

2020  
**FALL  
UPDATE**





## Message From Chairs



**Janice Kaffer:** Many in the community know me through my work at Hôtel-Dieu Grace Healthcare (HDGH), our region's only post-acute community hospital. I have been the President and CEO at HDGH now for just over six years, and it is a job I love. The work we do there, the mission that we have to serve our community and our commitment to those who are vulnerable, marginalized, and in need of extra help and support is what brought me to the work of ProsperUs a number of years ago. You may ask, what does a community-oriented collective impact approach to addressing (and hopefully solving) intergenerational child and family poverty have to do with a hospital. Well, lots. For instance, in our role as the lead agency for the delivery of Child and Youth Mental Health, we know that what happens in a hospital or treatment centre is only part of the solution to mentally well children and families. Other contributors are neighbourhoods, communities, schools, and family supports. In these areas, the work and energy of ProsperUs is critical.

I am also a mom and an Amma to three wonderful children who are blessed to have what they need to be healthy in all the social determinants of health. Not every child has that, and I see it as our community's job to change that. In the past year and a bit, there has been a lot of work advanced in three priority neighbourhoods: Downtown Windsor, West Windsor, and Leamington. I've seen the Community Action Network working groups take shape and begin to articulate a vision for change from a resident perspective, sharing what exactly is needed for children and families in these neighbourhoods to thrive. I know there is much more to come, and I look forward to what's ahead. My time as Co-Chair will come to an end soon, and I will be proud to say that I have had a small part in making the future better for children in Windsor-Essex. Join us and be part of that too.

**Jim Inglis:** As Co-Chair of ProsperUs and Regional Vice President at BMO for Windsor Essex Chatham, supporting communities in need is of the utmost importance to me. I became involved with ProsperUs because I strongly believe in what this organization is looking to achieve – making real change for children and youth by developing and providing opportunities to those who may not otherwise have them. With ProsperUs, we aim to offer every young person a fair advantage, give them encouragement and support through our Cradle to Career initiative, inspire them through discussion, create optimism about what they can become and increase their self-esteem.



By spending time with Community Action Network groups, and listening to local residents and their stories, it is evident that the work we are doing is very important and that it is making a difference by creating solutions that we can implement. However, effective change can only come from looking at things differently, promoting inclusivity, partnering with various organizations with similar values and goals, and encouraging strong local resident engagement.

I am fortunate that my two children have had many barriers removed, barriers that many other children still face today. So I am personally committed to doing something about removing those barriers for others. I'd encourage everyone to join us in this pursuit. Let's own this chance to be part of the solution!

## What is ProsperUs?

ProsperUs is a collective of fifty system-leading organizations that have come together to tackle the complex problem of youth opportunity in Windsor-Essex County. We are going to transform our region for the better by utilizing a Collective Impact framework. Collective Impact is a new approach for our community to tackling old and complex problems 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 agreed upon evaluation with a commitment to prioritizing the overarching goal ahead of any one particular organizational agenda.

In 2018, a Leadership Council was convened of leading organizations to guide the initial phases of the project and to agree to a common agenda to ensure that children, youth and families have opportunities to succeed in Windsor-Essex County. It was agreed that United Way/Centraide Windsor-Essex County would take on the Backbone role and steward the process and key activities forward on behalf of the collective. To achieve this goal, a Cradle to Career strategy was agreed upon as the overarching process with six measurable milestones identified that would help ProsperUs measure its success.

Deploying this strategy to the whole region would be overwhelming, even for the system leading institutions involved. As a result a place-based neighbourhood focus was implemented, targeting areas of greatest need first. This process would allow ProsperUs to elevate resident voices to all aspects of the solution design process through Community Action Networks. Ensuring the voices of those impacted most are entrenched in our work.

ProsperUs then identified high priority neighbourhoods. An unprecedented data sharing process was undertaken and a Youth Opportunity Index was created which identified that Downtown Windsor, West Windsor and Leamington were the areas of greatest need. These neighbourhoods became the starting point for ProsperUs work.

To find out more about Collective Impact, the process of convening, data sharing and research, as well as the Youth Opportunity Index that led to ProsperUs making key decisions, please see the [Coming Together Report](#) on the ProsperUs website.

