



Community Data Program

Canadian Council on Social Development
A Program Vision and Five-Year Strategic Plan, 2017-2022

*Achieving a Collaborative Impact on Social
Development through evidence-based decision
making and action*

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Preface

This document lays out a plan to guide delivery of the Canadian Council on Social Development's Community Data Program (CDP) for the five-year period ending March 31, 2022. The plan includes a high-level vision and strategic goals supported by program-level objectives. The plan builds on the accomplishments and lessons learned of the past five years and reflect the ongoing evolution of the social data sector generally, and CDP's membership specifically.

Indicators and associated targets are designed to support monitoring of progress towards achieving these goals and objectives, while a select number of priority actions are identified to support plan implementation. The indicators, targets and priority actions will be revisited annually, and are subject to change based on feedback from program members. These changes will be operationalized in the form of the annual program workplan and budget, with the annual report serving as an instrument to share progress.

1.0 Community Data Program Vision & Overview

The Community Data Program is a membership-based community development initiative open to any Canadian public, non-profit or community sector organization with a local service delivery or public policy mandate.

Created by the Canadian Council on Social Development (CCSD), the CDP facilitates access to and use of the evidence needed to tell our stories and inform effective and responsive policy and program design and implementation. Through the CDP, the CCSD seeks to enable social development that tackles the pressing challenges of our time in communities across the country.

The initiative was launched in the early 1990s to acquire and report on poverty trends at the local level. Today, over 30 local consortia representing hundreds of community organizations and municipalities participate in the program. The CDP now serves as a gateway to over \$1 million worth of customized data tables from a variety of sources that speaks to the needs and aspirations of local communities.

The CDP's consortium model has proven to be an innovative tool for fostering multi-sector collaboration and strengthening local networks and relationships. The consortium model attracts diverse organizations interested in reducing the costs of acquiring credible and timely customized information to tell their communities' stories. These organizations share a common mandate to identify, address and track community-based social development priorities.

Recognizing that the capacity to access and work with quantitative data can be limited, the CDP makes available training and capacity building resources designed for non-profit sector and municipal practitioners. Through its vibrant network, the CDP facilitates and supports dialogue and the sharing of best practices in the use of community data. The CDP has emerged as a unique Canada-wide platform for generating information, convening and collaborating.

2.0 Program Goals for the 2017-22 Program Cycle

The CCSD and our community partners are excited to launch into this next cycle of the CDP. Over the next five years, we will collectively pursue a number of strategic goals to expand the scope, reach and impact of the program.

Achievements for 2012-17 Program Cycle

Over the past five years, the program has built out the community data network across the country. From 20 community data consortia in 2012, the CDP now includes over 30 consortia representing over 60% of the Canadian population. At the same time, the data catalogue has been expanded and enriched with the continual feedback of the membership. From fewer than 180 member organizations and 950 individual users in 2012, the network has grown and diversified continuously, and now includes well over 300 organizations and 2,500 users.

The project team has worked hard to improve communication with program members through a regular series of program newsletters and a news feed of developments in the community data world. The CCSD has worked to position the program with external stakeholders as a vital national platform for communities. It spearheaded the campaign to save the long form Census in 2011 and worked to develop protocols for using the National Household Survey.

A project to enhance and re-design the CDP website afforded the opportunity to expand information about the program and tutorials about the use of its data products. A new community resources section is in the process of being expanded, and tools are being developed to simplify access to complex data products.

The CDP is now generally financially stable, having experienced the loss of federal government grant in 2011, and having transitioned successfully from a funding model based on federal government funding to one based largely on membership fees.

A Scan of the Current Context

Strengths

- The CDP fills a unique niche as a vibrant and engaged network of community and municipal organizations and practitioners, facilitating access to unique data products; serving as a primary platform for critical socio-economic data; and building capacity and data literacy within the community sector (See Box 1).
- The CDP's network comprises the greatest concentration and diversity of community data practitioners in the country, providing a strong foundation for sharing knowledge and skills, as well as enabling Canada-wide connections to on-the-ground experiences.
- CDP members are actively engaged in Canada's emerging social data movement and are helping to create the social agenda for tomorrow.
- The CDP relies on a collaborative approach to achieving program results, with CDP members, sector partners and CCSD itself possessing and sharing expertise relevant to multiple sectors, including the use of indicators and community reporting.

- The CDP team offers responsive support designed for community and municipal practitioners. The team possesses skills relevant to an understanding of community data, continuously explores the community data scene and state-of-the-art tools, while maintaining an open and very positive relationship with members.
- The CCSD is a well-established organization with a community reach across the country, and a deep commitment to its role as a Canada-wide platform to facilitate social development at community level.
- The CCSD maintains positive relationships with a variety of external stakeholders, offering the possibility of long-term collaboration to broaden program impact.
- CCSD has introduced new online administrative and financial tools that have greatly improved backend support to the program and contributed to financial stability.

Challenges

- The CDP program has a relatively low profile outside of its immediate network of members and users. This poses a challenge to attracting new consortia and new partners.
- The CDP is perceived by some outside the network as “old school”, serving primarily to enable access to traditional data products and out-of-touch with new data trends such as Big Data.
- The perception of the widespread availability of free data works at cross-purposes to the CDP goal of supporting evidence-based story-telling, decision making and evaluation that begins with difficult questions, and requires information tailored to community needs.
- No obvious sources of financial support beyond membership fees have emerged since CCSD’s federal funding was withdrawn a decade ago. The absence of government or third-party sponsorship reflects an imbalance in program funding.
- The website requires continuous maintenance and support, as the repository of data and tools grows and the number of concurrent users expands. The site would also benefit greatly from being redesigned to improve ease of usage, and to be refreshed on a more regular basis.
- The program has been challenged by uneven cash flow and difficulties collecting membership fees.
- Achieving a measurable impact on social development by means of CDP data and capacity building resources is difficult, particularly with respect to smaller organizations and smaller communities. The program will need to rely on more creative and meaningful strategies for reporting on program outcomes and impact.

Opportunities

- New strategic relationships with organizations active within the larger data community could allow the CDP to expand its program reach, increase collective impact, and strengthen its relevance to the broader sector and its members. This will require a more focused approach to outreach, identifying opportunities to advance collective goals.

