



PATHWAY TO POTENTIAL

# ANNUAL IMPACT REPORT

2022

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FUNDING PROVIDED BY  
**PATHWAY TO  
POTENTIAL**



# P2P COMMUNITY IMPACT



County of Essex



AMHERSTBURG • ESSEX • KINGSVILLE • LAKESHORE • LASALLE • LEAMINGTON • TECUMSEH • WINDSOR



## VISION

Windsor-Essex County is a thriving community, where residents have access to resources and opportunities to reach their full potential.



## MISSION

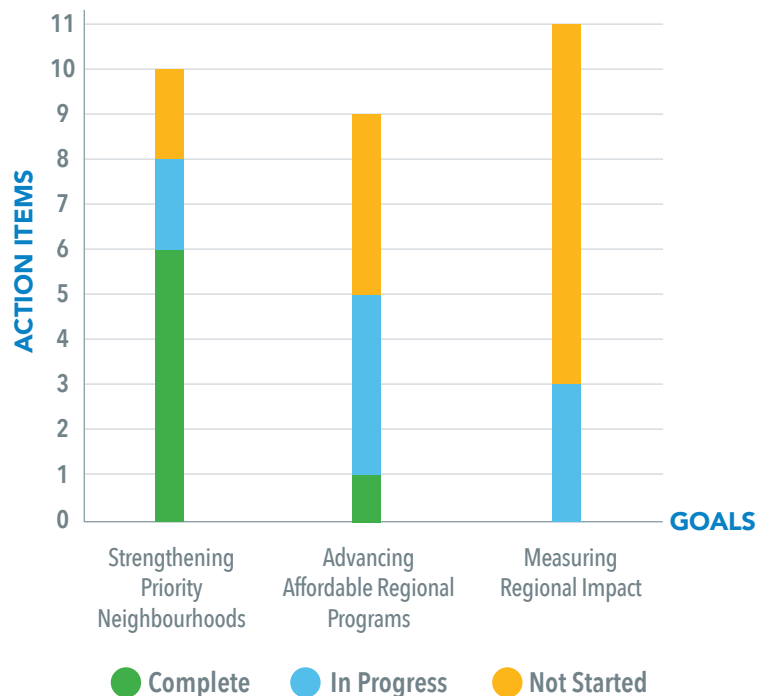
Through a collective and citizen-centered approach, Pathway to Potential aims to improve the quality of life for Windsor-Essex individuals and families living with poverty by fostering a collective sense of pride and belonging to the community, increasing access to affordable services and supports, and enhancing collaboration across the regional community.



## VALUES

Equity, Collaboration, Compassion, Inclusivity and Citizen-Centered.

## COMMUNITY PROGRESS WITH STRATEGIC PRIORITIES



# REFLECTING ON THE PAST YEAR



In Spring 2024, the City of Windsor and County of Essex Councils unanimously adopted the Pathway to Potential: Windsor-Essex Poverty Reduction Strategy 2024-2028 (“P2P strategy”), reaffirming their commitment to addressing poverty collaboratively in the region. Access to resources and affordability remained significant challenges in 2024, with challenges like the housing crisis, increasing costs of essential needs, and mental health struggles creating barriers for residents striving to improve their quality of life and engage with their communities. Additionally, changes to the Ontario Works Act in 2024 led to a growing need for affordable transportation options among Windsor-Essex residents living in low-income and looking for work.

The past year saw significant change, transition, and growth as the Pathway to Potential (P2P) strategy was implemented. The strategy made key social investments in vital regional programs, including the Affordable Pass Program, Recreation Assistance Program, and the newly developed Neighbourhoods Program. Efforts throughout the year were centered on building a strong foundation for P2P teams, programs, and partners to effectively respond to local challenges. This included the development of governance frameworks to guide P2P programs, leveraging technology to enhance citizen-centered service delivery, and renewing P2P’s identity to reflect a unified vision.

This report reflects on the key achievements and progress made in the past year, aligning with the Pathway to Potential (P2P) strategy’s objectives of strengthening priority neighborhoods, advancing affordable regional programs, and measuring regional impact. It emphasizes the successful partnerships with Windsor-Essex teams that have made a significant impact on the local community. These collaborations have helped make the region more affordable for low-income residents, reduce barriers to critical services, and create more opportunities for individuals experiencing poverty to engage in community life.