# Cradle to Career Community Vision

1

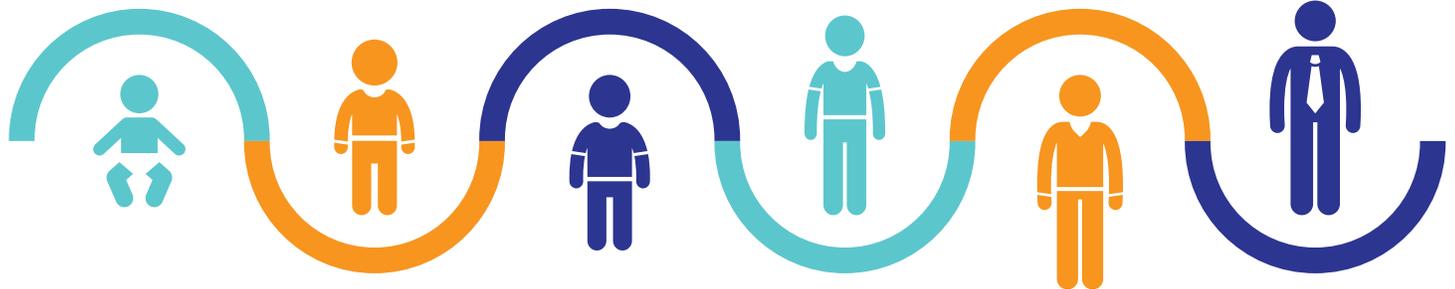
**CHILDREN WHO ARE KINDERGARTEN READY** are more likely to have a foundation that supports future learning and better health. This includes the first 1,000 days (pre-natal care).

3

**STUDENTS WHO ARE PROFICIENT IN MATH IN 6TH GRADE** are more likely to complete post secondary and be prepared for the workforce.

5

**STUDENTS WHO ARE POST SECONDARY & CAREER READY** are more likely to have better employment and earnings opportunities.



**STUDENTS WHO ARE PROFICIENT IN READING IN 3RD GRADE** are more likely to graduate from high school.

2

**STUDENTS WHO GRADUATE HIGH SCHOOL** are less likely to experience poverty, receive public assistance, or become involved in the criminal justice system.

4

**STUDENTS WHO ARE EMPLOYED** within a year of graduation is crucial for achieving self-sufficiency and developing skills for the 21st century economy.

6

## Foundation of Success

  
FAMILY FINANCIAL STABILITY

  
HEALTH & NUTRITION

  
ACCESS TO HOUSING

  
TRANSPORTATION

  
SOCIAL INCLUSION

## What We've Accomplished Since Coming Together

The data collected for the [Coming Together Report](#), clearly pointed to the greatest challenges being concentrated in three areas: West Windsor, Downtown Windsor, and in the municipality of Leamington. These communities were the ones that ProsperUs selected to begin its work.

### ProsperUs High-Level Process

After selecting the communities with the greatest barriers, ProsperUs began a process for arriving at fully-funded, actionable solutions to tackle these challenges. The first wave of programming was intended to be in place for Fall 2020. Unfortunately, COVID-19 disrupted that process.

#### Development Process



The first step was bringing together all of the available data in our community. This data was then presented to the newly formed Community Action Network (CAN) Working Groups. These groups are the resident-led, neighbourhood-based teams whose input forms the basis for driving community-designed solutions. At a high level, based on the residents' experience in their neighbourhood, they will support the identification and prioritization of barriers to success faced by children, youth, and their families and co-design solutions with key delivery agencies and system experts. Bringing together these CAN Working Groups and supporting them through COVID-19 has been the bulk of ProsperUs work over the last year.

When the solutions are identified, they are forwarded to the Leadership Council to ensure that they align with the common agenda of ProsperUS and to secure system-level support to drive that solution to positive outcomes. From there, the solutions and their business cases are forwarded to an investors table. This table will be a collaborative of foundations, funding-based non-profits, businesses, philanthropists, and government partners willing to financially sustain the work over multiple years. Based on the funders' mandates, capacity, and alignment, they select solutions they can best support over the long term.

Once solutions have been identified and funded, the continuous improvement process begins. This process is made up of two elements. The first element is the evaluation framework which will align program measurement with local, provincial, national and international indicators to measure ourselves against. Unlike the traditional approach of collecting data, which often required under-resourced agencies to take time and energy away from their work, ProsperUs will be internalizing this evaluation work within the Backbone team while leveraging technology to streamline processes and analysis.

To ensure that service organizations can achieve success and meet the targets and objectives needed to move a system-level objective, capacity building will be provided by the Backbone organization. This capacity building will be designed to strengthen their teams' skills, improve the breadth and quality of service, and build resilience in the social service sector in Windsor-Essex County. Some of this capacity building has already begun and is outlined later in this report.

The results of these processes will be reported back to the community in annual reports, open data portals, and through a variety of traditional and social media channels including the ProsperUs website [www.weunlockpotential.com](http://www.weunlockpotential.com).

## Community Action Network Working Group Recruitment

Just as we were releasing the Coming Together report, we began recruiting residents to participate in the Community Action Network (CAN) process. These resident-led working groups are key to creating positive impact and empowering priority neighbourhoods.

The recruitment process, including an extensive engagement and outreach process took several months. Materials were translated into four other languages (French, Mandarin Chinese, Arabic and Spanish), and from August to October, Backbone and ProsperUs partner staff and volunteers reached out to parents and families who do not normally participate in community processes.

