



United Way
Elgin Middlesex

LONDON FOR ALL

A ROADMAP TO END POVERTY

A solid red silhouette of a city skyline, featuring various building shapes and heights, spanning the width of the page at the bottom.

IMPACT ASSESSMENT REPORT

JULY 2020

ACKNOWLEDGEMENTS

The success and final outcomes of London for All required guidance, research, and dedication from many people and organizations.

Thank you to the City of London for prioritizing poverty reduction in our community and to City of London staff and Councillors for their direction and support throughout the London for All initiative.

We would like to extend our gratitude to the Ontario Trillium Foundation for their generous support towards this impact assessment.

We are very grateful to the London for All Leadership Table for their expertise and guidance in this project. Thank you to Luke Nicholas and Dr. Jeff Preston for their leadership.

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Section 1.0

INTRODUCTION

1.1 About London for All

Background and Context

In March 2016, after conducting six months of research, study, and community consultation with over 1,000 Londoners, *London for All: A Roadmap to End Poverty*, London's community plan to end poverty in a generation was released. The report included 112 recommendations for addressing poverty in eight focus areas: changing mindsets; income and employment; health; homeless prevention and housing; transportation; early learning and education; food security; and system change.

In May 2017, United Way Elgin Middlesex (United Way) became the lead agency (i.e. backbone support) for the London for All (LFA) initiative. During the three-year initiative, LFA used a coordinated, collective impact approach to action the 112 recommendations to address poverty in London.

LFA Structure and Approach

A Leadership Table and seven Accountability Tables were established to facilitate and oversee the work of LFA.

In total, over 60 organizations and 160 volunteers from diverse backgrounds came together to ignite change and work collaboratively to implement the LFA recommendations.

Further, 38 individuals with lived and/or living experience of poverty were involved in LFA as key decision-makers. The expertise of these individuals and their firsthand knowledge of systemic barriers added strength and resilience to the work of LFA and was invaluable in co-creating innovative solutions.

1.2 About the Impact Assessment

Commitment to Accountability

As the lead agency for LFA, United Way committed to ensuring ongoing monitoring and assessment of the implementation of the 112 recommendations to end poverty.

This commitment has been demonstrated through the development of annual reports and an end-of-initiative impact assessment.

Purpose of the Impact Assessment

The purpose of the impact assessment is to answer the question, “How has London changed as a result of the implementation of the LFA recommendations?”

Overall, the results presented in this report reflect the collective efforts of the community and LFA stakeholder organizations to action the 112 LFA recommendations.

The impact assessment is a companion document to the LFA annual reports. The annual reports were prepared to share the progress that had been made on each of the recommendations. The impact assessment, in comparison, has been completed at the end of the LFA initiative.

The results of the impact assessment will be used to inform future initiatives focused on ending poverty in London.

1.3 Methodology

Each LFA Accountability Table reported the results from the initiatives they and their collaborative partners implemented between 2017 and 2020. A documentation review of annual reports was also conducted to examine quantitative and qualitative results.

Data was analyzed across all 112 recommendations. Initiative results were mapped to each recommendation to determine what changed as a result of implementing the LFA recommendations and assess how each initiative contributed to the identified outcomes.

While all data provided by each LFA Accountability Table and from the documentation review was analyzed, not all data points have been included in this report due to the breadth of data available.

Section 2.0

A SNAPSHOT OF THE RESULTS



Changing Mindsets

Londoners have increased their understanding of and engagement in ending poverty.

300+

Londoners attended the Youth Poverty Symposium to help shape local recommendations

3,173

people participated in ReThink Poverty workshops

2,650

people received cultural competency training

390

people attended the Truth and Reconciliation Speaker Series

40

companies were featured in the Made Right Here campaign series



Income and Employment

Londoners have access to more income and employment supports.

20+

events and networking opportunities were held for newcomers

\$8,925,886

was invested in local start-ups and social enterprises through loans and grants

117

start-ups and social enterprises received coaching and development support

204

new mentorships were developed through the Immploy Mentorship program

19

Living Wage employers were established in London

\$102,000

was diverted from payday lenders



Health

Londoners have improved access to health, mental health, and addiction services.

\$555,420

was invested in mental health and addiction services

38,000+

Help Yourself Through Hard Times booklets were distributed or downloaded

4

new community-based health services were established

13

outreach-based family support programs were developed or expanded

3

no-cost dental programs were established or expanded



Homeless Prevention and Housing

Londoners have access to more housing-focused supports.

6

coordinated initiatives focused on housing and homelessness were implemented

500+

individuals experiencing homelessness were supported to secure permanent housing

898

housing service referrals were provided through London's Coordinated Informed Response

32,000+

people were supported with housing stability needs

1,050

households received Housing Stability Bank loans



Transportation

Londoners' ability to access their city has improved.

100%

of London Transit Commission buses are accessible

1,374,048

bus rides were subsidized for low-income Londoners

680,480

free bus rides were accessed by children under 12

1

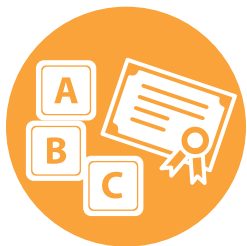
Non-Peak Pass was implemented for Paratransit customers

776,996

bus rides were discounted through the Youth Transit Pass

450

employers have access to public transit for the first time



Early Learning and Education

Londoners have increased access to education and learning opportunities.

891

new licensed child care spaces are available

48

Community Volunteer Income Tax Clinics were implemented

60

participants attended Youth Connector Training

394

participants engaged in the My Action Plan to Education (M.A.P.) program

26

mentorship and support programs for parents were established or expanded



Food Security

Londoners have improved food security.

350

food boxes were distributed monthly

\$460,584

Harvest Bucks were given to local families

1,073,000 KG

of fresh fruits and vegetables was donated to the Community Harvest Program

159,000 KG

of fresh food was rescued and distributed to local agencies

180

participants engaged in the Food Families program

3,390

people participated in collective kitchen programs



System Change

Londoners are working together to change systems to address poverty.

60

organizations were engaged in poverty-focused planning tables

70%

increase in unique users visiting the #UNIGNORABLE campaign website

18+

papers and letters were written advocating for provincial and federal policy change

11

actions identified by London residents at the 2018 Good Neighbourhood Conference were implemented by the City of London

4

new Family Centres were opened

38

individuals with lived and/or living experience of poverty were engaged as key decision-makers with LFA

Section 3.0

RESULTS: LFA FOCUS AREAS

This section summarizes the impact of implementing the LFA recommendations in each of the eight focus areas outlined in *London for All: A Roadmap to End Poverty*, including: changing mindsets; income and employment; health; homeless prevention and housing; transportation; early learning and education; food security; and system change.





3.1 Changing Mindsets

Changing mindsets and attitudes is the foundation for a culture shift to a community that sees the importance – and possibility – of ending poverty. More and more, Londoners are standing up and saying they are not willing to settle for the status quo.

Outcome:

Londoners have increased their understanding of and engagement in ending poverty.

How Do We Know?

300+

Londoners attended the Youth Poverty Symposium to help shape local recommendations

◇◇◇◇◇◇◇◇

3,173

people participated in ReThink Poverty workshops

◇◇◇◇◇◇◇◇

2,650

people received cultural competency training

◇◇◇◇◇◇◇◇

390

people attended the Truth and Reconciliation Speaker Series

◇◇◇◇◇◇◇◇

40

companies were featured in the Made Right Here campaign series

What Has Changed in London?

Londoners have more awareness about poverty and its impacts.

Three campaigns implemented between 2017 and 2019 raised awareness about poverty in London.

- The Poverty Over/If You Knew campaign provided education about poverty and opportunities for action in the London community. As a result of the campaign, the Circles® Guiding Coalition identified an increase in inquiries from community members about becoming a Circles® volunteer.
- London InterCommunity Health Centre's See One Community online campaign raised awareness about poverty and its impacts on the community. The campaign shared stories, images, and poetry reflecting the lived/living experience of 10 London community members.
- The Made Right Here campaign led by the London Economic Development Corporation encouraged Londoners to buy local in order to support the London economy and increase employment. In total, 40 companies were featured in a video series presented on CTV News London.

Between 2017 and 2019, the ReThink Poverty workshop, designed to educate participants about solutions to address poverty, was expanded to engage 3,173 Londoners. Further, the ReThink Poverty workshop was included in Thames Valley District School Board and London District Catholic School Board Professional Activity Day training to provide teachers with information and resources to help students understand the impacts of poverty and reduce stigma.

Additionally, a Youth Poverty Symposium in 2018 engaged over 300 community members to discuss how poverty affects young people in London and develop local recommendations.

Service providers have increased capacity to address poverty-related issues using a culturally safe approach.

In 2017, the Southwest Ontario Aboriginal Health Access Centre was approved as the province-wide provider of the Ontario Indigenous Cultural Safety (ICS) Program. In partnership with San'yas Indigenous Cultural Safety Training, online training modules were developed for healthcare providers and mental health and addiction service agencies.

Further, the Intercultural Competency Advantage Program (ICAP) was re-launched by the London Cross Cultural Learner Centre in 2017. In total, 32 organizations participated in training, 300 hours of training were provided, and 2,650 people received training. Further, 29 individuals were certified as program trainers.

Efforts were made to promote truth and reconciliation.

Four calls to action for progress on truth and reconciliation, in acknowledgement and support of the recommendations from the Truth and Reconciliation Commission of Canada, are active with the City of London. The calls to action are focused on:

- the development of culturally appropriate early childhood education programs for Indigenous families;
- professional development and training for public servants on the history of Indigenous peoples;
- working with the National Centre for Truth and Reconciliation to collect relevant historical records related to the residential school system; and
- the installment of a publicly accessible and visible Residential Schools Monument to honour survivors and children who were lost to their families and communities.

A land acknowledgement was also developed by the City of London, which is to be read at the start of each Council meeting.

Further, in 2019, the London Public Library and partners hosted a four-part Truth and Reconciliation Speaker Series with 14 Indigenous speakers and 390 participants. The series brought local Indigenous neighbours and London community members together to strengthen relationships, deepen understanding, and promote action towards reconciliation and address issues impacting Indigenous peoples.

What Still Needs Further Attention?

Additional efforts are needed to strengthen programs that counteract violence against women and support the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG). *The 2019-2023 Strategic Plan for the City of London* included “Creating a Safe London for Women and Girls” as a strategic priority, however, it is still early in the implementation process to determine the results of this strategic priority.