Box 1: A unique program in Canada

The CDP offers a combination of data products, analytical tools, and services that are unique in Canada and exclusive to members of the CDP. These products, tools and services have been developed over more than 20 years by and for non-profit sector and municipal practitioners.

The Community Data Consortium Model

A community data consortium is a grouping of organizations focused on the pursuit of community development goals. The CDP is Canada's largest and only national network of community data consortia bringing together over 300 non-profit sector and municipal organizations in over 30 urban and rural regions, representing municipal governments, local United Ways, social planning councils, library, school and police boards, public health authorities, community health centres, and economic development agencies, among others. The communities represented by these consortia account for over half of the Canadian population.

The Community Data Catalogue

The CDP is Canada's only program focused exclusively on acquiring national data sets at the smallest geographic levels available, including customized small area geographic boundaries. The program has created a unique and growing repository of over 800 data products from over 20 public and private sector providers offering data at municipal and sub-municipal geographies for CDP members. The combination of customized data tables designed by and for the non-profit sector and municipal government practitioners and a growing library of tools and resources allows communities to tell their stories.

The communitydata-donneescommunautaires.ca website

The CDP website was designed for exclusive access by members of a community data consortium. The site is Canada's only web service offering access to unique data products focused on municipal and sub-municipal geographies for all of Canada. The website includes customized training and capacity building resources, designed to meet the needs of a range of users, from the most data savvy to those seeking basic community information to inform their work.

Value-for-money

Every year, the CDP purchases data products and services valued at over \$150,000, with total holdings now exceeding \$1 million. Members of each consortium enjoy full access to all these and other program resources, for the cost of their annual CDP fee. The CDP's capacity to minimize costs is based on the CCSD's commitment to delivering the program on a not-for-profit basis; the consortium model which permits cost-sharing among hundreds of organizations; and preferential licensing terms secured with data providers.

- The use of CDP data products and resources could be expanded as an input into the wide array of indicator-based frameworks, mapping and data visualization platforms, and other evaluative tools and systems under development in Canada. Examples of these include the Canadian Index of Wellbeing, the Social Determinants of Health and the Sustainable Development Goals. The CDP could connect with the organizations and networks seeking to translate these frameworks into local evaluation and monitoring tools, and enable information sharing about their use. This approach could build on the ongoing Community Analytics project with Logical Outcomes.

- A Sector Consortium model has emerged as a new mechanism for partnerships, based on CCSD entering into an agreement with a province- or Canada-wide network of organizations operating within a specific sector. The outcome of discussions with the network of Local Immigration Partnerships (LIPs) could be extended to other sectors such as housing, homelessness and health.
- The CDP will continue to expand both the number of community data consortia and the participation of local member organizations. This expansion supports the program's goal of increasing access to and use of community data within the community and municipal sectors, and contributes to the program's financial stability.
- A new federal political landscape suggests an opportunity to identify new sources of financial support for capacity building work consistent with the CDP's overall strategic goals.

Program Vision: *Enabling communities to measure and track community well-being*

The vision of the Community Data Program is to enable communities to measure and track community well-being through access to, and the effective use of, community data.

In an ideal world, all communities would:

- Have access to comprehensive, affordable and readily accessible community data products;
- Participate actively in vibrant and supportive networks of peers and practitioners within communities and across the country;
- Have the capacity to use and report on quality of life at the community level in ways and formats that meet the needs and aspirations of residents, community sector organizations, local business and decision-makers.

CDP Strategic Goals

To achieve these goals, the Community Data Program seeks to be:

- A leader in its field, playing an active role in ongoing debates about data literacy, data ethics, and new sources of information including administrative data, open data, and big data. *(Supported by Program Area 1 (PA1) Program Leadership)*
- Well known across Canada, with strong partnerships in place with communities, governments, and funders at the local, regional and national levels. *(Supported by PA1)*
- Influential in highlighting the need for, and spurring the development and release of, community data that widely used by its members and embedded in the operations of their organizations. *(Supported by PA2 Data Acquisition & Planning)*
- An effective capacity builder, its actions resulting in positive uptake and improvements among members in their ability to generate, use and present community data. *(Supported by PA3 Training & Capacity Building)*
- An enabler of a vibrant network of 2,500+ individual users, 300+ member organizations and 30+ community data consortia to support evidence-based social development by

means of a collective leadership and cooperative governance. *(Supported by PA4 Communication & Networking)*

- A producer of influential knowledge products through the CDP members and the CCSD. *(Supported by PA4 Communication & Networking)*
- A program that monitors its performance and demonstrates the impact of its work in facilitating the generation of evidence for community development practice. *(Supported by PA4 Communication & Networking)*
- An efficient program administrator, providing backstop support to the achievement of the vision and strategic goals, and aiming for excellence in the deployment of administrative tools and procedures. *(Supported by PA 5 Program Administration)*

CDP Strategic Level Indicators & Targets

Indicator	Description	Baseline (1Apr17)	Target (31Mar22)	Data Source
Consortium Reach	% of Canadian population covered by existing community data consortia	60%	100%	Program reporting
Size of network	# of registered users (active & inactive)	2,500	5,000	Communitydata.ca database
Level of engagement	# of member organizations	325	500	Communitydata.ca database
Use of evidence to influence social development	TBD	TBD	TBD	TBD

Program impact will also be measured by the reach measured by website usage, to be based on the following indicators (with website analytics data from May 2017):

Indicator	Sessions	Description
Sessions	2,906	A session is the period of time a user is actively engaged with the website. All usage data (screen views, events, etc.) is associated with a session.
Users	1,603	Users who have initiated at least one session during the date range.
Page views	15,605	Pageviews is the total number of pages viewed. Repeated views of a single page are counted.
Avg session duration	5:09 min	The average length of a session.
Bounce rate	40.57 %	The percentage of single-page sessions in which there was no interaction with the page. A bounced session has a duration of 0 seconds.
New session	47.42 %	An estimate of the percentage of first time visits.
Returning visitor	47.4 %	Returning visitor

3.0 Program Areas and Priority Actions

The CDP vision and strategic goals are operationalized through five program areas (PAs), presented below in terms of objectives, indicators and priority actions. Each PA is implemented by means of a program workplan identifying activities, deliverables and levels of effort assigned to each CDP team member.

