

2013

WindsorEssex Community Foundation

# VitalSigns®



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Vital Signs® is a community check-up conducted by community foundations across Canada that measures the vitality of our communities and identifies significant trends in a range of areas critical to quality of life. Vital Signs® is coordinated nationally by Community Foundations of Canada.

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## Welcome to WindsorEssex Community Foundation Vital Signs® 2013

The WindsorEssex Community Foundation represents the interests of both the city and the county. Our interests are inseparable from the way we live our daily lives. But as much as we have regional similarities, we also exhibit regional differences. This report will delve into some of the specifics of our similarities and differences.

Let's start with some general characteristics that will help us understand our city, county, and this report.

In this report, when we talk about Windsor, we refer to the city proper, and its population of approximately 211,000 people. The city is growing, following a slight decrease in population over the last several years.

When we talk about the Windsor area or region, we are talking about what Statistics Canada refers to as the Windsor Census Metropolitan Area, or CMA. This area includes Windsor, Lakeshore, Tecumseh, LaSalle, and Amherstburg.

Finally, the term Essex County will generally refer to the areas not included in Windsor, or in the Windsor CMA. The City of Windsor and Essex County, as a whole, has a population of approximately 382,000 people.

Statistics Canada reports that the largest segment of our population is between the ages of 40 to 54 years of age, a result of the post-war baby boom of the 1950s and early 1960s. 56% of residents aged 15 and over are either married or in a common-law relationship, and 48.7% of these families have children under the age of 24 who are living at home.

## Going Together

### A Vital Signs® Message from the Community Foundation Chairman and Executive Director

Welcome to Windsor-Essex County's first Vital Signs® report. We are pleased to join 25 other community foundations across Canada that have prepared community report cards very similar in form and content to the one you are reading. These Vital Signs® reports measure the vitality and needs within the communities in which we reside, play, and prosper.

We tend to look for social and economic trends that affect the quality of life within our own community. The main objective is to recognize areas of opportunity for improvement, so that policy, financial support, and volunteer services can be aligned to better serve the community. Secondly, we will use the first year as a basis for comparison and measurement in future years, so as to understand the improvements we must implement as a community.

Vital Signs® is the result of an idea developed by the Toronto Community Foundation, which published the first Vital Signs® report in 2001. Since then, under the auspices of Community Foundations of Canada, Vital Signs® has grown into a national program. The WindsorEssex Community Foundation is proud to bring the program to our community, knowing that the annual Vital Signs® report will add to our area's vitality.

Why Vital Signs®, you ask?

Knowing that multiple reports are published every year that focus on many aspects of our lives, the question "Why another report?" is valid. For the Community Foundation, the answer is that, while we recognize that much data is in the public domain, Vital Signs® is a way

Windsor-Essex is a multi-cultural society. More than 21% of the population of Windsor and Essex County are immigrants. And although the City of Windsor is the greatest recipient of these immigrants, the surrounding area has also experienced significant amounts of immigration, especially in Leamington. The greatest wave of immigration to this area occurred prior to 1971 and the second greatest influx occurred between 1991-2000.

The largest number of immigrants to Windsor-Essex County come to us from our neighbours to the south – or is it the north? – the United States. This is as true now as it was forty years ago.

While our area has traditionally seen large numbers of immigrants from the United Kingdom and Italy, the more recent newcomers are predominantly from Iraq, China, and India.

The overwhelming majority of people in Windsor-Essex County identify themselves as Catholic, followed by other Christian religions. The second most populous religion, following Christianity, is Islam.

No matter how you characterize the region, we are diverse. That diversity brings tremendous opportunities, as well as challenges. It is the intent of this report to engage the community in an ongoing dialogue about who we are, what we do, why we do it, and where it can lead.

to bring the data to life. Moving forward, we will publish Vital Signs® annually, highlighting indicators from within the report that can be easily understood by all interested citizens.

This year's Windsor-Essex County's Vital Signs® represents the start of a conversation – one that we hope will spread across our community.

