



Community Data Program

A Program Vision and Five-Year Strategic Plan, 2022-2026

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Preface

This document lays out a plan to guide delivery of the Canadian Community Economic Development Network's (CCEDNet) Community Data Program (CDP) for the five-year period of April 1st, 2022, to December 31, 2026¹. The plan includes a high-level vision and is supported by program-level objectives. The plan builds on the accomplishments and lessons learned over the past five years and reflects the ongoing evolution of the community 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 and Overview

The CDP 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.

The CDP facilitates access to the evidence and tools needed to tell stories and inform effective and responsive policy and program design and implementation.

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 1,250 customized data products 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 facilitates access to training and capacity building resources designed to reach practitioners working with a local mandate. 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.

¹ The Program is transitioning to an end of calendar year fiscal year, with the next full program year scheduled to begin January 1, 2023.



2.0 Program Achievements in 2017-22 and a Scan of the Program Context

The CDP has been hosted by the Canadian Community Economic Development Network (CCEDNet) since September 2019, ending a long-standing relationship with the Canadian Council for Social Development (CCSD). The CDP and its members are excited to launch the next five-year program cycle, during which the CDP will implement five program areas (PAs) to expand the scope, reach, and impact of the program.

Achievements of the 2017-22 Program Cycle

Over the past five years, the program has built out the community data network across the country, comprising over 30 consortia representing over 60% of the Canadian population. As of March 31, 2022, the Program includes over 375 member organizations and 1,995 active users. At the same time, the data catalogue was expanded and enriched through continual feedback from members. The Program also successfully engaged in partnership agreements with Canadian Mortgage and Housing Corporation (CMHC), Statistics Canada (StatsCan), and a national network of Local Immigration Partnerships (LIPs). The success of the relationship with CMHC expanded into the completion of a Solutions Lab project which ran between October 1st, 2020 and March 31st, 2022. The Solutions Lab brought together a network of housing practitioners from across the country and established a renewed interest in housing data among CDP members.

The CDP has also worked to reach a spectrum of data users over the past five years. After experimenting with several different data visualization software options, Tableau emerged as the most suitable for CDP users. This assessment was based on Tableau's relative strength in mapping small area data, and its flexibility in licensing. Tableau has emerged as a key tool in facilitating access to complex data sets regardless of a user's capacity to work with data. The Community Recovery Dashboard was developed in Tableau to facilitate easy access to a range of datasets containing variables relevant to pandemic response and recovery. This dashboard quickly became one of the most popular items in the catalogue. Tableau was also a key feature for the work completed during the Solutions Lab Project. One outcome of the Solutions Lab process was a Housing Dashboard which will be used as the foundation for the development of a more robust Housing Dashboard in the coming program cycle.

The program team worked to improve communication with program members through a regular series of newsletters and community data related events and news shared via the website. While the in-person lead's meeting was suspended in 2020 and 2021 due to the ongoing COVID-19 pandemic, the CDP Team was well positioned to deliver these meetings virtually. Zoom was introduced as the preferred platform for hosting Leads meetings, webinars, and for communicating with members, replacing the reliance on Adobe Connect, first introduced into the Program in 2015.

CCEDNet has also enabled the CDP to significantly improve its invoicing and financial management systems, which has allowed the CDP and CCEDNet to more efficiently collect membership fees and manage finances.

The CDP hopes to build on these successes as we carry the program forward into the next five-year cycle.



A Scan of the Current Context

Strengths

- » The CDP fills a niche within a vibrant and engaged network of municipal and community sector organizations by facilitating access to unique data products and capacity building services.
- » 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.
- » The CDP team offers responsive support designed for community and municipal practitioners. The team possesses skills relevant to an understanding of community data and maintains an open and positive relationship with members.
- » The CDP actively explores innovative ways to facilitate data access for users with a range of data analysis capacities. Tableau software was adapted as a new tool for data visualization and access and Tableau products continue to be some of the most popular in the catalogue.

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.
- » Federal data providers are often disconnected from local mandates and the data needs of practitioners across the country. This limits the range of data opportunities.
- » High priority data on topics such as healthcare, education, the environment, and energy is difficult to obtain as it involves entering into data sharing agreements with each province.

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.
- » Achieving a measurable impact on local 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.
- » A Sector Consortium model has emerged as a new mechanism for partnerships, based on agreements with Canada-wide networks of organizations operating within a specific sector. The is model could be extended, for example, to rural communities.
- » 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.