Program Area 1 - Program Leadership

Objective: CCSD will create a responsive and forward-looking program that demonstrates and promotes the importance of community data in advancing community well-being through informed decision-making and practice. Program Leadership will also involve increasing the collective visibility of the CDP network across Canada’s social development and social data sectors, resulting in our network being viewed by communities, governments, and funders at the local and national levels as a credible, dynamic and relevant contributor to a social data movement.

Description: The CDP’s goal is to facilitate access to and the use of community data to engage local communities and inform policy and programs. Achieving success hinges not only on building an effective program, drawing on the collective energies and talents of our members. It also means playing a leadership role in the larger community, working with partners and allies to advance community development goals and practice, creating an environment that better serves the needs and aspirations of all communities. The current model of collaborative leadership provides an excellent vehicle for connecting with relevant networks through conference workshops, outreach to other national and provincial level organizations, and participating in social data working groups such as the Ontario Non-profit Network’s data working group. CCSD will continue to broaden program reach and engagement by building strategic partnerships that leverage existing strengths and skills, exploring funding opportunities related to capacity building, with a strategic focus on data access and literacy¹, and reaching out to prospective community data consortium lead organizations, relying on different types of consortium catchment areas and other strategic partners.

Program Area Indicators & Targets:

Indicator	Description	Baseline (1Apr17)	Target (31Mar22)	Data Source
Partnerships	Number of partnership agreements, including sector consortium agreements	0	5	CDP Annual report

¹ See Digital Literacy: A Core Capacity For 21st Century Nonprofits. In [Viewpoints](#) by Lucy Bernholz. June 26, 2017. <https://digitalimpact.org/digital-@literacy-a-core-capacity-for-21st-century-nonprofits/>. “Digital literacy involves a practical understanding of how data work, how networked infrastructure supports your organization, and how to create, implement, and execute practices and policies to use digital data safely, ethically, and effectively... It is a skill that everyone in the organization needs.”

Priority Actions:

The CDP team will implement the following actions in support of Program Leadership over a five-year period, integrating these into the annual program workplan on a prioritized basis.

Increasing the collective visibility of the CDP network

- Identify key events, networks and communications tools where CCSD could participate/contribute
- Prepare a plan for using ccsd.ca as a tool for broadening the reach and influence of the CDP and its work
- Advance the idea of a social data movement and help create the “social agenda for tomorrow”

Prepare and Implement a Partnerships & Resource Generation Strategy

- Update CDP marketing and key messages
- Pursue partnerships with like-minded organizations (including data providers, peak associations) offering services complementary to those of the CDP allow CCSD to broaden program reach, and expand the diversity of services made available to CDP members. A starting point is the need to identify a list of key stakeholders and areas where CCSD could pursue new partnerships,
- Build on the emerging Immigration Sector Network being developed with the City of Calgary and Immigration, Refugees & Citizenship Canada as a new type of partnership opportunity.
- Continue to make case-by-case exceptions to the rule of no universities attached to consortia. These exceptions reflect the important community partnership role played by some education groups within some consortia.
- Prepare a resource generation strategy focused on funding for training and capacity building tools oriented towards data literacy, including external funding for a series of workshops on data literacy.

Rethink government outreach related to CDP priorities, prepare statement of new goals

- Focus on deepening existing bilateral relationships with federal departments: Statistics Canada (STC), Canada Mortgage & Housing Corporation (CMHC), Immigration, Refugees and Citizenship Canada (IRCC) and Employment and Social Development Canada (ESDC).
- Re-engage with Statistics Canada to return to a data advocacy agenda linked to a social data movement
- Consider opportunities to partner provincial governments. In select cases, the latter participate via community data consortia (Manitoba, Nova Scotia, Newfoundland).
- Rather than an annual Community Data Canada webinar, the CDP now delivers multiple smaller webinars (See PA3 Training & Capacity Building).

Expand the number of community data consortia

- Use the new 2016 Census as an opportunity to market the program.
- Rely on face-to-face contact wherever possible.
- Target the following regions (number of potential consortia in brackets):
 1. Northern Canada (1): aim for a single northern consortium.
 2. BC (3): Missing Vancouver Island, the Interior and Northern BC
 3. Alberta (3): Work is ongoing with the Alberta Family & Community Support Services (FCSS) network to establish consortia across the province, including Edmonton, South East Alberta and an expanded Northern Alberta consortium.
 4. Saskatchewan (1): aim for a single provincial consortium.
 5. Ontario (6): The following communities do not have a consortium:
 - Muskoka (plans for a consortium to be launched in 2017)
 - Grey & Bruce counties
 - Brant & Haldimand-Norfolk Counties
 - Elgin County & St. Thomas (could become part of expanded London consortium)
 - Northumberland County (could become part of expanded Peterborough consortium)
 - Hastings & Prince Edward Counties
 6. Quebec (1): Aim for a single province-wide consortium
 7. Prince Edward Island (1): Aim for a single province-wide consortium

Continue to deliver a Community Analytics Service:

- Continue to offer Community Analytics Service as a responsive fee-for-service targeting organizations ineligible to join a CDP consortium. Rather than full access to the CDP repository, the service responds to specific requests for analysis of trends & conditions in Canadian cities and neighbourhoods. 20% of analytics fees are re-invested in the CDP.

Annual Program Workplan Items:

- PA1.1 Strategic planning
- PA1.2 Partnership and resource generation strategy
- PA1.3 Promotion of community data agenda; CCSD/CDP visibility at events
- PA1.4 Recruit new consortia
- PA1.5 Update program marketing and membership package
- PA1.6 Host and coordinate Program Steering Committee

Program Area 2 - Data Acquisition & Access

Objective: The CDP team will continue to maintain and expand Canada's single largest source of community data designed by and for community data practitioners. The CDP will continue to evolve as Canada's one-stop shop for community data, based on the principle of building a repository that reflects the needs and priorities of CDP members, and is accessible to all CDP users.

Description: The CDP team will plan for and acquire community data products consistent with data acquisition principles. The team will continue to rely on Schedule B – the annual data acquisition plan - based on priorities identified by CDP members and within the limits of the program budget. All products acquired by the CDP will be uploaded and catalogued into the secure online repository, accessible from both the catalogue and the “search by theme” tool.

