



# Coming Together

Building a Hopeful Future  
for Children and Youth  
in Windsor-Essex County







“When we recognize our purpose as being something bigger than all of us, we will truly understand the importance of service leadership to create an impact.”  
– Dr. Bernice A King

## Land Acknowledgement

ProsperUs would like to begin by acknowledging the land on which we gather is the traditional territory of the Three Fires confederacy of First Nations, comprised of the Ojibway, the Odawa and the Potawatomie.

## Acknowledgement

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# REPORT SUMMARY

In September 2018, a group of system leaders in our community stepped forward and publicly announced that they were going to begin working differently. They formed a collective called ProsperUs, and together started a process to implement a Cradle to Career strategy in our community to ensure that every child and youth has an opportunity to be successful.

ProsperUs, a collective of community partners from non-profit, government, health care, education, labour, business and inspired residents holds a vision to transform the conditions and capacity in our region to dramatically improve the outcomes for children and young people of Windsor-Essex County, from the time they are born until they complete post-secondary education and enter the workforce full-time – Cradle to Career.





Gathering Information



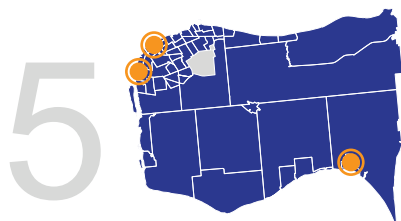
Data Walks



Sharing Data



Street Outreach Teams



Three Key Neighbourhoods Identified

Together we will implement this vision through a neighbourhood-based Cradle to Career strategy that wraps supports around children, youth and their families where they are needed most. Cradle to Career partners value equity. Working with an equity lens means that some kids in certain neighbourhoods need more help than others in order to level the playing field. This means targeting investments and supports in communities that need it most based on and supported by data. With a focus on quality and results, these supports will ensure that children and youth are successful at key measurable milestones. This enables the community to track progress over time to continuously improve our work and outcomes, and leverage individual successes to enhance impact at scale with the goal of measurably transforming community conditions.

Over the past 10 months, ProsperUs partners have been working, listening and gathering information about the challenges facing our community. An unprecedented process was undertaken which saw institutions sharing data on key indicators for our entire region at a neighbourhood level. Initial community engagement processes were undertaken using innovative approaches like Street Outreach Teams and Data Walks. These shared experiences and data were used to construct an index for the City of Windsor and the County of Essex. The indices include 20 neighbourhood-level indicators consisting of demographic, economic, health, education and civic and safety outcomes. Once compiled, the data was ranked and key neighbourhoods were identified based on the level of need. Three clusters of neighbourhoods emerged – **Downtown Windsor, Leamington and West Windsor.**



**“ Let us make  
our future now, and  
let us make our dreams  
tomorrow’s reality. ”**  
– *Malala Yousafzai*

These three neighbourhoods face some of the greatest barriers to children and youth success in our region. Some examples of these barriers include high rates of poverty and lower concentrations of community wealth, poorer educational attainment and outcomes, evidence of poorer health outcomes, concentrations of potentially vulnerable demographic groups like single parents and higher rates of youth crime.

This report is the launch pad for an intensive neighbourhood-based engagement process. This process will engage children and their families, and span the next year and a half to more deeply understand the challenges that they are facing. Then, in partnership, they will co-design custom solutions for their neighbourhood needs.

The following pages tell the ProsperUs story and share the work that has been undertaken to date. The report also breaks down some of the challenges for our community and shares the data-driven process that was used to determine the neighbourhoods that ProsperUs will be focused on for the next stage of our work. Only by working differently can we build a more prosperous community for everyone in Windsor-Essex County.

This work is broadly supported by United Way/ Centraide Windsor-Essex County as the backbone organization for ProsperUs.



# PROSPERUS CHAIRS





## Jim Inglis

**(Co-Chair) Regional Vice President, Bank of Montreal**

I have been in the banking industry for over 20 years, which has given me the privilege to serve customers and lead teams in various communities across Ontario. In my current role as Regional Vice President, Bank of Montreal, I look at our region in Windsor-Essex and I see an opportunity to bring together human beings from various stakeholders to improve the lives of children and youth from Cradle to Career.

By taking bold actions to make a difference and challenging the status quo I am inspired by what we can accomplish when we are united! I am committed to ProsperUs and I am confident that its values, mission and vision will guide our decisions and actions in the spirit of doing the right thing in our region, understanding that it will not always be easy. We all play a role in making Windsor-Essex a vibrant destination full of pride and diversity. Please join us in this pursuit.



## Janice Kaffer

**(Founding Co-Chair) President & Chief Executive Officer, Hôtel-Dieu Grace Healthcare**

Over 30 years ago I became a Registered Nurse in Ontario. Over the years my career took me into many places and many different jobs. My current role as the CEO and President of Hôtel-Dieu Grace Healthcare is one that is the culmination of my learnings and my experiences along the way.

I have learned that health is much more than the care we receive from the system I work in. Your health and mine depends on the things we call social determinants – factors like income, access to transportation, education, family status, language and how well a community supports its citizens.

Here in Windsor-Essex we need to do more to ensure that all our citizens have health in the broadest terms. That's why I am committed to ProsperUs and why I believe in what we are doing here.



## Noah Tepperman

**(Founding Co-Chair now Past Chair) Secretary/Treasurer, Tepperman's**

In 2016 my friend Adam Vasey changed my life. He and Paul Schmitz introduced us to Collective Impact, a form of collaboration which gathers a community's different sectors to solve large complex problems. Authentic communication; shared goals; refocused priorities: could this, they asked, be used to transform our community's experience of poverty?

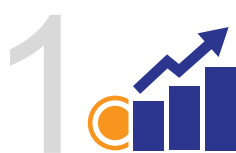
The ideas that poverty couldn't be solved in isolation, that we could gather around a shared vision for our future which we could create that future by committing to the possible rather than settling for the probable, compelled us to act. We invited others to 'throw their hats over the wall' and join in that transformation.

Today we're ProsperUs, dedicated to realizing that vision where all youth have the opportunity and support to succeed from cradle to career. Every day new voices join this conversation. We invite you to add yours.



# WHY PROSPERUS EXISTS

The Windsor-Essex region has a long history of generously supporting causes and helping those in need – with many individuals, groups, agencies, public and private-sector partners contributing their time, talent and treasure to improving people's lives. Some challenges are too difficult to overcome in isolation and require new, more robust ways of working to solve the complex problems our neighbourhoods endure. Research around the world has shown that substantial long-term progress for communities is achieved through improved conditions for children and youth, creating **economic mobility**.<sup>i</sup>



The Opportunity Insights Institute at Harvard University, which examined 30 years of tax data from the United States and tracked child outcomes, clearly found a connection between where the child grew up and their future economic opportunity.<sup>ii</sup>



When the study was replicated in Canada, similar trends were found.<sup>iii</sup>



By providing a foundation of supports, ProsperUs is aiming to improve educational and career outcomes and – over the long term – create economic mobility that supports both children and their families.

## ProsperUs – A New Partnership

As we move into the next stage of our work with identified neighbourhoods, new opportunities to join this exciting work will emerge. We commit to engaging youth, their families and residents in meaningful ways to ensure their input and needs are at the centre of our work in designing solutions. We will be seeking out individuals and organizations from a variety of backgrounds, perspectives and communities to join the ProsperUs Leadership Council and its network of community tables. A full membership list of ProsperUs and its committees can be found at the end of this report.

“I never thought there was so much poverty in one area, especially an area where I live or hang out... it's messed up.”  
– Young person at West Windsor Data Walk

## Origins of ProsperUs

Pathway to Potential (P2P) was launched in 2008 by Windsor Mayor Eddie Francis and County Warden Nelson Santos as the municipal poverty reduction strategy for Windsor-Essex County. In early 2016, the P2P Coordinator secured funding from the Ontario Trillium Foundation to explore the use of a collective impact approach to address poverty in Windsor and Essex County. In January 2017, P2P was transformed when the City of Windsor integrated the local research and awareness with administration of regional community and recreation programming. This transformation brought an end to the community engagement work of P2P and it moved forward – endorsed by City Council – as a comprehensive municipal P2P Social Investment Plan, which continues to be a thriving partner in community efforts to address poverty through social investments.

ProsperUs emerged as one of the P2P initiatives, which convened a table of 10 leaders from the region through the support of the Ontario Trillium Foundation. This group came together to tackle a complex problem in our community and leveraged the Collective Impact model to create a more prosperous community for all.

As this work progressed, Statistics Canada was releasing 2016 census data. It reported the Windsor **Census Metropolitan Area (CMA)** was home to one of the highest child poverty rates in Canada.<sup>iv</sup> With this data in hand, United Way – having just celebrated 70 years in Windsor-Essex County – was undertaking a new strategic plan. After several months of consultations and research, United Way emerged and was endorsed by their Board of Directors with a vision that focused on systematically tackling the

barriers to opportunity for the most vulnerable youth in our region. For many years, United Way supported children and youth (as well as their families) to ensure their educational challenges could be overcome to set them on a path of career success. But this new vision came with the recognition that this challenge was too large for United Way to tackle alone.

United Way and ProsperUs came together to create a **Cradle to Career (C2C)** vision for our community. In May 2018, the first formal ProsperUs Leadership Council meeting was convened, led by co-chairs Janice Kaffer and Noah Tepperman, with United Way assuming the role of the **backbone** organization. By September of 2018, the C2C vision was presented to the community through a media event supported by the multi-sectoral Leadership Council including the Mayor for the City of Windsor and the Warden for the County of Essex with the intention to release a Neighbourhood Index Report at a later date. In March 2019, Jim Inglis was elected to the co-chair role as Noah Tepperman moved into the past chair role. This report is the culmination of over a year of work by 45+ partners. It is the first step in a much longer journey to systemic change, dismantling barriers and creating a more prosperous Windsor-Essex County for all residents.

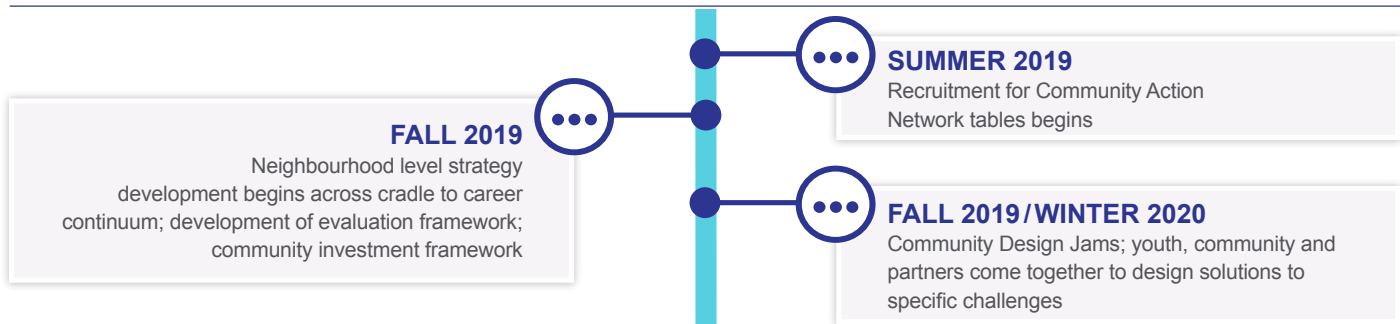
On the following page you will see a high-level roadmap for ProsperUs moving forward with the ultimate goal of having interventions at each milestone by 2021. This report is the culmination of ProsperUs' work in the Research and Awareness Building Phase and we are now preparing to enter Phase 2 to engage the community and develop solutions to our community's challenges.

## Our Road Map

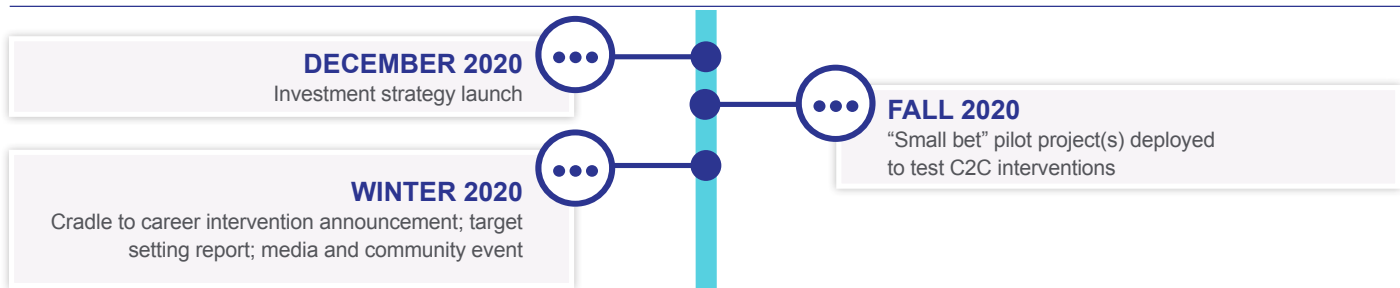
### 1 Research & Awareness Building | MAY 2018 – JULY 2019



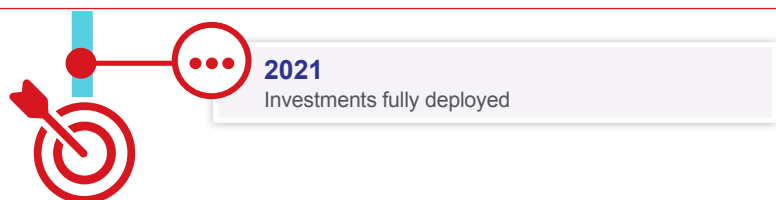
### 2 Development & Engagement | JULY 2019– JUNE 2020



### 3 Aligning Investment for Impact | JUNE 2020 – DEC 2020



### 4 Implementation | 2021



**NOTE:** Personas are fictional profiles based on real life circumstances of children and youth across Essex County. They are expressed from the point of view of the fictional individuals, and they remind us of the challenges, strengths, and desires of the young people that we need to help as we build out a Cradle to Career strategy. They also help tell the story of the untapped opportunity and potential in our community. See What We Heard section on [page19](#) to learn more.



## Meet Aaliyah

**Age:** 6 years old

**Education:** Elementary school student

**Fun facts:** Loves Halloween, and playing at playgrounds and different parks

Aaliyah is an elementary school student who loves playing at playgrounds and different parks, but she often hears her dad complain about chemicals in the air and how it's hard for him to breathe with his asthma. Aaliyah's favourite holiday is Halloween. She loves dressing up and trick-or-treating. Her and her Dad's goal this Halloween is to trick-or-treat from one end of Windsor-Essex to the other. Aaliyah has trouble making friends in school because she is shy, but her imaginary friends and stuffies make her feel safe and calm.