Further action is also required to develop an Indigenous poverty strategy. Relationships were strengthened through nine working group meetings held in 2019 to discuss partnership planning with Indigenous groups, community partners, and City of London representatives. Efforts towards the development of the poverty strategy will need to continue in 2020.



3.2 Income and Employment

Although poverty is not only about income, inadequate income is a key element of poverty. From an economic perspective, adequate income and employment are pathways out of poverty, and employment can be a particularly empowering route. Economic and labour market forces are large and complex, but there is much that can be done to support a strong local economy and increased opportunities for Londoners to achieve their potential through adequate income and the right to work.

Outcome:

Londoners have access to more income and employment supports.

How Do We Know?

20+

events and networking opportunities were held for newcomers

◇◇◇◇◇◇◇◇

\$8,925,886

was invested in local start-ups and social enterprises through loans and grants

◇◇◇◇◇◇◇◇

117

start-ups and social enterprises received coaching and development support

◇◇◇◇◇◇◇◇

204

new mentorships were developed through the Immploy Mentorship program

◇◇◇◇◇◇◇◇

19

Living Wage employers were established in London

◇◇◇◇◇◇◇◇

\$102,000

was diverted from payday lenders

What Has Changed in London?

Efforts have been made to increase employment and skills training opportunities.

Two training programs were designed and implemented to help low-income Londoners develop skills that meet local labour market needs.

- A skills training information session for Ontario Works staff provided participants with education about how to assist individuals receiving social assistance to overcome barriers to employment and develop skills required to meet local industry needs.
- The soft skills training program created by City of London Ontario Works employment services, WIL Employment Connections, and Fanshawe College supported internationally trained individuals and service providers with employment preparation and identifying alternative career opportunities.

Courses focused on skill development for local industry needs were also added to Fanshawe College's course offerings, which were informed by feedback from LFA.

Further, LFA members attended three meetings to provide input into the development of the Youth Employment and Skills Strategy (YESS). The aim of the initiative is to provide flexible and holistic services that support young Canadians to develop employment skills and paid work experience that will help them successfully transition into the labour market.

A position paper was also prepared and shared with provincial partners outlining recommendations to improve employment opportunities for individuals with barriers to work, such as individuals living with disabilities, mental health issues, or addiction.

New benefits were implemented to support greater employment stability.

Two advocacy letters were written in support of implementing Ontario Bill 148, the *Fair Workplaces, Better Jobs Act, 2017*, to provide workers with improved benefits that would help them maintain employment. With the passing of Ontario Bill 148, new leave protections for employees came into effect in January 2018, including:

- 10 days of personal emergency leave to all workers, two of which are paid;
- not requiring a doctor's note to access personal leave days; and
- domestic or sexual violence leave that entitles employees to a leave of absence when they or their children have been a victim of domestic or sexual violence.

It is important to note that in October 2018, Ontario Bill 47, the *Making Ontario Open for Business Act, 2018*, repealed numerous provisions of Ontario Bill 148. Current leave entitlements allow workers employed for at least two consecutive weeks to take up to three days of leave for personal illness, two days for bereavement, and three days for family responsibilities. Further, employers can now ask employees to provide a medical note from a qualified health practitioner.

Investments were made in initiatives to help Londoners access employment opportunities.

Between 2018 and 2019, United Way invested \$133,850 in the Immploy Mentorship program provided by WIL Employment Connections, which brings skilled Canadian newcomers together with volunteer mentors at local companies. As a result, 204 new mentorships were developed and 163 volunteers were engaged in the program.

Further, the London and Middlesex Local Immigration Partnership facilitated over 20 events and networking opportunities for newcomers and engaged over 500 volunteers between 2017 and 2018.

Between 2017 and 2019, \$8,925,886 in loans and grants was invested in local start-ups and social enterprises to help Londoners start businesses and create job opportunities.

- The Goodwill Industries Impact Loan program issued 49 loans to help entrepreneurs start or grow their business and experience economic self-sufficiency through self-employment.
- The London Community Foundation Social Impact Fund provided 1,027 grants to support affordable housing and social enterprise projects in the London and Middlesex area.
- Pillar Nonprofit Network's VERGE Capital impact investment program issued 13 loans to support local social and environmental enterprises.

In addition, Pillar Nonprofit Network's Social Enterprise Coaching Program and the Women of Ontario Social Enterprise Network (WOSEN) supported 117 start-ups and social enterprises through coaching and consulting activities, workshops and events, facilitated discussions, and business plan development.

Two initiatives were implemented to help Londoners more easily find and navigate employment opportunities.

- The London Employment Planning Council developed and released the Learning4Life Tool in 2018 to help residents navigate through school and employment options in London and surrounding areas.
- The Elgin Middlesex Oxford Workforce Planning and Development Board launched the London Jobs Now initiative to bridge the gap between employers and people looking for work. Using an online portal, London Jobs Now collates job postings from across the London region and presents them in a single, easy to navigate job board and map.

Efforts have been made to address and reduce barriers to employment.

The London Economic Development Corporation, London Employment Planning Council, and Employment Sector Council developed a recruitment toolkit to encourage employers to consider skills and knowledge in the absence of credentials such as diplomas and degrees. The toolkit provides tips for employers about how to recruit top talent in a challenging labour market.

Further, two advocacy letters and one position paper were written recommending the elimination of fees to obtain a pardon and have a criminal record expunged, thereby removing a financial barrier for Londoners looking to find work.

A step-by-step checklist outlining the process required to have a criminal record expunged was also prepared to provide community members and Ontario Works caseworkers with instructions in an easily accessible format.

Work has been conducted to increase awareness about the importance of diversity in hiring practices.

Two events and four meetings were held with employers to discuss the development of hiring practices aimed at increasing diversity.

Further, 200 community members were engaged as champions of *London's Community Diversity and Inclusion Strategy* and met three times to support the development of the plan. In August 2018, the strategy was approved to promote a more diverse, inclusive, and welcoming community, with one of the key strategies focusing on ensuring inclusive work environments.

Between 2018 and 2020, two campaigns raised awareness about the importance of diversity.

- The All Are Welcome Here campaign provided education about racial, ethnic, and religious discrimination, how to identify discrimination, and how to combat discrimination at a personal and community level. The campaign website received 2,366 views, approximately 5,000 campaign pens, 1,300 lawn signs, and 1,000 decals and bumper stickers were distributed, 304 people attended campaign events, and four schools participated in the campaign art contest.
- The 1,000 Acts of Welcome campaign engaged 3,004 residents in creating a welcoming community and ending discrimination in London. As a result of the campaign, over 900 acts of welcome were reported by community members.

Actions were taken to support increased individual and family income.

A Living Wage calculation was established for London in 2019 with support from the London Poverty Research Centre at King's. In total, 19 organizations in London have become Living Wage employers, including United Way.

The London Poverty Research Centre at King's also conducted research to evaluate the provincial minimum wage levels in the context of the Low Income Measure and its use as a tool to address poverty.

Further, two position papers were prepared advocating for liveable income security rates for people accessing Ontario Works and the Ontario Disability Support Program and older adults accessing social assistance and pension programs.

Strategies have been implemented to help Londoners experience greater income security.

In January 2017, social assistance benefit calculations were revised to exempt child support payments, allowing families receiving both social assistance and child support to have increased income.

Further, updates and revisions were made to City of London processes regarding individual and social assistance funds, subsidies, and vouchers to make it easier for people to access the resources they need and experience improved income security.

As a result of the Ontario Works direct deposit program, which prevents those receiving social assistance from requiring the services of payday lenders to cash cheques, \$102,000 was diverted from payday lenders in 2019. Partnerships with financial institutions were also developed to address bad credit and eliminate the need for predatory lending.

Advocacy efforts were also conducted to help individuals and families experience improved income security.

- Four support papers and letters were written advocating for the implementation of seven recommendations outlined in the *Brighter Prospects: Transforming Social Assistance in Ontario* report to allow individuals to retain more of their assets when entering the Ontario Works system. In alignment with the recommendations, changes were made in 2017 to increase asset limits for individuals accessing Ontario Works and the Ontario Disability Support Program and help individuals become more financially resilient.
- A letter was prepared and shared with the Minister of Children, Community and Social Services advocating for increased enforcement of child support payments.

In addition, community consultations were held with over 14 local agencies to better understand the needs of individuals transitioning from social assistance, review processes and practices, develop recommendations, and coordinate supports. Further, a checklist for Ontario Works and Ontario Disability Support Program staff was created to provide information about the resources and supports available to individuals transitioning from social assistance.

What Still Needs Further Attention?

Additional work is needed to complete a review of job creation strategies in all sectors to ensure a focus on full-time, permanent work with adequate pay and promote enhanced job opportunities for Londoners.

London applied to be an Ontario Basic Income Pilot site in 2017, but was not successful as a host city. The pilot project was subsequently cancelled in 2019. Therefore, there are no results to report related to the recommendation of becoming an Ontario Basic Income Pilot site.

Although work has been conducted to increase awareness about the importance of diversity in hiring practices, continued efforts are required to help employers develop and implement hiring practices aimed at increasing diversity.

With support from the London Inclusive Economy Working Group, social procurement policies, which help to ensure purchasing power is used to generate social impact, were developed for municipal infrastructure projects and anchor agencies in 2018. However, additional work is needed to ensure social procurement policies are implemented in London's public institutions.

Additionally, while the Coalition to Empower Gender Equality was established to bring awareness to issues of gender inequality, and consultations were conducted by the Ontario Gender Wage Gap Strategy Steering Committee to develop recommendations focused on closing the gender wage gap, further action is required to collaborate with employers to implement strategies that close the wage gap for Indigenous peoples, women, LGBTQ2S+ individuals, people living with disabilities, and racialized communities.



3.3 Health

The health of individuals, families, and communities is influenced by the causes and impacts of poverty. The social determinants of health provide a holistic understanding of the ways in which poverty impacts every area of health. There is momentum in the community to leverage and invest in strategies that address the social determinants of health and are responsive to the health needs of Londoners.

Outcome:

Londoners have improved access to health, mental health, and addiction services.

How Do We Know?

\$555,420

was invested in mental health and addiction services



38,000+

Help Yourself Through Hard Times booklets were distributed or downloaded



4

new community-based health services were established



13

outreach-based family support programs were developed or expanded



3

no-cost dental programs were established or expanded

What Has Changed in London?

