TO: CHAIR AND MEMBERS
COMMUNITY AND NEIGHBOURHOODS COMMITTEE
MEETING ON FEBRUARY 15, 2011

FROM: ROSS L. FAIR
GENERAL MANAGER OF COMMUNITY SERVICES

SUBJECT: THE CHILD AND YOUTH AGENDA
YEAR TWO IMPLEMENTATION

RECOMMENDATION

a.) That, on the recommendation of the General Manager of Community Services, the following actions BE TAKEN:

i.) This report on the Year Two Implementation of the Child and Youth Agenda BE RECEIVED for information; and,

ii.) The strategic document entitled “Reengineering Services for Children’s Services” attached hereto as Appendix B BE ENDORSED; and,

iii.) That the Mayor BE REQUESTED send a letter of congratulations to the members of the Child and Youth Network.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Child and Youth Agenda Purchase of Service Agreement with Investing in Children (June 9, 2010);
- The Child and Youth Agenda Year One Implementation (January 25, 2010);
- Provincial Announcement Regarding Full-Day Learning for Four- and Five-Year Olds in Ontario (November 16, 2009);
- Dr. Pascal’s Report- Implementing Early Learning in Ontario (July 20, 2009);
- Update on Best Start Funding (April 27, 2009);
- Child and Youth Agenda (October 6, 2008);
- Best Start Phase 2 Plan for System Integration and 2007-2008 Child Care Service Plan (July 9, 2007).

BACKGROUND

In December 2008, Council endorsed the Child and Youth Agenda (CYA), a London-based initiative to improve outcomes for children, youth and families. In February 2009, Council approved a budget of $936,480 in support of the agenda. The purpose of this report is to highlight the progress and some of the successes of 2010, our second year of implementation. The Child and Youth Agenda’s vision: “Happy, healthy children and youth today; caring, creative, responsible adults tomorrow,” is driven by over 140 local agencies that comprise the Child and Youth Network (CYN). In 2010, the members of the CYN put forth tremendous dedication to tackle the challenges that face London’s children, youth and families. The four main priorities of the CYA include ending poverty, increasing healthy eating and physical activity, improving literacy and creating a family-centred service system. London’s specific goals, outlined in the Child and Youth Agenda, include:

- Reduce the proportion of London families who are living in poverty by 25% in five years and by 50% in 10 years;
- Be a provincial leader in child, youth and family literacy by 2015;
- Create environments, neighbourhoods and opportunities that promote and support daily physical activity and healthy eating for all our children, youth and families; and,
- Make it easier for London’s children, youth and families to participate fully in their neighbourhoods and communities, and to find and receive the services they need through a family-centred service system.
OVERALL SUCCESS OF THE CHILD AND YOUTH NETWORK AGENDA IN 2010

The success of the Child and Youth Network in 2010 is outlined in the second annual Progress Report (see appendix A), which provides an in-depth description of each Child and Youth Agenda priority and their related initiatives.

CYN members have reported a number of positive outcomes as a result of the Network. In a recent survey of CYN members, 86% reported an improvement in being able to bring service providers together to plan services for families—a dramatic increase from 2007 survey results. A vast majority of Network members also report that their priorities are aligned or have been realigned to match those of the CYA. In fact, on November 18th and 19th ninety-three local organizations participated in the Engage for Change conference where two important community development tools were introduced to enhance the ability of service providers to integrate their services.

The CYN also continued to grow in 2010. Twenty-five agencies and forty-five individuals joined the Network in the past year. Through the participation of all of the members, approximately $1 million of direct and indirect contributions were made by organizations to support the efforts of the CYN. In addition to the overall success of the CYN, the four priorities of the Agenda—Ending Poverty, Making Literacy a Way of Life, Leading the Nation in Healthy Eating and Physical Exercise and Creating a Family Centred Service System—have progressed significantly in 2010. Some of the highlights include:

Ending Poverty

- The launch of The Real Issue campaign, a multi-faceted anti-poverty awareness and engagement campaign. The campaign integrated web and social media, print and online advertising, billboards, earned media, and event components;
- The development of a project framework for the implementation of an Individual Development Account (IDA) and Microloan pilot project in 2011. The IDA and Microloan program is expected to benefit 60 youth and families;
- The development and delivery of a position paper on the Ontario Works Social Assistance Program. The paper advocated a number of changes to the program to assist people with low-income. The paper was submitted to local and provincial policy makers; and,
- Implementation of a Grade 7 Wrap Around project designed to provide additional supports to students with the goal of helping them to graduate successfully from high school and pursue higher education or employment.

Make Literacy a Way of Life

- The establishment of the Huron Heights Neighbourhood Literacy Working Group. The group was established following a community conversation about enhancing literacy initiatives in the neighbourhood which included over 60 parents, service providers and school staff;
- A Neighbourhood Community Development Fund was created to support authentic and collaborative literacy activities. $74,000 has been allocated to support 8 different neighbourhood based literacy initiatives; and,
- Over 100 Read to Me! and Baby’s Book Bag: Literacy Right from the Start! presentations were made to 1,700 new and expecting parents. This coincided with the distribution of 1,000 Baby’s Book Bag packages covering approximately 64% of all first time births in London.

Lead the Nation in Increasing Healthy Eating and Healthy Physical Activity

- 70 residents of the Westminster neighbourhood have created a neighbourhood action plan to increase healthy eating and healthy physical activity and have begun implementing their plan. This includes the establishment of Healthy School Committees in all five neighbourhood schools, expansion and improvement of the community garden program and the introduction of a free sports in the park summer program;
- The creation of a Menu Maker tool to help families plan healthy, nutritious meals. The Menu Maker is being distributed to families through CYN member organizations. 10,000 menu makers were distributed in 2010;
The continued promotion of public education, motivation and awareness initiatives through the in motion® campaign. Billboards, bus shelters, posters and a website have been established to support the campaign.

Create a Family-Centred Service System

2010 was a significant year for the advancement of the Family-Centred Service System priority. This priority was initially determined based on feedback from families that were trying to access services for their children. They reported that the system was difficult to navigate and fraught with duplication and fragmentation making it a challenge to find the most appropriate service providers. They also said that it took too long to begin receiving the services that they needed. In addition to the clear message from London families, there have been a number of other drivers for change. These include:

- **Ontario introduces Full Day Kindergarten (FDK).** Beginning in September 2010, Ontario introduced full-day learning programs - including before and after school programs (i.e., extended day) - for children in junior and senior kindergarten. In the first year of implementation, about 600 schools in Ontario offered full-day learning programs. By 2015/16, all four and five-year olds in the province will have the opportunity to participate in the program. FDK was offered at 11 London schools in 2010 with another 6 schools slated to introduce the program in 2011. The implementation of this new program will profoundly impact schools, child care programs and services that currently provide programming for four- and five-year old children.

- **Local Drivers for Changes.** Many things happening locally in London are changing the way services are delivered. As a pilot site for the enhanced 18-month well baby visit and a potential amalgamation of four children and youth mental health organizations, London must rethink and change the way services are organized and delivered.

- **Special Advisor on Early Learning recommends “one-stop” Best Start Child and Family Centres.** Dr. Charles Pascal has been appointed as special advisor on integrated service delivery by the Ministry of Children and Youth Services. He will work with various Ministries to develop a plan that will build on promising practices, tools and existing plans already in place as well as the hub vision of Best Start Child and Family Centres as articulated in Dr. Pascal’s Early Learning Advisory report. His recommendation supports London’s System Reengineering vision. Lynne Livingstone, Director of Neighbourhood & Children’s Services and Chair of the Child & Youth Network, has subsequently been invited to be a part of the Ontario Government’s Best Start Child and Family Centre External Review Committee to inform the province on promising practices emerging from London.

The CYN had taken a number of important but relatively small steps to try to improve the service system in London. These steps included:

- The development of referral maps for all age groups for families and service providers
- Improvement to web sites that families and service providers access regularly
- The development of a Hub implementation plan - clearly committing to hubs as a delivery mechanism for services in all neighbourhoods and prioritizing which neighbourhoods we would start implementation.
- The development of tools to support integration (the Integration Assessment Tool and ACE)
- Securing the support of funders for the direction of the CYN and the priority areas

The message is now loud and clear: it is time to move beyond efforts to coordinate services offered by different agencies at different sites and to integrate services in a way that makes sense for children and families. The CYN reached a point where we needed to have the much more difficult conversations about the service system for children and families in London. This was done to address the drivers for change and to be more proactive about the changes that are occurring in our community. In the Fall of 2009 we embarked on those conversations. We call this work London System Reengineering. The language is very intentional. This is not tinkering on the edges of the service system. This is a plan about fundamentally changing the way services are delivered in London for children, youth and families. The end result will be a system that is more efficient, integrated and truly family-centred.
Our plan is to move from the current array of services to a system that is based on Neighbourhood Child and Family Centres. Figure 1 depicts the service system families currently experience in London. Figure 2 depicts the service system we are moving towards.

