

SUCCESS
Helping all children succeed for life.

BY **6**[®]



United Way
417 Bagot Street
Kingston, ON K7K 3C1
(613) 542-2674
www.uway.kingston.on.ca



Success By 6

It takes a community to raise a child ...

A position paper on priorities to help all children in
Kingston, Frontenac, Lennox & Addington succeed for life.

October 2005

Success by 6 is a United Way coordinated initiative ensuring all children succeed for life

© 2005, United Way serving KFL&A. All rights reserved.

Consulting support provided by  6020info Inc.



Success By 6 Priority Paper

Contents

Introduction 3
Executive Summary 5

The Issues As We See Them:

Early Learning and Early Childhood Development Opportunities 10
Parenting Skills 15
Housing and Homelessness Issues 18
Impacts of Poverty 23

Success By 6 Initiatives 24

Appendices:

Program level Action - Parent Education 29
Support for Those at Risk of Losing Housing 30
Nine-Point Plan to Give Children a Great Start 32
Key Informants and Project Participants 34
Early Childhood Development, Parenting and Housing Programs 35
Success by 6 Council of Partners & Leadership Committee 43



It takes a community to raise a child ...

To raise a happy, healthy child eager to learn and ready for success, it takes a community. Together we can ensure that our children are provided with the opportunities, skills, programs and support needed to give them a great start in life.

This means taking action to seize opportunities and address pressing issues in Kingston, Frontenac, Lennox & Addington -- issues like opportunities for early learning, skill-raising parent education, the impact of homelessness and housing on children, and continuing efforts to address the impacts of poverty, the root cause of so many stresses for families.

The most critical period of a child's development is from conception to age 6, as the child develops emotional and social attachment, language and motor skills. Stimulation of children in their early years is critical; we need to encourage adults to have more active, more frequent and more positive interactions with children. They don't come with instructions. Caregivers need strong skills and knowledge in so many areas -- physical, social and emotional development, child behaviour, nutrition, health, and early learning.

This publication will provide you with highlights from the Success By 6 Priority Paper to establish a new community agenda for the sake of our kids.

Success By 6 pursues success in six areas critical to families

Success By 6 is an exciting United Way initiative designed to ensure that healthy early child development is a priority in Kingston, Frontenac, Lennox & Addington (KFL&A).

Our mission is to make sure that every child has a good start early in life. We bring together community resources to form a partnership of private businesses, government, educators, health and human service organizations, neighbours, parents and caregivers that are all committed to this mission. Together, we can help children succeed for life!

Two years ago Success By 6 identified six pursuits fundamental to the development of a community where all children are valued and supported. They are:

Bright From The Start...Promoting Healthy Births: "Our pursuit is to ensure that pregnant women receive all the support and services necessary to have the healthiest babies possible."

Handle With Care...Protecting Children from Abuse and Neglect: "Our pursuit is to ensure that children in our area are protected from abuse and neglect in all aspects of their lives."

No Place Like Home...Supporting Families and Neighbourhoods: "Our pursuit is to ensure that families, regardless of socio-economic factors or other barriers, have the same opportunities for their children to learn and grow in a safe and stimulating environment."

Putting Children First...Building Safe and Caring Communities: "Our pursuit is to create a "children friendly" community in which each of us contributes to the healthy early development of our children."

From Head To Toe...Promoting Healthy Early Development: "Our pursuit is to ensure that young children and their families have the information, tools and support they need to improve and prevent disease and disability."

Ready...Set...Go...Promoting School Readiness and Early Learning: "Our pursuit is to ensure that all children enter school with the cognitive, social and emotional maturity to get along with others and are ready to learn."

Success By 6: Priority Paper

It takes a community to raise a child ...







It's time to talk about what matters most in our lives and in our community -- children and families. The old African proverb that "it takes a village to raise a child" states the wisdom that children thrive when their families and the whole of their community care enough to provide for them. In Kingston, Frontenac, Lennox & Addington, we strive to be a community where, in both our attitudes and our actions, children are valued.

Some say that all a child really needs is a strong family, and yet there is no experience more challenging, more rewarding, and more humbling than raising a child. They come without instructions, and there is room for all of us to improve our knowledge and skills. To raise a happy, healthy child eager to learn and ready for success, it takes parents, other family members and caregivers, teachers, doctors and nurses, therapists, police officers, coaches, clergy, business people, community leaders, and volunteers -- it takes all of us.

Across the community, we must take as our first priority the need to ensure that every family can properly support our children with the opportunities, skills, programs and support needed to give them a great start in life.

The issues of our time ... in our community

Success By 6 is dedicated to helping all children succeed for life. Last year it published a United Way/Success By 6 report for our community entitled, "Caring for our Children: how KFL&A is doing." It highlighted key indicators and the need to pursue six fundamental goals, including:

-  Promoting healthy births
-  Promoting healthy early development
-  Building safe and caring communities
-  Supporting families and neighbourhoods
-  Promoting school readiness and early learning
-  Protecting children from abuse and neglect

Now the United Way/Success By 6 Council of Partners has identified the need for action in three priority areas -- early childhood education opportunities, parenting skills and housing. All of these areas are affected by the impacts of poverty. After consultation with dozens of community groups and service providers working in the field, it has identified the following Success By 6 community agenda for action.



Success By 6: Priority Paper

Executive Summary

The United Way/Success By 6 Council of Partners recommends the following directions and initiatives as the most desirable course of action over the next three years to help all children succeed in life. While the organization proposes to take direct action and provide leadership itself, the Success By 6 Council of Partners, the United Way and their working committees welcome partnerships. They also encourage independent collegial efforts to achieve these goals in KFL&A. We're all in this together, for the sake of our kids.

There are some general themes that run through these recommendations. One is a willingness to tackle the big issues head on. Let's deal with real challenges and not just symptoms. Another is based on the Council's unique position and community-wide perspective, which allows it to address issues comprehensively where other organizations with more focused mandates may not.

Finally, as detailed below, these strategies reflect the need to prepare the way and change the public mindset at a broad social awareness level, while adopting shorter-term tactics at a more focused, action-oriented level to trigger change in actual behaviours.

Adopting a new norm that values success in the early years -- in early learning and childhood development -- as the critical foundation for success in life.

Early Childhood Development Opportunities:

- In KFL&A, we have plenty of work to do to establish the importance of early childhood development as a strong priority in public consciousness. There is some awareness, but not full adoption of the idea that a child's early years are critical to his or her lifelong success. Opportunities for early learning and child development may be appreciated, but they are not yet cherished as an expected and prevailing norm -- as a core value celebrated in our social structure, programs and behaviours.

Similarly, the research is clear on the benefits and impact of quality childcare, and yet public attitudes do not always reflect or accept that fact. Success By 6 takes the position that, as a community, we must continue to increase the quantity of affordable quality childcare in KFL&A and promote active use of that capacity. We must strive for a world where every child has access to early childhood education, regardless of neighbourhood, financial means or life challenges. When every dollar spent in the early years pays back seven later in life, we can't afford not to embrace universality.

As we publish this report, much is happening in our community with the new 10-year Best Start initiative launched with funding from the provincial government. The many partners involved have useful diagnostic tools such as the Early Development Instrument at their disposal, along with municipal and public health data to inform their efforts. For its part, Success By 6 will focus on both an overall public education



campaign to help attitudes evolve, and an effort to ensure that all organizations apply a “child-friendly” test to its rules, regulations and policies.

Making the development of first-class parenting skills a community priority, supported by a full range of skill-raising opportunities available to all caregivers.

Parenting Skills

- Children are wonderful, vulnerable, joy-giving and complex, making parenting one of the most challenging undertakings of life. Parents are a child’s first teacher, but most of us are only informally prepared. In fact, during these critical years all parents need a rich array of skills (and parenting *is* a skill) to guide their child’s physical, social, emotional and intellectual development.

This applies equally to other caregivers, since children often spend substantive amounts of time in the care of others -- grandparents, older care-giving siblings, other family members, other people living in the home, neighbours, or friends.

Fortunately, many excellent parent education programs are available in our community; unfortunately, most parents and other caregivers don’t take advantage of them.

A strong public awareness campaign together with other encouragements and incentives may help parents view parent education the same way we now regard driver education. There are good reasons to learn, there are formal programs and opportunities to learn, and society expects it.

But an education campaign alone will not be enough. Caregivers may strongly desire opportunities to develop skills they need to give kids a great start on life, but other barriers still need attention -- the social intimidation of certain program settings, special content requirements, lack of easy access or transportation to centres, or lack of childcare to free the parent for learning. Different approaches will also be necessary for parent education programs in schools compared to programs designed for older or independent caregivers.

For its part, Success By 6 will focus on an overall social marketing campaign to make the pursuit of parenting skills as normal and expected as taking courses for driving a car, learning the art of fine cabinet-making or training to be a chef. It will also provide leadership to support a comprehensive and co-ordinated effort at the program level to address barriers to parenting skills programs.



Taking the initiative to find new, creative solutions that will increase the supply of quality, economically accessible housing, relieving one of the most pressing stresses faced by our families today.

Housing Issues

- What is more fundamental to a child's development than the security of a home? It's a place where they should feel safe to play, learn, and grow, without overcrowding, "couch surfing" or the disruption of move after move. A place that consumes the family budget creates financial stresses that put good nutrition, healthy development and early learning at risk.

We need to grow our supply of affordable housing units. More than 550 families in the city of Kingston and the counties of Frontenac, Lennox & Addington are waiting on social housing registries for affordable accommodation -- the need is for more than 1,350 bedrooms. Some of them will wait 4-6 years for an affordable apartment.

In addition, close to 270 additional KFL&A families are in need (for almost 700 bedrooms) but are not eligible for social housing -- they earn too much to qualify for assistance but not enough to be able to afford adequate housing. Other families live beyond their means until the money runs out or suffer life in substandard or inadequate housing.

