketing, evaluation, and sustainability strategies.
- Identify and develop resources and supports required to carry out the action plan.
- Explore granting opportunities when appropriate to cover the cost of core components for the project.
- Engage other CYN and community partners to build inter-priority connections that support and expand the initiative.

42 Snow, et al., Mealtime talk that supports literacy development.(2006); Hart & Risley. Meaningful differences in the everyday experience of young American children. (1995).

Lead(s) and partner(s)

- Growing Chefs! Ontario
- LEADS Employment Services
- Middlesex-London Health Unit
- YMCA of Western Ontario
- Epilepsy Support Centre
- The City of London
- Brescia University College
- ReForest London
- Crouch Neighbourhood Resource Centre

Initiative: Provide coordinated training and education opportunities

This initiative addresses gaps in training and awareness amongst HEHPA priority partners and London residents regarding:

- the services, expertise, and assets of other HEHPA partners;
- the complex issues of obesity, sedentary behaviour, and proper nutrition; and,
- how these issues may be impacted by various cultural contexts.

The initiative uses public presentations, forums, and discussions to promote education and awareness for partners and for residents. Throughout the next 5 years, gaps in training and awareness will be identified. Based on those gaps, forums and presentations will be implemented to provide adequate education for all HEHPA priority partners and London residents.

Incubate:



Scale Up:



Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

Lack of knowledge and awareness of the issues surrounding childhood obesity is consistently listed as a barrier to action. In other words, individuals cannot appropriately adjust their actions to reinforce a larger goal if they do not have the knowledge and information needed to justify making the changes. As well, lacking awareness presents obstacles in seeking partners on collaborative projects and assisting members of the public in acquiring the assistance they need.

Sharing a common knowledge foundation, being aware of the strengths and assets of other potential collaborative partners, and understanding cultural sensitivities enhances the capacity of the HEHPA priority. With a common understanding of the issues our community is facing, we can begin to align our actions to have collective impact.

2017 Action Steps

Partner-to-partner training:

- In January, partners will develop annual presentation schedule allowing partners to share their

organization's work with the HEHPA priority.

- The schedule will be implemented at subsequent bi-monthly HEHPA meetings.
- On occasion, external experts will be called upon to present at HEHPA meetings to fill knowledge gaps including topics sensitizing members to other cultures.

Public Education/Awareness sessions:

- HEHPA priority partners are consulted on a schedule of public education presentations for the year that will cover topics such as healthy eating, healthy physical, environments, mental health, and cultural sensitivity, among others.
- When possible, these educational opportunities will be integrated into existing partner events.

Potential topics include:

- concussion policy development to facilitate safer physical activity programs;
- the role healthy eating and physical activity plays in mental health;
- the role of nature in facilitating healthy living outcomes;
- physical literacy/food literacy; and,
- updates to Canada's physical activity guidelines and food guide.

Lead(s) and partner(s)

- Investing in Children
- Growing Chefs! Ontario
- LEADS Employment Services
- Middlesex-London Health Unit
- YMCA of Western Ontario
- The City of London
- Western University
- Crouch Neighbourhood Resource Centre

Initiative: Improve networking and coordination amongst existing Food and Physical Literacy Programming

This initiative is an effort to provide better communication and coordination amongst the many service providers and health promotion agencies engaged in Food and Physical literacy programming in London. Over the course of the next 5 years, partners will share their projects and identify where collaborations can be formed. Furthermore, partners will encourage and facilitate stronger communication and collaboration between health promotion agencies engaged in Food and Physical literacy programming.

Incubate:



Scale Up:



Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

Partners note the large volume of programming that already exists in London around healthy eating and

physical activity. Partners agree that there are opportunities to better collaboratively identify key messages and strategies to lead to desired health outcomes. Common messaging, goals, and measurement will improve the collective impact of food and physical activity literacy in London. Closer collaborations will identify more opportunities for collective projects, will allow for pooling resources, and will stimulate new partnerships. As well, it provides partners with an opportunity to specifically discuss how to best service specific population groups, such as newcomers, or individuals with exceptionalities or special needs.

2017 Action Steps

- Convene groups of interested partners and program leaders to discuss/share best practices and how to integrate these into their respective work, as well as how to use similar language, messaging, and curriculum that reinforces the same evidence-based outcomes.
- Based on meeting outcomes, complete a mapping exercise to understand current food/physical literacy activities and interventions taking place within London.
- Support ongoing communication between partners to identify best practices and create mutually reinforcing activities and projects.

Lead(s) and partner(s)

- | | |
|--|---|
| <ul style="list-style-type: none"> • Western University • Growing Chefs! Ontario • City of London • London-Middlesex Local Immigration Partnership Committee • Thames Valley Children Centre • Thames Valley District School Board • Glen Cairn Community Resource Centre | <ul style="list-style-type: none"> • Community Living London • Middlesex-London Health Unit • SARI • Investing in Children • London’s Children Museum • Crouch Neighbourhood Resource Centre • YMCA of Western Ontario |
|--|---|

Initiative: Support and enhance www.inmotion4life.ca

This initiative aims to increase the usage of the Middlesex-London *in motion*TM partnership website through enhanced alignment of HEHPA priority partners’ collaborative and individual organizational work. Over the next 5 years, the HEHPA priority will continue to utilize www.inmotion4life.ca as the landing page for all local healthy eating and physical activity related information and resources. The website is currently home to the Middlesex-London *in motion*TM Community Challenge, the Grade 5 Act-i-Pass, digital versions of all *in motion*TM and HEHPA priority created resources, and links to partners’ and other relevant healthy living websites. As part of this initiative, all resources created by the HEHPA priority will profile www.inmotion4life.ca. As well, the partnership will continue to encourage all healthy eating/healthy physical activities to be represented on this website.

Incubate: Scale Up:

Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

Using a single door approach, similar to that of the Family-Centred Service System priority (see section 5.2.5), allows for Londoners to more easily access the information and services they need to help them succeed at living a healthy lifestyle.

2017 Action Steps

- HEHPA partners of the Middlesex-London *in motion*TM partnership will use Google Analytics and other metrics to examine www.inmotion4life.ca to determine how to improve the site (e.g. identify strengths, weaknesses, gaps, and areas requiring updates or changes, etc.).
- To keep [inmotion4life.ca](http://www.inmotion4life.ca) content relevant, an annual schedule will be created outlining when partners will submit articles and news to the Middlesex-London *in motion*TM coordinator to be posted on the website (partners are also welcome to submit articles at any time).
- HEHPA and broader CYN partners will be encouraged to internally review their marketing materials and social media strategies to identify appropriate opportunities to promote www.inmotion4life.ca and to link their projects to the website whenever possible.

Lead(s) and partner(s)

- *in motion*TM licensees: City of London and Middlesex-London Health Unit
- Content provided by *in motion*TM, HEHPA, Active and Safe Routes to School, and other CYN partners

The screenshot shows the homepage of the *in motion* website. At the top, there is a dark navigation bar with links: HOME, ABOUT, THE CHALLENGE, ACT-I-PASS, NEWS, RESOURCES, LINKS, and HKCC. Below this is a large orange banner with the *in motion* logo and tagline "Physical Activity - do it for life!". To the right of the logo, it says "MIDDLESEX - LONDON Building Canada's Healthiest Community". Further right, it displays the date "November, 2 2016" and "Current Temperature in London: °C" along with social media icons for Facebook and Twitter.

The main content area is divided into several sections:

- Search:** A search bar with a "Search" button.
- Middlesex-London in motion™:** A section describing the community campaign to promote healthy and active living. It includes a video player showing a man with a horse.
- Everyday Champion:** A section with a "Download the App!" button and the text "Start tracking today!".
- In motion™ Community Challenge:** A large section with the headline "THE NEW APP IS HERE!" and "ARE YOU... UP FOR THE CHALLENGE?". It includes a "DOWNLOAD HERE" section with buttons for Google Play and the App Store.
- Challenge Details:** A section with questions and answers: "Who? Everyone can join! Take the Challenge yourself and get your friends and family to join you.", "What? A 31 day physical activity challenge held throughout October.", "Where? Anywhere in the city of London and Middlesex County.", "Why? Let's build Canada's healthiest community together! The Challenge is an easy and social way to get active and feel energized with friends and family while being a part of a great community initiative!", "When? The whole month of October!", "How? TRACK ON YOUR PC, DOWNLOAD THE TRACKING FORM OR USE THE mobile app to track your physical activity minutes."
- Social Media:** A section showing a Facebook post about the challenge and a Twitter feed with tweets from @inmotion4life.

Strategy: Support improvements to the built environment impacting HEHPA desired outcomes

Initiative: Support and scale up built environment changes that facilitate better physical activity and healthy eating outcomes

The “built environment” refers to the man-made, physical environments - both outdoors and indoors - where people live, work, and play. A number of HEHPA partners are already championing various built environment strategies that enhance physical activity and/or healthy eating outcomes. This initiative takes a deliberate and intentional approach to identifying promising projects and strategies in order to bolster their profile, encourage more participation from supporting organizations, share learnings, and maximize opportunities to benefit from economies of scale. Over the next 5 years, partners will support ongoing projects tied to the built environment in addition to facilitating and supporting the creation of new partner projects when appropriate.

Incubate:

Scale Up:

Ties to Priority Outcomes

- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

Research shows that the built environment plays a significant role in “who, what, where, when, and how” children, youth, and families engage in their communities: “where you live is as important as who you live with.”⁴³ The ability to use the HEHPA priority network to share best practices and leverage resources will increase the impact of local, built-environment projects.

This initiative is consistent with The London Plan (City’s new Official Plan, adopted by London City Council) and, in particular, supports the goals of:

- Invest[ing] and reinvest[ing] in community recreation facilities to support evolving recreation and leisure needs;
- Seek[ing] out partnership opportunities in the provision of recreation and leisure services that maximize the benefit to Londoners; and,
- Where appropriate, support[ing] community food systems.

