

**For final resolution see B49-2015 as adopted by Council
at its meeting held December 21, 2015**

/AC

Windsor, Ontario, December 21, 2015

**REPORT NO. 352 of the
SOCIAL DEVELOPMENT,
HEALTH & CULTURE STANDING COMMITTEE**
of its meeting held November 4, 2015

Present: Councillor Ed Sleiman, Chair
Councillor Rino Bortolin
Councillor John Elliott
Councillor Jo-Anne Gignac

Regrets: Councillor Paul Borrelli

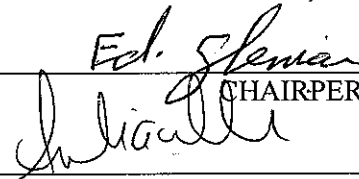
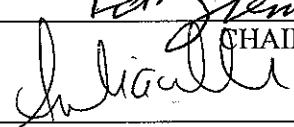
That the following recommendation of the Social Development, Health and Culture Standing Committee **BE APPROVED** as follows:

Moved by Councillor Gignac, seconded by Councillor Bortolin,
THAT the report of the Executive Director of Housing & Children's Services dated November 4, 2015 regarding The Community University Partnership (CUP) **BE REFERRED** to the 2016 Municipal Budget.

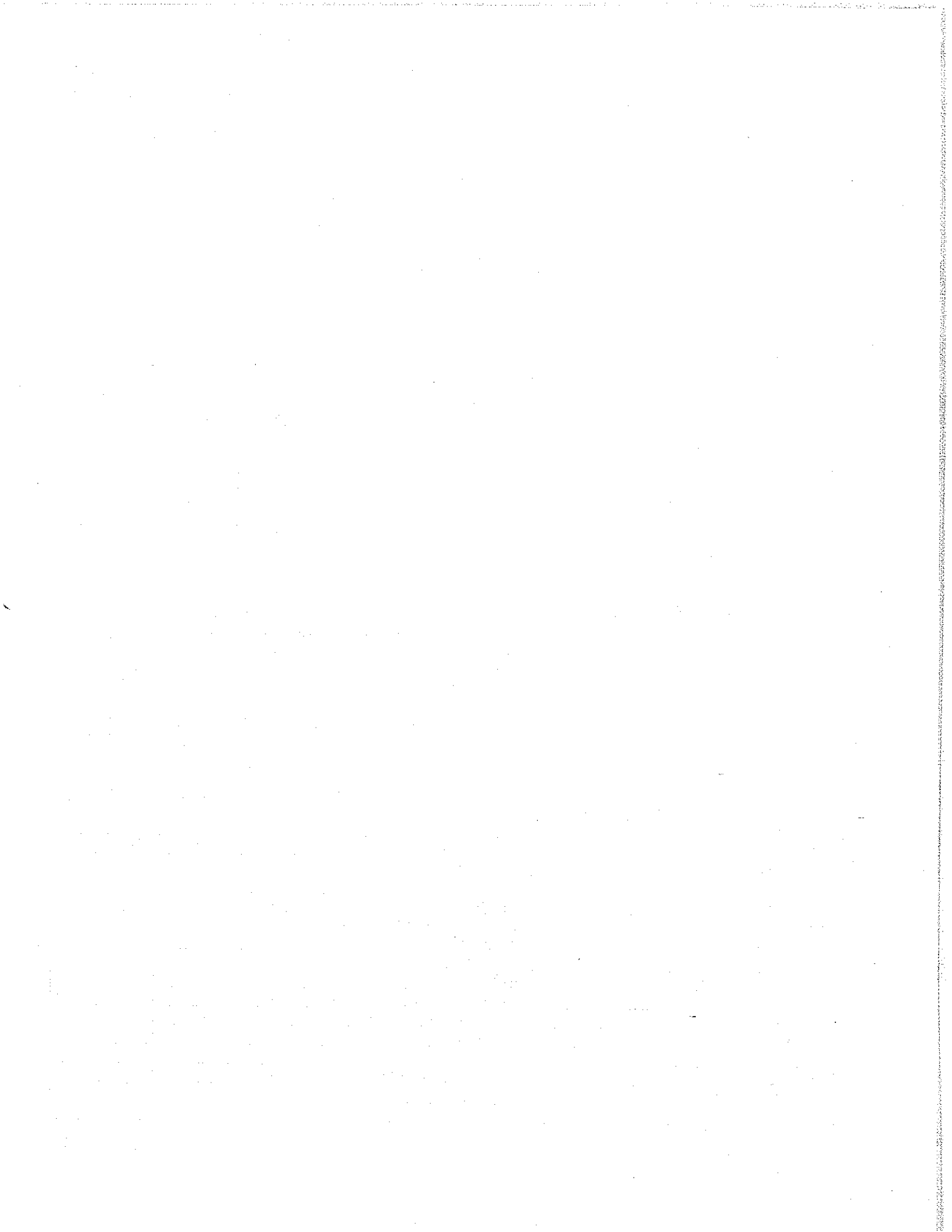
Carried.