## Favourite things

Aaliyah recently moved with her Dad from Toronto to Windsor. Aaliyah enjoys being a child and going to her new school. The kids seem friendlier in Windsor than when she went to school in Toronto. Aaliyah misses her mom, who stayed in Toronto when her parents separated. She loves it when her mom and step-brother come from Toronto to visit her; they like to go to the movies and Sky Zone Trampoline Park. She likes how much time she is able to spend with her Dad, because he doesn't work all the time like he did in Toronto.

## Difficulties

Aaliyah lives in a smaller apartment in Windsor than she did in Toronto, which she doesn't like because there isn't as much space for her to run around.

She is upset that she doesn't have her pets anymore either. Her stuffies help but they're not the same. Aaliyah used to take swimming lessons in Toronto, but hasn't been able to take lessons in Windsor. Her dad says the taxi costs too much and it's too cold to walk to the pool in the winter. Aaliyah likes that her mom visits her but she misses seeing her more often, and she wishes she had another girl in her house.

## For Aaliyah, "better" would mean:

- Spending more time with her dad doing fun activities together (like swimming lessons)
- Having places to do sports and other hobbies that are close to her house, and that her dad can afford
- Having playgrounds and sports fields close to her home
- Being able to play with a pet
- A park closer to her house that she could walk to



# WHY CRADLE TO CAREER IS THE RIGHT APPROACH FOR OUR COMMUNITY

Cradle to Career is a proven framework successfully implemented in the United States in more than 70 U.S. communities, largely through two initiatives: the federally funded **Promise Neighbourhood Network** and the national not-for-profit network **StriveTogether**.<sup>v</sup>


These initiatives share a basic premise and methodology, which is tailored to the specific needs of a community.

Based on a model originally developed and launched in a 100-block area of Harlem, New York, called The Harlem Children's Zone, the C2C strategy provides intensive wrap-around supports for targeted children and youth and their families. The neighbourhood-level focus of these strategies allows for clear measurement and target-setting in the community. This place-based approach creates direct line of sight and accountability for the community, participants, service providers and funders. Although the exact interventions and supports differ by community, they all foster a continuum of support, following the child and their family as they age through the various social and education systems in a community. These wrap-around foundational supports ensure the programs provided for families and their children actually contribute to success.



These supports are attached to key measurable milestones in a child's development. In Salt Lake City, Utah, the Promise Partnership begins in pre-kindergarten. Offering support during these formative years helps set a child up for academic success. The program also aligns with the State of Utah's Grade 3 and Grade 8 standardized literacy and math testing. The Promise Partnership works with school districts to track and improve high school graduation rates for at-risk and visible minority populations. It also recognizes post-secondary education as a requirement for a 21<sup>st</sup> Century economy. To achieve more post-secondary attendance, organizers work with local educational institutions to support young people who are transitioning from high school to college or university. They also provide support throughout the post-secondary programs and help graduates find work. In addition to these targeted interventions, universal supports for families' access to health care and financial stability are required to be met so that a child can be successful.<sup>vi</sup>

Essential to success in **Cradle to Career** strategies is the identification and evaluation of measurable outcomes. Across the U.S., C2C strategies are creating dramatic outcomes that change the trajectory of entire communities.



“A bigger investment now, or at the beginning of a child's life, will mean better success and return later in life”

– Participant,  
Lakeshore Data Walk

For example:

- **Learn to Earn (Dayton, OH)** reported in 2018 that nine of 16 school districts where they implemented a C2C strategy recorded year-over-year improvements in graduation rates. They also announced, over the five years of tracking, the graduation rates amongst African American males have made gains every year, with the total graduation rate increasing 8%. They have also found that chronic absenteeism and suspension rates in these schools are the primary factors for the lag in graduation across their community. Strategies are now being put in place to decrease absenteeism moving forward.<sup>vii</sup>
- **Cradle to Career Alliance (Boone County, MO)** In 2017, in an effort to close a kindergarten readiness gap, the Cradle to Career Alliance identified an early childhood support shortfall of nearly 700 subsidized spaces. Working with the City of Columbia, Moberly Area Community College launched a free Early Childhood Educator certification program to increase the supply of trained staff in their community.<sup>viii</sup>
- **K-Connect (Kent County, MI)** Based on 2016 data, K-Connect tracked that 92.3% of births occurred at a healthy birth weight.<sup>ix</sup> They also identified that African American births were two-times more likely to be underweight compared to White, Asian and Hispanic households.<sup>x</sup> They have outlined strategies to close this racial birth-weight gap through targeted parental supports and health care access for expectant mothers in specific neighbourhoods to fill access to service gaps.
- **Parramore Kids Zone (Orlando, FL)** has been delivered by the City of Orlando since 2006 in one of the most challenging neighbourhoods in the country. Over a decade of focused operation, the Parramore Kids Zone has championed strategies leading to a decline in teen pregnancy rates by 56% and a 61% decline in juvenile arrests. In 2015, for the first time ever, 100% of students in the Parramore neighbourhood graduated high school on time.<sup>xi</sup>



“I feel that most times  
at events like these,  
people attend to learn and  
to feel good, but nobody  
acts. We’re not putting  
words into actions ”

– Teen Participant,  
West Windsor Data Walk

These examples illustrate not only the success, but the continuous evolution and improvements that occur within these strategies. The goal of these strategies is not to just move supports and programs to where they are needed most, but to change systems and advocate to government to solve the problems in an equitable and sustainable way. In Utah, *Promise Partnership* unlocked significant state investment in early childhood education and school readiness after proving the effectiveness of programming and the long-term cost savings to society through early interventions. The Partnership’s efforts were piloted through a pay-for-performance **Social Impact Bond** that invested \$7 million over five years to upgrade Early Years facilities and to prepare students for kindergarten. Based on the success of these initial interventions, the State of Utah has since enhanced its investment in Early Years funding for four consecutive years.<sup>xii</sup>

These successes have not emerged overnight. Years of hard work, numerous successes and even some failures contributed to these changes. Constant measurement, continuous improvement, adaption and ‘failing forward’ allowed these strategies to continue to learn and evolve until the right solution was found.

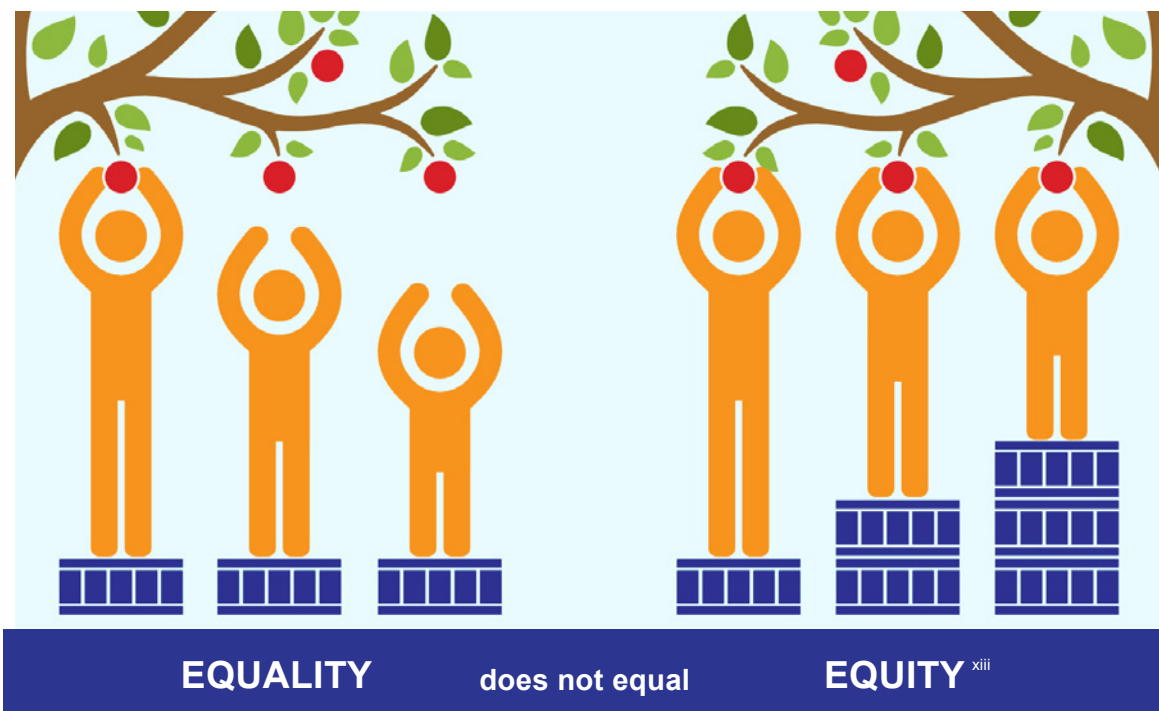
To our knowledge, this is the first time a Cradle to Career strategy has been deployed in Canada in this manner. **In 2020, a report will be released that outlines the specific indicators, targets and pilot interventions that will drive towards system change in Windsor-Essex County.**



# MOVING TO COLLECTIVE ACTION, WHAT'S DIFFERENT?

ProsperUs' mission is to transform the conditions in our region to dramatically improve the outcomes for children and young people of Windsor-Essex County, from the time they are born until they complete post-secondary education and enter the workforce full time.

With your help, we will accomplish this goal by implementing a rigorously measured, **place-based**, Cradle to Career strategy with an equity lens that places those that need the support the most at the centre of our work. An equity-based approach means that some individuals, groups, or neighbourhoods should receive more support in order to have an equal opportunity as some of their peers across our region.



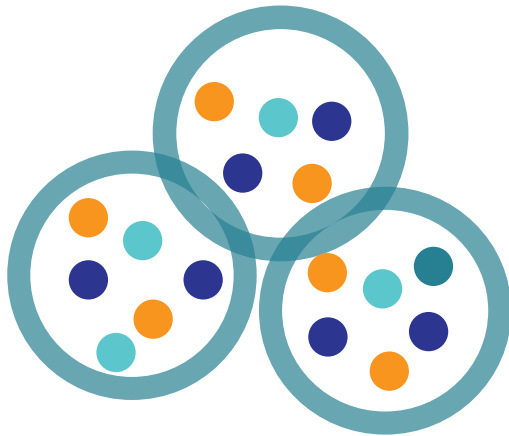
MOVING TO COLLECTIVE ACTION



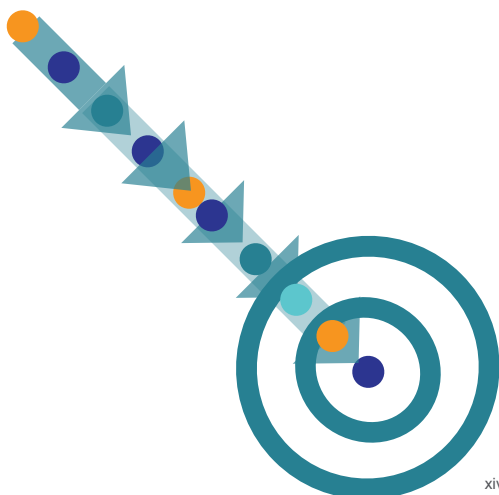
## ISOLATED IMPACT



## TRADITIONAL COLLABORATION



## COLLECTIVE IMPACT



For ProsperUs, this means that not every neighbourhood will be treated equally. Instead, based on the best available data, those communities that need the support most will get the most support. We will remove barriers to create new opportunities for children and young people in those neighbourhoods to ensure that they reach their potential.

By helping those most at risk we all win – for the young and their families, they get the support that they need to reach their potential. For the rest of the community, over time, this will create a local talent pool primed to succeed in a 21<sup>st</sup> century economy, strengthening the economic and social fabric of our community. By putting resources where they are needed most, we can get to some of the root causes of social problems that cost government and in turn, taxpayers, huge sums each year just to maintain the status quo. By solving root causes of poverty, we can free up resources to invest in other areas.

The only way we will accomplish this goal, to improve outcomes for children and youth, is by changing the systems and policies that create barriers in our community and by working differently as institutions, businesses, organizations and individuals. To guide this shift, we are using a methodology called **Collective Impact**.

Collective Impact is a new approach to tackle old and complex problems which leverage likely and unlikely partnerships to change the conditions in our community. It differs from traditional collaboration or isolated programmatic impact in that all partners align their efforts to a common framework of activities. Perhaps more importantly, the partners also mutually agree upon evaluation with a commitment to prioritizing the overarching goal ahead of any one particular organizational agenda.

# Creating a Collective Impact Culture

By aligning our efforts around a single goal – *Cradle to Career* – we are improving our chance of success. Together, we will row the same boat in the same direction. Collective Impact, as a methodology, has been used to tackle numerous social problems around the world and has proven successful when five key conditions are met:<sup>xv</sup>

## 1) Common Agenda to Create Change

- ✓ Establishes measurable outcomes that will guide work from the outset
- ✓ Makes a commitment to a defined geography or population, in its entirety
- ✓ Shares accountability for success and failure

## 2) Data-Driven Decision Making and Shared Measurement

- ✓ Makes decisions because they will impact the measurable outcomes defined in the common agenda
- ✓ Embraces the mindset and rigorous practice of continuous improvement
- ✓ Shares data and outcomes between partners to drive decision making and to eliminate gaps within the community

## 3) Alignment of Mutually Reinforcing Activities and Resources

- ✓ Identifies and connects existing assets while partners allocate and align resources to support success and share high-impact practices
- ✓ Prioritizes innovation, results and the needs of the community over “business as usual”

## 4) Continuous Communications Between Partners and the Community

- ✓ Recognizes that trust and strong relationships are the foundation of Collective Impact
- ✓ Communicates a common, consistent message
- ✓ Shares responsibility for challenges and attributions of successes
- ✓ Closely coordinates when explaining work and outcomes to investors, partners and the broader community

## 5) Backbone Support to Coordinate and Advance the Overall Objectives of the Strategy

- ✓ Defines and adequately resources the work of convening, facilitating and supporting the partnership



“I grew up with a single mom in poverty who never went to school. I got OSAP to go to university and do better for myself. But now I have \$35,000 in debt, and can’t find stable work so I am working short term contracts, trying to pay the bills, send money home and pay my loan every month – I’m just scraping by. It’s a snowball effect.”

– Data Walk Participant,  
West Windsor

## Creating a Collective Impact Culture

The ProsperUs Leadership Council has agreed to support these principles.  
The following governance structure has been adopted:



At the centre of ProsperUs' work are **children and youth** who face barriers to success. Every member of the ProsperUs collective is responsible to the **community at large**, whether a taxpayer, donor or customer. The **Leadership Council** is currently made up of 45+ system level organizations. Each member of the Leadership Council has one vote.

Based on the findings in this report, **Community Action Network (CAN)** working groups will be convened in priority neighbourhoods. Each of these networks will focus on the development of a solution to a particular challenge identified in a community, in alignment with C2C milestones. *Please see the community vision starting on [page 26](#) for a full description of the milestones.* CAN tables will be made up of true experts, individuals with lived experience related to their milestone from the particular neighbourhood. The balance of the members at these tables will be people with expertise and service delivery experience from agencies, institutions and partners. Together they will craft a neighbourhood-based solution that is tailored to the particular needs of the specific community.