Through this outreach process, 111 community members put their names forward to fill an initial 36 seats at the CAN working groups. A series of getting-to-know-you meetings were held in the fall of 2019 to share plans, expectations, and hopes for the resident collaboration process. These residents are the true “context experts” for the experience of living in their community and that expertise will guide and shape our process.

The goal of this pilot phase was to focus on early school years related to Milestones Two and Three (grade 3 and grade 6 academic success), so CAN applicants were screened based on their lived experience, backgrounds, whether or not they had children in school, as well as demographic alignment with the broader neighbourhood. As a result, the resident make-up of the CAN Working Groups is reflective of the diversity of the neighbourhoods they live in.

Recognizing their expertise, ProsperUs wanted to ensure that all members can participate without facing barriers. All members receive an hourly stipend for their time, transportation and childcare support for those who need it, translation services for those facing language barriers, and meals at the meetings for both the participant and their children. When COVID-19 forced us to change our process, members were supported at home through the lock down this spring, while meetings shifted online, support was provided for technology and internet access.

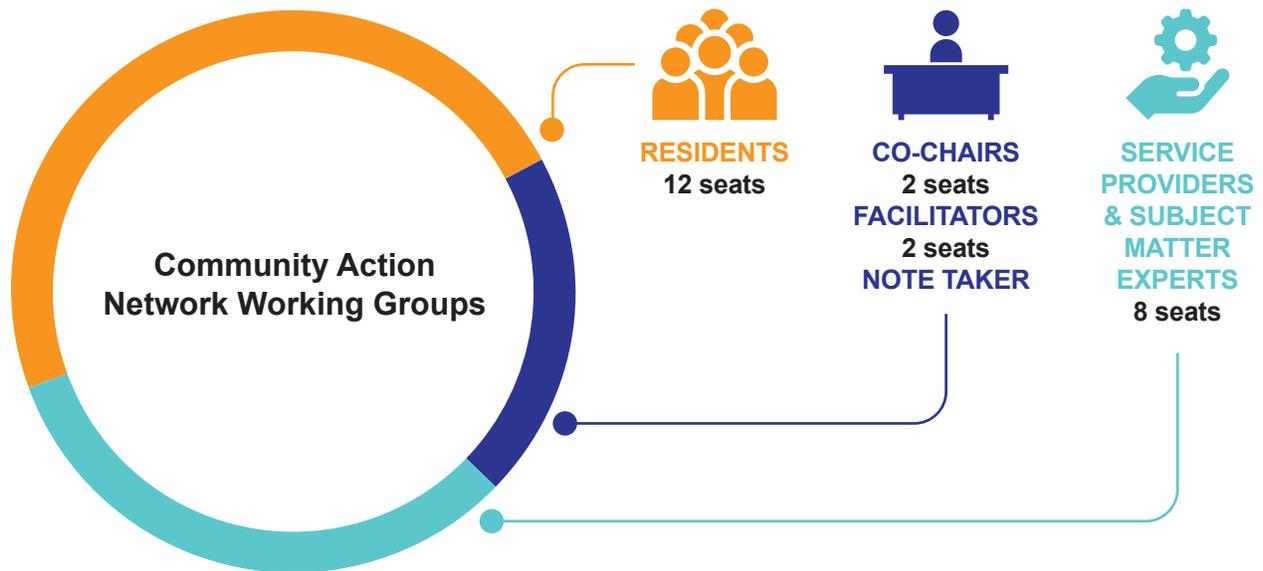
To support and guide these groups, facilitators and one of the two co-chairs for each working group were recruited from amongst the ProsperUs partners. Staff stepped forward and volunteered their time from Windsor Essex County Health Unit, Windsor Police Service, Children's Aid Society, HDGH's Regional Children's Centre, Workforce WindsorEssex, and local branches of the Royal Bank of Canada (RBC). These partner organizations allowed these staff to flex their time to be able to meet with the Backbone team and residents. These facilitators and chairs along with the backbone team, lended their expertise and leadership, facilitated the meetings of the CAN Working Groups and helped guide them through the barrier identification processes.

As the CAN members began to get to know one another and grow more comfortable, the residents elected their own co-chairs from their membership. These individuals were recently introduced to the community. They are passionate and engaged in the work to support children and youth in their neighbourhoods. They have taken their seat on the Leadership Council and are an active and influential voice in shaping the process going forward.