Investments have been made to connect Londoners to mental health and addiction services.

Between 2017 and 2019, \$555,420 was invested into mental health and addiction services. A total of \$471,420 was invested in the 24/7 Canadian Mental Health Association, Middlesex Support Line to connect Londoners with mental health and addiction services and supports. Further, \$84,000 was invested in the 211 Ontario helpline and website to help connect people with information and local services, including those related to mental health and addiction.

More than 25,000 copies of the Help Yourself Through Hard Times guide were distributed and 13,000 online copies were downloaded between 2017 and 2019. The guide outlines basic needs services individuals and families on limited incomes can access during times of financial hardship.

An inventory of events in London promoting awareness of mental health and addiction was also developed and distributed.

There is greater coordination among local mental health and addiction agencies.

In 2017, the *Community Mental Health and Addiction Strategy for London* was developed to improve the outcomes and experiences of people living with mental health issues and/or addiction in London. In alignment with the plan, ten mental health and addiction service agencies are working collaboratively to promote increased system coordination.

Further, to strengthen the mental health and addiction service system, the Canadian Mental Health Association, Middlesex and Addiction Services of Thames Valley are exploring the integration of mental health and addiction agencies in the Thames Valley region.

Availability of health and dental services has increased for low-income Londoners.

To increase access to primary care for vulnerable people and Londoners living with low income, the London InterCommunity Health Centre received \$1.3 million in provincial funding. As a result, the number of primary care service areas accepting patients at the health centre grew from 16 in 2017 to 19 in 2019.

Between 2018 and 2019, four new community-based health services were established in London. These include the Regional Francophone Community Health and Social Services Hub, a health clinic for newcomers to Canada, the Team Care program that provides interprofessional health supports to low-income individuals, and a new London InterCommunity Health Centre site in East London.

As a result of a gap analysis, 13 outreach-based support programs for families were developed or expanded. In addition, three no-cost dental services were established or expanded, including a dental program for low-income seniors, the Southwest Ontario Aboriginal Health Access Centre Dental Clinic that provides dental care to First Nations, Métis, and Inuit adults and children, and a dental clinic at Parkwood Institute.

Advocacy efforts were also conducted through multiple avenues at the municipal level to extend access to health and dental benefit programs, such as the Ontario Drug Benefit and Non-Insured Health Benefit, for those transitioning off of social assistance. Additionally, through a comprehensive review, City of London processes were revised to enhance supports for individuals transitioning from social assistance.

It is important to note that multiple policy changes made by the provincial government were overturned in 2019 and advocacy efforts continue for improvements to health and dental benefits.

What Still Needs Further Attention?

Activities have been conducted to address each health-focused LFA recommendations and ongoing efforts are being implemented to meet Londoners' health needs.



3.4 Homeless Prevention and Housing

Housing is among the most fundamental basic needs and rights. Housing stability creates space and security for people to move away from a crisis mentality and begin planning for pathways out of poverty.

Outcome:

Londoners have access to more housing-focused supports.

How Do We Know?

6

coordinated initiatives focused on housing and homelessness were implemented

500+

individuals experiencing homelessness were supported to secure permanent housing

898

housing service referrals were provided through London's Coordinated Informed Response

32,000+

people were supported with housing stability needs

1,050

households received Housing Stability Bank loans

What Has Changed in London?

There is greater coordination between service providers addressing housing and homelessness.

Six coordinated initiatives provided housing related supports to vulnerable people living in the community.

- Between April and December 2019, London's Coordinated Informed Response supported individuals experiencing homelessness by providing 898 referrals to housing services, 508 referrals to emergency shelter, 510 referrals to support services, and 76 referrals to support transfers out of encampments. This initiative is a coordinated effort across multiple service areas and organizations that supports individuals who are street involved, sleeping rough, and urban camping to find safe alternative solutions focused on housing.
- Street Level Women At Risk was developed as a collaborative of 27 programs representing 23 organizations, including homeless serving organizations, addiction services, mental health and physical health services, violence against women services, corrections and justice services, public health services, child welfare services, and social service providers. Street Level Women At Risk assists women who are experiencing homelessness and engaged in street involved sex work to secure permanent housing with supports.
- To promote information sharing and coordination, 13 homeless serving programs and over 400 users are now using a shared database called the Homeless Individuals and Families Information System (HIFIS).
- In 2018, the London Police Service formed the London Connectivity Situational Table. Over 20 partners are engaged in the coordinated approach to provide wraparound services to individuals at acute risk of harm and victimization.
- The Behavioural Response Team program implemented by London Health Sciences Centre uses an interdisciplinary team approach to provide assessments, consultations, and in-home support services for older adults presenting with responsive behaviours related to dementia, mental health, or addiction and their caregivers. A member of the Behavioural Response Team participated in the LFA Homeless Prevention and Housing Accountability Table to inform the work of the program.
- The By-Name List and Coordinated Intake was implemented as a collaborative effort across London's homeless serving organizations to identify individuals experiencing chronic homelessness and high emergency shelter use. Through this approach, individuals with the greatest needs are matched to London's most intensive resources.

Londoners were engaged in developing strategies to address housing and homelessness.

In 2019, LFA members participated in six consultations to identify key housing-related issues and provide feedback on strategies to be included in *Housing Stability for All: The Housing Stability Action Plan for the City of London 2019-2024*. The four strategic areas of focus outlined in the plan include responding to the homelessness crisis, creating more housing stock, providing housing supports, and transforming the service system.

Additionally, Atlohsa Family Healing Services led the development of the *Giwetashkad Indigenous Homelessness Strategic Plan 2020-2023*, and a draft copy of the plan was submitted to the City of London in 2020. Outlined in the plan are strategies to address Indigenous homelessness and improve access to culturally appropriate housing and homelessness services for Indigenous peoples. The plan represents the voices and perspectives of Indigenous community members with lived and/or living experience of homelessness. The plan is in the process of being finalized and will be shared with the community.

Efforts have been made to improve diversion from emergency shelter and support rapid housing.

Two research papers were written to explore current trends in emergency shelter use and best practices regarding diversion and rapid housing. The research focused on assessing the effectiveness of emergency shelter diversion programs and helping to prevent experiences of homelessness for families by working with them to maintain stable housing and avoid eviction.

Additionally, a review of housing services provided by the City of London, London and Middlesex Community Housing, and Housing Development Corporation, London was completed in September 2019 in an effort to streamline the process by which affordable housing is accessed. Through the review, opportunities for efficiency and effectiveness in housing service delivery were identified and are being put into action to help people secure housing more quickly.

Londoners were supported to move from homelessness to permanent housing.

Over 500 individuals experiencing homelessness secured permanent housing through Street Level Women At Risk, Homes4Women London, Housing First programs, and the efforts of London's first Housing Stability Week.

In addition, 362 unique individuals completed an assessment for services during London's Housing Stability Week and 807 youth experiencing or at risk of homelessness were supported through programs provided by Youth Opportunities Unlimited.

Londoners received support to maintain housing stability.

By integrating supportive models within existing community housing stock, over 32,000 individuals have been supported to address their housing stability needs.

Additionally, housing services and supports have adopted a Housing First approach, which focuses on helping individuals and families experiencing chronic homelessness to secure and maintain housing by providing intensive and ongoing support. Between 2017 and 2018, a series of Housing First workshops were held to support effective implementation of a Housing First approach in London and ensure consistent practice across homeless serving organizations and programs.

Landlords were engaged through consultation and feedback sessions to discuss housing vulnerable individuals and strategies to help keep more Londoners housed. In partnership with the London Property Management Association, three presentations and training events were also held with landlords to support families at risk of experiencing housing instability.

Further, LUSO Community Services and United Way developed a tool to help landlords and tenants with English language barriers communicate more effectively. The tool outlines common tenancy related questions in English, which are then translated into multiple languages.

In 2019, Housing Stability Bank loans were provided to 1,050 households to help them maintain their housing. Additionally, Housing Stability Bank services were expanded to provide 50% loan forgiveness and to allow individuals living in supportive rooming houses to access emergency rental and utility assistance.

Efforts have been made to increase the availability of affordable housing.

Between 2018 and 2019, 88 new affordable housing units were developed by the Housing Development Corporation, London and over 50 affordable rental housing units were established through negotiations with developers.

Advocacy papers were also written to encourage increased development of affordable and supportive housing units. Additionally, six papers were written and three meetings were attended to advocate for the National Housing Benefit to be included in the National Housing Strategy.

In April 2020, the Canada-Ontario Housing Benefit, a federal-provincial housing allowance program, was launched to provide a portable monthly housing subsidy to low-income households.

Further, work on the *Affordable Housing Community Improvement Plan* was advanced, resulting in the development of the *Affordable Housing Development Toolkit*. The toolkit outlines a range of planning and land use tools that encourage organizations and private sector businesses to invest in the development of new affordable housing units.

Investments have been made to enhance community safety in social housing.

Informed by advocacy efforts, London City Council approved a \$750,000 investment in the 2016-2019 multi-year budget for the regeneration of social housing properties. Additionally, as a result of the Social Housing Sustainability Pilot project, energy efficiency upgrades were made at London and Middlesex Community Housing properties.

Building Condition Assessment and Reserve Fund Analysis studies were also conducted for all of London's social housing providers to evaluate the condition of social housing available in London. Further, a full operational review was initiated to determine progress on London and Middlesex Community Housing vacancy and unit restoration.

What Still Needs Further Attention?

Further action is required to expand supportive housing approaches for people with disabilities to ensure individuals living with disabilities have adequate housing supports.

Additional work is also required to develop attainable housing strategies responsive to older adults' needs and to create spaces for those who are residing in hospital or do not qualify for long-term care. Two grant applications were submitted for projects exploring strategies to support seniors in their homes, including a research project on innovative supportive housing models for London seniors and a pilot project that uses technology to provide in-home patient monitoring and support to vulnerable older adults. However, results are not yet available to determine the impact of these initiatives.

More efforts are needed to clear the social housing waitlist. While a paper was written advocating for a review of social housing waitlist policies and procedures, further action is required to address the social housing waitlist.

A review of existing housing policies was conducted, however, additional work is required to ensure mixed income and intensification housing development policies are implemented to avoid creating large areas with low-income housing.

Further action is also needed to implement strategies that assist with housing start-up costs. While the provision of financial supports has been included as one of the key actions in *Housing Stability for All: The Housing Stability Action Plan for the City of London 2019-2024*, it is still early in the implementation process to determine the results of the plan.