The **Investors Table** will emerge later in 2019, bringing together government, philanthropists, and public and private foundations for the first time in a coordinated investment approach that will be connected to a community-level evaluation framework, uniting the metrics of success for all investors.

United Way/Centraide Windsor-Essex County broadly supports the collective work of ProsperUs as the **backbone organization**. As the backbone, they are providing dedicated staff time and resources to move this community endeavor forward. With the Leadership Council guiding the work of the backbone organization, a number of cross partnership sub-committees have formed to drive forward specific areas of work. *ProsperUs Committee membership can be found on [page 48](#) of this report.*

## Broader Strategic Implications

ProsperUs will align its work with broader regional, national and international poverty reduction initiatives. In the fall of 2017, a National Poverty Reduction Strategy called ***Opportunity for All*** was unveiled by the federal government. *Opportunity for All* has aligned its efforts and measures to roll up into **United Nations (UN) Sustainable Development Goals**. These 17 goals have been adopted by numerous governments, communities and corporations and were endorsed by the UN General Assembly to make the world more sustainable by 2030. As ProsperUs works with the community to develop the C2C strategy, we will align with these broader initiatives to ensure we unlock resources to support our work, and demonstrate the Windsor-Essex contribution to regional, national and international efforts.



© Image courtesy of United Nations  
sustainabledevelopment.un.org

**NOTE:** Personas are fictional profiles based on real life circumstances of children and youth across Essex County. They are expressed from the point of view of the fictional individuals, and they remind us of the challenges, strengths, and desires of the young people that we need to help as we build out a Cradle to Career strategy. They also help tell the story of the untapped opportunity and potential in our community. See What We Heard section on [page 19](#) to learn more.



## Meet Jacob

**Age:** 13-18 years old

**Education:** High school student

**Fun facts:** Loves to play with his dog, Max, and living a healthy lifestyle

Jacob is a high school student with average grades. He likes to spend time outside of school with his friends. He loves to play with his dog, Max, and explore nature – especially the waterfront. Jacob just wants to be happy and relaxed. He appreciates his life. Jacob doesn't want to stress out over what he will be doing with his life in the future.

## Favourite things

Jacob loves that his family focuses on being healthy and avoiding processed foods, as he sees some of the unhealthy meals his friends eat at home. His family is supportive and really interested in focusing on both mental and physical health. His uncle had experienced a drug addiction in the past, so his family focuses on avoiding all drugs, something Jacob also feels strongly about.

## Difficulties

Jacob is unhappy with the sex education changes that are being made in the Ontario education system. He believes strongly that we live in a hyper-sexualized society and this affects how we raise and educate our youth and children. Jacob is certain that children are not being taught about the different spectrums of sexuality, gender, and ways for them to express themselves. Instead Jacob asserts that children and youth are being influenced to not recognize these spectrums. Lately, Jacob has been feeling pressured by his peers to try marijuana, which he has no interest in. People at school have called him names, and treated him poorly because he refuses to try it.

## For Jacob, “better” would mean:

- Knowing there is opportunity for personal growth in the town of Essex
- Understanding where to look for future career options
- More part-time employment opportunities for young people in the County
- Improved quality and variety of extra-curricular programs at schools
- Less access to drugs like marijuana in schools.

## Questions Jacob has:

- How might we get a better variety of stores in the town of Essex?
- Is there a space for teens like myself to meet and be creative together in the town of Essex?
- How can I go to events when they're in Windsor and I can't borrow a car?
- How will technology affect our creativity in the future?



# WHAT WE'VE HEARD

“My Dad was a high school drop-out, my Mom worked so hard at two part-time jobs – my only way out of poverty was to go to school.”

– Youth participant,  
Ford City Data Walk



ProsperUs recognizes that people's experiences represent important expertise in this process. We believe that community engagement, including the engagement of people most affected, is essential. In the lead up to this report, ProsperUs members have held numerous conversations with organizations, boards of directors, and service users to begin the process of stress testing the assumptions and challenges that we will be tackling. In the fall of 2018, ProsperUs secured the services of *Overlap Associates (hereafter Overlap)* to conduct a “design sprint” in our community. *Overlap* is a leading Canadian practitioner in human-centred design community engagement and has worked with UNICEF Canada and UNICEF International, the Region of Waterloo's SMART City Challenge, Blackberry, and the Toronto Public Library System.

ProsperUs partners understand there are significant challenges in our community, supported by the data collected. Prior to undertaking the work of this report, the Leadership Council wished to validate the data by hearing from the community, particularly children and youth to verify that their assumptions held true. So, we posed a challenge to *Overlap* to come up with the best way to quickly and authentically engage our community.

WHAT WE'VE HEARD



303 

**People Engaged**  
by Street Teams

16 

**Key Informant**  
Interviews completed

5 

**Ethnographic Engagements**  
“Day in the Life” Walks with Families

141 

**Online Survey**  
Respondents

Their response was an innovative and ambitious plan. Dozens of volunteers were deployed in Street Teams across 21 locations in the region. These teams attended community events, went to public places and even stood on street corners to inquire with passersby about what they feel are the biggest challenges facing children and youth. This method enabled us to rapidly gain a snapshot of perceptions from a wide range of individuals from across our region.

*Overlap* conducted more than a dozen in-person “key informant” interviews with youth, parents, teachers, health care providers and social workers to receive expert input from those seeing and experiencing challenges on a daily basis. From these conversations, *Overlap* assembled insights about particular system bottlenecks and existing gaps that may allow kids to be ‘left behind’.

Finally and most importantly, a number of “ethnographic” interviews were conducted. In these interviews, we met people where they live and spent a day in their life. We journeyed with a mom as she traveled to an Early-ON Centre (formerly called Ontario Early Years Centres) with her three children, we spent time with a transgender youth to hear about his challenges, and followed a family in the county that had limited access to transportation. We learned about the nuances of their particular barriers, and also the pride, determination and hard work that these individuals and families have for themselves and their communities.

The final outreach activity was an online survey. In contrast to many local efforts, it was not designed to collect new input, but rather validate what was heard through the earlier engagement opportunities. *Overlap* distilled the learnings from the interviews and engagements into a series of questions to the public to determine if we are on the right path. Despite best efforts to create awareness, the responses to the survey were somewhat less than what we had hoped for. The responses were skewed towards more affluent responders compared to the general population. What it did verify was that residents from across the region recognize and see the barriers impacting others in their community, even if they are not experiencing these barriers themselves.

“I go without  
so they can go  
to school functions  
and trips.”

– Leamington  
Data Walk Participant





## Personas

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One of the outcomes of the engagement process developed by *Overlap* was a series of personas, some of which are included through this report. *Personas are fictional profiles based on real life circumstances of children and youth across Essex County. They are expressed from the point of view of the fictional individuals, and they remind us of the challenges, strengths, and desires of the young people that we need to help as we build out a Cradle to Career strategy. They also help tell the story of the untapped opportunity and potential in our community.*

Following their creation, a process was undertaken to validate these personas by sharing them with youth to determine if the personas were representative of their own experiences or those of other young people they know. Their feedback was recorded and used to enhance the original personas as well as create additional personas.

## Data Walks

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Starting in May 2019, ProsperUs hosted its first series of Data Walks across Essex County. These community consultations were designed to start a discussion about the opportunities and challenges that appear in the community data collected by ProsperUs. The goals of these walks were to set a base of understanding about the circumstances across our region, and to test assumptions built into the data.

Communities have innate resilience, and solutions often emerge when faced with challenges. Part of our goal was to present the data and then hear from the residents, community experts, and politicians about their communities and their existing solutions. From this experience, ProsperUs can build from a place of strength, leveraging existing resources and successes as we move into a design phase.

In our first round of data walks, we engaged 165 youth, neighbourhood residents, community members, agency staff, system partners and politicians across six communities. We found the educational impacts of the data and the presentation was far larger than we expected, with even experienced agency staff and engaged residents surprised by the inequality across our region.

This expanded understanding led to discussions about equity and how interconnected the challenges are in our region. There was a positive recognition for the need for wrap-around supports, to give children, youth, and families in certain areas the same chance as those in other neighbourhoods. One of the pathways identified by participants was through rebuilding a sense of community at all levels (neighbourhood, municipal, and regional) and helping foster empathy between neighbourhoods and fellow residents. Building hope in our community and in our neighbourhoods, where children, youth, and families have been marginalized, will be an important part of our work.

In addition to these general insights, dozens of neighbourhood strengths were identified at these events. Participants named key individuals, like a neighbourhood champion who knows everyone and has a pulse on the community; they highlighted key programs or agencies delivering vital local interventions; and they directed us to some of the informal networks of support that emerge when people are faced with challenges so we would be aware of the strengths already in these neighbourhoods. ProsperUs wants to leverage the people, ideas and existing work in these neighbourhoods and beyond, as we move into the next phase of our engagement.

## Pioneering Conversations

These engagement efforts are just the beginning of a series of conversations that ProsperUs will be having with the community. This report triggers the next stage of our work, which includes convening a series of **Community Action Network (CAN)** working groups to begin to tackle the place-based challenges in our region. We are committed to ensuring that equity is at the core of this work and the voices of visible minorities, Indigenous individuals, young people and those with living/lived experience are brought to the table to share their perspectives and expertise. The CAN working groups will craft solutions that are designed by the residents of a community to dismantle barriers within their neighbourhoods.



**NOTE:** Personas are fictional profiles based on real life circumstances of children and youth across Essex County. They are expressed from the point of view of the fictional individuals, and they remind us of the challenges, strengths, and desires of the young people that we need to help as we build out a Cradle to Career strategy. They also help tell the story of the untapped opportunity and potential in our community. See What We Heard section on [page19](#) to learn more.



## Meet Nazrin

<b>Age:</b>	19 years old
<b>History:</b>	Nazarin has been in Canada for 10 months
<b>Hurdles:</b>	Adapting to the lifestyle while learning a new language and culture

Nazrin has been in Canada for 10 months. She is a new immigrant who is having trouble accessing food, adequate shelter, and mental health services. She is also having trouble finding an inclusive community. Nazrin is not able to find support systems to help her access basic necessities like food, and a safe place to live. She is having a hard time adjusting to life in Canada. It is not the life that she thought she would have once she left the refugee camp in Jordan, where she had lived for the past four years.

## Favourite things

Nazrin is beginning to enjoy the fast paced lifestyle in Canada, but she feels that sometimes we forget to slow down and focus on taking care of ourselves and our relationships with others. She is glad to have arrived in Canada, but it can be tiring to learn all of the new ways of living and different cultural expectations. Nazrin also recognizes that everyone should have the opportunity to have access to whatever they need, especially in a wealthy country like Canada.

## Difficulties

Nazrin is learning English, but her parents are having a hard time learning a new language at their age. She has to do a lot of translating, and is feeling pressure to perfect her English skills quickly. She is also having a hard time coping with what she went through in the refugee camp and this is affecting her self-esteem and ability to connect with others. She is struggling to find services, programs or other

supports that could help her with this. Nazrin also gets upset and frustrated by the looks and comments she gets about her hijab; once, someone at a fast-food restaurant refused to serve her.

## For Nazrin, “better” would mean:

- Having friends to hangout and go to the river with
- Supports and services to meet other newcomers, or a settlement mentor
- Trauma-informed mental health services

## Questions Nazrin has:

- Is there a place for young people to practice their English skills?
- How can we increase youth programs and places for us to go hang out with friends?
- Don't we all have our ups and downs in life? Isn't everyone depressed?



# THE BROADER REGIONAL PICTURE

These engagement efforts are just the beginning of a series of conversations that ProsperUs will be having with the community. This report triggers the next stage of our work, which includes convening a series of **Community Action Network (CAN)** working groups to begin to tackle the place-based challenges in our region. We are committed to ensuring that equity is at the core of this work and the voices of visible minorities, Indigenous individuals, young people and those with living/lived experience are brought to the table to share their perspectives and expertise. The CAN tables will craft solutions that are designed by the residents of a community to dismantle barriers within their neighbourhoods.

“I grew up  
in a time when  
the economy was good,  
and there was hope  
– now, that isn’t  
necessarily the case.”

– Lakeshore  
Data Walk Participant

These regional data sets are by no means the only data sets that impact children, youth and families. Rather they represent a selection of data that is currently available. Based on the neighbourhoods selected for the development of the C2C Strategy, ProsperUs will dig deeper into these data sets to gain a better understanding of the particular factors affecting each neighbourhood.

Our goal with this data is to be transparent and share what we find with the community. We will share data back to the community via open community data dashboards and other platforms as the strategy is developed. Although the specific process to share this data has yet to be finalized, our goal is to ensure residents, organizations and partners have access to this data and understand how ProsperUs is using it for decision-making.

As we move forward, ProsperUs will undertake efforts to better understand and refine these indicators so we can overcome some of these data challenges and change trajectories for vulnerable populations in our community.



## Youth Not in Employment, Education or Training (NEET)

Youth who find themselves outside of employment, education or training are some of the most vulnerable in our community. At the time of the 2016 census, Essex County was home to about 8,200 residents between the ages of 25 and 34, who were not actively in the workforce, education or training programs representing 18% of this demographic locally. In contrast, at the provincial level, only 14% the same demographic are categorized as NEET.<sup>xvi</sup> This data supports other regional figures around “jobs without people and people without jobs” as well as our lagging labour force participation rate, which represents the percentage of the population who is of working age, but is not in the workforce.<sup>xvii</sup>

## Young People Living with Their Parents

At the time of the 2016 census, the Windsor CMA had the fourth highest rate of 20- to 34-year-old residents living with their parents in Canada, trailing Toronto, Oshawa and Hamilton, which are communities with very different income and housing challenges. Although we don’t fully understand the implications of this data, there is a wide range of potential interpretations—from a young person looking to save a little money by staying at home, all the way to an employment disconnect within the local labour market. These ‘disconnects’ leave new graduates and young people without sustainable careers that can enable them to move from their parents’ homes.<sup>xviii</sup>

## Seniors (age 65+) Raising Children (age 0-18)

Windsor-Essex County is home to just under 500 senior-led households raising children under the age of 18. Although this population is small, the circumstances of these households are particularly unique. Further inquiry is required to understand why these seniors are directly supporting these young people.<sup>xix</sup>

## Community Health

The most recent Canadian Community Health Survey from 2015-16 suggests the Windsor-Essex region lags behind the province in a number of health indicators. Young people (ages 12 to 17) report a weaker *sense of belonging* in our region with 73.6% feeling a strong connection compared to 84.8% provincially. The survey also points to more young people having higher body mass index scores with approximately one third (33.7%) of young people considered overweight or obese compared to the provincial rate of 24.7%.<sup>xx</sup>

## Youth Self-Harm

According to the Windsor-Essex County Health Unit’s report on self-harm, the rate of emergency department visits for self-harm injuries increased by 117% among children and youth ages 10 to 19 years old between 2011 (95.2 visits per 100,000 population) and 2017 (207.5 visits per 100,000 population).<sup>xxi</sup> A number of community partners are exploring and currently developing mitigation strategies around this troubling statistic.