Clerk's Note: The report of the Executive Director of Housing & Children's Services dated November 4, 2015 entitled "*The Community University Partnership (CUP)*" is **attached** as background information.

S 6/2015, SS2015


CHAIRPERSON

SUPERVISOR OF COUNCIL SERVICES

NOTIFICATION:				
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Housing and Children's Services

MISSION STATEMENT

"Our City is built on relationships – between citizens and their government, businesses and public institutions, city and region – all interconnected, mutually supportive, and focused on the brightest future we can create together"

REPORT #: S 6/2015	Report Date: 10/23/2015
Author's Contact: Debbie Cercone, Executive Director of Housing & Children's Services 519-255-5200 X 6239 dcercone@citywindsor.ca	Date to Council: November 4, 2015
	Clerk's File #: SS2015

To: Mayor and Members of City Council

Subject: The Community University Partnership (CUP) --City Wide

RECOMMENDATION:

THAT the report of the Executive Director of Housing & Children's Services dated November 4, 2015 regarding The Community University Partnership (CUP) BE REFERRED to the 2016 Municipal Budget

EXECUTIVE SUMMARY:

N/A

BACKGROUND:

CUP was established in 2005 after a year-long consultation with several community and university stakeholders, government funders, and the Field Education Program in the School of Social Work. The notion of a partnership between Windsor Essex Community Housing Corporation (CHC), Glengarry Non-Profit Housing Corporation, the City of Windsor and the University of Windsor was viewed as a catalyst for change in the Glengarry neighbourhood. The Windsor Essex 10 Year Housing and Homelessness Plan recognized the importance of collaborations with educational institutions as a means to address the ongoing support needs of individuals and families.

The partners envisioned that an alliance between the University of Windsor Field Education Program and community stakeholders would increase the resources available to transform the multi-faceted and stigmatized low-income housing

neighbourhoods in the City of Windsor and address the social determinants of health of its residents.

The mission of CUP thus focused on building community resilience, revitalizing low-income neighbourhoods, and creating a supportive, healthy environment for residents.

Through the CUP Model's primary pinnacles of:

- 1) university civic engagement;
- 2) community /resource engagement;
- 3) interdisciplinary field education/experiential learning; and,
- 4) student /tenant partnerships and leadership development; new programming was established for the community's priority citizens including, people with a persistent mental illness, developmentally challenged adults, individuals, families, refugees, immigrants, seniors, youth, women, children, and people with a history of unstable housing.

The first neighbourhood, Glengarry Court, remains the primary site for CUP. This 484 unit social housing development houses some of the most vulnerable citizens in the community and has many challenges. As part of their educational requirements, students from the School of Social Work began to develop a system of support consistent with the best practices of overall health promotion to the neighbourhood and in particular to the residents of Chateau Masson, a 79-unit social housing building in the Glengarry Court neighbourhood which provides housing and support to people with a persistent serious mental illness. The majority of residents struggle in accessing health and social services. In 2005, there was anticipation that students could become central to the delivery of these much-needed services. Over the course of the first year's assessment, other gaps emerged. Beyond lack of access to health and social services, other issues included relationship problems including interpersonal and family violence, severe nutritional deficits, lack of social and psychological support, safety and security, to name a few.

Concurrent with the needs assessment was the development of asset mapping strategies which included some of the activities described above and the creation of a community asset map which identified available or under-utilized resources that could be marshalled in capacity building efforts. The asset identification assisted CUP to identify community capacities among individuals, formal and informal associations, and institutions. This information, along with the needs maps helped to inform the ongoing development of CUP and began to position CUP as a community development and intervention project. The local networks created through the community-university partnership create an infrastructure where university students are given an opportunity to facilitate leadership development, volunteerism, self-advocacy and empowerment, among neighbourhood residents, individuals outside the neighbourhood, community groups and agencies. Students, under the supervision of professional staff in non-profit organizations, are instrumental in facilitating community-based committees comprised

of residents and/or volunteers from the neighbourhood and from various sectors in the community. The University of Windsor provided a one-time donation of computers, furniture and other infrastructure support to the project as well as grant and staff/faculty support.