We invite you to engage in a constructive dialogue with us at the Community Foundation. As you read through Vital Signs® today, we trust that it will be clear and concise. We trust that it will give you a better understanding of what is vital to Windsor-Essex County residents.

We hope that in return, you will share your thoughts with us, by sending your comments to the WindsorEssex Community Foundation, by e-mail at info@wecf.ca, or by phone at 519-255-6572.

A word of thanks goes to our media partner, *The Windsor Star*. The newspaper's support has been key to the success of our first Vital Signs® report. We also extend our sincere appreciation to all those individuals who contributed to the publishing of this inaugural report.

In closing, an African proverb says, "If you want to go fast, go alone. If you want to go far, go together."

Vital Signs® is about "joining together and taking things further than ever before."

Thank you for your interest in making our community a better place for all of us.

Marty D. Solcz, Chair of the Board

Glenn Stresman, Executive Director

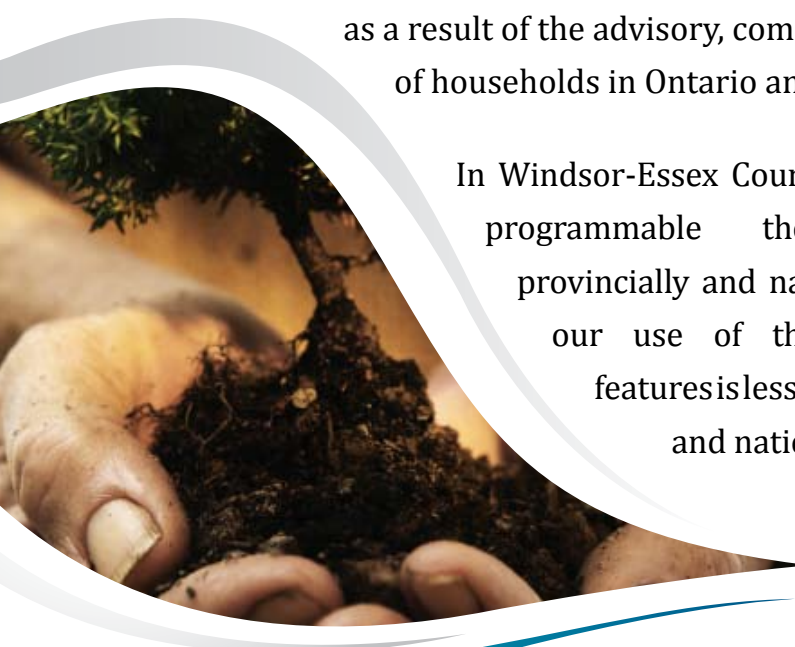
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## Quality of Life: A Sustainable Environment

**We believe that a sustainable environment is critical to the health of our community. If the environment we have already created is not sustainable, then we need to reduce our carbon footprint on the environment to make it sustainable.**

48% of Windsor households were aware of poor air quality advisories in 2009, compared to 23% in Ontario and 32% of households in Canada. We are paying attention.

More importantly, 60% of households in Windsor that were aware of those advisories changed their routine or behaviour as a result of the advisory, compared to only 45% of households in Ontario and 38% in Canada.



In Windsor-Essex County, we have more programmable thermostats than provincially and nationally. However, our use of the programmable features is less than the provincial and national averages.

In 2011, 80% of households in Windsor had a low-flow showerhead, 7% above the provincial figure and 13% above the national figure. Low-volume toilets were present in 47% of households, 9% below the provincial figure and 2% below the national figure.

In 2009, 91% of non-apartment households had lawns, of which 16.4% watered their lawns three or more times a week, 6.5% higher than the provincial figure and 4% higher than the national figure.

Overall, in Essex County in 2009, 232.5 litres of water were consumed per capita per day. This is 3.3% higher than the provincial average of 225 litres per capita, although our figure has decreased by 11.1% from 2006.

We recycle at rates equal to both provincial and national averages.