## Visible Minorities – Black Youth

Windsor was selected for the Province of Ontario’s Black Youth Action Plan; a number of organizations were funded to provide support to black youth in our community. Part of the reason why Windsor was selected in 2017 was due to the specific racialized challenges faced by these populations. Nearly 20% (19.1%) of that population are living (or have lived) in subsidized housing, compared to 3.1% in the City of Windsor population. This greater dependency on subsidized housing is partially caused by the rate of black families living in low-income households. In our region, 26% of black families live in low-income homes compared to 14% in the general population who are living in low-income measured by Statistics Canada’s After-Tax Low-Income Cut Off.<sup>xxii</sup>

“Ensuring representation is important. We need to hear from those who are living it.”  
– East Windsor Data Walk Participant



# CRADLE TO CAREER MILESTONES

Within the Cradle to Career continuum is a series of measurable milestones that follow a child's development. Creating an environment where children, youth and their families can be successful under each of these milestones will be the foundation of ProsperUs' work moving forward. In order to accomplish this, a number of significant data-related challenges will have to be overcome, including gaining access to the right data along with a process of rigorous and rapid evaluation, a culture of continuous improvement, and the commitment to place young people and their families at the centre of our work.

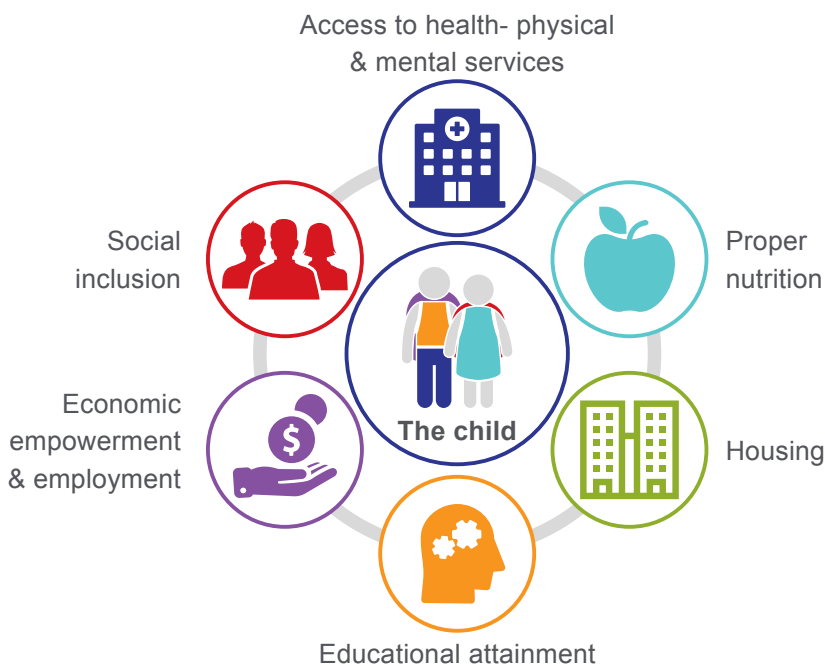
The ProsperUs CAN Working Groups will spend the next year determining what interventions will be deployed, and which specific indicators and outcomes will be used to track the success of the milestones identified in the section below. In some cases, these outcomes are already identified through best practices or available data, and need to be validated with the community and partners. In other cases, in-depth exploration of specific neighbourhood and community needs will be undertaken. This will lead to additional challenges and barriers being identified which will require specialized interventions in each neighbourhood.

# Cradle to Career Milestones



## Foundations of Success

Children and young people cannot be successful if their basic needs are not met and their family situations are not stable. If the core elements of the Social Determinants of Health – adequate housing, proper nutrition, education attainment, economic empowerment, physical and mental health and social inclusion – are not met, children and youth will struggle to be successful. Finding solutions that better support success and prosperity will have limited impact without these supports wrapped around the child and their family.



## Kindergarten Readiness

Ensuring a child is ready for school begins far before they get their first backpack. In fact, a line can be traced back to their mothers, the circumstances of their birth and their first formative months. Ensuring that babies are born in healthy and safe environments is the starting point for their future life path. Expectant mothers and families need to be properly prepared and supported in order to give their child the best possible start in life.<sup>xiii</sup>

This period of early development is captured by the **Early Developmental Index (EDI)**, which is administered in the latter half of Senior Kindergarten (SK) by SK teachers across the region. It measures a child's development and school readiness across five domains of development. On the whole, our region performs well compared to provincial averages, exceeding average scores in four of five domains -- In Diagram 1: Early Development, green arrows mean scores exceed provincial standards, red arrows mean scores do not meet the standard)<sup>xxiv</sup> Understanding the relationship between these developmental successes and other challenges children face will be an important part of ProsperUs' future work.

Diagram 1

### EARLY DEVELOPMENT

- ▲ Physical health & wellbeing
- ▼ Language and cognitive behaviour
- ▲ Emotional maturity
- ▲ Social competence
- ▲ Communication and general knowledge

Based on Early Development Instrument scores in Windsor-Essex County 2014-2015





## Primary School Literacy and Numeracy

Standardized testing for reading, writing and math take place in Grades 3 and 6 through EQAO (Education Quality and Accountability Office, a provincial agency). EQAO is the only annual, publicly available data set related to student success. Research on EQAO results for Grade 3 and 6 testing have been correlated with eventual high school graduation, post-secondary attainment, and other socio-economic factors.<sup>xxv</sup>

These results suggest that in schools where students are struggling, neighbourhood and broader socio-economic conditions (low-income, hunger, lack of parental engagement, etc.) are contributing factors to poor academic performance. Without a coordinated effort to lessen the impact of these contributing factors, students will continue to struggle regardless of the best efforts of educators.<sup>xxvi</sup>

The images in diagram 2A and 2B illustrate the Grade 3 aggregate scores for literacy, numeracy and writing across all school boards, by geographic area based on a three-year average. Not every student is accurately captured by this measure, but it clearly illustrates school performance by geographic area. What is demonstrated is a strong correlation between broader socio-economic barriers and student success in testing.

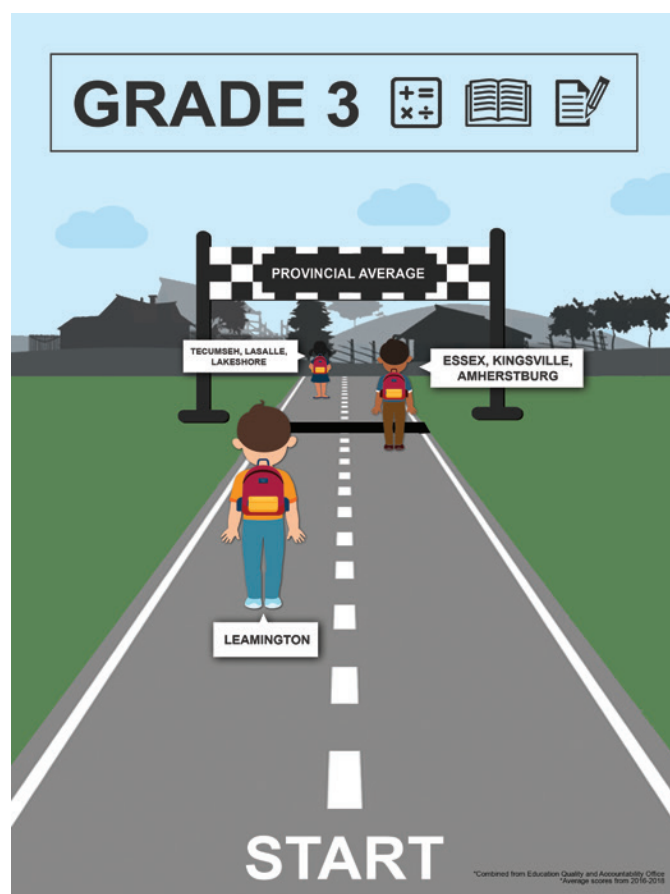


Diagram 2A: County of Essex Municipality EQAO Result Comparison

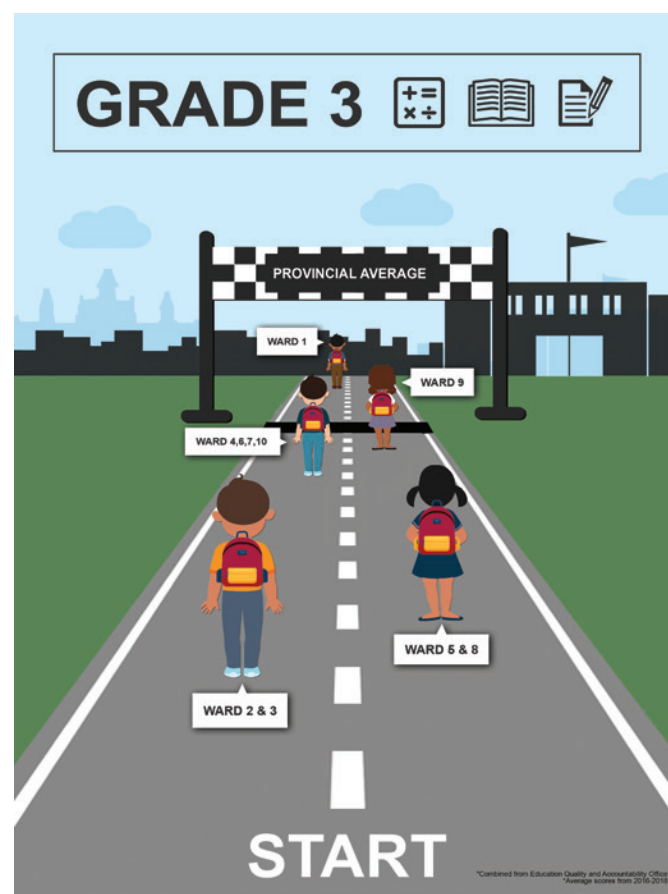


Diagram 2B: City of Windsor Ward EQAO Result Comparison

## High School Graduation

Employment, income and opportunity are increasingly tied to a young person's level of education. For a long time, a high school diploma was the key to gainful employment in our community, but times have changed. A high school diploma is now just one of many steps on a young person's career path. For those who are not successful high school graduates, significant barriers to their future emerge.

Ensuring our region's students are graduating high school is not only vital for young people's success, but also for our community's future economic potential.<sup>xxvii</sup> In 2017 across Ontario, 86.3% of students graduated within five years of entering Grade 9.<sup>xxviii</sup> We recognize the circumstances in every school and school board are different and they certainly impact outcomes. Graduation rates by neighbourhood or school are somewhat difficult to aggregate as student movement between schools, open catchment policies and preferred tracking measures vary by school board. Discussions with partners are ongoing around this topic.

**“Poverty is not only a deprivation of economic or material resources but a violation of human dignity.”**  
– Office of the High Commissioner for Human Rights

Table 1:

Essex County 5-Year High School Graduation Rates (2017)	
Conseil scolaire Viamonde*	92.40%
Conseil scolaire catholique Providence*	95.60%
Greater Essex County District School Board	84.80%
Windsor-Essex Catholic District School Board	89.10%

\* School Board boundaries extend beyond Essex County

## Post-Secondary Attainment

The completion of some type of post-secondary training is becoming a requirement to be successful in the 21st Century workforce.<sup>xxx</sup> For example, automation has replaced many minimum wage jobs, where young people are often employed. As a region, we lag behind in provincial averages for post-secondary attainment. This represents a significant risk and opportunity from a talent management standpoint in our region. By ensuring young people are properly trained, we can close this talent gap to boost our economic competitiveness while ensuring young people are employed in jobs that pay wages that enable them to contribute to a more prosperous community.

As Table 2 illustrates, we have a 6% gap in post-secondary achievement in our local working-age population. When we narrow the age range to 25 to 34, we find Ontario had a 70.5% post-secondary attainment rate, while Essex County had a 65.1% rate. More has to be done to increase the number of youth participating in post-secondary programs to ensure they are ready for the future of work. If we can effectively close this gap by streaming young people to in-demand fields of study, not only will this employment gap shrink, but we will also help to solve the talent shortages in our local economy.

Table 2:

Percentage of Population with Some Post-Secondary Education (25-64)			
	Essex County	Ontario	Post-Secondary Gap
2001*	46.8	52.9	-6.1
2006	55.4	61.4	-6.00
2011	58.2	64.7	-6.50
2016	59.1	65.1	-6.00

\* In 2001, age group began at age 20, this value was shifted in the 2006 census to 25<sup>xxix</sup>

## Career Success

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Career success is arguably the most challenging of the milestones to develop success metrics for and poses two major challenges for our region. The first challenge is that even the most basic career data, like unemployment, is only captured for parts of our region. The monthly unemployment numbers exclude Leamington, Kingsville and Essex, and the data is not broken out for the municipalities within the Windsor CMA. The second challenge is measuring career success. Does success mean having ‘any’ job or is it ensuring that young people can access jobs that pay well and also provide a greater perceived quality of life and satisfaction?

Determining what young people see as success, identifying the barriers and opportunities that they face, and helping them turn a job into a career locally can help ensure that young people stay in our community and that our region remains economically competitive. To further our understanding, ProsperUs has applied for funding to support a research project to be conducted by Workforce WindsorEssex to identify appropriate career success measures and how they could be collected and tracked across a region. We hope this project can move forward in the summer of 2019.

## Data Gaps and Challenges

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One of the major challenges that ProsperUs faced in compiling this report is gaps in the data at a neighbourhood level. With the exception of the census, the availability of data at a municipal level or below is somewhat limited. Even for data sets that are measured regionally, they often focus solely on Windsor or the surrounding suburban communities, leaving out large segments of the county in any data collection or analysis.

Another ‘data disadvantage’ that we faced compared to other American C2C strategies stems from gaps in our community data. In the United States, programs like “food stamps” and Medicaid enrollment as well as a wide range of state and federal programs create annualized, publicly available statistical data that has been used for setting targets or creating community outcome goals. In Canada, often equivalent programs do not exist or the data which is tracked is not released publicly. In some cases, statistical agencies have chosen not to measure certain indicators. For example, in 2011, Statistics Canada stopped tracking divorce, separation and other marriage status data on an annual basis.<sup>xxxi</sup> As a result, we can access certain data such as rates of divorce and separation only during the current census period and looking forward (every five years).

Public collection of numerous health, food security, and social inclusion indicators, which are available in the U.S., are not readily available in Canada. This creates challenges in developing appropriate comparable measures. ProsperUs is determined to begin filling these local data gaps as a part of its process by either leveraging existing partner data or, in some cases, creating new collection tools and pathways as a means to track our success.

