

# Annual Report

## 2017 - 2018



## Community Data Program (CDP)

**Canadian Council on Social Development**  
For the period April 1, 2017-March 31, 2018  
Prepared by the CDP Team  
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## Part 1 The use and value of the CDP

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### What is the Community Data Program?

The Community Data Program (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.

Created by the CCSD, the CDP facilitates access to and use of the evidence needed to tell 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 communities they represent account for more than 60% of the Canadian population.

### What do Member Organizations get for their Membership Fee?

**Data:** The CDP serves as a gateway to hundreds of customized data tables from a variety of sources that speaks to the needs and aspirations of local communities. Members enjoy direct access to all of the data for their consortium, and to the data for all other consortia across the country, through a secure website.

**Training & Capacity Building:** 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.

**Networking:** The CDP has emerged as a unique Canada-wide platform for generating information, convening and collaborating. Through its vibrant network, the CDP facilitates and supports dialogue and the sharing of best practices in the use of community data. At the local level, the CDP's consortium model has proven to be an innovative tool for fostering multi-sector collaboration and strengthening local networks and relationships.



### The value-added of the CDP

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

#### 1. 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 350 non-profit sector and municipal organizations in over 30 urban and rural regions. The communities represented by these consortia account for over half of the Canadian population.

#### 2. 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 875 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.

#### 3. The [communitydata.ca](http://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.

#### 4. 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.



### **5. Feedback from our members**

Satisfaction with the CDP is high with members according to the 2017-2018 User Survey. The results show that the CDP is either essential or helpful for majority of the members' work. The survey shows that many members are unaware of the many resources provided through the program to support the use of the data. Members are also looking for more action at their local consortium. Over the next program year, the CDP team looks forward to promoting the available resources through the refreshed website and to helping networks to develop and be more active with the local consortium.

### **6. Key priorities**

Key priorities for 2017-2018 included the preparation for Census 2016 data, the website renewal project, and providing resources such as the webinars and the Strength in Number series.

Key priorities for 2018-2019 include completing the delivery of the majority of census 2016 custom cross-tabulations and custom geographies, implementing results of the 2017-2018 annual user survey, putting the finishing touches to the new website, expanding the data access map to better support the preparation of DIY Infographics, further developing the external data resources housed in the program, and developing partnerships with sector-based networks such as the Local Immigration Partnership. See Annex 4 for the detailed 2018-2019 workplan.



## Part 2 The Year in review, 2017-2018

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Presented to CDP Leads at the 2017 Annual Meeting and revised over the summer of 2017, “A Program Vision and Five-Year Strategic Plan, 2017-2022” reflects a refreshed program delivery mechanism based on five Program Areas. Highlights of the 2017-2018 program year accomplishments, including indicators and targets for each Program Area, are presented below.

### Program Area 1 - Program Leadership

**Objective:** CCSD supports 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 promotes the collective visibility of the CDP network across Canada’s social development and social data sectors, strengthening the network’s local and national reputation as a credible, dynamic and relevant contributor to a social data movement.

**Description:** The CDP will continue to play a leadership role in the broader data community, working with partners and allies to advance community development goals and practices, and nurturing 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. CCSD will continue to broaden program reach and engagement by building strategic partnerships (with sector based networks such as the national network of Local Immigration Partnerships (LIPs)) that leverage existing strengths and skills, exploring funding opportunities related to capacity building with a strategic focus on data access and literacy, and reaching out to prospective community data consortium lead organizations to expand the reach of the program across Canada, relying on different types of consortium boundaries and other strategic partners.

Work for 2018-2019: The program marketing package and corresponding website content needs to be refreshed.



### Program Area Indicators & Targets:

Indicator	Description	Baseline 1Apr17	To 31Mar18	Target 31Mar22	Data Source
Partnerships	# of partnership agreements	0	1	5	Annual report
Consortium Reach	% of Canadian population covered by existing community data consortia	60%	63.0%	100%	Program reporting
Consortia	# of community data consortia	31	33	40	MOA
Members	# of member organizations	350	376	450	Drupal database
Consortium Reach	% of Canadian population covered by existing community data consortia	60%	63.0%	100%	Program reporting



## Program Leadership: 2017-2018 Highlight Achievements

### *Strategic Plan*

This past summer, CDP/CCSD released “A Program Vision and Five-Year Strategic Plan, 2017-2022.” This document provides an overview of CDP’s current situation and past accomplishments and elaborates program goals for the next five-year cycle. The Strategic Plan details the five Program Areas listed in this report, with priority actions for each. For each Program Area, the Strategic Plan identifies Indicators and Targets (referred to in this report) to measure success in each area over this cycle.

### *Neighbourhood Financial Health Mapping and Report*

CCSD is working with Prosper Canada to launch a national version of the Neighbourhood Financial Health Index (NFHI). To be undertaken between September 2017 and September 2018, the initiative is part of Prosper’s project “Equipping Financial Educators to More Effectively Serve Canadians.” CCSD will map the relative financial health of neighbourhoods in every Canadian community and report on findings. In advance of a September 2018 launch, CCSD will prepare infographic-style issue briefs comparing the financial health of Canadian communities.

### *Local Immigration Partnership (LIP) Network*

Launched in August 2018 in partnership with the City of Calgary, CCSD is supporting the development of a network of Local Immigration Partnerships (LIP) within the CDP on a pilot basis. The network will access customized small area data relevant to the immigration sector. Immigration, Refugees and Citizenship Canada (IRCC) has committed to contributing additional data to CDP. Coordinated by the Calgary Local Immigration Partnership (CLIP), as national LIP coordinator, the project is also meant to promote the value of CDP membership among LIP members.





## 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 members, and is accessible to all 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 on the secure online repository, accessible from both the catalogue and the “search by theme” tool.

The CDP catalogue continues to grow. In the past program year, 79 new data products were uploaded to the catalogue. Also added to the catalogue were 44 new links to external data sources.

