



United Way
Kingston, Frontenac,
Lennox and Addington

2013



Focus Area
Framework

Acknowledgements

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The Focus Area Frameworks serve to deepen our common understanding and support the development of a shared vision for our Brand Focus Areas.

The United Way Centraide Canada has been developing these documents over the course of 2012-2013. This is part of the Focus Area Action Plan to deepen our collective understanding of the work of United Way Centraides, both locally and nationally, and to help create a shared vision for our work.

The development of this work has been enabled through United Way Centraide Canada and through a large number of individuals and local United Way Centraides.

These documents will serve to bring clarity and understanding to the often complex social issues that underpin our focus areas, and illustrate the type of strategies and contributions United Way makes, along with our partners, to advance our aspirational goals.

Our United Way (KFLA) has extracted information from the original documents to highlight our local impact areas and outcomes. Please note: detailed references are in the original United Way Centraide Canada documents and have not been included in this report.

This version is intended for background information and to deepen the understanding of our internal stakeholders. It is not intended to be a comprehensive report on social services in the region or the country.

All That Kids Can Be

United Way's Plan for Impact

United Way focuses on children and youth because research tells us that this is one of the most powerful ways to address the root causes of social problems. By helping young people grow up strong and healthy, we can prevent the development of the problems that put huge burdens on the reactive systems in our society - like our health care system, our emergency shelters and our justice system (Browne, Roberts, Gafni, and Whittaker, 2001).

Even more importantly, our efforts to help children and youth be all that they can be help to ensure that young people will devote their energy to building strong communities and healthier societies well into the future. Investments that build the resilience of children and youth are investments in the future. Action on the issues identified in this framework is

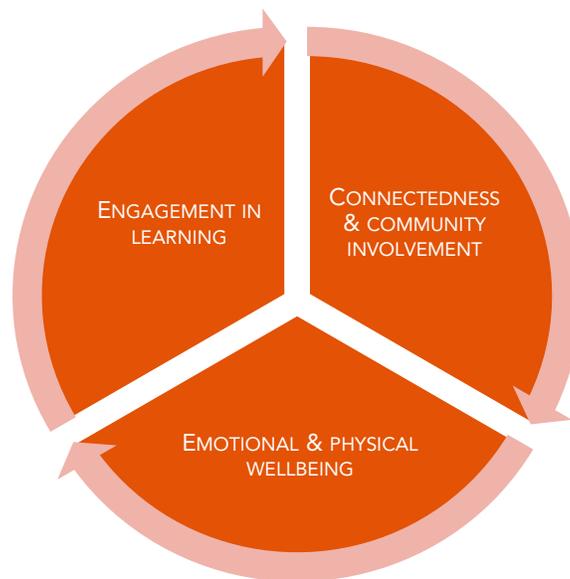


Figure 1: Outcomes for Children and Youth

essential, because children and youth in Canada today face a number of challenges that did not exist a generation ago.

To help children and youth reach their full potential, it is important to address the full spectrum of developmental assets, including education and cognitive development as well as social, emotional, and physical development (Benson et al., 2006). Success in learning is one important way in which children and youth realize their potential, and it is certainly the most visible and most easily measurable dimension. However, alarming trends in areas like social disengagement, mental health, substance use and violence underscore some of the many reasons why children and youth struggle to become engaged in learning and do not succeed in school.

United Way efforts to help children and youth succeed focus on three types of outcomes that are considered to be critical components of positive development:

- Engagement in Learning;
- Connectedness and Community Involvement;
- Emotional and Physical Wellbeing.

In each of these three domains, United Ways will pursue a multi-pronged, coordinated and evidence based plan for action that will achieve measurable change against specific, pre-defined outcomes.

Engagement in Learning

The Definition:

Engagement in learning focuses not only on school success and mastery of skills, but on developing commitment, motivation, involvement and pleasure in learning experiences. This commitment to learning helps to steer youth through a successful transition to adulthood, which may include post-secondary training or meaningful employment. An increasing body of research demonstrates the important influence that school experiences have on social and emotional development, self-esteem and positive identity, and healthy behaviours (e.g. Boyce, King & Roche, 2008; Rudd and Walsh, 1993; Resnick et al., 1993; Health Canada, 2000).

The Case for Action:

Canada is justifiably proud of an education system that regularly ranks near the top in international comparisons. The Canadian Index of Wellbeing reports that much progress has been made in the last 10 years leveling the playing field for students who live in poverty and for students who are immigrants to Canada (Guhn et al., 2010; CMEC, 2011). However, other vulnerable groups continue to fall through the cracks. For example, aboriginal students across Canada are much less likely to graduate from high school or attend post-secondary school than other Canadian children, and this gap is not shrinking over time (CMEC, 2008). In the Toronto area, immigrants from some countries are less likely to succeed in school than others, and local pockets of vulnerability like this exist across the country. In Vancouver, for example, there is less access to after school support programs in low income neighbourhoods (Schonert-Reichl, 2010). In an era of high youth unemployment, Canada's education system struggles to prepare youth for a very challenging transition into the world of work. As the number of children enrolling in school drops, Canada's education system is grappling to maintain its high standards in the face of

Key National Population Statistics from the Canadian Index of Wellbeing 2010

Figures and trends may differ by region

- 20.3% of children aged 0-5 have a regulated child care space
- 87% of kindergarten students did well on developmental health assessments
- High but falling scores on international academic achievement tests for adolescents
- 8.6% of differences in grade 9 literacy scores accounted for by socioeconomic status
- 91.5% of people aged 20-24 have completed high school (2011)
- 57% of aboriginal people aged 20-24 had completed high school (See CMEC 2008)
- 13% youth unemployment

challenges like the sustainability of specialized education programs and extracurricular activities, and the closure of community schools. Many children and families still do not have access to the comprehensive early learning and child care programs that build the assets they need to succeed in school.

The Action Plan:

United Ways in Canada are responding to these challenges through a coordinated, multi-pronged approach. The specific actions vary across the country, but interventions often focus on the following **common service areas**:

	Key Programmatic Strategies	Strategies Focused on Systems & Underlying Causes
All children & youth		<p>Influencing through advocacy around the crisis in aboriginal education or local inequities in access and achievement</p> <p>Understanding through gathering and disseminating data about school readiness and school success, and raising awareness about the key gaps and vulnerabilities that exist at a local level.</p>
Ages 0-6	<p>Exposure to social interaction and opportunities for learning for preschool children</p> <p>Parenting capacity programs and programs that link parents to information, resources and supports</p>	<p>Influencing through advocacy around access to child care and early learning supports</p> <p>Influencing through mobilizing community service providers to improve access to early childhood services in vulnerable neighbourhoods</p>
Ages 7-12	<p>After-school homework completion programs, tutoring programs & skill assessment programs (Schonert-Reichl, et al., 2010), especially those focused on children and youth at risk.</p>	
Ages 13+	<p>Programs focused on social skills, employment readiness, and leadership skills for the transition to work (Benson et al., 2006).</p>	<p>Influencing through advocacy around youth under-employment.</p>

Figure 2: Engagement in Learning Common Service Areas

Connectedness and Community Involvement

The Definition:

Connectedness and community involvement include positive social interactions and relationships with adults and peers at home, in school, and in the neighbourhood, and meaningful participation in and contribution to community. A sense of connectedness – within social relationships and to the broader community – is a fundamental human need and has a critical influence on academic success and the emotional and social development of young people (Boyce, King & Roche, 2008; Health Canada, 2000; Page et al., 1994; Ryan & Deci, 2000; Schonert-Reichl, et al., 2010).