Beyond these data gaps, a question that commonly emerges related to local data is the impact of population groups that do not live permanently in Windsor-Essex. Examples of this include international students in the City of Windsor and international workers in the County of Essex, and their respective impact on various data sets. It is difficult to say if these populations are entirely included or excluded from the data. For example, health care data captures international workers who access those services, and crime data would capture a student who gets into trouble with the law regardless of where they are from.

Statistics Canada Census data does control for these populations to a degree. Populations who are not permanent residents in the country are generally not captured in local data as a person is tracked in the census based on their “sole or main residence”.<sup>xxxii</sup> For ‘out of town’ students, their presence within the data would be dependent on whether they are permanently living in Windsor or if their “home” is reported with their parents in another community. Immigrants who are permanent residents or have refugee status and who have work permits are captured in the census data. Limitations to the national census data may be a result of language barriers and lack of understanding regarding the Canadian census process by immigrants.

These students and international workers may be captured in our local data, but the impacts are important even if not included in data. These non-permanent populations interact with our community by accessing services and housing, and seeking employment and/or education. In the context of the interconnected systems in our region, determining where these populations are accessing services and what support they need will help create efficiencies for the broader community.

To help mitigate the data gaps and better understand our community, an unprecedented effort has been taken among ProsperUs partners to enter into Data Sharing Agreements (DSA) that would enable aggregate, non-identifiable data to be shared. The following partners have shared data as a part of the process to create this report:

Table 3:

Data Sharing Partners	
CSC Providence	City of Windsor & County of Essex
Erie Shores Health Care	Erie St. Clair LHIN
Greater Essex County District School Board	Hôtel-Dieu Grace Health Care
St. Clair College	United Way/Centraide Windsor-Essex County
University of Windsor	Windsor-Essex Catholic District School Board
Windsor-Essex Children’s Aid Society	Windsor-Essex County Health Unit
Windsor Police Service	Windsor Regional Hospital
Workforce WindsorEssex	

In many cases, partners were very forthcoming to share data within the boundaries of their own statutory restrictions. These restrictions were not a surprise and some limitations were placed on the detail of the data that could be shared, or the years that this data was available in some cases. Not all of the data that has been shared between partners was used in this report. Certain data sets were sensitive and could stigmatize particular communities. Protecting these groups is a primary consideration for what information is publicly shared.

As the strategy and neighbourhood engagement process is developed, more refined data sharing requests will be made to partners, enabling a more specific analysis of barriers to support the creation of clear targets for success.

# NEIGHBOURHOOD OPPORTUNITY INDEX

ProsperUs created the Neighbourhood Opportunity Index (NOI) to determine the initial neighbourhoods to target for the development of a Cradle to Career strategy. The ProsperUs Data and Evaluation Table was tasked to determine the most effective process and method to develop and implement the index.

Work began on the NOI in the fall of 2018 in parallel to the data sharing process. A literature review of community indices was undertaken to determine how other communities have used them. A total of 28 indices focusing on childhood achievement, neighbourhood well-being and community health from across North America were reviewed. The goal of this review was to determine if an index was an appropriate tool to utilize for neighbourhood prioritization, to better understand the types of variables typically used, and to determine if there are any methodological considerations that could impact the work moving forward.

What we learned from the review is there is wide latitude in the creation of an index related to the selection of variables, and any weighting applied to those variables. The primary constraints we faced in the creation of the index were the availability of high quality data and aligning the geographic scope of the data. Based on this review, the ProsperUs Leadership Council directed the Data and Evaluation Table to begin work on an index. An “Index Group” was struck from the Data and Evaluation Table, using the following framework:

- Due to data challenges and the distinct differences in available data, population density and service catchments between the City and County, the two regions will be examined in separate indices that share a common core set of indicators. The separating of these indices also lessened questions of geographic inequity of the strategy.
- The highest quality data should be used for the index. The Index Group used their judgement on the quality of data presented rather than focusing on having more or less data.
- Smaller geographic catchments are preferable, recognizing that steps need to be taken to avoid stigmatizing a community or population.
- Different versions of the index with various weighting should be presented to the Leadership Council for consideration.



## Defining a Neighbourhood

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There were two competing tensions that needed to be overcome to determine the initial **ProsperUs Neighbourhoods** in which to develop the C2C strategy. As a result of the data sharing process, we had access to data for the entire region at five distinct geographic levels (six in the City of Windsor). The level of detail ranged in size from city blocks to municipal ward catchments. ProsperUs had to balance the need to create geographical distinctions in the data in order to design successful interventions with the mandate to avoid stigmatizing a community.

Within the City of Windsor, it was determined that **Aggregate Dissemination Areas (ADA)** as drawn by Statistics Canada would be used as the catchments. These geographies are made up of the smaller **Census Dissemination Areas (DAs)** and in total contain approximately 5,000 and 15,000 people per ADA. In the broader County of Essex, the ADAs do not align in a manner that allowed the nuances of the county communities to be examined. The County ADAs were drawn by Statistics Canada to meet certain population thresholds. As a result, rather unique boundaries were created. These boundaries made the data difficult to analyze, therefore custom geographies were created in the county using the following principles:

- Custom boundaries need to meet the same population threshold (5,000 to 15,000 individuals) as City of Windsor ADAs.<sup>1</sup>
- Custom geographies do not cross municipal boundaries, allowing for aggregation of data to a municipal level.
- Population densities are used to cluster 'like' areas based on the density of the people living in those areas. This also allowed us to distinguish urban and rural areas.
- The custom geographies met logical geographic or community boundaries.
  - » For example major highways or roadways serve as a boundary between areas rather than having a custom geography straddling both sides of the road, or using a geographic feature like a river as a boundary.
  - » Cluster key amenities (schools, libraries, community centres, Early-On Centres, etc.) in the geographies to attempt to capture their service catchments as well as consideration for future locations to service that community.

The resulting map illustrates the 30 "neighbourhoods" within the City of Windsor and the 25 "neighbourhoods" in the County of Essex.<sup>2</sup> These neighbourhoods are not as residents would describe them and the names that have been assigned are placeholders to be refined by the respective neighbourhood as ProsperUs' work moves forward.

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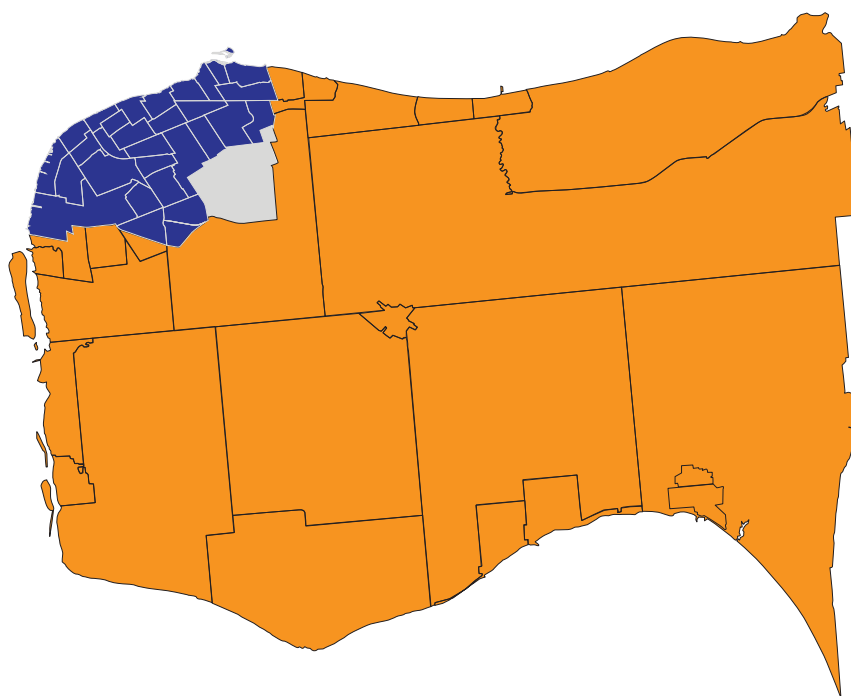
<sup>1</sup> A county geography did not meet the 5,000 person threshold with 4,680 people. In order to meet the threshold we would have had to violate the other three principles outlined. The "Index Group", full Data and Evaluation Table and Leadership Council agreed that this variation was acceptable and would not impact the selection of neighbourhoods.

<sup>2</sup> Please note: the Sandwich South/Annexed Lands/Airport Lands are excluded from the analysis and is suppressed as a neighbourhood of interest. In the Statistics Canada Aggregate Dissemination Area shapefile, on which ProsperUs neighbourhoods in Windsor are based, the Sandwich South/Annex lands are included in Tecumseh, not Windsor. Due to a desire to use standardized geographies where possible and only between 600-700 residents living in this area, this area was suppressed from the analysis. This area was not added to the County (Tecumseh) as that is not the service catchment or proper municipality to which the population should be attributed. Should Statistics Canada properly update their shapefile to include this area in Windsor, we will update the mapping and index to include that area. The Data and Evaluation Table was confident based on the demographics and population make up that this area would not be an area of high barrier to success for youth and therefore its exclusion would not negatively impact the overall index.



**Map 1: ProsperUs City and County Evaluation Neighbourhoods**

- County Index Area
- City Index Area
- Suppressed Area



“I would be happy with some of my tax dollars going to another ward, where the people need it more.”

– East Windsor  
Data Walk Participant

With the ProsperUs neighbourhoods defined, the second challenge experienced was the bridging of the various data sets to common geographies. The solution to this was to develop a two-level index. The data that directly matched the geographies of the “neighbourhoods” would be categorized as lower level. For other data sets that were collected at a higher level of geography, an upper level was created. In the City of Windsor, the upper levels were ward boundaries, while in the County, the overall municipal boundaries made up the upper level data catchments.

Upper level data was then applied equally to the each of the lower levels indicators within their catchments to allow for neighbourhood specific tracking. We recognize this application creates some data generalization, particularly in the county, but it was the only way certain data sets could be utilized and still allow municipal comparisons to be made.

The NOI was developed by creating z-scores for each of the indicators. A z-score illustrates how far from the average a particular data point is. The index illustrates how big of an outlier a particular neighbourhood is from the average. A score of zero indicates a neighbourhood is perfectly average in every way. A negative score

within the index indicates a neighbourhood faces fewer barriers to opportunity (positive) while a positive score indicates the neighbourhood faces more barriers to success (negative). This calculation was undertaken for each indicator, and the aggregate of the z-scores for all 20 indicators (19 in the county) were used to calculate a total score. ProsperUs will launch its work by first targeting the neighbourhoods that face the most barriers as identified within this index.

ProsperUs also clustered indicators by categories: Demographic, Economic, Education, Health and Community Engagement/Safety. This clustering not only allowed for the categorizing of the data, but also allowed for experimentation with various weighting methodologies. These various weighting methodologies were applied to the index to “stress test” the sensitivity of the indicators within the NOI and as a whole. No reasonable weighting measure resulted in a significant change in the overall index rankings at the extremes (positive and negative), so no weighting was used in the final index. There was some sorting within the centre of the index; this shift was largely a result of a particular neighbourhood being an outlier in a certain indicator, and when that indicator was weighted more heavily, it rose slightly in rankings.

## Neighbourhood Identification Indicators

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A total of 20 indicators were selected to make up the NOI. Below you can find a brief description of the indicators with some additional information.

### Lower Level Indicators

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#### **Per cent of Population 0-19 Years – 2016 Census:**

The number of children/youth living in particular neighbourhood plays a role in determining overall risk factors. Where children live determines service catchments for partner organizations as well as how we go about designing future interventions.

#### **Per cent of Households Identifying as a Single Parent Family – 2016 Census:**

Growing up in a single-parent household can be a risk factor for young people. Not only does the household (generally in Essex County) have less income than two-parent households, these situations can also create additional stress and challenges for both parent and child that can impact development, longer-term success and parental labour force participation.<sup>xxxiii</sup>

#### **Per cent of Population who do not speak a first language (English/French) – 2016 Census:**

Persons who are not able to speak or understand English or French can face barriers to accessing services, employment or educational supports for themselves or their family in a community. Creating pathways for these families to have easier access to language, educational and employment supports, is vital for social and economic prosperity.

#### **Per cent of Population Identifying as a Visible Minority – 2016 Census:**

Racialized populations in our region face structural barriers to success. The previous government recognized this by supporting the Ontario Black Youth Action Plan in Windsor.<sup>xxiv</sup> More recently, a report by United Way Greater Toronto tracked employment and income for racialized populations and found they have not kept pace with white populations in a variety of indicators related to income, employment and housing.<sup>xxv</sup> It wouldn't be surprising to see similar trends in Windsor-Essex, and it is an area where future research is needed.

#### **Per cent of Population Identifying as Indigenous Origins – 2016 Census:**

Additional research and engagement needs to be conducted in Windsor and Essex County to support persons who identify as Indigenous in origin.

#### **Per cent of Youth Living in Low-Income (After-Tax Low-Income Measure) – 2016 Census:**

*Areas with greater concentrations of children and youth living in low-income have more significant challenges than areas with lower concentrations.* Due to recent federal policy changes like the Canada Child Benefit, Statistics Canada reports the number of Canadians in low-income, based on both Canada's Official Poverty Line (formerly the Market Basket Measure) and Low-Income Measure (LIM) has trended downward since 2015.<sup>xxxvi</sup>

The LIM was lower for children across Canada at 12.1 per cent, down 1.9 percentage points from 2016.<sup>xxxvii</sup> Although this is an encouraging national trend, the full local impact in Essex County will not be known until the next census is complete in 2021.

#### **Per cent of Population who are in Core Housing Need (Spending more than 30% of income on housing) – 2016 Census:**

Whether or not a family can afford their housing has been linked to academic success and intergenerational economic mobility in the United States. Research has shown that families that are unable to afford to live in high opportunity areas (areas with greater community wealth, better schools) see the educational outcomes and future earning potential of their children decline.<sup>xxxviii</sup>



### **Per cent of Regional Median Income**

**– 2016 Census:** By assessing the neighbourhood median income as a percentage of the overall regional median income, we get a snapshot of comparable wealth and income distributions across our region. As the difference between perceived “have and have not” neighbourhoods continue to grow, the barriers that emerge in certain neighbourhoods will continue to cost taxpayers more.

### **Per cent of Population with No Post-Secondary Education (Age 25-64) – 2016 Census:**

Post-Secondary attainment is the clearest pathway for young people to insulate themselves from falling into or remaining in low-income households. Local data indicates individuals who earn a post-secondary degree have sufficient education to support a household at a rate above a living wage.<sup>xxix</sup> Young people must have the opportunities and the aspirations to gain a post-secondary education while supporting their families and potentially upskilling to ensure increased financial security.

### **Per cent of Low Birth Weight Births (<2500 g)**

**— Aggregate of 2016 & 2017:** Babies born with a low birth weight are at heightened risk for a wide range of cognitive and physical impairment. Although some low-weight births are preventable by ensuring proper maternal care and support, there will always be some that can't be avoided.<sup>xl</sup> Data from 2016 and 2017 were aggregated as the number of births in particular neighbourhoods was low, and for calculation purposes.