2017 Action Steps

- Partners will use HEHPA resources (eg. HKCC funding) where appropriate to support emerging collaborative initiatives that enhance the built environment.
- Partners will support HEHPA neighbourhood projects that advocate for built environment changes that promote healthy eating and physical activity outcomes where appropriate (ex. public art, outdoor equipment, etc.).
- Partners will share information about built environment projects amongst HEHPA partners.
- Partners will seek funding opportunities to build the capacity of projects when appropriate.
- For newly identified projects, partners will develop an action plan outlining evaluation, funding, and sustainability strategies.
- Existing projects that could potentially benefit from HEHPA support that have been identified include:

43 Florida, R. Who’s your city. (2010).



- creating community signage that promotes a healthy lifestyle (i.e. stairwells, parks, trails, etc.) that provides information and instructions on low impact physical activity exercises that do not require equipment;
- supporting the “Gleaning Food Forest” project;
- supporting Community Gardens contributing to the vision of “a community garden in every London neighbourhood, initiated and led by local residents”; and,
- supporting Outdoor Greening Projects.

Lead(s) and partner(s)

- London District Catholic School Board
- Thames Valley District School Board
- ReForest London
- The City of London
- Crouch Neighbourhood Resource Centre
- London Children’s Museum

Initiative: Support and enhance Active and Safe Routes to School



The HEHPA priority will endorse Active and Safe Routes to School (ASRTS) as a supporting and connected network in order to broaden awareness and potentially increase capacity for the activities of ASRTS that fall within the City of London.

The ASRTS committee facilitates and promotes the use of active forms of travel by children and youth to and from school in Oxford, Elgin, and Middlesex counties, the city of London, and the town of St. Thomas. The committee works with their partners to improve children's health and safety, and our environment through comprehensive health promotion strategies such as engagement, education, research, and policy development. Over the next 5 years, HEHPA partners will provide support to promote and enhance ASRTS projects.

Incubate: Scale Up:

Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

Endorsing ASRTS and supporting its activities in London furthers a broader goal of connecting together local initiatives promoting healthy physical activity and healthy eating under one umbrella, thereby improving opportunities to increase support amongst interested stakeholders, broadening general public awareness of the initiative and its goals and activities; and, enabling new linkages to other initiatives that could be of mutual benefit. ASRTS is an initiative that practices evidence-based decision making. It has been identified as a promising practice that could benefit from evaluation under the HEHPA priority's 7th strategy promoting local research.

2017 Action Steps

- Endorse ASRTS as a HEHPA priority supported initiative to broaden awareness of, and engage broader partnership in, project implementation.
- Partners will support and participate in funding opportunities when appropriate.
- The activities of ASRTS include:
 - developing School Travel Plans (STP) – a comprehensive program that builds upon strengths and removes concerns around travelling to and from specifically targeted schools through a 5 step process;
 - informing and influencing policy development around active transportation locally, provincially, and nationally; and,
 - sharing ASRTS generated research from literature reviews, policy scans, and data collected through the School Travel Planning process.



Lead(s) and partner(s)

- Middlesex-London Health Unit
- Western University
- The City of London
- Thames Valley District School Board
- London District Catholic School Board
- Thames Region Ecological Association (TREA)
- London Police
- For a full list of partners, visit www.activesaferoutes.ca/about-us/our-partners

Initiative: Support and enhance the Grade 5 Act-i-Pass Program

London's Grade 5 Act-i-Pass (G5AP) Program is a free recreation pass that allows all grade 5 children attending schools within the city limits of London (plus a friend or chaperone) access to physical activity programming offered through a variety of HEHPA partners. The program aims to:

- work with a collaborative partnership to provide increased accessibility to physical activity programming by decreasing financial barriers;
- utilize existing physical activity program capacity in London, rather than duplicating services; and,
- provide free physical activity programming opportunities to approximately 5000 grade 5 students annually in London for their entire school year.



Partners believe that if the programs offered are expanded to include a more diverse set of service providers from across the city, more children will be able to access the program. This would allow partners to encourage more children to try new activities and continue to engage in more physical activity closer to where these children live and play. This project aims to scale up the number of service providers that offer free opportunities to grade 5 students through ACT-i-Pass, as well as implement strategies to reduce barriers to participation.

Incubate: **Scale Up:**

Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

During the 2015-2016 school year, there were 1678 children in London registered for the Act-i-Pass program. Preliminary findings from the program evaluation indicate that many parents and children recognize the value of the program, but that many of the children that are participating in the program are unable to access the activities offered due to limited program offerings, personal schedule conflicts, or transportation issues.

2017 Action Steps

- Partners will develop a sustainability plan to determine responsibilities for each agency moving forward.
- Partners will explore funding opportunities and public-private partnerships for long-term sustainability when appropriate.
- Using the Act-i-Pass Partner Engagement Guide, partners will develop and implement a recruitment strategy to increase the number of partners offering programs through Act-i-Pass.
- Based on ongoing evaluation of the program, partners will consider development of resources/strategies to reduce barriers identified in the ACT-i-Pass evaluation (i.e. map of programming available).

Lead(s) and partner(s)

- Western University
- City of London
- Boys and Girls Club of London
- YMCA of Western Ontario
- London District Catholic School Board
- Thames Valley District School Board
- SARI
- London's Children Museum
- Kids Learn & Play

Initiative: Support and enhance the impact of Food Families

See Ending Poverty (page 23)

Strategy: Create, distribute and promote tools & resources

Initiative: Share and encourage consistent use of existing CYN/HEHPA resources across partner organizations

This initiative focusses on creating mechanisms and processes to make better and more consistent use of existing (CYN/HEHPA) tools and resources across partner organizations. These tools and resources include physical activity trackers, the Recreation and Healthy Living Resource, the Grocery Store Conversation Card, the Menu Maker, Harvest Bucks, and CAMPS on TRACKS as well as other CYN tools such as the CYN Youth Framework (see Section 5.1.4). As such, partners will be encouraged, and will encourage others, to use existing CYN/HEHPA resources more consistently in their organizations. The resources will be made more readily available to partners to ensure that they are used accurately and regularly.

Incubate:

Scale Up:

Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

CYN and HEHPA tools and resources are developed based on research and evidence to assist partners in achieving HEHPA or CYN goals and outcomes. Using common tools and resources assist in delivering consistent messages and recommending consistent practices to children, youth and families. Often a barrier to our collective use of existing tools and resources is simply a lack of awareness that they exist, how they work, and how to access them.

2017 Action Steps

- Create an inventory/listing of available HEHPA tools and resources.
 - Newly proposed tools and resources receive endorsement from the HEHPA priority partners before being added to inventory.
- Partners will create electronic copies of all HEHPA endorsed resources and will upload them to inmotion4life.ca to increase their accessibility.
- Partners will evaluate the use of HEHPA tools and resources within their organization and will identify opportunities for further integration and alignment, such as modifying language to be more consistent with other resources, or including community endorsed brands such as Middlesex-London *in motion*TM or the Healthy Kids Community Challenge.
- Partners will create and implement distribution strategies to share resources with community leaders, stakeholders, and partners who can benefit from knowing more about these resources.
- Partners will review functionality and the intended purpose of resources as part of the 'partner-to-partner' training strategy.
- Also see "Create, Adapt, and Translate tools and resources that support healthy eating and physical activity opportunities".



Lead(s) and partner(s)

- All HEHPA Partners

Initiative: Create, adapt, and translate tools and resources that support healthy eating and physical activity opportunities

When HEHPA partners engage with Londoners, the use of resources helps to spark conversation about healthy living practices while also providing residents with important information and tools they can use in the future. Therefore, HEHPA partners will continuously seek to identify opportunities for new helpful tools and resources to be produced.

There are also opportunities to update or increase the accessibility of existing HEHPA related tools and resources through strategic adaptations (e.g. adapting a book series promoting healthy eating), new research (e.g. editing Menu Maker to reflect anticipated changes to Canada's Food Guide; updating the Recreation and Healthy Living Resource), or by translating resources to increase their accessibility to different language or ability groups. Moving forward, gaps in our tools and resources will be identified and modified accordingly ensuring that up-to-date and reliable information is made accessible to all Londoners.

Incubate:

Scale Up:

Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.

- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

If the work of the HEHPA priority is not relevant, easily understandable, or usable by Londoners, than it is not having impact. It is important that previously created/endorsed tools and resources stay current; that existing resources be available to as wide an audience as possible; and, that new opportunities for helpful tools and resources be continuously identified.

2017 Action Steps

- Annually, develop recommendations for specific resource items to develop, modify, and/or translate based on available resources and priority needs for the year.
- When new projects are identified, partners will convene working groups to create an action plan outlining timelines, funding opportunities, a sustainability plan, and distribution strategies.
- When appropriate, evaluation strategies will be integrated into the action plan.
- Partners will develop a schedule outlining when existing HEHPA resources will be reviewed and revised.
- Partners will convene to review, revise, and distribute new HEHPA resources based on the schedule created.

Lead(s) and partner(s)

- All CYN Partners



Initiative: Engage London's Family Centre Neighbourhoods in promoting resources and initiatives that align with HEHPA goals and outcomes

This initiative focuses on assisting London's Family Centres in sharing HEHPA endorsed tools and resources and helping to implement initiatives supporting healthy physical activity, reduced sedentary behaviour, and healthy eating in Family Centre neighbourhoods. Family Centres are the physical articulation of a changed, family-centred service system, and they are growing in number. As a result, Family Centres are great access points to engage with Londoners in intentional ways to disseminate knowledge, promote resources, or roll out initiatives. HEHPA priority partners can connect with Family Centres and their catchment neighbourhoods to help develop and support emerging projects in a more intentional way to reach HEHPA goals and outcomes. Moving forward, partners will share the necessary resources and tools to help Family Centres promote and create projects aimed at supporting healthy eating and physical activity outcomes. As well, existing support will continue for any ongoing projects that align accordingly.

Incubate:

Scale Up:

Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

Family Centres were designed to create single access points in neighbourhoods for families to connect with services and knowledge they need to support the creation of happy, healthy children. This strategy reinforces and supports this vision by helping Family Centres be key access points for families to improve the health of their children through healthy physical activity, healthy eating and reduced sedentary behaviour. It also supports the HEHPA strategy of building neighbourhood environments that support a culture of healthier lifestyles.