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 25 years by and for practitioners with a local mandate

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 375 non-profit sector and municipal organizations in over 30 urban and rural regions, representing municipal governments, local United Ways, social planning councils, libraries, schools and police boards, public health authorities, community health centres, and economic development agencies, among others. The communities represented by these consortia account for 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 1,20 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.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. 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 CCEDNet'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.



3.0 Vision

The Community Data Program’s vision is to enable municipal and community sector organisations across Canada to measure and track community well-being through access to and the effective use of community data.

In an ideal world, all communities across Canada would:

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

Program Area Indicators & Targets:

Indicator	Description	Baseline (1Apr22)	Target (31Dec26)	Data Source
Consortium Reach	% of Canadian population covered by existing community data consortia	61%	100%	Program reporting
Size of network	# of registered users (active & inactive)	1,995	4,000	Communitydata.ca database
Level of engagement	# of member organizations	379	500	Communitydata.ca database

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 2021-2022 program year):

Indicator	Description	Baseline (1Apr22)	Target (31Dec26)
Sessions	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.	49,633	65,000
Users	Users who have initiated at least one session during the date range.	38,720	60,000
Page views	Pageviews is the total number of pages viewed. Repeated views of a single page are counted.	144,156	200,000
Avg session duration	The average length of a session.	00:02:21	00:03:00



4.0 Program Areas and Priority Actions

The CDP vision is 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: The CDP will create a responsive and forward-looking program that demonstrates and promotes the importance of community data in advancing community well-being in informed decision-making and practice. Program Leadership will involve supporting consortium Leads in engaging members, attracting new consortiums and organizations, and ensuring members have the tools they need to use community data. Program Leadership also involves broadening program reach and engagement by building strategic partnerships that leverage existing strengths and skills, exploring funding opportunities, reaching out to prospective community data consortium lead organizations, and exploring partnerships with different types of consortium catchment areas and other strategic partners.

Program Area Indicators & Targets:

Indicator	Description	Baseline (1Apr22)	Target (31Dec26)	Data Source
Partnerships	Number of partnership agreements, including sector consortium agreements	3	5	CDP Annual report
Support to Leads	Number of program orientations delivered per year	2	2, more "as needed"	Zoom Analytics

Program Leadership 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.

Program Leadership Annual Program Workplan Activities "at a glance":

- PA1.1 Regular Communication with Leads
- PA1.2 CDP Visibility at Events
- PA1.3 Recruit New Consortia
- PA1.4 Partnerships and Resource Generation
- PA1.5 Strategic Planning



Regular Communication with Leads:

- » Regular email, zoom, and phone calls to check in with Leads and ensure they feel supported in running their consortium.
- » Goal is to reach all Leads over the course of the year.

Increasing the collective visibility of the CDP network

- » Identify key events, networks, and communications tools where the CDP could participate and contribute.

Expand the number of community data consortia

- » Use the 2021 Census as an opportunity to market the program.
- » Target the following regions (number of potential consortia in brackets):
 1. Northern Canada (1): aim for a single northern consortium.
 2. British Columbia (1): Expand the Vancouver consortium to include the “rest of BC”
 3. Alberta (2): The following communities do not have a consortium
 - o Edmonton
 - o Northern Alberta
 4. Saskatchewan (1): aim for a single provincial consortium.
 5. Ontario (5): The following communities do not have a consortium:
 - o Brantford-Brant
 - o Erie-St. Clair
 - o Niagara
 - o Oxford
 - o Perth-Huron
 6. Quebec (1): Aim for a single province-wide consortium
 7. Prince Edward Island (1): Aim for a single province-wide consortium

Seek out partnerships and continue to deliver Community Analytics Service:

- » Pursue partnerships with like-minded organizations offering services complementary to those of the CDP.
- » Build on the consortium network model 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.
- » 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 and conditions in Canadian cities and neighbourhoods.

Strategic Planning

- » Strategic Plan to be reviewed annually and updated every 5 years.



Program Area 2 - Data Acquisition and 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 based on the principle of building a repository that reflects the needs and priorities of CDP members and is accessible to all CDP users. 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 website.

CDP Strategic Level Indicators & Targets

Indicator	Description	Baseline (1Apr22)	Target (31Dec26)	Data Source
Data products	Number of data products available from catalogue	1,274	2,000	Drupal database
Fulfilment of Schedule B	100% of products identified in Schedule B	86% annually	100% annually	Program data
Active users	Number of active users	1,995	3,000	Drupal database
Data downloaders:	% of active individual users who downloaded one or more tables during the year	24%	40%	Drupal database
# of downloads:	Total number of annual downloads	6,451	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.