The City of Windsor’s Human & Health Services Department expresses gratitude for the partnerships and the dedication of staff, volunteers, and municipal and community agencies that contributed to the success of the P2P strategy’s first year. As the strategy moves forward, it remains committed to fostering meaningful social investments and partnerships that enhance the quality of life for Windsor-Essex residents in need.



# WHERE WE ARE AT . . . . .

● Not Started ● In Progress ● Complete Deliverables

GOAL	INITIATIVE	ACTION ITEM/DELIVERABLE
<b>STRENGTHENING PRIORITY NEIGHBOURHOODS</b>  <b>1</b>	1. IDENTIFY PRIORITY NEIGHBOURHOODS.	<ul style="list-style-type: none"> <li>● Engage with partners to define and identify neighbourhoods.</li> <li>● Develop criteria for priority neighbourhoods.</li> <li>● Develop and publish neighbourhood profiles for selected neighbourhoods.</li> <li>● <b>Neighbourhood Selection Process Report</b></li> <li>● <b>Published Neighbourhood Profiles of Selected Neighbourhoods</b></li> </ul>
	2. DEVELOP A FRAMEWORK FOR NEIGHBOURHOOD STRENGTHENING.	<ul style="list-style-type: none"> <li>● Develop a framework for Pathway to Potential and selected priority neighbourhoods.</li> <li>● Develop a Program Implementation Guide for the Neighbourhoods Program.</li> <li>● <b>Neighbourhood Program Implementation Guide</b></li> </ul>
	3. LAUNCH AND SUPPORT NEIGHBOURHOODS PROGRAM	<ul style="list-style-type: none"> <li>● Launch Request for Proposals (RFP) to select Neighbourhood Lead (s) for identified priority neighbourhoods within Windsor-Essex County.</li> <li>● Enter into multi-year service agreement with selected partners.</li> <li>● Lead agencies to develop multi-year neighbourhood action plans for their respective neighbourhoods in consultation with residents, external stakeholders and other municipal departments.</li> <li>● <b>Request for Proposals (RFP)</b></li> <li>● <b>Pathway to Potential Multi-Year Service Contracts</b></li> <li>● <b>Neighbourhood Action Plans</b></li> </ul>
	4. ESTABLISH REGIONAL NEIGHBOURHOOD COUNCIL	<ul style="list-style-type: none"> <li>● Develop and implement a Communities of Practice Framework.</li> <li>● <b>Communities of Practice Framework</b></li> </ul>
<b>ADVANCING AFFORDABLE REGIONAL PROGRAMS</b>  <b>2</b>	5. ESTABLISH A CITIZEN-CENTERED APPROACH TO THE DELIVERY OF PATHWAY TO POTENTIAL-FUNDED PROGRAMS.	<ul style="list-style-type: none"> <li>● Develop Program Implementation Guides for the Affordable Pass Program and Affordable Recreation Program.</li> <li>● Provide training supports and resources for staff delivering Pathway to Potential-funded programs.</li> <li>● Update Pathway to Potential program eligibility requirements for the Affordable Pass Program and Affordable Recreation Program.</li> <li>● Investigate opportunities to reduce barriers to accessing services by leveraging technology and streamlining processes.</li> <li>● <b>Program Implementation Guides for the Affordable Pass Program and Affordable Recreation Program</b></li> <li>● <b>Program Eligibility Criteria for the Affordable Pass Program and Affordable Recreation Program</b></li> <li>● <b>Online Application Forms for the Affordable Pass Program and Affordable Recreation Program</b></li> <li>● <b>Citizen Quality of Life Surveys</b></li> </ul>