2017 Action Steps

- Partners will ensure Family Centres are kept informed of developing HEHPA tools, resources, initiatives and programs.
- Partners will ensure that Family Centres are represented at HEHPA priority meetings, and that related project ideas that could intentionally connect with Family Centres are discussed for endorsement and/or support consideration.
- Partners will ensure Family Centres are invited to participate in Healthy Kids Community Challenge planning opportunities.

Lead(s) and partner(s)

- London's Family Centres
- London's Children Connection
- YMCA of Western Ontario
- Childreach
- South London Neighbourhood Resource Centre
- City of London
- Middlesex-London Health Unit

Initiative: Support events and initiatives of HEHPA partners that contribute to a culture of healthy living in local neighbourhoods

This initiative seeks to improve the 'playability' of local neighbourhoods and to increase residents' awareness of opportunities that promote and facilitate healthy living "in their own backyards." There are many opportunities to support HEHPA partners and local resident groups to improve amenities in their neighbourhoods and/or raise awareness of healthy living opportunities, including:

- outdoor greening projects such as tree plantings;
- neighbourhood safety audits designed to identify and address safety concerns that create barriers to outdoor play;
- outdoor neighbourhood operated ice rinks;
- local 'Ciclovía-like' events (Ciclovía, which in Spanish translates to "bike path" or "cycle way", is an event that temporarily closes streets to automobiles to provide a safe space for walking, bicycling, and social activities).
- Support will be provided by partners for these resident-based initiatives over the course of the next 5 years. Tools and resources will be created and shared to assist in the sustainability of projects as well as in the development of new projects when applicable.

Incubate:



Scale Up:



Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

Research shows that "children's neighbourhood activity is tied to a few key and mutually dependent factors: time and freedom a child has for neighbourhood play and exploration, the perception of diverse affordances that support their interests, and a safe, supportive and interesting local environment."⁴⁴

44 Loebach & Gilliland, Free range kids? Using GPS-derived activity spaces to examine children's neighborhood activity and mobility. (2016)

2017 Action Steps

- Partners interested in creating new collaborative neighbourhood projects will work with relevant neighbourhood resident groups and partners to create an action plan outlining leads, funding opportunities, and sustainability plans. Evaluation strategies will be integrated when necessary.
- Partners working in neighbourhoods will support resident driven initiatives that support HEHPA outcomes, and will share updates at HEHPA priority meetings.
- Partners will share information on programs and upcoming neighbourhood level events at HEHPA meetings to provide opportunities for other partners to connect and support.
- HEHPA partners will utilize the Healthy Kids Community Challenge resources to support neighbourhood projects improving healthy physical activity, healthy eating, and sedentary behaviour outcomes.

Lead(s) and partner(s)

- Kids Learn and Play (Ciclovía)
- City of London
- ReForest London (Outdoor Greening)
- London's Family Centres
- Growing Chefs! Ontario
- London's Children Museum

Initiative: Support neighbourhood-level, resident-driven working groups in CYN priority neighbourhoods

This initiative offers assistance to local residents who wish to champion culture change to reinforce healthy physical activity and healthy eating in their neighbourhoods. HEHPA partners will support this initiative in a variety of ways, including:



- supporting the creation of new resident working groups in high need neighbourhoods
- facilitating ongoing communication and building connections between working groups in different neighbourhoods
- connecting residents with the resources and tools they need to implement their local projects
- reviewing and assessing future models for neighbourhood working group development and sustainability

HEHPA partners will develop strategies to help resident working groups promote their initiatives. Tools and resources will be created to ensure that resident working groups are provided the information they need to move forward with their projects aimed at improving healthy eating, physical activity, and sedentary behaviour outcomes.

Incubate:

Scale Up:

Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

Research conducted in the Westminster neighbourhood showed improved healthy eating and healthy physical outcomes amongst resident children in three years following the creation of a HEHPA supported resident-based working group. This approach and these results are consistent with other research results found in other parts of the world that have used the EPODE methodology, which is endorsed by the World Health Organization as a best practice.⁴⁵

2017 Action Steps

- HEHPA priority partners will convene a committee to:
 - develop strategies and an action plan to support existing HEHPA resident working group neighbourhoods beyond the development stage (impacting Westminster and Medway neighbourhoods); and,
 - review outcomes of the Westminster and Medway neighbourhood projects against other models of neighbourhood level interventions to assess long term approaches to neighbourhood level engagement.
- Based on these results, HEHPA partners will develop a model for future neighbourhood level engagement.

Lead(s) and partner(s)

- Investing in Children
- City of London
- Western University

45 Borys, J-M. et al., EPODE approach for childhood obesity prevention: methods, progress, and international development. (2012).

Strategy: Supporting and promoting local research to increase the evidence foundations of local initiatives

Initiative: Identify and evaluate local community based initiatives that demonstrate promising practices believed to positively impact healthy eating and physical activity outcomes

A number of local initiatives in the HEHPA action plan will be the focus of specific evaluation strategies designed to measure outcomes and impact. These results will be used to refine the initiatives to deepening our impact over time. The results will also be shared within the community, and with other jurisdictions, as a means of encouraging the growth of, or increased support of, promising practices locally. The evidence generated from these evaluations will also be used when seeking additional resources such as grants, funding, or sponsorships.

Incubate:

Scale Up:



Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.

Support for this initiative

Promising practices (sometimes established as ‘best’ practices) are those initiatives, strategies, activities, or campaigns that have demonstrable impacts that appear to rival or surpass the impacts of other known practices designed to achieve similar outcomes. Identifying these promising practices is important as we aim to deepen the impact of our work in the community. If we know what works, we can adjust our methods to facilitate better outcomes. Moreover, evidence of these impacts are key to building the case for financial support and sustainability for initiatives.

2017 Action Steps

- A working group of HEHPA partners interested in local research and evaluation regarding healthy eating and physical activity will convene to identify local collaborative community-based programs that could benefit from evaluation based on readiness, partner engagement, alignment to CYN and HEHPA outcomes, and other determinants defined by the working group.
- Local projects that have been identified for continued or potential evaluation as of the writing of this plan include:
 - The Grade 5 Act-i-Pass Program;
 - *in motion*TM Community Challenge;
 - Active and Safe Routes to School;
 - The SPACE Study;
 - Nutrition Ignition!;
 - The next HEHPA demonstration neighbourhood; and,
 - School Board physical activity initiatives.
- Lead partners will explore research grant opportunities.

Lead(s) and partner(s)

- Western University
- Brescia University College
- City of London
- Middlesex-London Health Unit
- Thames Valley District School Board
- London District Catholic School Board

Strategy: Continuous evolution of the HEHPA plan to reflect emerging issues and promising practices

Initiative: Research and Reflection

Research is ever-evolving. The success of the HEHPA priority requires staying in touch with emerging research and promising practices in the complex fields of childhood obesity and collective impact. Therefore, this component of the HEHPA priority action plan is to conduct local, national, and international research scans on best/promising practices and innovative project ideas on a periodic basis to help guide our collective actions as we move forward. As a starting point, literature scans will take place every 3 years.

Incubate: Scale Up:

Ties to Priority Outcomes

- More children, youth, and families are engaged in regular, healthy physical activity.
- More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis.
- More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit.
- More children, youth, and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits.



Support for this initiative

This research will provide opportunities to review and modify the HEHPA priority 5-year plan as needed to reflect new gaps, evidence, and emerging promising practices/strategies. This would include the incorporation of new strategies prompted by the Province of Ontario's Healthy Kids Community Challenge initiative. The Healthy Kids Community Challenge incorporates new themes every 9 months which requires the development of new action plans for each period. The HEHPA and Healthy Kids Community Challenge action plans will organically evolve over the 5 year lifecycle of this document to reflect the incorporation of new evidence-based ideas, strategies, and initiatives.

2017 Action Steps

- A working group of interested HEHPA partners will:
 - steer the development and scoping of literature reviews;
 - prioritize research topics based on immediate needs and potential impact on ongoing projects;
 - implement the review, and create recommendations regarding impact to the HEHPA plan; and,
 - create and implement a knowledge exchange plan for sharing findings with HEHPA partners and the community.

- Areas of investigative interest identified by partners as of the writing of this plan include:
 - youth perceptions of play;
 - common existing organizational policy gaps and recommendations regarding physical activity and healthy eating;
 - best practices regarding physical activity and healthy eating messaging, measurement, and interventions;
 - overcoming (risk) aversion to outdoor play; and,
 - interrupting/reducing sedentary behaviour.

Lead(s) and partner(s)

- Western University
- Brescia University College
- Centre for Addiction and Mental Health
- Middlesex-London Health Unit
- City of London



CREATING A FAMILY-CENTRED SERVICE SYSTEM

When we first spoke to families 10 years ago, they told us London's service system wasn't working for them: the system was extremely difficult to navigate; families had to tell their stories multiple times; they had to travel all over the city to access services; and, it took too long to receive the services they needed. Community partners listened, and mapped out what our local service system looked like to better understand the problems Londoners faced.