Additionally, while an advocacy paper was written recommending a review of physical accessibility policies and procedures in affordable housing, continued efforts are required to ensure affordable housing meets Londoners' accessibility needs.



3.5 Transportation

Transportation is not just about “getting around town.” High quality, affordable transportation helps individuals get to what they need, such as healthcare appointments, child care, and jobs. Transit also positively impacts the socio-cultural dimensions of poverty by providing opportunities for increased engagement in community life for people who could not otherwise get around the city. Public transit not only provides a way to move people around town, but can be leveraged as a poverty reduction strategy that connects people with the opportunities they need.

Outcome:

Londoners’ ability to access their city has improved.

How Do We Know?

100%

of London Transit Commission buses are accessible

1,374,048

bus rides were subsidized for low-income Londoners

680,480

free bus rides were accessed by children under 12

1

Non-Peak Pass was implemented for Paratransit customers

776,996

bus rides were discounted through the Youth Transit Pass

450

employers have access to public transit for the first time

What Has Changed in London?

Affordability of public transit has improved.

Transit costs have been reduced for low-income Londoners and youth. In 2018, an income-related transit subsidy program was launched. The result was that between 2018 and 2019, there were 1,374,048 subsidized rides. Similarly, the launch of the Youth Transit Pass resulted in 776,996 discounted rides for youth between 2018 and 2019. In addition, children under the age of 12 are now able to ride the bus for free. Between 2018 and 2019, 680,480 rides were taken by children under 12 years of age.

Accessibility of public transit has increased.

All London Transit Commission buses are now designated as accessible. Further, promotional activities raised awareness of free London Transit and Paratransit ridership for attendants and support workers of registered individuals. In addition, a Non-Peak Pass for Paratransit customers was put in place.

Advocacy was also undertaken to promote improved transit accessibility in the winter months. In total, two research and advocacy papers recommending policy changes to increase snow removal and sidewalk clearing were written and shared with the City of London.

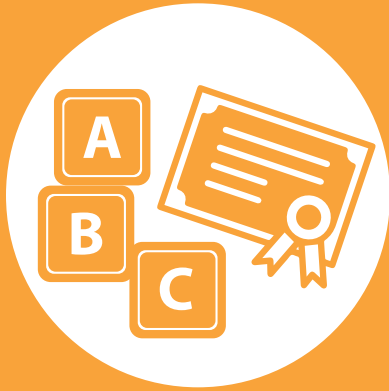
Innovative approaches to transportation have been explored and implemented.

In 2018, over 120 people attended a transit summit to explore innovative approaches to transportation. Topics discussed at the summit included encouraging businesses to promote carpooling and rideshare programs, identifying gaps in public transit services, expanding bus routes into industrial areas, increasing route times on main bus routes, and identifying public transit needs.

Further, based on proposed recommendations, public transit routes were expanded in 2019 to add service in new areas. As a result, 450 employers in London have access to public transit for the first time, increasing Londoners' access to employment in industrial areas.

What Still Needs Further Attention?

Continued efforts are needed to increase safe, affordable transportation options, such as cycling lanes and cycling infrastructure. While the Cycling Master Plan was approved and work has been done to improve cycling infrastructure in London, it is still too early to determine the outcomes of this plan.



3.6 Early Learning and Education

Investment in early years education ensures children get the best start in life and has dramatic downstream impacts for the community. By focusing on early learning and education, we begin to build supportive, inclusive life pathways that can stop the next generation from living in poverty.

Outcome:

Londoners have increased access to education and learning opportunities.

How Do We Know?

891

new licensed child care spaces are available



48

Community Volunteer Income Tax Clinics were implemented



60

participants attended Youth Connector Training



394

participants engaged in the My Action Plan to Education (M.A.P.) program



26

mentorship and support programs for parents were established or expanded

What Has Changed in London?

Availability of child care and early learning opportunities has increased.

Between 2017 and 2019, 891 new licensed child care spaces were created in London. Further, an Early Childhood Educator recruitment and retention plan was launched in 2019 to help increase the number of qualified Early Childhood Educators in London and provide more child care spaces.

In addition, advocacy letters were written to promote increased investment in early years education and literacy programming by all levels of government.

Active steps are being taken to improve quality of care in the early years and child care sector.

In 2019, the *London-Middlesex Child Care and Early Years Service System Plan 2019-2023* was developed to serve as a four-year roadmap for early years and child care services. Strategic priorities outlined in the plan include supporting professional learning and capacity building for educators and administrators to elevate the quality of services, championing community priorities to improve the service system, and using evidence-informed decision-making to respond to community needs.

Research led by Fanshawe College was also conducted to create a London-specific early years policy framework, developed from the perspectives of parents, child care providers, and practitioners in London to reflect their needs and aspirations.

Additionally, the Licensed Child Care Network worked collaboratively with the community to draft responses to proposed regulatory recommendations within the early years and child care sector, ensuring the voices of London and Middlesex early years and child care providers were heard.

Work was also done by Strive to promote the active use of an equity lens in child care services. Child care centres across London and Middlesex County participated in learning and training opportunities provided by Strive, which works to ensure equity strategies are put into practice and equity indicators are included in the expected practice of licensed Child Care and Family Centre networks.

Two new programs were implemented by Vanier Children's Services to provide more supports for addressing children's mental health and well-being.

- Circle of Security provides evidence-informed group supports for parents, teaching parents new ways to understand their children's needs and behaviours in order to effectively respond to and nurture positive connections, reactions, and relationships.

- School Community Intervention Partnership (SCIP) offers effective early intervention for children in elementary school who experience difficulties with emotional and behavioural self-regulation. The program offers consultation, intake, and assessment services, case management and service coordination, and support for parent and caregiver skill development.

Training events were also developed and implemented to increase early years and child care providers' capacity to address children's mental health and well-being.

There are more resources available to help parents support their children's learning and development.

As a result of a community-wide gap analysis and the development of a comprehensive approach for creating evidence-informed parenting programs, 26 mentorship and support programs for parents were established or expanded to address unmet needs. These programs assist caregivers in meeting the social and emotional needs of their children by providing support, guidance, and education.

In December 2018, the waitlist for child care subsidies was reduced to zero, meaning there were no wait times and applications were processed immediately upon receipt. It is important to note that in 2019, the child care subsidy waitlist increased due to provincial policy changes regarding the allocation of child care funding. To help address the increased waitlist, a review of the City of London child care subsidy prioritization policy was completed and a request was made to initiate the prioritization process.

Advocacy letters were also written recommending increases to the child care fee subsidy for low-income families to help them access affordable early years and child care services.

Further, advocacy for improved quality of parental leave benefits and flexible leave times was conducted. On November 27, 2017, the *Fair Workplaces, Better Jobs Act, 2017* was passed, resulting in a number of changes to the *Employment Standards Act (ESA)* that promote greater gender equality and improved parental leave benefits.

Availability of financial literacy and life skills training opportunities has increased.

Junior Achievement South Western Ontario developed a financial literacy program to promote early development of financial literacy skills. The program was incorporated into the education curriculum for Grade 7 students. Additionally, careers and math courses focused on financial literacy were developed and included in the Grade 11 education curriculum.

Additionally, between 2018 and 2019, the Community Volunteer Income Tax Program provided 48 clinics where volunteers offered free tax preparation support to Londoners with a modest income and a simple tax situation. Clinics served primarily newcomers, students, seniors, and other marginalized community members.

In 2018, the first Circles® group focused on youth and young adults was established, helping young people to build their network of social and professional connections, develop soft skills and self-sufficiency, and explore education, employment, or training opportunities. In partnership with Goodwill Industries and City of London Social Services, the Circles® group is hosted by the London InterCommunity Health Centre and supported by their Youth Outreach Workers.

There are more supports available to help Londoners graduate from high school and engage in post-secondary education.

Six initiatives and programs provided youth with academic supports and resources to explore educational opportunities.

- My Action Plan to Education (M.A.P.) provided by the Boys and Girls Club of London was expanded in 2018 to support more children and youth. As a result, 253 participants engaged in the program in 2018, a 79% increase from 2017 when 141 children and youth participated. The program offers academic, social, financial, and advocacy supports focused on helping participants experience success in school.
- In 2019, the Youth Connector Training initiative of the Child and Youth Network held four pilot training sessions with 60 participants. To ensure youth have access to meaningful, supportive relationships with adults and peers in mentorship roles, training provides participants with foundational knowledge, skills, and tools to build more purposeful relationships with youth, effectively support youth, and navigate service systems.
- United Way invested \$20,000 in the Big Brothers Big Sisters of London and Area Bigs on Campus Program in November 2017 to support additional staffing, enhanced organizational structure, event management and planning, and access to engagement opportunities for mentees. In collaboration with Western University, Bigs on Campus provides mentees with programming and on-campus events, including campus tours, sporting events, music workshops, and resume writing workshops.
- The London District Catholic School Board launched a pilot initiative called the Wise Program that allows high school students to participate in a university course for free.
- The London District Catholic School Board also implemented an online tool called Pathways to help high school students explore educational and career opportunities and build a plan for their future.
- The online myBlueprint Career Planner was made available to all Thames Valley District School Board students in Grades 7-12, teachers, and parents to help them explore educational options, learning styles, career interests, secondary school courses, and educational or career goals.

Local research was also conducted to explore establishing a Pathways to Education™ parallel program in London, which received endorsement from the Child and Youth Network.

Additionally, a review of City of London processes resulted in adjustments to help individuals receiving Ontario Works cover the costs of obtaining a General Education Development (GED) certificate.

What Still Needs Further Attention?

While a strategy was developed to expand child care availability to evenings and weekends, additional work must be done to implement the strategy and increase the availability of child care spaces outside of daytime working hours to meet the needs of London families.

A review of existing matched savings programs was conducted, however, additional efforts are required to expand matched savings programs to help families save for their children's education.

Further action is also required to develop a community strategy to address the financial barriers for school-based extra-curricular activities.

In addition, four post-secondary institutions in London were engaged to discuss strategies to support students living in poverty, however, continued work is needed to develop and implement supports that ensure students are able to access post-secondary education.



3.7 Food Security

Food is one of our most fundamental basic needs. Food also has vital economic, social, and cultural (and indeed, spiritual) dimensions.

Food insecurity is one of the tragedies of poverty, and emergency food programs are a necessary interim measure. Over the long-term, an effective approach to poverty would eliminate the need for these.