Service providers report that many families not "in the system" are living only one or two paycheques away from a housing crisis. The vacancy rate is desperate -- at 2.4%, it is one of the lowest in the province (after Owen Sound and Peterborough). A vacancy rate of 3% is considered barely adequate for most communities -- the Kingston Census Area has been below that benchmark since 2000.

In KFL&A in 2001, there were 11,020 high-stress renters (tenants who spend more than 30% of their gross household income on their housing). Including homeowners who paid more than 30% of their income on mortgage and utilities, a total of 17,940 households were in the high-stress category.

In rural areas, housing and homelessness issues present more subtly and should be fully assessed. They may require their own unique solutions.

These housing and homelessness issues offer complex and stubborn challenges that have significant impacts on children 0-6 and their families. Success By 6 believes that, as a community, we can do something about it.

First, we need to clarify public understanding of the impact of housing and homelessness on children.

Secondly, we need to make the issue of housing and homelessness a top priority on the community's agenda for action. It will take all the players -- developers, builders,



landlords, municipal officials, housing administrators, and providers of transitional housing and shelters.

Creative local leadership can discover new models and housing solutions that work -- creating an ample supply of affordable housing for families, provided at a mix of household income levels, and at locations distributed throughout the city. Co-operative housing, tax incentives and zoning changes are known possibilities for action.

Implementation of the Kingston Model for Affordable Housing is already under way with the creation of 155 new units, but that program alone does not address the full need for affordable housing and applies only to Kingston-Frontenac. There are other opportunities we don't want to miss.

For its part, Success By 6 will focus on:

- a public awareness campaign to help the community better understand housing issues, their impact on children, and why we should be concerned,
- direct leadership and co-ordination as a catalyst to set targets and take action to increase the supply of affordable housing, and
- at the program level, working committees will consider ways to provide support for those at risk of losing their housing.

Recognizing that, for our children, the impacts of poverty pose some of the most threatening barriers to their success by 6 and later in life, we must respond to both the root cause as well as its multi-faceted impacts.

The Impacts of Poverty

- The impacts of poverty place particular stresses and difficulties in the paths of families trying to help their children build a foundation for success in life. This is not news.

Poverty can put early childhood development and learning opportunities beyond reach. It not only creates a challenging family context for parenting, but also prevents caregivers from learning the skills they need.

When housing takes a dominating share of household income, families must make unacceptable choices and tradeoffs -- nutrition is neglected, health care is compromised, learning conditions are disrupted, and stimulating quality time with the child is displaced by the need to deal with the constant stresses and choices of poverty-driven crises. In such situations, children don't always get a good start on life.

United Way/Success By 6 will continue to draw attention to the impacts of poverty in connection with parenting, early learning opportunities, and unavailable, unaffordable or inadequate family housing. This message on the impacts of poverty, delivered



through public education, awareness campaigns or advocacy, will be part of all the initiatives proposed in this report. At a program level, the United Way will continue its efforts to address this issue through its Community Care Network of agencies.

Summary of United Way Success By 6 Action and Initiatives:

1. Public Education and Advocacy for Early Learning and Childhood Development
2. Advocacy for a Child-Friendly Policy Test and Culture
3. Public Education and Advocacy for Parenting Skills
4. Public Education and Advocacy on Housing and Homelessness Issues
5. Action to Increase the Supply of Quality, Economically Accessible Housing
6. Program-Level Action to Co-ordinate and Improve Access to Parent Education
7. Program-Level Action to Support Those at Risk of Losing Their Housing
8. Public Education and Awareness of the Issue of Poverty in KFL&A
9. Program-Level Action to Address the Impact of Poverty on Children

The issues as we see them: Early Learning and Early Childhood Development Opportunities....

Our Position:

The experiences of early childhood lay the foundation for life. It is widely recognized that the years from 0-6 are the most critical period for brain development. As the 2004 Success By 6 Report and many research papers note, it is also clear that, more than any other time in life, the early years from conception to age six have the most important influence on learning, behaviour and health. Consider these points:

- A young child's brain develops through sensory stimulation. A child who misses positive stimulation or is subject to chronic stress in the first years of life may have difficulty overcoming a bad early start. The effects of early experiences on brain development, particularly during the first three years, last a lifetime.
- The evidence is clear that good early child development and learning must be based on quality, developmentally-attuned interactions with primary caregivers and opportunities for play-based problem-solving with other children that stimulates brain development.
- Evidence shows that children from all socio-economic levels in Ontario are not doing as well as children in the rest of Canada, based on vocabulary tests at age four and five and mathematics tests at age six to 11.
- The evidence is clear that early learning and child development programs that involve parents and other caregivers can influence how they relate to and care for children in the home. The earlier in a child's life these programs begin, the better -- they can vastly improve outcomes for children's behaviour, learning and health in later life. We note that these programs can benefit children and families from all socio-economic groups in society.

Together with the community, Success By 6 has plenty of work to do to establish the importance of early learning and child development as a strong priority, not just a footnote in public consciousness. When it comes to the importance of the early years, some families, employers, government officials and community residents "get it," but many do not. There is some awareness, but not full adoption of the early years as a core priority. Early learning and child development opportunities may be viewed as important, but not as the expected and prevailing norm -- as a core value in society.

Even when parents and other caregivers accept the importance of the early years, they may not always know how to act on it. In its awareness programs, Success By 6 would

emphasize practical ways for caregivers to participate in programs as well as provide the early stimulation that is so important to their child's development.

Service providers say improved public understanding would significantly help them by shaping the environment and context for delivery of their services. If the fundamental value of what they have to offer is understood, appreciated and embraced, they have an excellent starting point for the delivery of services. Creating a public environment of commonly understood principles and support for programs offered by service providers would be one of the key goals for any Success By 6 public education campaign.

Success By 6 recommends that public education efforts should be focused on specific audiences as well as the community overall. There are several groups or sectors within KFL&A that should be seen as target audiences for public education and advocacy activities -- for example, the medical/health care community, employers, armed forces personnel, rural areas, and neighbourhoods with special challenges. Each audience has its own context for messaging and its own preferred channels of communication, presenting a need for effective co-ordination.

Child care

Statistics released this year by Statistics Canada, based on data from the National Longitudinal Survey of Children and Youth, indicate that more than half of Canadian children were in some form of childcare by 2000/01, and a quarter of them were in a daycare centre.

- In 1994/95, parents reported that 42% of children aged six months to five years were in some form of child care. By 2000/01, this percentage had increased steadily to 53%.
- Of all children in care in 2000/01, 25% were enrolled in a daycare centre as their main care arrangement, up from about 20% six years earlier.
- The proportion of children who were looked after in their own home by a relative rose from 8% to 14%.
- At the same time, the proportion of children who were looked after in someone else's home by a non-relative fell from 44% to 34%.

The research is clear on the benefits and impact of quality childcare, and yet public attitudes do not always reflect or accept that fact. Nor is quality childcare universal. As child development expert Professor Ray Peters put it, if we believe the early years are at least as critical -- if not the *most* critical years of life -- early learning and childcare programs should be available to all, in the same way that schools are available to all.

This is particularly true in a period of major economic and social change, where there is evidence of significant stress on families and early childhood development.



Success By 6 must continue to advance public understanding in support of initiatives to increase the quantity and affordability of quality childcare in KFL&A. We must strive for a world where every child has access to early childhood education.

School Readiness

One of Success By 6’s top priorities is to promote school readiness, ensuring that all children enter kindergarten with the cognitive and emotional maturity to get along with others and are ready to learn. The initial results of the Early Development Instrument (EDI) research have flagged areas where early development is a concern and demands a community response. A second assessment using EDI is now being completed for 2006.

The Early Development Instrument (EDI) measures how ready children are to begin learning at school. It asks questions about five different areas of early development:

- Physical health and well-being
- Social competence
- Emotional maturity
- Language and cognitive development
- Communication skills and general knowledge

Results from the last EDI assessment indicated some shortfalls, particularly in the area of Communication Skills and General Knowledge, with results having considerable variation from neighbourhood to neighbourhood.

In using the EDI results, it is important to avoid the danger of stigma and fear of targeting individual schools or neighbourhoods -- better to combine these results with municipal and health unit data, as the Best Start program is doing, to form a well-rounded and integrated assessment of needs at the neighbourhood level.

EDI Scores:	<u>Below 25th Percentile</u>	
	<u>L&A</u>	<u>Frontenac</u>
<u>Areas of Early Development</u>		
Physical Health & Well-Being	32%	22%
Social Competence	26%	24%
Emotional Maturity	30%	25%
Language and Cognitive Development	22%	17%
Communication Skills and General Knowledge	43%	29%

Child-friendly Policies:

Success By 6 is prepared to take the lead in creating a culture that asks, “Is this good for children?” whenever a new policy or regulation is contemplated. This test could be applied, for instance, to policy about strollers on buses, workplace flexibility to attend parent interviews, decisions on alternate uses for neighbourhood arenas being retired from service, support for child-friendly recreation and arts programs, or the purchase of playground equipment for kids 0-6.



The members of the Council of Partners are in a good position to pursue this direction in our own organizations. We will also advance the practice with other policy-makers, government officials, employers and public service organizations.

Committed to helping all children

The principle of universality involves the idea of uniform terms and conditions -- that all residents should have access to the services they need, and be treated fairly and with respect in the health and social services system. While universality, particularly with regard to cost, is the ideal, Success By 6 initiatives must also consider the benefit of focusing on areas of highest need. Ensuring a certain minimum level of early childhood development opportunities and support across the region may require special action in neighbourhoods of greatest need. Fair and equal access depends on a response to greatest (unequal) needs, thereby creating a level playing field.

At the same time, resources and efforts for program delivery must be concentrated enough to achieve critical mass and be effective -- not always possible at a universal level when budgets are limited. And delivery details often should vary from place to place (e.g. rural/urban) to accommodate the context.