The work of CUP has been accomplished through an Advisory Committee, a Resource Committee, Resident Committees, and the contributions of student internships and infrastructure from the University of Windsor. This innovative project has expanded the relationship between the university and the community and brought much needed resources to low-income neighbourhoods/communities. It began with three third year social work students and has expanded to include graduate and undergraduate students from the School of Social Work, Nursing, Law, Human Kinetics, and Music Therapy. Social Service students and Horticultural students from St. Clair College have completed internships with CUP since 2012 and IT students from College Boreal complete community skills internships. All students complete internships as part of their degree or diploma requirements. Of note is CUP's ongoing collaborative team approach to community intervention between nursing and social work. CUP has also provided an opportunity for high school students to complete their required forty hours of volunteer service. Since its inception CUP has provided to City of Windsor neighbourhoods an average of 13,679 student hours per year which is conservatively equivalent to \$92,079 per year or \$828,711 over the past 9 years.

CUP has continued to expand to include additional social housing communities: Chateau Masson (79 bedsitting units); Ouellette Manor (400 units which house the lowest-income seniors in the community); Raymond Desmarais Building (300 seniors); Reginald (175 unit family development); Thompson Towers (69 single and family units); and Aylmer Building (82 single and family units). The model is also being tested outside a social housing neighbourhood as CUP has been expanded to Ford City, a neighbourhood which has experienced significant decline over the past twenty years and to the Glengarry-Marentette residential corridor to address neighbourhood revitalization. In the Spring of 2015, CUP was invited to enter Drouillard Terrace, a non-profit housing provider) to leverage resources, provide services and build community from inside-out. Commencing in September 3 students and 1 supervisor have been assigned to develop critical connections and bring essential resources to an isolated, underserved, and marginalized group of tenants with the long-term goal of greater community integration at Drouillard Place. A planned expansion with the University is being considered in order to include students from additional schools and departments such as business, communications, geography, engineering, geography, medicine, dentistry and urban planning. At any given time within a year CUP services are accessible to over 1,000 residents within their existing neighbourhoods.

Through Internship students and teacher volunteers, CUP has delivered a homework club for 8 years to provide children with a strong foundation for literacy and numeracy

skills. CUP recently received funding from the United Way for the After School Program Collaborative which is located at the Glengarry Non-Profit. CUP has received an annual funding commitment of \$32,300/year from the United Way for the years 2015-2020. Original funding for CUP was received from federal and provincial grant funding through the National Crime Prevention Centre and the Ontario Trillium Foundation to complete a cursory needs assessment to help inform and define the early structure and services of CUP. The assessment involved both needs and asset mapping activities, community meetings, and focus groups with tenants, literature reviews, community surveys, a Crime Prevention Through Environmental Design Audit and meetings with key stakeholders. The challenges facing this community and its residents are those that were well-documented in the literature and were closely linked with the challenges of living in poverty and the urban decay of many low-income neighbourhoods. It is significant that the most pressing issues facing the residents were those related to safety and security.

Since 2010, CUP has been funded by provincial funding through the Delivering Opportunities for Ontario's Renters (DOOR) at a cost of about \$100,000 annually for a total of \$555,000 from that fund. Funding from DOOR has been depleted and is no longer an option to sustain CUP in the long term. On March 23, 2015, a Council Report (CR17607) was approved by Council to withdraw \$110,000 from the Social Housing Reserve Fund to support CUP from April 1, 2015 to March 31, 2016. That report contained a summary of CUP's model and accomplishments since its inception. Council was advised, at that time, that a long term strategic plan was being developed in collaboration with the CUP Advisory Committee to sustain CUP in the long term.