**Our Current State**

![Figure 1: Our Current State](image)

Adapted from: C. Pascal, *With Our Best Future in Mind*, 2009

**Our Goal**

![Figure 2: Our Goal](image)
The Network has developed a vision for what our system of services for children and families can and should be:

"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."

The plan is to bring a variety of services for children and families together into Neighbourhood Child and Family Centres (see Figure 2). These Centres or hubs will take services to neighbourhoods and families, rather than making families find the services. In order for the services provided at each Centre to be neighbourhood driven, service providers will work closely with residents in the community to identify the mix of services that families want and determine when to deliver them. Both our vision of what we think London’s services should be and Ontario’s vision for the Early Learning Program are guiding us in the same direction: integrated, effective services that are easy for children and families to find and use.

Potentially, each London neighbourhood would have a hub where families could walk through a single door to access a full range of services. As an example, a parent may stop at the Neighbourhood Child and Family Centre in the morning to bring their 3 year old to a childcare program. After work, they return to the Neighbourhood Child and Family Centre to participate in a young parents group and a yoga class; all under the same roof. Having noticed some concerning changes in their child’s behavior, a parent could speak to a community connector at the Neighbourhood Child and Family Centre who connects them to a specialized children’s mental health service. Although these are only a few examples of the types of services that could be accessed through a Neighbourhood Child and Family Centre, they illustrate the comprehensive and integrated nature of Neighbourhood Child and Family Centres.

Beyond the clear advantages to London’s children and families, this plan will also create a far more efficient and less duplicative system of services. Through a process called System Reengineering, the Child & Youth Network is bringing service providers together to develop common-intake practices, encourage common operating procedures and develop an interprofessional community of practice. This reengineering will allow for better sharing of information and resources, providing the foundation for a more cost-effective system with increased capacity to help families. Full details of London’s System Reengineering plan are detailed in the report Reengineering Services for Children and Families: London’s Plan to Build a Network of Neighbourhood Child and Family Centres (see appendix B).

All service provider organizations of the Child and Youth Network have been asked to submit a letter demonstrating their commitment to move forward with London System Reengineering. All major service providers from all sectors – health, education, child care, recreation, social services, funders – have submitted their letters of commitment (see Appendix C for a logo page of participating organizations). We are poised to move forward with implementation. Further, we have said as a community we are going to implement this plan within existing resources, neighbourhood by neighbourhood.

With partnerships in place, strategies developed and a clear commitment from Child & Youth Network members, we are truly on the precipice of a fundamental shift in the way families access social services in London. This new way of providing services will not only be far more efficient and well integrated, but will result in better outcomes for children and families.
During the 2009 Budget process, City Council approved total gross costs of $936,480 in support of London’s Child and Youth Agenda, it being noted that these costs would be partially offset in 2009 and 2010 by an annual draw of $336,000 from the Consolidated Verification Process (CVP) Reserve Fund resulting in a net annual impact of $600,480. The CVP reserve fund was established by Council to fund unmet social service needs.

The City of London’s investment in the Child and Youth Agenda has generated significant organizational support. Since the implementation work of the Agenda began in 2009, we estimate that the local agencies supporting the Child and Youth Network have contributed in-kind contributions valued at approximately $1,000,000. In-kind contributions include staff time and expertise, material/resources, and future project support.

Subject to final 2010 year-end adjustments and processing, it is projected that the Child and Youth Agenda expenditures will be within budget.

CONCLUSION

The Child and Youth Network will continue to strive to achieve its vision for children and youth - “Healthy, happy children and youth today; caring, creative, responsible adults tomorrow.” The focus in 2011 will be on continuing to engage local residents, businesses and other partners through the community development process. Community leaders within the CYN will receive training and skill development opportunities to equip them with the know-how to use a community development approach. 2011 is also a pivotal year for the implementation of the London System Reengineering plan and the development of Neighbourhood Child and Family Centres. With the successes of the first two years of implementing the Child and Youth Agenda behind us, the Child and Youth Network will be steadfast in its commitment to making London the very best place to raise a family.

PREPARED BY:

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SUBMITTED BY:

Lynne Livingstone Director
Neighbourhood & Children’s Services
Department of Community Services

RECOMMENDED BY:

Ross L. Fair
General Manager
Department of Community Services

APPENDIX A

Attach 2010 CYN Progress Report

APPENDIX B

Attach Reengineering Services for Children and Families

APPENDIX C

Attach Logo page
2010 Progress Report
Doing what is best for our children, youth and families
London’s Child & Youth Agenda 2010 Progress Report

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

This is the vision of London’s Child and Youth Network (CYN). Now in its third year, the Network has grown to over 140 organizations dedicated to doing what is best for our children, youth and families.

We believe that by focusing our collective efforts on the key priority areas of poverty, literacy, healthy eating/healthy physical activity and creating a family centred service system, we will profoundly improve outcomes for children, youth and families in our community.

We are pleased to present the second annual Progress Report highlighting the work of the Network over the past year. 2010 marks some significant developments for us in achieving our goals. We are moving from words to action by engaging residents in London neighbourhoods to implement action plans and test strategies to end poverty, make literacy a way of life and make London a national leader in healthy eating and healthy physical activity.

The Network is also beginning to extend its reach beyond traditional child and youth service providers to include families in our target neighbourhoods as well as the business community. Moving forward, we see opportunities to leverage funding and create innovative partnerships that will allow us to achieve our goals.

We are starting to see an impact on the way services are provided to families. Organizations are reporting a movement beyond mere awareness of each other’s programs and services to greater communication and cooperation. Creating better links between services will provide for greater overall collaboration amongst Network members and ultimately better, more integrated services for families.

"Partnering has become more organized and effective and has resulted in greater scope, range and depth. This in turn benefits the children, youth and families in the city. We have been able to act on opportunities as they arise; partnerships have been more action oriented."

– CYN Member

To create a truly family-centred service system, London has begun reengineering its services for children (prenatal to 12) and their families. In addition to families telling us that the system is not meeting their needs, local and provincial initiatives have provided an impetus for change. We intend to take advantage of these drivers for change to create Neighbourhood Child and Family Centres which will provide families with a single door to a more efficient and integrated system of services. We will strive to achieve a vision where:

"In every London neighbourhood residents will open a single door to multiple opportunities that support children and families in achieving their full potential."
London’s Child & Youth Network