The Case for Action:

Today's children and youth are bombarded by information, but many don't get enough positive human interaction. In 2010, the Canadian Index of Wellbeing (Labonte et al., 2010) reported that emotional competency (and, in particular, victimization through bullying, capacity for empathy and friendship intimacy) among children aged 12 and 13 had declined steadily between 1996 and 2006 (from a score of 3.25 to 3.13 out of 5). Because of changes in the structure of Canadian families and the demands of the workforce, more and more Canadian children and youth spend time unsupervised after school (as many as 60% of children under 12, according to Boys and Girls Clubs of Canada, 2008). Research has shown that these children can be at greater risk for loneliness, fear, worry, injury and victimization, poor nutrition and lack of physical exercise. As they get older, youth who are unsupervised may have a harder time engaging with the community.

Key National Population Statistics from the Canadian Index of Wellbeing 2010 and the Canadian Community Health Survey 2011

Figures and trends may differ by region

- 74.4% of youth 12-19 rate themselves as having a somewhat or very strong sense of connection to community
- 96.9% of youth 12-19 rate themselves as satisfied or very satisfied with life
- 58% of youth aged 15-24 volunteered for an average of 130 hours in 2010

The Action Plan:

United Ways in Canada play a leadership role in supporting a particular cluster of evidence-based interventions that is consistently powerful in promoting positive youth development. These interventions focus on strengthening relationships with adults, establishing norms and standards for appropriate behaviour, learning social competencies, and linking youth to opportunities involvement and leadership (Benson et al., 2006). The specific actions vary across the country, but interventions often focus on the following **common service areas**:

	Key Programmatic Strategies	Strategies Focused on Systems & Underlying Causes
Ages 7-12	<p>Recreation programs focused on building strong peer relationships</p> <p>Mentoring programs focused on building strong relationships with positive adult role models</p>	<p>Influencing policy through advocating for the creation of integrated youth policy frameworks.</p> <p>Engaging youth through the promotion of youth councils, volunteerism, and youth self-advocacy</p>
Ages 13+	<p>Leadership development programs</p>	

Figure 3: Connectedness and Community Involvement Common Service Areas

The Impact:

Through these efforts, United Ways are working towards measurable change in three key shared outcomes.

- **Children and youth care about and get along with others** (e.g. empathy, interpersonal skills, sense of belonging, supportive relationships, peaceful conflict resolution skills)
- **Children and youth get involved** (e.g. constructive use of time, meaningful participation in activities, sense of belonging, pro-social behaviours)
- **Children and youth take responsibility and lead** (e.g. self-regulation of behaviour, planning and decision-making, leadership)

Emotional and Physical Wellbeing

The Definition:

Emotional and physical wellbeing refers to increasing the health and resilience of children and youth. This domain encompasses development of emotional health and maturity, a positive sense of identity, coping, and healthy choices that promote physical health and wellness. Emotional and physical wellness are equally important components of wellbeing and are strongly correlated (Boyce, King & Roche, 2008; Health Canada, 2000). Individuals suffering from emotional and mental health issues often experience physical health challenges as well.

The Case for Action:

Children and youth in Canada are less healthy than they were a generation ago. If this trend is not reversed, the consequences will be dire. Physical health has deteriorated with the rise in sedentary lifestyles. Mental health among children and youth is also an area of growing concern to many experts and advocates. In its 2010 report, the Canadian Index of Wellbeing (Labonte et al., 2010) identified a worrisome downward trend in health outcomes for youth aged 12 to 19. Between 1998 and 2009, the percentage of Canada's young people who considered themselves to be in good health dropped by 12.5%. During the same period, reports of moderate to severe functional health problems among teens more than doubled from 7.4% to 16.2%. Research also suggests that the rate of emotional and mental health issues is rising among children and youth. The Canadian Institute of Child Health has labelled mental illness as

the “new morbidity” for young children and school-aged children (CICH, 2000). Some estimates suggest that many of these issues remain untreated. For example, a recent American survey found that only 36% of American youth who had been diagnosed as suffering from a mental disorder accessed services (Merikangas et al., 2011). Smoking, drinking and other forms of substance use among youth is a persistent problem. Studies suggest that youth are using and abusing a greater variety of substances than ever before (Currie, et al., 2008).

The Action Plan:

United Ways in Canada are responding to these challenges through a coordinated, multi-pronged approach. A stable and stimulating home environment helps to ensure children and youth are ready to learn at school. Support and nurturance within the home promote positive development in the early years and build the foundations for healthy social relationships and emotional maturity needed in middle childhood and youth (Pianta, 2006). We know that youth who have positive relationships with their parents are also more likely to be well-adjusted at school, to feel healthy, to have high self-esteem, and to avoid risky behaviours (Health Canada, 2000; Morrison et al., 1994). In Vancouver, research suggests that these relationships are stronger in neighbourhoods with higher socio-economic status (Schonert-Reichl, 2010). Evidence shows a nutritious diet has important influence on a child or youth’s success in learning and social behaviour, in addition to the direct benefits to their physical health and wellbeing (e.g. Williams, 1995). Actions and investments that promote regular access to and consumption of nutritious foods can support engagement in learning, prosocial behaviour, and health and wellbeing.

The specific actions vary across the country, but interventions often focus on the following **common service areas**:

	Key Programmatic Strategies	Strategies focused on systems & underlying causes
All children & youth	Individual and family counselling programs focused on coping skills, building self-esteem	Engaging children and youth through health promotion and awareness raising programs focused on physical activity and healthy eating
Ages 0-6	Parenting and parent support programs	
Ages 7-12	Mentoring and parent support programs	Influencing policy and public attitudes through campaigns focused on youth mental health
Ages 13 +	Leadership development programs	Engaging youth through outreach and education focused on risk taking and harm reduction

Figure 4: Emotional and Physical Well Being Common Service Areas

The Impact:

Through these efforts, United Ways are working towards measurable change in three key shared outcomes.

- **Children and youth believe in themselves** (e.g. positive identity, self-esteem, sense of purpose, optimism, psychological wellbeing)
- **Children and youth can better handle life's challenges** (e.g. self-regulation of emotion, coping in healthy ways)
- **Children and youth make healthy choices** (e.g. physical activity, nutritious diet, avoidance of risky behaviour)

All That Kids Can Be:

Developmental Asset Theory

Developmental asset theory suggests that changes in the contexts and environments youth experience (external assets) can lead to changes young people experience within themselves – feelings, skills, attitudes, competencies (internal assets) (Bensen et al., 2006). Armed with these assets, young people are more likely to experience positive outcomes, such as increased engagement in learning, social connectedness and community involvement, and improved emotional and physical wellbeing. Researchers have identified a number of important developmental assets that contribute to positive outcomes for children and youth. These are summarized in the table below (adapted from Love & Newberry, 2012).