**We strongly believe that the decisions we make today will affect the lives of our future generations. The WindsorEssex Community Foundation supports efforts to make Windsor-Essex County a sustainable community. Talk to us about how we can help.**

## Quality of Life: Building Our Community

**The WindsorEssex Community Foundation believes that our sense of connection with one another is strengthened when we contribute to our community by volunteering, taking part in social organizations, and giving to local charities.**

As reported by the Windsor-Essex County Health Unit, 67.9% of people aged 12 and over reported a strong or somewhat strong sense of community belonging in 2012. This was 1.7% lower than the 2011 level of 69.1%. The 2012 level was 0.4% lower than the provincial average of 68.2%, and 2.7% higher than the national average of 66.1%.

In 2012, according to the Windsor-Essex County Health Unit, 92.7% of people responded that they were satisfied or very satisfied with their overall life, a 1.8% increase from the 2011 level of 91.1%. The

2012 level is 0.3% higher than the provincial and national averages of 92.4%.

A person's feeling of connection to their community promotes wellness as these ties encourage mutual respect and thereby increase self-esteem. Interaction amongst community members results in the communication of social customs, which links back to healthier lifestyles and a stronger sense of belonging.

**By involving and engaging others, we foster leadership that helps us build a healthy and vibrant community. How are we building a resilient community?**

## Quality of Life: A Safe Community

**Our personal safety and the safety of our loved ones influences our ability to enjoy life. Emergency response times and crime rates all affect our feeling of security.**

Essex County experienced 852 incidents per 100,000 people of violent crime rate in 2012. This was 5.5% below the provincial average of 901 per 100,000 and 28.4% below the national average of 1,190 per 100,000 in 2012. The county's rate decreased 10% from 947 per 100,000 in 2011. The situation is similar in the greater Windsor area although it reflects the challenges of a larger urban area.

In 2012, the rate of violent crime in Windsor was 970 per 100,000 people. This rate was 7.7% above the provincial average of 901 per 100,000, but 18.5% below the national average of 1,190 per 100,000. Windsor's rate saw an increase of 6.7% from 910 per 100,000 in 2011 but shows an overall improving trend, down 21.5% from 1,236 per 100,000 in 1998.

The Crime Severity Index is a tool for measuring police reported crime in Canada. The index in Essex County is 10.1% below the provincial average, 30% below the national figure, and has an overall trend toward a lower crime severity.

In the Windsor area, the overall Crime Severity Index was 13.9% above the provincial figure and 11.3% below the national figure, with an overall reduction in the index of almost 35% since 1998.

**Ultimately, every community member has a responsibility to make conscientious choices regarding their own safety. As members of the community, we share that responsibility. What will be our dialogue around this vital issue?**

## Quality of Life: Mobility

**The WindsorEssex Community Foundation knows that walking, biking, busing, and driving play an important role in moving people of all ages around Windsor and Essex County. Supporting transportation methods that minimize impact on our environment, yet promote individual mobility, influences the livability and quality of life within our community.**

The National Household Survey looked at the percent of workers aged 15 and over who use public transportation to get to work. It discovered that, in 2011, in Essex County, only 2.5% of workers fell into this category. Even more disconcerting was the fact that this was actually a decrease of 0.1% from the 2001 figure (2.6%.)

It might give some comfort to think that, despite limitation in Essex County as a whole, opportunities to use public transportation in Windsor would be greater. However, the same survey found that only 3% of workers in the Windsor area used public transportation to get to work. This was also a 0.1% decrease from the 2001 figure (3.1%.)

Not only does the use of public transportation across the province and across Canada continue to grow, its usage is recorded as multiples of what we see in Windsor and Essex County.