Agenda Item #26

London Child & Youth Network Links

- Addiction Services of Thames Valley
- All Kids Belong Special Needs Services
- Alexander Weir Residential Resources Inc.
- Arbor Glen Day Nursery
- Angle Community Resource Centre
- Association of Early Childhood Educators
- Aphroinna Namba Family Healing Services
- Autism Ontario, London Chapter
- Barossa Child Care / Salvation Army
- Big Brothers Big Sisters of London & Area
- Boys’ & Girls’ Club of London
- Brecon University College (Food and Nutritional Science)
- Bright Beginnings
- Canadian Hearing Society
- Canadian Mental Health Association
- Canadian National Institute for the Blind
- Centres Communautaires Regionaux de l’Ontario
- Centre for Hope
- Centre for Children & Families in the Justice System
- Chelsea Green Children’s Centre Inc.
- Child Care Advisory Committee
- Child Care By Design Inc.
- ChildMinding Monitoring Advisory
- Children’s Aid Society
- Children’s Health Foundation
- Children’s Hospital, LHSC
- Child & Adolescent Mental Health Care Program
- City of London
- College Rental
- Coalition of Poverty
- Community Living London
- Community Services Coordination Network
- Conseil Scolaire de District des écoles Catholiques du Sud-Ouest
- Conseil Scolaire de District du Centre
- Coastwood Youth Services
- Come Together & Stay Committee
- Cooch Neighbourhood Resource Centre
- County of Middlesex
- Dave Counselling
- Dr. Taylor Consulting
- Easter Seals
- Family Networks
- Family Services Thames Valley
- Fennimore College
- First Nations Centre, University of Western Ontario
- Frontier College
- Geography Department, University of Western Ontario
- Glenn Cairn Community Resource Centre
- Groomer Nursery School
- Growing Chiefs Ontario
- Health Services Department, University of Western Ontario
- Heart and Stroke Foundation
- Humber River Addictions Services of Thames Valley
- Human Environments Analysis Laboratory, UWO
- Hunger Relief Action Coalition
- Investing in Children
- John Howard Society of London & District
- Juvenile Achievement of London & District
- Kids’ Ark Day Nursery
- La Bibliothèque Centrale Preschool
- Learning Disabilities Association – London Region
- Let’s Talk Science
- Life Resources Centre
- LIT - Learning in Together
- Literacy Unit South Centre
- London Abused Women’s Centre
- London and Area Food Bank
- London and Middlesex Local Immigration Partnership
- London Arts Council
- London Bridge Child Care Services
- London Childbirth Connection
- London Community Foundation
- London Community Resource Centre
- London Cross Cultural Centre
- London District Catholic School Board
- London Employment Help Centre
- London Employment Sector Council
- London Health Science Centre
- London Home Child Care Support Network
- London Humane Coalition
- London Juvenile Family Care Providers Network
- London InterCommunity Health Centre
- London LGBTQ+ Family Resource Centre
- London Police Services - Family Constables, Victim Services
- Unit & Diversity Officer
- London Public Library
- London Regional Children’s Museum
- London Sexual Health Initiative
- LSSG Community Services
- London Youth Council
- Madonna Vator Children’s Services
- ManyMoms Children’s Centre
- Middlesex London Health Unit (MHUHC), Sex Start for Babies, Family Health Services, Public Health Research, Education Development, Chronic Disease & Injury Prevention
- Ministry of Children & Youth Services
- Ministry of Health Promotion
- Mission Services of London
- Northwest Children’s Cottage
- North End London Community Engagement Council
- Northwest London Resource Centre
- Oak Park Children’s Centre
- Ontario Disability Support Program
- Ontario Early Years Centres (OEC)
- Ontario Early Years Centres (OEC) London
- Ontario Mesothelioma Support Program
- Organized Crime Detention Centre
- Oxford Community Foundation
- Oxford District Children’s Centre
- Parkwood Children’s Centre
- Pinewoods Children’s Centre
- PINNevens & Early Intervention Program for Psychomotor
- Pillar Youthcare Network
- Portlands Women’s and Family Shelter
- Salvation Army Day Nursery
- Sarnia-Welshbridge & Assoc. Inc.
-School Community Intervention Partnerships
- Schulte School of Medicine & Dentistry, Dept. of Psychology
- Service Canada
- Sexual Assault Centre London
- Simple Kids Inc.
- St. Joseph’s Hospital (Social Justice)
- Southlake Chaplaincy
- South London Neighbourhood Resource Centre
- Southwest Local Health Integration Network
- Southwest Ontario Aboriginal Health Access Centre
- Southwest Ontario Aboriginal Health Access Centre
- Thistlewood Children’s Centre
- Thames Valley District School Board
- The HealthNexus
- The Little Gym of London
- Towards Inc.
- United Way of London & Middlesex
- Unity Project
- University Laboratory School (Dept. of Psychology, University of Western Ontario)
- Western Area Youth Services (WAYS)
- Westminster Centre
- Welland Health Care Centre Inc.
- Wellington Children’s Aid Society
- Wellington School Board
- Wexford Children’s Association
- Women’s Community House
- Women’s Health Resource Centre
- YMCA of Westhumber
- Youth Opportunities Unlimited
- Youth For Christ

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Turning Words Into Action

CYN members report many positive community impacts as a result of being a part of such a large and successful network of individuals and organizations working towards a common goal. Many, many projects and initiatives, beyond the work in the individual action plans, are being carried out across the community by Network members which contribute to the priority areas of ending poverty, making literacy a way of life and improving healthy eating/healthy physical activity. Our Child and Youth Agenda Action Plans are being implemented in neighbourhoods across the city with tangible results. Agencies are seeing "improvements in quality of programs, service and partnerships as a result of community involvement in the CYN." "We (CYN member) have many stories of how families have benefited from our involvement in the CYN." We continue to hear from our Network members about the depth of partnership opportunities available to them now and the value of the Network in "spurring new conversations and ways of doing business."

"There is greater synergy as a result of being a part of the CYN. Agencies are more aware of what others are doing in the community and this in turn is reducing duplication and results in better use of our resources."

- CYN Member

- The CYN continued to grow in 2010. Twenty-five agencies and 45 individuals joined our collective effort.
- In 2010 over $1 million of direct and indirect/inkind contributions were made by agencies and organizations in support of the Child and Youth Network.
- A vast majority of Network members report that they have either realigned their priorities or are already aligned with the CYN priority areas.

The priority area implementation teams have been very busy this past year. The following pages summarize the 2010 successes of the Ending Poverty, Improving Literacy, Healthy Eating/Healthy Physical Activity and Family-Centred Service System Implementation Teams.
Ending Poverty Goal: To reduce the proportion of London families who are living in poverty by 25% in five years and by 50% in 10 years.

The Ending Poverty Implementation Team is continuing its efforts to help children, youth and families struggling with poverty succeed by addressing the root factors that contribute to poverty. Chaired by Ross Fair, General Manager of Community Services, City of London and Derrick McBurney, Hunger Relief Action Coalition, the three-part strategy aims to:

- Increase social awareness and community engagement;
- Reduce the impact of poverty and make day-to-day life better; and,
- Break the cycle and stop the next generation from living in poverty.

In October 2010, the CYN Ending Poverty team began a new conversation with Londoners with the launch of The Real Issue campaign. The Real Issue, a multi-faceted anti-poverty awareness and engagement campaign, aims to change the face of poverty by exposing the complexity of the issue. It is a way of engaging in new dialogue and provides ideas about how the community can take action to help end poverty.
<table>
<thead>
<tr>
<th>Strategies</th>
<th>2010 Activities</th>
<th>2010 Accomplishments</th>
</tr>
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<tbody>
<tr>
<td>Increase awareness and engage the community</td>
<td>Implement awareness and community engagement plans</td>
<td>✓ - Launched the Real Base campaign, a multi-faceted anti-poverty awareness &amp; engagement campaign. The campaign integrated web &amp; social media, print &amp; online advertising, billboards, earned media &amp; event components.</td>
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<td></td>
<td>Develop toolkits</td>
<td>✓ - Begin consultations with key sectors in order to develop appropriate toolkits.</td>
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<td>Host conversation series on poverty with key groups</td>
<td>✓ - Held conversation with young professionals to encourage them to take action. To continue in 2011.</td>
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<tr>
<td>Reduce the impact of poverty and make day-to-day life better</td>
<td>Income support; take next steps with Financial Stability Partnership to focus on building sustainable assets</td>
<td>✓ - Developed project framework for implementing matched savings &amp; microloans.</td>
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<td></td>
<td>Healthy families; coordinate agencies; consistency across neighbourhoods; investigate strategies to improve access to basic needs; draft a strategy to work with corporations &amp; community partners to address access to food</td>
<td>✓ - Developed the Basic Needs Beacon framework to support emergency transitional &amp; sustainable programs in three targeted neighbourhoods.</td>
</tr>
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<td></td>
<td>Healthy Families; map existing community supports</td>
<td>✓ - Completed inventories of basic needs &amp; healthy child &amp; family development supports for three neighbourhoods.</td>
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<td>Housing; identify best practices; advice to municipal housing strategy/ homelessness plan; implement housing programs</td>
<td>✓ - Supported the development of the London Community Housing Strategy based on extensive consultations with neighbourhood agency, business &amp; housing representatives &amp; the public.</td>
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<td>Child and Family Supports; integrate child &amp; family services; develop programs that reflect best practice</td>
<td>Referred to System Reengineering group.</td>
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<td>Food Security; develop a food charter of principles shared by the community in relation to food security</td>
<td>✓ - A wide range of community partners developed London's Food Charter which outlines commitments, action steps &amp; a governance proposal to guide &amp; inform all levels of government, businesses, non-profit organizations, communities, families &amp; individuals by linking sustainable food security policies to community action.</td>
</tr>
<tr>
<td>Break the cycle and stop the next generation from living in poverty</td>
<td>Income support; develop policy papers on social assistance &amp; fair wage</td>
<td>✓ - Submitted the Ontario Works Social Assistance Position Paper to provincial &amp; local political leaders.</td>
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<td></td>
<td>Neighbourhood capacity; advocate for more high quality child care spaces</td>
<td>✓ - Ongoing</td>
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Child & Youth Network
2011 Plans

The Ending Poverty group will:

- Continue to raise awareness of poverty in London and engage individuals, politicians, business leaders, and the community in what they can do to help end poverty.
- Begin implementing projects at the neighbourhood level.
- Basic Needs Beacons will provide emergency, transitional, and sustainable programs in three targeted neighbourhoods.
- We will be working with a select group of Grade 7 students to provide additional supports in order to help them succeed and transition successfully through high school and on to their post-secondary destinations.
- Implement the matched savings and microloan program which will target up to 60 youth and families and provide opportunities for them to access education or funds to start up a small business. This program is intended to increase financial stability in an effort to help people break the cycle of poverty.
- Continue supporting implementation of the London Community Housing Strategy.
- Implement London’s Food Charter.
- Through partnerships and collaborations, further research and advocacy work will be conducted and new opportunities will be explored for addressing specific issues related to women and newcomers.