**GOAL 2 CONTINUED  
ON NEXT PAGE** ➤



# WHERE WE ARE AT .....

● Not Started ● In Progress ● Complete Deliverables

GOAL	INITIATIVE	ACTION ITEM/DELIVERABLE
<b>2</b> <b>ADVANCING AFFORDABLE REGIONAL PROGRAMS</b>	<b>6.</b> INCREASE AWARENESS OF REGIONAL AFFORDABILITY PROGRAMS AVAILABLE FOR WINDSOR-ESSEX INDIVIDUALS AND FAMILIES LIVING WITH POVERTY.	<ul style="list-style-type: none"> <li>● Implement a marketing strategy for promoting Pathway to Potential-funded programs and initiatives.</li> <li>● Facilitate learning opportunities aimed at raising awareness on poverty and available programs for Windsor-Essex individuals and families living with poverty.</li> <li>● Seek opportunities with Indigenous leader for increasing access to affordable services and programs for regional Indigenous communities.</li> <li>● Explore the development of a regional Affordability Package, which may include a bundle of services and programs provided by local municipalities for Windsor-Essex individuals and families living with poverty.</li> <li>● Expanded network of formal partnerships and collaborators inside and outside of Windsor-Essex County.</li> </ul> <ul style="list-style-type: none"> <li>● <b>Feasibility report for Regional Affordability Package</b></li> <li>● <b>Annual P2P Events Calendar</b></li> <li>● <b>Refreshed P2P website</b></li> <li>● <b>Increased availability of P2P information in top languages</b></li> <li>● <b>Increased number of referrals &amp; direct online traffic to P2P resources &amp; supports</b></li> </ul>
	<b>7.</b> EXPAND THE TRANSIT AFFORDABLE PASS PROGRAM THROUGHOUT THE WINDSOR-ESSEX REGION.	<ul style="list-style-type: none"> <li>● Explore opportunities to expand subsidized bus passes throughout the County of Essex.</li> </ul> <ul style="list-style-type: none"> <li>● <b>Feasibility Report for the Affordable Pass Program Expansion</b></li> </ul>
<b>3</b> <b>MEASURING REGIONAL IMPACT</b>	<b>8.</b> ADOPT THE GOVERNMENT OF CANADA'S QUALITY OF LIFE FRAMEWORK FOR MEASURING IMPACT.	<ul style="list-style-type: none"> <li>● Identify performance indicators that measure outcomes of Pathway to Potential-funded programs in alignment with the QoL framework.</li> <li>● Develop and implement a Data Quality Assurance Procedure.</li> <li>● Develop a Data Collection Toolkit for Pathway to Potential partners.</li> <li>● Develop and present annual impact report for City and County Council approvals.</li> </ul>
	<b>9.</b> ESTABLISH A GOVERNANCE FRAMEWORK FOR COLLECTING AND MANAGING DATA GENERATED FROM PATHWAY TO POTENTIAL-FUNDED PROGRAMS AND INITIATIVES.	<ul style="list-style-type: none"> <li>● Identify and define the roles between Pathway to Potential and its program partners in relation to the reporting and data management process.</li> <li>● Develop tools and resources to support program reporting and data management.</li> <li>● Develop policies and procedures that support the governance framework.</li> <li>● Explore partnership with Windsor-Essex County Health Unit (WECHU) to establish a joint "committee" with Windsor-Essex County In-Motion.</li> </ul> <ul style="list-style-type: none"> <li>● <b>Pathway to Potential Data Governance Framework</b></li> </ul>
	<b>10.</b> ESTABLISH A POLICY & RESEARCH RESOURCE COMMITTEE	<ul style="list-style-type: none"> <li>● Develop and implement a project selection process for Pathway to Potential.</li> <li>● Identify committee members that would support Pathway to Potential research initiatives.</li> <li>● Perform research and evaluation on poverty-related issues identified by Pathway to Potential, Human &amp; Health Services Department, City and County Councils and other key stakeholders.</li> </ul> <ul style="list-style-type: none"> <li>● <b>Memorandum of Understanding with Policy &amp; Research Resource Committee Members</b></li> <li>● <b>Policy &amp; Research Resource Committee Terms of Reference</b></li> <li>● <b>Published Reports on Pathway to Potential's Virtual Library</b></li> </ul>

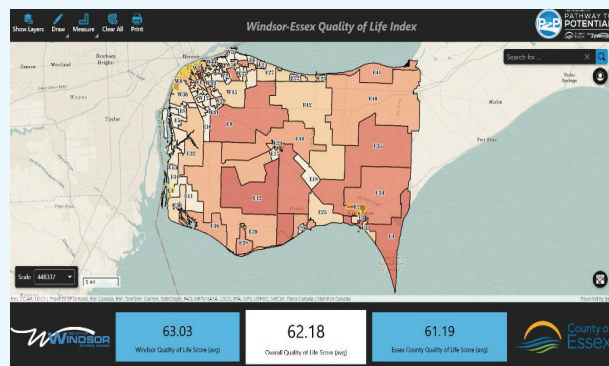


# GOAL #1 STRENGTHENING PRIORITY NEIGHBOURHOODS



## Identify Priority Neighbourhoods

To better understand priority neighbourhoods across Windsor-Essex, the Windsor-Essex Quality of Life Index was developed. The index reflects a data-driven and evidence-based approach to informing areas across Windsor-Essex with the greatest needs. It evaluates the quality of life of Windsor-Essex neighbourhoods across a spectrum of domains, including prosperity, health, environment, society and good governance. **The Windsor-Essex Quality of Life Index was used to inform the selection of Windsor-Essex neighbourhoods in need of social investments.**



- ✓ Partnered with the City of Windsor Geomatics Department to develop the index.
- ✓ Held 20 community consultations, focus groups and 1:1 interviews with residents, subject-matter experts and practitioners to define the criteria for evaluating Windsor-Essex neighbourhoods.