In 2014, a comprehensive evaluation was conducted by Dr. Wansoo Park from the Faculty of Social Work. The evaluation involved 87 pre and post surveys of students who were placed at CUP, 157 file audits, personal interviews with 80 tenants in the neighbourhoods that CUP was working with and interviews with the Advisory Committee. The evaluation also included a review of archival data related to CUP activities, program and service development. Some of the outcomes of this evaluation included:

- The sustainability of programs in neighbourhoods that were created by students;
- The partnership filled a gap in supports in situations where there were no formal supports available;
- Tenants described CUP as "life saving" that prompted a change in their lives and gave them a renewed sense of hope;
- A reduction in neighbourhood issues and when they did arise they were less intense and they were resolved more quickly and were solution focused;
- Incidence of crime went down in the neighbourhoods;
- Tenants were provided with opportunities to participate in programs, committees, revitalization efforts, voluntarism that they may not have had;
- Students and tenants were provided training opportunities;
- CUP leveraged additional resources for building and strengthening communities.

To date the University of Windsor has provided the annual equivalent of \$111,870 and \$14,200 one time of in-kind to support the delivery of CUP that is summarized in the following activities:

- **Grant overhead and administration:** The University charges 30-40% of a grant for overhead and administration. For CUP based on the existing level of funding at \$110,000 per year the charge would be **\$36,000/year** for grant administration, sponsorship, payroll, contracts, and reimbursements, for two staff and day-to-day operations, etc. The University has waived this fee.
- **Coordinator of Field Education Programs time and expertise to CUP:** **\$5800/year** contributed for consultation, meetings, grant writing, presentations, liaison activities between the community and the University
- **Senior Project Manager/Field Learning Specialist time and expertise:** **\$4800/year** contributed for consultation, meetings, grant writing, presentations, liaison activities between the community and the University
- **Social Work Faculty support and site visits:** (22 undergraduate and graduate students) student development @ \$240 + site visits @ 9 hours/semester x \$70.00/hour x 3 semesters x = \$1890 + \$240 = **\$2130/year**
- **Nursing Faculty support:** (16 third year students) 91 hours/semester x \$70. /hour x 2 semesters = **\$12,740/year**
- **Nursing Faculty support (4 fourth year students):** 10 hours x \$70.00/hour x 2 semesters = **\$1400/year**
- **CUP evaluation:** Actual cost of the evaluation = \$20,000 - \$10,000 provided for a course release = \$10,000 contribution from the University + student Graduate Assistant \$4200 = **\$14,200 (one time)**
- **Senior Project Manager/Field Learning Specialist:** ½ of current salary paid by the University = **\$49,000/year**

DISCUSSION:

From 2005-15 CUP has applied for grants to augment what they do in the community. To date 41 grants have been applied for and 29 of those grants were approved for a total of \$ 748,900.00 in additional revenue for CUP's work in the communities that they serve. The grants have been program and research focused and include the following examples: Ontario Crime Prevention Initiative, Ontario Trillium Grant, Victims of Crime Secretariat, Health Research Centre for the Study of Violence Against Women and Green Shield to name a few.

CUP's strategic direction is aligned with the following community and provincial objectives:

- Council's Strategic Vision, specifically: Strengthen the City with innovative strategies to support neighbourhoods and districts.
- The Province's Community Hubs in Ontario as it positions our community with some existing infrastructure to allow for the expansion of the Province's vision for hubs in Ontario.

- The United Way's goal of Building Strong Communities where everyone gets involved in their neighbourhood to make community safer and stronger.
- The Windsor Essex 10 Year Housing and Homelessness Plan that recognizes the unique role that CUP plays in bringing the resources of the University to social housing neighbourhoods.
- The University of Windsor's Strategic Mandate Agreement (SMA)

In 2011 CUP was recognized for its exemplary contributions to community resilience, neighbourhood revitalization and civic engagement by the Community-Campus Partnerships for Health, an international organization. CUP was selected for the award from hundreds of nominations from all over the world. Representatives from CUP have presented at many conferences over the past years on the model which is unique across the province.

Currently, there are 16 undergraduate social work students and 4 nursing students completing their experiential learning through CUP. Next semester it is anticipated that, in addition to this cohort of students, 1 graduate level social work student will be added and 3 social service worker-gerontology students. Four new nursing students will be added bringing the total to 28 students for this academic year.

Students, under the supervision of professional staff in non-profit organizations, are instrumental in facilitating community-based committees comprised of residents and/or volunteers from the neighbourhood and from various sectors in the community. Students also gain an understanding of the social determinants of health affecting the communities and social justice principles.