### Community Outreach Process



## What is a Working Group?



## Youth Community Action Network (Y-CAN)

In February of 2020, we repeated the recruitment process, but this time for youth ages 15 to 24. The opportunity to apply for membership was advertised widely on social media via targeted marketing services on Facebook, Instagram, and Twitter. There were 21 unique posts totaling 26,846 impressions. Our school board partners supported outreach through the high schools within the priority neighbourhoods with PA announcements, flyers, and guidance counselors and staff reached out to potentially interested students. The opportunity also went out to United Way's extensive contact list of local non-profits, and contact was made with other local high schools and post-secondary institutions to advertise the opportunity at their sites via announcements, public information boards, and guidance counselors.

Unlike the CAN Working Group members who were recruited by neighbourhood, 15 youth ages 15 to 24 were recruited from across the three neighbourhoods and convened at a single table. In total, 115 young people put their names forward and 15 were selected - five from each neighbourhood. The reason for such a small group was due to COVID-19. Although uptake from the call for membership was strong, the capacity of the Backbone team to onboard a large group of

youth was limited in the face of the new COVID-19 realities. We distributed seven Chromebooks and a number of headsets to members so they could participate digitally.

This initial cohort is moving forward with their process. Our hope is to recruit subsequent cohorts of youth to the Y-CAN to enable a level of peer mentorship within our process. Not only will the Y-CAN develop their own youth-designed and potentially youth-led solutions, but they will also be a way to vet the regular CAN Working Group solutions, answering the question 'Is this the kind of solution or support that they or their friends would use or attend?'

### CAN Working Group Process

The CAN working groups have a membership of approximately 25 people. Each working group has 12 seats for residents of the community with lived experience on the issues they are addressing, referred to as context experts. They are the experts when it comes to living in their respective community. An additional eight spots are reserved for service providers who are frontline local organizations and non-profits that provide services to the community.

They are referred to as content experts as they have knowledge of the reality, challenges, and opportunities for providing services in our community. Groups of system experts are engaged on an ad-hoc basis to bring in specific expertise or best practices as part of the design process.

Following their recruitment and initial “getting-to-know-you” meetings, the working groups verified their terms of reference, and the residents got to work. The Continuous Improvement team shared neighbourhood profiles, made up of in-depth data at a neighbourhood, school, and program level to help educate the residents on what the data is telling us, about the specific inequities and challenges of their community. This data sharing generated lots of discussion and questions from the resident members, this was the basis of their work - to question and verify the data.

With this understanding in place, the working groups moved into asset mapping and identifying specific barriers within their communities. These barriers ranged from individualistic barriers like how long it takes to get to a grocery store to complex provincial or federal shifts around income supports that will require our community to advocate for change.

This process was disrupted by COVID-19, and our original goal of solutions being prepared for fall 2020 was not achieved. Through the fall and winter of 2020-21, ProsperUs will be recruiting neighbourhood service providers and system experts and the design process will then begin. Initial interventions designed to mitigate COVID-19 and its impacts on parents, youth, and families will be tested and piloted through the winter with scaling in the spring of 2021.

Piloting is necessary to test the processes of potentially system-shifting programming. The thorough evaluation, capacity-building, data collection, and reporting processes all need to be tested for the first time. Given the challenges of COVID-19, new partners that are learning to work in new ways, and new tools being deployed for the first time, it would be unrealistic not to expect some hiccups. The pilot process creates efficiencies and strengthens our learning and overall processes as we prepare to scale. The first stages of this scaling will occur in fall 2020 with the recruitment for Milestone 1 CAN Working Group – focusing on the formative years in a child’s life and early childhood education.

## The First Shift in Systems

Upon joining the Leadership Council, the CAN Working Group Chairs began to outline some of the barriers and stories of their fellow CAN Working Group members. One of the issues that they highlighted was within community housing.

Upon hearing this, Jim Steele, CEO of Windsor Essex Community Housing Corporation (WECHC), reached out to the Backbone team to facilitate a meeting with the CAN Working Group Chairs. WECHC had to reconcile why the high scores of the satisfaction surveys from these communities did not match the challenges that were described by the working group members.

The Backbone Team facilitated a meeting between the Chairs of the Working Groups and WECHC Leadership team. In the lead up to the meeting, the Chairs had gathered stories and photos of the issues from their peers to present. What was recognized by everyone around the table is that no system is perfect and that we can work together to close gaps. Not only did WECHC take immediate action on the issues that were outlined, the Working Groups are now using their Human Centre Design training to explore ways to improve the maintenance request process.

The results of this process will be shared with WECHC later this fall and discussion around potential implementation will begin.

## CAN Working Group Interim Evaluation

The Backbone team took advantage of the pause in our process caused by COVID-19 to take stock of the progress that had been made and how we could improve. As a part of the continuous improvement process, there was always a plan to evaluate the newly formed CAN Working Group process. The Backbone team began conducting a series of long-form interviews with the CAN Working Group members on all aspects of their involvement to date. Thirty CAN Working Group members and all nine partner facilitators and co-chairs were interviewed on all aspects of the process: recruitment, training and onboarding, meetings, and the impacts of COVID-19.