## Quality of Life: Health and Wellness

**The WindsorEssex Community Foundation believes that being mentally and physically able to participate in the life of our community and interact with friends and family is essential to our quality of life. Sometimes the personal choices we make affect this ability and sometimes mental and physical challenges arise without our approval. However these challenges happen, the community needs to promote a healthy lifestyle and respond.**

### Let's look at the facts.

Certainly our physical activity is one of the lifestyle factors we need to consider when talking about health and wellness. In 2012, 84.7% of the population aged 12-19 in the Windsor-Essex area reported being physically active, or moderately active, during leisure time. This represents an increase of 13.5% from 71.2% in 2003. The 2012 level is 16% above the provincial level of 73% and 18.8% above the national level of 71.3%.

We also make choices that are not necessarily in keeping with a healthy lifestyle.

In 2012, 20.3% of the population aged 12 and over was identified as current smokers by the Windsor-Essex County Health Unit. This was 6.8% above the provincial average of 19% and equal to the national rate of 20.3%. The rate was down 1.2% from 21.5% in 2003. Although this represents a small change from 2003, it is a step towards a healthier community.

In 2012, 16.9% of the population aged 12 and over in the Windsor-Essex region consumed 5 or more drinks on one occasion at least once a month during the last year. This rate reflects an increase of 0.1% from our 2011 rate. The 2012 rate is 1.5% above the provincial rate and 0.5% below the national rate.

## Quality of Life: Lifelong Learning

**We are fortunate to have a college and a university in our region. Despite this fact, Windsor-Essex has lagged behind the rest of the country with respect to post-secondary education. The situation remains the same in 2012.**

For the purposes of this report, education could be defined as a university degree, a post-secondary certificate, or a diploma of some type. Approximately 54% of the Canadian or Ontario population has post-secondary education, compared with only 50% of the population in the Windsor area.

On the positive side, post-secondary education growth in the Windsor area during the last decade has exceeded the national and provincial averages by several percentage points.

In 2011, 14% of residents of Ontario said they used public transit to travel to work, while 12% of the Canadian population indicated that they did this. Windsor and Essex County also lagged behind Ontario and Canada when it came to other forms of low impact transit, such as walking and bicycling.

The Windsor-Essex region continues to grow, and we must plan now for the challenges and opportunities associated with employment and population growth.

But how do we increase travel speed and convenience, ensuring that some type of shared transportation – public or otherwise – is competitive, or more than competitive, with car travel? Should we consider rapid transit systems that consist of bus rapid transit, light rail transit, monorail, subway, and commuter rail? Either way, we have to start looking at public transportation as a regional initiative and a necessary engine for growth in the future.

**When it comes to mobility categories, Windsor-Essex people make cars -- and we use them -- to the exclusion of public transport. The Windsor-Essex Community Foundation believes that we need to include the topic of public transit in our transportation dialogue.**

In Windsor, during 2012, 31.7% of the population aged 12 and over reported receiving an influenza immunization within the past year. This reflects a decrease of 7.7% from the 2011 rate.

Despite this drop, the 2012 rate is still 0.6% above the provincial rate and 2.8% above the national rate. One of the easiest ways we can protect our health and wellness is by immunizing ourselves and our loved ones.

In 2012, 72.6% of respondents in the Windsor-Essex area rated their mental health status as "excellent" or "very good." This was 0.6% above the provincial rate and 1.3% above the national rate of 71.7%.

When our health is compromised, 8.8% of the population aged 12 and over in the Windsor-Essex area reported having no regular medical doctor in 2012. This rate was down 3.1% from 11.9 in 2003, and was equal to the provincial rate of 8.8% and 40.9% lower than the national rate of 14.9%.

A focused effort on physician recruitment and the establishment of the Schulich School of Medicine & Dentistry Windsor Campus has surely been responsible for a great deal of our positive health and wellness story. But people without a regular medical doctor must wonder when this positive story will be positive for them as well.

Despite the challenges we have faced on the medical front, our community has retained a positive outlook, and many health and wellness dialogues have already begun.