Developmental Assets			Positive Developmental Outcomes	
When children and youth experience environments reflecting...	When children and youth experience feelings of...	When children and youth develop or acquire...	Children and youth...	
<ul style="list-style-type: none"> • Meaningful participation in program environments • Engagement in creative and stimulating activities • Constructive use of time • Presence of caring relationships • Presence of supportive mentors and role models • Positive peer influences • High expectations • Accessibility of programs 	<ul style="list-style-type: none"> • Safety • Engagement • Fun • Inclusion • Personal discovery • Respect • Belonging • Feelings of being valued • Future connectedness 	<ul style="list-style-type: none"> • Problem solving skills • Empathy • Self-awareness • Self-efficacy • Self-esteem • Self-confidence • Integrity • Goals and aspirations • Desire for civic involvement • Interpersonal competence • Physical competence • Academic competence • Cultural identity and competence 	... are engaged in learning and succeed in school <ul style="list-style-type: none"> • are ready to learn • do well in school • make a healthy transition to adulthood 	Engagement in Learning
			... are socially connected and involved in their communities <ul style="list-style-type: none"> • care about and get along with others • get involved • take responsibility and lead 	Connectedness & Community Involvement
			... are healthy and resilient <ul style="list-style-type: none"> • believe in themselves • make healthy choices • can better handle life's challenges 	Emotional & Physical Wellbeing

Outcomes at Different Stages of Development

Many United Ways stream their child and youth focused work by developmental stage (e.g. early childhood typically covers ages 0-6, middle childhood, ages 7-12, and youth, ages 13 up to early adulthood). Some United Ways target their investments toward one or two of these age groups based on local needs, strengths, and capacities. We recognize that the broad outcomes identified in this framework are manifest in different, age-appropriate ways across the various stages of development. We know from the literature on child and youth development that there are distinct cognitive, emotional, and social-behavioural developmental milestones in early childhood, middle childhood, and youth.

For example, for the outcomes related to Engagement in Learning, the focus in early childhood (e.g. 0-6 yrs), is on preparing young children for school - readiness to learn (Janus & Offord, 2000; 2007). In these early years, motivation and interest in learning may be defined through a child's increased engagement or participation in activities that offer opportunities for learning, increased curiosity, eagerness to learn, and pleasure associated with learning new skills and sharing in new experiences (Search Institute, 2005).

In middle childhood through adolescence, commitment to learn may be viewed through increased motivation to do well in school, increased attendance and timely completion of homework and assignments. Skills and mastery may be assessed through academic performance and skill assessment in school courses. For older adolescents increased preparation for post-secondary training or employment and on-time high school graduation serve as important markers of school success.

In this framework, the broad outcomes identified are relevant across stages of development. However, the specific strategies and activities employed locally by United Ways will differ based on the age and developmental stage of the target population.

For example, to support early child development (e.g. 0-6 years), many United Ways focus investments on initiatives that prepare young children for school - equipping them with the cognitive, emotional, and social competencies to ensure they are ready to learn. Although the child is the ultimate target for impact, parents, guardians, and child care providers are a critical route to create positive change for young children. Consequently, parents and caregivers are some of the United Way's most common and promising targets for action to promote early childhood development. Example strategies include:

- Investments in educational and support programs that connect parents and caregivers to resources, skills, and supports to integrate early learning experiences into daily life
- Advocacy and systems-level work to promote accessible, safe, and affordable child care
- Mobilizing community service providers to improve access to early childhood services in vulnerable neighbourhoods

In comparison, middle childhood (e.g. 6-12) is a period when the social world expands for the child. He or she spends more time away from family and out of the home, and interacts more frequently, and more autonomously, with peers in school and in the neighbourhood.

Consequently, there may need to be more of a focus on approaches that promote social connections, competencies, and belonging (Schonert-Reichl, et al., 2010). For example:

- After-school programming, recreational activities with peer groups
- Mentoring relationships, role modeling, coaching, supportive adult relationships.

Healthy People, Strong Communities

United Way's Plan for Impact

In their efforts to build strong communities and promote health and wellbeing for community members, United Ways are increasingly focusing their efforts on revitalizing vulnerable neighbourhoods. Neighbourhoods are the “locus of our most frequent interactions and the physical and social influences that are most likely to influence us” (Meagher, 2007). Increasingly, researchers have demonstrated that concentrations of individuals and families experiencing poverty, distress, and significant life challenges are centred in specific neighbourhoods and that intervention efforts targeted to these specific neighbourhoods (compared to city-wide or region-wide initiatives) have a strong likelihood of addressing unique local needs, increasing the likelihood of achieving sustainable positive change (Black & Hughes,



Figure 5: Outcomes for Strong Communities

2001; Kingsley, 1999; Sampson, 2003).

Most United Ways support organizations that help vulnerable people and families. These programs have many kinds of benefits, including meeting basic needs, teaching life skills or building a sense of hope for the future. In the past, these kinds of programs have sometimes been seen as “band-aids” that help to ease the suffering of people who are vulnerable, but do little to address the systemic “root causes” of their vulnerability - factors like poverty or racism. A focus on asset-building helps to underscore the deeper significance of these strategies and highlight the role they play in preventing or reducing vulnerability (McKnight & Kretzman, 1993; Meagher, 2007).

Across Canada, United Ways work in a variety of ways to help individuals and families build the assets they need to handle life's challenges and to achieve their personal goals. Some of these assets, like self-esteem, life skills, or coping strategies, reside “within” the individual person. However, United Way also works to build assets within the communities where people live and work. These assets, like social connections or opportunities to get involved in community organizations help to create vibrant neighbourhoods and communities, where community members can experience personal safety and wellbeing.

The set of outcomes described below is designed to articulate the assets needed to build vibrant, engaged communities that foster personal wellbeing and safety. The Sustainable Livelihoods model identifies five domains within which vulnerable community members can work to build the assets needed to achieve a sustainable livelihood (MacKeigan & Govindaraj, 2004; Murray & Ferguson, 2001).

These include:

- social assets (e.g., interconnectedness, relationships, community participation)
- personal assets (e.g., motivation, self-confidence)
- physical assets (e.g., access to adequate housing and food)
- human assets (e.g., skills, knowledge, employability and earning power) and
- financial assets (e.g., income from employment, available savings/finances, income supports, access to credit).

This focus area framework identifies three key outcomes that highlight the ways in which United Ways work to promote healthy people and strong communities.

- United Ways help vulnerable people **connect to the supports** that they need, and in the process build social and physical assets.
- They foster **neighbourhood and community engagement**, which builds social assets.
- United Ways also promote **personal wellbeing and safety**, which are personal and human assets.