What members reported was that the CAN process was successful in bringing together diverse groups of individuals through an application process that was efficient and inclusive. Once members were recruited, the community engagement activities were designed in a way that helped build an environment of learning and empowerment. Members reported that the mutual learning process allowed them to experience diversity of opinion, improve their understanding about

underlying barriers that cause poor educational outcomes for children and youth, and create an environment where members felt safe to share their stories. In addition, aligning individual members' personal aspirations under a common agenda has empowered residents and given them a feeling that their voices and opinions matter.

While the application process was transparent, more work is needed to ensure large racial groups, indigenous communities, and male members of the population are represented in the working groups. Through the implementation, we learned that it is important to manage expectations and inform members how their actions will turn into tangible results. To build trust and ensure accountability, a feedback mechanism also needs to be established to ensure information flows from the Leadership Council to the CAN working groups.

This feedback will drive how we engage existing working groups as well as all future groups. This interim evaluation report will be posted on the ProsperUs website following validation by CAN working group members.

## Career Success Report

From October 2019 to March 2020, funded by the Ontario Trillium Foundation, Workforce WindsorEssex collected data in the Windsor-Essex region to develop a definition for youth career success. This measure had previously not existed in the region. This research addresses a key milestone for the overall ProsperUs project. Career success for youth in Windsor-Essex can be defined as the following: having a stable job that is enjoyable and provides opportunities for growth, while also being financially stable.

The main purpose of this research was to identify the most important factors that contribute to an individual's definition of career success and what can be done to help ensure that individuals are able to experience career success in the Windsor-Essex region. In order to conduct this research, Workforce WindsorEssex conducted a literature review of past career success research, hosted focus groups with individuals within the Windsor-Essex region, held consultations with community stakeholders, and created a general survey open to those aged 18-29 in the region.

This research represents a major milestone for the ProsperUS project. The report will allow the process to be repeated for defining career success well into the future. Download the full report on the [ProsperUs website](#).

*"Workforce WindsorEssex was proud to have conducted this research on behalf of the ProsperUs initiative.*

*Defining career success for the region of Windsor-Essex is crucial to supporting the ongoing efforts of the ProsperUs team. Workforce WindsorEssex is happy to be a partner organization in this effort to ensure that children growing up in poverty in Windsor-Essex are provided with all the supports they require to become successful upon reaching adulthood."*

**– Justin Falconer, CEO**

## Capacity Building

As part of our continuous improvement strategy, we recognize that we have to support partners to engage in this work. Since the Coming Together report, we have coordinated and delivered numerous initial capacity-building initiatives.

In Spring 2020, community agencies participated in a workshop delivered by Paul Schmitz of FSG Consulting Group and the Collective Impact Forum introducing the collective impact model. This was a first step in bringing our community onboard with the ProsperUs vision. A further exploration of systems change and adaptive leadership, facilitated by Ronna Warsh, encouraged our community leaders to think differently about the approach to tackling social issues in our region. ProsperUs will implement specific capacity-building activities aligned with the piloted solutions for selected partners, as well as broader community capacity-building processes in the fall of 2020 and winter 2021.

The CAN Working Groups also needed further support. CAN chairs and facilitators participated in several facilitator-training sessions delivered by Janice Forsyth of Forsyth Management Consulting, to learn new skills to effectively facilitate the CAN working groups' meetings. This professional development will not only help move the processes forward but also strengthen them in their careers.

The members of the working groups are also receiving training on human-centered design by Overlap Associates. This will be the foundation for introducing participants to designing and developing solutions through a human-centered lens that will enable them to work with service providers and system experts to overcome the challenges in their neighbourhoods.



Capacity-building also means building understanding of the issues and educating the community. Since last summer, the Backbone team facilitated numerous “data talks”, including with employees of a number of local companies, students at the University of Windsor School of Social Work and Faculty of Education, and members of the Windsor-Essex Children’s Aid Society Poverty Committee.



*“The mission of the John McGivney Children’s Centre (JMCC) is to provide family-centred holistic care to the community, enriching the lives of children and youth with special needs by helping them reach their full potential. We are proud to collaborate with partners across Windsor-Essex to reduce poverty and other systemic barriers so that all children will have a future of participation, acceptance and opportunities, a key part of JMCC’s vision.”*

**– Jessica Sartori, CEO**

*“Working together to share, own, and solve for the challenges that our neighbourhoods face is a core tenet of ProsperUs and the only way to create sustainable change. This is a process that involves radical listening, learning how to create a shared understanding of the challenges, and going deep into the many nuances of potential interventions. Investing the necessary time and resources in this community engagement and capacity building piece up front lays the foundation for making real change possible.”*

**– Liz O’Neil, The O’Neil Foundation**

## Investors Table

The work outlined in this report is bold and ambitious. It will require a comprehensive funding strategy to achieve our community vision. Investors will play a critical role in advancing a cradle to career system, and so our goal over the next year is to convene the region's first-ever multi-sector Investors Table.