**The WindsorEssex Community Foundation believes that continued exchanges of ideas will continue to produce a positive transformation.**

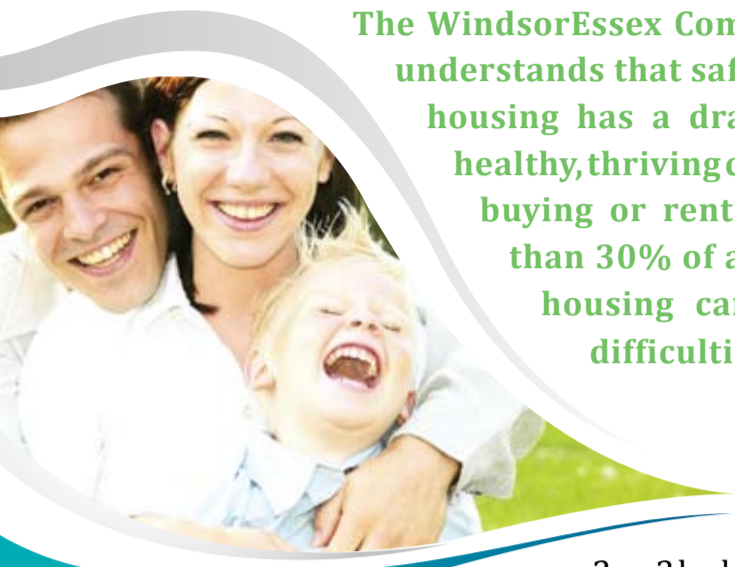
When considering the number of students who have not completed a high school education, Windsor's rate is lower than both the national and provincial averages, and continues to improve faster than either national or provincial averages.

Programs offered through the Centre for Seniors Windsor and ElderCollege reflect a lifelong learning approach to learning.

**Canada has often looked at Windsor-Essex as its unemployment capital. But we know there are educational opportunities throughout our community. We need to frame our dialogue about learning to connect the people with the opportunities in our region.**

## Quality of Life: Access to Affordable Housing

**The WindsorEssex Community Foundation understands that safe, stable, affordable housing has a dramatic impact on a healthy, thriving community. Whether buying or renting, spending more than 30% of a family's income on housing can lead to financial difficulties.**



Good news – it costs the average Windsor family less to rent a 1, 2, or 3 bedroom apartment than the amount paid by families elsewhere in Canada.

Windsor's overall vacancy rate was 7.3% in 2012. As a result

of the high vacancy rate, Windsor families allocated 5.6% less of their median family income towards rent.

Home ownership is also extremely affordable for the majority of the population in Windsor. The average Windsor family is able to buy an average house for approximately 2.3 times its annual pre-tax income, compared to 4.8 times the pre-tax income for residents of Ontario as a whole, or 4.9 times for residents across Canada.

**Over the last decade, the amount of income required to purchase an average home in Windsor has increased by 7.3%. This compares to a Canada-wide increase of more than 50% and a greater than 45% increase across Ontario.**

## Quality of Life: Availability of Arts, Culture, and Recreation

**The WindsorEssex Community Foundation believes that arts and culture touch and nurture the soul, enriching the quality of life for many. We see culturally rich communities as a strong indicator of the health and economic successes that are present in all world-class cities.**

So, it is a positive sign that over the last twelve years in Windsor-Essex County, there is growth in occupations related to arts, culture, recreation, and sport. This growth has far exceeded both provincial and national averages. Yet the proportion of people employed in this sector still lags behind both the national and provincial averages. This means we are catching up to other communities in Canada and Ontario, but we still may not be seen as the culturally rich area we would like to be.

The term artist doesn't just refer to painters, but includes producers, directors, choreographers, conductors, composers, musicians, singers, dancers, actors, and other visual artists such as sculptors. As an example, 755 people were employed as artists in Essex County in 2011 – 675 of them in the Windsor area. Although significant, this accounts for just 0.45% of total employment in Essex County. By comparison, artists accounted for 0.59% of total employment in Ontario and 0.53% of employment in Canada.