Program Area Indicators & Targets:

Indicator	Description	Baseline (1Apr17)	Target (31Mar22)	Data Source
Data products	Number of data products available from catalogue	800	1,000	Drupal database
Fulfilment of Schedule B	100% of products identified in Schedule B	100% annually	100% annually	Program data
Active users	Number of active users	1,300	2,600	Drupal database
Data Downloaders:	% of active individual users who downloaded one or more tables during the year	28%	40%	Drupal database
# downloads:	Total number of annual downloads	6,000	10,000	Drupal database

The CDP Program team will actively monitor and report on data access, relying on the following data sets available from the website database:

- Data Downloads ranked by individual user, by number of downloads, by consortium, and as a % of total downloads
- Data Downloads ranked by member organization, by number of downloads, by consortium, and as a % of total downloads
- Data Downloads ranked by data product, by number of downloads, and as a % of total downloads

Priority Actions:

The CDP team will focus on implementing the following actions over a five-year period, integrating these into annual program workplans on a prioritized basis.

Improve the catalogue and data retrieval systems

- The basic catalogue will require ongoing maintenance and minor improvements.
- A focus for the next five years will be to enhance the new “Search Data by Theme” tool, including strengthening or expanding the indicator framework itself, and improving the ease of finding products associated with each sub-topic.

- Refresh the list of users on an annual basis; CDP team provides Leads with a list of users in advance of each annual meeting
- Additional priorities are identified in *Annex 3 CDP user feedback on website improvements*.

Continue to acquire data sets consistent with member priorities (*See Annex 2 CDP User survey results, Table 2 Priority Policy Issues*)

- Continue to expand the data holdings: removing low priority data sets, identifying and acquiring new high priority data sets, and growing the program budget.
- Expand the holdings of custom geographies, use custom geographies with taxfiler data, and acquire the new aggregate dissemination area (ADA) for census data.
- Target new areas of potential information, to be filled in over time, such as Census activity limitations, environmental health, linking to municipal open data catalogues, and 211 data.
- Continue to provide links to free data sets where these are (a) downloadable in a spreadsheet-compatible format and (b) available for the entire country and offer municipal and sub-municipal geographies
- Continue to emphasize that policy questions should be shaped by local issues with data acquired based on those questions, rather than being shaped by free data.

Explore the use of indicator frameworks such as the UN's Sustainable Development Goals to guide planning for the acquisition of new products and resources

- The CDP team will undertake a scan of existing indicator frameworks currently in use or under development at a national or provincial scale
- The indicators included in these frameworks will be used to help guide CDP data acquisition planning and promotion of CDP as a resource to populate these frameworks.
- CDP members and users should be able draw on CDP data to populate any number of conceptual frameworks with municipal and neighbourhood level data.

Provide leadership on emerging data issues

- The CDP will establish a position on emerging data issues and their application to evidence-based decision-making. CDP leadership in this area will include pro-active participation in discussions about the role of data and evidence in social innovation and program development and evaluation.
- A CDP position statement on Open Data initiatives will clarify the connection between the CDP and the Open Data movement and set out priority objectives for the CDP.
- A CDP position or strategy with respect to administrative data will recognize that administrative data is a valuable source of data outside of survey products. The position or strategy will also emphasize that the CDP will continue to pursue existing sources of reliable administrative data available for the entire country at sub-provincial

geographies. Priorities include STC Taxfiler and Business Counts, Equifax Credit Files, and IRCC permanent residents’ landings data.

- A CDP position statement on Big Data will recognize both the potential for and challenges of applying big data to policy analysis.

Annual Program Workplan Items:

- PA2.1 Data acquisition planning
- PA2.2 Monitor data acquisition
- PA2.3 Administer user access
- PA2.4 Catalogue tables
- PA2.5 Develop positions on emerging data issues
- PA2.6 Host and coordinate Data Purchase and Access Working Group

Program Area 3 - Training & Capacity Building

Objective: Training & Capacity Building is a foundational element of the CDP. The CDP team will make available to members a suite of web-based training and capacity building resources modeled on best-in-class websites and related tools, leveraging the knowledge and skills of network members. These products and resources must meet the diverse needs and skills of CDP’s members, a group characterized by varying levels of data capacity. The following table describes the CDP membership in terms of three distinct groups and the types of supports that the program currently provides to support and enhance their participation in the program.

Table 1. CDP Target Audiences and Associated Capacity Building Services

Audience	Required Capacity Building Services
<p>1. High capacity Top 10-15% of CDP users are “Power users” with access to sophisticated in-house data analysis and visualization tools</p>	<ul style="list-style-type: none"> • Easy to use online catalogue • Regular newsletter updates on new acquisitions • Webinars with advanced level content
<p>2. Medium capacity 20-25% of CDP users require some help with data access. These users have limited access to in-house data analysis & visualization tools and limited capacity to use these</p>	<ul style="list-style-type: none"> • Easy to use online catalogue & newsletter updates • Online “how-to” tutorials • Webinars with intermediate level content • Email/phone support to find data and extract simple tables
<p>3. Modest capacity 50%+ of CDP users require significant assistance with access to data and data visualization. Users have a mandate to deliver evidence-based work but lack the tools or budget to do so.</p>	<ul style="list-style-type: none"> • Email/phone support to find data and extract simple tables • Access to downloadable pre-packaged indicator tables based on popular topics • Access to no cost data visualization tools and tutorials • Webinars with beginner level content

Description: Products and services developed within the framework of the Training & Capacity Building Program Area will be designed to enable all CDP members to transform data products available from the CDP catalogue into evidence-based story-telling, reporting, planning and evaluation. Training and capacity building begin when a consortium is established, using the program orientation webinar, continues through its start-up and development phase, and is sustained over each 5-year program cycle.

Program Area Indicators & Targets:

Indicator	Description	Baseline (1Apr17)	Target (31Mar22)	Data Source
Contact with users	Response time to user requests	Within 48 hours	Within 24 hours	Program data
Webinar reach	# of registrants per year	750	2,000	Program data
Webinar reach	# of unique participants per year	500	1,000	Program data
DIY infographic usage	# of DIY infographic downloads per months	70	50	Website analytics
Data Access Map usage	# of Data Access Map visits per month	4	50	Website analytics

Usage of communitydata.ca training & capacity building resources will be monitored through an analysis of website *Events*.² The following table ranks the most popular events for May 2017.