### **Per cent of Pregnancy/Birth Complications —**

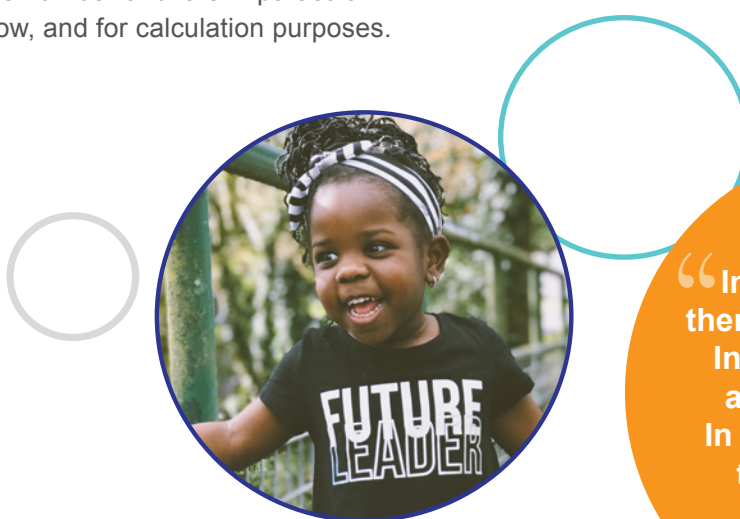
**Aggregate of 2016 & 2017:** Much like low weight births, babies born as a part of complicated pregnancy can also carry inherent risks forward. Data from 2016 and 2017 were aggregated as the number of births in particular neighbourhood was low, and for calculation purposes.

### **Per cent of Youth Mothers Age 24 or less —**

**Aggregate of 2016 & 2017:** A recent report by Royal Bank of Canada outlined the impact on career earnings based on when a mother gave birth. This report showed the younger the mother gave birth, the flatter the earning potential of that mother became.<sup>xli</sup> As a result, ensuring young mothers are able to complete their education and enter/re-enter their career is vitally important to their success. Data from 2016 and 2017 were aggregated as the number of births in particular neighbourhoods was low, and for calculation purposes.

### **Pathway to Potential Recreation Discount Program**

**Usage – 2018:** Registration data for the program subsidies provided by the City of Windsor/County of Essex through Pathway to Potential was used as an indicator. Accessing community programs creates opportunity for social inclusion and learning. By examining in what communities and levels these subsidies are being utilized, ProsperUs was able to determine where populations are potentially in need of greater supports.



“In every community,  
there is work to be done.  
In every nation, there  
are wounds to heal.  
In every heart, there is  
the power to do it.”  
– Marianne Williamson

## Upper Level Indicators

### **Education Development Index (EDI) Average Percentage of Last Two Cycles who are At Risk in 1 Domain:**

EDI is a measurement of childhood development linked to future academic achievement (particularly EQAO testing).<sup>xlii</sup> Unfortunately, EDI is only collected every three years. The last two cycles were used to create a score for each upper level boundary. The last two cycles were selected and not the last four for two reasons. First, students who completed their EDI assessment two cycles ago are now approaching high school, meaning there is still time for significant interventions to support them if needed. Second, due to population changes, additional EDI catchments were created in 2014/15 allowing for greater alignment of the data to the upper level boundaries.

### **Per cent of Youth (Age 5 or 6) with Dental Caries – Average Aggregate of 2016 & 2017**

(Shared by the Windsor-Essex County Health Unit as part of their mandate to perform dental screenings at all schools in Essex County): A recent study showed between the 2011/12 and 2016/17 school year, children that were caries (cavities) free at school entry (kindergarten) decreased by 13%, from 77% in 2011/12 school year to 67% in 2016/17.<sup>xliii</sup> As there are very few early childhood health indicators available in our region, we are using dental health as a basic proxy for child health. Poor dental hygiene could be a sign of poor eating habits at home, lack of access to fresh produce, and a lack of parental supervision and engagement leading to potential longer term health challenges.<sup>xliii</sup>

### **Per cent of Primary Age EQAO Not Meeting Provincial Standard – Aggregate of 3 year average of reading, writing and math outcomes for both Grade 3 and Grade 6:**

Despite being a somewhat controversial measure, EQAO is the only widely available, annualized measure of student success in Ontario. By examining these outcomes across school boards by neighbourhood, it allows ProsperUs to highlight disparities between geographies. Many of these disparities are explained by the broader socio-economic challenges of the particular neighbourhoods, families and students. These social-economic challenges are beyond the capacity and scope for schools and teachers to overcome alone.

### **Per cent of Secondary EQAO & OSSLT Not Meeting Provincial Standard – Aggregate of 3 year average of Grade 9 Academic and Applied Math and Grade 10 first time OSSLT:**

The same is true for secondary measures. The Ontario Secondary Student Literacy Test is a requirement for graduation. Often, students who struggle on the test can be statistically correlated with earlier educational challenges and the circumstance they face outside of school.

### **Total Youth (0-18) Accessing Mental Health Supports in 2017:**

Shared by Hôtel-Dieu Grace Healthcare, this data set was compiled from an aggregate of mental health programs that they support. The gap in this data is that it is made up of only those who accessed services. We recognize there is a significant youth population that is not captured in this data.

“We need to build empathy, remove the “us vs. them” mentality.”

– Ford City  
Data Walk Participant



## Voter Turnout in 2018 Municipal Elections –

**Municipality/Ward:** Voter turnout is often used as an indicator of civic engagement in communities. The reasons why people chose to vote or not vote in particular elections are varied, but that decision can provide insights into the level of engagement and sense of belonging in a community.

## City of Windsor Neighbourhood Youth Crime

**Aggregate Average 2016-2018:** Shared from the Windsor Police Services, data on youth crime by neighbourhood was averaged over a three-year period to control for year-to-year fluctuation.

**Note:** A data request has been submitted to the Essex County OPP for comparable data to the Windsor Police Data. A decision regarding data sharing was not available to meet the timeline of this report. As a result, youth crime data is not included in the County of Essex index. Given that many county municipalities consistently rank as some of the safest in Canada, it was felt that this missing indicator would not significantly impact any particular rankings in the County.<sup>xlv</sup>

# Clustering

The final consideration for the selection of the ProsperUs neighbourhoods is the clustering of these neighbourhoods and services within them. We recognize that our “neighbourhoods” may not match how residents view the boundaries of their neighbourhood or, in many cases, the service delivery patterns of many partners and organizations. However, consideration needed to be given as to where key community facilities (community centres, schools, libraries, faith-based institutions, etc.) were located in the context of neighbourhoods and the populations they serve.

For example, the Town of Leamington is home to the community’s high schools (Cardinal Carter and Leamington District Secondary School). These schools are located in urban areas of Leamington, but draw in students from the surrounding rural areas and beyond. In this case, we are able to potentially engage at-risk youth populations who attend those institutions, and provide proper support to youth from beyond the immediate neighbourhood of the school.

The Leadership Council agreed that clustering of the ProsperUs neighbourhoods would mean targeting initial geographic areas with more in-depth services analysis partnerships with the community, to determine the specific catchments moving forward.

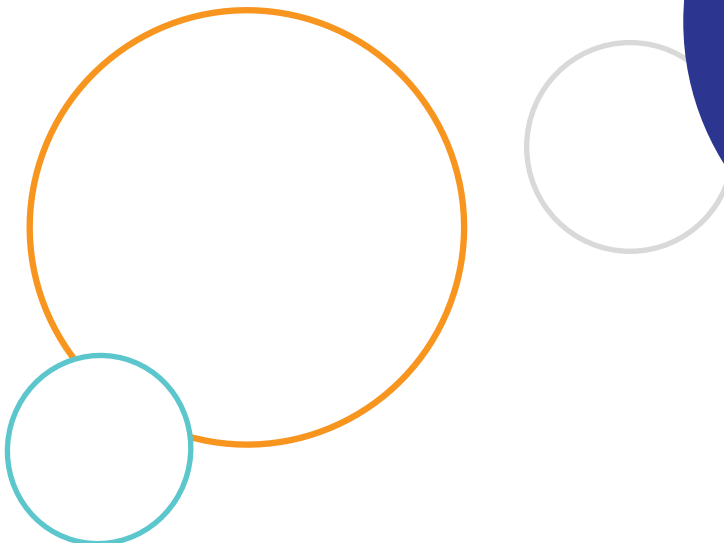
“The greatness of a community is most accurately measured by the compassionate actions of its members.”  
– Coretta Scott King







“There is no power for  
change greater than a  
community discovering  
what it cares about.”  
– Margaret J. Wheatley



# NEIGHBOURHOOD INDEX RANKINGS

The following pages outline the resultant index ranking and maps for both the City of Windsor and the County of Essex Neighbourhood Opportunity Indices. The rankings list the neighbourhoods from most challenging to least. They include the neighbourhood, the upper-level geography that aligned to that neighbourhood, the sum total of the Index score and the population of zero to 19 year-olds that reside within neighbourhood for contextual reference. Appendix 1 contains a broader ranking that summarizes the scores for each neighbourhood in the five categories (Demographic, Economic, Educational, Health and Community Engagement/Safety).

It is important to note the scores in the City and County Indices are **not directly comparable** due to the underlying calculations being drawn from their particular communities, not the region as a whole. This decision to separate the rankings was made by the ProsperUs Leadership Council. Therefore, you can't say that Neighbourhood X in Windsor is better or worse than Neighbourhood Y in the County based on their scores. What can be compared are the *absolute rankings* of neighbourhoods within each Index.

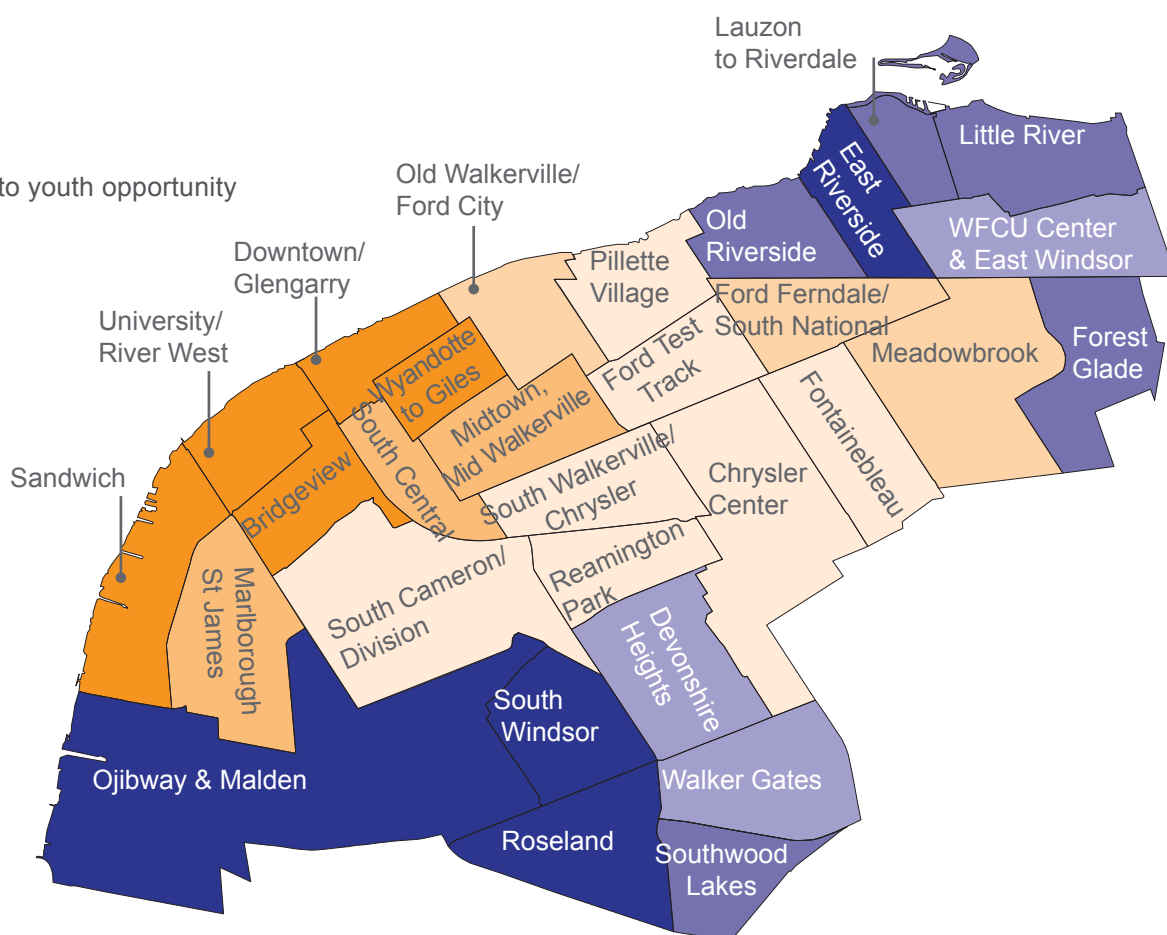
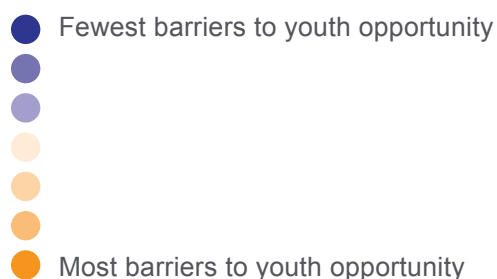


**Table 4: City of Windsor Neighbourhood Index**

Neighbourhood	Aligned Upper Level Geography	Index Total	Population age 0-19
Sandwich	Ward 2	19.98	1,210
University/River West	Ward 2	18.88	1,040
Midtown (Wyandotte to Giles)	Ward 4	18.42	1,990
Downtown/Glengarry	Ward 3	17.94	1,310
Bridgeview	Ward 2	17.54	1,230
Marlborough	Ward 2	11.51	1,300
South Central	Ward 3	10.87	1,375
Midtown, Mid Walkerville	Ward 4	10.03	1,815
Old Walkerville/ Ford City	Ward 4	6.14	1,360
Meadowbrook	Ward 7	5.19	2,710
Ford Ferndale/South National	Ward 8	3.96	1,375
South Cameron/Division	Ward 10	1.33	3,530
Pillette Village	Ward 5	0.41	1,350
Remington Park	Ward 10	0.39	1,305
Chrysler Centre	Ward 5	0.32	1,470
Ford Test Track	Ward 5	0.32	1,595
Fontainebleau	Ward 8	-0.78	1,560
South Walkerville/Chrysler	Ward 4	-0.91	1,205
Walker Gates	Ward 9	-2.99	2,555
Devonshire Heights	Ward 9	-3.63	1,850
WFCU Centre & East Windsor	Ward 7	-6.62	2,195
Forest Glade	Ward 7	-8.67	1,905
Old Riverside	Ward 6	-9.35	1,290
Lauzon to Riverdale	Ward 6	-9.97	635
Little River	Ward 7	-10.64	1,400
Southwood Lakes	Ward 1	-11.28	1,880
East Riverside	Ward 7	-12.86	1,135
South Windsor	Ward 1	-16.4	1,700
Roseland	Ward 1	-17.21	1,130
Ojibway & Malden	Ward 1	-17.97	2,140



**Map 2: City of Windsor Index Map**



## City of Windsor Index Findings

Based on the Index results, the initial focus of ProsperUs will pilot investment in two clusters in the City of Windsor, one in **West Windsor** containing Sandwich, Marlborough, University/River West and Bridgeview neighbourhoods and one in **Downtown Windsor** consisting of Downtown/Glengarry, Midtown (Wyandotte to Giles), South Central and Midtown, Mid-Walkerville neighbourhoods.