In each of these three domains, United Way is pursuing a multi-pronged, coordinated and evidence based plan for action that will achieve measurable change against specific, pre-defined outcomes.

Connection to Supports

The Definition:

People become connected when they gain access to formal services that they would not be able to access easily on their own. Becoming connected also involves forming strong social connections to neighbours, friends or other community members. Achieving this outcome may involve working with vulnerable people individually to help them navigate systems or building social connections. It may also involve working to change systems and remove obstacles to access by (for example) promoting integration across service providers.

The Case for Action:

People who are vulnerable in Canada often struggle to access the services and supports they need to succeed. For example, children who live in poverty are much less likely than their peers to participate in organized sports and cultural activities (Canadian Parks and Recreation Association, 2011). People without extended health care benefits have

Key National Population Statistics from the Canadian Index of Wellbeing 2012

Figures and trends may differ by region

- 20.3% of children aged 0-5 have a regulated child care space, and this figure has increased 69% since 1994
- 80.6% of Canadians have had contact with a doctor over the last 12 months

greatly reduced access to mental health services (Canadian Psychological Association, 2010). Newcomers to Canada are less likely to access key preventive services around issues such as sexual health, family and intimate partner violence, nutrition, recreation and mental health (Toronto Public Health, 2011). Often, people and groups who have limited access to preventive, capacity-building supports end-up over-represented in the systems and institutions that handle problems after they occur. Canada's aboriginal youth, for example, are less likely to complete high school than other Canadians (Mendelson, 2006), and much more likely to be in the care of children's aid societies (MacLauren et al., 2003) or in prison (Kerr, 2013).

The Sustainable Livelihoods model suggests that people need many kinds of assets to thrive, and that connecting people to assets requires action at a community and systems level as well as an individual level. This is especially true with respect to physical assets (basic needs like food and housing) and social assets (connections to people and to community). The reasons why services and supports don't reach the people who need them the most are complex. In some cases, services are simply underfunded or non-existent. In other cases, narrow eligibility criteria leave families with complex, interconnected issues falling through the cracks. Far too often, people do not access services that could meet their needs simply because they are not aware of the services or because different parts of the system do not share information as they should (Toronto Public Health, 2011; Canadian Psychological Association, 2010).

The Action Plan:

United Ways in Canada are responding to these challenges through a coordinated, multi-pronged approach. Some of this work focuses on increasing integration among various types of community services, so that obstacles to access are removed for all community members. Some work focuses on helping individuals and families overcome barriers to access on a more case-by-case basis. Many initiatives focus on helping individuals and families build the informal social connections that can provide support, build a sense of well-being, and reduce the need for formal services. The specific actions vary across the country, but interventions often focus on the following **common service areas**:

Key Programmatic Strategies	Strategies Focused on Systems & Underlying Causes
<p>Engaging service providers to improve navigation of community services for residents through advocacy and system mapping. Work towards increased coordination between mental health services, settlement services, and primary health care services (Canadian Psychological Association, 2010; Toronto Public Health, 2011).</p> <p>Engaging social service agencies, businesses and governments to help form new partnerships with neighbourhood groups (Sites et al., 2007)</p>	<p>Influence policy changes that reduce barriers for residents of all ages and cultures who are dealing with mental health issues, including in particular policies that lead to increased consumer voice in planning, training of front line service providers, and establishment of benchmarks and system monitoring strategies (Canadian Psychological Association, 2010).</p>
<p>Strengthen programming by decentralizing service delivery to neighbourhood settings (Kubisch, 2010)</p> <p>Strengthen programming and improve access through intensive case-coordination and service resolution for people with complex needs (Canadian Psychological Association, 2010)</p>	<p>Understand effective practices and impacts of service hubs for residents in vulnerable neighbourhoods (e.g., United Way Toronto 2013)</p>

Figure 6: Connected To Supports Common Service Areas

The Impact:

Through these efforts, United Ways are working towards measurable change in three key shared outcomes.

- **Individuals and families are connected to and able to access services and supports that they need**
- **Community services work together to help individuals and families better navigate support systems**, by redesigning and decentralizing service delivery mechanisms and integrating services.
- **Individuals and families create and maintain supportive relationships and connections** that enable them to offer and receive informal support.

Neighbourhood and Community Engagement

The Definition:

Weaver, Born & Whaley (2010) define community engagement as the meaningful participation of citizens in their communities. They specify that engagement does not require that citizens have been directly involved in civic decision-making processes, but that they have been an “active part of *doing and being* in the community” (p. 59). The Canadian Index of Wellbeing uses the term “Community Vitality” to refer to a similar construct: the strength, activity and inclusiveness of relationships between residents, private sector, public sector and civil society organizations that fosters individual and collective wellbeing (Canadian Index of Wellbeing,

2012). Community engagement helps individuals and families to build social assets. he Case for Action:

Being vulnerable often means being isolated. Welcoming people who are marginalized into our communities is one of the oldest, simplest, and most powerful social action tools at our disposal. Connectedness to community is a social determinant of health. It is correlated with positive self-perceptions of physical and mental health (Shields, 2008) and can reduce the risk of poverty, obesity, and poor school attainment (Scott, 2009). Government investments often fail to leverage the immense potential of neighbourhoods and communities to act in ways that promote wellbeing.

In 2011, 64.8% of Canadians felt a somewhat or very strong sense of connection to their community. Connection was highest in the territories (78% to 82%) and Newfoundland and Labrador (77.1%). It was lowest in Quebec (55.3%) Alberta (63.8%) and Ontario (67%) (Statistics Canada, 2013). Young adults (especially young men) tend to feel less connected, and so do people who are single, divorced, or separated. Members of some cultural groups (including people who identify as Latin American, Southeast Asian, Chinese and Korean) report lower levels of connectedness. People who live in poverty and people who live in dense urban areas are also less likely to feel connected (Shields, 2008).

Key National Population Statistics from the Canadian Index of Wellbeing 2012

Figures and trends may differ by region

- 82.7% of Canadians reported that they extended unpaid care and assistance to family, friends, and neighbours in 2008, an increase of 13.3% since 1994
- Voter turnout for federal elections was 61.1% in 2001 and 59.1% in 2008. These figures are down from a high of 67% in 1994. 64.9% of Canadians were involved in voluntary groups or community organizations in 2008, an increase of 27.3% since the mid-1990s
- 65.4% of Canadians expressed strong attachment to their local community in 2010 (an increase of 13.0% since 1994)

Promoting engagement has community-level benefits as well as benefits for individuals and families. According to Bradford (2005), anyone who is working at a city-wide or systems level and is interested in developing workable solutions to social problems must understand that these problems are place-based. Planners and decision makers must understand the ways different systems interact to generate challenges, and they must also understand that these interactions are different and more intense in some geographic areas than others. Decision makers, Bradford (2005) argues, must develop deep knowledge *about* neighbourhoods, as well as knowledge *of* neighbourhoods (i.e., the knowledge held by people who live and work in a neighbourhood). In order to gather this second type of knowledge, decision makers need the input and analysis of people who live where multiple social issues intersect, and who experience the compound problems that arise as a result of this intersection.