Top 10 CDP Website Resources and Tools, by usage

#	Event Label	Unique Events
	Total events	1,895
1.	http://ccsd.ca/	46(2.43%)
2.	/sites/default/files/2017_ccsd_cdp_annual_meeting_agenda_DRAFT3.pdf	45(2.37%)
3.	http://doodle.com/poll/t64wnek8i7eryuyt#table	42(2.22%)
4.	/sites/default/files/CCSD-CDP_VillageOf100-fillable.pdf	41(2.16%)
5.	/sites/default/files/CDP%20Data%20Index%20Sept%202016.xlsx#overlay-context=dataandcatalogueresources	38(2.01%)
6.	/sites/default/files/ccsd-cdp_schedule-b_2017-2018_DRAFT%20without%20Annexes.pdf	37(1.95%)
7.	/sites/default/files/CDP-Draft-Vision-and-Strategic-Plan_2017-2022-For-Discussion.pdf	34(1.79%)
8.	http://www.beyond2020.com/media/downloads/SC/ProBrowser.exe	33(1.74%)
9.	http://www.beyond2020.com/index.php/product-demo/19-flash-demonstration-of-beyond-20-20-professional-browser	31(1.64%)
10.	information@communitydata.ca?subject=I%27d%20like%20to%20join%20an%20existing%20Consortium	31(1.64%)

² "Events" are user interactions with web content that can be tracked independently from general interactions with a web page. Examples of "events" include: Downloads, video plays and hyperlinks to external websites.

Priority Actions:

The CDP team will focus on implementing the following actions over a five-year period, integrating these into annual program workplans on a prioritized basis.

Develop a Training & Capacity Building Strategy and Action Plan

- Update the Capacity Building Strategy and detailed action plan on an annual basis,
- Use this strategy and action plan similar to how Schedule B is used to support data acquisition

Design web-based training & capacity building resources that reflect best practices

- Redesign the communitydata.ca website modeled on best-in-class sites as a resource for bringing evidence into social development through access to data, tools and news.
- Continuously update resources section of CDP website and related pages based on new content and develop new tools and resources to support evolving member needs.
- Update annual capacity building action plans based on member feedback
- Monitor and evaluate use of program resources through web-based analytics

Continue to deliver the DIY Infographic Templates

- Consider DIY infographic comparisons between cities; peer groups, provinces or Canada
- Prepare and revise metadata as required, based on user requirements.
- Monitor and evaluate the uptake of the DIY Templates

Expand the Data Access Map

- Move Data Access Map from prototype stage to a formal launch with all DIY infographics
- Monitor use of the Data Access Map and introduce changes based on feedback.
- Plan to expand the number of tables available from the Data Access map.
- Explore online payment for data downloads for non-members.

Expand the reliance on training videos/slide presentations built into the website

- Maintain the orientation presentation, video and webinar format for prospective consortia, new consortia and for new members of existing consortia.
- Bring back the “product profiles” in video form and introduce new “how-to” video tutorials created by members of the CDP team or CDP members. These can be integrated into the catalogue entry for specific products that are more challenging.
- Develop an easily digestible orientation video structure. E.g. Rationale – Program – Working with Data – Catalogue/Search
- Integrate into the website a clearer framework to guide website visitors to available orientation resources distributed across the website

Maintain and expand the webinar series

- Continue to rely on the maximum of 100 logins per webinar. This is an optimal number where the audience is engaged in discussion.
- Deliver a minimum of 6 webinars per year to members only, with content balanced across the four webinar themes.
- Prepare annual webinar series that considers all three target audiences. Include webinars led by Statistics Canada, consortium leads/members, and CCSD partners.
- Consider co-hosting “Data parties” following major data product releases
- Engage the CDP membership in co-delivering their local work to a Canadian audience.
- Improve Webinar delivery tools: Better metrics on who is participating in the webinars; Label each Webinar by level of difficult; Prepare a “CDP Webinar 101” guide for local hosts; Make regular use of the polling feature at the beginning of each webinar.
- Monitor and evaluate the uptake/views of recordings. Recordings should not be posted if they are not being taken up, as they take up a lot of disk space.
- Redesign the webinars webpage.

Explore new opportunities for achieving impact through use of community data

- Aim to provide resources covering the spectrum of member needs, ranging from basic data analysis to sophisticated evaluation.
- Continue to expand and deepen the resources designed to enhance data literacy. In addition to a webinar series, consider a more systemic array of supports. Where delivery of these by the CDP is not feasible, consider partnerships with trusted sources making available webinars, short courses, and software tools.
- Continue to rely on an annual survey of members to leverage the knowledge of members about creating resources with far-reaching impact.
- Explore options for expanding use of community data, particularly in the areas of tracking community trends, policy development and planning, program evaluation, and community engagement. To this end, CCSD will engage with CDP leads already taking the lead in using CDP data as inputs to evaluative tools.

Explore a Young Professional Data Analyst Internship Program

- Identify funding to support a team of young professional interns to offer data analysis capacity to CDP member organizations.

Additional priorities are identified in **Annex 3 CDP user survey results: feedback on website improvements.**

Annual Program Workplan Items:

PA3.1 Respond to day-to-day user inquiries

PA3.2 Prepare training and capacity building strategy

- PA3.3 Design and deliver program orientation
- PA3.4 Coordinate delivery of webinar series
- PA3.5 Develop and deliver other training & capacity building tools
- PA3.6 Update / revise website and related CDP program materials
- PA3.7 Training and Capacity Building Working Group

Program Area 4 - Networking & Communication

Objective: This Program Area is focused on enhancing and strengthening relationships within the CDP network, between consortia, local members, and the CCSD, through engagement in program governance and network communications.

Description: The success of the CDP rests on the engagement of its members. The program relies on a collective governance structure that ensures the participation of all consortia. Leads meetings approve program work plans, guide major decision-making through the development of program policies and protocols, and connect program leadership to local members and other stakeholders. Working groups provide specific direction on topics such as data acquisition, capacity building activities, and innovations in the field. The network relies on established communication and engagement vehicles such as annual meetings, web-assisted teleconferences, e-newsletters, and regular website updates. In the next five years, the CDP team will introduce new forms of communication to enable dialogue within the network and other forms of social media. The CCSD also serves an important role as a curator of web-based content to support peer learning. Other top priorities include measuring program impact, relying on analytics generated by the website as well as information collected from member organizations and users, and network mapping.