Data Acquisition and Access 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.

Data Acquisition and Access Workplan Activities "at a glance":

- PA2.1 Data Acquisition Planning
- PA2.2 Monitor Data Acquisition
- PA2.3 Administer User Access
- PA2.4 Catalogue Tables
- PA2.5 Host and Coordinate Data Purchase and Access Working Group



Plan for data acquisition

- » Meet with data providers to communicate expectations and plan for data purchasing
- » Pursue new opportunities for data purchasing.
- » Budget for data acquisition in advance of the annual meeting.
- » Continue to expand the data holdings: identifying and acquiring new high priority data sets, acquiring lower priority data sets where budget permits, and growing the program data acquisition budget.
- » Expand the holdings of custom geographies, use custom geographies with taxfiler data, and continue to acquire the new aggregate dissemination area (ADA) for census data.
- » Continue to expand data sharing agreements similar to the bilateral agreement with CMHC
- » Target new areas of potential information, to be filled in over time, such as provincial data sources for health, education and environment.
- » 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.

Monitor data acquisition

- » Finalize and implement schedule B orders within program budget
- » Negotiate data agreements as required.
- » Maintain CDP Product Tracking File to monitor schedule B acquisition.
- » Maintain Product Rating File as priority setting tool.

Administer user access

- » Refresh the list of users on an annual basis.
- » Continue to promote the Program Analytics tool as a source of information for Leads on active users registered with each consortium and member organization.
- » Assist with password updates, account issues, and deactivating accounts.
- » Collect usage statistics through Drupal Analytics; reported through the Program Analytics tool as in input into Annual Report.

Catalogue incoming data products

- » Upload data catalogues to CDP data portal.
- » Conduct quality control and add product description and metadata.
- » Update product tracking file.

Coordinate Data Access and Purchase Working Group

- » Coordinate meetings, take minutes, and post reports to program website.
- » Develop agenda for meetings and recruit new members



Program Area 3 - Training & Capacity Building

Objective: Training and 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. These products and resources will 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
1. High capacity Top 10-15% of CDP users are "Power users" with access to sophisticated in-house data analysis and visualization tools	» Easy to use online catalogue » Regular newsletter updates on new acquisitions » Webinars with advanced level content
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	» 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
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.	» 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

Program Area Indicators & Targets:

Indicator	Description	Baseline (1Apr22)	Target (31Dec26)	Data Source
Webinar reach	# of unique participants per year	559	1,000	Zoom
Tableau downloads	# of downloads of Tableau products	690	1,500	Drupal database

Usage of communitydata.ca training and capacity building resources will be monitored through an analysis of website *Events*.²

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.



Top 10 CDP Website Resources and Tools, by usage

Indicator	Baseline (1Apr22)	Target (31Dec26)	Data Source
Pageviews (total)	144,156	200,000	Google analytics
Unique Pageviews (total)	44	60	Google analytics
Avg. Time on Page	0:01:14	0:0:2:00	Google analytics

Training and Capacity Building 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.

Training and Capacity Building Annual Program Workplan Activities “at a glance”:

- PA3.1 Respond to day-to-day user inquiries
- PA3.2 Coordinate delivery of webinar series
- PA3.3 Manage Tableau-As-Member Service projects
- PA3.4 Update Website Resources and Portal Content
- PA3.5 Coordinate Training and Capacity Building Working Group

Respond to day-to-day user inquiries by phone, email, and Zoom

- » Offer support to members by email, Zoom, or phone.
- » Goal is to respond to members within 72 hours of receiving request.

Design web-based training and capacity building resources

- » Deliver a minimum of 6 webinars per year to members only, with content balanced across webinar themes.
- » Deliver two “Intro to the CDP” webinars each year; deliver “Intro to the CDP” to consortium on an “as needed” basis.
- » Engage the CDP membership in co-delivering their local work to a Canadian audience.
- » Improve Webinar delivery tools: Collect metrics on webinar participants; Label each Webinar by level of difficulty; Conduct a poll at the start of the webinar to understand user capacity.
- » Post webinar events to communitydata.ca.

Continue to deliver a regular series of Tableau products

- » Aim to provide resources covering the spectrum of member needs, ranging from basic data analysis to sophisticated evaluation.
- » Develop thematic dashboards based on member priorities and the principle of facilitating access to complex datasets through data dashboards.
- » Include in the mix of Tableau products those that reach the most modest capacity users (e.g. DIY Infographics rather than Analytical Dashboards).
- » Monitor and evaluate the uptake of Tableau Products.