Success By 6 believes we must explore creative solutions to the systemic challenges posed in rural areas -- not only access issues of isolation, lack of childcare and transportation, but how to deliver programs and services to sparsely populated and widely dispersed centres. Criteria for funding programs often work against providing universal access across urban and rural neighbourhoods. Advocating for policy changes in support of funding for transportation (in addition to the support Success By 6 has been giving directly itself) is but one example of action that can help.

To achieve universality, a co-ordinated response from various groups and service providers will be required -- the municipalities, United Way, KFL&A Public Health, the Early Years Centres, CAS agencies, Pathways for Children, Better Beginnings, and various community advocacy groups among others. We're not in it alone -- together, each doing our part, we can achieve some significant measure of universality.

For Success By 6 Initiatives on Early Learning and Childhood Development Opportunities ... see page 23.

Monitoring/supporting Best Start (see profile below on Best Start)

The 10-year Best Start initiative has objectives that address many of Success By 6's priorities and goals with respect to early learning and child development programs. It has an ambitious and complex agenda, and is moving fast with tight start-up deadlines.

At the same time, Best Start will not address needs on all fronts immediately -- for instance initiatives focused on children 0-2 years of age will come later in the program. Plans call for creation of 70 child care spaces in Kingston-Frontenac in the near term (and



over five years, 160 spaces, which may be subsidized in whole, in part or not at all). Nevertheless, they will not cover the full need for child care spaces in our community.

Success By 6 supports planning work that strengthens the child care system and, at the program level, will remain engaged in monitoring and supporting the process while continuing to work on related issues outside the scope or timetable of Best Start.

A Quick Profile of Best Start:

Federal funding to expand and strengthen the child care system has been applied to a provincial 10-year strategy co-ordinated at the local level. The scope is broad -- to develop an integrated approach and create a comprehensive system of services for children, including aboriginal, francophone and special needs children, from birth to transition to school. Key aspects of the program include:

- Developing a local Best Start Planning Network
- Creating neighbourhood early learning and care hubs, ideally located in schools, to offer a wide range of services that “wrap around,” from speech and language and health services to parenting programs, infant development and screening services.
- Incorporating planning tools such as Early Development Instrument (EDI) and Community Service Inventory (CSI).
- Creating more licensed child care spaces and improving the quality and economic accessibility to care
- Enhancing screening, early identification and intervention programs.
- Establishing three expert panels, including one on Early Learning.

The issues as we see them: Parenting Skills....

Our Position:

Along with providing care, good nutrition, physical activity and social interaction, the stimulation of children in their early years is an important parenting activity. A public education campaign is needed to encourage adults to have more active, more frequent and more positive interactions with children. An awareness campaign could achieve significant increases in the percentage of parents who frequently read or tell a story to their child, sing, take their child to the library, or regularly do something special with the child.

Making parenting skills a priority

Parents and other primary caregivers play the central role in giving their children a great start in life. They are the child's first teacher. But kids don't come with instructions, and parents need strong skills and knowledge in so many areas -- physical, social and emotional development, child behaviour, nutrition, health, and early learning. And no two children are the same -- they all have different needs and challenges, requiring parents to develop a broad range of skills.

The impact and potential benefits of good parenting skills are not necessarily well understood. They may be known, but not made a priority in daily life or the public agenda. Or parents may not be able to sort validated strategies from well-intentioned but misguided advice passed on through informal channels.

Yet the latest research on brain development shows the most critical period of a child's development is from conception to age 6, as the child develops emotional and social attachment, language and motor skills. Most of that development occurs under the guidance and interaction with parents, who need to be skilled. We need to regard the need for parent education in the same way we clearly see the need for formal driver education programs, taking courses to learn fine cabinet-making, or training to be a chef.

Children also live in a village of many caregivers. In addition to parents, there are many others who should also have strong parenting skills -- grandparents, uncles, aunts, neighbours, older care-giving siblings, or others living in the home. A public education campaign in support of parenting skills must also speak to these other key audiences who are part of the care-giving spectrum.

In areas of health and child development, parents would benefit from knowing the normal milestones for development and "red flags" that should prompt parents to engage outside help and specialists.

The emphasis on particular parenting skills and knowledge would be different at various care-giving stages -- before pregnancy, before birth, and the critical years from age 0-6 -- and at different life stages (for instance, teen parent, two parents/both working, single parent, grandparent). New needs also may emerge for individual caregivers: Even though parents may have mastered a full set of skills, knowledge and parenting strategies for one child, they may need to modify or adapt those approaches for a second.

Promoting ways to improve parenting practices

Together with its partners, Success By 6 needs to promote understanding of the many evidence-based best practices common to many parenting traditions. This is a complex task.

Most parents learn parenting skills through informal channels -- in KFL&A roughly 60% learn from family, friends and neighbours compared to 40% who benefit from formal learning and parent education programs. Friends, for instance, are the most common source of informal information -- 46% of parents surveyed said they seek information and advice about children and parenting from their friends.

Goals must be set to boost participation: For a whole variety of reasons, parents tend not to take advantage of parenting skills workshops, even though a vast majority acknowledge such sessions would be important.

In a survey of the Kingston, Frontenac, Lennox & Addington region, 80% of parents agreed that it is important to attend a parenting education program, but only 18% reported ever having attended such a program. Of equal concern, in consultations for this report a number of service providers expressed concern that the people who *most* need the benefit of parent education are often the ones *least* likely to take part.

Some of the reasons for limited participation in parenting skills programs may include:

- **Barriers:** There are specific barriers that prevent parents from taking advantage of parent education programs. One is a lack of childcare or other alternatives for care-giving while the parent is taking part in the program. Another is transportation -- distance and lack of public transportation are particularly problematic in rural areas. Even in urban areas, however, parents without access to a car of their own often encounter long travel times (e.g. an hour each way by bus with a young child in tow) or prohibitive expense to attend parenting skills courses. Success By 6 has already recognized some of these needs and has provided funding to help with transportation and child care so that parents could attend these programs.
- **Environment:** Both the context and content of parenting skills workshops are very important. The parenting approaches that work best in any set of family circumstances will often vary from situation to situation, perhaps according to cultural traditions (both ethnic and socio-economic) or lifestyle (rural/urban; economic level; type of household formation; risk factors). And parents require different types of content and relate to them differently -- for instance, a parent without a car has different concerns about car

seats, and an emphasis on cars may be alienating to a parent riding a bus due to economic circumstances.

- **Logistics and formats:** Parents are extremely busy and time poor. Some access issues relate to the scheduling and formats used for parent education. Success By 6 supports a review of when and how often workshops are offered, where they are presented, how long they should be, what style of teaching and what type of content should be employed.

A community-wide push for formal parenting skills can set extraordinary expectations for parents, adding stress to parents who feel challenged if not overwhelmed by the complex demands of parenting (that is to say, most parents). The challenge of acquiring parenting skills can be particularly difficult for caregivers struggling with their own life skills, such as for those dealing with substance abuse.

Navigation is also an issue. Parenting programs are offered by many different agencies -- KFL&A Public Health, public and separate school boards, Children's Aid Societies, Ontario Early Years Centres, Better Beginnings for Kingston Children and so on. The KFL&A community needs a more formal parenting system (co-ordinated perhaps by Success By 6, Best Start, the Ontario Early Years centres or school boards, for instance) to address the variety of audiences and needs.

How many programs would be the right number? While there is some sense that many parenting programs are provided in Kingston, Frontenac, Lennox & Addington at the moment, there are many and varied needs to be met. And this capacity would not be sufficient if all parents participated in them. Parent education should be accessible to all families.

Parenting Styles:

Diana Baumrind's framework

Authoritative Parenting

(warm, nurturing, set firm limits)

Authoritarian Parenting

(absolute standards, lack warmth, flexibility, responsiveness)

Permissive Parenting

(let children set own standards)

For Success By 6 Initiatives
on Parenting Skills...
see pages 24 and 29.

The issues as we see them: Housing Issues

Our Position:

Housing issues offer complex and stubborn challenges that have significant impacts on children. They affect key Success By 6 pursuits -- supporting families and neighbourhoods, building safe and caring communities, and protecting children from abuse and neglect. All too often in KFL&A, families must make unacceptable choices -- between living in substandard or inadequate housing, or living beyond their means while sacrificing other necessities to cling to accommodation suitable for their families.

Success By 6 has an opportunity to communicate the urgency of housing needs, help clarify understanding of the complex issues involved and develop coherent potential solutions as part of the public debate. The most important impact of local housing initiatives is to provide stability in the lives of the children. When housing is an issue, it is usually the top problem families face.

How affordable housing affects children may not be immediately apparent or top-of-mind for KFL&A residents. Efforts are needed to apply a child-friendly lens to the housing debate and properly frame measures of success to reflect family needs. For instance, considerable attention is given to waiting lists for social housing in terms of the number of household applications in the queue rather than the number of people waiting or bedrooms required, which has shifted the emphasis to serving singles rather than families. If the focus is on people on the waiting list, the majority waiting are actually in families with children. Several hundred families are waiting from one to three years to get access to housing they can afford.

Together with its partners, Success By 6 needs to promote understanding of the complex housing situation and the urgent needs that families have for economically accessible housing.

At the heart of the crisis is the supply issue -- we desperately need more affordable housing. There is a pressing need to advocate for increasing the housing supply. Some local officials and landlords estimate the need at roughly 500 additional units; others estimate the need as being much higher. At the same time, programs like housing allowances and economic changes that affect how the market matches what is "affordable" all make it risky to equate waiting list numbers with the number of additional units that should be constructed.