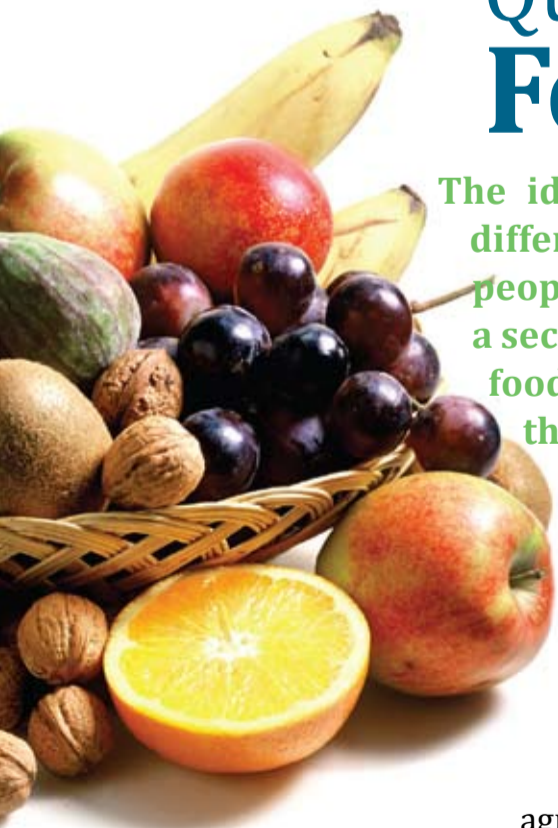
The Community Foundation believes that when a cultural life is vibrant, communities prosper and grow. The positive outcomes for a strong arts and cultural community are many. The Art Gallery of Windsor, the St. Clair Centre for the Arts, the Windsor Symphony, and the Odette Sculpture Park are all excellent examples of our developing cultural activities and are supplemented by 15 museums and galleries as well as local, community, and regional groups offering arts and entertainment. The region is home to 75 annual county fairs and festivals.

In terms of sports and recreation, Windsor-Essex offers 3,000 acres of green space, including 20 conservation areas and 185 municipal parks with miles of waterfront parks and botanical gardens. In addition, we have world-renowned bird watching at Point Pelee National Park and Pelee Island, 22 marinas, 35 golf courses, and 50 miles of public trails including the 30-mile southern portion of the Trans Canada Trail.

**Around the world, societies are placing more importance on the relationship between arts and culture and the economic and social development of communities. Where does our dialogue begin?**

## Quality of Life: Food Security

**The idea of food security means different things to different people. For some, it means having a secure, local source of healthful foods; to others it means making the right food choices.**



There are more than 200 greenhouse operators in Essex County and 1,778 acres of greenhouses. 328,000 acres of farmland offer employment to 7,000 full-time, part-time, and seasonal workers employed in the agri-business sector. An additional

3,000 people work in food and beverage processing, making this sector the second highest revenue generating sector in Essex County, behind automotive. Clearly, this region has the ability to provide food to the people of Windsor-Essex County, and beyond.

Yet, the Windsor-Essex County Health Unit reported that in Windsor, in 2012, 63.6% of the population aged 12 and over did not eat fruits and/or vegetables at least 5 times per day. Although this

represents an improvement of almost 4% from the 2011 rate, we still lag 3% behind the provincial rate and more than 4% behind the national average.

Food insecurity forces people to access the area's 18 networked food banks, or one of the additional food banks run by local non-profit groups.

Viewed from this perspective, food security takes on a different face – the issue isn't one of having food on the table, but of having a balance of healthful foods available through these sources. Families with small children who use food banks need to be able to access foods that will provide proper overall nutrition. Our regional food banks are used, not only by people who are unemployed, but by the working poor, youth (including students), and seniors, as well.

Interestingly, our senior population (65 and over) is more likely to eat the recommended amount of fruits and vegetables than younger people, and is very closely aligned with provincial and national averages for seniors.

**The WindsorEssex Community Foundation invites our seniors to join in the dialogue about food security.**

# Quality of Life: Making a Strong Start in Our Community

The WindsorEssex Community Foundation believes that every newcomer contributes to the vitality of our region. We also believe that our success rests in our ability to involve, encourage, and integrate people at every age and stage of life. This also means providing opportunities for employment and prosperity.