This isn't to say there aren't challenges in other parts of the community. However, the barriers faced by residents in these two clusters requires a level of investment which is targeted and based

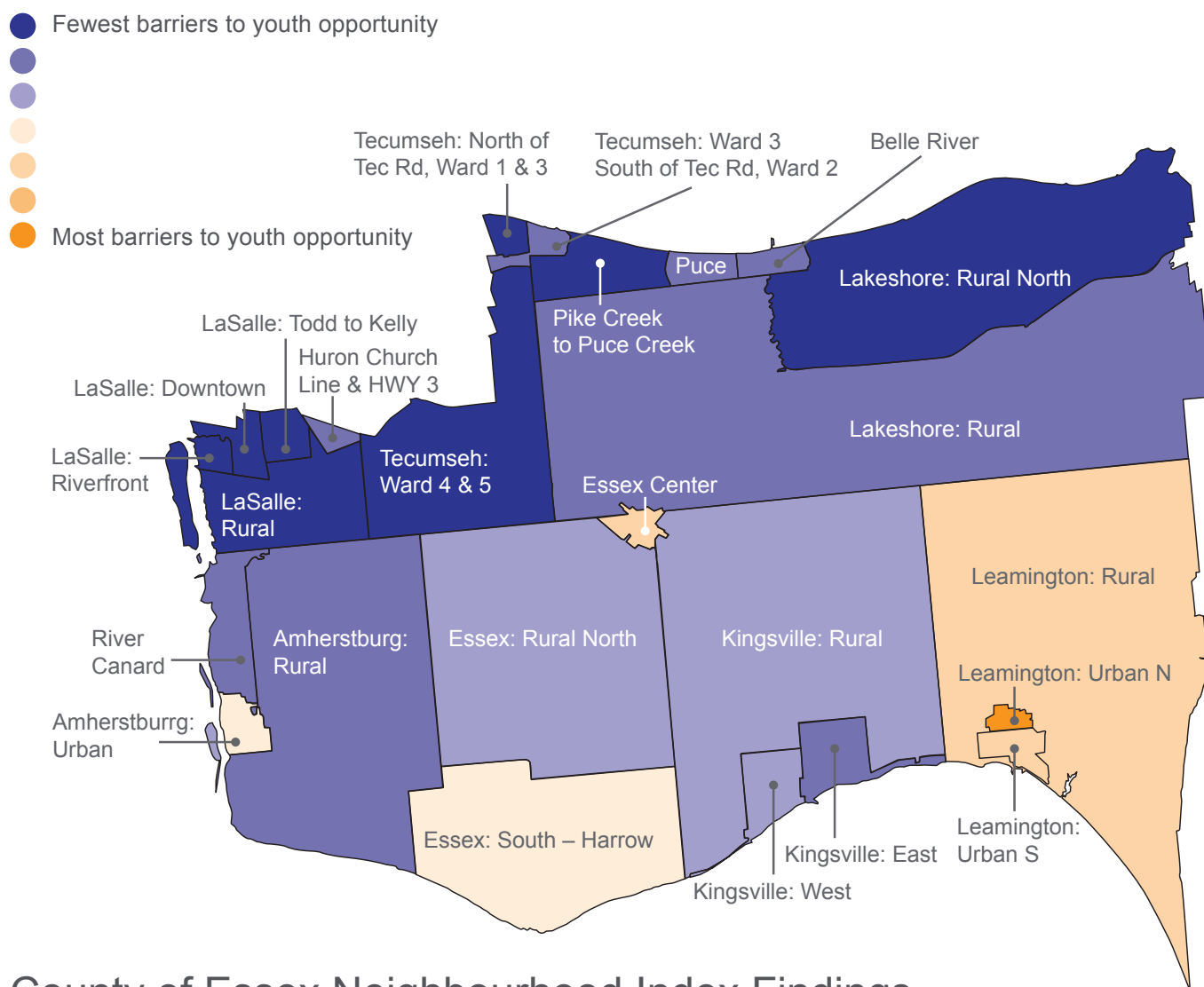
on collaborative participation by multiple sectors in order to achieve measurable results. To truly change community conditions, a coordinated plan that places residents of these neighbourhoods at the centre of the work is needed to provide solutions that will drive towards positive outcomes and lasting positive change.

The Neighbourhood Index also reinforces previous research on the challenges faced by residents in certain areas of the City of Windsor.<sup>xlvi</sup> The socio-economic challenges in these neighbourhoods bleed into other bordering areas of the city, undermining the positive work that is already occurring there.

**Table 5: County of Essex Neighbourhood Index**

Neighbourhood	Upper Level Geography	Index Total	Population ages 0-19
Leamington: Urban N	Leamington	25.24	1,690
Leamington: Urban S	Leamington	14.47	2,015
Leamington: Rural	Leamington	13.05	3,030
Essex: Centre	Essex	10.2	1,625
Amherstburg: Urban	Amherstburg	8.82	1,785
Essex: South – Harrow	Essex	6.68	1,570
Essex: Rural North	Essex	4.11	1,145
Kingsville: Rural	Kingsville	2.57	2,225
Kingsville: West	Kingsville	0.64	1,265
Amherstburg: Rural	Amherstburg	-0.74	1,685
River Canard	Amherstburg	-0.85	1,575
Kingsville: East	Kingsville	-2.61	1,390
LaSalle: Huron Church Line & HWY 3	LaSalle	-3.74	1,180
Belle River	Lakeshore	-4.64	2,015
Lakeshore: Rural	Lakeshore	-4.88	1,785
Tecumseh: Ward 3 South of Tec Rd, Ward 2	Tecumseh	-4.89	1,465
Puce	Lakeshore	-4.95	2,405
Lakeshore: Rural North	Lakeshore	-6.77	1,365
LaSalle: Riverfront	LaSalle	-7.47	1,745
LaSalle: Rural	LaSalle	-8.07	1,455
LaSalle: Todd to Kelly	LaSalle	-8.5	1,445
Tecumseh: North of Tec Rd, Ward 1 & 3	Tecumseh	-8.82	2,115
Tecumseh: Ward 4, 5	Tecumseh	-9.06	1,485
Pike Creek to Puce Creek	Lakeshore	-9.64	2,000
LaSalle: Downtown	LaSalle	-10.24	1,850

**Map 2: County Of Essex Index Map**



## County of Essex Neighbourhood Index Findings

ProsperUs will be focusing on **Leamington** as a whole as its initial investment area in the County. Part of this holistic approach is due to the service catchments of the various providers in the community. For example, the schools bus students in from across the municipality. As a result, ProsperUs partners would be servicing young people from across the municipality. In fact, due to the high schools being located in Leamington South, significant populations from the surrounding areas can be captured.

County low-income rates are not as severe as those in the city. However, the challenges of Leamington Urban North are starkly contrasted with the rest of the county and especially when looking at the underlying data

making up the index. There is a clear dividing line in the County Index. The contrast between Leamington North and other parts of the county is nearly as extreme as those between the neighbourhoods in the City of Windsor.

The largest drivers of the North Leamington score emerge from a prevalence of single parent families, lower post-secondary attainment rates and a significantly lower level of neighbourhood wealth compared to the rest of the county. Due to the significant international worker population, there are also fewer people who speak English or French as a primary language.



# WHAT'S NEXT

ProsperUs has selected **West Windsor, Downtown Windsor and Leamington** neighbourhood clusters to initially target the development of the Cradle to Career Strategy and investment in neighbourhood solutions. Prioritizing the work in these three neighbourhood clusters is the first step to changing trajectories for children, youth and their families in our community. As ProsperUs prepares to launch the CAN Tables, emphasis will be placed on engaging the community – residents, organizations and system-level experts – to begin co-designing these community tables and mapping out their paths forward.

As ProsperUs' work moves into Phase Two, a number of exciting opportunities to become involved will emerge in the Cradle to Career Strategy development and community engagement processes. Every idea and voice in our community is valid and can contribute to shaping a better future for our community. It is in the best interest of our community to ensure that all young people have the opportunity to learn, be healthy, and find a fulfilling career in our region.

When we accomplish this, Windsor-Essex County will be a more prosperous community.

“Knowledge is power.  
Information is liberating.  
Education is the premise of  
progress, in every society,  
in every family.”  
– Kofi Annan



## Data Walks

Over the spring, ProsperUs hosted a series of **data walks** to build a foundation of understanding around the scope of the challenges that our region is facing. New versions of these data walks utilizing information from this report are being prepared. Should a group or organization wish to host a data walk in the future, please contact the backbone team at [info@weunlockpotential.com](mailto:info@weunlockpotential.com)

## Community Action Networks

Now that the specific clusters of neighbourhoods have been identified, a process will begin to recruit a series of Community Action Network Working Groups to focus on the key milestones and issues within the particular neighbourhoods. ProsperUs is committed that at least one third of each of these tables include individuals with living/lived experience with the specific challenges that have been identified. The rest of the tables will be comprised of content experts, service providers and system-level partners whose mandates align with the specific table goals. Our goal is to begin forming these tables in the summer of 2019.

## Youth Council

ProsperUs is committed to authentically engaging youth as a part of process moving forward. As we move ahead, a Youth Council will be formed to support and inform ProsperUs' work.

## 2020 Targets Report

The CAN tables operating in the particular neighbourhoods will each be tasked with developing solutions to the barriers that are present. By late 2020, solutions to the barriers will be identified, clear targets will be set, and timeframes will be identified. Once established, ProsperUs partners will be held accountable to these targets and timelines.

## Get connected

Follow ProsperUs and its partners on Social Media and keep an eye on our website for updates and opportunities to be involved: [weunlockpotential.com](http://weunlockpotential.com)



[WEProsperUs](https://www.facebook.com/WEProsperUs)



[WEProsperUS](https://twitter.com/WEProsperUS)

# WHO'S INVOLVED?

WHO'S INVOLVED?





## Leadership Council Membership

Name	Affiliation	Title
Atkinson, Lori	Libro Credit Union	Regional Manager, Windsor/Essex
Berryman, Dr. Jeffrey	University of Windsor	Acting Provost and Vice-President, Academic
Boulanger, Frédéric	Collège Boréal	Direction – Campus de Windsor
Catherwood, Tim	United Way/Centraide Windsor-Essex County	Board Director
Crvenkovski, Pete	Erie St. Clair LHIN	Vice President, Performance, Accountability & Finance
Dawson, Janice	Erie Shores Healthcare	Chief Executive Officer
Fellows, Shelley	AIS Technologies Group/Radix	Vice President, Communications
France, Patti	St. Clair College	President
Ganter, Ralph	Erie St. Clair LHIN	Chief Executive Officer
Goddard, Lorraine <b>Non-voting Backbone</b>	United Way/Centraide Windsor-Essex County	Chief Executive Officer
Griggs, Eric	TD Canada Trust	District Vice-President
Hogan, Brian	Windsor and District Labour Council	President
Holden, Diane	Immigration, Refugees & Citizenship Canada	Integration Supervisor, Settlement Network
Horrocks, Mark	Ministry of Children, Community & Social Services	Program Supervisor, West Region, Community Services Unit

## Leadership Council Membership

Name	Affiliation	Title
Ibrahim, Tamer	Laidlaw Foundation	Youth Collective Impact Manager
Inglis, Jim <b>Co-Chair</b>	BMO Financial Group	Regional Vice President
Johnson, Terry	Windsor-Essex Children's Aid Society	Chief Operating Officer
Kaffer, Janice <b>Co-Chair</b>	Hôtel-Dieu Grace Healthcare	Chief Executive Officer
Kelly, Erin	Greater Essex County District School Board	Director of Education
Lyons, Terry	Windsor-Essex Catholic District School Board	Director of Education
MacKenzie, Stephen	WindsorEssex Economic Development Corporation	Chief Executive Officer
Maisonville, Robert	County of Essex	Chief Administrative Officer
Marentette, Theresa	Windsor-Essex County Health Unit	Chief Executive Officer
Martin, Glenn	The O'Neil Foundation	Trustee
Mizuno, Pamela	Windsor Police Service	Deputy Chief
Musyj, David	Windsor Regional Hospital	President and Chief Executive Officer
Naidu, Rakesh	Windsor-Essex Regional Chamber of Commerce	President & Chief Executive Officer
Obatusa, Judith	Community Resident	Community Resident

## Leadership Council Membership

Name	Affiliation	Title
Ochs, David	RBC Royal Bank	Vice-President, Business Financial Services
O'Neil Meurehg, Elizabeth	The O'Neil Foundation	Chair/CEO
Osgarby, Jeff	RBC Royal Bank	Regional Vice-President
Parsons, Wendy	Leamington & District Chamber of Commerce	General Manager
Payne, Jelena	City of Windsor	CommissionerCommunity Development & Health
Peterson, Jacqueline	PricewaterhouseCoopers	Partner, Assurance Private Company Services, Business Advisor
Picard, Joseph	Conseil scolaire catholique Providence	Directeur de l'Éducation
Rosen, Charles	HBM+, Green Shield Canada Inc.	Managing Director
Shahbazi, Reza	New Canadians' Centre of Excellence	Executive Director
Smith, Jamie	Ontario Provincial Police	Staff Sergeant
Suchiu, Michelle	Workforce WindsorEssex	Executive Director
Tepperman, Noah <b>Past Co-Chair</b>	Tepperman's	Secretary/Treasurer
Warkentin, Carolyn	South Essex Community Council	Executive Director

## Data and Evaluation Table

Name	Affiliation	Title
Broga, Dr. Mary	Hôtel-Dieu Grace Healthcare	Executive Director   Lead Agency Children & Youth Mental Health Windsor-Essex
Bulcke, Dr. Gina	Windsor Regional Hospital	Director, Organizational Effectiveness
Castonguay, Dr. Paula	Conseil Scolaire Catholique Providence	Chef d'imputabilité / Chief of Research & Accountability
Colaizzi, Barb	Erie Shores Healthcare	Technology Transformation Manager
D'Souza, Ramsey <b>Co-Chair</b>	Windsor-Essex County Health Unit	Manager, Epidemiology, Planning, Evaluation, and Quality
Ekwempe, Clifford	Erie St. Clair LHIN	Epidemiologist
Fathers, Frazier <b>Backbone</b>	United Way/Centraide Windsor-Essex County	Director of Continuous Improvement & Advocacy
Grgicak-Mannion, Alice	GLIER, University of Windsor	Geospatial Learning Specialist
Horrobin, Barry	Windsor Police Services	Director of Planning & Physical Resources
Hudson, Shelley	Greater Essex County District School Board	Supervisor of Information & Innovation