Work for 2018-2019: Delivery of several data products was delayed until 2018-2019 mainly due to a backlog at Statistics Canada in delivering Census 2016 products with the 2017-2018 program year. Delivery of the following data products included in the 2017-2018 Schedule B is expected in early 2018-2019:

- Permanent Residents Rounded Data Cube: licensing agreement under negotiation with IRCC
- Survey of Financial Security: PUMF will be available Spring 2018
- Census, 2016 - Profiles [Place of work]: on order and expected Spring 2018
- Census 2016 – Custom geographies for Profiles, Profiles at DPL, FSA, Standard Tables (Batch 1), Target Group Profiles (Batch 1): on order and expected by Summer 2018)
- Taxfiler (T1FF) - Custom geos for Family, tables 1, 6, 18; NID, table 5; and Senior, table 5: Geocoding for T1FF products will take place after census geocoding is complete.

Work to develop positions on emerging data issues by preparing CDP Position Statements on Open Data, Big Data and Administrative Data are deferred until the next program year.



### Program Area Indicators & Targets:

Indicator	Description	Baseline 1Apr17	To 31Mar18	Target 31Mar22	Data Source
Data products	Number of data products available from catalogue	800	904	1,000	Drupal database
Fulfilment of Schedule B	100% of products identified in Schedule B	100% annually	82%	100% annually	Program data
Active users	Number of active users	1,300	1,688	2,600	Drupal database
Data Downloaders :	% of active users who downloaded one or more tables during the year	28%	24%	40%	Drupal database
# downloads:	Total number of annual downloads	6,000	4,395	10,000	Drupal database

### Data Acquisition: 2017-2018 Highlight Achievements

CDP members continued to access high-value products such as Canadian Business Counts, the Postal Code Conversion File, Equifax credit rating data, and customized Taxfiler tables on income inequality and working poverty. The CDP also began acquiring an extensive collection of standard and customized 2016 Census tables, including customized geocoding. New acquisitions for 2017-2018 included Calculated Financial Assets and an agreement to reacquire the Permanent Residents Data Cube from Immigration, Refugees and Citizenship Canada.

#### *2016 Census: Prioritizing our order*

CDP prioritizes orders from a list of hundreds of tables based on download history. Special requests are collected from the User Survey and Leads, and requests are matched with previously ordered files. The CDP team aims to accommodate all requests, giving less priority to low-ranking tables; the team relies heavily on feedback from leads on the priority list. The team continues to manage trade-offs between standard and custom geographies. The priority list evolved throughout the year based on community needs.



**Table 1 Top 20 data tables by number of downloads in 2017-18**

<b>Data product</b>	<b>Number of downloads</b>
Canadian business counts, establishment and location counts, employment size and North American Industry Classification System (NAICS), June 2017	135
Census Profile, 2011	98
Census Profile, 2006	84
F-18: After-tax low income status (based on census family low income measures, LIMs) by family type and family composition, 2015	83
NHS Profile, 2011	81
F-18: After-tax low income, 2014	78
Canadian business counts, establishment and location counts, employment size and North American Industry Classification System (NAICS), Dec 2016	74
Annual population estimates by age and sex, July 1, 2001 to 2016, Census	63
Low Income Lines, Tables 1-2, 1992-2016	53
F-01: Summary table, 2014	52
Age (131) and sex (3) for the population, Census, 2011	50
Broad Age Groups (5) with Average and Median Age, Census 2016	48
CCHS - PUMF-FMGD - Annual Component, 2014 and 2013-2014 - Health indicator profile, annual and two-year period estimates, by age group and sex, Canada, provinces, territories, health regions	46
F-01: Summary census family income table, 2015	46
Building Permits, 2016	43
Activity Limitations Table 1: Age (18), Sex (3), Activity limitation frequency (6) and Activity limitation type (13), for the Population in Private Households, 2016 Census	42
Canadian business counts, establishment and location counts, employment size and North American Industry Classification System (NAICS), December 2017	41
Labour Force Status (8), Highest Certificate, Diploma or Degree (15), Age Groups (13) for the Population Aged 15 Years and Over, in Private Households	40
Labour Force Survey - LFS characteristics by 2011 Census Division boundaries - two year average estimates	35
Target group profile of the Aboriginal identity population, Census, 2011	35



**Table 2 Top 20 data users by number of downloads in 2017-18**

	<b>User email</b>	<b>Number of downloads</b>
1.	elow@london.ca	128
2.	beth@socialplanningtoronto.org	118
3.	stefkap@spcottawa.on.ca	100
4.	hpristo@toronto.ca	84
5.	peter.marriott@vancouver.ca	79
6.	amanda.richards@peelregion.ca	78
7.	katrice.edgar@hamilton.ca	67
8.	thildebrandt@cdhalton.ca	63
9.	aaron.cheng@vancouver.ca	58
10.	Lilibeth.Pasa@gov.mb.ca	57
11.	nraynolds@selkirk.ca	56
12.	Timothy.Jason@wdgpublichealth.ca	54
13.	vicki.conway@rbe.sk.ca	53
14.	daniel.bishun@brampton.ca	46
15.	Emily.House@smdhu.org	46
16.	lywhite@regionofwaterloo.ca	46
17.	rmactaggart@london.ca	46
18.	gtucker@gov.nl.ca	44
19.	tjohnson@newwestcity.ca	42
20.	rbeals@northernpolicy.ca	41



### 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 for 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.

**Description:** Products and services developed within the framework of Training & Capacity Building will be designed to enable all CDP members to transform data products available from the CDP catalogue into evidence-based storytelling, reporting, planning and evaluation. Training and capacity building begins 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. (See Annex 1 for the Capacity Building Strategy and Action Plan)

#### Program Area Indicators & Targets:

Indicator	Description	Baseline 1Apr17	To 31Mar18	Target 31Mar22	Data Source
Contact with users	Response time to user requests	Within 48 hours	Within 48 hours	Within 24 hours	Program data
Webinar reach	# of registrants per year	750	858	2,000	Program data
Webinar reach	# of unique participants per year	500	523	1,000	Program data
DIY infographic usage	# of DIY infographic downloads per months	70	90	150	Website analytics
Data Access Map usage	# of Data Access Map visits per month	N/A	N/A	50	Website analytics



In the past program year, the CDP delivered 6 webinars, 8 program orientations, created 3 mini-videos and 10 DIY infographics and 5 Strength in Numbers fact sheets.