Outcome:

Londoners have improved food security.

How Do We Know?

350

food boxes were distributed monthly

\$460,584

Harvest Bucks were given to local families

1,073,000 KG

of fresh fruits and vegetables was donated to the Community Harvest Program

159,000 KG

of fresh food was rescued and distributed to local agencies

180

participants engaged in the Food Families program

3,390

people participated in collective kitchen programs

What Has Changed in London?

Access to fresh, quality food has increased.

In 2019, the London Food Bank's Community Refresh campaign resulted in a 15% increase in fresh food donations between 2018 and 2019. Similarly, as a result of expanding the Community Harvest Program, local farmers donated 1,073,000 kg of fresh produce between 2018 and 2019, representing a 24% increase.

Between 2018 and 2019, the London Food Coalition rescued 159,000 kg of quality, fresh food from grocery stores and restaurants and distributed it to 20 local member agencies. Local member agencies redistributed the food to Londoners experiencing or at risk of food insecurity.

The London Good Food Box program was expanded in 2019 to offer affordable boxes of fresh seasonal produce to more areas of the city. In 2017, there were two distribution sites. This increased to 14 distribution sites in 2019. An average of 350 food boxes are now being distributed on a monthly basis.

Londoners are being supported to grow their own food.

In 2019, 52 partners were involved in the annual Seedy Saturday event, which is hosted by the London Middlesex Master Gardeners in partnership with the City of London. In total, 1,041 people attended the event to exchange seeds, participate in gardening workshops, and learn how to grow their own food.

The London Food Bank implemented an annual Compost Value Day where Londoners can purchase compost for a low cost to improve their soil for gardening.

Additionally, 17 hydroponic growing towers were distributed to community agencies across London to help people grow their own food and increase access to healthy produce throughout the year.

In alignment with the *London Community Gardens Program Strategic Plan 2015-2019*, the number of community gardens available in London increased from 15 in 2017 to 17 in 2020. In 2019, there were 450 active gardeners in the London Community Gardens Program.

Local policies and strategies that encourage more community gardens and urban farms are also being supported. For example, the City of London Urban Agriculture Strategy was developed in 2017 with the primary goal of directing urban agriculture efforts in five key areas: growing; processing; distribution; food loss and recovery; and education and connection.

Londoners have increased buying power.

The Harvest Bucks program helps Londoners purchase fresh fruit and vegetables. Between 2017 and 2019, \$460,584 Harvest Bucks were distributed to Londoners through community and emergency food programs. Further, the number of locations accepting Harvest Bucks increased from five to eight locations.

To improve low-income Londoners' ability to buy healthy, culturally appropriate food, the City of London Social Services food voucher system was revised to provide individuals receiving social assistance with grocery store gift cards instead of food vouchers. Providing gift cards allows recipients greater flexibility to purchase what they need at the grocery store.

Londoners were supported to improve their food literacy and save money.

A total of 180 participants attended the Child and Youth Network's Food Families program between 2018 and 2019, with a 25% increase in participants in 2019. The Food Families program supports neighbourhood residents to come together over a series of sessions to learn about purchasing, growing, preparing, and sharing food.

Between 2018 and 2019, the number of collective kitchen sites in London increased from 15 to 24 and the number of program sessions increased from 50 in 2018 to 74 in 2019. The number of collective kitchen participants increased from 1,344 in 2018 to 2,046 in 2019, representing a 52% increase in the number of participants in 2019.

The Equipment Lending Program was also expanded from two sites in 2018 to four sites in 2019. The Equipment Lending Program allows organizations to facilitate food programming by lending them the necessary basic kitchen supplies.

Best practices regarding food literacy were developed by the Middlesex-London Health Unit to help individuals and families plan, prepare, and cook meals that are healthy, tasty, and affordable. Further, the Middlesex-London Food Policy Council led the development of a directory to share information about food literacy programming and resources available in London.

There are more initiatives promoting awareness and understanding of affordable, healthy food options.

Campaigns promoting healthy, local food options were supported through LFA, including the Healthy Kids Community Challenge. The Healthy Kids Community Challenge is an initiative that promotes healthy eating, physical activity, and healthy behaviours for children under the age of 12. In total, over 100 organizations were engaged in the initiative and 20 projects were implemented.

Further, to promote awareness of affordable, healthy food options in London, the Child and Youth Network All About Food neighbourhood mapping initiative was launched in 2018. Mapping was conducted in six neighbourhoods to identify low or no cost food sources, such as food cupboards, community gardens, and community kitchens.

Research on food deserts, which are areas of the city with little or no access to grocery stores, was also conducted. In 2017, the Food System, Health and Economic Development project report was released by the Human Environments Analysis Laboratory exploring factors that drive the movement of food retailers away from urban areas and small towns and strategies to increase access to nutritious food.

Additionally, the Middlesex-London Food Policy Council was established with the vision of sustaining a healthy, safe, equitable, and ecologically responsible local food system that nourishes all residents and is economically viable. Key activities of the council include identifying policy changes that support food security and advocating for their implementation, engaging with and providing education to the community about relevant local food system issues, and supporting research on emerging local food system priorities.

What Still Needs Further Attention?

Actions have been taken to address all LFA recommendations related to improving food security for Londoners.



3.8 System Change

London is fortunate to have a large number of organizations and individuals working to address the causes and impacts of poverty. Coordinated efforts are needed to holistically “wrap around” individuals who could benefit from a variety of supports.

Outcome:

Londoners are working together to change systems to address poverty.

How Do We Know?

60

organizations were engaged in poverty-focused planning tables

70%

increase in unique users visiting the #UNIGNORABLE campaign website

18+

papers and letters were written advocating for provincial and federal policy change

11

actions identified by London residents at the 2018 Good Neighbourhood Conference were implemented by the City of London

4

new Family Centres were opened

38

individuals with lived and/or living experience of poverty were engaged as key decision-makers with LFA

What Has Changed in London?

Poverty-focused service providers were engaged in coordinated, collaborative efforts to end poverty.

LFA brought together 60 stakeholder organizations, poverty-focused planning tables, and 160 volunteers from diverse backgrounds to collaborate on LFA recommendations, coordinate efforts to address poverty in London, and ignite change.

Additionally, seven Accountability Tables and a Leadership Table were developed by LFA to strengthen the culture of collaboration across organizations and sectors and coordinate implementation of the recommendations outlined in *London for All: A Roadmap to End Poverty*.

Efforts have been made to improve access to community resources and supports.

Over 18 advocacy papers and letters were written and more than 12 one-on-one meetings were facilitated with elected officials to advocate for improved access to resources and supports in the areas of income and employment, transportation, health, homelessness and housing, early learning and education, and food security. Further, LFA members engaged in public consultations, coalition building, media relations, and public presentations to promote LFA recommendations as a foundation for the development of policies that would help Londoners access the resources and supports they need.

Additionally, the familyinfo.ca website was revised to help families connect to community supports, such as community hubs and resource centres, Family Centres, and libraries. Familyinfo.ca is a web portal for parents, caregivers, and service providers that offers information about and links users to children's programs, services, and resources in London and Middlesex.

LFA Accountability Tables also reviewed applicable City of London processes to identify ways to streamline and simplify access to services and supports.

Two consultations were conducted with existing Neighbourhood Economic Development Corporations to explore how neighbourhoods can be used as a venue and vehicle for social change, improved access to resources, and strengthened neighbourhoods, as well as their impact on individual well-being and the social and economic conditions of cities.

Londoners have more opportunities for social participation and are engaging in their community.

The #UNIGNORABLE fundraising campaign brought awareness to local issues like poverty, homelessness, and barriers to education and promoted charitable gift-giving towards programs with sustained, transformative impacts on poverty. The campaign was launched by United Way in 2018 and was built on throughout 2019 and 2020. In 2019, the campaign website had 17,420 new unique visitors, an increase of 70% from 2018, 24,830 website sessions (up 60% from 2018), and 38,863 unique website page views (an increase of 46% since 2018). Further, six videos and ten bus shelter ads were created for the campaign.

Londoners also participated in building strong, engaged, community-driven neighbourhoods by supporting the implementation of the London Strengthening Neighbourhoods Strategy (2017-2020). The Good Neighbourhood Conference was held in 2018, 2019, and 2020 to bring London residents together to explore what makes a neighbourhood “good” and get involved in London’s strategy to help make all of London’s neighbourhoods stronger. In 2018, conference participants identified 11 actions to strengthen neighbourhoods, which have been implemented by the City of London.

In addition, 38 individuals with lived and/or living experience of poverty participated as key decision-makers in creating system change through LFA. Between 2017 and 2019, individuals with lived and/or living experience represented LFA at 14 conferences and symposiums, 16 trainings, 20 speaking engagements, 56 events, and 220 meetings. To recognize their work and support their participation in LFA, \$50,000 in direct compensation was provided to individuals with lived and/or living experience for their time and work with LFA. Additional supports were provided to individuals with lived and/or living experience working with LFA, such as reimbursement for travel and work-related expenses, coverage of conference and symposium registration fees, support to access professional development opportunities, meals, and support to address basic needs.

Work done by LFA to engage individuals with lived and/or living experience of poverty was also featured in *10 – Engaging People with Lived/Living Experience*, a guide written by Tamarack Institute for Community Engagement. The guide highlights leading practices for how to meaningfully engage and empower individuals with lived and/or living experience in poverty reduction work.

LFA also promoted recognition of Londoners’ commitment to volunteerism and creating a caring community by supporting the work of the London and Area Association for Volunteer Administration. The association offers resources and supports such as networking opportunities, education, and advocacy for those managing volunteers.

Londoners have access to more gathering spaces where the community can come together.

Four new Family Centres were opened, including Family Centre Fox Hollow, Fanshawe Family Centre, Family Centre Blessed Sacrament, and an Indigenous-led Licensed Child Care and EarlyON Child and Family Centre.

Additionally, the Bostwick Community Centre was developed in partnership with the City of London, YMCA of Southwestern Ontario, and London Public Library, and was opened in 2018.

Dundas Place, London's first flex street, was also completed in 2019 and provides a key public space to bring people together.

Further, members of LFA attended three meetings to provide input into the City of London Parks and Recreation Master Plan and inform strategies that ensure London residents have access to high quality parks, recreation programs, sport services, and community facilities.

What Still Needs Further Attention?