The student/tenant partnership has the goal of the development of health and support services with specific health objectives and outcomes. These include initiatives that increase social inclusion, improve individual and neighbourhood health and quality of life and reduce crime, such as women's support groups, a homework club, a reading club, literacy programs, craft clubs, music classes, community social events, counselling, law clinics for advocacy, assistance completing forms, public legal education, health fairs which bring community health services into neighbourhoods, health intervention and prevention such as a smoking cessation program, diabetes and blood pressure clinics, women's health, bed bug education, nutrition, physical fitness programs, drop in centres, information and referral to community programs, computer club, individual and family support and advocacy, social and recreational groups, movie nights, crime prevention strategies, graffiti patrols and neighbourhood clean sweeps, food cooperatives, community kitchen, clothing banks, safety clinics including personal safety and fire safety, community gardens, resident committees, newsletter, art therapy, violence against women strategies and a children's library.

In 2012, at the request of the Mayor, CUP was a key partner along with Windsor Police Services and the Windsor Essex Community Housing Corporation in providing a response to serious tenancy issues identified at 920 Ouellette. CUP worked collaboratively with Windsor Police Services staff, and staff from the Windsor Essex Community Housing Corporation in developing and implementing a strategy to assist

with addressing the tenancy issues including the implementation of a neighbourhood watch program and supporting the tenants in building their community.

A Community Advisory Committee for CUP has been convened to discuss the future of CUP in our community. Members of this Advisory Committee include representation from Windsor Police Services, The University of Windsor, the Glengarry Non-Profit Corporation, Drouillard Place, Legal Assistance of Windsor, The Windsor Essex County Health Unit and the Windsor Essex Community Housing Corporation. The Committee has established a strategic direction for CUP that considers its long term sustainability and opportunities for expansion into other neighbourhoods across Windsor and Essex County.

The following proposed model and strategic outcomes have been identified for the long term sustainability of CUP in our community:

- To evolve from a place based model to a combination of place based and issues based approach meaning that CUP would have the ability to be mobilized to neighbourhoods when needed as opposed to being strictly tied to one neighbourhood
- The model proposes that Drouillard Place act as a fiscal sponsor of CUP responsible for the staffing, linkage to an Advisory Board and MOUs with agencies that would be partners in the delivery of CUP, and would apply and hold grants for CUP.
- The University of Windsor has been approached and has been asked to consider contributing one FTE, a University Engagement Coordinator/Specialist to the model that would supervise students and act as the liaison with the University for all participating faculties. At the time of writing of this report, the proposal has been forwarded to senior administration at the University for their consideration. The proposed FTE is the equivalent to approximately \$110,000 in funding annually. The University is also looking to have this model replicated to other universities.
- Funding from the City of Windsor and County of Essex would support 3 FTE positions for the proposed model: 1 Community Engagement Coordinator and 2 Community Development Coordinators that would allow expansion into other neighbourhoods including the County of Essex, as they would be cost sharing in this model and the positions would be used to leverage other funding/grant opportunities for the model. These proposed positions would work with students from faculties at the University requiring placement/field hours in order to attain their degree and with residents in the neighbourhoods that they are working in. In addition, they would liaise with community agencies and would seek other funding opportunities to expand or enhance CUP's work.

RISK ANALYSIS:

Resource Risks: None identified at this time

Timing Risks: None identified at this time

Cross-Corporate Impact Risks: None identified at this time

Community Impact Risks: There will be a significant impact to the 5 communities where CUP currently operates as the opportunity for students in those neighbourhoods will no longer exist potentially impacting on resources that are currently supporting tenants in those neighbourhoods. Further, the community will no longer have access to the resources of students and professional staff with the loss of up to 28 student placements and future placements from the faculties of social work, nursing and other faculties at the University.

Other Risks: None identified at this time.

FINANCIAL MATTERS:

The CUP budget request is \$309,670 (Gross) annualized. If the proposed funding of CUP is approved by Council for the 2016 Budget, discussions will be occurring with the County of Essex regarding their participation with the goal of establishing CUP in the County of Essex. Depending on the outcome of discussions with the County, and the cost sharing model adopted, the City's budget impact may vary. For 2016 fiscal budget purposes, it has been assumed that the County will share in the costs using Arbitrated Social Housing Weighted Assessment cost sharing formula, with the County's share estimated to be \$83,409 leaving the City with a budget increase of \$148,944 (2016 Fiscal), \$198,591 (2017 Annualized).

Funding from the City of Windsor and County of Essex would support 3 FTE positions for the proposed model:

- 1 Community Engagement Coordinator and;
- 2 Community Development Coordinators.