Continue to update website resources and portal content

- » Maintain the orientation presentation, video and webinar format for prospective consortia, new consortia and for new members of existing consortia.
- » Develop an easily digestible orientation to the Community Data Program that is engaging for the spectrum of data users. E.g. Rationale – Program – Working with Data – Catalogue/Search.

Coordinate Training and Capacity Work Group

- » Continue to rely on an annual survey of members to leverage the knowledge of members about creating resources with far-reaching impact.
- » Engage with members to understand priorities and identify opportunities for capacity building.
- » Record meeting minutes and post report to Community Data website.

Program Area 4 - Networking & Communication

Objective: This Program Area is focused on enhancing and strengthening relationships within the CDP network, that is, between consortia, local member organizations, and individual users, through engagement in program governance and network communications. The bi-annual Leads Meetings serve to 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. CDP working groups provide specific direction on topics such as data acquisition and access and capacity building activities. The CDP team also relies on communication and engagement tools such as monthly news update and sharing of items of interest on the website. The use of Twitter as an engagement tool is being piloted in 2022.

Program Area Indicators & Targets:

Indicator	Description	Baseline (1Apr22)	Target (31Decr26)	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	9	Program data
User surveys	Response rate (% of member organisations reached)	10%	20%	Program data

Networking and Communication 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.



Networking and Communication Annual Program Workplan Activities “at a glance”:

- PA4.1 Coordinate annual in-person meeting
- PA4.2 Host mid-year and ad-hoc virtual Leads meetings
- PA4.3 Prepare news updates
- PA4.4 Prepare user survey
- PA4.5 Program analytics and reports

Continue to deliver and evolve the annual meeting, including in-person meetings

- » In-person meetings are highly effective forums for engaging with Leads and setting priorities. The ongoing COVID-19 pandemic halted in-person meetings from 2020-2022, but effort will be made to reintroduce in-person meetings in 2023. Annual meetings should take the format of an interactive conference and less of an AGM.

Host virtual meetings as required

- » Host and coordinate virtual Fall Leads meeting.
- » Identify opportunities for engaging Leads and host.

Inform and engage members through monthly news updates

- » Prepare brief monthly news blast highlighting upcoming program activities, new data products, and other items of interests.

Prepare annual user survey

- » Use the annual member survey to leverage member knowledge as a feedback mechanism to enhance program impact.
- » Change the measure of response rate from % of individual users, to % of member organizations.

Integrate analytics to support internal monitoring and evaluation

- » Integrate analytics from Google, Drupal, and Mailchimp into a single dashboard. 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.



Program Area 5 - Program Administration

Objective: The CDP team delivers the program virtually, relying on the most cost-effective tools and ensuring the program is financially self-sufficient. The program’s web-based infrastructure is maintained, enhanced, and upgraded on a continuous basis.

Program Area Indicators & Targets:

Indicator	Description	Baseline (1Apr22)	Target (31Dec26)	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	60%	90%	CCEDNet Finance Report
Website visits	Total # of visitors per month	2,914	4,000	Website analytics
Website user registration forms submitted	# of online registrations by individuals per month (members and non-members)	25.3	30	Drupal database

Program Administration 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.

Program Administration Workplan Activities “at a glance”:

- PA5.1 Annual work planning, budgeting, and reporting
- PA5.2 CDP Team meetings
- PA5.3 Website development and maintenance
- PA5.4 Administer consortia and membership
- PA5.5 Prepare administrative reports

Annual Workplan, budgeting, and reporting

- » Develop annual workplan based on strategic priorities.
- » Prepare budget and Annual Report in advance of Spring Leads Meeting.

Regular CDP Team meetings

- » The CDP Team and CCEDNet will meet regularly to plan for program activities, discuss upcoming events, and collaborate on data access and visualization projects. These meetings will take place virtually via zoom or over the phone.



Website development and maintenance

- » 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.
- » Oversee the implementation of website update including:
 - Update Drupal 7.0
 - Update from Drupal UberCart to Drupal Commerce
- » Continue to invest in website back-end administration efficiencies, online registration and online invoicing and payment tools, improving the web-based catalogue and data access map, and refreshing the CDP website on a regular basis.

Invoicing and administering consortium fees

- » Continue to streamline invoicing and online payment systems and tools by exploring options for payment through CDP website.
- » The CDP team will continue to support CCEDNet's finance manager to follow-up on unpaid invoices and restrict membership services for accounts overdue by more than 90 days.