The Action Plan:

According to Kubisch (2010), the capacity to do community engagement work often requires a different set of skills and processes than programmatic service delivery, including the ability to consult with community members, and to link programs to local priorities. Organizations well-placed for capacity building work often have the following characteristics:

- There is deep commitment to resident leadership and ownership;
- They grow out of neighbourhood strengths and needs;

- They are not limited by a single programmatic priority;
- They include some kind of physical development work;
- They have extraordinary leaders;
- They are not sponsored by a single funder.

The specific actions that United Ways are taking to improve neighbourhood and community engagement vary across the country, but interventions often focus on the following **common service areas**:

Key Programmatic Strategies	Strategies Focused on Systems & Underlying Causes
Strengthen programming around promoting volunteerism	Influence community inclusion for vulnerable groups through advocacy and public education
Engage residents as partners in planning for neighbourhood action through community outreach, coalition building, and leadership development initiatives (United Way Toronto, 2013).	Understand , through community consultation, geographic differences in access to services, needs, resources and economic opportunities. Document facilitators and barriers to settlement and integration and develop plans to address barriers.

Figure 7: Neighbourhood and Community Engagement Common Service Areas

The Impact:

Through these efforts, United Ways are working towards measurable change in three key shared outcomes.

- **Individuals and families feel a sense of belongingness and inclusion in their community**
- **Individuals and families get involved in their community** by volunteering or participating in programming and events
- **Individuals and families act to positively influence their community** by (for example) coming together in resident associations, participating in the democratic process, or taking on leadership roles.

Personal Wellbeing and Safety

The Definition:

Personal wellbeing refers to the capacity of an individual to make healthy choices and handle life's challenges. Although people often become vulnerable for reasons well beyond their control, a person with strong personal assets (e.g., self-esteem, confidence and goals) and human assets (e.g., skills and knowledge) is better positioned to react to the challenges that will inevitably arise in the course of living with issues like poverty, disability, discrimination or mental illness.

Feeling safe and secure is a key component of personal wellbeing. Safety within close relationships, within families, and within neighbourhoods is a key component of this outcome.

This domain encompasses the development of personal skills (e.g., coping and life skills) and community supports that promote safer living conditions.

The Case For Action:

Many Canadians live lifestyles that place their mental health and their overall wellbeing at risk. Life stress is on the increase, leisure time is dropping, and rates of some mental illnesses appear to be on the rise (Canadian Index of Wellbeing, 2012). Although public attitudes are changing, the stigma associated with mental illness in Canada remains strong. The recently launched Mental Health Strategy for Canada makes raising public awareness and addressing discrimination one of its key priorities for action (Mental Health Commission of Canada, 2012).

By acting to promote wellbeing through strengthening personal assets, United Ways can help to reduce the need for expensive crisis-response services like hospitals and the criminal justice system.

The need for preventive, asset-building supports is especially dire for our most vulnerable citizens. People who are vulnerable in Canadian society often face a complex and interconnected set of challenges. Addressing one of these challenges after it has become a crisis does little to alter the overall life situation of a vulnerable person or family. Increasingly, research is showing us that it is more effective and more efficient to build the assets of people who are vulnerable before they come to need reactive, emergency supports. An approach focused on building assets (Benson et al., 2006) or on recovery (Canadian Mental Health Association Ontario, 2013) also has the potential to help vulnerable individuals regain more dignity, and more control over the process through which they work towards their personal goals.

Key National Population Statistics from the Canadian Index of Wellbeing 2012

Figures and trends may differ by region

- 47.7% of all Canadians felt that most or many people could be trusted in 2008. This figure has dropped 13.7% over the last 10 years despite the fact that people feel high levels of personal safety and violent crime is decreasing
- The likelihood of depression has increased by 3.6% among Canadians of all ages from 1994 to 2010.
- The average portion of total time that Canadians spent on social leisure activities dropped 19.7% between 1994 and 2010
- The proportion of Canadians working more than 50 hours a week declined 29.6% between 1996 and 2010.
- In 2001, 23% of Canadians perceived themselves as having quite a lot of life stress, while 73% saw their own mental health as very good or excellent

The Action Plan:

The specific actions of United Ways vary across the country, but interventions often focus on the following **common service areas**:

Key Programmatic Strategies	Strategies Focused on Systems & Underlying Causes
Strengthen programming around counseling for individuals and families dealing with addiction, mental health issues, or violence-related trauma. Focus counseling on building human and personal assets	Influence policy to better support victims of abuse and domestic violence
Strengthen programming around building skills for independent living for individuals experiencing barriers to community inclusion and participation	Understand the local status of community wellbeing and safety and draw on local research to identify support needs and gaps
Engage community members through awareness raising and outreach campaigns on health promotion and risk reduction	

Figure 8: Personal Wellbeing and Safety Common Service Areas

The Impact:

Through these efforts, United Ways are working towards measurable change in three key shared outcomes.

- **Individuals and families are able to live independently and make healthy choices** that reduce risk or harm and prevent crisis.
- **Individuals and families have positive mental health** (i.e., improved self-esteem, confidence, sense of purpose or life satisfaction) **and are better able to handle life's challenges** (through improved coping or problem solving skills, improved management of emotions)
- **Neighbourhoods and homes are safer for individuals and families, especially victims of violence and abuse**

From Poverty to Possibility

United Way's Plan for Impact

Poverty is a complex set of stubborn, intertwined social issues. The burden of poverty is profound, and those who are confronted with it face deeply entrenched social barriers to their success. United Way is one of many partners working together to address poverty in a meaningful way, by challenging social barriers and enabling individuals to realize their best. Our focus is on helping to meet the basic needs of the most vulnerable people in our communities, building the capacity of individuals to become economically independent, and advocating for the removal of systemic and discriminatory obstacles to economic security. Although interventions supported by UWC may not be enough to overcome poverty completely, they are designed to help people experiencing poverty develop plans and prepare for a better future – to move from poverty to possibility.



Figure 9: Outcomes for Poverty to Possibility

The set of outcomes that we discuss throughout this document articulate the ways in which UWCs build the assets needed to move from poverty to possibility, taking into account the need to develop personal skills and change social context. The Sustainable Livelihoods model identifies five areas in which people who live in poverty can work to build the assets needed to move out of poverty and achieve a sustainable livelihood. These include:

- Social assets, including interconnectedness, relationships, community participation;
- Personal assets, including motivation, self-confidence;
- Physical assets, including access to adequate housing and food;
- Human assets, including skills, knowledge, employability and earning power; and
- Financial assets, including income from employment, available savings/finances, income supports, access to credit.

UWCs help community members build **Housing Stability** (physical assets); **Food Security** (physical assets); and **Employment and Financial Security** (human assets and financial assets). These issues are overlapping and intertwined. Individuals, in many cases, face challenges in more than one domain and, as a result, need supports that help build strategies in

some or all of these areas. To realize the potential of individuals and families, UWC is pursuing a multifaceted, coordinated and evidence based plan for action that will achieve measurable change against specific, pre-defined outcomes in each of these three areas.