Work for 2018-2019: The Data Access Map was identified for this work plan year under the program area, “Develop/deliver other T&CB.” The work to move the Data Access Map from a prototype to a fully functional tool was deferred until 2018-2019 so that resources could be concentrated on the website refresh project.

### **Training & Capacity Building: 2017-2018 Highlight Achievements**

#### *CDP Webinar series*

CDP hosts webinar events under the following four themes: Program Orientation, CDP Product Profiles, Transforming Data into Intelligence, and Data Party workshops. The program year’s first webinar was held on June 26, 2017, “Looking at implementation and use of GIS in a small-medium sized public health agency.” 40 members participated in a discussion of software/platform selection, resource and staffing challenges, cartographic and data quality challenges, and possible solutions. An October 5, 2017 webinar drew 41 participants to discuss “Using Social Data in Community Evaluation,” with Dr. Gillian Kerr, C.Psych (LogicalOutcomes) and Wojtek Bak (Clouds on Mars). A general refresher to the CDP and the catalogue took place on October 11. Following the latest Statistics Canada Census release, CDP hosted a “Data Party” on November 6. The workshop included Heath Priston (City of Toronto), Jasmine Ing (City of Calgary), and Mike Ditor (CDP). Well over 100 individuals participated in this event. The program year ended with two final webinar events, including a follow-up focus on the 2016 Census with Statistics Canada (Feb 6) and an orientation to the CDP for the Local Immigration Partnership Network (Feb 8).



## Program Area 4 - Networking & Communication

**Objective:** This Program Area focuses 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 member engagement. The program relies on a collective governance structure that ensures the participation of all consortia. Lead 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. Over 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 for 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.

A website renewal project was planned and delivered and website work will be completed in Spring 2018. Information from the program was delivered to members over the past year through 16 info-bulletins, 3 newsletters. In 2017-18, the program received an average of 11.1 emails per day requesting technical assistance (a total of 2,485 emails, of which 1,990 were from registered or prospective users), compared to 15.3 per day in 2016-2017.

Work for 2018-2019: Only 1 community snapshot was created in the past program year. The aim is to create more snapshots early in the next program cycle in conjunction with finalization of the website renewal. The user survey was modified to include requests for use of data and will help with identifying and promoting examples of use of data.



### Program Area Indicators & Targets:

Indicator	Description	Baseline 1Apr17	To 31Mar18	Target 31Mar22	Data Source
Newsletter opening rate	% of CDP MailChimp recipients opening CDP communication	21%	21%	25%	Mailchimp data
# of Data Use Profiles	Community Snapshots produced per year	5	1	24	Program data
User surveys	Response rate	10%	10%	20%	Program data

## Networking & Communication: 2017-2018 Highlight Achievements

### *Annual Meeting*

This year's annual meeting was hosted by the Kingston, Frontenac, Lennox & Addington Data Consortium in Kingston, Ontario on May 25-26, 2017. The conference style meeting allowed the CDP Team and Data Consortium Leads to network, share information and generate input to program decisions and strategic direction. Program Lead Michel Frojmovic provided highlights from 2016-2017 and shared plans for 2017-2018. There were discussions on utilizing 2016 Census data, data acquisition and access, capacity building and training, and member presentations on achieving impact. Attendees also provided feedback on the 5-year vision and strategic plan. The meeting was broadcast via webinar for those unable to attend.

### *Newsletters*

The latest edition of "Making it Count" was sent on Feb 5<sup>th</sup>, 2018. Version 6.3 reached 1,430 recipients. The Fall edition (Ver 6.2 September 22, 2017) reported on the Lead's Fall Meeting. On October 25, CDP sent out a mini-newsletter announcing the latest Census data release. In addition to regular newsletters sent at least once a month to all registered users, CDP posts weekly news briefs on its site and is developing new ways to reach members.





### 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 new partnership agreements.

Work for 2018/2019: The renewal of the website will include an online payment tool for membership fees. The tool is expected to be completed early in the next program cycle once all financial accounts have been prepared.

#### Program Area Indicators & Targets:

Indicator	Description	Baseline 1Apr17	To 31Mar18	Target 31Mar22	Data Source
MOA renewal rate	% of consortium MoAs renewed	100%	100%	100%	CDP annual report
Payment of membership fee invoices	% of membership fee invoices paid within 90 days	75%	81%	90%	CCSD Finance Report
External funding	Third party sponsorship as % of program budget	0%	0%	10%	CDP annual report
Website uptime	% of time where website is accessible	99.0%	99.0%	99.5%	Website analytics
Website visits	Total # of visitors per month	1,200	1,410	2,000	Website analytics
Website user registration forms submitted	# of online registrations by individuals per month	35	31	50	Drupal database



### Program Administration: 2017-2018 Highlight Achievements

CCSD is excited to announce the first substantial investment in the design of the CDP website since it was launched in 2011. The comprehensive site redesign and restructuring is expected to be ready early in the 2018-2019 Program Year, with a formal launch in advance of the May 2018 annual meeting. For more information on the Website Improvement project, **see Annex 2.**



## Part 3 Plans for 2018-2019

### Program Area 1 - Program Leadership

In the coming program year, the CDP will forge new partnerships and expand the program's presence in Canada. The program leadership is developing a strategy to acquire further partnerships and funding. Resources such as the Neighbourhood Financial Health Index (NFHI) project will be expanded to cover all of Canada and CDP will undertake up to five Community Analytics projects. CDP will continue its relationship with Pathways to Education Canada and will be building a new relationship with Canada Learning Code (CLC) to develop a mapping and diagnostic tool. CLC is national non-profit organization focused on teaching digital skills to young women and girls through hands-on workshops. CDP continues to actively recruit new consortia, with a target of covering 100% of Canada by 2022. The redesigned program website will be launched early in the program year, with a refreshed marketing package used for recruitment efforts.