Through 2019 and into 2020, the Backbone team researched how to bring this potentially transformative investment process together. Research tells us that funder collaboratives can strengthen collective impact strategies in many ways. First, it allows for pooled resources for increased efficiency to fund community solutions at greater scale, ultimately leading to enhanced impact. Second, it creates opportunities for learning, leveraging the strengths of each investor while providing them greater access to new expertise and capacity-building opportunities of their own. Third, investors are uniquely positioned to use their convening power to broker relationships, unlock new funding for our region,

and advocate for advancements in relevant social policy. Finally, over time, mature collective impact strategies also realize increased cost savings through the implementation of a coordinated, Backbone-supported community investment approach.

Prior to COVID-19, ProsperUs began the process of sharing these findings with key public, private, government, and philanthropic investors in our region. As the CAN working groups get closer to solutions, the investors' convening process will begin. Investors will play a role in the co-design and long-term sustainable funding of the solutions. A number of businesses, foundations and philanthropists have agreed to come to the table when solutions are ready, and invest in solving challenges in Windsor and Essex County. Over the long term, they will become a collaborative of community partners who are committed to a model of shared success. Investors will share in successes and learnings as they work together to move the needle on cradle to career outcomes.

## COVID-19 Impacts and a New Roadmap for Our Collective Action

COVID-19 changed everything. Many of the ProsperUs Leadership Council members have borne the administrative brunt of responding to the direct impacts of COVID-19. Their organizations and staff have been on the frontlines ensuring that our community is safe. The impacts were not only felt by these organizations, their staff and people they serve but also the children, youth and parents that we collectively are seeking to support.

Data emerging from United States and Canada has shown that the pandemic has amplified many inequalities in our society. For many of the communities and populations that ProsperUs has

identified to support, local data points to them being disproportionately impacted.

Impacts ranged from essential and frontline workers who are disproportionately racialized, working through the pandemic and were at a higher at-risk of exposure<sup>1</sup>, to children falling behind academically during lock down and are now struggling to catch up with new ways of learning<sup>2</sup>, to increasing evidence of domestic violence and unsafe conditions at a home<sup>3</sup>, and high stress and poorer mental health hitting all rungs of society.<sup>4</sup> When looking at long-term solutions, the status quo is unsustainable. As a result, ProsperUs

<sup>1</sup><https://www150.statcan.gc.ca/n1/pub/45-28-0001/2020001/article/00042-eng.htm>

<sup>2</sup><http://angusreid.org/covid-19-kids-opening-schools/>

<sup>3</sup><https://www150.statcan.gc.ca/n1/pub/45-28-0001/2020001/article/00065-eng.htm>

<sup>4</sup><https://cmho.org/-19-mental-health-impacts/>

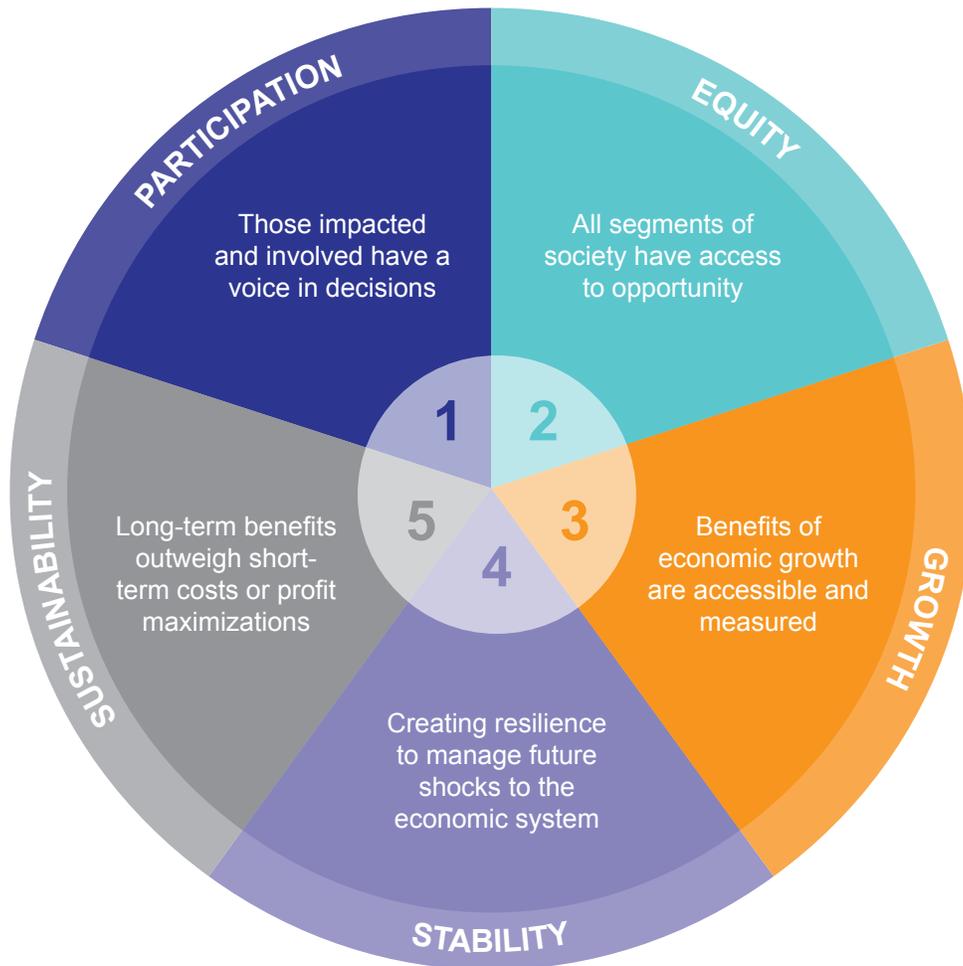
is grounding its work in an inclusive economic growth model that is increasingly being adopted by communities across North America. The UN Sustainable Development Goals and Social Determinants of Health both embed these principles.<sup>5</sup>