Housing Stability

The Definition:

Housing stability can be defined as having both a fixed address and housing that is appropriate - meaning that is affordable, safe, adequately maintained, accessible and suitable in size. Individuals who are unsheltered, in emergency shelter, temporarily accommodated, or are unable to consistently afford shelter lack housing stability. Housing stability and quality housing are critical components of overall individual health and wellbeing, and are an important indicators of the state of a country's social infrastructure.

The Case for Action:

Housing stability is a complex and persistent issue. Of the several factors that contribute to precarious housing and homelessness, affordability continues to be a significant barrier to securing adequate shelter. In 1986, the Canada Mortgage and Housing Corporation (CMHC) and provincial governments agreed to assess housing affordability based on whether a household spent 30% or more of its average monthly total income on shelter costs. In 2011, 25% of Canadian households exceeded this threshold by an average of \$500 per month, with renters being significantly more at risk of living in unaffordable housing than homeowners. Of this group, 380,600 Canadians are facing severe affordability problems, spending more than 50% of their income on shelter.

In many communities, absolute homelessness is the most visible evidence of housing instability, particularly for urban centres. An estimated 30,000 people are homeless each night across Canada, while an estimated 200,000 Canadians experiencing homelessness each year. The actual number is potentially much higher, as many individuals do not rely on publicly available supports to manage their housing need. An additional 50,000 Canadians are estimated to be "hidden homeless," staying temporarily with friends, relatives or others as a result of housing instability. Of those at risk of being homeless or precariously housed, aboriginal people, lone parents, seniors who rent, and new immigrants are especially vulnerable.

The challenges associated with housing instability are far reaching, as living in unaffordable and inadequate housing contributes to pervasive health inequities, including respiratory illness and cancer. Households that are struggling with housing stability are more likely to experience food insecurity, unemployment, addictions and mental health issues. As a result, the cost of homelessness in Canada, through the use of shelter services, the criminal justice system, health care, emergency services, and social services, is estimated to be \$4.5 billion annually. While research shows that housing the homeless is cost effective, federal investments in affordable housing (corrected for inflation and population growth) have dropped 22% between

Key National Statistics

Figures and trends may differ by region

- 25% of Canadian households spend more than 30% of their total income on shelter costs in 2011.
- An estimated 30,000 Canadians are homeless every night. An estimated 200,000 are homeless each year.
- Homelessness costs Canada an estimated \$4.5 billion annually.

1989 and 2009.¹³ Provincial and municipal governments are struggling to fill the funding gap, resulting in shortfalls in the supports necessary to address housing insecurity.

The Action Plan:

Canada’s stock of affordable housing is inadequate. Further, evidence shows that an emphasis on the Housing First model of rapidly providing housing with community supports is an “effective, pragmatic and humane intervention to address homelessness.” Vulnerable people need support before, during and after the transition into appropriate housing in order to successfully move from poverty to possibility - supports which are also often under-funded. UWCs in Canada are responding to these challenges by investing in both transitional supports and permanent housing through a coordinated, multifaceted approach.

Community impact requires a deep understanding of the local community, including knowledge of how all levels of government and other non-profit organizations are investing in social issues, and engagement with community members. As a result of the different local circumstances across the country, the specific actions of a UWC will vary in order to reflect to local priorities. Recognizing local variations, many UWC’s interventions focus on the following **service areas**:

Strategies Focused on Strengthening Community Action	Strategies Focused on Systems & Underlying Causes
<p>Strengthening support for low-income individuals and families to find safe and stable housing.</p>	<p>Influencing public attitudes and increase sensitization to local poverty issues by supporting volunteer placements with community agencies serving the homeless.</p> <p>Strengthening the capacity of communities to maintain and increase access to affordable social housing.</p>
<p>Strengthening emergency shelters and/or transitional housing, especially in communities where access is limited or non-existent.</p> <p>Strengthening the rapid transition from emergency shelter to safe, stable housing.</p> <p>Strengthening supportive services coupled with permanent housing for people with mental illness or substance abuse.</p>	<p>Influencing and supporting the development of services and systems to help low-income individuals and families maintain safe and stable housing (e.g. case management, grants for housing utilities, repairs, rent or mortgage assistance.)</p>

Figure 10: Housing Stability Common Service Areas

The Impact:

Through these efforts, UWCs are working towards measurable change in three key shared outcomes.

- Individuals and families have access to emergency shelter and transitional housing.

- **Individuals and families access safe, affordable housing** (e.g. increased access to appropriate housing; increased access to safe and affordable transitional housing)
- **Individuals and families have the resources and supports to maintain safe and stable housing** (e.g. increased capacity to keep home adequately heated, ability to repair/replace broken or worn out utilities and furniture, reduced risk of eviction or homelessness, increased tenure or housing stability)

Food Security

The Definition:

Canada's Food Security Action Plan defines food security as being “when all people, at all times, have physical, social and economic access to sufficient, safe, and nutritious food to meet their dietary needs and food preferences for an active and healthy life.” Statistics Canada defines a family as “food insecure” when they are uncertain of having, or unable to acquire, enough food to meet the needs of all their members because they have insufficient money for food. Severe food insecurity exists when lack of access to food leads to reduced food intake and disrupted eating patterns.

The Case for Action:

Far too many Canadians go hungry. In 2012, 4 million Canadians experienced some sort of food insecurity – almost 13% of all Canadian households. Food insecurity affects 1.15 million children, or nearly one in every six under the age of 18. Food insecurity is commonly measured by the inability to afford food, but the issue extends further into unreliable or inadequate physical access to food and the ability to access foods that support a balanced and nutritious diet. Where available, many Canadians rely on emergency food resources to help mitigate the lack of food, such as Food Banks. As reported by the Food Banks of Canada, 833,098 individuals required the assistance of an emergency food bank in March 2013 – a 23% increase from March 2008. Such emergency supports, however, are not universally available nor accessed by all who need them.

Key National Statistics

Figures and trends may differ by region

- 13% of Canadian households experienced food insecurity in 2012.
- 1 in 6 children are affected by food insecurity.
- 833,098 individuals required the assistance of an emergency food bank in March 2013 – a 23% increase from March 2008.

Not all Canadians are equally at risk of food insecurity. Low income individuals are disproportionately at risk, a population of which 29% are food insecure. Recipients of social assistance (69.5%), employment assistance or workers compensation (38.4% combined) are also considerably more at risk. Food insecurity is not an issue of joblessness, however, as the majority of food insecure households (62.2%) are reliant on salaries from employment. Other characteristics such as being Aboriginal (28.2% are food insecure), in a female led lone parent family (34.3%), renting rather than owning your home (26.1%), and recently immigrating to Canada (19.6%) significantly increase the likelihood of food insecurity.