### Program Area 2 - Data Acquisition & Access

In 2018-2019, CDP will add new data and make its existing catalogue easier to use. The relaunched website will improve data access by providing the option of searching catalogue tables by theme or topic. New features will include the reintroduction of the Permanent Residents Data Cube, direct access to the Postal Code Conversion File, Statistics Canada custom cross-tabs and custom geographies. CDP will also renew the agreement for postal code level consumer and mortgage debt data with TransUnion and discontinue Envision licenses. See Schedule B for further details. The user survey provides feedback from users stating that they both like how much data is available but always want more data! Also, users can have a hard time navigating the wealth of data in the catalogue.

### Program Area 3 - Training & Capacity Building

In the coming program year, the CDP team will continue to support users' regular needs and introduce additional resources as part of the website relaunch. Team members are committed to responding to requests within 48 hours and will integrate common questions into a new FAQ page. The relaunched website will include a section for external resources, showing users how data is utilized across Canada and internationally. Existing tools including DIY infographics and the data access map will be strengthened, and new tools



(for data visualization and webinar hosting) will be explored. Webinars remain an important component of CDP, with a target of a minimum of six per year. Members will continue to be informed of webinars through email, with past webinar materials available from the CDP website.

#### **Program Area 4 - Networking & Communication**

CDP leadership will keep membership well informed of program performance with materials including user survey results and reports on data usage and website analytics. The website will profile examples of CDP data use by members to highlight innovative practice and provide members with direction on how data can be put to use.

The CDP team is expanding the annual meeting from an administrative event into a mini-conference format, expanding the format to a third day and involving increased input from members during the event. Moving in this direction, two of the CDP Leads will teach a half day workshop on using data to understand poverty on the Wednesday prior to the 2018 annual meeting.

#### **Program Area 5 - Program Administration**

The relaunched communitydata.ca website will incorporate a new design and structure with improved functionality for the catalogue and more efficient back-end administration. An important new feature will be online payment of membership fees directly from the CDP website. A new feature to be introduced toward the end of the 2018-2019 program year will be a dashboard of program and consortium-level performance indicators accessible to all members.



## Part 4 Data acquisition for 2018-2019

Schedule B lists data products that the Community Data Program intends to acquire during the 2018-2019 program year. See [Schedule B](#) for a detailed list of data products—including both data tables and analytical tools—as well as the names of data providers, a summary of available geographies, and the data delivery schedule.

Data acquisition for 2018-2019 is focused on acquiring custom cross-tabulations and custom geographies coming out of the 2016 census. Due to very high demand at Statistics Canada, a number of census products scheduled to be acquired in 2017-2018 will be available to CDP members early in the 2018-2019 program year.

### Orders planned for the 2018-2019 Program year

Organization	Product	Data Year(s)
<b>Orders expected to arrive between April 2018 and July 2018</b>		
Beyond 20/20 Inc.	Beyond 20/20	NA
Canada Post/Statistics Canada	Postal Code Conversion File	2018
Canada Mortgage and Housing Corporation	Housing in Canada Online	2011
Canada Mortgage and Housing Corporation	Housing Market Information Portal	2016
Employment & Skills Development Canada	Database on Minimum Wages	2018, 2019
Immigration, Refugees & Citizenship Canada	Permanent Residents Rounded Data Cube	2000-2017
Industry Canada	Insolvency data	2017
Statistics Canada	2016 Census – Profiles [Place of work]	2016
Statistics Canada	2016 Census – Profiles at custom geos – Batch 1	2016



Organization	Product	Data Year(s)
Statistics Canada	2016 Census Standard Tables	2016
Statistics Canada	2016 Census – Custom cross-tabulations	2016
Statistics Canada	2016 Census – Target Group Profiles	2016
Statistics Canada	Building Permits	2017
Statistics Canada	Canadian Community Health Survey – PUMF	2016
Statistics Canada	Canadian Community Health Survey – PUMF (two-year estimates)	2015-2016
Statistics Canada	Custom Geography–geocoding for Census products	2011
Statistics Canada	Employment Insurance Statistics (monthly)	2018, 2019
Statistics Canada	Police Resources in Canada	2017
TransUnion	Credit Report Characteristics	2018Q1
<b>Orders expected to arrive between August 2018 and November 2018</b>		
Statistics Canada	Canadian Business Counts (2018-06)	2018
Statistics Canada	Labour Force Survey	2017
Statistics Canada	Taxfiler (T1FF) - Calculated Financial Assets	2016
<b>Orders expected to arrive between December 2018 and March 2019</b>		
Employment & Social Development Canada	Shelter Capacity Report	2018
Statistics Canada	2016 Census–Profiles at custom geos–Batch 2	2016
Statistics Canada	Canadian Business Counts (2018-12)	2018
Statistics Canada	Estimates of Population by Age and Sex	2018
Statistics Canada	Low Income Lines	2017,2018
Caledon Institute of Social Policy	Welfare Incomes	2017



## Part 4 Program budget, 2018-2019

### Program budget overview, 2018-2019

Canadian Council on Social Development, Community Data Program Budget, in CDN Dollars, for April 1, 2018 to March 31, 2019