That being said, however, consider this:

- More than 550 families in KFL&A are waiting on the social housing registry for affordable accommodation -- their need is for more than 1,350 bedrooms. Some of them will wait 4-6 years for an affordable home.
- Close to 270 additional KFL&A families are in need (for almost 700 bedrooms) but are not eligible for social housing -- they earn too much for assistance but not enough to be able to afford adequate housing.
- Service providers report that many families not “in the system” are living only one or two paycheques away from a housing crisis.
- The vacancy rate is desperate -- at 2.4%, it is one of the lowest in the province (after Owen Sound and Peterborough). A vacancy rate of 3% is considered barely adequate for most communities -- the Kingston Census Area has been below that benchmark since 2000.
- In KFL&A in 2001, there were 11,020 high-stress renters (tenants who spend more than 30% of their gross household income on their housing). Including homeowners who paid more than 30% of their income on mortgage and utilities, a total of 17,940 households were in the high-stress category.

Housing and homelessness issues present more subtly in rural areas -- in the absence of social housing rental units, some families turn to “couch surfing,” abiding substandard housing, or imposing on family. This has a direct impact on the lives of kids and their chances to build the foundation that leads to success in life.

Increasing Supply

From Success By 6’s perspective, the key is to increase the supply of affordable -- that is economically accessible -- housing units for families. That supply might be increased by construction of new units, as we will see with the City of Kingston’s affordable housing initiative, and also through intensification, renovation and incentives for higher-density housing.

While many people acknowledge the problem, many more may feel it is beyond our capacity to respond. Success By 6 begs to disagree. With a community-wide effort and creativity, we can clarify public understanding and take creative action to increase the affordable housing supply.

Frameworks for Understanding Housing and Homelessness:

Stereotypes confuse understanding. Community residents who believe housing and homelessness issues affect only down-and-out degenerates are missing the point. In our view, the public would benefit from a better understanding of families receiving



government assistance or in need of housing -- understanding that the roots of their housing problems often lie in their circumstances, not in some character flaw or moral failing as makers of their own fate.

As it relates to families and children 0-6, there is a need for better understanding of the continuum of housing, such as:

- Emergency shelters
- Supportive/transitional housing
- Social Housing/Rent Supplement units
- Affordable rental housing
- Market Housing (affordable ownership e.g. Habitat for Humanity)

And the range of housing needs:

- Emergency and transitional (family break-up, domestic violence, fire, job loss)
- Supportive (special needs, mental illness, intellectual or physical disabilities)
- Youth and student needs (shortage of housing)
- Armed forces (aging housing stock and need for affordable housing)
- New Canadians
- Aboriginal (tend to have larger families and lower incomes)
- Accessible/affordable
- Seniors independent living (lack of housing options)

There is also a need for better understanding of the issues around homelessness, and recognition of different types:

- Chronic homelessness
(for individuals with a number of complex issues including mental health, periods of hospitalization, incarceration, possible substance abuse)
- Episodic homelessness
(individuals and families who frequently use shelters for short periods, coming and going according to the season or when they secure a source of income)
- Transitional homelessness
(individuals or families who are homeless for shorter durations in times of economic hardship or temporary housing loss for whatever reason)

Commendable work is being done in this area by non-profit shelters and groups that bring together many providers. United Way/Success By 6 will continue to promote effective co-ordination from a community-wide perspective and work with them on implementation of the Community Plan on Homelessness and Housing Issues in Kingston.



Bringing Modern Models for Affordable Housing to KFL&A:

Success By 6 is prepared to work with housing advocates, social housing officials, developers, builders, landlords and others as a catalyst for

- bringing “modern” models for community housing to KFL&A;
- advancing the agenda as it relates to families;
- investigating the benefits of co-op housing initiatives, distributed locations for affordable housing, as well as new models in Ottawa, Toronto, Waterloo, Hamilton, London, Peterborough and local made-in-KFL&A solutions.

Modern models in housing policy often incorporate tax incentives. It is timely to obtain, support or sponsor a study to look at tax credits for building affordable housing and how they have succeeded in the U.S. (Queen’s and/or policy studies institutes may be able to play a role.) The City of Kingston and other communities are also actively exploring zoning alternatives to stimulate renovation or construction of new affordable housing.

A pilot project is to be undertaken locally to assess the impact of portable rent supplements (also called Housing Benefit Allowances) that can be used by eligible renters for a variety of housing opportunities, not only designated Rent-Geared-to-Income units. While there is a belief this concept will offer renters a bridge to better housing, the approach may offer little hope if there is simply no suitable housing available and/or government sets the subsidies too low to have any real effect in making the required housing economically accessible to families.

The Kingston Model for Affordable Housing and “Strong Start”

On May 31, 2005, Kingston City Council unanimously approved all 44 recommendations of the Kingston Model for Affordable Housing Development, including a strategic vision for affordable housing and a commitment to “building capacity for adequate, affordable and accessible housing through progressive professional services, leadership and developing lasting partnerships to enhance quality of life for all citizens.”

The term “adequate housing” refers to housing in suitable locations offering adequate space, amenities and quality to meet the needs of all residents of the city. “Affordable housing” means affordable within 30% of household income. “Accessible housing” means physically and economically accessible to all residents of the City of Kingston.

Unlike other programs, which provide subsidies for particular rental units, incentives are provided to developers/builders to reduce their capital costs (e.g. by providing public lands) in exchange for their commitment to provide affordable housing. Any person with qualifying income levels would be eligible for the affordable units, regardless of whether they are on the social housing registry or not. An increase in affordable housing could particularly help the working poor. As many as 500 affordable units might be built in Kingston-Frontenac over the next three years, and house as many as one-third of those registered for social housing in that part of the region.



The City has since appointed 9 community representatives to serve through Nov. 2006 on the Affordable Housing Development Committee to guide the implementation phase. United Way/Success by 6 is represented on this committee.

Canada-Ontario Affordable Housing Program - “Strong Start”

Part of this effort, a first wave of funding called “Strong Start” under the new \$602 million Canada-Ontario Affordable Housing Program, is expected to bring 55 new units (\$3.85 million) to Kingston-Frontenac by 2007 and perhaps 15-units (\$1.05 million) to Lennox & Addington. It should be noted that, while this is an important initiative, it will by no means fully address the needs in Kingston, Frontenac and Lennox & Addington.

This initiative was announced in October by the Hon. John Gerretsen. The province has allocated \$24 million to provide \$70,000-per-unit incentives to fast track development of up to 500 affordable housing units ready for construction in Ontario.

Focus on Families

Success By 6 recognizes there is a danger of getting bogged down trying to solve the whole housing and homelessness problem. At the same time, the needs of families are distinct from requirements for seniors or single adults who are also in need. The efforts of Success By 6 will focus on the supply of economically accessible housing for children 0-6 and their families, while working with other interests and concerns for other populations affected by these issues.

For Success By 6 Initiatives on
Housing...see pages 26, 27, 30.



The issues as we see them: Impacts of Poverty...

Our Position:

The impacts of poverty place particular stresses and difficulties in the paths of families trying to give their children a great start on life. In its campaign to help all KFL&A children build a strong foundation for success, United Way/Success By 6 will continue to draw attention to the impacts of poverty in connection with parenting, early learning and family housing.

In a study of Demographic and Risk Indicators for KFL&A from 1991-2001, consultant Robert Fulton noted significant increases in the numbers of the “poorest of the poor.” The number increased 37% in the City of Kingston, with these families representing 20% of all family households. The “poorest of the poor” represented 35-40% of families in various parts of Frontenac and 23% of Lennox & Addington families. In a number of areas, substantial numbers of families spend more than half their income on housing.

Sooner or later, poverty affects every aspect of a child’s chance for success in life. For instance, poverty traps families in housing that is either unaffordable, inadequate to their needs or substandard. And when housing takes a dominating share of household income, families must make deplorable trade-offs -- nutrition is neglected, health care is compromised and learning conditions are disrupted.

Parents of limited means need particular skills for their difficult family circumstances and yet cannot afford child care, travel and other costs to participate in parent education programs. In many cases poverty makes it impossible for them to learn new skills in school or attend job interviews. Early child development programs and similar learning opportunities are beyond reach, and quality time with the child is displaced by the need to deal with the constant stresses and choices of poverty-driven crises.

In such situations, children don’t always get a good start on life.

The issues of poverty have endured through the ages and may be intractable for individual organizations like Success By 6 with its limited budget and specific focus on just the early years, or for many of its partners. But together, through agencies like the United Way serving KFL&A, we can do much to address the impacts of poverty, and to stand up and be counted in pointing to the root cause of so much hardship and misfortune for our children and their families.



Success By 6 Initiatives

The best strategies align action with goals -- in this case, with a community agenda for the success of our kids, starting during their early years from 0-6.

Success By 6 is calling for action in several areas: adopting new norms that embrace the value and importance of our children, encouraging all caregivers to improve their parenting skills, promoting better understanding of housing issues, and increasing the supply of economically accessible housing. Progress in all these areas also requires a response to the impacts of poverty.

Below are a number of initiatives that Success By 6 has set forth as a challenge to itself, the United Way serving KFL&A, service providers and other partners in the community.

Recommendation on ECD

Public Education and Advocacy for Early Learning and Childhood Development:

Success By 6 will assemble a team of leaders from the field and experts in marketing to develop a comprehensive and strategic communications plan that will advance public understanding of the importance and value of early learning and child development, and will advocate for support for these programs.

- In a first step, plans call for experts and leaders in the field to be convened to develop the key messages and understandings that should be promoted throughout the community.
- In a second step, marketing specialists will be asked to consider the identified goals, target audiences and messaging priorities to recommend creative strategies and selection of the best communications channels to establish new norms and widespread commitment to early learning and childhood development activities.
- As part of this initiative, Success By 6 will investigate and consider the benefits of a “red flag” checklist to support service providers, doctors, staff working in clinics and pre-natal programs, counsellors, and many others who touch the lives of children. Such a checklist would highlight key indicators that “flag” where early childhood development opportunities can make a difference.
- Of all the potential target audiences, special attention might be given to engaging employers in support of early learning programs and family-friendly workplaces (e.g. lunchtime programs in the workplace, flexible work arrangements to accommodate participation in ECD programs, unconditional paid leave days, payroll benefits that support parenting and ECD programs).