Geography plays a significant role in food insecurity. It is more common in urban areas than rural, but there are significant variances in insecurity between urban centres across the country. Provincial and territorial differences in public policy, social assistance, population base and cost of living have a notable impact on the likelihood of insecurity. It is most prevalent in Canada's north, due to the increased food costs – 40.3% of people in Nunavut, for example, are moderately to severely food insecure. Amongst the provinces, individuals living in the Maritimes

are significantly more at risk of food insecurity, with rates over 15% (between 2-6% higher than the rest of the provinces.)

The effects of food insecurity extend into the overall ability of an individual to live a productive and healthy life. Inadequate nutrition leads to poor physical health, due largely to a less varied and nutritious diet that is higher in refined grains and added fats, and is lower in produce and lean meats. This places individuals at a higher risk of Type 2 diabetes, anemia, obesity and heart disease. Among children, research shows that the health and social effects of food insecurity include mental illness, behavioural problems, poor social skills, and an elevated risk of suicide. Importantly, it places children at risk for learning and behavioural problems, falling behind their peers in graduation rates, college enrollment and measures of academic success.

The Action Plan:

UWCs in Canada are responding to the challenges of food security through a coordinated, multifaceted approach that helps individuals and families meet their nutritional needs, while also working to address the underlying issues that cause food insecurity.

Community impact requires a deep understanding of the local community, including knowledge of how all levels of government and other non-profit organizations are investing in social issues, and engagement with community members. As a result of the different local circumstances across the country, the specific actions of a UWC will vary in order to reflect to local priorities. Recognizing local variations, many UWC’s interventions focus on the following **service areas**:

Strategies Focused on Strengthening Community Action	Strategies Focused on Systems & Underlying Causes
Strengthening community gardens to facilitate shared food production, access and use.	Understanding local food security issues through research. Engaging stakeholders to raise awareness about local food security issues and/or to explore sustainable solutions to food insecurity.
Strengthening food banks and emergency food provision.	
Strengthening food literacy through knowledge and skills building regarding nutrition, food preparation, and managing food insecurity (e.g. community kitchens, education programs, etc.)	Engaging with stakeholders and influencing food security policy development (e.g. local food charter.)
Strengthening the development of affordable options for adequate access to nutritious foods (e.g. school breakfast and snack programs, community restaurants, the Good Food Box.)	

Figure 11: Food Security Common Service Areas

The Impact:

Through these efforts and investments in food security, UWCs are working towards measurable change in two key shared outcomes.

- **Individuals and families have sustainable access to affordable, nutritious and appropriate food** (increased affordability and availability of healthy and culturally-appropriate food; food is increasingly shared and distributed to those in need.)

- Individuals and families experience decreased stress and life disruptions due to food insecurity.

Employment and Financial Security

The Definition:

Family-sustaining employment is a critical determinant of financial security and independence. United Way Worldwide defines family-sustaining employment as “employment that pays a family-sustaining wage, offers benefits including paid sick leave, and offers career pathways that provide opportunities for wage and career advancement.” Although an individual cannot move themselves out of poverty without external supports and financial assets, such as income and income supports, the development of human assets such as employment skills, education and training, and literacy is an important component of a comprehensive strategy to address poverty, and often an important step towards accessing employment, housing, or other kinds of resources.

The Case for Action:

Financial security contributes significantly to overall health and well-being. Financial instability has many negative side effects, including food insecurity, social exclusion, depression, stress, and poor physical health. In 2011, 8.8% of the population were considered low-income in Canada, just shy of 3 million individuals. Further, over 571,000 children (8.5%) live in low-income families – including 23% of children in lone parent families headed by a woman - placing them at greater risk for the negative effects of poverty on their development. It is generally assumed that income earned from full-time employment will provide a decent standard of living. While income from employment is certainly beneficial, it alone does not necessarily result in a suitable income. In 2011, 1.29 million Canadians lived in households considered low income, despite the main wage earner working a minimum of 910 hours during the year. Further, in 2013, over 1 million Canadians worked full time (30 hours or more per week) for wages of less than \$12.00 per hour.

Key National Statistics

Figures and trends may differ by region

- 8.8% of Canadians were considered low-income in 2011, just shy of 3 million individuals.
- 571,000 children (8.5%) live in households that are considered low-income.
- Since 2009, the number of temporary jobs in Canada has increased 12.8%. Permanent job creation has increased by only 2.7%.

While incomes have been increasing for Canadians, these increases have resulted in a widening income gap between the highest and lowest income brackets. Between 1995 and 2011, average after-tax incomes have increased by 12.7% for families in the lowest-income bracket. For those in the top income group, it rose by 37.2%. The highest-earning Canadians are now making 9.2 times the income of the lowest-earning. Although economic development is crucial to the creation of new, high quality jobs, many occupations in fields like health care, mining & resource development, construction and information technology are facing projected shortages of qualified candidates (Vincent & Tremblay-Côté, 2011). Consequently, there is a pressing need for supports to enable qualified candidates overcome obstacles to employment.

Canada’s economic recovery since the 2008 recession has not translated into an improvement in income or job quality for many Canadians. Since 2009, Statistics Canada data indicates there has been a 12.8% increase in the number of temporary jobs in Canada, while permanent job

creation has increased by only 2.7%. Research conducted in southern Ontario supports this data, finding that at least 20% of all employees are in precarious forms of employment, and that this percentage is on the rise. Precarious employment is employment that offers little in the way of security or benefits. Newcomers to Canada (particularly visible minorities), youth, persons with disabilities, older workers and aboriginal people face greater challenges in accessing employment, due to a host of factors ranging from discrimination to recognition of qualifications and lack of access to training.

The Action Plan:

UWCs in Canada are responding to these challenges through a coordinated, multifaceted approach that meets the basic needs of vulnerable families and works to overcome barriers to employment while also addressing the systemic factors that contribute to the creation of these vulnerabilities.

Community impact requires a deep understanding of the local community, including knowledge of how all levels of government and other non-profit organizations are investing in social issues, and engagement with community members. As a result of the different local circumstances across the country, the specific actions of a UWC will vary in order to reflect to local priorities. Recognizing local variations, many UWC’s interventions focus on the following **service areas**:

Strategies Focused on Strengthening Community Action	Strategies Focused on Systems & Underlying Causes
Strengthening programs offering assistance in job search skills.	Influencing the business community to build employment and education connections.
Strengthening employment networks and opportunities (e.g. volunteer opportunities to build employment skills, placement supports, etc.)	Supporting multi-service family resource centres that provide access to community resources for low-income families (e.g. groceries, low-cost recreational activities, etc.)
Strengthening counselling and supports that help individuals and families manage the effects of poverty and/or unemployment.	Engaging employers to connect low-income vulnerable populations (e.g. seniors, immigrants, persons with a disabilities, etc.) to meaningful employment and volunteer roles.
Strengthening literacy, computer skills, employment skills, and on-the job skills training/development.	Influencing income and income support policies (i.e. social assistance, living wage) that ensure adequate, sustainable income to meet one’s basic needs.
Strengthening services that help low-income individuals and families develop financial literacy and financial management skills.	Influencing policy change and adequate government funding to increase affordable access to adult education and literacy training.
Investing in programs that offer low-cost or no- cost transportation (e.g. volunteer driving services) to vulnerable individuals and families.	Advocating for and supporting the expansion of accessible and affordable services (e.g. child care, elder care, post-secondary education, transportation, etc.) to support employment and ensure basic needs are met.