Prepare administrative reports and share with CCEDNet

- » Draw from program analytics to submit bi-annual reports to CCEDNet.

5.0 Moving Forward

CCEDNet's CDP has evolved over its 25+ year lifespan, adapting to a continuously changing political, socio-economic and technological landscape while responding to the needs of its network of consortium leads, members, and users. The COVID-19 pandemic ushered in a new era of misinformation and disinformation, and reinforced existing inequalities. This highlighted the value of credible data and the need for data practitioners with the capacity to use and interpret disaggregated data to inform decision making. The uptake of the Community Recovery Dashboard illustrates the desire for easy to access community level data. Over the next five years, the CDP team will work to prepare a regular series of Tableau dashboards covering topics relevant to members such as housing, population data, and immigration.

The CDP consortium network reaches over 60% of the Canadian population. Over the next five years, the CDP will continue to work to grow membership and expand its reach to cover all Canadian communities. Will be achieved by growing the number of community data consortia and by expanding its existing immigration sector-based consortium model to reach groups such as rural communities.

This Vision and Strategic Plan will guide the CDP in focusing resources and efforts, while also identifying gaps and new opportunities for growth and refinement. Greater success will be achievable by relying on evidence-based evaluation delivered in partnership with CDP members and stakeholders.



Annex 1: Strategic planning process & milestone dates

1. November 1 st , 2021	CDP team initiates the CDP strategic planning process with a 5-year retrospective review and look forward
2. December 3 rd , 2021	CDP five-year Strategic Plan member survey closed; results reviewed
3. December 13 th , 2021	Presentation to Leads on survey results; discussion to confirm direction for next five years
4. March 18 th – 21 st , 2022	CDP Team Strategic Plan retreat
5. April 31 st , 2022	Draft CDP Strategic Planning document prepared
6. May 2022	Comments by CCEDNet leadership team and board
7. June 2 nd – 3 rd 2022	Presentation and strategic planning workshop at CDP annual meeting
8. June 20, 2022	Final CDP 5 year-strategic plan



Annex 2: The CDP Team

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).

Michael Ditor, Senior Analyst

Michael has worked on various knowledge-sharing initiatives focusing on the creation and dissemination of sustainability indicators. Projects have involved multiple stakeholders and publishing of shared databases, requiring web-accessibility and rigorous maintenance of the relevant metadata. He has worked on these initiatives as project coordinator, technical support, researcher, analyst, web content author and database manager. Michael holds a Joint Major B.Sc. in Biology and Environmental Sciences from McGill University and a B.A.Sc. in Environmental Engineering from the University of Waterloo and an M.Sc. in Chemical Engineering from the Interuniversity Research Centre for the Life Cycle of Products, Processes and Services at the École Polytechnique de Montréal.

Jamie Carrick, Data Visualisation and Geospatial Analyst

Jamie serves as the team's Tableau Developer and has extensive experience with Geographic Information System software including ArcMap, ArcGIS Pro, QGIS and PCI Geomatica, for geospatial analysis, mapping, creating script tools and working with remote sensing data. Jamie also has strong communication and statistical analysis skills. Jamie works with both qualitative and quantitative data for analysis and mapping and works with a wide variety of software including spreadsheets, PowerPoint, Photoshop, Premiere and Inkscape. Jamie graduated with a Bachelor of Arts (Honours) in Geomatics with a minor in Environmental Studies in 2019 from Carleton University, Ottawa, Ontario.

Sasha Mosky, Training and Capacity Building Coordinator

Sasha is experienced in both quantitative and community-based research methodologies, data analysis and visualization, mapping, report writing, and has strong networking and communication skills. Sasha holds a Master of Planning from Dalhousie University and a Bachelor of Arts (Honours) in Geography from the University of Victoria. She has worked in British Columbia, Nova Scotia, and Internationally and has contributed to projects on housing, poverty reduction, the social determinist of health, and climate resilience.

Saeideh Hejazi, Community Geospatial Data Analyst

Saeideh supports data visualisation and evidence-based storytelling by means a range of data analysis and visualisation tools, including Excel, Beyond 2020, QGIS and Tableau. She holds a Geographic Information Systems (GIS) certificate from Fanshawe College (London) and a master's degree in urban and regional planning from the University of Tehran. She has worked with GIS for humanitarian relief, volunteered for UN, Crowd2Map Tanzania and URISA's GISCorps as a web mapper using OpenStreetMap and ArcGIS Online. In her spare time, Saeideh writes geospatial articles as an online community manager for GoGeomatics Canada.