Program Area Indicators & Targets:

Indicator	Description	Baseline (1Apr17)	Target (31Mar22)	Data Source
Newsletter opening rate	% of CDP MailChimp recipients opening CDP communication	21%	25%	Mailchimp data
Number of Data Use Profiles	Community Snapshots produced per year	5.5	24	Program data
User surveys	Response rate	10%	20%	Program data

Priority Actions:

The CDP team will focus on implementing the following actions over a five-year period, integrating these into annual program workplans on a prioritized basis.

Continue to deliver and evolve the annual meeting

- The annual meeting is a highly effective forum. Continue modifying the annual meeting format to a more interactive conference style and less of an AGM style. Incorporate a ½ day data workshop immediately on the Wednesday and a community data award.

Inform and engage members through newsletters, news and an annual survey

- Use the annual member survey to leverage member knowledge as a feedback mechanism to enhance program impact.
- Develop a plan for the news section that includes updates or commentary or reviews on software, events, ideas, etc.

Expand the use of Community Snapshots

- Be more proactive reaching out to our members. Change how we collect information to generate Community Snapshots. These profiles are a critical tool to allow CCSD to report on program impact, capturing examples of how the program supports access to data to support CDP member activities. The CDP team will reach out to member organizations and aim to generate at least 10 profiles per year, and at least one profile per consortium over the five-year cycle.
- Connect members to the Government of Canada initiative on Measuring Poverty Reduction, using the Indicator review document prepared by the CDP team

Further develop networking tools.

- Consider strategies to be pursued beyond the Listserv.
- Explore tools to develop a “CDP System Network Map” to evaluate strength of relationships. Use data already available to us.

Integrate analytics to support internal monitoring and evaluation

- Synthesize lessons learned from member information requests and the role of program in providing members with coaching.
- Improve monitoring of website usage, using available analytics. These analytics will serve as inputs to evaluate usage of CDP tools and resources and determine need for changes in course of action.
- Share tools that will allow consortia to monitor their own performance and impact
- Share our annual survey with Leads for distribution to their local partners as a template to help Leads gauge level of member involvement.

Annual Program Workplan Items:

- PA4.1 Maintain regular communication with consortium leads
- PA4.2 Host and coordinate consortium leads teleconference
- PA4.3 Host and coordinate annual program meeting
- PA4.4 Create stories, generate data results, share best practices
- PA4.5 Regular newsletters, and regular news updates
- PA4.6 Update / enhance program website and its networking functions

Program Area 5 - Program Administration

Objective: The CDP team delivers CCSD’s flagship program consistent with and supportive of CCSD’s mandate, relying on the most cost-effective tools and ensuring the program is financially self-sufficient.

Description: The CDP is delivered as a virtual program, relying on web-based tools to reach its members and users. The web-based program infrastructure is maintained, enhanced and upgraded on a continuous basis. The CDP team is in regular communication with CCSD’s senior leadership team with respect to strategic priorities, financial management, and agreements with consortium leads and other third parties.

Program Area Indicators & Targets:

Indicator	Description	Baseline (1Apr17)	Target (31Mar22)	Data Source
MOA renewal rate	% of consortium MoAs renewed	100%	100%	CDP annual report
Payment of membership fee invoices	% of membership fee invoices paid within 90 days	75%	90%	CCSD Finance Report
External funding	Third party sponsorship as % of program budget	0%	10%	CDP annual report
Website uptime	% of time where website is accessible, based on industry standard.	99.0%	99.5%	Website analytics
Website visits	Total # of visitors per month	1,200	2,000	Website analytics
Website user registration forms submitted	# of online registrations by individuals per month (members and non-members)	35	50	Drupal database
Website functionality	TBD: based on best-in-class indicator, including possible	TBD	TBD	Drupal database or client satisfaction survey

Priority Actions:

The CDP team will focus on implementing the following actions over a five-year period, integrating these into annual program workplans on a prioritized basis.

Website development

- Create a best-in-class website that enables ease of access to communication and capacity building products and resources to better serve members and promote the program.
- Contract out a website refresh and redesign project with two primary components:
 - Re-theming the site, to create a fresh look and feel
 - Information architecture redesign, to restructure the site to optimize user access to site resources
- Continue to invest in website back-end administration efficiencies, online registration and online invoicing & payment tools, improving the web-based catalogue and data access map, and refreshing the CDP website on a regular basis.

Invoicing and overdue accounts

- Continue to streamline invoicing and online payment systems and tools
- Membership in the CDP represent an important method for connecting non-profit and community sector organizations to the CDP eco-system. Collecting membership fees, which account for approximately 10% of program revenue, is challenging. Where possible, consortium leads will be encouraged to collect the fee directly, with CCSD invoicing leads three times per year for membership fees.
- The CDP team will continue to support CCSD’s finance manager to follow-up on unpaid invoices and restrict membership services for accounts overdue by more than 90 days.

Annual Program Workplan Items:

- PA5.1 Workplanning and budgeting
- PA5.2 CCSD-CDP team meetings
- PA5.3 Communication with webhost; backups; troubleshooting
- PA5.4 Communitydata.ca web infrastructure development/upgrading
- PA5.5 Administer consortium and organisational membership
- PA5.6 Prepare administrative reports
- PA5.7 Finance & accounting

4.0 Moving Forward

CCSD’s Community Data Program has evolved continuously over its 20+ year lifespan, adapting to a changing political and socio-economic landscape while responding to its network of consortium leads, members and users. During that time, the CDP has established itself as “foundational” in responding to the data needs of our member by enabling access to unique data products that help communities to tell their stories and tackle social development priorities. As the CDP continues to evolve over the next 20 years, the challenges and opportunities lie in expanding this foundational role to benefit a larger number of communities, while enriching program content and strengthening partnerships to achieve greater impact.

The CCSD looks forward to working with a growing network of members and strategic partners to finalize initiatives that are already underway, and act upon new opportunities identified here. We hold ourselves to the highest standards for delivering quality services and products, which in turn drives our passionate pursuit of program excellence. During the course of this plan, the CCSD will continue to commit to providing leadership and network development, capacity building and technical training among members, and internal oversight of all aspects of project administration.

The CCSD is optimistic about the future with a strong emphasis on improving community well-being through evidence and innovation. The CDP strategic plan will help us focus resources and efforts, while also identifying gaps and new opportunities for growth or refinement. By utilizing a continuous evaluation cycle from data and information to evidence and wisdom, in partnership with CDP members and stakeholders, we can be assured of success.