Recommendation on Child Friendly Test and Culture

Child-Friendly Policy Test and Culture:

The members of the Success By 6 Council of Partners plan to take steps in their own organizations, and as advocates with other organizations and jurisdictions, to create a culture that always applies a child-friendly test to the development of any new policies and regulations.

- As a first step, the Success By 6 Early Childhood Development Opportunities Working Committee will explore best practices where this type of initiative has been applied in other communities (like Ottawa).
- Then a protocol, information kit and presentation package will be developed for use by Success by 6 leaders in their own organizations and to advance their case with policy-makers, government officials, employers and public service organizations.
- Success By 6 would then consider developing a media-relations/publicity program to advocate for child-friendly policies in government, the community, public agencies, corporations and small businesses. Awards and recognition of successful models would be part of this initiative.

Recommendation on Parenting Skills

Public Education and Advocacy for Parenting Skills:

Success By 6 will assemble an all-star team of experts to develop a comprehensive and strategic communications plan to advance public understanding and support for the importance and value of learning good parenting skills.

- This action project's main goal is to help make effective parenting skills universal. That involves making parent skills a social norm or a "should"; emphasizing the methods and value of nurturing; and ensuring parents learn specific skills, such as anger management. A public education/awareness campaign would also aim to make parent education normal; to make it available and accessible to all; and to make participation in it attractive if not mandatory.
- The lessons learned in Public Health promotion indicate that broad educational programs can only sow the seeds -- they don't affect behaviour directly, so action



is needed on more than one level. Public awareness is also a long-term project, and will take 10 years or more to have its full effect.

- In a first step, plans call for experts and leaders in the field to be convened to develop the key messages and understandings about commonly accepted best practices to be promoted throughout the community.
- In a second step, marketing specialists will be asked to consider the identified goals, target audiences and messaging priorities to recommend creative strategies and selection of the best communications channels to establish new norms and widespread commitment to early learning and childhood development activities.
- Without losing focus on the long-term goal to achieve universal parent education, some stop-gap measures will be formulated for immediate implementation. For instance, public awareness and communications activities could start by focusing on communications efforts at key access points such KGH (where 2,100 babies are delivered each year), at childcare centres and Best Start hubs, at schools, public health screenings and the 18-month baby check-up.
- Other tactical initiatives to be considered include:
 - Working with educators and others (Health Unit, YMCA, Parent Alliance etc.) to determine an appropriate curriculum for parent education programs in schools
 - Lobbying the provincial government to approve parenting programs as full-time courses in schools
 - Pursuing parent education through e-learning or broad distribution of CDs or DVDs
 - Promoting the Baby Talk line offered by KFL&A Public Health
 - Convening a roundtable with service providers to talk about the best ways to co-ordinate and align programs from a community perspective

Recommendation on Housing Initiatives

Public Education and Advocacy for Housing/Homelessness:

Success By 6 plans to assemble a team of leaders and experts to develop a comprehensive and strategic communications plan that will advance public understanding and support for family housing initiatives.

Success By 6 has an opportunity to communicate the urgency of housing needs, help clarify understanding of the complex issues involved and develop coherent potential solutions as part of the public debate. Efforts are needed to apply a child-friendly lens to



the public discussion of housing issues and properly frame the concerns and measures of success to reflect the needs of children and families.

Together with its partners, Success By 6 also needs to promote understanding of the housing/homelessness situation and the urgent needs families have for economically accessible housing. Some indicators include the long, slow social housing waiting list (which involves 10% of the market) and its impact on families; the numbers of families in various types of assisted housing; the extremely low vacancy rate for rental accommodation; the high proportion of high-stress renters paying more than 30% of their income on housing; and gaps between levels of social support (e.g. Ontario Works or Ontario Disability Support Program) and typical housing costs (\$785 for a two-bedroom apartment).

A variety of tactics for the public education campaign will be considered, some of which are suggested in the appendix.

Advocating

There is a need to advocate for homelessness prevention programs, easy access to emergency funding for families in crisis, support for children in shelters, more “support” for families in transition (e.g. in shelter system), and support services that are easily accessible.

Advocacy would necessarily involve lobbying senior levels of government. Ultimately the housing shortage and associated problems can be solved only by the federal and provincial governments. Success By 6 would join those lobbying to have more money directed to housing. A push is needed for a reconciliation between what is liveable and the assistance government gives to low income people, be it through programs like Ontario Works or the minimum wage. At present, they are insufficient for what qualifies as affordable housing in the area. CMHC must be lobbied to bring its guidelines on affordable housing closer to the Kingston reality. Finally, efforts should be made to reduce barriers and “red tape,” and streamline the process for making application for affordable housing registration.

Recommendation on Increasing the Housing Supply

ACTION TO INCREASE SUPPLY:

Through advocacy and direct community leadership, Success By 6 will take action to find new, creative solutions to increase the supply of quality, economically accessible housing.

- The first step must be to set targets for an adequate supply of affordable housing, verify the goals, and design the roadmap to achieve those goals. This work will involve developing a coherent community plan that incorporates the “modern” principles outlined previously -- community-based and co-operative housing, distributed locations for affordable housing and a mix of housing affordable at different income levels.

- Secondly -- and this step is already under way -- meetings with developers and builders must be scheduled to identify the obstacles that hold them back from building more affordable housing -- and make the case that it's good for business and good for the community. This meeting (or series of discussions) will focus not only on building new affordable homes or apartments, but also on renovations and other approaches to intensification. A thorough approach would involve looking at costs, rental limitations, initial absorption rates, up-front capital constraints, and sustainability (life cycle costing) for ongoing operating, maintenance and management of housing.
- The community needs to know what to measure -- the availability of affordable housing -- and how to measure it. In the absence of better metrics, vacancy rates, Statistics Canada data on family incomes to indicate affordability of housing at 30% of income, and other objectives measures might be employed.
- Working with housing advocates, social housing officials, developers, builders, landlords and others, Success By 6 plans to be a catalyst for exploring new models in Ottawa, Toronto, Waterloo, Hamilton, London, Peterborough and local made-in-KFL&A solutions. Other initiatives might relate to tax credits, zoning changes in zoning policy and so on.
- Second Suites/Accessory Apartments: Success By 6 could look at the possibilities involved in an effort to amend city-zoning legislation to make it easier for property owners to renovate their homes and create accessory apartments or second suites for tenants
- The Success By 6 Housing Priority Committee will continue to monitor the progress of the Kingston Model for Affordable Housing, providing support and applying influence as required to advance the interests of family housing.
- Given the challenge of this task, it will no doubt be necessary to consider urban and rural housing supply issues in two stages -- an urban plan to be developed first, followed by a rural plan in 2006, which should fit in terms of timing with rural organizations looking at these issues.
- Rural Needs Survey: Success By 6 will take the lead in developing a needs survey for housing in rural areas near Kingston. This would be the first step towards sparking projects to meet the needs.
- Success By 6 recognizes there is a danger of getting bogged down trying to solve the whole housing and homelessness problem. Its efforts will retain a focus on children 0-6 and their families, while working with other interests and concerns for other populations affected by these issues.



Appendices:

Program level action

The United Way/Success By 6 Council of Partners also supports actions at the program level of service providers and working committees. The two following collaborative initiatives are commended for more detailed follow-up at that level.

Program level action - Parent Education

Co-ordination and Access to Parent Education:

In addition to the universality of economic accessibility, there are many other issues and barriers that remain to be addressed if caregivers are to become active participants in parent education programs.

Success By 6, United Way and the working committees will pursue development of a comprehensive action plan to address various access issues noted below.

- **Follow-up:** Convene a Success By 6 Working Committee to consider the following issues:
 - Co-ordination: Parenting programs are offered by many different agencies but should be co-ordinated to avoid duplication, align the range of services with the full spectrum of need, and promote them effectively.
 - Key barriers: There are specific barriers already recognized by Success By 6 that prevent parents from taking advantage of parent education programs, such as a lack of childcare or other alternatives for care-giving while the parent is taking part in a parenting program, or distance/lack of transportation, or expenses that discourage some from attending parenting skills courses.
 - Both the context and content of parenting skills workshops are very important. Parenting approaches that work best in any set of family circumstances will often vary from situation to situation, perhaps according to cultural traditions (both ethnic and socio-economic) or lifestyle (rural/urban; economic level; household formation; risk factors). And parents require different types of content and relate to them differently -- in fact, some content may be alienating.
 - Logistics and formats: For extremely busy and time poor parents, some access issues relate to the scheduling and formats used for parent education -- when and how often workshops are offered, where they are presented, how long

they should be, what style of teaching and what type of content should be employed.

- **Urgent situations:** Success By 6 urges providers to continue to give careful attention to special needs and contexts. Crisis situations can plunge families into new challenges requiring new knowledge, skills or parenting strategies. Administrative tangles can also emerge in the bureaucracy of the system (such as eligibility inconsistencies).
- **Navigating the system:** There are numerous providers and a wide range of programs needed (from parenting workshops designed especially to dads to mainstream workshops to mandatory parent education required by courts or child protection agencies). As a result, parents and caregivers (and even some providers) can have some difficulty in navigating the system -- knowing what's offered when, whether there are waiting lists, suitability of content, and so on.
- **Information sharing:** Access barriers can be addressed in part by improved information sharing and co-ordination among the service providers. Clear communications are also required to ensure accurate interpretation. For instance, some parents see child care subsidies as an aid to employment while others see subsidies as a direct route to stigmatization as "welfare," implying failure as a parent.

Program level action

SUPPORT FOR THOSE AT RISK OF LOSING HOUSING:

While action on this recommendation rests more appropriately with Success By 6 working committees, the United Way, and service providers, the Council of Partners commends efforts being made to review options and develop an innovative plan to support families at risk of losing their housing.