The London Poverty Research Centre at King's developed a framework to assess existing services and supports using a set of local indicators for social, environmental, and economic change based on the United Nations Sustainable Development Goals (SDGs). The framework will help to identify service gaps, duplications, and needs in an effort to align work and actions across different sectors and fields.

As the framework for assessing existing services and supports was completed by the London Poverty Research Centre at King's in early 2020, further action is needed to conduct a review of existing supports and services, identify unmet needs, and develop strategies to address gaps identified through the review.

Section 4.0

KEY INSIGHTS AND PRIORITIES

This section of the report outlines priorities for moving forward identified by each LFA Accountability Table related to their focus area and insights from United Way about implementing a collective impact approach to ending poverty in London.

4.1 LFA Accountability Table Priorities for Moving Forward

Presented below are the key priorities identified by each LFA Accountability Table for moving forward to address poverty in their area of focus.

Changing Mindsets Accountability Table – Strengthen relationships and increase partnerships between municipal leaders, Indigenous peoples, and community partners.

Income and Employment Accountability Table – Focus all efforts on the implementation of a basic income program.

Health Accountability Table – Support the implementation of a coordinated local mental health and addiction strategy, collaborating with all key stakeholders.

Homeless Prevention and Housing Accountability Table – Support the implementation of *Housing Stability for All: The Housing Stability Action Plan for the City of London 2019-2024* and encourage organizations (e.g. faith organizations, social entrepreneurs, etc.) to invest in attainable housing to increase housing supply.

Transportation Accountability Table – Maintain free public transit for children aged 12 years and under and a discounted bus pass for youth (13 to 17 years old), and explore innovative approaches to municipally funded public transportation.

Early Learning and Education Accountability Table – Support the development of a national child care strategy and address barriers to educational success.

Food Security Accountability Table – Coordinate efforts, including with non-traditional partners such as faith communities, to address food literacy, distribution, and security.

System Change Accountability Table¹ – Engage people with lived and/or living experience in future initiatives.

¹ The LFA Leadership Table also acted as the System Change Accountability Table to oversee LFA recommendations focused on addressing system level change.

4.2 Key Insights From United Way

Outlined below are key insights United Way learned from implementing a coordinated, collective impact approach to ending poverty. These insights were prepared in consultation with the LFA Leadership Table and can be used to inform future initiatives. The following were critical to the successful implementation of LFA.

Approach and Process

1. Using a coordinated, collective impact approach to address poverty.
2. Positioning the project to serve as the community voice on poverty.
3. Basing the project on clear philosophies, values, principles, and policy positions.
4. Engaging and providing compensation for people with lived and/or living experience of poverty.
5. Engaging a diverse group of individuals to put the recommendations into action, including City of London staff, people with lived and/or living experience, people with diverse backgrounds and experiences from a range of sectors, social service agencies, all levels of government, Indigenous communities, and academic experts.
6. Clearly defining the project's role, lead agency, and expected outcomes.
7. Establishing a measurement framework to evaluate and report on project results.
8. Leveraging the learnings of other communities doing this type of work, and in turn, contributing to the learnings of other communities.

Governance and Funding

1. Receiving stable funding and support from the City of London, which allowed for a coordinated approach to be implemented and recommendations to be moved forward.
2. Establishing a lead agency (i.e. backbone support) for the project that is viewed as being arms length, neutral, and apolitical.

Focus and Direction

1. Identifying emerging issues, addressing changes related to the recommendations, and ensuring the project was adaptive and responsive to the changing environment.
2. Ensuring the areas of focus were prioritized, clear, and measurable.

Section 5.0

RECOMMENDATIONS

Outlined below are recommendations from United Way to the City of London for consideration to inform future poverty reduction initiatives.

1. Given the City of London's goal of ending poverty in a generation, the City of London must continue to fund a collective impact approach to poverty reduction, incorporating key insights from London for All.
2. Using the City of London strategic plan, provincial and national poverty reduction strategies, and the localized Sustainable Development Goals (SDGs) as a guide, identify one area of focus and work on that area of focus (e.g. supportive housing, truth and reconciliation) until measurable improvement is achieved.
3. Strengthen and increase the involvement of individuals with lived and/or living experience of poverty by prioritizing the inclusion of equity-seeking populations and providing adequate compensation for time and support from a Social Worker and/or coach.



Section 6.0

CONCLUSION

Results from the impact assessment demonstrate that the implementation of the LFA recommendations created positive changes towards ending poverty in the London community.

Results demonstrate that Londoners have increased their understanding of and engagement in ending poverty. Further, Londoners have access to more income, employment, and housing-focused supports, improved access to health, mental health, and addiction services, and increased access to education and learning opportunities. Londoners' ability to access their city and experience food security has also improved.

At a system level, Londoners are working together to change systems and structures to address poverty, improve access to services and supports, and increase opportunities for community participation.

Moving forward, the impact assessment results can be used to inform future initiatives and collaborative strategies focused on ending poverty in London.

Appendix A:








INITIATIVE-LEVEL RESULTS



Presented below is the full list of the 112 LFA recommendations organized by focus area and the status of the recommendation indicating whether the recommendation has been implemented, is in progress, or has not been achieved. Please refer to the following legend to identify the status of each recommendation:

 - Complete  - In Progress  - Not Achieved











Overall, of the 112 LFA recommendations, 92 (82%) were completed, 14 (13%) are in progress, and 6 (5%) were not achieved within the duration of the LFA initiative.











1.0 Changing Mindsets

Recommendation	Status
<p>1.1 Develop a campaign to educate and engage the community on poverty that:</p> <ul style="list-style-type: none"> • gathers and shares stories of people with lived experience with poverty; • counteracts stigma toward, and recognizes the strengths of, Londoners living in poverty; • confronts mental health stigma and its relationship to poverty; • demonstrates how the status quo is harmful to all of us, and is ultimately more costly; • encourages community ownership of developing solutions to poverty in London; and • provides resources for Londoners to learn about how they can help their neighbours 	
<p>1.2 Grow existing awareness and engagement initiatives</p>	
<p>1.3 Increase the number of organizations providing Indigenous Cultural Safety training</p>	
<p>1.4 Increase the number of organizations providing Cultural Competency training</p>	
<p>1.5 Collaborate with school boards to build on existing resources that help students understand the impacts of poverty and to reduce stigma</p>	
<p>1.6 Strengthen relationships and increase partnerships between municipal leaders, Indigenous peoples, and community partners to create an Indigenous poverty strategy</p>	
<p>1.7 Create a “Made in London” campaign that encourages residents to think and buy local in order to support the local economy and increase local employment</p>	

Recommendation	Status
1.8 Publicly acknowledge support for the Truth and Reconciliation Commission of Canada: Calls to Action's recommendations and use the findings to educate Londoners and address systemic racism and discrimination	
1.9 Strengthen programs to counteract violence against women and support National Inquiry into Missing and Murdered Indigenous Women and Girls	

2.0 Income and Employment

Recommendation	Status
2.1 Use <i>London's Community Economic Roadmap</i> to accelerate skills training programs that meet local labour market needs	
2.2 Become a Basic Income Guarantee pilot site	
2.3 Develop and implement hiring practices aimed at increased diversity	
2.4 Implement social procurement policies at public institutions	
2.5 Establish the Living Wage figure for London	
2.6 Support the implementation of the <i>Brighter Prospects: Transforming Social Assistance in Ontario</i> recommendations, including linking social assistance rates to inflation and allowing individuals to retain more of their assets before accessing social assistance	
2.7 Advocate for adequate, liveable rates for people accessing Ontario Works and Ontario Disability Support Program	
2.8 Advocate for adequate, liveable rates for older adults accessing social assistance and pension programs, including: <ul style="list-style-type: none"> • Canada Pension Plan • Old Age Security • Guaranteed Income Supplement • Guaranteed Annual Income System 	
2.9 Evaluate provincial minimum wage levels in the context of the Low Income Measure and use as a tool to address poverty where appropriate	
2.10 Promote the business case for employers to pay a Living Wage and acknowledge those who are already doing so	

Recommendation	Status
<p>2.11 Urge Federal and Provincial partners to create more employment training programs using an equity lens to target specific demographics with increased barriers to work (e.g. persons with disabilities, persons with mental health or addictions challenges, etc.)</p>	
<p>2.12 Support provincial efforts to enhance legislation to support workers in maintaining employment, such as provincial Bill 177, which provides survivors of sexual or domestic violence with up to 10 days of paid leave to deal with the harm they experienced</p>	
<p>2.13 Encourage employers to consider skills and knowledge in the absence of credentials (e.g. diplomas and degrees)</p>	
<p>2.14 Work with employers to increase flexibility in workplace for those with family responsibilities including basic benefits and sick time</p>	
<p>2.15 Collaborate with employers to close the wage gap for Indigenous peoples, women, LGBTQ, differently abled, and racialized communities</p>	
<p>2.16 Support initiatives aimed at increasing employment opportunities for newcomers in London, such as:</p> <ul style="list-style-type: none"> • advocating for recognition of non-Canadian education, credentials, and work experience; • promoting networking opportunities for newcomers; • increasing awareness of the existence and harmful effects of newcomer exploitation through the “informal economy,” where newcomers are paid too little or not at all; • expanding employment initiatives focusing on “soft skills” (communication, interpersonal skills, etc.); and • increasing employer awareness of cultural and religious holidays as a way to enhance cultural competency in the workplace 	
<p>2.17 Advocate for the elimination of the cost of applying to have a criminal record expunged to remove a financial barrier for people looking to find work</p>	
<p>2.18 Promote and invest in opportunities for entrepreneurs living with low income, such as microloans</p>	
<p>2.19 Create more supports for Londoners looking to develop new social enterprises</p>	
<p>2.20 Provide supports to address bad credit by collaborating with the financial sector to provide banking alternatives and credit counseling, eliminating the need for predatory lending</p>	

Recommendation	Status
2.21 Reorganize individual and social assistance funds, subsidies, and vouchers to make it easier for people to access resources	✓
2.22 Reduce clawbacks for people moving from social assistance to paid employment	✓
2.23 Bring service providers together to develop a plan that coordinates supports for people transitioning from social assistance to work or school	✓
2.24 Review job creation strategies in all sectors to ensure a focus on full-time, permanent work with adequate pay	✗
2.25 Advocate for increased enforcement of child support payments	✓