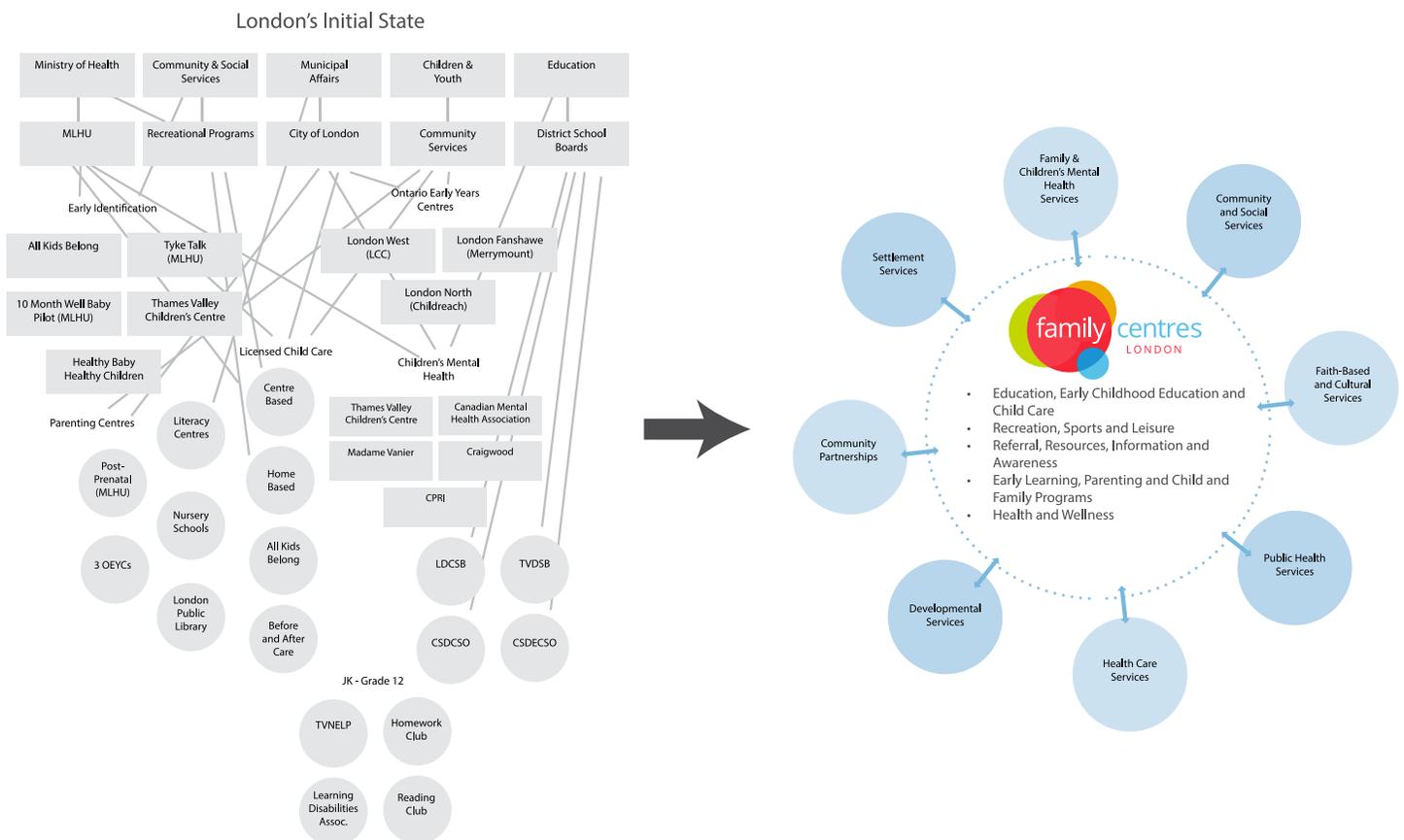
In response, Family-Centred Service System partners chose to work together differently to re-engineer the service system to better serve London families. Creating a Family-Centred Service System is about doing business in a way that is responsive

to the needs and dreams of London families; it's about building a service system that works for families by putting them at the centre (see Figure 4).

We built our approach on the best available research, including Dr. Charles Pascal's *With our Best Future in Mind* and the Province of Ontario's Best Start Strategy.⁴⁶ We also built our approach on the belief that listening to families and working

46 Pascal, Charles. *With Our Best Future in Mind* (2009); Ministry of Education, Ontario Early Years Policy Framework (2013); MacCharles, Tracy, Ministry of Children and Youth Services, *Services for Children and Youth with Special Needs in Ontario, and their Families: Opportunities for Improving their Experiences and Outcomes* (2013).

Figure 4. Moving from confusion to coordination.



together with them would lead to better outcomes. For over five years, we have held true to our guiding principles as we worked to improve each family's service experience. By 2016, this has led to the creation of four neighbourhood-based Family Centres, with three more planned for 2017. These Family Centres act as local "single-door" access points that connect children, youth, and families to the local service system in five core areas: parenting and early learning; child care and education; recreation and leisure; health and wellness; and, information, resources, and referrals.

In 2014, we conducted an impact assessment of our work to understand if and how families' experiences were changing. We learned that families were more aware of the services and supports available in their community and were connecting to them more easily when they accessed Family Centres using the Family-Centred Service System approach. We also learned that there are still areas that need improvement, including: marketing strategies; reducing storytelling; and, deepening our impact within organizations.⁴⁷

While we have more work to do to achieve our vision, we know we are on the right track. Recent Provincial directions support the work of the Family-Centred Service System priority, and drew from the research gained by studying the CYN and other Best Start Networks in the Province to make recommendations for transformation in the child care and early years sector.⁴⁸ Some of these initiatives are driven by different Ministries, but in London we recognize that the Family-Centred Service System crosses all sectors, as families come into the service system through a variety of doors.⁴⁹

Families told us the system wasn't working for

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- 47 Malatest, R.A. and Associates Ltd. Family Centred Service System Impact Assessment, Prepared for the City of London on behalf of the Child and Youth Network (2015).
- 48 City of London on behalf of Child and Youth Network, Community Action Research- Community Integration Leaders, (2015)
- 49 Ministry of Education, Ontario Early Years Child and Family Centres. A Public Plan (2016); Ontario Ministry of Children and Youth Services, Moving on Mental Health (2012); Ontario Ministry of Children and Youth Services, Special Needs Strategy. (2013).

them. Now they are starting to tell us something different. Over the next five years, we will grow our Family-Centred Service System approach across London to realize our vision for families.

VISION

In every London neighbourhood residents will open a single door to multiple opportunities that support children and families in achieving their full potential. These opportunities will be identified by the neighbourhood and implemented according to evidence-informed best practices using an integrative, inclusive, and holistic approach.

Priority Goal

To make it easier for London's children, youth, and families to participate fully in their community and to find and receive the services they need.

Outcomes

- Families are connected and engaged in their neighbourhood.
- Families experience reduced storytelling.
- Families have better and more consistent experience when accessing services.
- Families can easily access a full range of services.
- Families experience shorter wait times.

Approach

The Family-Centred Service System approach is founded in the belief that in order to achieve the outcomes that families want and need, change must be made at both the system and neighbourhood levels. This approach is also based on the notion that to deepen the impact of our collective work we need to create environments that support the outcomes of all of the priorities of the Child and Youth Network.

At the system level, from senior leaders to those who work directly with families, service delivery organizations are re-thinking their approaches and the way they collaborate with other organizations. Partners are thinking differently about their roles in, and contributions to, the overall service system in relation to other supports in the community and the

strengths of families. Funders are re-assessing their criteria for funding and some of the restrictions the funding mandates impose on funded organizations.

At the neighbourhood level, where families live, work, learn, and play, we are striving to offer welcoming locations that are easy to access and staffed by knowledgeable professionals that understand and respect what each can do to support families and build community. Once through the door, families know they can access all of the core functions, either at the Family Centre or in the neighbourhood, and that moving from one service to another is easy and seamless.

It is important to reiterate the role that Family Centres play within the Family-Centred Service System approach; while they are one in the same, they are uniquely different. As recognizable, family-friendly, warm spaces where residents can go to experience the new service system, Family Centres are the physical manifestation of the broader Family-Centred Service System strategy.

The Family-Centred Service System strategy maps seven strategic pathways by which the service system is changing, including: neighbourhood engagement; system governance; system capacity building; information sharing; neighbourhood planning; family centres; and, public awareness. Each of these pathways is influenced by

manipulating nine independent but interconnected levers of change (see Figure 5). Pressing on all of these levers at once has led to significant changes in how families experience the service system.

Figure 5. The Family-Centred Service System Levers of Change



Figure 6 illustrates the Family-Centred Service System approach. Beginning with the problems (1) that parents described, our approach first identified nine levels (2) or processes which could be manipulated to reengineer the system and



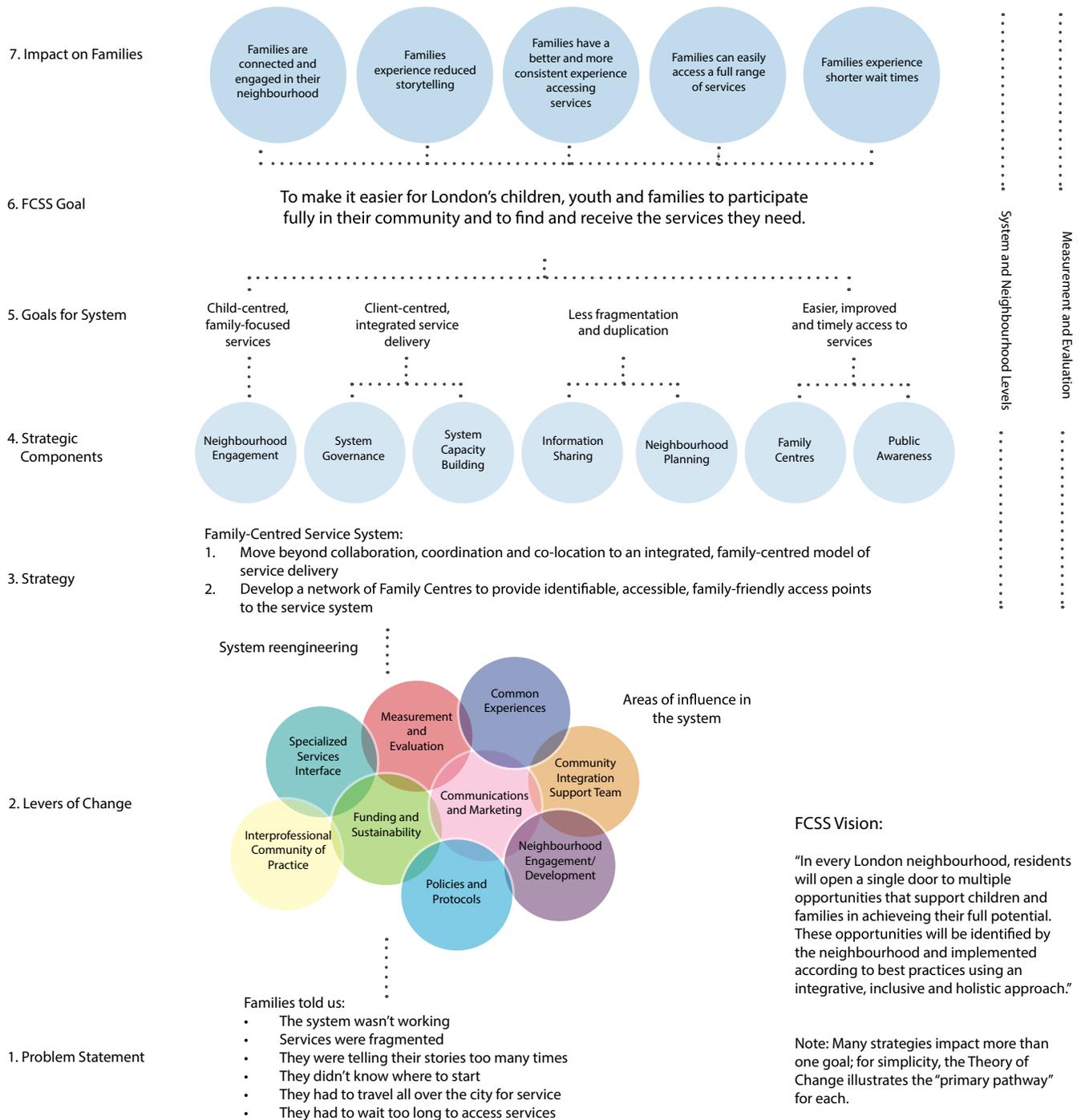
facilitates change. Once the system re-engineering work has begun, the strategies (3) and the strategic components (4) are brought into play, resulting in achievement of system goals (5). As the system goals are realized, the Family-Centred Service System goal (6) is achieved and this, in turn, leads to the desired impact on the service system that families have asked us to change.