Annex 1: Strategic planning process & milestone dates

1. December 8, 2016	CDP team initiates the CDP strategic planning process with a 5-year retrospective review and look forward
2. December 16, 2016	Receive results of CDP user survey: December 16, 2016
3. February 17, 2017	Draft CDP Strategic Planning document prepared by mid-February 2016 to inform budget
4. February/March 2017	Comments by CCSD leadership team and board
5. April 2017	Draft strategic plan integrated into CDP Annual Report.
6. April 27, 2017	Presentation and discussion at steering committee in advance of CDP annual meeting
7. May 25-26, 2017	Presentation and strategic planning workshop at CDP annual meeting
8. June 30, 2017	Final CDP 5 year-strategic plan

Annex 2: CDP user survey results, December 2016: Sectors, policy issues and data use

Table 1 Organizational Sector	
1. Health, Mental Health	17%
2. Community Services	15%
3. Social Planning	14%
4. Planning	13%
5. Economic Development	12%
6. Children's Services	10%
7. Education	8%
8. Social Housing	7%
9. Financial and employment assistance	5%
10. Municipal Government	5%
11. Library/research	3%
12. Other (Food Security; Immigration & settlement; Culture; Transportation Planning; Police & Emergency services)	2%

Table 2 Priority Policy Issues	
1. Labour and employment	7.8%
2. Children and families	7.5%
3. Poverty	7.0%
4. Aging population	6.6%
5. Immigration/Migration	6.0%
6. Growth and development	5.7%
7. Education	5.5%
8. Multiculturalism/Diversity	5.1%
9. Regional planning	4.7%
10. Affordable Housing	4.5%
11. Public Health	4.5%
12. Living wage	4.0%
13. Food security	3.7%
14. Mental Health	3.6%
15. Accessibility	3.3%
16. Transportation	3.2%
17. Homelessness	3.1%
18. Land use	2.7%
19. Community safety	2.5%
20. Recreation	2.5%
21. Substance Abuse	2.1%
22. Environment	2.1%
23. Emergency preparedness	1.4%
24. Waste management	0.7%

Table 2 Priority Policy Issues		
25. Other (Community well being; heritage and arts)		0.2%
Table 3 Use of CDP Data		
Strategic Planning		17.9%
Research		17.6%
Monitoring & Evaluation		14.6%
Service/program design		11.8%
Policy Development		11.4%
Community Education		9.5%
Performance Measurement		9.3%
Advocacy		7.5%
Proposals		0.4%

Source: December 2016 Survey of CDP Users

Annex 3: CDP user survey results – Feedback on website improvements

1.0 Improving the website catalogue:

- Continue to develop the Search Data by Theme function
 - Perhaps bold the font so it stands out.
 - Add a keyword search or search by variable
 - Search by search terms or select the theme AND other parameters. If I select housing but need the data at the CSD level, I can't filter the data themed by housing AND geography so I end up with a long list and have to manually sort through it.
 - Refine the search even more when you are within that theme. For example, Health theme gives a list of 32 products that I need to scroll through. Would be nice to do more advanced searches within the data catalogue.
- A keyword search combined with the other filters would be nice. I miss the ability to search for specific words, but maybe using the themes will be helpful.
- The thing I find worst about the website is that if I go to download something that has already been requested/downloaded I am shown the downloads page, but with no idea what on that list is the one I'm looking for because it shows the date of the first download and the file names are not intuitive at all.
- The limit of 5 search results per page is too small--prefer to see the return to 10.
- At the page where you can "Add to Cart" the data note in B20/20 could be included. It prevents unnecessary downloads.
- Move 2016 census to top

2.0 Developing training & capacity building resources:

- Continue to develop the Data Access Map
- I would love to see how other organizations are using the data from the CDP, I know this is through Community Snapshots, but even if there were resources of reports that other organizations outside of the CDP have done. In particular, with the UCR data it would be great to know how others report this data.
- More videos: that explain the various levels of geography (from the Provinces to block face points and everything in between); that explain Census universes (aka population, dwellings, families); that explain different data sources and products (like tax filer data vs Census data).
- An email notification now and then about the different Resources available on the site and what we might be able to do with the different resources!
- More training on how to access the data
- Add a "wish list" page, as in, I wish I knew how to use Adobe CS6 to create interactive maps that would allow users to move and place "to scale" elements on a map, then save that map and send it to us as part of a consultation process.
- Basic training on use of the website by non-data trained executives.
- Develop something like the American 'Tiger Products' (<https://www.census.gov/geo/maps-data/data/tiger.html>)

Source: December 2016 Survey of CDP Users

Annex 4: Feb. 23 2017 Transform the Sector Conference

The [#sectortransform17](#) conference, held February 23rd, 2017 in Toronto, offered great exchanges on how to advance the social sector's impact through use of data. CCSD's Katherine Scott and Michael Ditor attended the conference, running into Community Data Program representatives from Halton, Red Deer, Simcoe, Sudbury and York. The event was hosted by [Powered by Data](#). The 300+ participants represented government, foundations, and nonprofits, together with international and Canadian experts.

Powered by Data Teed for more — more discussions, more gatherings like Transform the Sector, and more knowledge sharing. We heard you loud and clear. As a first step, we are working to take. The conversations that happened at Transform the Sector are being turned into useful resources. You can sign up to be a reviewer of those materials [here](#) and provide your feedback before their publication.

Either way, stay tuned for further updates. In the meantime, here is our list of the 5 themes that we heard emerge throughout the day:

1) The importance of doing data ethically

As Lucy Bernholz made clear in her keynote speech, we need to build a digital civil society that reflects our values. That means ensuring that data collection and storage is done in a way that respects the people it is being collected from, and ensures that already vulnerable people are not being put at greater risk.

2) Administrative Data is the new cool kid in town

There is a new cool kid in town and their name is administrative data. We heard how administrative data can help the social sector better evaluate its impact. What we found even more exciting was that we heard — from Tris Lumley at [New Philanthropy Capital](#) in the UK and Canada's Robyn Blackadar at [PolicyWise](#) — about projects that are using administrative data already. Given the success of these existing projects, it's clear there are opportunities to scale up the use of administrative data in Canada.