solutions that emerge will build off successful work that is already occurring in our community while offering new and innovative solutions to challenges that we have not been able to solve to create pathways to success for children, youth, and their families in Windsor-Essex.

Many of these elements are much bigger than what an individual program in a neighbourhood can resolve. The five principles outlined are foundational to ProsperUs work and underlay many of the core activities that we will undertake, including advocacy with local, provincial, and federal governments. The

We do not know what the future holds and although the pandemic has delayed our processes, it has not derailed them. It is possible that COVID-19 may further delay our processes and ambitious objectives for next year but the back cover of this report shares our road map for 2021.

### 5 Elements of an Inclusive Economy



<sup>5</sup><https://www.rockefellerfoundation.org/blog/five-characteristics-inclusive-economy-getting-beyond-equity-growth-dichotomy/>; <https://sustainabledevelopment.un.org/index.php?page=view&type=400&nr=723&menu=1515>

# 2021 Roadmap

WINTER

SPRING

Milestone 1: CAN Working Group Convened

Capacity building plan deployed in the community

Investors Table convened

Solution pilot programs launched to the community

Milestone 4 & 5: CAN Working Groups Convened

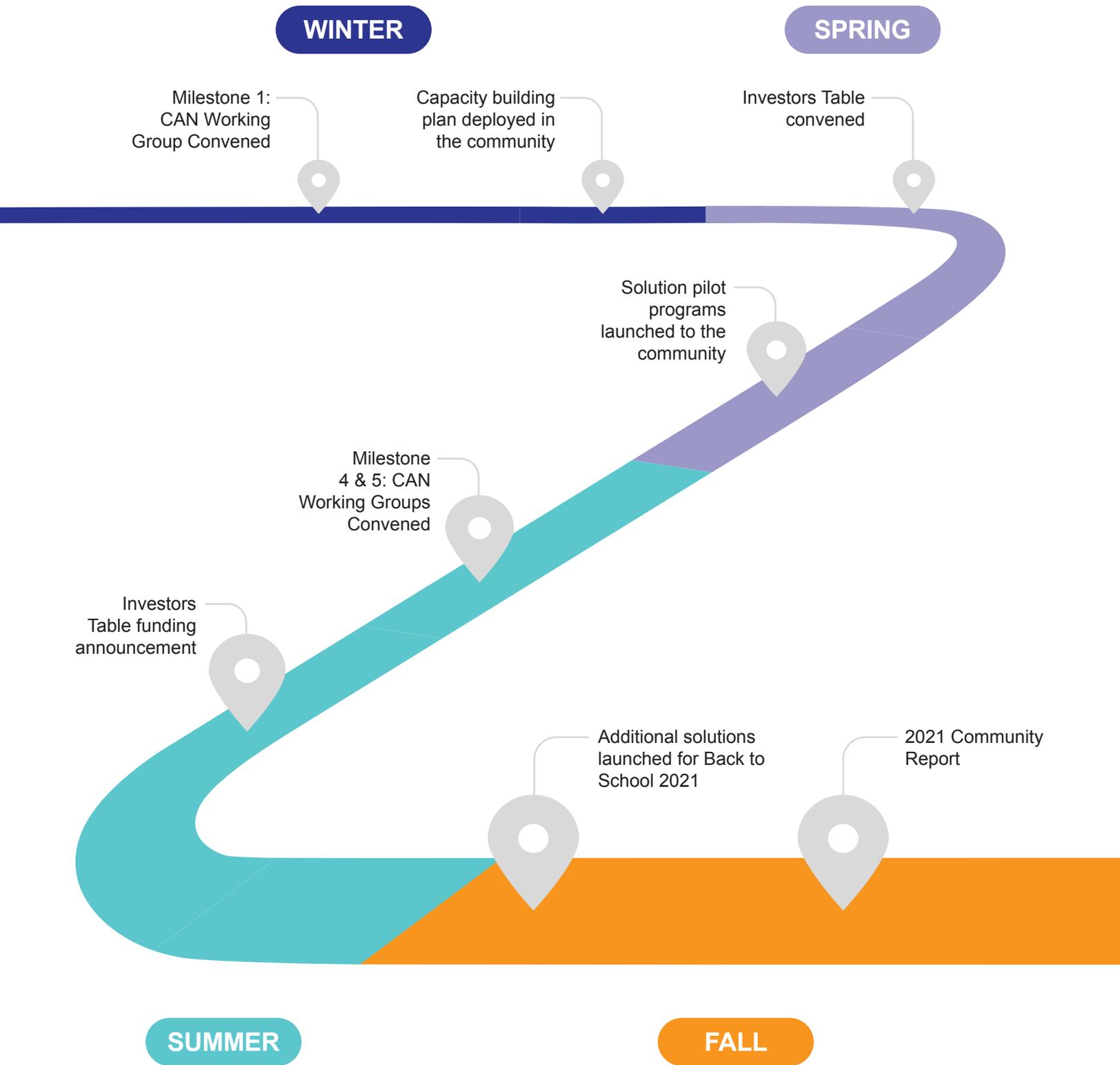
Investors Table funding announcement

Additional solutions launched for Back to School 2021

2021 Community Report

SUMMER

FALL



## ProsperUs Members

- Jim Inglis, BMO Financial Group
- Jelena Payne, City of Windsor
- Frédéric Boulanger, Collège Boréal
- Joseph Picard, Conseil Scolaire Catholique Providence
- Robert Maisonville, County of Essex
- David Petten, CUPE Local 543
- Kristin Kennedy, Erie Shores Healthcare
- Pete Crvenkovski, Erie St. Clair LHIN FCA
- Erin Kelly, Greater Essex County District School Board
- Charles Rosen, HBM+, Div. of Green Shield Canada Inc.