<i>Revenue</i>	<i>Budgeted</i>
Consortium Fees	\$ 373,608
Membership Fees	\$ 38,781
Data sponsorship	\$ 68,170
In-kind contributions of CCSD Program team members	\$ 45,600
Community Analytics	\$ 10,000
Carry-over	\$ -
<b>Total Revenue</b>	<b>\$ 536,159</b>
<i>Expenses</i>	
Data Purchase	\$ 145,000
Data Acquisition through sponsorship	\$ 68,170
Program team	\$ 200,550
Program team, in-kind	\$ 45,600
Third Party Contractors	\$ 12,000
Program Overhead	\$ 37,339
Outreach / Travel	\$ 10,000
Annual Meeting	\$ 7,500
Program Contingency	\$ 10,000
<b>Total Expenses</b>	<b>\$ 536,159</b>



### Summary of revenue, 2018-2019

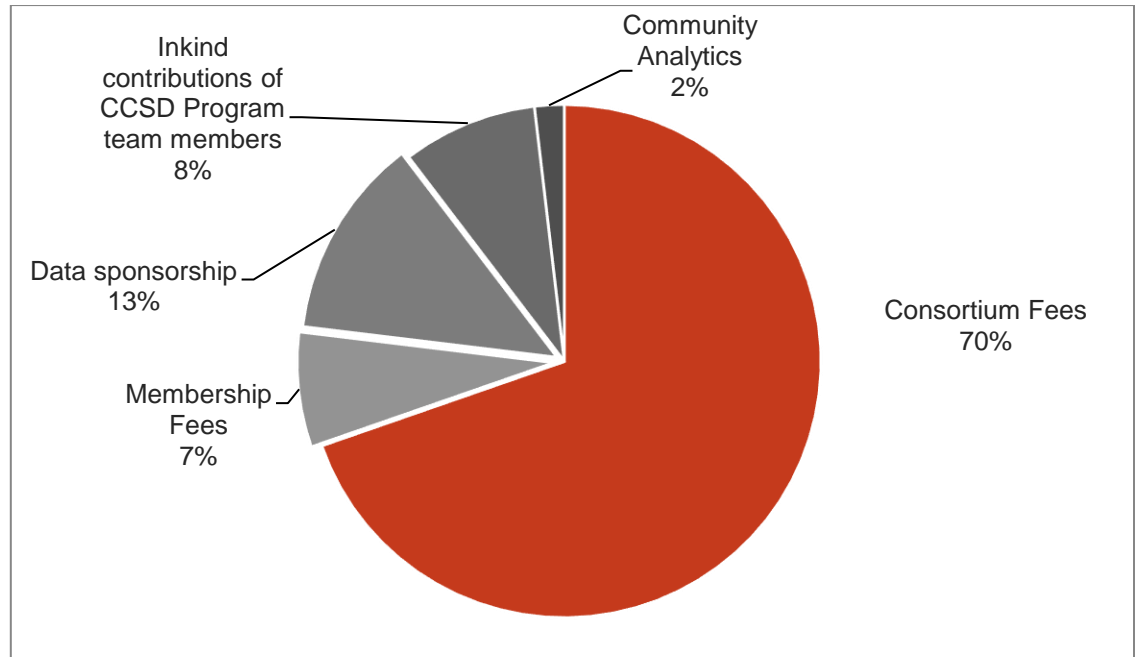


Figure 1 Summary of revenue, 2018-2019

#### Notes on revenue, 2018-2019

- Consortium Fee Revenue based on commitments provided by Community Data Consortia outlined in Table 1 below
- Revenue from Membership Fees are based on previous end-of-year totals, which stood at an average of 11.4 member organizations per consortium, each paying \$125 annually, and an assumption of 85% recovery of fees
- CCSD In-Kind Contributions are derived from the following sources:
  - Inkind: in-kind contributions by CCSD senior leadership and CDP team members
  - Sponsorship: Third-party sponsorship from public and private sector sources, including data providers offering concessional rates
  - Analytics fees: Revenue generated from fee-for-service data analysis services offered to non-Consortium members
- Cash flow dependent on payment of invoices and of membership fees





### Consortium Fees by Data Consortium, 2018-2019

Consortium	Population	Annual Fee
1 BOW VALLEY AB	38,594	\$5,000.00
2 BRANTFORD-BRANT ON	134,808	\$6,499.00
3 CALGARY AB	1,239,220	\$19,990.00
4 COLUMBIA BASIN BOUNDARY BC	167,425	\$7,248.50
5 DURHAM ON	645,862	\$13,994.00
6 ERIE-ST.CLAIR ON	627,633	\$13,994.00
7 HALTON ON	548,435	\$12,495.00
8 HAMILTON ON	536,917	\$12,495.00
9 KAWARTHA LAKES & HALIBURTON ON	93,485	\$5,749.50
10 KINGSTON, FRONTENAC, LENNOX & ADDINGTON ON	193,363	\$7,248.50
11 LONDON (MIDDLESEX) ON	544,504	\$12,495.00
12 MONTREAL QC <sup>1</sup>	1,942,044	\$0.00
13 NEWFOUNDLAND & LABRADOR NL	205,955	\$7,248.50
14 NIAGARA ON	447,888	\$10,996.00
15 NORTHERN ONTARIO (INCLUDING SUDBURY) ON	780,140	\$14,743.50
16 NOVA SCOTIA NS	923,598	\$18,491.00
17 OTTAWA ON	1,408,643	\$19,990.00
18 OXFORD ON	110,862	\$6,499.00
19 PARRY SOUND-NIPISSING ON	125,974	\$6,499.00
20 PEEL ON	1,381,739	\$19,990.00
21 PERTH-HURON ON	136,093	\$6,499.00
22 PETERBOROUGH ON	138,236	\$6,499.00
23 RED DEER AB	100,418	\$5,749.50
24 REGINA SK	289,362	\$8,747.50
25 SAINT JOHN NB	74,020	\$5,749.50
26 SIMCOE ON	479,650	\$10,996.00
27 TORONTO ON	2,731,571	\$19,990.00
28 VANCOUVER/FRASER VALLEY BC	2,759,365	\$19,990.00
29 WATERLOO ON	535,154	\$12,495.00
30 WELLINGTON-DUFFERIN-GUELPH WDG	284,461	\$8,747.50
31 WINNIPEG MB	1,278,365	\$19,990.00
32 WOOD BUFFALO AB	130,943	\$6,499.00
33 YORK ON	1,109,909	\$19,990.00
<b>TOTAL</b>	<b>22,144,636</b>	<b>\$ 373,607.50</b>