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**Literacy Goal: To be a provincial leader in child, youth and family literacy by 2015**

The Child and Youth Agenda Literacy Implementation Team, led by chair Julie Brandl from the London Public Library and made up of community partners invested in literacy, continue to direct and execute activities of the Literacy Action Plan. To improve literacy for London’s children, youth and families, the CYA is using an integrated approach based on collaboration among home, school and community. This Plan aims to make sure that:

- All children will be ready to learn in Grade 1 and no one will fall below the standards in reading, writing and math;
- All youth will pass their Grade 10 literacy tests and graduate from high school;
- All students will be engaged in their school community; and,
- All community members will be engaged in activities that improve literacy.

In 2010, the Literacy Team began work in the Huron Heights neighbourhood. Residents and community partners came together to ignite community conversations around improving literacy. The Literacy as a Way of Life Neighbourhood Community Development Fund was established to support community stakeholders to take action to improve literacy in Huron Heights.

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The distribution of the Baby’s Book Bag to new expecting parents continues to expand and has been very well received by the Prenatal Health Class Participants.

"Excellent information. I had no idea to start reading so early!"

"Thank you for the books and CD. The presentation is very helpful. I would definitely start reading to my baby a lot sooner than I would have."

- Prenatal Health Class Participants

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<tr>
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<tbody>
<tr>
<td>Promote literacy to the whole community</td>
<td>Continue to promote literacy as a way of life to entire community</td>
<td>✓</td>
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</table>
| | |  - Literacy and Right from the Start display board, banners, stickers & bookmarks were created to deliver key literacy messages to families at various events & programs. The Sing, Play, Read, Love hooks, stickers, bookmarks & posters are now available in multiple languages.  
- The Baby’s Music, Songs and Rhymes... Right from the Start CD was launched at the London Children’s Museum.  
- An article on the Importance of Literacy is included in the 2011 School Age Resource Guide distributed city-wide.  
- Connections made with National Reading Strategy, Early Literacy Alliance of Waterloo Region, Ontario Library Association’s Superconference, Library & Information Sciences program at uWO. |
| Take a neighbourhood approach to literacy | Engage Huron Heights community (continued from 2009)  
Develop neighbourhood literacy implementation plan for Huron Heights (deferred from 2009) | ✓ |
| | |  - Huron Heights Neighbourhood Literacy Working Group was established & is working towards developing a resident driven Neighbourhood Action Plan using a community development approach  
- Over 60 parents, service providers & school staff participated in Literacy Matters: A Community Conversation about Literacy to ignite the discussion  
- The CVN Family Literacy Coordinator continues to make connections in the neighbourhood with service providers, families & other potential partners |
| | Identify best practices in emergent literacy/Develop literacy model components (continued from 2009) | ✓ |
| | |  - Acting the Best for London’s Children, Youth & Families: Supporting Children in Community Settings: A Literature Review written by Dr. Rosamund Sooke will be used in development of the Neighbourhood Action Plan. |
| | Implement Huron Heights neighbourhood plan | ✓ |
| | |  - Literacy in a Way of Life Neighbourhood Community Development Fund created to support authentic & collaborative literacy activities. Over $74,000 was raised to support 8 different collaborative literacy initiatives.  
- Neighbourhood Working Group & London International Children’s Festival host author Kenneth Oppel at event attended by over 65 children, youth & families. |
| | Assess impact and refine neighbourhood strategy | ✓ |
| | |  - Process evaluation & refinement is ongoing  
- Assessment of impact deferred. |
| | Determine readiness of other neighbourhoods | ✓ |
| | |  - Deferred |
| Promote literacy from birth | Hire coordinator for education and outreach | ✓ |
| | |  - Family Literacy Coordinator hired & hosted by LUSC Community Services. |
| | Deliver program to at-risk families | ✓ |
| | |  - Over 100 Read to Me & Baby’s Book Bag literacy... Right from the Start presentations made to 1,200 parents & soon-tobe parents at Prenatal, Teen Prenatal, & Smart Start for Babies. |
| | Implement the train-the-trainer model | ✓ |
| | |  - Learning About Literacy: Baby’s Book Bag Reach & Teach Kit developed for service providers so that key literacy messages can be delivered to families.  
- CVN Literacy materials included in the MHLU resource binder distributed to 295 physicians in the city.  
- $100 to Book Literacy rich waiting room at LHC-Huron site created in partnership with students at Schulich School of Medicine & Dentistry. Book with accompanying resources developed for distribution to families. |
### Strategies

<table>
<thead>
<tr>
<th>2010 Activities</th>
<th>2010 Accomplishments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train neighbourhood volunteers</td>
<td>- 65 community practitioners &amp; volunteers from the Kiwanis Club of Forest City-London trained to deliver Baby’s Book Bag. - Training for MCMU Family Home Visitors Team &amp; Young 55 MCMU Prenatal Nurses, Family Home Visitors Team &amp; Young Families Team trained about resources &amp; key literacy messages for delivery to 900 at-risk families.</td>
</tr>
<tr>
<td>Distribute tools &amp; materials</td>
<td>- 1,000 Baby’s Book Bags with accompanying literacy messages were delivered to new expecting parents reaching approximately 68% of all first time births in London. Promotional materials continue to be distributed at community events &amp; at programs for new parents.</td>
</tr>
</tbody>
</table>

#### Improve Family Literacy

| Create a Family Literacy Resource website | - Website is under construction. [www.thisisliteracy.ca](http://www.thisisliteracy.ca) will be launched January 29, 2011 on Family Literacy Day. |
| Provide training & distribute resources | - Accomplishments outlined in previous sections. |

| Target at-risk families | - Development of the 15 Literacy Project Family Literacy Kits in which 750 children (Kindergarten, Grades 4-7) in Huron Heights receive a kit of quality books, interactive literacy materials & key information about family literacy in the community. - Related accomplishments outlined in previous sections. |

| Plan a Family Literacy Conference for families & practitioners | - Family Literacy Conference Committee is planning an April 2011 Conference. |

### 2011 Plans

In 2011 the Literacy team will:

- Continue work in the Huron Heights neighbourhood:
  - Authentic literacy-based opportunities for children, youth and families will expand and continue to develop as community leaders put Literacy as a Way of Life Neighbourhood Community Development funded projects and initiatives into action.
  - Families and others living in the community will lead the development of a Literacy-focused Neighbourhood Action Plan.
  - Home, school and community connections will continue to develop through the distribution of Family Literacy Kits to specific aged children and youth, expansion of B is for Book sites, and plans for Family Literacy Resource Centres in the neighbourhood.
  - Continue to make literacy a way of life through the expansion of the Baby’s Book Bag: Literacy ... Right from the Start distribution.
  - Develop literacy training components for leaders, service providers and community volunteers.
  - Build awareness through several avenues including:
    - [www.thisisliteracy.ca](http://www.thisisliteracy.ca) Family Literacy website
    - participation in a Family Literacy Conference
    - a number of events targeted to literacy engagement for children, youth and families.

[www.london.ca/cyn](http://www.london.ca/cyn)
Lead the Nation In Increasing Healthy Eating and Healthy Physical Activity (HEHPA) Goal: To create environments, neighbourhoods and opportunities that promote and support daily physical activity and healthy eating for all our children, youth and families.

In 2014, the HEHPA strategy focused on engaging the Westminster neighbourhood to develop a resident-led action plan to find new creative ways to encourage people to be active and make the healthy food choices. Results are already being realized as relationships with the community, schools and residents are bringing attention to the importance of healthy eating and physical activity.

![Menu Maker](image)

Menu Makers that encourage families to plan & shop for affordable healthy meals were produced. 15,000 are being distributed through community partners to families to complement healthy eating programming.

