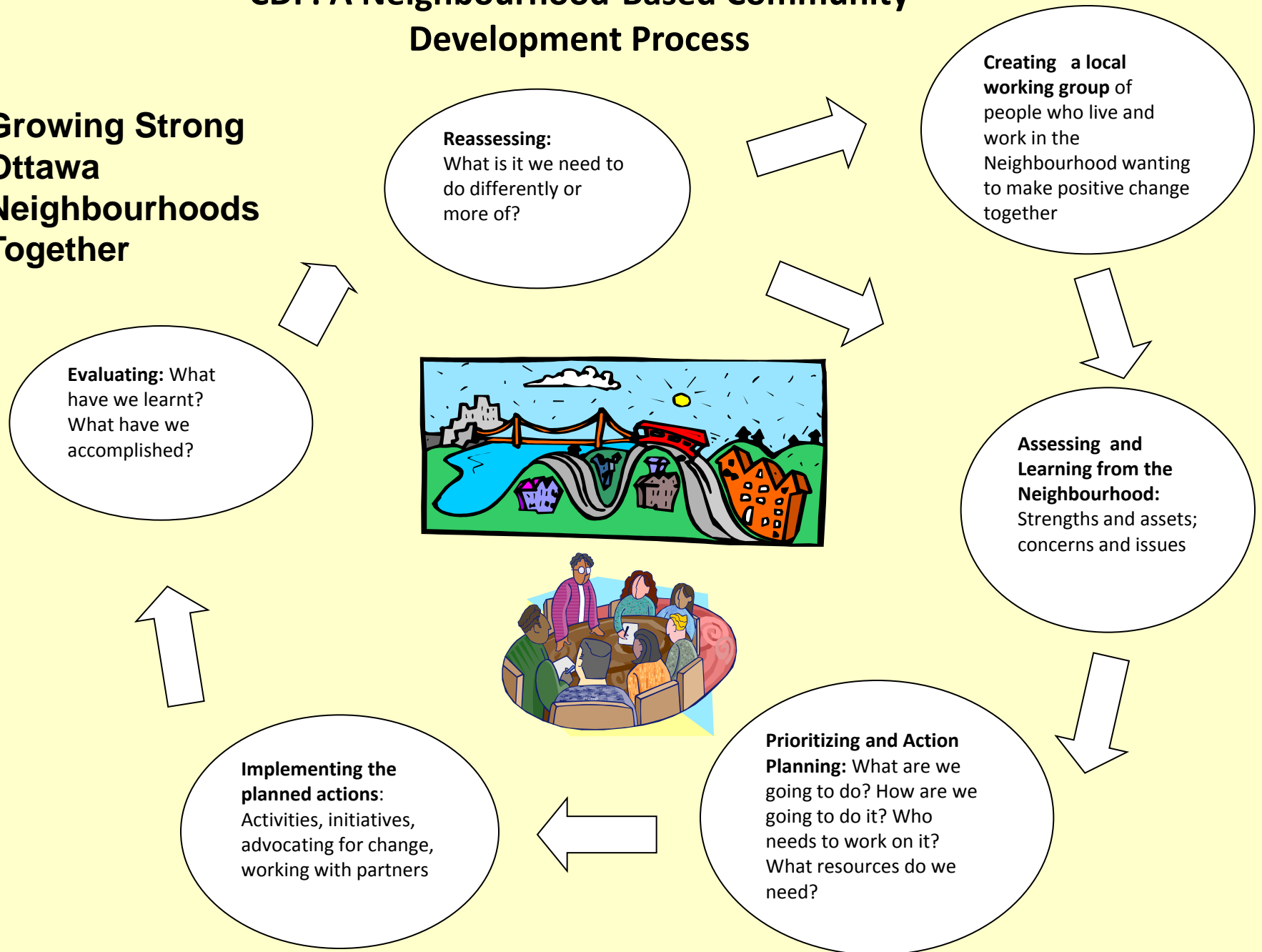



Community Development Framework: an example of collective impact



CDF: A Neighbourhood-Based Community Development Process

Growing Strong Ottawa Neighbourhoods Together





Quick History of Community Development Framework (CDF)


- Created in 2008 to build on successes and lessons learned from strategic initiatives
- Collective interest to work together with common language, purpose and goal
- Desire to share responsibility for solutions and leadership

Community
Development
Framework



Cadre de
Développement
Communautaire

- Based on best practices across Community Health and Resource Centres (No Community Left Behind)
- Model that included CHRC's, funders, academics, City services and residents
- Reviewed after 3 years to correct course



How did our organizations become involved?

- Municipality initiated discussions
- Leadership from City, CHRC's, Ottawa Police, Ottawa Community Housing, United Way, Ottawa Community Foundation, University of Ottawa, Crime Prevention Ottawa and Ottawa District School Board
- Agreed to try a new way of working together



Why did City of Ottawa become involved?

- Mandate to create a community development/ place-based initiative that engaged system-level partners and City staff collectively
- Limited resources, success at place-based and community-based initiatives
- Beginning of new Municipal service philosophy provided opportunity to get City staff on board



- Other system-level partners were thinking the same
- Practical reality - No one organization can do it all!