To realize our Family-Centred Service System goals,

partners will carry out two core strategies:

1. Develop a network of Family Centres to provide identifiable, accessible, family-friendly access points to the service system; and,
2. Move beyond collaboration, coordination, and co-location to an integrated, family-centred model of service delivery.

Figure 6. The Family-Centred Service System Approach



Family Centres to provide identifiable, accessible, family-friendly access points to the service system

Initiative: Family Centres

Family Centres are easily-identifiable neighbourhood spaces attached to schools where families can access a full range of services to help them be successful in all areas of their lives. Instead of families having to go to multiple agencies or organizations across London to receive services, Family Centres provide services to families in an integrated, accessible, and family-friendly way. However, research has shown that simply putting up a building is not enough; Family Centres succeed in helping families because service providers work together to build an integrated service system (see Strategy 2: Build an integrated, family-centred service system).



Incubate:

Scale Up:

Ties to Priority Outcomes

- Families can easily access a full range of services.
- Families are connected and engaged in their neighbourhood.

Support for this initiative

In 2014, the Child and Youth Network conducted an impact assessment of our Family-Centred Service system. Results from the assessment indicate that in neighbourhoods with Family Centres, families were more likely to report that they were knowledgeable about services, and services were easier to access.⁵⁰

In 2016, the Province of Ontario announced their new Ontario Early Years Child and Family Centres (OEYCFCs) strategy in one of our Family Centres. These OEYCFCs (and integrated early years planning) align and reinforce the principles, approach, outcomes, and core functions of our Family-Centred Service System strategy. Moreover, the Provincial government is supporting the development of community hubs; this is clear support for the direction we have been moving towards over the past 10 years. We know our Family Centres are working and we are emboldened by the Province's alignment with our work. Over the next five years, we will use data, research, and emerging opportunities to grow our network in an intentional way so that more families across London can benefit from a Family Centre in their neighbourhood.

2017 Action Steps

- Finalize construction and open doors to three new Family Centres in the Westminster neighbourhood, Northeast London, and Northwest London.
- Partners will develop plans that leverage Provincial supports and resources for Ontario Early Years Child and Family Centres to augment our Family Centre growth strategy.

50 Malatest, R.A. and Associates Ltd. Family Centred Service System Impact Assessment, Prepared for the City of London on behalf of the Child and Youth Network (March 2015).



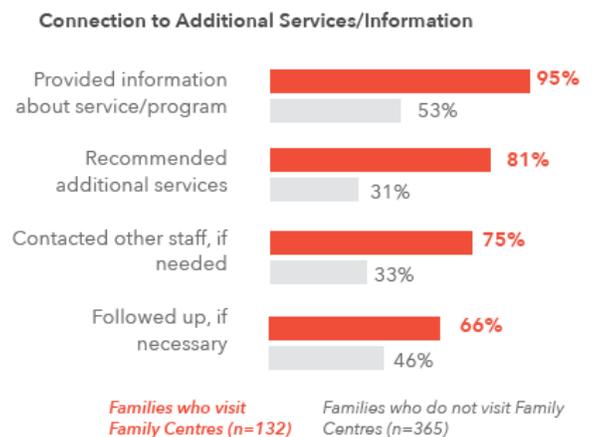
- Partners will identify opportunities for new Family Centres based on need assessments and data-driven feasibility according to established planning and selection criteria.
- Based on feasibility, partners will develop planning structures for new Family Centres in priority neighbourhoods.
- Partners will develop “onboarding” resources to support new Family Centre lead agencies as part of the lead agency community of practice.

Lead(s) and partner(s)

- FCSS Governance partners
- City of London, as Chair and backbone support for FCSS Governance

Initiative: Community Connectors

Community Connectors are fundamental to helping London families get connected to services and supports. In every Family Centre, families are greeted by a knowledgeable, friendly Community Connector who helps them connect seamlessly to more opportunities that help them be successful in all aspects of their lives. As our network of Family Centres continues to grow, so too does our need for Community Connectors. The Family-Centred Service System priority takes a coordinated, system-wide view of the Community Connector function. Our strategy focuses on increasing the number of trained Community Connectors across London to match the need in Family Centres while maintaining standards of consistency and quality that are vital to the effectiveness of this role.



Incubate:

Scale Up:

Ties to Priority Outcomes

- Families can easily access a full range of services.
- Families have a better and more consistent experience accessing services.

Support for this initiative

The 2014 Family-Centred Service System assessment identified that families accessing Family Centres were substantially more likely to be successful in accessing the services they required compared to those families not using Family Centres. For example, families using Family Centres were: more successful in accessing information about programs and services (95% compared to 53% of families not using Family Centres); were recommended additional services (81% compared to 31% of families not using Family Centres); and, had Family Centre staff contact other staff and agencies if needed (75% compared to 33% of families not using Family Centres).⁵¹

2017 Action Steps

- Partners will upgrade Community Connector learning platform to improve content and accessibility.
- Partners will develop assessment framework and data collection methodology for understanding quality and consistency of Community Connector function.
- The Community Connector System Coordinator will engage funders in supporting the Community Connector function across the service system.

Lead(s) and partner(s)

- FCSS Governance partners
- Childreach (Community Connector System Coordinator)

Initiative: Community engagement

Community engagement arises from the Child and Youth Network's commitment to a community development approach. Residents are experts in their own lives, and designing a system that truly puts families at the centre requires organizations to listen carefully and plan accordingly. Using a community development approach allows local residents, volunteers, associations, services clubs, and faith communities to be engaged in all levels of neighbourhood-based service planning and in the ongoing delivery of the local services. Residents' participation and voices have been captured through Resident Collaboration Teams, Advisory Committees, Community Assessments, local volunteering, and participation in Family Centres. This approach allows for more purposeful implementation of the Family-Centred Service System strategy.

Incubate:

Scale Up:

Ties to Priority Outcomes

- Families are connected and engaged in their neighbourhood.

51 Malatest, R.A. and Associates Ltd. Family Centred Service System Impact Assessment, Prepared for the City of London on behalf of the Child and Youth Network (March 2015).



Support for this initiative

Community development is an established practice for building solutions that work for residents, because they involve residents.⁵² Family Centres are responsive to, and reflective of, the unique assets and opportunities in a community. As additional Family Centres are opened, additional opportunities for resident engagement will need to be implemented.

2017 Action Steps

- Partners will use a community development approach when engaging residents in new Family Centre neighbourhoods to understand assets and opportunities.
- Partners will engage more London families in the development of service plans for new Family Centre neighbourhoods, connecting with them at places they already gather.
- Partners will continually seek additional leadership opportunities for residents in existing Family Centre neighbourhoods.
- Partners will provide community development resources and training to new staff engaged in the Family-Centred Service System; provide “refresher training” for existing staff, as required.

Lead(s) and partner(s)

- London families
- FCSS Governance partners
- City of London, as Chair and backbone of FCSS Governance

52 <http://www.abcdinstitute.org/faculty/McKnight/>; Putnam, R., *Bowling Alone: The Collapse and Revival of American Community* (2000)

Initiative: Neighbourhood planning

Neighbourhood planning is a collaborative approach to planning between service providers and residents to create tangible, concrete, and actionable plans to create seamless services that reflect the system vision for the Family-Centred Service System and the unique assets of the neighbourhood. Effective neighbourhood planning relies on foundations built through the Community Engagement and System Capacity Building strategies. Over the next five years, as the number of service plan agreements increase with the number of Family Centres in London, we will need to grow - but also refine and streamline – our Service Plan Agreement process.

Incubate:

Scale Up:

Ties to Priority Outcomes

- Families are connected and engaged in their neighbourhood.
- Families have a better and more consistent experience accessing services.
- Families can easily access a full range of services.

Support for this initiative

FCSS partners have worked together to develop a Service Plan Agreement template that uses the vision, values, and principles outlined in the FCSS System Participation Memorandum of Understanding to inform operational planning for service integration. The Service Plan Agreement template encourages a consistent, aligned approach to planning across neighbourhoods, but is flexible enough to allow for the “signature” of the neighbourhood, its residents, and service providers to be written into the details of the plan. Service Plan Agreements include planning for Family Centres, but are neighbourhood-wide in scope.

2017 Action Steps

- Partners will continue to develop and renew neighbourhood service plans to reflect evolving needs and opportunities in neighbourhoods.
- Partners will engage new organizations and families in neighbourhood planning through one-to-one mentorship and relationship-building using FCSS engagement and onboarding tools.
- Partners will conduct targeted engagement of specialized service providers and other CYN partners who serve key populations (e.g. mental health professionals, Indigenous service providers, etc.) to increase participation in service planning.
- Partners will conduct targeted engagement of all elementary schools in Family Centre neighbourhoods to increase participation in service planning.
- Partners will streamline the Partnership Agreement template and process to facilitate easier completion by system partners; partners will assess feasibility of a digital platform for completing the partnership agreement.