*“The Geomatics Department won a Customer Service Award for their support with the development of the Windsor-Essex Quality of Life Index.*

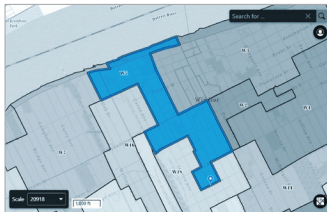


✓ Created new geographic 'neighbourhood' boundaries called Social Planning Districts (SPDs) to support the P2P Neighbourhoods Program. SPDs generally follow natural geographic boundaries, consist of smaller neighbourhoods experiencing similar quality of life and have population sizes between 1,500 and 7,500.

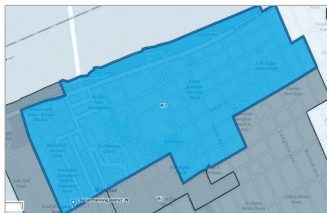
52 SPDs were identified in Windsor and 45 SPDs were identified across Essex County.

✓ Identified five at-risk and priority SPDs across Windsor-Essex for social investments through the P2P Neighbourhoods Program.

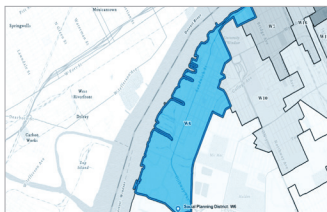
## SOCIAL PLANNING DISTRICTS



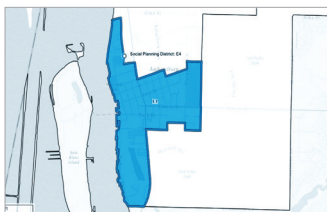
**Social Planning District:** W5 (Ward 3)  
**Neighbourhood Classification:** Priority  
**Municipality:** City of Windsor



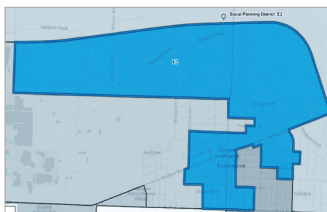
**Social Planning District:** W3 (Ward 3)  
**Neighbourhood Classification:** Priority  
**Municipality:** City of Windsor



**Social Planning District:** W6 (Ward 2)  
**Neighbourhood Classification:** At-Risk  
**Municipality:** City of Windsor



**Social Planning District:** E4  
**Neighbourhood Classification:** Priority  
**Municipality:** Town of Amherstburg



**Social Planning District:** E2  
**Neighbourhood Classification:** Priority  
**Municipality:** Municipality of Leamington





## Develop Framework for Neighbourhood Strengthening.

Rooted in national best practices, a governing framework for the P2P Neighbourhoods Program was developed. The P2P Neighbourhoods Program is a resident-focused program that makes social investments in at-risk and priority neighbourhoods across Windsor-Essex. The program adopts a Connected Community Approach, which focuses on a framework of principles and practices for unlocking the potential of individuals and communities through meaningful connections. Through investing in priority neighbourhoods, the P2P Neighbourhoods Program aims to build resilient neighbourhoods and improve residents' quality of life through activating resources, empowering residents and generating social capital.

- ✓ Performed research on more than 15 national and international best practices in neighbourhood development.
- ✓ Developed the P2P Neighbourhoods Program Implementation Guide which reflects the procedures and governing framework of the P2P Neighbourhoods Program.

## Launch and support Neighbourhoods Program.

In Fall 2024, a Request for Proposals (RFP) process was launched for Neighbourhood Leads to deliver the P2P Neighbourhoods Program in each identified Social Planning District.



# GOAL #2

# ADVANCING AFFORDABLE REGIONAL PROGRAMS



*Establish a citizen - centered approach to the delivery of Pathway to Potential-funded programs.*

The **Affordable Pass Program** and **Recreation Assistance Program** are programs aligned with the P2P strategy and aim to advance affordability for low-income residents across Windsor-Essex. The programs are delivered in partnership with municipal Recreation and Transit Departments across Windsor-Essex County.