Follow-up: Convene a Success By 6 Working Committee to consider the following:

- **Mentoring:** Allied with financial, parenting and life skills training, Success By 6 could support an innovative mentoring program in which struggling families could be mentored by somebody who has been through such situations.
- **Financial, Parenting, and Life Skills Training:** Success By 6 advocates for a program needed to help families struggling with their housing and life situation, giving them access to financial, parenting, and life skills training. This program could be delivered in conjunction with the Social Housing Registry and various housing providers. It must obviously be voluntary and presented in a sensitive, non-incriminating way. Many people on the housing list are actually quite good

with their money and have excellent parenting skills -- they are simply struggling with housing because of low income. But many could use help.

- **Intervention:** Many families hit a financial crunch -- a person laid off at work; a breadwinner temporarily ill; a child requiring hospitalization with associated costs -- and suddenly they fall arrears in their rent. Intervention before they are evicted can help to stabilize the family:
 - Modified Trusteeships: One possibility is modified trusteehips, in which an outside group negotiates with the landlord over the unpaid rent to develop a payback program, with it supervising payment as soon as employment income or government assistance checks are received by the individual(s).
 - Government Assistance: It would also be ideal -- although it may be fruitless - - to intervene with government officials during the family's crisis. (In our focus group, the story was told of one woman being evicted who couldn't get \$400 help from the government but an official pointed out that if evicted she would be eligible for a \$650 start-up allowance -- and between, would live in a shelter paid for by governments).
 - Third-Party Advice: A third area for intervention would be the ability of third-parties working with families to help a family hasten its chances of receiving housing, because of extenuating circumstances. This was possible in the past, but the current list only gives priority to victims of abuse (and in the fall, more modestly, the homeless). Such intervention can lead to a perception that the list is not fair -- that some people are pulling strings -- but may make it more amenable to families.
 - Financial Help: Success By 6 could work with other groups such as the Kingston Network on Homelessness and Housing (formerly Community Homelessness and Housing Advisory Committee) to provide emergency money for heating this winter for low income families that hit trouble, and extend that to year-round financial assistance for those who run into a sudden crisis, to stabilize tough situations



Success By 6 tackles nine-point plan to give children a great start on life

The United Way/Success By 6 priority paper, called *It Takes a Community to Raise a Child*, not only proposes a series of community priorities but also sets out a nine-point action plan. It supports efforts in Kingston, Frontenac, Lennox & Addington to:

- adopt norms that value development in the early years as the critical foundation for success in life;
- make first-class parenting skills for all caregivers a community priority, supported by a full range of skill-raising opportunities available to all;
- develop new creative solutions to the challenges of family housing and homelessness, increasing the supply of quality, economically accessible housing; and
- recognize that, for our children, the hardships caused by the impacts of poverty could pose some of the most threatening barriers to their success, in their early years as well as later in life.

New Initiatives for Success By 6

1. Public Education and Advocacy for Early Learning and Childhood Development

In KFL&A, we have plenty of work to do to establish the importance of early childhood development as a strong priority in public consciousness. There is some awareness, but not full adoption of the idea that a child's early years are critical to his or her lifelong success. Opportunities for early learning and child development may be appreciated, but they are not yet cherished as an expected and prevailing norm, as a core value celebrated in our social structure, programs and behaviours.

2. Advocacy for a Child-Friendly Policy Test and Culture

For its part, Success By 6 will focus on an effort to ensure that all organizations apply a "child-friendly" test to its rules, regulations and policies.

3. Public Education and Advocacy for Parenting Skills

Despite many excellent parent education programs available in our community, most parents and other caregivers don't take advantage of them. The pursuit of parenting skills should be as normal and expected as taking courses for driving a car, learning the art of fine cabinet-making or training to be a chef. A strong public awareness campaign together with other encouragements and incentives will help us all appreciate there are good reasons to learn, there are formal programs and opportunities to learn, and it's a good thing when society expects it.



4. Program-Level Action to Co-ordinate and Improve Access to Parent Education

Caregivers may strongly desire opportunities to develop skills they need to give kids a great start on life, but other barriers still need attention -- the social intimidation of certain program settings, special content requirements, lack of easy access or transportation to centres, or lack of childcare to free the parent for learning. Different approaches will also be necessary for parent education programs in schools compared to programs designed for older or independent caregivers. For its part, Success By 6 will provide leadership to support a co-ordinated effort at the program level to address barriers to parenting skills programs.

5. Public Education and Advocacy on Housing and Homelessness Issues

We need to make the issue of housing and homelessness a top priority on the community's agenda for action. It will take all the players -- developers, builders, landlords, municipal officials, housing administrators, and providers of transitional housing and shelters.

6. Action to Increase the Supply of Quality, Economically Accessible Housing

Creative local leadership can discover new models and housing solutions that work -- creating an ample supply of affordable housing for families, provided at a mix of household income levels, and at locations distributed throughout the city. Success By 6 will provide direct leadership as a catalyst to set targets and take action to increase the supply of affordable housing.

7. Program-Level Action to Support Those at Risk of Losing Their Housing

Success By 6 working committees, together with the United Way and service providers, will review options and develop an innovative plan to support families at risk of losing their housing. Options include mentoring; financial, parenting, and life skills training; and intervention when families hit a financial crunch and suddenly fall arrears in their rent. Intervention before they are evicted can help to stabilize the family.

8. Public Education and Awareness of the Issue of Poverty in KFL&A

Success By 6 will continue to draw attention to the impacts of poverty in connection with parenting, early learning opportunities, and unavailable, unaffordable or inadequate family housing. Information related to the impacts of poverty would be part of all three public awareness/education campaigns outlined above.

9. Program-Level Action to Address the Impacts of Poverty on Children

At a program level, the United Way will continue its efforts to address this issue through its Community Care Network of agencies.



Key Informants / Sources of Further Information

Many interested and concerned people assisted in the development of this position paper as project advisors, interview subjects, contributors and guides to research. We extend our thanks to the following (and apologies to any we may have missed):

From the United Way/Success By 6 Council of Partners:

- Larry Aitken
- Roy Beechey
- Kathy Burke
- Pam Carr
- Wendy Christopher
- Kim Donovan
- Joanne Fisher
- Ian Gemmell
- Barry Gordon
- Kim Hockey
- Deborah Kearney
- Desirée Kennedy
- Adele Lafrance
- Leanne O'Mara
- Ray Muldoon
- David Remington
- Charlotte Rosenbaum
- Gillian Sadinsky
- Robert Seaby
- Mark Segsworth
- Ron Sharp
- Bruce Stickle
- Bhavana Varma
- John Wright

Key Informants and Discussion Group Participants:

- Jay Abramsky
- Susan Andrew-Allen
- Carynne Arnold
- Michelle Bardt
- Tracy Brett-Kish
- Lee Campbell
- Cathy Cleary
- Pamela Ann Cornell
- Michelle Cunningham
- Chuck Dowdall
- Diane Dowling
- Terri Fleming
- Greg Grange
- Marilyn Haskell-Armstrong
- Dave Jackson
- Pam Kent
- Mila Kolokolnikova
- Wanda Kring-Silver
- Susan Leslie
- Alison Lines
- Jo-Anne Maltby
- Jillian Manning
- Kim McCormick
- Jeanette Melo
- Anne Mitchell
- Joanne Monroe-Cape
- Greg Moon
- Stafford Murphy
- Jayne Negus
- Debbie Nesbitt-Munroe
- John Osborne
- Prof. Ray deV. Peters
- Krista Pretty
- Hersh Sehdev
- Donna Stephenson
- Jamie Swift
- Lance Thurston
- Sandra Weston
- Suzanne Weir
- Mike Wiley



Programs

As part of this project, the consultants were asked to develop a comprehensive outline of what exists in KFL&A to serve the needs of children ages 0-6 years, their parents and caregivers in relation to:

- Housing and its impact on families and children aged 0-6;
- Expanding opportunities for early learning and development; and
- Parenting and ways to enhance parenting skills.

(Note: Additional details on programs are available from the project files.)

Housing:

An inventory of Homelessness and Housing in Kingston (2004):

Shelters (in 2003, total bed nights was 19,857, accessed by 905 persons)

- Dawn House Women's Shelter (10 beds)
- Harbour Light Centre (The Salvation Army 24-hour hostel - 8 beds)
- In From the Cold / Home Base (24 beds, seasonal overflow shelter)
- Kingston Interval House (25 crisis beds)
- Kingston Youth Shelter (8-18 beds, according to staffing)
- Ryandale Shelter (11 beds)

Transitional Housing

- Frontenac Community Mental Health (73 beds in 13 locations)
- Home Base - Youth Net (13 bedrooms)
- Joyce Detweiler Half-way House / Elizabeth Fry (accommodates 10)
- Portsmouth Community Correctional Centre (30 beds)
- St. Lawrence Youth Association (10 beds)
- St. Lawrence Youth Association Sundance (10 beds)

Co-operative Housing

- Cataraqui Cooperative Homes (26 town homes with 2-3 bedrooms)
- Kingston Cooperative Homes (95 townhouses)
- Lois Miller Cooperative Homes (84 apartments)
- Science '44 Co-op (20 houses for 150 students)

Supportive Housing (short/medium term)

- Almost Home (9 units)
- Bridge House I (10 units)
- Bridge House II (10 units)
- Geaganano Residence (17 beds serving West James Bay aboriginal community)
- Harbour Light Centre, Residential Treatment Program (110 men/5774 program nights)
- Home Base - Youth Net Medium Support



Supportive Housing (long term)

- Christian Horizons (17 beds)
- Home Base Core Program (20 one-bedroom apartments and 7 shared houses)
- Homes Are Us Kingston (HARK -- new start-up)
- Kaye Healey Homes / Elizabeth Fry (37 RGI supportive units in 14 locations)
- Community Living Kingston - Home Sharing (housing for 25)
- Community Living Kingston - Residential Program (housing for 45 in 10 locations)
- Ongwanada - Community Residences (24 accessible community residences)
- Ongwanada - Home Share (61 spaces)
- Ongwanada - Supported Independent Living
- PCCC Endymion Project (services for clients in 10 accessible apartments)