Lead(s) and partner(s)

- FCSS Governance partners
- City of London, as Chair and backbone of FCSS Governance

Initiative: Public awareness of Family Centres

For families to access services, they first need to know about them. Multi-faceted, multi-channel, sustained marketing and awareness strategies are necessary for achieving the outcomes associated with family-centred system change. Through common branding, promotional products, and a digitally-focused public awareness strategy that engages families where they live, work, learn, and play, more families will be aware of Family Centres and the opportunities they provide.

Incubate:

Scale Up:

Ties to Priority Outcomes

- Families can easily access a full range of services.

Support for this initiative

The 2014 Family-Centred Service System assessment identified that less than 12% families in both Family Centre neighbourhoods and non-Family Centre neighbourhoods were aware of Family Centres.⁵³ By 2018, London will have seven operational Family Centres that are easily accessible from any part of the city, with the growing expectation that more are to come. While each Family Centre is unique, the core principles, functions, and services are the same across the system. Therefore, using a 'system wide' approach to Family Centre marketing only makes sense, and will allow for consistency in branding and messaging.

2017 Action Steps

- Partners will finalize a branding approach that articulates the value of the Family-Centred Service System.
- Based on branding approach and impact assessment data, partners will develop a tactical marketing plan that includes: events, earned media, social media, and other approaches.
- Partners will develop assessment plans to understanding the impact of the marketing campaign.
- Partners will assess the feasibility of merging the existing digital strategy with the emerging Provincial directions related to Ontario Early Years Child and Family Centres and Community Hubs.

Lead(s) and partner(s)

- FCSS Governance partners
- City of London, as Chair and backbone of FCSS Governance

53 Malatest, R.A. and Associates Ltd. Family Centred Service System Impact Assessment, Prepared for the City of London on behalf of the Child and Youth Network (March 2015).

Strategy: Move beyond collaboration, coordination and co-location to an integrated, family-centred model of service delivery

Initiative: Continuous communication and information sharing between partners

Communication and information sharing between partners is essential to move toward an integrated service system. Through effective, appropriate, and intentional information sharing between partners, families can tell their stories fewer times, and partners can provide more seamless connections to opportunities in the neighbourhood.

Communication and information sharing is multifaceted, and occurs at many levels. Partners can share information with each other about programs and services to increase awareness and improve the quality and number of referrals. With the right approach – one that respects families' privacy – partners can also share information about families, whether basic demographic data or more complex case management information.

Incubate:

Scale Up:

Ties to Priority Outcomes

- Families experience reduced storytelling.

Support for this initiative

The Ontario Early Years Child and Family Centres strategy, as well as provincially-directed integration strategies in the areas of special needs and mental health, identify the need for strong communication resources and



infrastructure to support the creation of a seamless transition to services for families. By aligning tools and resources between FCSS members, this initiative will support a seamless transition for families across services and service providers.

Several models exist in Ontario that facilitate information sharing; many of these have been identified through the provincial Best Start Community Action Research initiative, of which London's Family-Centred Service System has been a member.

2017 Action Steps

- Partners will develop an information sharing strategy that aligns with provincial legislation and considers the following types of information sharing:
 - availability of programs and services;
 - shared intake process across organizations;
 - Family Centre usage;
 - “warm” referrals and tracking; and,
 - case management.
- Partners will update CYN referral maps to enhance service providers' capacity to provide accurate and timely referrals for families.
- Partners will engage other planning networks, integration initiatives, and orders of government in FCSS work that connect to core and specialized services.
- Partners will hold “The Gathering” networking and capacity building event for CYN partners to learn more about each other's services and opportunities for collaboration.
- Partners will embed FCSS information, updates, and opportunities in appropriate organizational communications.

Lead(s) and partner(s)

- FCSS Governance partners
- City of London, as Chair and backbone of FCSS Governance

Initiative: System capacity building

System change sometimes seems abstract, but it arises from a simple idea: people acting differently than they did before. Changing the service system to move toward an integrated, family-centred approach requires new ways of working together, and therefore new skills and competencies. Partners need tools, training and resources to support their change efforts and build capacity to achieve the vision for the service system. This initiative aims to build the capacity of system partners to help create the change necessary within individual organizations to reach our collective goals and to deepen the impact of our work.

In addition to the Community Development approach embedded in all CYN work, two key capacity building strategies for service providers have been implemented and will continue to be scaled up: the InterProfessional Community of Practice (IPCP); and, the Community Connector Professional Learning Initiative.

An IPCP involves the continuous effort of two or more professions or disciplines to learn from and about each other and interact to improve collaboration and the quality of service to improve outcomes. It is about *establishing an operating culture* where professionals understand each other's strengths and skills, and proactively work together with families to meet their goals. IPCPs harness the wisdom of local families and professionals by sharing their experiences, expertise and perspectives. IPCP participants are partners in a cross-disciplinary learning community that supports strong, shared impact in the neighbourhood. Given the



effectiveness of the approach, we will continue to use our IPCP to scale up collaborative capacity as the FCSS strategy grows and Family Centres are created in new neighbourhoods.

The Community Connector Professional Learning initiative was established to support children and families in achieving their full potential by facilitating training that creates consistent, welcoming, and knowledgeable Community Connectors. Community Connectors are talented Family Centre staff who provide individualized support to assist families in accessing a range of core programs and services in the community. Participants in the professional learning initiative have created a community of practice to serve as an ongoing support to Community Connectors across the Family-Centred Service System. The Community Connector learning platform will be revised and expanded to increase its reach and build system capacity to provide intentional connectivity for families using a consistent approach.

Incubate: **Scale Up:**

Ties to Priority Outcomes

- Families have better and more consistent experience when accessing services.
- Families can easily access a full range of services.
- Families experience shorter wait times.

Support for this initiative

The InterProfessional Community of Practice approach was designed and incubated within the CYN. Assessments of the impact of IPCP on partners' ability to collaborate suggest that when providers work together using an interprofessional approach they are better able to respond to complex situations.⁵⁴ As noted previously, the assessment has shown that the Community Connector is instrumental to the effectiveness of the FCSS approach.⁵⁵

54 Malatest, R.A. and Associates Ltd. Family Centred Service System Impact Assessment, Prepared for the City of London on behalf of the Child and Youth Network (March 2015).

55 Malatest, R.A. and Associates Ltd. Family Centred Service System Impact Assessment, Prepared for the City of London on behalf of the Child and Youth Network (March 2015).



2017 Action Steps

- Partners will use the InterProfessional Community of Practice curriculum as the foundation for service planning in the three new Family Centre neighbourhoods and encourage its use in all neighbourhood planning across the city.
- Partners will upgrade Community Connector learning platform to improve content and accessibility (also noted in Community Connector initiative).
- Partners will assess feasibility of digitizing IPCP toolkit and making it available online.
- Partners will hold “The Gathering” as an opportunity to build their capacity through professional learning.
- Partners will review the FCSS strategy and emerging provincial directions related to Ontario Early Years Child and Family Centres and develop additional capacity-building strategies if required.

Lead(s) and partner(s)

- FCSS Governance partners
- City of London, as Chair and backbone of FCSS Governance

Initiative: Service system governance

The Family-Centred Service System has an active governing body that is responsible for collaboratively developing the shared vision, strategies, and expectations of the Family-Centred Service System. This governing body sets the strategic direction for how organizations and families will work together to improve outcomes for children, youth and their families, which it then carries out through each of the Family Centres’ neighbourhood implementation planning bodies. As these neighbourhood implementation bodies carry out the plans, they gain new insight into how to do this work, which is then shared back with the governance body as part of a continuous learning feedback loop.

As an active governing body, FCSS Governance will continue to build its governance infrastructure to anticipate provincial policy changes and the resource requirements of London's growing network of Family Centres. The FCSS governance body provides an opportunity to align and leverage strategies where it makes sense, and to support the mutually shared outcome of seamless service for families.

Incubate:

Scale Up:

Ties to Priority Outcomes

- Families are connected and engaged in their neighbourhood.
- Families experience reduced storytelling.
- Families have better and more consistent experience when accessing services.
- Families can easily access a full range of services.
- Families experience shorter wait times.

Support for this initiative

The FCSS governance body facilitates an integrated service system that is responsive to the unique assets and needs of Family Centres while concurrently providing a consistent approach to providing family-centred service across the city; the underlying framework established through FCSS is important for informing how new Family Centres will align with the larger vision for a Family-Centred Service System.

2017 Action Steps

- Partners will refine, if necessary, FCSS structures and processes to: maximize the benefit of emerging provincial directions related to service integration and community hubs; and, align with other integration strategies occurring regionally, particularly including mental health, special needs, and the CYN Youth Framework.
- Partners will inform the development of a community needs assessment on early years planning.
- Partners will revise the operational Family Centre cost model using updated operational data.
- Partners will develop a 'start up' cost model to articulate costs associated with building a Family Centre.
- Partners will review and update FCSS Governance documentation to maintain relevance and impact, including the Memorandum of Understanding, Business Practices, and Service Plan Agreement templates.
- Partners will hold an annual review meeting to share results and plan for the next year.

Lead(s) and partner(s)

- FCSS Governance partners
- City of London, as Chair and backbone of FCSS Governance

Initiative: Measurement and evaluation

Measurement and evaluation of the Family-Centred Service System is ongoing, iterative, and developmental. The initial FCSS Measurement and Evaluation framework was developed early in the strategic planning process to frame and guide the FCSS strategy's continued development. This initiative is aimed at providing partners with the tools and resources required to continually measure and evaluate our work to refine our approach to best support the outcomes we are collectively trying to achieve.

Incubate: **Scale Up:**

Ties to Priority Outcomes

- Families experience reduced storytelling.
- Families have better and more consistent experience when accessing services.
- Families can easily access a full range of services.
- Families experience shorter wait times.