The HEHPA working group is currently co-chaired by Deb Comuzzi, Children’s Health Foundation and Tony Kyle, City of London. They are working to improve the overall outcomes of the HEHPA strategy:

- Families eat healthy diets;
- Children, youth and families participate in regular physical activity;
- Neighbourhoods support healthy and active lifestyles;
- London enjoys a culture of healthy eating and healthy physical activity extending to workplaces and the daily lives of its citizens; and,
- More and better information is available in London about the eating and activity habits of its citizens.
<table>
<thead>
<tr>
<th>Strategies</th>
<th>2010 Activities</th>
<th>2010 Accomplishments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raise awareness &amp; engage the community</td>
<td>Produce &amp; distribute practical tools</td>
<td>✓ Menu Makers were tested &amp; modified based on feedback from families. 15,000 are currently being distributed through community partners to families to complement current healthy eating programming.</td>
</tr>
<tr>
<td>Train &amp; connect with physicians</td>
<td>✓ A &quot;Knowledge to Action Symposium&quot; hosted by Children's Hospital, London Health Sciences Centre &amp; The Heart &amp; Stroke Foundation allowed the exchange of diverse perspectives &amp; learnings from the areas of research, treatment &amp; prevention of childhood obesity.</td>
<td></td>
</tr>
<tr>
<td>Expand workplace programs</td>
<td>✓ Wellness @ Work promoted on its realities™ website.</td>
<td>✓ Further work to continue in 2011.</td>
</tr>
<tr>
<td>Develop presentation package, social marketing / &quot;branding&quot; strategy tools &amp; resource list</td>
<td>✓ Continue to promote public education, motivation &amp; awareness by supporting in realities™ universal branding, e.g. contributing to a Fall public messaging campaign (Billboards, bus shelters, posters, ads) &amp; website.</td>
<td></td>
</tr>
<tr>
<td>Deliver presentations &quot;Brand&quot; all HEI-PA programs in demo neighbourhood</td>
<td>✓ Draft presentation packages &amp; accompanying materials have been developed for families, service providers &amp; businesses' workplaces. Presentations will begin in 2011.</td>
<td></td>
</tr>
<tr>
<td>NEW: Develop Advocacy Plans for HEI-PA &amp; Urban Design</td>
<td>✓ Advocacy plan on healthy eating has been drafted.</td>
<td></td>
</tr>
<tr>
<td>NEW: Outreach to all or harder to reach populations</td>
<td>✓ HEI-PA supported &quot;4th Generation His Hop Nation&quot;, an event organized for Aboriginal youth by the Couch Neighbourhood Resource Centre. The event utilized an established cultural heritage appreciation event to introduce HEI-PA education &amp; messaging to youth &amp; their families.</td>
<td></td>
</tr>
<tr>
<td>Create healthy, active neighbourhoods</td>
<td>Roll plan out in demo neighbourhood Develop new opportunities for healthy eating/healthy physical activity</td>
<td>✓ 70 Westminster residents have participated since Feb 2010 &amp; have developed a Neighbourhood Action Plan to increase HEI-PA in their community. Implementation is underway.</td>
</tr>
<tr>
<td></td>
<td>✓ New free 'sports in the park' summer program in partnership with investing in Children involved 147 neighbourhood children.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Healthy School Committees now in place in all 5 neighbourhood schools.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Improvement of healthy choices in breakfast club program.</td>
<td></td>
</tr>
<tr>
<td>Improve built environment</td>
<td>✓ Expansion &amp; improvements to community garden.</td>
<td>✓ Strategies to improve the built environment are included in the Action Plan to improve to alternative transportation routes &amp; parks; infrastructure is proposed.</td>
</tr>
<tr>
<td>Monitor demonstration project</td>
<td>✓ Baseline survey of all school aged children and youth completed in spring 2010 by Human Environment Analysis Laboratory at UWO &amp; by Brock University College. This will inform strategy development &amp; provide a means of monitoring overall impact of the project.</td>
<td></td>
</tr>
<tr>
<td>✓ Evaluation ongoing for all HEI-PA projects.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Increase impact of existing initiatives

Monitor/Implement collaborations

✓ Community Collaboration Forum in May 2010 with speaker Paul Brouillette from Communications Research Institute Canada, Anglican Diocese, London Health Sciences Centre, London Health Services, & London Health Sciences Foundation. The forum held to discuss current & future local health policy initiatives. A series of three presentations by Dr. Mark Tremblay, Chief Scientific Officer of Active Healthy Kids Canada were attended by 750 families, service providers & researchers & sparked many discussions about obesity within the media & the community at large.
<table>
<thead>
<tr>
<th>Strategies</th>
<th>2010 Activities</th>
<th>2010 Accomplishments</th>
</tr>
</thead>
</table>
| (...) continued | Increase impact of existing initiatives | Continue to remove barriers | ✓  
  - HEGPA Community Connections Group is creating a resource tool for families to break down the barriers to access & participate in recreation & sports.  
  - Healthy Living Kits are being adapted & translated from kits developed by Réseau francophone du sud de l'Ontario & La Nimblebelle. Kits will target children 5-6 yrs of age & can be used by families & child care centers.  
  - Shaping healthy active communities toolkit (Heart & Stroke Foundation) is supported by HEGPA.  
  - Urban Design/Planners are working in Westminster Neighbourhood on improving the built environment.  
  - Alignment with CYM priorities is occurring in the community.  
  - Neighbourhood Resource Centers, childcare centers, summer camps & many other stakeholders have taken an active role in improving healthy eating & physical activity in their programs & services.  
  - Four research proposals related to HEGPA have been supported by the CYM over the past year.  
  - Continuing support of n2mation™ & other community initiatives to establish & understand community-wide measures of healthy eating & physical activity.  
  - Child & Youth Health Think Tank coordinated by the Faculty of Health Sciences, UWO has initiated steps to better understand research areas & expertise, identify research gaps, challenges & opportunities & to build interdisciplinary teams. |
| Measure and track weight, physical activity and eating habits | Request research funding | ✓  
  - Implementation of Westminster Neighbourhood Action Plan  
  - Continuing support of n2mation™ as education and awareness brand (including website support)  
  - Exploring new collaborations and building an even larger, stronger network of partners  
  - Creation of new tools, resources and products to assist families in living healthier lives  
  - Helping parents become better and more educated role models via workplace wellness programs  
  - Development of advocacy opportunities around healthy eating, healthy physical activity and the built environment  
  - Supporting implementation of London's Food Charter |
Create a Family-Centred Service System (FCSS) Goal: To make it easier for London’s children, youth and families to participate fully in their neighbourhoods and community, and to find and receive the services they need.

In 2007, the CYN heard from families that they need a system that responds to them. Over the past two years the CYN has committed to this call for action and has laid the groundwork for the difficult conversations about how our system needs to change to be truly family-centred. In 2009 and 2010 we began to discuss how we would reengineer our services for children (prenatal to age 12) and their families through System Reengineering.

London is being proactive and has developed a plan that will see a more efficient and integrated system of services for children and families within our neighbourhoods. The CYN has developed a plan that will move us from our current state of services to one which is centred on hubs called Neighbourhood Child and Family Centres. Our vision for System Reengineering is:

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

<table>
<thead>
<tr>
<th>Strategies</th>
<th>2010 Activities</th>
<th>2010 Accomplishments</th>
</tr>
</thead>
</table>
| Raise awareness of services | Develop/promote service knowledge/catalogue | - These referral maps are now available for children aged 0-4, school-age children & youth. These have been distributed throughout the community & in family doctors.  
- Improved family access to information through improved websites. Work is also beginning around 211 system. |
|                             | Provide cultural sensitivity training for providers |                                                                                     |
|                             | Develop communications plan           | - Part of the London System Reengineering implementation in 2011                      |