2024 focused on building a strong foundation for advancing affordable regional programs. Efforts were dedicated to setting program standards, developing a resource inventory and streamlining processes, with the goals of empowering frontline teams, building awareness and celebrating the strengths of local partnerships. Efforts that were undertaken aimed to forge connections with evidence-informed best practices and reflect P2P’s values of equity, collaboration, compassion, inclusivity and citizen-centered.

- ✓ Developed Program Implementation Guides for the Recreation Assistance Program and Affordable Pass Program. The guides define the goals, objectives and governing frameworks of both programs.
  - Convened municipal Recreation and Transit leaders in 4 collaborative sessions focused on developing local best practices in delivering the Recreation Assistance Program and Affordable Pass Program.
  - Performed research on national best practices with similar affordable programs.
- Established an Appeals Process and Third-Party Endorsement Process to enhance equitable access to affordable programs.
- ✓ In response to the growing need in affordable transportation within the Windsor-Essex region, the Affordable Pass Program experienced an increase of 211% in demand. Through accessing affordable public transit, **4,310** low-income residents across Windsor-Essex improved their mobility to participate in employment and training opportunities, attend medical appointments and participate in leisure activities.



✓ Streamlined the Recreation Assistance Program’s funding streams to offer a continuum of recreational, cultural and artistic opportunities for low-income residents:

- **90% Recreation Discount:** Offers discounted rates for eligible low-income residents to access recreational, cultural and artistic programming.
- **Targeted Initiatives:** One-time initiatives that increase access to recreational opportunities for targeted priority populations or communities.

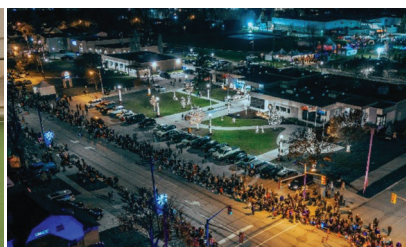
- **Universal Programming:** Events and initiatives that can be universally accessed by residents without a user fee.
  - **4,678** low-income residents increased their access to quality recreational, cultural and artistic programming.
  - **16,229** residents ‘dropped in’ in 40 community events and recreation activities such as swimming, skating and walking.
  - **2,008** residents participated in 12 targeted initiatives that increased their access to recreational amenities, physical activity and social interaction.



Source: City of Windsor



Source: Town of Amherstburg



Source: Town of Tecumseh



Source: Town of LaSalle

## TOGETHER, WE CAN ACCOMPLISH MORE

**Play in the Park Series** was organized by the Town of Kingsville and was a free community program that prioritizes youth and families in high-priority neighbourhoods in Kingsville. The program provided universal access and an opportunity for participants to play, learn new skills and build memories while staying active and connected with others within their community.

Throughout 2024, the **After School Program** was offered by the City of Windsor with funding through an Ontario Grant, and support through Pathway to Potential. The program was available at zero cost for school-aged students between kindergarten and grade 8 living in low-income households. The program provided participants with homework assistance, crafts, active programming, literacy centers, career days and daily nutritious snacks. The program was offered at Adie Knox Herman Recreation Complex, Capri Pizzeria Recreation Complex, Forest Glade Community Centre, Gino and Liz Marcus Community Complex and Windsor Water World.

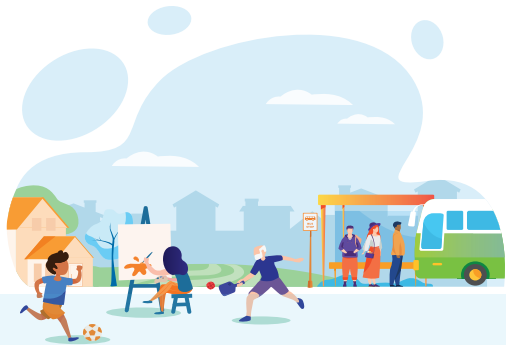
## REFLECTING ON OUR IMPACT

“The 90% Recreation Discount has been an amazing program that has supported my son to learn a skill he wouldn’t be able to access otherwise - Thank you!” - **Essex County resident**

“We received very positive feedback from the community about [Family Turf Time] and after just a few trial sessions we had multiple requests to continue it on a weekly basis. Families felt it was a positive way to get out together on a weekend and engage in activities that didn’t involve screen time.” - **Town of Amherstburg staff**

“We moved to Kingsville from Windsor in March 2023. My daughter started JK in September 2023 and this is her first summer school break. She is hopeful of meeting new friends. I have to work, so our quality of life will be dramatically improved with these programs available to us, which we would otherwise not be able to afford.” - **Kingsville resident**





## Increase awareness of regional affordability programs available for Windsor-Essex individuals and families living with poverty.