<sup>1</sup>Membership suspended temporarily due to unpaid arrears



### Summary of expenses, 2018-2019

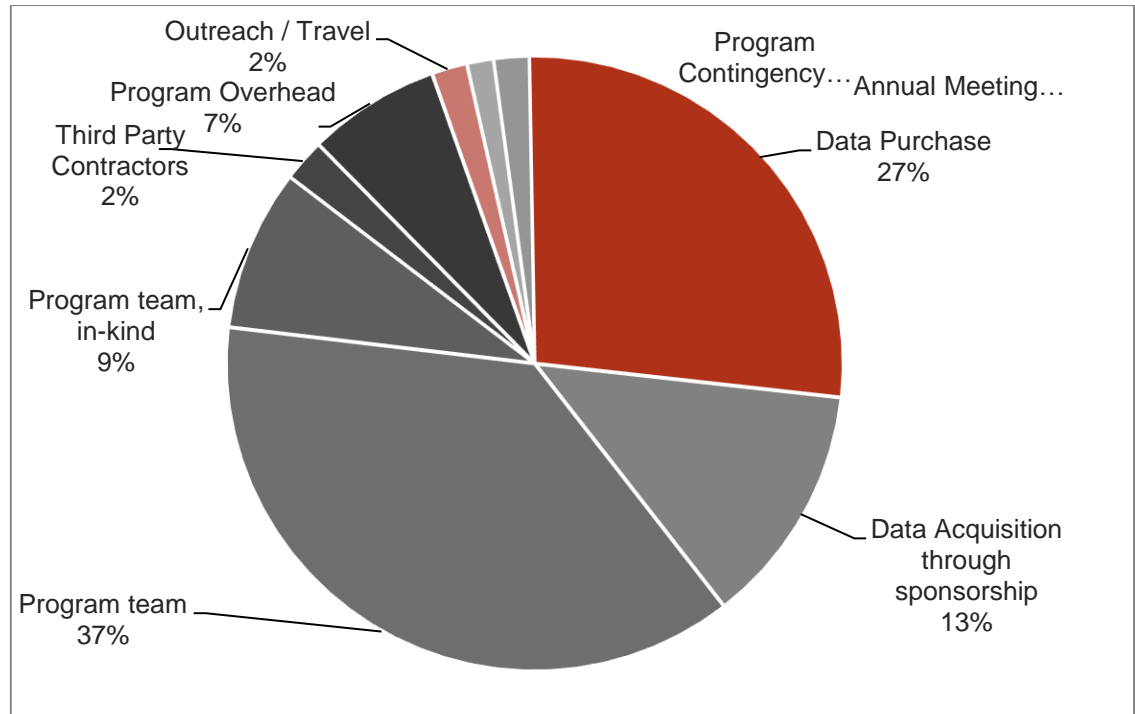


Figure 2 Summary of expenditures, 2018-2019

### Notes on expenses, 2018-2019

- "Data purchase" refer to direct costs charged by data providers and licensed tool providers, but excludes Program time required for data management.
- "Data acquisition through sponsorship" refers to the value of data contributed to the program through sponsorship or concessional rates.
- "Program Team" includes all CCSD senior leadership and CDP program team members contributing to any aspects of program delivery, comprising the following positions: VP Policy & Research, Manager Finance & Administration; Program Lead; Senior Data Analyst; Data Analyst; Drupal Web Maintenance
- "Program Team in kind" includes contributions of unpaid time made by CCSD staff and contracted program team members to any aspects of program delivery.
- "Third Party Contractors" are engaged to deliver projects for enhancing/upgrading communitydata.ca or developing training & capacity building tools.
- "Program Overhead" includes program-related portions of the following items: Office supplies; Room rental; Office equipment; Professional services (legal, accounting/audit); Graphic Design; Telecommunications; Webinar services; Internet and webhosting services; Content and liability insurance; Delivery,



postage, courier; Printing & copying; and Translation.

- "Outreach/travel" includes Program team travel to support program delivery, including marketing, outreach and capacity building.
- "Annual Meeting" includes logistics, venue, refreshments, CCSD and program team travel for up to 5 persons, and meeting supplies associated with CCSD co-hosting an annual program meeting, and excludes travel costs for consortium members participating in annual meetings.
- "Program Contingency" relies on revenue generated from the Community Analytics service and is used to offset unaccounted for expenses or cost-overruns.



## The Community Data Program Team

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**Peggy Taillon**  
President and CEO, CCSD

**Katherine Scott**  
Vice-President, Research and Policy, CCSD

**Michel Frojmovic**  
Lead, Community Data Program

**Michael Ditor**  
Data Purchase and Access Coordinator, Community Data Program

**Mary Clarke**  
Training and Capacity Building Coordinator, Community Data Program

**Julie Lam**  
Administrator and Data Analyst, Community Data Program

**Alex Weisler**  
Researcher and Writer, Community Data Program

**Chris Lawson**  
Web developer



## Annex 1 Training & Capacity Building Strategy and Action Plan

Prepared by Michel Frojmovic, CDP Lead  
Created on July 7, 2017. Last Updated: Aug 30, 2017

### Overview

Training & Capacity Building is a foundational element of the CCSD's Community Data Program (CDP). The overall strategy guiding this component has been conceived as part of the CDP's current five-year vision and strategic plan. The CDP Strategic Plan presents a vision, lays out associated strategic goals and intended outcomes, and suggests targets.

The CDP vision and strategic plan is operationalized through five program areas and their respective workplans. This document lays out a strategy and detailed action plan for **Program Area 3: Training & Capacity Building**.