Figure 12: Employment and Financial Security Common Service Areas

The Impact:

Through these efforts, UWCs are working towards measurable change in three key shared outcomes.

- **Individuals have family-sustaining meaningful employment** (e.g. connections to available jobs, access to adequate employment opportunities, appropriate training, literacy, job readiness skills.)
- **Individuals and families are financially stable and experience decreased stress due to financial instability** (e.g. adequate family-sustaining income, access to entitlements, benefits and other income supports.)
- **Individuals and families have manageable expenses** (e.g. affordable and accessible child care and transportation, increased financial literacy, access to low-cost groceries healthcare, insurance, and banking.)

Appendix A

From poverty to possibility



Meet basic human needs and move people out of poverty

OUTCOMES

Housing Stability

- Individuals and families have access to emergency shelter.
- Individuals and families access safe, affordable housing.
- Individuals and families have the resources and supports to maintain safe and stable housing.

Food Security

- Individuals and families access affordable, nutritious and appropriate food.
- Individuals and families experience decreased stress and life disruptions due to food insecurity.

Employment & Financial Security

- Individuals have family-sustaining, meaningful employment.
- Individuals & families are financially stable and have supports and assets to avoid financial crisis.
- Individuals and families have manageable expenses.

SAMPLE IMPACT PLANS

- **Strengthen:** Invest in programs offering support for low-income individuals and families to find safe and stable housing (e.g. information and referral, counseling and placement services).
- **Influence:** Support the development of services and systems to help low-income individuals and families maintain safe and stable housing.

- **Engage and Influence:** Create partnerships with stakeholders and advocate for/engage in food security policy development (e.g. local food charter).
- **Strengthen:** Support development of affordable options for adequate access to nutritious foods.
- **Understand** local food security issues through research and development.

- **Influence:** Mobilize employers to engage low-income vulnerable populations (e.g. seniors, immigrants, persons with a disabilities) in meaningful employment and volunteer roles.
- **Strengthen:** Support multi-service family resource centres that provide access to community resources for low-income families.
- **Understand:** Support the development of knowledge, skills and systems to help low-income individuals and families create and maintain savings.

Healthy People, Strong Communities: Focus Area Review

BRAND MISSION: To improve lives and build community by engaging individuals and mobilizing collective action

BRAND PROMISE: Create opportunities for a better life for everyone in our communities.

Strong communities



Support personal well-being and strengthen neighbourhoods

OUTCOMES

Connection to Supports

- Community services work together to help individuals and families better navigate support systems
- Individuals and families are connected to and able to access services and supports that they need
- Individuals and families create and maintain supportive relationships and connections

Meet basic human needs and move people out of poverty

Neighbourhood & Community Engagement

- Individuals and families feel a sense of belonging and inclusion in their community
- Individuals and families get involved in their community
- Individuals and families act to positively influence their community

Personal Wellbeing & Safety

- Individuals and families are able to live independently and make healthy choices
- Individuals and families have positive mental health and are better able to handle life's challenges
- Neighbourhoods and homes are safer for individuals and families, especially victims of violence and abuse

All That Kids Can Be: Focus Area Review

BRAND MISSION: To improve lives and build community by engaging individuals and mobilizing collective action

BRAND PROMISE: Create opportunities for a better life for everyone in our communities.

All that kids can be



Help children and youth reach their full potential

OUTCOMES

Engagement in Learning

- Children and youth are ready to learn
- Children and youth do well in school
- Youth make a healthy transition into adulthood

Connectedness & Community Involvement

- Children and youth care about and get along with others
- Children and youth get involved
- Children and youth take responsibility and lead

Emotional & Physical Wellbeing

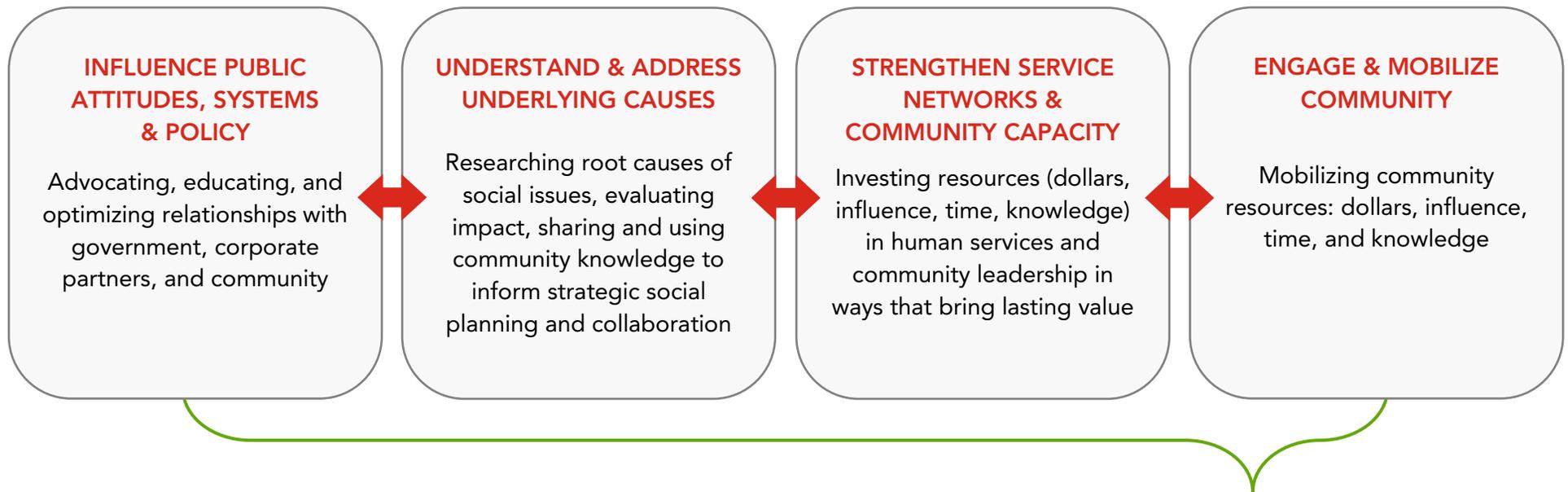
- Children and youth believe in themselves
- Children and youth make healthy choices
- Children and youth can better handle life's challenge

Strong Communities: Focus Area Review

BRAND MISSION: To improve lives and build community by engaging individuals and mobilizing collective action.

BRAND PROMISE: Create opportunities for a better life for everyone in our communities.

BRAND STRATEGIES



BRAND FOCUS AREAS

From poverty to possibility

Meet basic human needs and move people out of poverty

All that kids can be

Help children and youth reach their full potential

Strong communities

Support personal well-being and strengthen neighbourhoods.