3.0 Health








Recommendation	Status
3.1 Develop and implement a coordinated local mental health and addictions strategy, collaborating with Ontario Health and other key stakeholders	✓
3.2 Reduce the stigma associated with mental illness and addiction and create a campaign to support connecting people with appropriate services	✓
3.3 Advocate for extended health and dental benefit programs, including Ontario Drug Benefit and Non-Insured Health Benefit, for a longer period of time for those transitioning off social assistance	✓
3.4 Expand local no-cost dental programs for Londoners living with low income	✓
3.5 Connect primary care providers accepting patients with Londoners who need care and live with low income	✓
3.6 Working with Ontario Health, use health equity lens to increase access to care for vulnerable people	✓
3.7 Advocate for the expansion of Community Health Centres	✓
3.8 Support implementation of proven outreach-based family support programs	✓

4.0 Homeless Prevention and Housing

Recommendation	Status
4.1 Build a culture of practice around effective implementation of the Housing First approach	
4.2 Engage landlords in keeping more people housed	
4.3 Invest in housing allowances to support flexible, permanent housing stability for individuals and families	
4.4 Implement strategies that assist in housing women at risk of or experiencing homelessness	
4.5 Implement strategies that support housing youth at risk of or experiencing homelessness	
4.6 Leverage funding and invest in the regeneration of existing London and Middlesex Community Housing properties	
4.7 Continue to implement London's Homeless Prevention and Housing Plan, which includes increasing the stock of affordable housing and supportive housing	
4.8 Increase physical accessibility in affordable housing	
4.9 Support mixed income and intensification housing development policies to avoid creating large areas with low-income housing	
4.10 Enhance community safety in social housing	
4.11 Create a coordinated response with supports and protections for vulnerable people living in the community	
4.12 Continue to support the evolution of emergency shelters to improve diversion, rapid housing, and specialization	
4.13 Expand the capacity of the Housing Stability Bank, which provides emergency rental and utility assistance	
4.14 Expand supportive housing approaches for people with disabilities	
4.15 Connect with healthcare to work with older adults with complex needs to develop attainable housing strategies responsive to their needs, creating spaces for those who are residing in hospital or do not qualify for long term care	

Recommendation	Status
4.16 Partner with Indigenous community to create housing plan	
4.17 Coordinate available supports for people transitioning between housing options	
4.18 Implement strategies to assist with start-up costs of housing (furniture, moving, household items)	
4.19 Encourage organizations (e.g. faith organizations, social entrepreneurs) to invest in attainable housing to increase housing supply	
4.20 Clear the social housing waitlist and reinvest resources in housing that keep the waitlist clear	
4.21 Encourage private sector to increase supply of attainable rental housing	
4.22 Streamline the process by which affordable housing is accessed to help people get housed more quickly	











5.0 Transportation

Recommendation	Status
5.1 Reduce transit-related costs for people with low income through consideration of pricing and subsidy models	
5.2 Engage all stakeholders, including businesses and London Transit Commission, regarding timing, routes, and accessibility to help connect people to services, supports, and employment opportunities	
5.3 Allow children under 12 to ride public transit free to help families with transit costs and encourage ridership	
5.4 Increase accessibility of transit for persons with disabilities	
5.5 Increase safe, affordable transportation options, such as improved cycling lanes and cycling infrastructure, that serve people who live, work, or seek services in London	
5.6 Explore innovative approaches to transportation, such as rideshare programs	
5.7 Introduce discounted bus pass for youth (13 to 18 years old)	

6.0 Early Learning and Education

Recommendation	Status
6.1 Increase the number of licensed childcare spaces	
6.2 Reduce the wait time to receive childcare subsidy	
6.3 Demonstrate active use of an equity lens in childcare quality strategies	
6.4 Increase capacity of childcare sector to address mental health issues	
6.5 Advocate for increased investment by all levels of government in early years education and literacy programming	
6.6 Support development of national childcare strategy	
6.7 Advocate for increases to childcare fee subsidy for low income families	
6.8 Expand elementary school initiatives that increase awareness of all post-secondary options	
6.9 Advocate for improved quality of parental leave benefits, including exploration of flexible leave times	
6.10 Expand mentorship and support programs for new parents	
6.11 Expand matched savings programs to help families save for education	
6.12 Create flexible childcare spaces outside of daytime working hours	
6.13 Develop a community strategy to eliminate financial barriers for school-based extra-curricular activities	
6.14 Implement coordinated approach to education, building on proven projects in London and other communities, to increase high school graduation rates	
6.15 Develop a community strategy to eliminate financial barriers to achieving GED (General Educational Development)	
6.16 Collaborate with post-secondary institutions to identify ways to support students living in poverty	
6.17 Increase availability of financial literacy and “basic life skills” training for all Londoners, including children and youth	

7.0 Food Security

Recommendation	Status
7.1 Support development of the London & Middlesex Food Policy Council	
7.2 Support campaigns that promote healthy, local food	
7.3 Until emergency food sources are no longer required, ensure fresh, high quality food is easily available (convenient locations and hours) to those who need it	
7.4 Expand programs that support residents shopping and cooking together to save money, such as collective kitchens	
7.5 Expand local food literacy programs for all ages to increase knowledge of affordable, healthy food options	
7.6 Support local policies and strategies that encourage more community gardens and urban farms on public and private land to provide space for residents to come together, volunteer, and grow their own food	
7.7 Work with farmers to provide more fresh food to people who need it most	
7.8 Reclaim quality, usable food from grocery stores and restaurants in a cost-effective way	
7.9 Increase availability of gift cards, food cards, coupons, price-matching, and fresh food vouchers that provide healthy, culturally appropriate food	
7.10 Work with local growers and service providers to distribute seeds and soil during growing season, paired with education on growing food	
7.11 Build on research on “food deserts” (areas of the city with little or no access to grocery stores) and support business models that address them (e.g. markets, fresh food in convenience stores, etc.)	

8.0 System Change

Recommendation	Status
8.1 Review supports and services to understand which to scale up and which to stop	
8.2 Bring poverty-focused planning tables together to coordinate, collaborate, and streamline efforts	
8.3 Engage people with lived experience in democratic processes and institutions	
8.4 Use these recommendations as London’s mandate to advocate for policy change from provincial and federal governments	
8.5 Build strong, engaged, community-driven neighbourhoods by continuing to implement the London Strengthening Neighbourhoods Strategy	
8.6 Promote London’s “community hubs” (such as Family Centres, resources centres, and libraries) and online resources to help families connect to supports	
8.7 Develop strategies and services to address unmet needs identified through the review of supports and services	
8.8 Identify ways to streamline and simplify access to support	
8.9 Strengthen the culture of collaboration across all organizations and sectors	
8.10 Research the viability of Neighbourhood Economic Development Corporations that provide community-driven opportunities to access resources that strengthen neighbourhoods and encourage community participation	
8.11 Promote charitable gift-giving toward programs with sustained, transformative impacts on poverty	
8.12 Build more public gathering spaces (e.g. recreation centres, parks) to increase access to space for unstructured recreation and space for community to come together	
8.13 Recognize Londoners’ commitment to volunteerism and a caring community and build upon these efforts	

Appendix B:

COLLECTIVE IMPACT SURVEY RESULTS

Presented below is a summary of the results from the collective impact survey completed by collaborative partners engaged in LFA.

Methodology

An online survey was distributed to LFA collaborative partners to gather feedback about their experience and the impacts of LFA on participants, individuals and families experiencing poverty, organizations, and the service system.

Between March 23, 2020 and April 9, 2020, a total of eight individuals completed the survey. The timing of the survey coincided with the implementation of emergency measures to address the Covid-19 pandemic. As a result, a lower than expected response rate was received. While the survey dates were extended to provide participants with an opportunity to respond, individuals and organizations were focused on addressing immediate needs related to Covid-19 and were not able to respond to the survey. The response rate is not reflective of collaborative partners' level of engagement with LFA.

Survey responses were analyzed to prepare descriptive statistics and identify common themes.

Respondent Information

Role With LFA (n=8)

Participants were asked to identify how they were involved with the LFA initiative. Results are presented below.

Role With LFA	Number of Respondents
Member of an LFA Accountability Table	50% (n=4)
Member of the LFA Leadership Table	37.5% (n=3)
Other	12.5% (n=1)

In total, half (50%, n=4) of survey respondents were members of one of the seven Accountability Tables, and 37.5% (n=3) were engaged with LFA as a member of the Leadership Table. Further, one respondent (12.5%) reported they were engaged with LFA as an observer and listener.

Length of Time Involved With LFA (n=8)

Less Than 1 Year	1-2 Years	3 Years or More
0%	25%	75%

Three-quarters (75%, n=6) of respondents reported they had been involved with LFA for three years or more and one-quarter (25%, n=2) were involved for one or two years.

Level of Engagement With LFA (n=8)

High	Medium	Low
50%	37.5%	12.5%

When asked to rate their level of engagement with LFA, half (50%, n=4) of respondents reported having a high level of engagement, 37.5% (n=3) had a medium level of engagement, and 12.5% (n=1) reported their level of engagement with LFA was low.

Impact of London for All

Participant Level Impact

Impact of LFA on Participants (n=8)

Yes	No	Unsure
87.5%	0%	12.5%

Overall, 87.5% (n=7) of respondents reported that being part of LFA had an impact on them. One respondent (12.5%) was unsure whether being involved with LFA had an impact on them.

How LFA Has Impacted Participants

One of the most significant changes respondents experienced as a result of LFA was increased awareness and understanding about the issues impacting the community and other change-makers working to address poverty in London. Further, respondents noted they were able to build new relationships and work more closely with other agencies. Specifically, one respondent discussed that LFA and support from partner agencies was helpful in promoting policy and regulation changes addressing poverty and housing. One respondent also noted that being involved with LFA was an empowering experience.



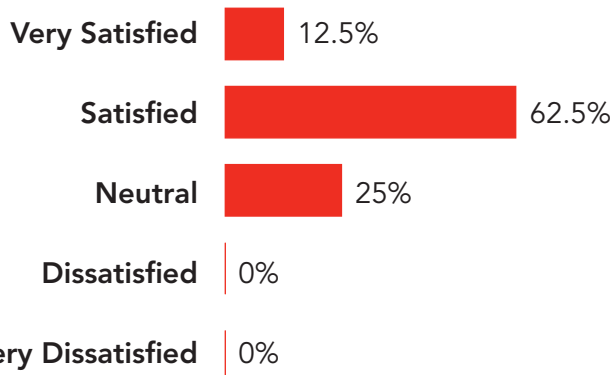
"I tend to plan with people in my sector, so it widened my perspective."