### The Overall Program Vision

The services and resources delivered as part of the CDP's Training & Capacity Building have been designed to support the CDP's vision and strategic goals. The program-level vision and goals are as follows:

**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.



## The CDP Training & Capacity Building Strategy

The CDP seeks to achieve its overall vision by means of several strategic goals. Among these is the desire “to be an effective capacity builder, its actions resulting in positive uptake and improvements among members in their ability to generate, use and present community data”. This strategic outcome is supported by Program Area 3: Training & Capacity Building. The objective of PA3 is to 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**

<b>Audience</b>	<b>Illustrative examples of capacity building resources</b>
<p><b>1. High capacity</b> top 10-15% of CDP users. “Power users” with access to sophisticated in-house data analysis &amp; visualization tools</p>	<ul style="list-style-type: none"> <li>• Easy to use online catalogue</li> <li>• Regular newsletter updates on new acquisitions</li> <li>• Webinars with advanced level content</li> </ul>
<p><b>2. Medium capacity</b> 20-25% of CDP users. Require some help with data access, with limited access to in-house data analysis and visualization tools and limited capacity to use these</p>	<ul style="list-style-type: none"> <li>• Easy to use online catalogue &amp; newsletter updates</li> <li>• Online “how-to” tutorials</li> <li>• Webinars with intermediate level content</li> <li>• Email/phone support to find data and extract simple tables</li> </ul>
<p><b>3. Modest capacity</b> 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"> <li>• Email/phone support to find data and extract simple tables</li> <li>• Access to downloadable pre-packaged indicator tables based on most popular topics/downloads</li> <li>• Access to no cost data visualization tools and tutorials</li> <li>• Webinars with beginner level content</li> </ul>



This strategy sets out priority actions to continue to development and enrich the capacity building activities of the CDP. 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 storytelling, reporting, planning and evaluation.

### **Five-Year Priority Actions**

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

#### **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

#### **Continue to deliver the DIY Infographic Templates**

- Monitor and evaluate the uptake of the DIY Templates, based on using data access map and determine how best to proceed.
- Prepare and revise metadata as required, based on user requirements.

#### **Expand the Data Access Map**

- 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.
- Engage the CDP membership in co-delivering their local work to a Canadian audience.
- 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 member knowledge 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. CCSD will engage with CDP leads already 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.

### Training & Capacity Building Action Plan for 2017-2018

These five-year priorities have been translated into specific workplan items to be delivered during the current program year ending March 31, 2018. Each action identified within the action plan is tied to one of seven workplan items falling within Training & Capacity Building Program Area annual workplan.

### Program Area Indicators & Targets

Embedded within the CDP strategic plan is a commitment to monitor and report on progress. Each Program Area is equipped with a set of performance indicators and associated five-year targets. Tables 4 and 5 identify a number of indicators to be tracked for the five-year period in relation to PA3 Training & Capacity Building. These will be reviewed and modified over time as required.

Table 4. Training & Capacity Building Indicators and 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	n/a	50	Website analytics

### Tracking usage of website resources through analysis of “Events”

Events are user interactions with website-based content that can be tracked independently from general interaction with a web page or measuring a screen load. Examples of actions that can be tracked as “events” include: Downloads, video plays and hyperlinks to external websites.



**Table 5. Top 10 Website Resources and Tools, by usage** (Data for the period April 1 2017-March 31 2018)

#	Event Label	Unique Events
	Total events	12,928 % of Total: 100.00%
1.	<a href="#">/communityreportingresources</a>	1,557(12.04%)
2.	<a href="#">/home</a>	799(6.18%)
3.	<a href="#">/events</a>	602(4.66%)
4.	<a href="#">/dataandcatalogueresources</a>	544(4.21%)
5.	<a href="#">/programresources</a>	475(3.67%)
6.	<a href="#">/about</a>	328(2.54%)
7.	<a href="#">/content/instructions-customizing-your-own-community-infographic</a>	194(1.50%)
8.	<a href="#">/york</a>	255(1.97%)
9.	<a href="#">/Beyond2020</a>	236(1.83%)
10.	<a href="#">/content/getting-know-beyond-2020-professional-browser</a>	242(1.87%)



## Annex 2 Website Refresh & Redesign

### Project Objectives

Communitydata.ca is the platform for delivery of the CDP program. The website is built in Drupal 7, with Views, Blocks, Panels and Ubercart, using a subtheme of Adaptive. Its primary purpose is to provide a catalogue of data sets in downloadable format for authorized CDP members to download and analyze. The site was created in 2011 and was upgraded from Drupal 6 in 2013.

The website refresh and redesign project has three primary objectives:

1. Design: Create a fresh look and feel including a new site structure
2. Functionality: Develop new tools and improve existing ones
3. Training: Train the CDP team to facilitate in-house site maintenance

### Project Requirements

The overall workplan is divided into five phases, including pre-project and post-project phases to be undertaken by the CDP Team and the Contractor. The Contractor will participate in the middle three phases, with the Contractor's work to conclude by 31 March 2018.

Project requirements are based on continuing to rely on Drupal 7.

### Design

The design strategy will address elements common to all pages: the main navigation, page structure, footer, colour scheme and typography, as well as in-content elements like the placement of images, the style of bullet lists, tables, typeface and headline styles. These elements will be extrapolated into multiple pages.

In addition to general common elements, the design strategy will pay particular attention to:

- Home page: The home page must function as a highly effective first point of contact and offer clear and effective navigation guidance to multiple audiences.
- Text content page. As these pages take many shapes, guidelines will be provided to explain the appearance of common text elements such as bullet lists, numbered lists, image captions, and data tables.



- Catalog search listing page: This is what visitors see before they decide to add a particular data product to their cart. The information displayed needs to be readable and important elements noticeable in order to guide their decision.