3) Data will continue to impact the relationship between civil society and government

A lot of thought has gone into how nonprofits can maintain their independence from funders but it is important to be reminded that the increased use of data will likely continue to push the sector towards a more integrated model. The way the sector chooses to handle this transformation will impact the extent to which that happens. The sector could mitigate this loss of independence, but only if it recognizes this trend and develops alternative models.

4) The social sector needs to increase its data capacity now

While panelists and participants pointed to the work done [by the Mowat Center](#) and [by ONN](#) as early initiatives highlighting the importance of the sector learning how to benefit from data, that need became increasingly apparent throughout the day. The signal to build that capacity is

reinforced both by the surprising demand for the conference — which resulted in us doubling the number of seats — and our early analysis of the post conference survey responses. Nearly 60% of respondents said that they specifically needed help “increasing the social sector's (or my sub-sector's) ability to use data”. Given the high demand, it’s not clear we can wait for policymakers, funders, or habitual leaders to help us build this capacity.

5) The data transformation is already underway

A new mix of organizations has emerged as leaders doing this work already. They were showcased in the Lightning round, as well as sessions like [Collecting Data for Collective Impact](#) and [Beyond Dollars: How Funders are opening their Data for Impact](#). They included relative newcomers such as the [First Nations Information Governance Centre](#), the [Calgary Homeless Foundation](#), and [PolicyWise](#) as well as more established organizations like the [Canadian Council for Social Development](#), [CanadaHelps](#), and the [YMCA of Greater Toronto](#).

Annex 5: The CDP Team

Katherine Scott, CCSD Vice-President, Research & Policy

Katherine has worked in the social development field as a researcher, writer and advocate over the past 20 years. Her on-going work focuses on issues of social and economic inclusion as they affect children, families and communities. She has served as Vice President of Research at CCSD and the Vanier Institute of the Family, planning and managing the research agenda and public education activities for these organizations, as well as participating in numerous projects and advocacy coalitions. Katherine holds degrees in political science and environmental studies from Queen's and York Universities.

Katherine she serves as the link between the CDP and the CCSD senior leadership team, ensuring that the CDP workplan and priorities are in line with the wider organizational priorities of the CCSD. Katherine also contributes substantially to delivery of PA1, PA3 and PA4.

Michel Frojmovic, CDP Lead

Michel holds a Master of Urban Planning (1993) from McGill University, and is a full member of the Canadian Institute of Planners and the Project Management Institute. He has practiced in Canada and overseas since 1993 as an Urban & Community Planner and Project Manager. Michel has served as lead consultant offering comprehensive support to Canada's leading municipal indicator and community data access projects. These include the Canadian Council on Social Developments' Community Data Program (since 2005); the Federation of Canadian Municipalities' Quality of Life Reporting System (2002-2015); and the Community Foundations of Canada's Vital Signs Reports (2006-2010).

Michel serves as CDP program lead, maintaining regular communication with the CCSD leadership team and managing the CDP team. Michel is responsible for updating the CDP strategic plan and workplan and ensuring that all program areas achieve their targets, and are delivered on time and within budget. He leads all program areas, but is substantively involved in delivering PA1 (Program Leadership) and PA5 (Program Administration).

Michael Ditor, CDP Senior Analyst

Michael works on various knowledge-sharing and monitoring initiatives focussing on the creation and dissemination of sustainability indicators that track local trends and inform policy. These projects have involved engaging multiple stakeholders, producing reports and shared databases, as well as providing online tools with access to content, data and rigorously maintained metadata. Projects have included the Canadian Council on Social Developments' Community Data Program, Federation of Canadian Municipalities' (FCM) Quality of Life Reporting System and the Sustainable Community Indicators Program, a joint project

undertaken by Environment Canada, Canada Mortgage and Housing Corporation and FCM. Michael holds a Joint Major B.Sc. in Biology and Environmental Sciences from McGill University, a B.A.Sc. in Environmental Engineering from the University of Waterloo and an M.A.Sc. in Chemical Engineering from the Interuniversity Research Centre for the Life Cycle of Products, Processes and Services at the École Polytechnique de Montréal.

Michael is primarily responsible for delivering PA2 (Data Acquisition & Access) and supports delivery of PA3 (Training & Capacity Building), PA4 (Networking & Communication) and PA5 (Program Administration).

Mary Clarke, Training & Capacity Building

Mary's skill sets include research, report writing, networking, meeting facilitation, building indicators, and data management. Her experience is in research, networking and information sharing in the affordable housing sector. Mary holds a Masters of Urban Planning from McGill University, focusing on housing that is both affordable and environmentally efficient, and she completed a Bachelor of Arts in Geography at the University of Ottawa. Originally from Ottawa, she now lives in the Town of Duncan in the Cowichan Valley on Vancouver Island

Mary is primarily responsible for PA3 (Training & Capacity Building).

Julie Lam, CDP Data Analyst

Julie is a young professional with experience in quantitative and qualitative research, the collection, management and analysis of data sets, report writing and presentations. She has worked with Beyond 20/20 Professional Browser and OpenRefine, managed large spreadsheets and converted raw data into a range of products. She served as a Community Researcher with the Wellington West Business Improvement Area in the summer of 2015, conducting a business census and modal choice survey, maintaining an online member directory, and prepared charts and graphs to report on the data. She has volunteered as a Crisis Line Specialist since 2014. Julie completed a Bachelor of Commerce Degree at Carleton University after having completed a Bachelor of Science in Biology from the University of Ottawa.

Julie supports Michel and Michael in the delivery of all program areas, with particular focus on PA2 (Data Acquisition & Access) and PA3 (Training & Capacity Building).

Chris Lawson, Drupal Specialist & Web Developer

Chris Lawson is a web designer, developer and web strategist with over 20 years' experience with web site maintenance; advanced page creation; application development; site conceptualization and design. He worked as the New Media Communications Officer for the Public Service Alliance of Canada from 2009 to 2016 and as the Senior Officer New Media for

the Canadian Union of Public Employees between 1999 and 2009. While at CUPE, he developed, organized and implemented the first web site redesign for Canada's largest union. The site won the Canadian Association of Labour Media's award for best web site for the year 2000 and for 2006. As the project lead for PSAC's 2013 redesign, he produced an award-winning re-design that had eluded the union for nearly a decade. Chris launched his own web development and strategy consultancy, Jungle Internet, in March 2016.

Chris is responsible for troubleshooting Drupal-related website issues, communicating with the webhost and ensuring the CDP site is secure.