Not-for-Profit Housing

- Habitat for Humanity (three houses built as of 2004)
- Phoenix Homes Kingston (5 family apartments and a one-bedroom)
- Porto Village (50 units with 1-3 bedrooms)
- Kingston and Frontenac Housing Corporation (1,462 subsidized units; administers Social Housing Registry for 2,350 units)
- Town Homes Kingston Municipal Non-Profit Housing Corp. (397 units - varied)
- 780 Division/CMHC (107 units with 1-3 bedrooms)
- Tipi Moza / Iron Homes (17 houses)

Access to Housing

- Corporation of the City of Kingston - Housing Division
- George Masoud Benevolent Fund
- Housing Help Centre - Home Base Housing
- Door Ways Fund - Home Base Housing
- Volunteer and Information Kingston
- Kingston Not-for-Profit Housing Association
- KFL&A Community Care Access Centre
- Queen's University Apartment and Housing Service
- The Salvation Army Tenant Assistance Program

Housing - Lennox & Addington:

- Prince Edward-Lennox & Addington Housing Corporation
- Appanea Wynds Non Profit Housing Corporation
- Napanee Housing Corporation
- Odessa Non Profit Housing Corporation
- URCA Housing Corporation

KFL&A Early Learning/Child Development and Parenting Skills

- 1-2-3-4 Parent (Perth Road Public School)
- Aboriginal Home Visitor
- Active World Children's Centre
- Adoption Resource and Counselling Services (Kingston)



- Algonquin & Lakeshore Catholic District School Board
- Allen Detweiller Nursery School
- Almost Home
- Amherstview Day Care Centre (LARC)
- Ateliers en français sur l'art d'être parent (OEYC)
- Autism Society of Ontario
- Bay Park Children's Centre
- Bayridge Alliance Church - Vacation Bible School Camp
- Bayridge Drive Childcare Centre
- Best Start Networks in Kingston, Frontenac and Prince Edward-Lennox & Addington
- Better Beginnings for Kingston Children (Parent-Child Interaction Program, Prenatal Education, Prenatal/Infant Programs, Encouraging Parents Kingston)
- Better Beginnings, Better Futures provincial research project through Queen's
- Big Brothers Association of Kingston and District Kingston
- Big Sisters Association of Kingston and District
- Boys and Girls Club of Kingston & Area
- Brock Street Programs After Learning
- Building Blocks Nursery School
- Bunny Hat Daycare
- Camp Outlook Kingston
- Canada Safety Council, Babysitting Course (Amherstview)
- Canadian Forces Base Kingston, Psychosocial Health Services, Base Social Work Office Canada Revenue Agency, Tax Services Office, Canada Child Tax Benefit
- Canadian Hearing Society, Kingston Regional Office, Parent Resource Program
- Canadian Mental Health Association, Kingston Branch
- Central Frontenac Community Services Corporation (Baby Talk Drop-in, Children's Services, Family Services, Food Security, Licensed Home Child Care, Grandfriends, Parent Resource Lending Library, Transportation, Welcome to Newborn)
- Children Visiting Prisons-Kingston Inc.
- Circle of Friends Day Care Centre (Kingston)
- City of Kingston Social Services Division
- City of Kingston, Community Services (Children's Services; Homemaking Services; Positive Recreation Opportunities(PRO) for Kids; Programs, Events and Aquatics, Camp Cataraqui; Wally Elmer Youth Centre)
- Clothes for Kids Campaign, Corus Entertainment
- Community Care Access Centre (CCAC) Child & Family Team
- Community Living - North Frontenac Sharbot Lake
- Community Living Kingston
- Complex Co-operative Nursery School (Kingston)
- Corner Clubhouse Day Care (Kingston)
- Cows for Cardiac Kids Elgin
- Debwaiwin Bimaadiziwin Aboriginal Association (Kingston)
- Early Years Coalition
- Early Years Coalition
- Easter Seal Society, Ontario, South Eastern Region
- Extend-a-Family Kingston



- Focus Group Developmental Services
- Food Sharing Project (The) Kingston
- Fort Henry Heights Skating Club Kingston
- Foster Parents Plan of Canada
- Frontenac Children's Aid Society
- Frontenac Club Day Care Integration Program
- Frontenac Community Mental Health Services
- Frontenac County Child Care Centre (Catarauqui Woods PS, Centennial PS, Elginburg PS, Glenburnie PS, J.R. Henderson PS, Lancaster Drive PS, LCVI, Loughborough PS, QECVI, R. Gordon Sinclair PS, Rideau Heights PS, Rideau PS, Welborne Ave. PS)
- Frontenac County Child Care Centre (Kingston)
- Fun Family Math (OEYC - Hudson Drive)
- Garderie Croque Soleil, La (Kingston)
- Garderie Educative de Kingston, La (Kingston)
- Girl Guides of Canada
- Going Onward (Kingston)
- Good Discipline, Good Kids (Storrington Centre)
- Greater Napanee Department of Parks, Recreation and Culture
- Greater Napanee Gymnastics Club
- Greater Napanee Soccer Club
- Harrowsmith Preschool
- Helen Tufts Nursery School (Kingston)
- High Hopes Day Care (Kingston)
- Hotel Dieu Hospital -- Child and Adolescent Psychiatry Kingston
- Hotel Dieu Hospital -- Child Development Centre
- Hotel Dieu Hospital -- Department of Speech and Audiology
- Hotel Dieu Hospital -- Mental Health Services
- Hotel Dieu Hospital, Child Development Centre, Infant Development Program
- Hotel Dieu Hospital, Children's Outpatient Centre
- Hotel Dieu Hospital, Family Court Clinic
- Hotel Dieu Hospital, Winter Coat Drive
- How to Talk So Kids Will Listen (BBKC)
- John Howard Society of Kingston and District Kingston
- Katarokwi Native Friendship Centre, Aboriginal Positive Parenting Circle (Kingston)
- KFL&A Children's Services Steering Committee
- KFL&A Community Care Access Centre (Northbrook)
- KFL&A Public Health - BabyTalk
- KFL&A Public Health - BabyTalk Drop-ins
- KFL&A Public Health - Healthy Eating: Food for You, Food for Two
- KFL&A Public Health - Healthy Families (Breastfeeding, Child Safety, Dental, Family Violence; Healthy Babies, Healthy Children; Healthy Pregnancy; Infant Hearing Program; Nutrition; Planning a Pregnancy; Postpartum Adjustment Disorder; Speech-Language Program)
- KFL&A Public Health - Parenting Programs, Love, Laughter & Learning (Hello Baby!, Introducing Solids to Your Baby, Toddler & Preschool Nutrition)
- KFL&A Public Health, Speech and Language Preschool Services: Early Expressions
- KFL&A United Way



- KFL&A Wraparound Napanee
- Kids Have Stress, Too! (CFB Community Centre)
- Kids Help Phone, Parents Help Line (Toronto)
- Kidswatch, Anti-Bullying Hotline Napanee
- Kin Family Centre Kingston
- Kindermusik with Alison Gowan Kingston
- Kingston & District Safety Council Kingston
- Kingston Action Against Domestic Assault
- Kingston Aeros Trampoline Club Kingston
- Kingston Alliance Church, Storehouse of Hope Kingston
- Kingston Archery Club Westbrook
- Kingston Baseball Association Kingston
- Kingston Blue Marlin Swim Club Kingston
- Kingston BMX Association Kingston
- Kingston Community Health Centre (formerly North Kingston Community Health Centre)
- Kingston Day Care Incorporated (Collins Bay Child Care Centre, Private Home Child Care Program, Rideau Child Care Centre, St. Martha Child Care Centre, Trillium Child Care Centre)
- Kingston Entitlement Access Program (KEAP)
- Kingston Family Literacy Centre
- Kingston Family YMCA (Babysitting Training Course; Beechgrove Campus; Child Care Centre; Child Care Services; Nursery Schools - St. Matthew's, Wright Crescent; School-Age Care Programs)
- Kingston Field Naturalists, Kingston Junior Naturalists Kingston
- Kingston Frontenac Public Library (Children's/Youth Services, Main Branch, Calvin Park, Cloyne, Hartington, Isabel Turner Branch, Kingscourt, Ompah, Pittsburgh Branch, Plevna, Storrington Branch/Sunbury, Sydenham, Wolfe Island)
- Kingston General Hospital, Child Life Program Kingston
- Kingston General Hospital, Hemophilia Comprehensive Care Clinic Kingston
- Kingston Gymnastics Club
- Kingston Interval House
- Kingston Learning Centre Inc.
- Kingston Literacy, Family Literacy Centre, Reading and Parents Programs
- Kingston Military Family Resource Centre Inc., Children's Services
- Kingston Minor Ball Hockey League Kingston
- Kingston Minor Hockey Association Kingston
- Kingston Montessori School Kingston
- Kingston Police
- Kingston Synchronized Swim Club Kingston
- Kingston/Napanee Track and Field Club Kingston
- La Leche League of Kingston
- Lamplighter Preschool - Napanee
- Land O' Lakes Community Services (Northbrook)
- LARC Before and After School Care (Amherstview PS, Fairfield PS, Bath PS, Odessa PS, Centreville PS, Tamworth PS)
- Lemmon Equine Services Centreville
- Lennox & Addington County - Ontario Works