Support for this initiative

Shared measurement is one of the five conditions of Collective Impact. Shared measurement drives impact by: improving the quality of data; providing an opportunity to track progress towards shared goals; enabling coordination and collaboration; allowing for collective learning and course correction; and, catalyzing action from local partners.⁵⁶

The FCSS impact assessment provides a robust data set for refining the FCSS Measurement and Evaluation strategy and aligning it with other provincial integration strategies, including the Special Needs, Mental Health, and Ontario Early Years Child and Family Centres strategies.

2017 Action Steps

- Partners will re-form the Measurement & Evaluation subcommittee.
- Partners will research provincial directions related to integration and measurement (e.g. those related to OEYCFCs, mental health, and special needs) and use the data to inform the development of a refined measurement and evaluation framework.
- Partners will learn from key stakeholders, including London families, to confirm what is most important to them in measuring service experiences.
- Partners will refine and simplify the measurement and evaluation framework and tools.
- Partners will develop and embed an annual data collection process to support continuous learning and track progress.

Lead(s) and partner(s)

- FCSS Governance members
- City of London, as Chair and backbone of FCSS Governance
- CYN Shared Measurement Working Group

⁵⁶ <http://www.collaborationforimpact.com/collective-impact/shared-measurement/>



OUTCOME SUMMARY

Our collective work occurs in a complex environment with many variables. This section is an effort to more clearly draw the connections between our Priority action plans and our emerging Shared Measurement Framework. Our framework looks at what we *want to influence* – those outcomes we seek to impact directly through our

plan – and what we *want to track* – those outcomes that are outside of our scope of influence, but are still important to monitor as a way to understand how our community is doing. Table 4 outlines the areas we *want to influence*, along with where we will look to see change, and how we plan to create change through our priority

Table 4. Outcome Summary

Outcomes We Want to Influence	Existing Contribution Indicators	Priority Outcomes	Priority Strategies
<p style="text-align: center;">School Preparedness</p>	<ul style="list-style-type: none"> • Early Development Instrument scores 	<ul style="list-style-type: none"> • More children enter the school system with a strong foundation for success. • Families can easily access a full range of services. • Families experience shorter wait times. 	<ul style="list-style-type: none"> • Promote literacy from birth • Engage parents and caregivers to increase awareness and promotion of literacy • Support community partners with professional learning and practices • Develop a network of Family Centres to provide identifiable, accessible, family-friendly access points to the service system • Move beyond collaboration, coordination and co-location to an integrated, family centred model of service delivery
<p style="text-align: center;">Educational Success</p>	<ul style="list-style-type: none"> • EQAO scores • Graduation rates 	<ul style="list-style-type: none"> • More young people will graduate from secondary school (or the equivalent). • More children and youth continue to develop literacy skills and competencies throughout their school years. • More young people will graduate from secondary school (or the equivalent). • Families can easily access a full range of services. • Families experience shorter wait times. 	<ul style="list-style-type: none"> • Breaking the Cycle of Poverty • Improve literacy in the school age years • Improve youth literacy • Engage parents and caregivers to increase awareness and promotion of literacy • Support community partners with professional learning and practices • Develop a network of Family Centres to provide identifiable, accessible, family-friendly access points to the service system

outcomes, strategies, and initiatives. As well, please note that while not listed below, the three areas we want to track over time include childhood poverty rates, obesity rates, and mental wellbeing (see Section 5.1.1 Shared Measurement and Evaluation for more information).

Legend:

- Poverty
- Literacy
- Healthy Eating and Healthy Physical Activity
- Family-Centred Service System

Initiatives

- Baby’s Book Bag
- Healthcare Provider Engagement
- Community-wide literacy education campaign
- Build literacy-rich environments and integrate literacy into community spaces across the city
- Make it easier for families to access literacy services, supports and programs
- Continuous learning/education, knowledge mobilization and supports for community partners and professionals
- Participation and alignment with existing networks and partnerships in London to increase collective effectiveness
- Family Centres
- Community Connectors
- Neighbourhood Planning
- Public Awareness of Family Centres
- System Capacity Building
- Service System Governance
- Measurement and Evaluation

- Supporting at-risk youth
- Supporting school-aged newcomers
- Community-wide, coordinated model to increase secondary school graduation rates
- Literacy-focused Wraparound Project
- Community-wide, coordinated model to increase secondary school graduation rates
- Youth Project Design (YPD)
- Community-wide literacy education campaign
- Build literacy-rich environments and integrate literacy into community spaces across the city
- Make it easier for families to access literacy services, supports and programs
- Continuous learning/education, knowledge mobilization and supports for community partners and professionals
- Participation and alignment with existing networks and partnerships in London to increase collective effectiveness
- Family Centres
- Community Connectors
- Neighbourhood planning
- Public Awareness of Family Centres
- System Capacity Building
- Service System Governance
- Measurement and Evaluation

Outcomes We Want to Influence	Existing Contribution Indicators	Priority Outcomes	Priority Strategies
Physical activity behaviour	<ul style="list-style-type: none"> • HEHPA Act-i-Pass survey results 	<ul style="list-style-type: none"> • More children, youth, and families are engaged in regular, healthy physical activity. • More children, youth, and families interrupt sedentary behaviour more frequently on a daily basis. 	<ul style="list-style-type: none"> • Support (local) policy development/advocacy projects related to HEHPA outcomes • Increase education and awareness opportunities throughout the community • Support existing collaborative programs to enhance impact • Create, distribute and promote tools & resources • Create healthy, active neighbourhoods • Supporting and promoting local research to increase the evidence foundations of local initiatives • Continuous evolution of the HEHPA plan to reflect emerging issues and promising practices
Healthy eating	<ul style="list-style-type: none"> • Fruit and vegetable consumption rates 	<ul style="list-style-type: none"> • There is an increase in the number of opportunities to develop sustainable food solutions. • More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit. 	<ul style="list-style-type: none"> • Reducing the impact of poverty • Support (local) policy development/advocacy projects related to HEHPA outcomes • Increase education and awareness opportunities throughout the community • Create, distribute and promote tools & resources • Create healthy, active neighbourhoods • Supporting and promoting local research to increase the evidence foundations of local initiatives • Continuous evolution of the HEHPA plan to reflect emerging issues and promising practices

Initiatives

- Identifying and advocate for policy improvement opportunities within local organizations and jurisdictions that facilitate better healthy eating and physical activity outcomes
- Campaign amongst CYN partners to model healthy lifestyle habits
- Support the Middlesex-London *in motion*TM social marketing strategy
- Provide coordinated training and education opportunities
- Improve networking and coordination amongst existing Food and Physical Literacy programming
- Support and enhance www.inmotion4life.ca
- Support and enhance Active and Safe Routes to School
- Support and enhance the Grade 5 Act-i-Pass program
- Share and encourage consistent use of existing CYN/HEHPA resources across partner organizations
- Create, adapt, and translate tools and resources that support healthy eating and physical activity opportunities
- Engage London's Family Centre Neighbourhoods in promoting resources and initiatives that align with HEHPA goals and outcomes
- Support events and initiatives of HEHPA members that contribute to a culture of healthy living in local neighbourhoods
- Support neighbourhood-level, resident-driven working groups in CYN priority neighbourhoods
- Identify and evaluate local community based initiatives that demonstrate promising practices believed to positively impact healthy eating and physical activity outcomes
- Research and reflection

- Scale up the impact of Harvest Bucks
- Food Families
- Identify and advocate for policy improvement opportunities within local organizations and jurisdictions that facilitate better healthy eating and physical activity outcomes
- Campaign amongst CYN partner organizations to model healthy lifestyle habits
- Support the Middlesex-London *in motion*TM Social Marketing strategy
- Explore development and implementation of a Community Cooking Challenge
- Provide coordinated training and education opportunities
- Improve networking and coordination amongst existing Food and Physical Literacy programming
- Support and enhance www.inmotion4life.ca
- Support and enhance the impact of Food Families
- Share and encourage consistent use of existing CYN/HEHPA resources across partner organizations
- Create, adapt, and translate tools and resources that support healthy eating and physical activity opportunities
- Engage London's family centre neighbourhoods in promoting resources and initiatives that align with HEHPA goals and outcomes
- Support events and initiatives of HEHPA members that contribute to a culture of healthy living in local neighbourhoods
- Support neighbourhood-level, resident-driven working groups in CYN priority neighbourhoods
- Identify and evaluate local community based initiatives that demonstrate promising practices believed to positively impact healthy eating and physical activity outcomes
- Research and reflection

Outcomes We Want to Influence	Existing Contribution Indicators	Priority Outcomes	Priority Strategies
<p style="text-align: center;">Community inclusion & engagement</p>	<ul style="list-style-type: none"> • Rates of children and youth reporting sense of belonging to community 	<ul style="list-style-type: none"> • Londoners have an increased and meaningful understanding of poverty and its impact on our community. • Community leaders have resources to initiate change. • There is an increase in the number of opportunities to develop sustainable food solutions. • More community members will be engaged in activities which improve all forms of literacy. • More children, youth, and families are engaged in regular, healthy physical activity. • More children, youth, and families are engaged in daily, healthy eating habits including a reduced consumption of sugar sweetened beverages and increased consumption of vegetables and fruit. • Families are connected and engaged in their neighbourhood. 	<ul style="list-style-type: none"> • Reducing the impact of poverty • Changing Mindsets • System Change • Promote literacy from birth • Improve literacy in the school age years • Improve youth literacy • Engage parents and caregivers in awareness and promotion of literacy • Support Community partners with professional learning and practices • Support (local) policy development/advocacy projects related to HEHPA outcomes • Increase education and awareness opportunities throughout the community • Support existing collaborative programs to enhance impact • Creates, distribute and promote tools & resources • Create healthy, active neighbourhoods • Supporting and promoting local research to increase the evidence foundations of local initiatives • Continuous evolution of the HEHPA plan to reflect emerging issues and promising practices • Develop a network of Family Centres to provide identifiable, accessible, family-friendly access points to the service system • Move beyond collaboration, coordination and co-location to an integrated, family centred model of service delivery