www.london.ca/cyn
<table>
<thead>
<tr>
<th>Strategies</th>
<th>2010 Activities</th>
<th>2010 Accomplishments</th>
</tr>
</thead>
</table>
| Engage community in creating a family-centered system | Continue to build trust between providers and families | - In January 2010, the Network endorsed the five-year Hub Implementation Plan which identifies the priority neighbourhoods for Hub development & describes the community-driven approaches & tools that formed the basis of the Reengineering Services for Children & Families plan created in April 2010.  
- The CYN has made a commitment to taking a community development approach whenever we work in neighbourhoods. |
|                                               | Promote family friendly practices (e.g., multi-age programs) |                                                                                                                                                    |
|                                               | Remove barriers (e.g., language, cost, transportation, service times) |                                                                                                                                                    |
|                                               | Work with community to identify barriers to using services; build trust |                                                                                                                                                    |
| Build capacity                                 | Work with neighbourhoods to develop plan to build capacity | - The Community Integration Support Team (CST) developed adapted tools & resources to be used to create more integrated services - Integration Assessment Tool and ACE Communities Tool Kit.  
- Engage for Change Conference (Nov. 18th) provided an opportunity for over 90 organizations & 160 Executive Directors & Board Members came together to champion system change. The working conference on Nov. 19th, delivered to 260 managers & frontline staff, provided opportunities to explore & learn about the tools available to move London towards a more integrated, family-centred service system.  
- To date 77 organizations have invited the CYN to present the System Reengineering Plan to their Board members. |
| Move organisations along the integration continuum | Assess Impact of integration Assessment Tool & refine it if necessary | - Training on the use of the Integration Assessment Tool was part of the Engage for Change Conference.  
- CYN member agencies were asked to complete a survey on perceptions of service integration in London. The CYN will use this survey not only as a baseline of where we are on the integration continuum now but to determine where further resources & training may be necessary. |
|                                               | Apply integrated funding model to new investments | - Funders have been engaged to support CYN priorities & System Reengineering in their funding formulas. They have also encouraged agencies to utilize the integration assessment tool as an expectation of the way to do business. |
| Implement community and neighbourhood hubs     | Work with organizations to implement different types of hubs | - The Hub Implementation Plan (January 2010) formed the basis of the Reengineering Services for Children & Families - London’s Plan to Build a Network of Neighbourhood Child & Family Centres Report (October 2010).  
- The ACE Communities Toolkit, developed by Alberta Recreation & Parks Association, has been adopted to engage communities in creating a family-centered service system. It will help guide our communities through an in-depth grassroots analysis of a neighbourhood using a locally driven bottom-up leadership approach to removing barriers. |
|                                               | Develop delivery models that make services more accessible |                                                                                                                                                    |
|                                               | Identify community leaders (deferred from 2009) | - 160 Community leaders were engaged & self-identified themselves as Champions at the Engage for Change conference.                                                                 |
2011 Plans

With the commitment of the Network, an exciting new phase of the Family-Centred Service System work will start in 2011.

- The System Reengineering Plan will begin to be implemented through the development of system level action steps. These steps will provide the foundation for the creation of Neighbourhood Child and Family Centres in neighbourhoods throughout London. With the development and creation of these actions throughout 2011, the groundwork will be laid to proceed to neighbourhood level engagement.
  - further development of governance and accountability models;
  - development of a measurement and evaluation system;
  - creation of an interprofessional community of practice;
  - funding and sustainability plans;
  - communication, marketing and advocacy plans;
  - development of a common experiences framework;
  - policy and protocol development and,
  - creation of a coordinated intake model

- The Community Integrated Support Team will provide further training and skill development opportunities on the ACE Communities Toolkit and the Integration Assessment Tool. This will equip community leaders with the know-how to use a community development approach in the creation of a Family-Centred Service System.
## Agenda Item # 2010 Budget Summary

London's Child and Youth Agenda – 2010 Budget Summary

Provided below is an overview of the allocation of funding to support the implementation of the Child and Youth Agenda in 2010. Deliverables are listed for each of the project strategies and show the Child and Youth Network partners involved in supporting and/or leading the activity.

<table>
<thead>
<tr>
<th>Program Element</th>
<th>Curriculum Strategy</th>
<th>Project/Network</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase access to early childhood education services</td>
<td>- Support early childhood education initiatives</td>
<td>- Early Learning Services</td>
<td>$12,000</td>
</tr>
<tr>
<td>Reducing the impact of poverty and inequity in the community</td>
<td>- Development of a Poverty Reduction Strategy</td>
<td>- City of London</td>
<td>$45,500</td>
</tr>
<tr>
<td>Promoting healthy, active communities</td>
<td>- Neighborhood revitalization initiatives</td>
<td>- City of London</td>
<td>$30,000</td>
</tr>
<tr>
<td>Improving literacy</td>
<td>- Literacy Library</td>
<td>- City of London</td>
<td>$20,000</td>
</tr>
<tr>
<td>Enhancing the community</td>
<td>- Youth Engagement Program</td>
<td>- City of London</td>
<td>$7,000</td>
</tr>
<tr>
<td>Creating healthy, active communities</td>
<td>- Health and Wellness initiatives</td>
<td>- City of London</td>
<td>$10,000</td>
</tr>
<tr>
<td>Increasing opportunities for young people</td>
<td>- Youth Engagement Program</td>
<td>- City of London</td>
<td>$15,000</td>
</tr>
<tr>
<td>Enhancing youth leadership</td>
<td>- Leadership Development Program</td>
<td>- City of London</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

**Note:** All figures are approximate and subject to change based on funding availability and project outcomes.

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www.london.ca/cyn
We are on our way to achieving our vision for our children and youth:

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

For more information on London's Child and Youth Agenda contact us at

Community Services Department, City of London
Tel: (519) 661-2500 ext. 5739
Fax: (519) 661-5930

www.london.ca/cyn
Appendix B (system reengineering)

Reengineering Services for Children and Families

London’s Plan to Build a Network of Neighbourhood Child and Family Centres

October 2010
Opening the Door to Better Services for Children

Beginning in 2010, London will reengineer its services for children (prenatal to 12) and families. The opportunity to rethink how our services are organized and delivered is coming from various drivers for change both from within our community and from new provincial initiatives.

- **London's Child and Youth Network.** In 2008, London agencies and organizations that serve children and families came together to form the Child and Youth Network (CYN). The members of the CYN agreed on a vision for children and youth—“happy, healthy children and youth today; caring, creative, responsible adults tomorrow”—and developed a Child and Youth Agenda to 2015 to achieve this vision.

- The Child and Youth Network makes neighbourhood hubs a priority. One of the CYN’s four priorities is to create a family-centred service system, which includes the development of neighbourhood hubs. The Network developed a five-year plan to implement hubs across the city. This plan outlines the process used to identify priority areas in London for hub development, as well as describes the community-driven approaches and tools that will be used to implement hubs at the neighbourhood level. These tools include the Integration Assessment Tool (created by the Child and Youth Network), the Active, Creative, Engaged (ACE) Communities Toolkit (created by Alberta Parks and Recreation), and the Shared Human Services Partnership (a local London initiative to address strategic priorities related to sharing human services).

- **Ontario introduces the Early Learning Program (ELP).** Beginning in September 2010, Ontario will introduce full-day learning programs—including before and after school programs (i.e., extended day)—for children in junior and senior kindergarten. In the first year of implementation, about 600 schools in Ontario will be offering full-day learning programs. By 2015/16, all four and five-year olds in the province will have the opportunity to participate in the program. The ELP will be offered in 11 London schools for September 2010. The implementation of this new program will impact schools, child care programs and services that currently provide programming for four- and five-year-old children.

- **Local Drivers for Changes.** Many things happening locally in London are changing the way services are delivered. As a pilot site for the enhanced 18-month well baby visit and a potential amalgamation of four children and youth mental health organizations, London must rethink and change the way services are organized and delivered.

- **Special Advisor on Early Learning recommends “one-stop” Best Start Child and Family.** Dr. Charles Pascal has been appointed as special advisor on integrated service delivery by the Ministry of Children and Youth Services. He will work with various Ministries to develop a plan that will build on promising practices, tools and existing plans already in place as well as the hub vision of Best Start Child and Family Centres as articulated in the Dr. Pascal’s Early Learning Advisor’s report. His recommendation supports London’s System Reengineering vision.

The message is loud and clear: it is time to move beyond efforts to coordinate services offered by different agencies at different sites and to integrate services in a way that makes sense for children and families. The combination of local and provincial initiatives and ideas is opening the door to a new way of organizing and delivering services for children and their families. London plans to take advantage of these drivers for change to make that door lead to a more efficient and integrated system of services for children and families.

1. **Our Vision**

We have developed a vision for what our services for children and families can and should be:

"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."
Our plan is to bring a variety of services for children and families together into Neighbourhood Child and Family Centres. These Centres or hubs will take services to neighbourhoods and families, rather than making families find the services. To ensure the services provided at each Centre are neighbourhood driven, service providers will work closely with residents in the community to identify the mix of services that families want and determine when to deliver them. Both our vision of what we think London’s services should be and Ontario’s vision for the Early Learning Program are guiding us in the same direction: integrated, effective services that are easy for children and families to find and use.

2. Guiding Principles

All our Neighbourhood Child and Family Centres will be based on the same guiding principles or blueprint.

Where?
Centres will be neighbourhood-based.

Neighbourhood Centres will be located in schools whenever possible. Other locations, such as child care centres, will be considered based on neighbourhood priority and the accessibility of space.

What?
Centres will start with a focus on services for children prenatal to 12 and their families. Intentionally, the next phase of London System Reengineering and creating a family-centred system will be making services more accessible for older age groups and their families.

Centres will provide the core and support services (see page 10).