Throughout 2024, a comprehensive renewal of P2P's image was undertaken to reflect with its renewed vision and ongoing commitment to improving the lives of Windsor-Essex residents experiencing poverty. Efforts focused on modernizing and unifying P2P's visual identity and communications. Key efforts included the development of resources that present a cohesive and consistent image, reinforcing P2P's mission and values.

- ✓ The P2P logo was updated to symbolically reflect P2P's evolution and renewed direction, while remaining rooted in its long-standing commitment to improving the lives of Windsor-Essex residents experiencing poverty. The refreshed design also honours the vital partnership between the County of Essex and City of Windsor, united in their shared mission to enhance quality of life throughout the region.
- ✓ Developed a resource inventory of **30** new creative assets for P2P and its programs, each designed to reflect the shared vision of Windsor-Essex County as a thriving community where residents have access to the resources and opportunities needed to reach their full potential.
- ✓ Engaged **425** residents and social services professionals on P2P programs through presentations, workshops and community events.
- ✓ Distributed **500** information materials in multiple languages to community members across Windsor-Essex.
- ✓ Established new partnership with the Town of Amherstburg to deliver the Recreation Assistance Program for low-income residents in Amherstburg.
- ✓ Established **67** local partnerships with recreation and cultural organizations through the Recreation Assistance Program's Third Party Partnerships. Through the partnerships Windsor-Essex residents living in low-income increased their access across **14** recreation and culture activities.
- ✓ "Our Warm Home" artwork by local artist Sherry Tu was commissioned through P2P and celebrates P2P's impact and partnerships. Throughout 2024, the artwork visited the Windsor International Aquatic Training Centre, Transit Windsor and Vollmer Recreation Complex.

*Our Warm Home received national recognition by Tamarack Institute as an example of local community collaboration.*





## Expand the Transit Affordable Pass Program throughout the Windsor-Essex region.

Feedback from the Leamington community highlighted a need for more affordable transportation options through the Municipality of Leamington’s LTGO On-Demand transit service. In Fall 2024, Pathway to Potential staff, in collaboration with the Municipality, initiated exploratory conversations to expand the Affordable Pass Program (APP) to LTGO. As a result, plans were developed to launch the APP for LTGO in 2025.



Source: Municipality of Lakeshore

Source: Transit Windsor

### ADVANCING AFFORDABILITY ACROSS WINDSOR-ESSEX



## GOAL #3

## MEASURING REGIONAL IMPACT

COMMUNITY SUPPORT

ACCESSIBLE TRANSIT

THRIVING COMMUNITIES

RECREATION PROGRAMS

QUALITY OF LIFE

With a continued focus on building a strong foundation, work planned for the year ahead is dedicated to strengthening accountable, data- and evidence-based decision-making. To support P2P's third goal - measuring regional impact - 2025 implementation plans are designed to build capacities necessary to support responsive, data-informed solutions that address the evolving needs of Windsor-Essex residents experiencing poverty, while continuing to advance accountability and measuring impact. These plans aim to strengthen coordination, improve access to services and ensure that interventions are guided by timely, relevant data and the lived experiences of the community.

## 2025 IMPLEMENTATION PLANS THAT ADVANCE MEASURING REGIONAL IMPACT:

- **Identify performance indicators that measure outcomes of P2P-funded programs in alignment with the Quality of Life framework:**

Identify measurable outcomes that align with P2P's goals and the broader Quality of Life framework.

- **Develop and present annual impact reports for City and County Council approvals:**

Create a comprehensive annual impact report that evaluates the effectiveness of P2P-funded programs and initiatives from the previous year.

- **Identify and define the roles between Pathway to Potential and its program partners in relation to the reporting and data management process:** Establish clear roles and responsibilities

between Pathway to Potential and its program partners concerning the reporting and data management processes. This collaboration will ensure consistent data collection, analysis and reporting practices across all programs.

- **Develop tools and resources to support program reporting and data management:** Create and implement standardized tools and resources that assist program partners in effective reporting and data management. These resources will facilitate the collection of consistent data, aiding in the evaluation of program outcomes and identification of areas in need.



# PATHWAY TO POTENTIAL



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