Why did Ottawa Community Housing Become Involved?

- All NCLB neighbourhoods and 3 of the 4 CDF neighbourhoods were OCH communities
 - Needed to be at the table participating in decisions
- Launch of CDF coincided with the launch of OCH's place-based development model
 - *Healthy Communities Initiative*
- CDF was an opportunity for OCH to strengthen partnerships and increase awareness of the role and mandate of a social housing provider




Why did Somerset West Community Health Centre become involved?

- West Centretown selected a CDF priority area
- CHRCs and the Community Developers facilitators of the CDF process at the neighbourhood level
- Community development a core function of CHRCs; critical to improving community health



- Opportunity to link our CD work with the systems levels; new entry points for neighbourhood and systems level change



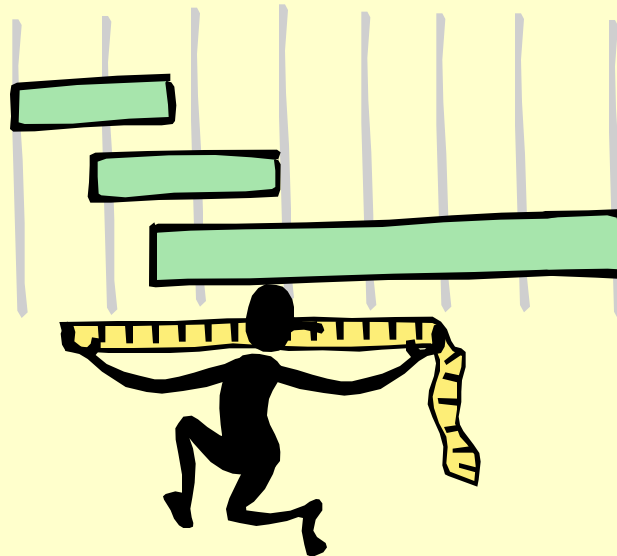


Common Agenda

- CHRC's specialists in community development
- Indicators of need
- Partners aligning strategic and organizational mandates
- Funders, academics, municipal services willing to work differently in support of resident priorities
- Dedicated resources and agreement on shared leadership (formal and informal)
- Grassroots service providers and residents engaged


Shared Measurement

- There is a shared commitment to measuring the performance and impact of the CDF
- Need a balance between shared measurement and the unique needs and context of each community





- Need shared understanding of what is being evaluated built with open conversation, negotiation and resources
- Now piloting the measurement tools of the Ottawa Neighbourhood Social Capital Forum with goal of all place based community development implementing the same evaluation framework



Mutually reinforcing initiatives

- As partners better understood each other, collaboration opportunities revealed themselves
- After a needs assessment and action planning process, neighbourhoods developed "Community Action Plans"
- This created an overarching plan to combine efforts from multiple partners and people
- After identifying resident needs and action plans, partners better able to work towards a common goals
- Sharing successes, praise are critical to maintain mutual reinforcement






Continuous communication

- Important to have the hard conversations: putting things on the table and then leaving them behind
- Increased understanding of mission, roles and mandates, led to improved communications and strong personal relationships
- Regular meetings with local committee, City staff, CDF Coordinator and community members is critical.



- Initial challenges were result of new relationships and new way of working/communicating (i.e. building trust, learning new roles, and perception that process was prescriptive/directive)
- Ongoing challenge of keeping everyone informed in a meaningful way
- Ultimately - it's all about building relationships!