The funding, proposed in the 2016 Municipal Budget would allow for CUP to remain in the existing neighbourhoods and allow for expansion into other neighbourhoods. Further, the positions would be used to leverage other funding/grant opportunities for the model from provincial, federal and private grant opportunities.

CONSULTATIONS:

The Community University Partnership Advisory Committee:

- Marina Clemens, Drouillard Place
- Barry Horrobin, Windsor Police Services
- Nicole Dupuis, Windsor Essex County Health Unit

- Judith Binder, Canada Mortgage and Housing Corporation
- Jim Steele, Windsor Essex Community Housing Corporation
- Shelley Gilbert, Legal Assistance of Windsor
- Cheryl Taggart, University of Windsor
- Mary Medcalf, University of Windsor
- Mike Pocock, Windsor Essex Community Housing Corporation
- Rob Oleynik, City of Windsor Housing Services

DEPARTMENTS/OTHERS Consulted: Nancy Jaekel, Financial Planning Administrator - 519 255-5200 ext. 5171

CONCLUSION:

The Community University Partnership has stayed true to their mission to revitalize neighbourhoods, build resilience and create a healthy, supportive community for all through effective community university partnerships. These hubs connect the rich resources of the university to some of the most pressing social challenges in low-income neighbourhoods in the City of Windsor. With a prevention and early intervention focus the 21,000 contacts with tenants that CUP has made with tenants over the years, has served to reduce the strain on other resources in the community. CUP's presence in communities has resulted fewer neighbourhood issues and when issues arose they were less intense and they were resolved more quickly with CUP's ability to mobilize resources, including tenants, to create and implement solutions. In a time of scarce resources, the Community University Partnership has brought the very valuable resources of the University of Windsor to social housing communities has assisted in building capacity with tenants and provided valuable experiential learning options for students in many faculties.

PLANNING ACT MATTERS:

N/A

APPENDICES:





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November 20, 2015

DEC 21 2015

**ADDITIONAL
INFORMATION**

Ms. Debbie Cercone
Executive Director, Housing & Children's Services
City of Windsor
PO Box 428, Station A
Windsor, ON N9A 6L7

ITEM NO. RPT. NO. 352
SOCIAL
DEVELOPMENT,
HEALTH +
CULTURE
STANDING
CMTE.

Dear Ms. Cercone:

Re: Support for the Community-University Partnership (CUP)

On behalf of the Windsor Police Service, I wish to express our complete and continued support for the Community-University Partnership (CUP). As one of the partner organizations who have been charter members of CUP's Advisory Committee since its inception, we fully recognize the value this unique form of collaboration creates.

From our perspective, CUP offers a unique manner in which crime and disorder can be effectively addressed at the neighbourhood level by its many partners working together. This approach is strongly aligned with the community mobilization model of police service delivery practiced by the Windsor Police Service as endorsed by the Ontario Association of Chiefs of Police (OACP).

We fully believe the funding being sought to formally galvanize the CUP model will reap positive community wellness dividends for many years to come as it represents a highly responsible use of resources. In this regard, we are committed to continuing our full, participatory involvement and support of CUP for the foreseeable future and encourage City Council to approve the requested funding.

If you wish to contact me directly about anything further involving our role in this valuable initiative, please do not hesitate to call me at (519) 255-6700 x4486 or email me at afrederick@police.windsor.on.ca.

Sincerely,

Al Frederick,
Chief of Police

AF/aen

**CITY OF WINDSOR
COUNCIL SERVICES**

DEC 15 2015

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DEC 07 2015

SOCIAL HOUSING



DEC 21 2015

ADDITIONAL
INFORMATION

ITEM NO.

From the desk of Marina Clemens
SOCIAL DEVELOPMENT, HEALTH &
CULTURE STANDING REPORT NO. 352

***updated December 14, 2015

I will be out of the province on December 21st thus unable to attend the budget session of council. I want to send my remarks from the Standing Committee plus an update as you review the budget for CUP.

Under the new governance model presented to you by the Department of Housing & Children's Services; Drouillard Place would be the agency through which the funds would flow to the CUP Initiative. The Board and I are pleased to fulfill this role and sincerely hope that council will not let this wonderful model of a Community-University partnership go unfunded after so many years of success in our community.