## So what do our statistics say?

There are many ways to measure poverty, but for now, let us consider the after-tax Low Income Measure (LIM) – an indicator of relative poverty. Based on this measure, the child poverty rate in the Windsor area in 2011 was 23%, up 87% from 12.3% in 2000, and up 56.5% from 14.7% in 2010.

The 2011 figure was 66.7% higher than the provincial average of 13.8% and 60.8% higher than the national average of 14.3%. Given the time frames being measured, we recognize the cause.

But we need to also recognize that we are moving backwards with respect to our children. We need to provide the basics for all the developing leaders of our future community.

In 2011, youth aged 15 to 24 years old had an unemployment rate in Essex County of 20.8%. This was 3% above the provincial youth unemployment rate of 20.2% and 25.3% above the national youth unemployment rate of 16.6%.

Our youth unemployment rate has increased 4.7 percentage points, from 16.1% in 2006. While not unexpected given the length of time that the Windsor area has led the country in overall unemployment, the

## Did You Know?

In Essex County, occupations related to arts, culture, recreation, and sport employed 3,510 people in 2011, a decrease of 0.1% from 2006. These occupations accounted for 1.95% of total employment in Essex County. By comparison, these occupations accounted for 3.09% of total employment in Ontario and 2.86% of employment in Canada.

Police reported hate crimes at 2.6 per 100,000 people in 2011. The rate in Windsor (CMA) was 50% below the provincial rate of 5.2 hate crimes per 100,000 and 33.3% below the national rate of 3.9 hate crimes per 100,000. Although we can be proud of the comparison, this represented an increase of 30% from 2.0 hate crimes per 100,000 in 2006. Any hate crimes are too many.

Snow depths of greater than 1cm are reported about 53 days each year in the Windsor-Essex region, compared with about 65 days further north in Toronto. The Great Lakes ensure that this region has mild winters with very little snowfall and long, warm summers. This temperate climate provides us with one of the longest growing seasons in Canada, extending it from April to October.

“...More than ever before, economic development is about talent attraction, and retention. In the global economy, regions must create a community that is attractive for creative workers. The Creative Class seeks communities which are open, diverse, and thick with amenities (a vibrant arts scene, good restaurants, a safe community, etc.). Arts organization should be interacting with the local economic development organization and public leaders to evaluate investments and the “return” on them (i.e. increased community involvement, more arts awareness, and fostering a niche talent)...”

- Richard Florida, Professor and Director of the Martin Prosperity Institute, Rotman School of Management, University of Toronto

At 206 police officers per 100,000 people in 2012, the number of police officers in Windsor was 5.6% higher than the provincial average of 195 officers and 3.5% higher than the national average of 199 officers. Our percentage was down 2.4% from 211 officers in 2011. Being a border city has its own unique challenges.

development of a strong and experienced young workforce is essential to our future growth.

There are similar economic factors in play when we look at the unemployment rate of recent immigrants who have entered the country within the last five years. In the Windsor area, this rate was 22.5% in 2011, 134.4% above the non-immigrant rate. This represents an increase of 3.2%, from 19.3% in 2006.

It is hard for our newest residents to make a strong start when employment opportunities are scarce, despite the fact that many immigrants have excellent skill sets and higher education qualifications.

Existing enterprises will not expand if the talent they require is not available, and new investment will not be attracted to the area unless we have a talent pool with the skill sets both traditional and new-age employers require.

Due to our demographics, we will have to rely more on new employees entering the workforce, as well as internationally trained talent to satisfy our local needs.

To compete for this talent in national and global markets, it is imperative that we establish Windsor-Essex as both a “nurturing community” and a “welcoming community” from the perspective of the newcomer.