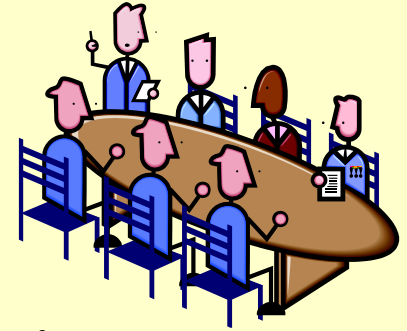




Backbone Organization

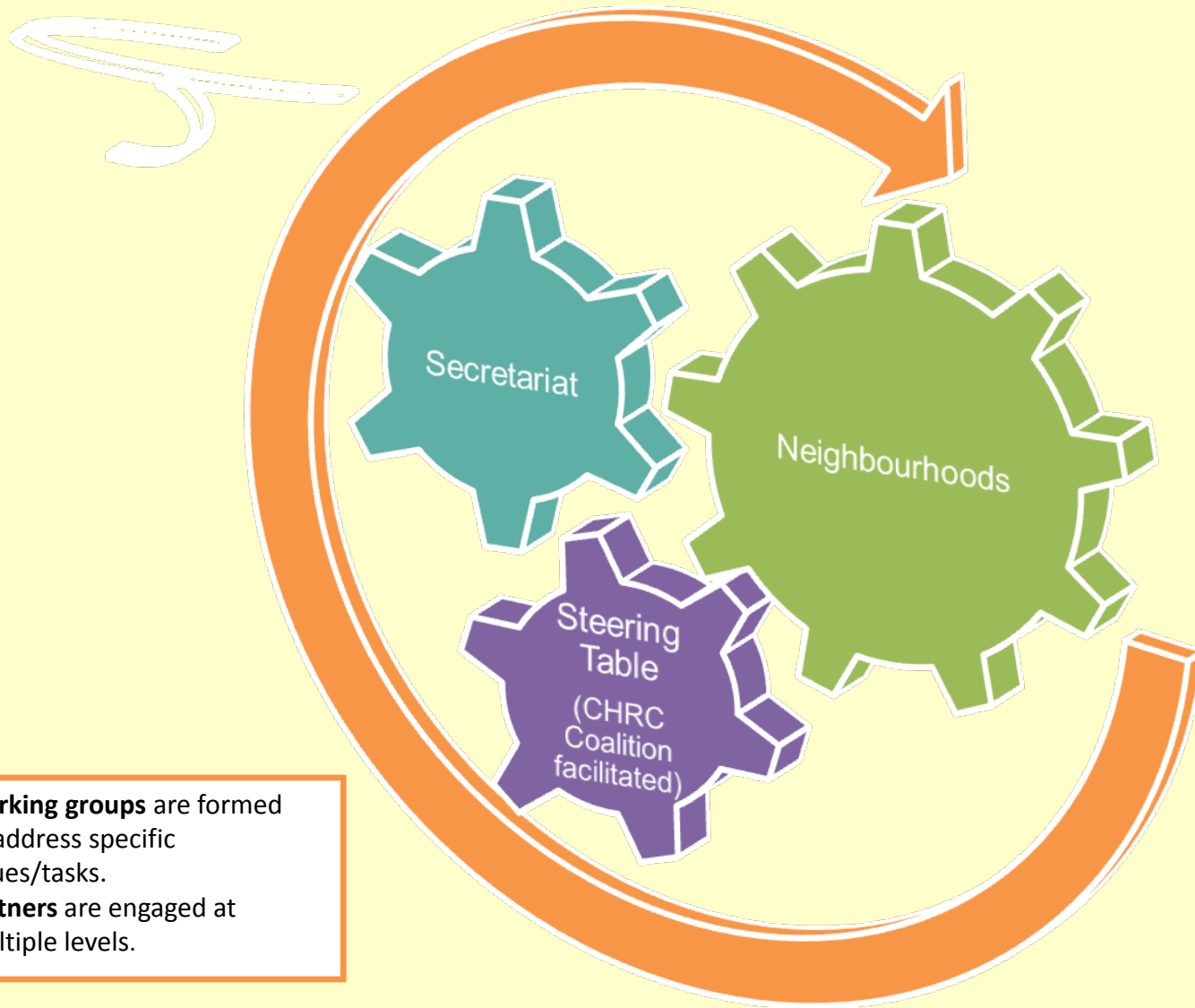
- Initial leadership role of City of Ottawa critical in launching CDF approach
- Now have evolved to a model where CHRCs lead with CDF Secretariat playing a critical in role "holding it together"
- CDF Secretariat supports ongoing communication, neighbourhood and systems level planning and generally keeps the process moving forward

- The Steering Table, made up of senior management of key partner organizations is responsible for providing strategic leadership and addressing systemic issues that create barriers to community development




- Need supports, resources, and supportive staff from partners to continue to move forward. Key contacts are essential to the timeliness of moving things forward.

CDF Model



- **Working groups** are formed to address specific issues/tasks.
- **Partners** are engaged at multiple levels.



What are some key learnings so far ?

- Must set a clear vision of change at the beginning
- Build in resources for evaluation
- Requires dedicated resources for coordination and communication sharing at the local and city-wide levels
- Organizational leadership is critical in support of grass roots efforts

Key Learnings - cont'd

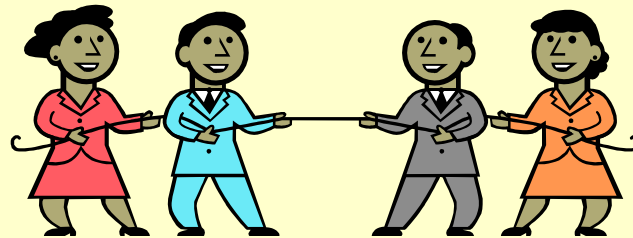
- Ensure multiple sectors engaged at same time, but not necessarily at once (residents, funders, academics, City, service providers)
- Build understanding of “place-based;” “community development,” etc.; invest time to do this at the early stages
- Let the community lead the process and the pace. Spend time in the community before launching a process.

More Key Learnings

- Need to listen to rhythm of CD and pay attention to momentum (know when to go back and adjust)
- Build in formal events to share praise/success



Community development (or any situation where you are encouraging systemic change) is complex and 'messy'. While having a clear of vision is important, need to be adaptable and flexible about how the vision will be reached



- Importance of 'rolling in ' the learnings from evaluation into ongoing practices/ actions
- Building relationships and trust is key. Takes time and resources