With the influx of Refugees to our community in 2016, CUP is even more valuable within the Not for Profit Housing sector as they will be able to assist these new immigrants through our many systems; be a resource and guide to them to other community services that will enable them to integrate into our various neighbourhoods and strategically they will ease the burden on OW case workers and 211 calls as they are well versed in available services and programs.

Notes for Meeting with Standing Committee re: CUP
November 4, 2015

Good Morning,

I have been on the CUP Advisory Committee since its inception 10years ago. I have seen it grow from one site to now being involved in 9 sites including as of Sept 2015, Drouillard Place Non Profit Housing. CUP has filled a huge gap within the world of Social Housing including WEHC and the Not for Profit housing developments. Most Property Managers are trained in the rules guiding all of us under the social housing reform act, and since that is their primary function, it is very difficult for them to deal with the ever growing social issues that they encounter from tenants. As Providers, we have seen a huge increase in the demand for social housing and at the end of September 2015 there were 3215 people on the CHR waiting list compared to just over 2000 a year ago. Providers have found that those we are housing are displaying multiple issues.....e.g. addictions, anger issues and mental health concerns to name a few.

Up until a year ago, Drouillard Place Terrace had an On Site Property Manager 24/7, however this person left and the Present Property Management Company provides service to the



building 3 days per week. We have noticed over the past year, an increase in negative behaviour from many of our tenants and unfortunately this has led to an increase in evictions.

For these reasons, we asked CUP to partner with us and they have provided us with three social work students who started Sept 2015. The main reason was to assist us in helping our tenants maintain their housing thus reducing evictions which is a high cost to us as a provider but more of a cost to the person who most of the time becomes homeless and ends back in the shelter system.

We are already in just over a month seeing people come out of their units and join the students for a Thanksgiving luncheon, weekly coffee hour and a small group of women put together Halloween bags for the children who live in the building. These kinds of events begin to break down the barriers and move people from isolation to community involvement and ownership of both their lives and the building they live in. Our board is very pleased that we have CUP in our building and we look forward to more of our tenants being able to access other services within the neighbourhood including Drouillard Place, New Song Church family meals and community programs at Gino Marcus. In the early New Year, we are going to partner with WECHC to offer Financial Fitness to our tenants. We also look forward to integrating more tenants in the Ford City Neighbourhood events e.g. Christmas Tree Lighting, Fireworks and Summer Events. We know that once people feel safe and secure and live in a neighbourhood for two years or more they tend to stay and put down roots and that is the primary goal of Drouillard Place Non Profit Housing Corporation.

Thank You,
Marina Clemens
Board Member, Drouillard Place Terrace
Executive Director, Drouillard Place





University
of Windsor

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DEC 21 2015

ADDITIONAL
INFORMATION

ITEM NO. SDHC Standing Cmte
Rpt. 352

December 18, 2015

Windsor City Council
City Hall Square
Windsor, ON

Dear Mayor Dilkens and Members of Council:

RE: Social Development, Health & Culture Standing Committee Report No. 352

On behalf of the School of Social Work, University of Windsor and the Faculty of Arts, Humanities and Social Sciences, I wish to express our continued support for the Community University Partnership (CUP). As the lead department for this unique and innovative model of community and university engagement, I am aware of the positive impact this initiative has on neighbourhoods, residents, students and community partners.

The School of Social Work is uniquely situated to serve an extensive rural and urban geographic area throughout Ontario. Working in partnership with government, non-government and community-based agencies, the School has a history of collaboration and partnership, offering a broad range of social work internship and research experiences. The Community University Partnership is an example of such collaboration. The collaborative, inclusive nature of CUP has ensured a multi-faceted approach to enhancing the physical health, mental health and the "social health" of the neighbourhoods which house our community's most vulnerable citizens. The hubs created by CUP provide an exciting learning environment for our students and most importantly, provide students with the opportunity to serve the community in a meaningful way.

In my role as Director of the School of Social Work and a community-based researcher I know the value of the CUP initiative in the prevention of long term negative outcomes for our children, families and community members. CUP is ideally situated to conduct future research, develop best practices, and disseminate the findings on effective programs, policies, and practices for vulnerable children, youth, families and the communities in which they reside in the Windsor-Essex region. This partnership is a vital contribution to the overall University of Windsor goal of producing information to sustain healthy communities that can be replicable for other cities and regions across Canada.

Sincerely,

Dr. Robin Wright
Director, School of Social Work
University of Windsor

CITY OF WINDSOR
COUNCIL SERVICES

DEC 18 2015

RECEIVED