- LFA Participant

"It was empowering to be part of the conversation around how we make things better for our community, and it helped me get a better understanding of the issues."

- LFA Participant

Level of Satisfaction Participating in LFA (n=8)



A total of 75% (n=6) of respondents reported they were very satisfied or satisfied with their experience participating in LFA and 25% (n=2) provided a neutral response.



"I believe it helped the community and those living in poverty when recommendations moved forward. Some of the recommendations were too broad in nature and outside the scope of what could be done at the community level."

- LFA Participant

"I saw some new relationships get formed. I especially appreciated that the leadership group wasn't made up of 'the usual suspects'."

- LFA Participant

"The group was very open and receptive. All participants displayed a huge commitment to the initiative."

- LFA Participant

Organization Level Impact

Impact of LFA on Organizations (n=8)

Yes	No	Unsure
62.5%	25%	12.5%

When asked whether participating in LFA had an impact on their organization, 62.5% (n=5) of respondents agreed it had, 25% (n=2) reported being part of LFA did not have an impact on their organization, and 12.5% (n=1) of respondents were unsure.

How LFA Has Impacted Organizations

Respondents reported that participating in LFA allowed organizations from different sectors and with different areas of expertise to develop improved relationships and work more collaboratively to address systemic challenges related to poverty. Further, one respondent noted that being engaged in LFA helped their organization focus its work on the issues identified as priority areas by the community. Committing to becoming a Living Wage employer was also identified as a significant organizational change resulting from participating in LFA. Additionally, one respondent noted their organization did not experience a change, as the issues addressed by LFA were ones their organization was already working on.



“It allowed our organization to be part of a high-level discussion about addressing the systemic challenges we are facing through the integration of different sectors and areas of knowledge.”
- LFA Participant

“It helped focus issues to work on and assisted us in developing better ties with other agencies in the community when working together to push forward recommendations from London for All.”
- LFA Participant

Individual and Family Level Impact

Impact of LFA on Individuals and Families (n=8)

Yes	No	Unsure
62.5%	0%	37.5%

In total, 62.5% (n=5) of respondents agreed LFA has had an impact on individuals and families experiencing poverty and 37.5% (n=3) were unsure whether LFA has had an impact on individuals and families.

How LFA Has Impacted Individuals and Families

It was reported by respondents that some of the activities implemented by LFA to move the recommendations forward have had a direct impact on individuals and families experiencing poverty. Specifically, the implementation of transit subsidies and investment in the regeneration of community housing through the municipal budget were identified as activities that have had a direct positive impact on individuals and families in the community. Further, one respondent noted that changes to services has resulted in improved service provision for individuals and families. Some respondents reported they were unable to assess or determine the impacts LFA has had on individuals and families experiencing poverty.



"I think some of our services have changed to serve people a little more effectively."

- LFA Participant

"LFA was very helpful in the recent push to have affordable housing issues be seriously considered."

- LFA Participant

System Level Impact

Impact of LFA on the Service System (n=8)

Yes	No	Unsure
62.5%	0%	37.5%

When asked whether LFA has had an impact on the service system, including how organizations work together, collaborative initiatives, policy, and practice, 62.5% (n=5) of respondents agreed LFA has had an impact on the service system and 37.5% (n=3) were unsure.

How LFA Has Impacted the Service System

Improved collaboration across the service system was one of the most significant changes resulting from LFA, as reported by respondents. It was noted that organizations came together in different settings to support individuals and families experiencing poverty. Respondents also discussed that LFA helped to maintain ending poverty as a priority issue in the community and ensured the recommendations outlined in the plan remained a key focus across community working groups and services. Further, one respondent identified that LFA provided a common framework organizations could use to implement and measure their work. One respondent noted that while priorities were set for the community, additional work could be done to implement the developed strategies.



"I think there is a little more collaboration."

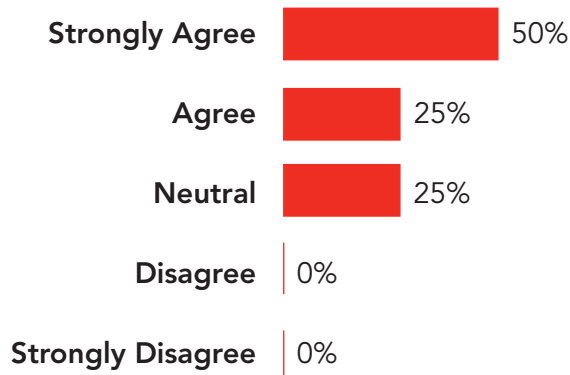
- LFA Participant

"LFA assisted working tables that already existed to focus on issues outlined in the recommendations."

- LFA Participant

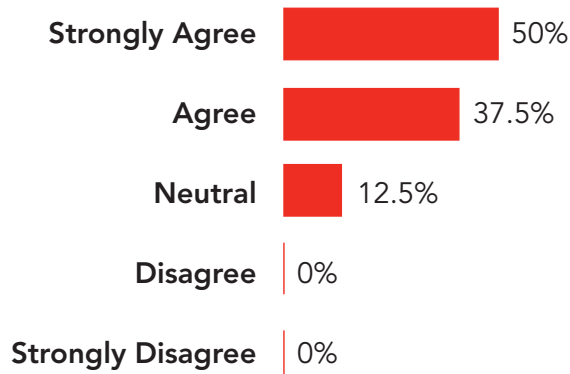
Approaches of London for All

Having a Leadership Table Was a Valuable Approach (n=8)



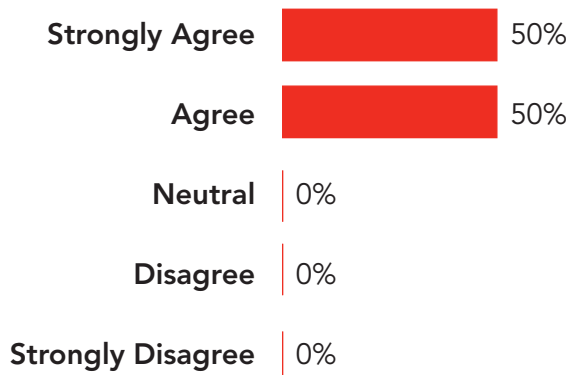
Three-quarters (75%, n=6) of respondents strongly agreed or agreed that having a Leadership Table in place was a valuable approach used by LFA. One-quarter (25%, n=2) of respondents neither agreed nor disagreed this was a valuable approach.

Having Accountability Tables Was a Valuable Approach (n=8)



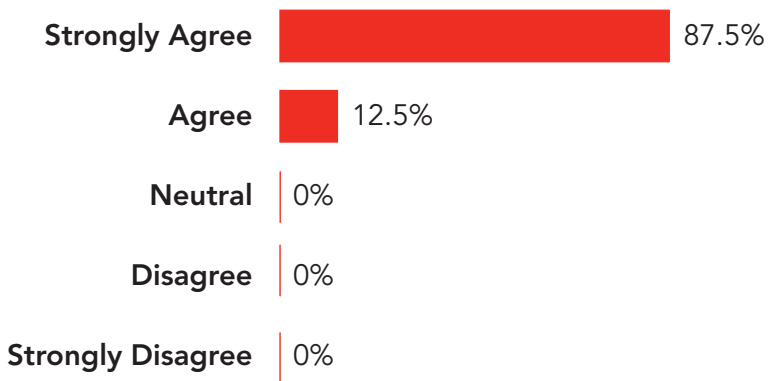
When asked whether implementing Accountability Tables was a valuable approach used by LFA, 87.5% (n=7) of respondents strongly agreed or agreed and 12.5% (n=1) provided a neutral response.

Having a Lead Agency Was a Valuable Approach (n=8)



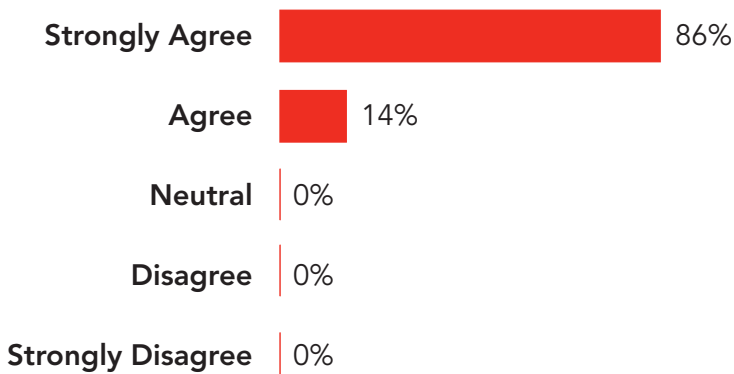
All respondents (100%, n=8) strongly agreed or agreed that establishing a lead agency to oversee the work of LFA was a valuable approach.

Engaging Individuals With Lived and/or Living Experience Was a Valuable Approach (n=8)



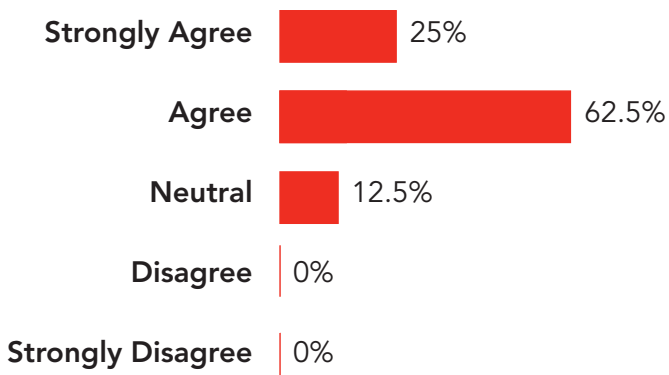
Further, 100% (n=8) of respondents reported engaging individuals with lived and/or living experience of poverty was a valuable approach used by LFA.

Bringing Different Sectors Together Was a Valuable Approach (n=7)



Overall, when asked whether bringing different sectors together was valuable to the work of LFA, 100% (n=7) of respondents strongly agreed or agreed it was a valuable approach.


Providing Recommendations Through the London for All Plan Was a Valuable Approach (n=8)



In total, 87.5% (n=7) of respondents strongly agreed or agreed that providing recommendations through the London for All plan was a valuable approach. One respondent (12.5%) neither agreed nor disagreed with this statement.



United Way
Elgin Middlesex

   @unitedwayemca

 uw@unitedwayem.ca

 unitedwayem.ca