**Our dialogue here is vital, as we frame the economic future of Windsor-Essex County.**

In 2012, the obesity rate for the population aged 18 and over in the Windsor-Essex area was 19.9%, which is down 2.3% from 22.2% in 2011. Our 2012 obesity rate was 8.7% above the provincial rate of 18.3% and 8.2% above the national average of 18.4%. Even though we have a higher obesity rate than the province and the nation, we are moving closer to a healthy lifestyle as a city.

You might think that given the economic challenges of the last several years, people in the Windsor-Essex region would be experiencing much more stress than those in other parts of the province and the country. However, in 2012, 22.6% of the population aged 15 and over in the Windsor-Essex region reported experiencing quite a lot of stress on most days. This represented a decrease of 0.6% from 23.2% in 2003. The 2012 level is 0.9% above the provincial level of 22.4% and 0.4% below the national level of 22.7%.

Although Windsor-Essex prides itself on being a giving and charitable community, there is a change happening. During the period 1997 – 2011, the number of charitable donors as a proportion of tax filers has fallen 26.3%. That being said, those who continue to contribute to charitable causes have increased their givings by 22.7% during the same time period. Even though this increase by some individuals is admirable, the wider the base of charitable support in the community, the better the community is able to weather adversity such as the recent economic recession.





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# OUR MOVEMENT.

# OUR MOMENT.

## OUR CONTRIBUTION.

### Canada needs all of us now.

Our communities need vision and commitment.

Our problems need courage and imagination.

Our collaborators and friends need someone who can stand with them, who can bring together the people and ideas that are just waiting to make our communities, and our country, all that they can be.

We can be that someone.

### Now is the time.

To put the trust and reputation we've earned over time, and the networks we've built, to work like never before.

To forge a nation of smart and caring communities.

To become a powerful force for societal change.

To take a long-term view and have the staying power that complex issues need.

And to do it all through a bigger, bolder, more connected network, hand-in-hand with others who share our vision.

### We call it the network effect.

It's what happens when we pool resources, knowledge and passion with others to bring breakthrough solutions to more and more communities.

It's the power of more minds, more resources and more reach working as one, for bigger, wider impact.

It's a network that can ask "what if?" to our communities' biggest questions.

### What if?

We tackled issues like hunger and safer neighbourhoods and civic engagement—not just as independent communities and organizations, but as a nationwide network?

We anchored such a network around priorities like affordable housing and narrowing the income gap—in every single community throughout a region?

We strengthened and pooled our base of impact investors and effective grant-makers—to grow the social and financial capital available to all communities?

There's no end of "what ifs."  
But there's only one how. Together.

## OUR MOMENT IS HERE. HOW DO WE MAKE IT ALL IT CAN BE?

# HOW

Be a stronger, smarter,  
more effective network.

Be a leader in achieving  
collective impact and  
telling the story of the  
difference being made.

Be a champion for  
issues that matter to  
Canadians.

Be a philanthropic  
and societal force in  
addressing long-term  
and complex, challenges.

AS CFC EVOLVES TO MEET THESE GOALS WE WILL CONTINUE TO LOOK OUTWARD AT WHAT WE CAN ACHIEVE TOGETHER IN OUR COMMUNITIES, OUR COUNTRY, OUR WORLD.

**Thank You:** We would like to thank the WindsorEssex Community Foundation Board, staff, and Vital Signs® Committee for planning and implementing Vital Signs® 2013.

#### The members of the WECF Board are:

Marty Solcz, Chair  
Fred Quenneville

Kay Douglas  
Mark Skipper

Susan Easterbrook  
Jay Strosberg

Romeo Girardi  
Loretta Stoyka

Denise Hrastovec  
Rob Tamblyn

The Executive Director of WECF is Glenn Stresman, the Executive Program Manager for Vital Signs® is Robin Easterbrook, and Vital Signs® Support Staff is Rebecca Taylor.

#### The Vital Signs® Committee is comprises:

Susan Easterbrook, Chair  
Glenn Stresman

Mary Ellen Bernard  
Sue Tomkins

Robin Easterbrook

Barbara Peirce Marshall  
Jeremy Renaud

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