The mix of services provided in each Centre will depend on the unique cultural, geographic and socioeconomic make-up of each community.

How?
Centres will be governed and administered by a lead organization that will be responsible for delivering some core functions and partnering with other organizations to deliver all other services. The lead agency will be identified by the neighbourhood through the community development process.

A family of schools and services in the neighbourhood will be connected by a Neighbourhood Child and Family Centre.

Who?
Centres are open to all families in the neighbourhood. Families will contact their Neighbourhood Centre for information, support and services.

When?
Centres will operate 12 months a year.

The Centres will be developed from the neighbourhood up. The number of Centres established each year will depend on available funding and resources.

3. Community Consultation Process

The CYN established a System Reengineering Group comprised of agencies and organizations that serve children and families. Membership on this group includes the public health unit, child care centres, the Ontario Early Years Centres, community resource centres, local school boards, before and after school programs as well as programs that serve children with special needs. This group has built on the momentum of the Child and Youth Network having already worked collaboratively as a community.

The System Reengineering Group met eight times between September 2009 and April 2010 to develop a plan that rethinks the organization of services for children and their families in London. Building on various drivers for change and CYN resources the group envisions a network of Neighbourhood Child and Family Centres that make it possible for children and families to access programs and services in their own neighbourhoods.

In addition to services providers working together to achieve this vision, the System Reengineering Group also identified the importance for a neighbourhood engagement process to develop each Centre. The neighbourhood engagement process encourages residents to work together to identify programs and services that will be offered in their Neighbourhood Child and Family Centre. This process is described under Neighbourhood Engagement (see page 12).
4. Environmental Scan

The System Reengineering Group supports a universal approach to program and services. The goal is to implement Neighbourhood Child and Family Centres across the city; however, the following criteria were used to determine where to first begin implementing our vision:

- The CYN's Hub Plan Priorities (low income, high child and youth population and low EDI scores);
- Identifying which services are available and where throughout London;
- Examining areas of growth in London; and
- The location of phase one Early Learning Program schools.

Our Current State

London currently has a mix of programs for children offered by many different agencies. These programs have grown up over time. Each one was developed to meet a particular need, such as child care services to support families as more women entered the workforce and recreation programs to help families stay active and healthy.

Funding for these programs and services comes from six different ministries plus the municipality itself. Each funder has its own criteria and expectations -- not to mention the money that parents pay for services like child care and recreation programs. Services are offered by many different agencies, and there is often overlap and duplication. The links between programs depends on the goodwill of the agencies involved and there is no easy way for parents to find out what is available. Even when they do, the programs their children need may not be offered close to where they live.

There is also a discrepancy of where key services are currently offered in London and where they will be needed in the future. The map on the right shows the current location of key services for children and families in London. The figure below shows areas of growth in London. As you can see, the areas of growth (in green) are generally located on the outer ring of the city; where as key services are currently located within the core of the city.

By implementing our vision, we are working towards bringing key services for children and families right to the neighbourhood in which they reside.

Figure 1: Key Services in the City of London

Adapted from: C. Pascal, With Our Best Future in Mind, 2009
Neighbourhood Priorities
London's children and families will benefit from having integrated services provided through Neighbourhood Child and Family Centres. The System Reengineering Group used the neighbourhood assessment in the CYN's Five-Year Community Hub Implementation Plan to identify key areas in the city of London for hub development. The assessment uses three criteria to identify areas where additional resources and supports would be needed, valued, and potentially have the greatest outcomes for children and families. These criteria include income, number of children and youth and Early Development Index (EDI) scores. Based on these three criteria, each planning district was provided with a score and then ranked based on this score. The top ten planning districts include: Carling, White Oaks, Glen Cairn, Huron Heights, Argyle, Southcrest, Highland, East London, West London and Medway.

Planning District Ranking for Priority Areas in London for Community Hub Development

<table>
<thead>
<tr>
<th>Planning District</th>
<th>Income Priorities</th>
<th>Child Priorities</th>
<th>Total Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carling</td>
<td>38</td>
<td>41</td>
<td>89</td>
</tr>
<tr>
<td>White Oaks</td>
<td>31</td>
<td>42</td>
<td>73</td>
</tr>
<tr>
<td>Glen Cairn</td>
<td>37</td>
<td>39</td>
<td>76</td>
</tr>
<tr>
<td>Huron Heights</td>
<td>34</td>
<td>34</td>
<td>68</td>
</tr>
<tr>
<td>Argyle</td>
<td>32</td>
<td>35</td>
<td>67</td>
</tr>
<tr>
<td>Southcrest</td>
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The map on the right shows the location of the top ten priority planning districts and the key services located within them.

The System Reengineering Group recommended that, when developing the Neighbourhood Child and Family Centres, London give priority to the neighbourhoods that we know have children and families who need more support. This is based on the number of children, low household income, and low Early Development Index (EDI) scores. In addition, the group considered areas in the city where change will occur due to the implementation of the Early Learning Program.

Two of our local District School Boards evaluated the feasibility of housing a NCFC in their schools, and identified planning districts with the physical capacity to house a Centre. The London District Catholic School Board identified potential space in Masonville, Carling, Hamilton Road, White Oaks, Sunningdale, Westminster and Argyle. The Thames Valley District School Board has identified Huron Heights, Westminster and Argyle as areas for possible future hub development.

**Neighbourhood Readiness**

In addition to the above priorities, the System Reengineering group also considered neighbourhood readiness when determining where to first implement Centres. This choice was based on factors such as the availability of physical space for a Centre, existing programs and services that could come together to form a Centre (e.g., full day learning programs, a child care centre already on site), community leaders who can get other people excited about planning a Centre, and the neighbourhood’s other assets, such as transportation that makes the site accessible, recreation facilities and sports field.

Based on the priority rankings above, the areas where the School Boards identified there was physical space and other readiness factors, the System Reengineering Group identified the following options for the development of the first Neighbourhood Child and Family Centres:

- **Argyle and White Oaks.** These two neighbourhoods meet the criteria set out in the Child and Youth Network Hub Plan, and they are implementing the full-day learning program in phase one;
- **Westmount and Carling.** These two neighbourhoods have existing community hubs -- Jean Vanier and Northbrae -- that could be quickly developed into Neighbourhood Child and Family Centres; and
- **East London/Lorne Ave.** This neighbourhood has an existing grassroots initiative to develop a neighbourhood hub.
Impact of the Early Learning Program

The implementation of the full-day early learning program is also driving us to change the way we deliver services. As four and five year olds move into the ELP, many service providers must shift their business models to better suit the changing system.

London's child population is expected to remain stable. Based on the 2006 Census, there was 18,745 children between the ages of 0 and 4; by 2016 (when the ELP will be offered in all elementary schools), London is projected to have 18,760 children between the ages of 0 and 4. Of the children in this age group, approximately 18% of them are in licensed care — although many more are in non-licensed child care settings (e.g., cared for by a relative or another adult in the community).

The majority of spaces in London's licensed child care programs are currently occupied by preschoolers and school-age children who need before and after school care (see figure 4 below). As London implements the ELP, child care programming and staffing will be impacted due to the loss of four- and five-year old children in the system.

![Licensed Child Care Spaces Per Age Group](image)

**Figure 4: Licensed child care spaces per age group as of Dec 31/09**

- Please note: majority of JK/SK aged children are included in preschool category.

As the system changes due to the implementation of the ELP, we have the opportunity to reengineer our services for children and families. We will work within our current resources and find new and innovative ways to build a more comprehensive, integrated service system.

Opportunities to Learn from Best Practices

In building our network of Neighbourhood Child and Family Centres, we have the opportunity to learn from best practices, including our own experience with already established service partnerships and hubs in London (e.g., Northbrae Hub), and the full-day learning pilot projects. We are exploring models in other municipalities and throughout the world as we move forward with implementation.

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1 According to Stats Can 2002-2003, over half of all Canadian children between the ages of 6 months and five years were in some form of non-parental child care.
5. Service Model

Our Goal
Our goal is to build a network of Neighbourhood Child and Family Centres throughout London. The Neighbourhood Child and Family Centres will bring together and integrate a range of core or mandatory services for families and children up to age 12 (see inner circle). These services were identified by the System Reengineering Group and build on the recommendations in the Early Learning Advisor's report, *With our Best Future in Mind*. Some core services will be available every day, such as schooling, child care services, and information and referrals. Other core services, such as early identification and intervention programs, will be available at some point throughout the week for families to use. The Neighbourhood Child and Family Centres will also provide a range of support and specialized services (see outer circle). The support services will vary from Centre to Centre, depending on the priorities of each neighbourhood. Some neighbourhoods may want settlement services while other neighbourhoods may not want the full range of social services. The type of faith based and cultural services may also be different in each neighbourhood Centre.