Initiatives

- Food Families
- Poverty Over London/ifyouknew.ca
- Community workshops and training
- Research and Advocacy
- Supporting Londoners with lived experience to lead/participate in community decision making
- Vibrant Communities
- Baby's Book Bag
- Healthcare Provider Engagement
- Literacy-focused Wraparound Project
- CYN Youth Project Design (YPD)
- Community-wide, coordinated model to increase secondary school graduation rates
- Community-wide literacy education campaign
- build literacy-rich environments and integrate literacy into community spaces across the city
- Make it easier for families to access literacy services, supports and programs
- Continuous learning/education, knowledge mobilization and supports for community partners and professionals
- Participation and alignment with existing networks and partnerships in London to increase collective effectiveness
- Identify and advocate for policy improvement opportunities within local organizations and jurisdictions that facilitate better healthy eating and physical activity outcomes
- Campaign amongst CYN partner organizations to model healthy lifestyle habits
- Support the Middlesex-London in motion™ Social Marketing strategy
- Explore development and implementation of a Community Cooking Challenge
- Provide coordinated training and education opportunities
- Improve networking and coordination amongst existing Food and Physical Literacy programming
- Support and enhance www.inmotion4life.ca
- Support and enhance Active and Safe Routes to School
- Support and enhance the Grade 5 Act-i-Pass program
- Support and enhance the impact of Food Families
- Share and encourage consistent use of existing CYN/HEHPA resources across partner organizations
- Create, adapt, and translate tools and resources that support healthy eating and physical activity opportunities
- Engage London's family centre neighbourhoods
- in promoting resources and initiatives that align with HEHPA goals and outcomes
- Support events and initiatives of HEHPA members that contribute to a culture of healthy living in local neighbourhoods
- Support neighbourhood-level, resident-driven working groups in CYN priority neighbourhoods
- Identify and evaluate local community based initiatives that demonstrate promising practices believed to positively impact healthy eating and physical activity outcomes
- Research and Reflection
- Family Centres
- Community Engagement
- Neighbourhood Planning
- Service System Governance

Outcomes We Want to Influence	Existing Contribution Indicators	Priority Outcomes	Priority Strategies
<p>Availability of resources in neighbourhoods</p>	<ul style="list-style-type: none"> • Community asset mapping • Family Centre usage statistics 	<ul style="list-style-type: none"> • Families have more opportunities to become financially sustainable. • Families experiencing poverty have enhanced access to basic needs services in their neighbourhoods. • More children, youth and families live in and/or have frequent access to healthy, supportive environments that encourage, provide for, and lead to increased physical activity and healthy eating habits. • Families are connected and engaged in their neighbourhood. • Families can easily access a full range of services. 	<ul style="list-style-type: none"> • Reducing the impact of poverty • Changing Mindsets • System Change • Support (local) policy development/advocacy projects related to HEHPA outcomes • Increase education and awareness opportunities throughout the community • Support improvements to the Built Environment impacting HEHPA desired outcomes • Support existing collaborative programs to enhance impact • Create, distribute and promote tools & resources • Create healthy, active neighbourhoods • Supporting and promoting local research to increase the evidence foundations of local initiatives • Continuous evolution of the HEHPA plan to reflect emerging issues and promising practices • Develop a network of Family Centres to provide identifiable, accessible, family-friendly access points to the service system • Move beyond collaboration, coordination and co-location to an integrated, family centred model of service delivery
<p>Change in the System of services for children and youth and their families</p>	<ul style="list-style-type: none"> • Level of partner integration (CYN/ FCSS survey) 	<ul style="list-style-type: none"> • There is an increase in the number of opportunities to develop sustainable food solutions. • Families experience reduced storytelling. • Families have better and more consistent experience when accessing services. • Families can easily access a full range of services. • Families experience shorter wait times. 	<ul style="list-style-type: none"> • Reducing the impact of poverty • Develop a network of Family Centres to provide identifiable, accessible, family-friendly access points to the service system • Move beyond collaboration, coordination and co-location to an integrated, family centred model of service delivery

Initiatives

- Access to Basic Needs Supports in Neighbourhoods
 - Financial Empowerment
 - Research & Advocacy
 - Identify and advocate for policy improvement opportunities within local organizations and jurisdictions that facilitate better healthy eating and physical activity outcomes
 - Support the Middlesex-London *in motion*™ Social Marketing strategy
 - Campaign amongst CYN partners organizations to model healthy lifestyle habits
 - Explore development and implementation of a Community Cooking Challenge
 - Provide coordinated training and education opportunities
 - Improve networking and coordination amongst existing Food and Physical literacy programming
 - Support and enhance www.inmotion4life.ca
 - Support and scale up built environment changes that facilitate better physical activity and healthy eating outcomes
 - Support and enhance Active and Safe Routes to School
 - Support and enhance the Grade 5 Act-i-Pass program
 - Share and encourage consistent use of existing CYN/HEHPA resources across partner organizations
 - Create, adapt, and translate tools and resources that support healthy eating and physical activity opportunities
 - Engage London's family centre neighbourhoods in promoting resources and initiatives that align with HEHPA goals and outcomes
 - Support events and initiatives of HEHPA members that contribute to a culture of healthy living in local neighbourhoods
 - Support neighbourhood-level, resident-driven working groups in CYN priority neighbourhoods
 - Identify and evaluate local community based initiatives that demonstrate promising practices believed to positively impact healthy eating and physical activity outcomes
 - Research and Reflection
 - Family Centres
 - Community Connectors
 - Community Engagement
 - Neighbourhood Planning
 - Public Awareness of Family Centres
 - System Capacity Building
 - Service System Governance
 - Measurement and Evaluation
-
- Food Families
 - Scale up the impact of Harvest Bucks
 - Family Centres
 - Community Connectors
 - Neighbourhood Planning
 - Public Awareness of Family Centres
 - Continuous Communication and Information Sharing and between Partners
 - System Capacity Building
 - Service System Governance
 - Measurement and Evaluation



REPORTING

As in the past, we will report annually on the progress of London's Child and Youth Network's initiatives. Reporting allows us to share our results with partners and the community, and creates an opportunity for review and reflection for the following year. Our annual reports will include: progress on initiatives and our shared measurement framework; modifications to the priority action plans to include emergent opportunities; stories of change from family and service provider perspectives; and, a summary of resource allocations. Additionally, wherever possible, we will report on population-level outcomes so we can understand how our community is changing.

OUR FUTURE

The CYN exists to help make life better for London families. We've learned so much through our first two Child and Youth Agendas. We've learned about each other. We've learned how to work together, better. We've learned what has worked to create change (and what hasn't). Many London families have been positively impacted by this work, and the approach has changed for service providers that serve children, youth and families in London.

This agenda is our (re)commitment to London families. It is because of London families, and it is for London families, that we do this work. We are committed to harnessing the full potential of what we can do through the Child and Youth Network to make life better for you.

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APPENDIX A:

ENDORSEMENT LETTERS

The following community organizations have provided letters of endorsement for London's Child & Youth Agenda: 2017-2021.

- Acorn Christian Day Care
- Arbour Glen Day Nursery
- Big Brothers Big Sisters of London and Area
- Blossoms Early Childhood Education Centre
- Boys and Girls Club of London
- Brescia University College, Food & Nutritional Sciences
- Bright Beginnings Early Childhood Centre
- Byron Woods & North Woods Montessori School
- Calvary Nursery School, Inc.
- Canadian Mental Health Association
- Centre Communautaire Régional de London
- Chelsea Green Children's Centre Inc.
- Childreach
- Children's Aid Society of London & Middlesex (CAS)
- Children's Health Foundation
- Children's Place Childcare
- Community Living London
- Community Services Coordination Network (CSCN)
- Conseil scolaire Viamonde
- Coupons for Hunger
- Craigwood Youth Services
- Crouch Neighbourhood Resource Centre
- Epilepsy Southwestern Ontario
- Faith Day Nursery
- Family Service Thames Valley
- Fanshawe College
- Fanshawe College, Language and Liberal Studies
- Frontier College
- Glen Cairn Community Resource Centre
- Goodwill Industries
- Grand Avenue Children's Centre
- Grosvenor Nursery School
- Growing Chefs! Ontario
- Heart and Stroke Foundation
- Humble Beginnings Nursery School
- Internet Sense for Internet Safety
- Investing in Children
- Kids Kicking Cancer Canada
- KidZone Day Care Centre Inc.
- Kinderville Child Care
- Kiwanis Club of Forest City-London
- La ribambelle
- LEADS Employment Services
- Learning Disabilities Association - London Region
- Literacy Link South Central
- London & Middlesex London Immigration Partnership
- London & Middlesex Housing Corporation
- London Bridge Child Care Services Inc.
- London Children's Connection
- London Children's Museum
- London Community Chaplaincy
- London Community Foundation
- London District Catholic School Board
- London Employment Help Centre
- London French Day Care Centre Inc.
- London InterCommunity Health Centre
- London Islamic School
- London Public Library
- London Youth Advisory Council
- LUSO Community Services
- Merrymount Children's Centre
- Middlesex-London Health Unit
- Middlesex-London in motion™
- Mission Services of London
- Montessori Academy of London Inc.
- Museum London
- Muslim Resource Centre for Social Support and Integration
- Neighbourhood Legal Services (London & Middlesex) Inc.
- Neighbourhood Resource Association of Westminster Park (NRAWP)
- Northwest London Resource Centre
- Oak Park Co-operative Children's Centre, Inc.
- Parkwood Children's Daycare Centre
- Pillar Nonprofit Network
- Preschool of the Arts
- ReForest London
- Salvation Army
- SARI Therapeutic Riding
- Simply Kids
- Sisters of St. Joseph
- South London Neighbourhood Resource Centre
- Temple Tots Day Care
- Thames Valley Children's Centre
- Thames Valley District School Board
- The Grand Theatre
- The Kangaroo's Pouch Daycare Centre
- thehealthline.ca
- United Way London & Middlesex
- Upper Thames River Conservation Authority
- Vanier Children's Services
- Western University - Human Environments Analysis Laboratory (HEAL), Department of Geography
- Western University - Interdisciplinary Centre for Research as a Social Practice
- Western University - School of Occupational Therapy
- Whitehills Childcare Association
- WIL Employment Connections
- Women's Community House
- YMCA of Western Ontario
- Youth Opportunities Unlimited (YOU)
- Youth for Christ (YFC)



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