## Data and Evaluation Table

Name	Affiliation	Title
Lynn, Stephen	City of Windsor	Coordinator of Social Planning
Norris, Colleen	Windsor-Essex Catholic District School Board	Superintendent of Human Resources
Sartori, Dr. Jessica <b>Co-Chair</b>	Windsor-Essex Children's Aid Society	Director of Quality Assurance
Shenken, Corey	Workforce WindsorEssex	Project Coordinator & Researcher
Sinha, Dr. Rajeeva	University of Windsor	Associate Professor – Odette School of Business
Thompson, Angela	YouthREX	Youth Program Supports Associate
Wawrow, Dr. Peter	St Clair College	Director of Applied Research
Zanutto, Rosemary	University of Windsor	Executive Director, Institutional Analysis

## Marketing & Communications Table

Name	Affiliation	Title
Becker, Beverly <b>Chair</b>	Postmedia	National Director, Local Marketing
Brady, Karen <b>Backbone</b>	United Way/Centraide Windsor-Essex County	Marketing & Communications Manager
Crozier, Nicole	Hôtel-Dieu Grace Healthcare	Manager, Communications
Erwin, Steve	Windsor Regional Hospital	Manager, Corporate Communications, Government and Community Regionals
Falconer, Justin	Workforce WindsorEssex	Senior Director
Kharboutli, Angela <b>Backbone</b>	United Way/Centraide Windsor-Essex County	Marketing & Communication Specialist
Obatusa, Judith	Resident	Community Resident
Moore, Jason	City of Windsor	Senior Manager of Communications and Customer Service
Perta, Stephanie <b>Backbone</b>	United Way/Centraide Windsor-Essex County	Vice-President, Marketing & Communications
Suchiu, Michelle	Workforce WindsorEssex	Executive Director
Spalding, Derek	Web Geeks	Marketing Specialist
Tepperman, Noah	Tepperman's	Secretary/Treasurer
Warkentin, Carolyn	South Essex Community Council	Executive Director



# GLOSSARY OF TERMS

## **Aggregate Dissemination Area(s)**

The aggregate dissemination area (ADA) is a new dissemination geography created for the 2016 Census. ADAs cover the entire country and, where possible, have a population between 5,000 and 15,000 based on the previous census population counts. ADAs are created from existing dissemination geographic areas and are formed from census tracts (CTs), census subdivisions (CSDs) or dissemination areas (DAs).<sup>xlvii</sup>

**Backbone** The organization/entity that is coordinating and moving forward the day-to-day tasks of the ProsperUs collective, providing dedicated staff and resources. In the case of ProsperUs, United Way/Centraide Windsor-Essex County is operating as backbone organization.

## **Census Metropolitan Area (CMA)**

Area consisting of one or more neighbouring municipalities situated around a core. A census metropolitan area must have a total population of at least 100,000 of which 50,000 or more live in the core. In Windsor-Essex the CMA consists of Windsor, Amherstburg, LaSalle, Lakeshore and Tecumseh.<sup>xlviii</sup>

**Collective Impact** A methodology of working differently to tackle complex system-level problems. More information can be found at [collectiveimpactforum.org](http://collectiveimpactforum.org)

## **Community Action Networks (CAN)**

Community Action Networks are the neighbourhood-based strategy development tables that will be created following the release of this report. Made up of at least one-third residents from the neighbourhood, as they are the experts with lived experience.

## **Cradle to Career (C2C)**

A proven strategy to support economic mobility and break intergenerational barriers to success in targeted geographic areas.

## **Census Dissemination Areas (DAs)**

A dissemination area (DA) is a small, relatively stable geographic unit composed of one or more adjacent dissemination blocks with an average population of 400 to 700 persons based on data from the previous Census of Population Program. It is the smallest standard geographic area for which all census data are collected. DAs cover the entire territory of Canada.<sup>xlix</sup>

**Data Walk** A data walk is a powerful process for engaging diverse stakeholders in a shared 'sense-making' process around data. Created by The Urban Institute, Data Walks are an interactive way of sharing data and research with stakeholders. This data walk tool will build knowledge and data literacy, engage and empower residents, and encourage dialogue and mutual understanding with diverse perspectives.



**Economic Mobility** Economic mobility is the ability of individuals or groups of people to be economically better (or worse) off over a period of time. Those who are more wealth are called upward mobile, those with less, downward mobile. Increasingly, the neighbourhood you grow up in, education level of parents and general affluence of your community are being identified as driving factors in the economic mobility of future generations. More information can be found at [opportunityinsights.org](http://opportunityinsights.org)

**Ethnographic Research** Ethnographic research is a qualitative method where researchers observe and/or interact with a study's participants in their real-life environment. An example of this is "living a day" in someone's life.

**Equity** Our definition of equity is based around the principle that not everyone begins on an equal footing and that some people need extra support to reach to meet certain milestones of well-being and economic success.

**Human Centre Design** An iterative design methodology that places the customer/client/user needs at the centre of the work.

**Index** A statistical tool that brings together many variables into a single resulting score.

**Opportunity for All** The National Poverty Reduction Strategy that was announced in 2018.<sup>1</sup> This federal strategy set Canada's first Poverty Line as well as a number of national indicators related to poverty and related factors.

**Pathway to Potential P2P** P2P is the municipally funded City of Windsor and County of Essex Social Investment Plan. This nine-point plan builds on new and existing resources and corporate and community-based collaborations with the goal to make a difference in the lives of all residents. P2P funding is designed to enhance participation by children, youth and families who live in low-income environments, through community, recreation and transit programming within Windsor and Essex County.

**Place-Based** A defined geography in which interventions are deployed and results measured generally representing a neighbourhood or section of a community.

**Promise Neighbourhood Institute** A U.S.-based federally funded initiative through the Department of Education, the Promise Neighbourhoods are Cradle to Career Strategies launched by President Obama during his first term. More information can be found at [promiseneighborhoodsinstitute.org](http://promiseneighborhoodsinstitute.org)

**ProsperUs Neighbourhoods** These will be the neighbourhoods that ProsperUs initially targets for strategy/intervention design.

**StriveTogether** A U.S.-based national not-for-profit that supports cradle to career strategies. More information can be found at [strivetgether.org](http://strivetgether.org)

**Social Impact Bond** A Social Impact Bond (SIB) is based on a pay-for-performance contract in which the government agrees to pay for improved social outcomes. A partnership between investors, service delivery organizations, government and, potentially, an intermediary is established to tackle a specific social issue. If the solution achieves the agreed-upon social outcomes, the government pays the investors against a pre-agreed scale.<sup>ii</sup>

### **UN Sustainable Development Goals**

Internationally recognized measures for sustainable development. These 17 indicators have been adopted by the UN General Assembly, numerous communities, organizations and corporations as guides to improving their communities and guiding measurement of success.

# NEIGHBOURHOOD INDEX

## CATEGORY SCORES

The following table shows how the 20 indicators aligned with the categories within the Index.

Demographic	Economic	Education	Health	Civic & Safety
% Population under 19	% Youth living in low-income	% Of adults (ages 25-64) with no post-secondary	% Of children with cavities	Voter turnout – 2018 election
% Population who do not speak english or french	% Of population housing insecure	Primary eqao – 3-year average	% Of births to young mothers: age 24 or less	Youth crime (Windsor only)
% Population identified as visible minority	% Of regional median income	Secondary eqao – 3-year average	% Of pregnancy / birth complications	P2P recreation program usage
% Of single parent families		Early developmental index – at risk in 1 domain – last 2 cycles	% Of low birth weight births	
% Of population who identify with an Indigenous identity			Youth mental health/supports access	



**CITY OF WINDSOR NEIGHBOURHOOD INDEX**

Neighbourhood	Upper Level Geography	Index Total	Demographic Factors	Economic Factors	Educational Factors	Health Factors	Community Engagement and Safety Factors	Population ages 0-19
Sandwich	Ward 2	19.98	1.66	6.25	4.58	4.39	3.09	1,210
University/RiverWest	Ward 2	18.88	1.82	5.16	3.63	5.27	3	1,040
Midtown (Wyandotte to Giles)	Ward 4	18.42	5.31	4.91	1.75	4.03	2.42	1,990
Downtown/Glengarry	Ward 3	17.94	4.29	5.52	3.39	3.28	1.46	1,310
Bridgeview	Ward 2	17.54	2.11	2.91	5.41	3.42	3.69	1,230
Marlborough	Ward 2	11.51	1.44	1.22	4.67	1.06	3.12	1,300
South Central	Ward 3	10.87	1.54	2.58	2.83	3.36	0.57	1,375
Midtown, Mid Walkerville	Ward 4	10.03	1.3	1.27	0.78	6.74	-0.06	1,815
Old Walkerville/ Ford City	Ward 4	6.14	0.28	1.38	-0.17	4.7	-0.04	1,360
Meadowbrook	Ward 7	5.19	1.59	2.03	0.35	-2.36	3.58	2,710
Ford Ferndale/South National	Ward 8	3.96	0.25	0.81	2.55	-0.33	0.68	1,375
South Cameron/Division	Ward 10	1.33	4.22	0.61	-3.84	-1.55	1.89	3,530
Pillette Village	Ward 5	0.41	-2.5	0.85	2.91	0.36	-1.21	1,350
Remington Park	Ward 10	0.39	0.94	0.62	-2.13	1.14	-0.19	1,305
Chrysler Centre	Ward 5	0.32	-0.89	-1.48	2.92	2.05	-2.28	1,470
Ford Test Track	Ward 5	0.32	-1.01	-1.59	3.63	0.81	-1.53	1,595
Fontainbleu	Ward 8	-0.78	-2.34	0.12	2.33	-1.09	0.21	1,560
South Walkerville/Chrysler	Ward 4	-0.91	-1.06	-2.54	-0.17	3.48	-0.62	1,205
Walker Gates	Ward 9	-2.99	3.5	-2.17	-1.17	-2.07	-1.07	2,555
Devonshire Heights	Ward 9	-3.63	0.48	-1.41	0.16	-1.78	-1.09	1,850
WFCU Centre & East Windsor	Ward 7	-6.62	-1.52	-2.34	-0.84	-3.57	1.65	2,195
Forest Glade	Ward 7	-8.67	-2.18	-2.69	-0.95	-3.81	0.96	1,905
Old Riverside	Ward 6	-9.35	-4.96	-2.82	-0.96	2.4	-3.02	1,290
Lauzon to Riverdale	Ward 6	-9.97	-3.91	-0.92	-0.74	-1.29	-3.09	635
Little River	Ward 7	-10.64	-1.38	-4.05	-2.03	-3.69	0.51	1,400
Southwood Lakes	Ward 1	-11.28	0.43	-2.33	-5.57	-2.63	-1.19	1,880
East Riverside	Ward 7	-12.86	-3.15	-2.79	-1.07	-6.25	0.4	1,135
South Windsor	Ward 1	-16.4	-0.44	-3.65	-4.79	-5.89	-1.63	1,700
Roseland	Ward 1	-17.21	-3.25	-3.37	-5.1	-3.22	-2.28	1,130
Ojibway and Malden	Ward 1	-17.97	-2.55	-3.11	-5.03	-5.96	-1.3	2,140

# COUNTY OF ESSEX NEIGHBOURHOOD INDEX

Neighbourhood	Upper Level Geography	Index Total	Demographic Factors	Economic Factors	Educational Factors	Health Factors	Community Engagement and Safety Factors	Population ages 0-19
Leamington: Urban N	Leamington	25.24	7.99	8.2	5.33	3.49	0.22	1,690
Leamington: Urban S	Leamington	14.47	0.8	5.29	4.66	3.49	0.22	2,015
Leamington: Rural	Leamington	13.05	1.68	2.88	4.77	3.49	0.22	3,030
Essex: Centre	Essex	10.2	-0.46	2.68	4.44	0.46	3.07	1,625
Amherstburg: Urban	Amherstburg	8.82	2.16	3.47	2.3	1.16	-0.27	1,785
Essex: South – Harrow	Essex	6.68	-1.73	1.07	3.79	0.46	3.07	1,570
Essex: Rural North	Essex	4.11	-2.77	-0.19	3.54	0.46	3.07	1,145
Kingsville: Rural	Kingsville	2.57	0.6	0.16	0.93	0.12	0.77	2,225
Kingsville: West	Kingsville	0.64	-2.97	2.43	0.29	0.12	0.77	1,265
Amherstburg: Rural	Amherstburg	-0.74	-2.23	-1	1.6	1.16	-0.27	1,685
River Canard	Amherstburg	-0.85	0.03	-2.98	1.21	1.16	-0.27	1,575
Kingsville: East	Kingsville	-2.61	-3.62	0.33	-0.21	0.12	0.77	1,390
LaSalle: Huron Church Line and HWY 3	LaSalle	-3.74	2.51	0.08	-3.88	-2.33	-0.13	1,180
Belle River	Lakeshore	-4.64	0.33	-1	-1.54	-1.62	-0.81	2,015
Lakeshore: Rural	Lakeshore	-4.88	-0.83	-0.33	-1.29	-1.62	-0.81	1,785
Tecumseh: Ward 3 South of Tec Rd, Ward 2	Tecumseh	-4.89	0.53	-0.27	-2.33	-0.33	-2.49	1,465
Puce	Lakeshore	-4.95	2.86	-2.79	-2.59	-1.62	-0.81	2,405
Lakeshore: Rural North	Lakeshore	-6.77	-2.36	-0.11	-1.87	-1.62	-0.81	1,365
LaSalle: Riverfront	LaSalle	-7.47	1.14	-2.79	-3.36	-2.33	-0.13	1,745
LaSalle: Rural	LaSalle	-8.07	-0.54	-1.69	-3.38	-2.33	-0.13	1,455
LaSalle: Todd to Kelly	LaSalle	-8.5	-0.33	-1.42	-4.3	-2.33	-0.13	1,445
Tecumseh: North of Tec Rd, Ward 1 & 3	Tecumseh	-8.82	-0.6	-2.73	-2.67	-0.33	-2.49	2,115
Tecumseh: Ward 4, 5	Tecumseh	-9.06	-1.75	-2.03	-2.46	-0.33	-2.49	1,485
Pike Creek to Puce Creek	Lakeshore	-9.64	-0.6	-3.44	-3.17	-1.62	-0.81	2,000
LaSalle: Downtown	LaSalle	-10.24	0.17	-3.84	-4.12	-2.33	-0.13	1,850



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