- Janice Kaffer, Hôtel-Dieu Grace Healthcare
- Diane Holden, Immigration, Refugees and Citizenship Canada
- Jessica Sartori, John McGivney Children's Centre
- Tamer Ibrahim, Laidlaw Foundation
- Wendy Parsons, Leamington District Chamber of Commerce
- Lori Atkinson, Libro Credit Union
- Mark Horrocks, Ministry of Children, Community & Social Services
- Ministry of Community Safety and Correctional Services
- Ministry of Education
- Ministry of Training, Colleges and Universities
- Mayor Hilda Macdonald, Municipality of Leamington
- Reza Shahbazi, New Canadians' Centre of Excellence Inc.
- Jamie Smith, Ontario Provincial Police
- PricewaterhouseCoopers LLP
- Jeff Osgarby, RBC Royal Bank
- Frances Savoni, RBC Royal Bank
- Carolyn Warkentin, South Essex Community Council
- Patricia France, St. Clair College
- Eric Griggs, TD Bank
- Noah Tepperman, Tepperman's
- Elizabeth O'Neil Meurehg, The O'Neil Foundation
- Carol Derbyshire, Toldo Foundation
- Manny Cardoso, Unifor Local 444
- Tim Catherwood, United Way/Centraide Windsor-Essex County
- Prof. Jeffrey Berryman, University of Windsor
- Brian Hogan, Windsor & District Labour Council
- Jim Steele, Windsor Essex Community Housing Corporation
- Pamela Mizuno, Windsor Police Service
- David Musyj, Windsor Regional Hospital
- Terry Lyons, Windsor-Essex Catholic District School Board
- Derrick Drouillard, Windsor-Essex Children's Aid Society
- Terry Johnson, Windsor-Essex Children's Aid Society
- Lisa Kolody, WindsorEssex Community Foundation
- Kelly Farrugia, Windsor-Essex County Health Unit
- Theresa Marentette, Windsor-Essex County Health Unit
- Stephen MacKenzie, WindsorEssex Economic Development Corporation
- Rakesh Naidu, Windsor-Essex Regional Chamber of Commerce
- Michelle Suchiu, Workforce WindsorEssex
- Rose Ageitue
- Mohammed Al-Dailami
- Shelly Fellows
- Rose Hayes

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**Bill & Rochelle Tepperman**





**United Way  
Centraide**  
Windsor-Essex County

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