- Lennox & Addington Family and Children's Services (Napanee, Amherstview, Family Support Program, Parenting Programs)
- Lennox & Addington Interval House (Napanee)
- Lennox & Addington Resources for Children/LARC (Resource Teaching Program; Home Child Care Program, Amherstview Day Care, Camden Community Daycare, Home Child Care Napanee, Millcreek Childcare Centre; Parenting Programs -- Kids Have Stress, Too!, Nobody's Perfect, Parenting with the Zap Family, You Make the Difference - Parent-Child Interaction Program)
- Limestone Advisory for Child Care Programs (Kids' Care Network, Limestone Nursery School, The Kids' Place Early Childhood Centre)
- Limestone District School Board
- Limestone Mediation, Parenting Programs, Putting Children First (Kingston)
- Little Angels Child Care Centre (Kingston)
- Lori Dupuis & Jayna Hefford's Female Hockey School Amherstview
- Loyalist Gymnastics Club Kingston
- Loyalist Township Minor Hockey Amherstview
- Loyalist Township Minor Soccer Association
- Loyalist Township, W.J. Henderson Recreation Centre (Amherstview)
- Loyalist Winter Club Amherstview
- Maky Ukrainian Dance Ensemble Kingston
- Maplecrest School Kingston
- Martha's Table Kingston
- Mental Health Alliance
- Ministry of Children & Youth Services / Ministry of Community & Social Services Ministry of Health and Long-Term Care
- Mohawks of the Bay of Quinte Tyendinaga Mohawk Territory
- Municipal Services Manager Kingston/Frontenac
- Municipal Services Manager Lennox & Addington
- Nannies & Sitters for Families Canada Inc. (Kingston)
- Napanee and District Figure Skating Club Napanee
- Napanee District Minor Hockey Association Napanee
- Napanee's Head Start Child Care Centre
- Northern Frontenac Community Services Corporation (Sharbot Lake)
- Northern Frontenac Community Services Corporation, Ontario Early Years Centre/The Child Centre, Day Care Centre, Nursery School, Playgroups, School Age Programs, Parent and Caregiver Education Programs)
- Oakwood Pre-School Educational Centre (Kingston)
- Old MacDonald Day Care Centre (Kingston)
- Ongwanada (Kingston)
- Ongwanada, Community Behavioural Service, Kingston and Sharbot Lake
- Ongwanada, Kinsmen Rehabilitation Centre, Therapeutic Pool
- Ongwanada, Residential and Respite Services (Community Residence, Home Share, Supported Independent Living Programs Kingston)
- Ontario Association of Child and Youth Counsellors, Kingston Branch (Harrowsmith)
- Ontario Early Years Centre (North, Central and South Frontenac Townships, Northern Frontenac Community Services Corporation, The Child Centre Sharbot Lake)
- Ontario Early Years Centre- LARC (L&A)
- Ontario Early Years Centre- The Child Centre (Frontenac)



- Ontario Early Years Centre, Kingston & the Islands (Parenting Programs, Kids Have Stress, Too!, You Make the Difference - Parent-Child Interaction Program)
- Ontario Ministry of Children and Youth Services
- Ontario Ministry of Community and Social Services (Ontario Disability Support Program, Employment Support Program, Income Supports, Social Benefits Tribunal / Social Assistance Review Board)
- Ontario Ministry of Community and Social Services and Ontario Ministry of Children and Youth Services (Assistance For Children With a Severe Disability, Special Services at Home)
- Ontario Ministry of the Attorney General (Family Court, Victim/Witness Assistance Program - Kingston, Napanee)
- Operation Warm Feet Kingston
- Pathways for Children and Youth (Amherstview, Sydenham, COPE Kingston, Kingslake, Napanee, Northbrook, Portsmouth, Sharbot Lake)
- PELA Early Learning Advisory Committee
- Pittsburgh Softball Association Kingston
- Pladec Day Care Kingston
- Playtrium, Indoor Family Activity Centre (Kingston)
- Pottery Classes
- Prevention Awareness for Life - Helping Children Make Healthy Choices, Providing Support for Parents and Families (Kingston)
- Prince Edward Lennox & Addington Social Services, BIBS
- Prince Edward-Lennox & Addington Social Services Department (Napanee)
- Progress Fitness & Aquatic Centre (Kingston)
- Queen's Day Care Inc., Queen's Infant and Toddler Centre
- Raspberry Ridge Farms (Newburgh)
- Right From The Start (OEYC - Hudson Drive)
- Rob Roy Pipe Band and Highland Dancers Kingston
- Rocking Horse Day Care Kingston
- Rotary Club (Napanee, Cataraqui-Kingston, Kingston)
- Royal City Soccer Club Kingston
- Rural VISIONS Home Child Care Program (Sydenham)
- Salvation Army, Community and Family Services (Christian Summer Day Camp, Christmas Basket Program, Supervised Access Centre)
- Salvation Army, Family Services (Napanee)
- Salvation Army, Family Services, Christmas Basket Program (Napanee)
- Scouts Canada
- Seabrooke Stables Kingston
- Siblings Without Rivalry (Wolfe Island EYC)
- Social Development Canada (Disability Benefits, Income Security Programs)
- Social Planning Council of Kingston & District
- Softball Napanee
- Something Special Children's Centre (Kingston)
- South Frontenac Summer Programs (Loughborough District/Sydenham, Portland District/Verona)
- St. John Ambulance Association, Kingston, 66 C Cadet Division Kingston
- St. Lawrence Youth Association
- Starlight Starbright Children's Foundation (North York East)



- Stone Mills Skating Club (Tamworth)
- Storrington Minor Softball - Battersea & Inverary
- Stress at Christmas (OEYC - Hudson Drive)
- Success by 6
- Sunnyside Children's Foundation (Kingston)
- Sydenham Preschool Program
- Sydenham Softball Association Sydenham
- Task Force - Rural Frontenac Child Care Needs
- Trillium Gymnastics Club (Kingston)
- Verona/Hartington Softball Association
- Violence Against Women
- Wee Watch Private Home Day Care (Kingston)
- West End Children's Centre (Kingston)
- West Kingston Skating Club Kingston
- Westbrook United Church, Clothing Depot
- Whistle Marsh Day Care (Kingston)
- Windswept Equestrian (Yarker)
- Wolfden Farm Odessa
- Women's Art Festival Kingston
- Yellow Bike Action Kingston
- You and Your Toddler (Salvation Army)
- Young Artists of Kingston, Art Attack Kingston



Success By 6 Council of Partners

Mr. Michael Schmidt	<i>Algonquin & Lakeshore Catholic District School Board</i>
Ms. Joanne Fisher	<i>Algonquin & Lakeshore Catholic District School Board</i>
Ms. Kathy Burke	<i>Assurant Solutions</i>
Mr. Lloyd Fleming	<i>BMO Bank of Montreal</i>
Mr. Bruce Stickle (Past Co-chair)	<i>BMO Bank of Montreal</i>
Col. Larry Aitken	<i>Canadian Forces Base Kingston</i>
Mr. Elwin Derbyshire	<i>Canadian Tire, Cataraqui</i>
Mr. Matthew Derbyshire	<i>Canadian Tire, Cataraqui</i>
Mr. Ray Muldoon	<i>Children's Aid Society</i>
Mr. Lance Thurston	<i>City of Kingston</i>
Mr. Mike Ferguson	<i>Corus Entertainment</i>
Ms. Nancy Stableforth	<i>Correctional Services Canada</i>
Ms. Elizabeth Fulton	<i>County of Frontenac</i>
Mr. Larry Keech	<i>County of Lennox & Addington</i>
Dr. Nicolas Cudre-Mauroux	<i>E.I. du Pont Canada Company</i>
Mr. Doug Hogeboom	<i>Empire Financial Group</i>
Mr. Hugh Graham	<i>Hotel Dieu Hospital</i>
Ms. Leanne O'Mara	<i>J.E. Agnew Food Services Ltd.</i>
Dr. Ian Gemmill (Co-Chair)	<i>KFLA Public Health</i>
Mr. Joseph de Mora	<i>Kingston General Hospital</i>
Chief Bill Closs	<i>Kingston City Police</i>
Mr. Ken Koyama	<i>Kingston This Week</i>
Mr. Fred Laflamme	<i>Kingston Whig Standard</i>
Ms. Desirée Kennedy (Co-Chair)	<i>KPMG Chartered Accountants</i>
Mr. John Wright	<i>K-ROCK 105.7</i>
Mr. Ron Sharp	<i>Limestone District School Board</i>
Ms. Karen Sutherland	<i>McDonalds Family Restaurants</i>
Mr. Roy Beechey	<i>Ministry of Community & Family Services, Ministry of Children & Youth Services</i>
Mr. Roland Billings	<i>Novelis Specialty Products</i>
Mr. Robert Seaby	<i>Ongwanada Resource Centre</i>
Ms. Cathy Dunne	<i>Providence Continuing Care Centre</i>
Dr. Karen Hitchcock	<i>Queen's University</i>
Ms. Joan Carstairs	<i>Royal Bank Corporate Office</i>
Dr. John Cowan	<i>Royal Military College</i>
Mr. Geoff Moore	<i>Scotiabank</i>
Mr. Chris Whittaker	<i>St. Lawrence College</i>
Ms. Bhavana Varma	<i>United Way serving KFL&A</i>

Success By 6 Leadership Committee

Ms. Pam Carr	<i>KFL&A Public Health</i>
Ms. Wendy Christopher	<i>Better Beginnings for Kingston Children</i>
Dr. Ian Gemmill	<i>KFL&A Public Health</i>
Mr. Barry Gordon	<i>Gordon's Auction & Estate Settlers</i>
Ms. Kim Hockey	<i>United Way serving KFL&A</i>
Ms. Desirée Kennedy	<i>KPMG Chartered Accountants</i>
Mr. Dave Remington (Chair)	<i>KFL&A Children's Services Steering Committee</i>
Ms. Charlotte Rosenbaum	<i>Charlotte Rosenbaum, Consulting Services</i>
Ms. Gillian Sadinsky	<i>Deangelis+Street+Sadinsky Communications Specialists</i>
Ms. Bhavana Varma	<i>United Way serving KFL&A</i>



United Way

United Way
417 Bagot Street
Kingston, ON K7K 3C1
(613) 542-2674
www.uway.kingston.on.ca