Service Priorities and Action Steps
Through our community consultation process, the System Reengineering Group identified a series of action steps required at the system and neighbourhood levels to achieve our vision. System-level steps are actions that must occur across the city for the system changes to occur, while the neighbourhood engagement steps are specific to each neighbourhood and Centre.

*System Level Actions ...

a. Choose the Neighbourhood
The first step is to choose the neighbourhood(s) that will develop the first Neighbourhood Child and Family Centres. Using the data from the environmental scan, the System Reengineering group chose five planning districts in London to be examined further for available space to implement a centre. The Thames Valley District School Board and London District Catholic School Board evaluated space within their schools that are located in these five planning districts.

b. Develop the Governance Model
As a community, we must develop an overall vision, structure and governance model to guide the Centres. The governance model will determine how the Centres fit in the model and connect with one another. It will also establish goals and outcomes for the Centres, and systems to track and measure their impact.

c. Defining Core Functions
Core functions are mandatory programs or services that are found in all Neighbourhood Child and Family Centres across the city. They are not necessarily offered all day, every day, but rather at some points throughout the week. A common understanding of each core function is a necessity as we move forward to implement our vision. The core functions will be defined within the context of what will occur in the Neighbourhood Child and Family Centres and will operate within larger legislative frameworks, such as the Day Nurseries and the Education Act. The core functions will evolve over time as our vision rolls out and the system changes. As a result, they will be reviewed annually.
d. Establish Policies and Protocols
The agencies that provide child and family services are committed to the concept of the Centres, but they will need policies and protocols to help them integrate their services and support consistency across the city. Policies will set out the types of programs and services the Centres will offer. Protocols such as partnership agreements, conflict resolution procedures and accountability measures will help agencies work together effectively. Depending on where the Centres are located, existing legislation such as the Day Nurseries Act, the Education Act and the Accessibility for Ontarians with Disabilities Act will have requirements that need to be addressed through policies and protocols. As well, it will be important that the Family-Centred Service System principles we have committed to as a CYN be embedded in any policies, procedures and protocols that are developed. The Centres themselves will also need consistent ways to handle emergencies, seek feedback and respond to complaints.

e. Plan for Professional Development and Training
Services providers will work inter-professionally to provide both core and support services in the Neighbourhood Child and Family Centres. In an effort to help professionals work together, a strategy has to be developed that focuses on integrating professional development (PD) opportunities in London.

To work well within the Centre model, providers must understand each other's strengths and skills, and learn how to work well together. For example, the Early Learning Program may mark the first time that teachers and early childhood educators have worked closely together. Effective early intervention programs require close collaboration between public health and children's aid staff.

The Professional Development working team has developed a strategy for a broad range of pre- and post-graduate professionals. This strategy is three-tiered and includes the following:

- **System-Level Professional Development**: establishing and educating organizations on System Reengineering, including our vision for London and the network of NCFCs.

- **Interprofessional Development**: planning, coordinating, and integrating for interprofessional development opportunities that support our overall vision for children and families and the direction we are moving towards through London System Reengineering.

- **Specific London-based Professional Development and Training**: collaborating on training and education opportunities for new and existing opportunities through the Child and Youth Network (i.e., ACE Tool, Integration Assessment Tool and the Summer Institute).

f. Develop a Funding and Sustainability Strategy
The main goal of integrating services is to make services more accessible for London's children and families. In addition, we want to make more effective use of the investments now spent on services for children (prenatal to 12 years) in London, make effective use of other resources (i.e., physical space), reduce unnecessary duplication and make services more efficient. Over the next 18 months, we will identify the funding and resources required to establish the Centres and how we can use existing resources to create sustainable services.

g. Develop a Communication, Marketing and Advocacy Strategy
Our Neighbourhood Child and Family Centres will dramatically change how the system is structured and how services are organized and delivered. The change will affect families looking for services. It will also affect all service providers. Everyone will need clear, timely information about the Centres, what they are and how they will work.

As part of building our network of Centres, we will develop a strategy to "market" the Centres to each audience. For example, for families, we will promote the Centres as a convenient, one-stop way to get information and services. For providers, we will highlight the advantages of an integrated, neighbourhood approach - for their work and for the families they serve. We will create a strong visual identity or brand for the Centres, and promote their services in the places in the community where people gather, such as schools, community and cultural centres, libraries, recreation facilities and faith-based organizations. Advocacy with other levels of government for funding and policy that supports our vision will be necessary.

*Neighbourhood Engagement*
While teams are working at the system level to further develop the Centre model, neighbourhoods will be engaged in a process to plan and implement their Centres. The community development process will be based on the ACE Communities model (Alberta Recreation and Parks Association). This is a neighbourhood-driven model where community leaders work with service providers to engage the community, identify priorities, plan services and outcomes, and develop the Centres. Even though a Centre may be located at one particular school or site in the neighbourhood, our vision is that the site will be linked with all other schools and other services in the neighbourhood.

Our neighbourhood engagement process will involve the following activities:

**Identify the Lead Agency**
Each neighbourhood will develop a process to select a lead agency for the Centre that will offer some core functions and partner for the ones that it cannot offer.

**Identify Site**
Once the lead agency has been selected, the neighbourhood will identify the site(s) for the Centre. The Centre should be located in a school if possible – if the school has space and is accessible to everyone in the neighbourhood. If an appropriate school site cannot be found, the neighbourhood will look for another site. For example, does the lead agency have space? If not, where is space available in the neighbourhood? In some cases, there may be sites identified i.e. space in schools, but the neighbourhood will still need to indicate that the site makes sense from their perspective.

**Determine Space Requirements**
Once the site has been selected, the neighbourhood will plan how to use the space, taking into account any legislative requirements (e.g., enclosed outdoor play area, kitchen area to prepare food and snacks).

**Develop an Organizational Structure**
Based on the governance model developed at the system level, each Centre will develop its own organizational structure and staffing model that is based on the Neighbourhood’s needs, but also meets principles and guidelines.

**Identify How Core Services will be Delivered**
Each Centre must provide the core services identified in our service model (see page 10). The lead agency must provide some core services and partner for other core functions that they do not offer. The Human Services Partnership model, outlined in the Child and Youth Network’s Five-Year Community Hub Implementation Plan, is a local tool that guides service providers through the internal workings of a shared service (i.e., Neighbourhood Child and Family Centre) and provides support for the collocation of programs within this share service. This tool can be used in indentifying how core services will be delivered.
Plan Support Services
Each Centre must also provide the support services identified as a priority by the neighbourhood. As part of the neighbourhood engagement process, the lead agency and community will identify partners who are already providing services in the neighbourhood. If there is not an existing agency or organization offering a specific service in the neighbourhood, they will undergo a process to bring an agency into the centre to offer the service as needed.

The lead agency will work with those agencies to help plan and deliver the support services that families will access through the Centre, using the Integration Assessment Tool developed by the Child and Youth Network. This tool helps identify local agencies that can play a role, set clear expectations and ensure all partners are kept informed. Each Centre will establish a schedule for delivering support services so families will know when those services are available.
Each system-level action step will be undertaken by a working team that will meet as often as required to complete its task.

Some working teams will be ongoing, while others will meet for a short period of time, depending on the timelines for their task.

6. Financial Impact

One of the main goals of service integration is to make more effective use of the investments currently spent on services for children (prenatal to 12 years) in London. This requires us to think about how we use resources (i.e., physical space) and to reduce unnecessary duplication to make services more efficient. We will identify the funding and resources required to implement the System Reengineering vision, including the network of Neighbourhood and Child and Family Centres and strategize to implement this vision within existing resources.

7. Monitoring and Evaluation Plan

The outcomes for this vision will be monitored and evaluated using existing mechanisms, such as the CYN’s progress report. In addition, the Governance and Accountability group will be responsible for the measurement and tracking of our system reengineering initiative and has plans to use the following: self and peer assessments, data collection and quality measurement tools.

Conclusion: The Time to Act is now

The work of our own Child and Youth Network, combined with new provincial policies, is changing the way we think about services for children and families. With the implementation of the Early Learning Program, we have an opportunity to think big; to use the provincial investments to help re-engineer our service system. In London, the Early Learning Program will be one component of a larger plan to provide more integrated, accessible services for families and children. We can open a door to better services and—in the process—make the most effective use of all the people, knowledge and resources in our system.
Appendix

la ribambelle

NEIGHBOURHOOD
LEGAL SERVICES
(LONDON & MIDDLESEX) INC.