#### New or Enhanced Tools

Website Section	New or enhanced section or tool
HOME	FAQ (new)
	The Team (new)
	Annual membership fee payment tool (new)
MEMBERSHIP	Map showing the location of members (new)
FIND DATA	Catalogue (enhanced)
	Find Data by theme (enhanced)
NEWS AND EVENTS	Calendar of program events (new)



## **Annex 3 2017-2018 User Survey Report Highlights**

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The Community Data Program released a user survey in February 2018, with questions concerning members' use of and satisfaction with the program over the past year. The survey was designed to gauge "customer satisfaction" and pinpoint areas for improvement as the website is redesigned. Most questions were multiple choice with some asking for comments or insights. The survey is meant to complement the CDP's analytics report, which shows how the site was actually used over the last year.

Members were informed of the survey through the mailing list and new items posted on the site. The survey received 124 responses before it was closed on March 31, 2018.

Overall, satisfaction with the CDP was high. About half of respondents are regular users who rely on or frequently use CDP data. A high proportion of respondents identify as "very comfortable" with data. Consortium activity is mixed, with a reported desire for more consortium activity.

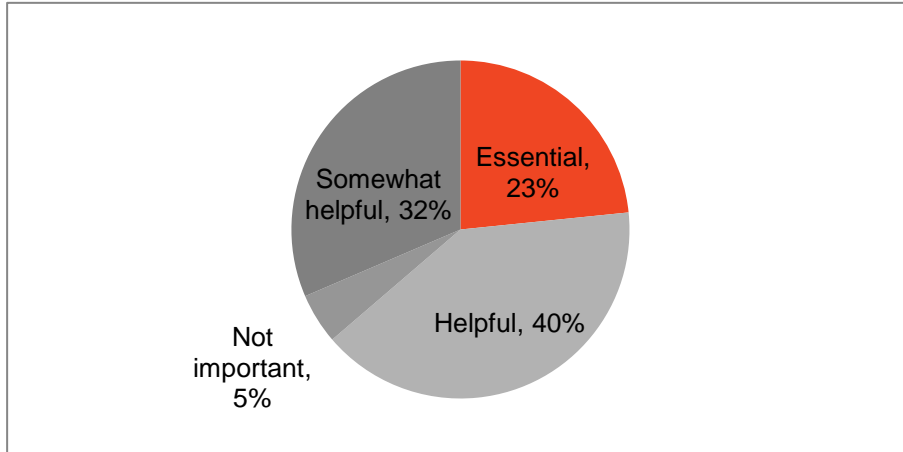
Respondents were asked whether they know about certain resources and how satisfied they are with those resources. The results showed that the CDP needs to work on *awareness* - when respondents are aware of a resource, they tend to be more satisfied with it.

Comments about usability, site design, and functionality will contribute to making the relaunched site more user-friendly.

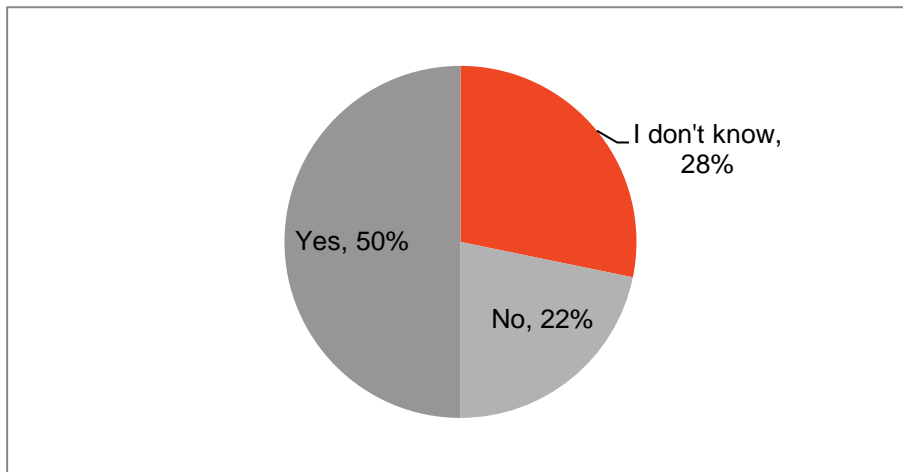
The following are selected charts and figures highlighting responses to some of the survey questions. A full report is available at [communitydata.ca](http://communitydata.ca).



Question 1. How important is the CDP to your work?

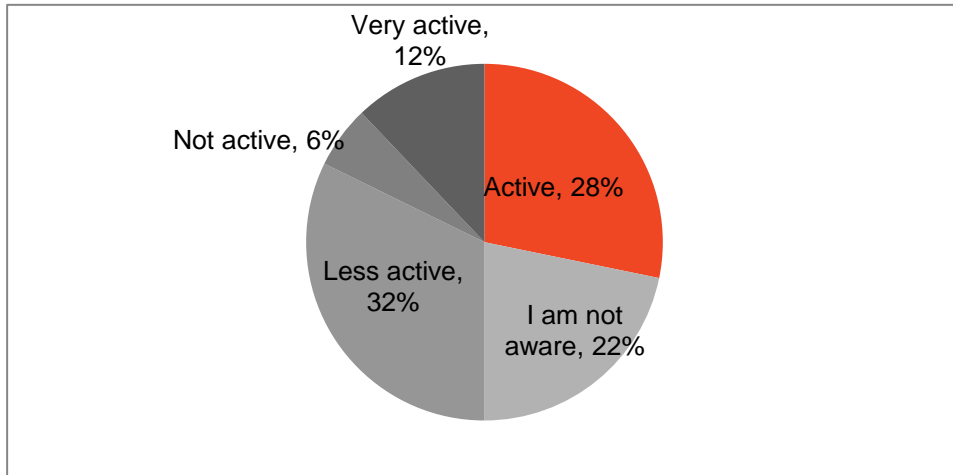


Question 2. Did the data from CDP help your organization make a decision in the last year?

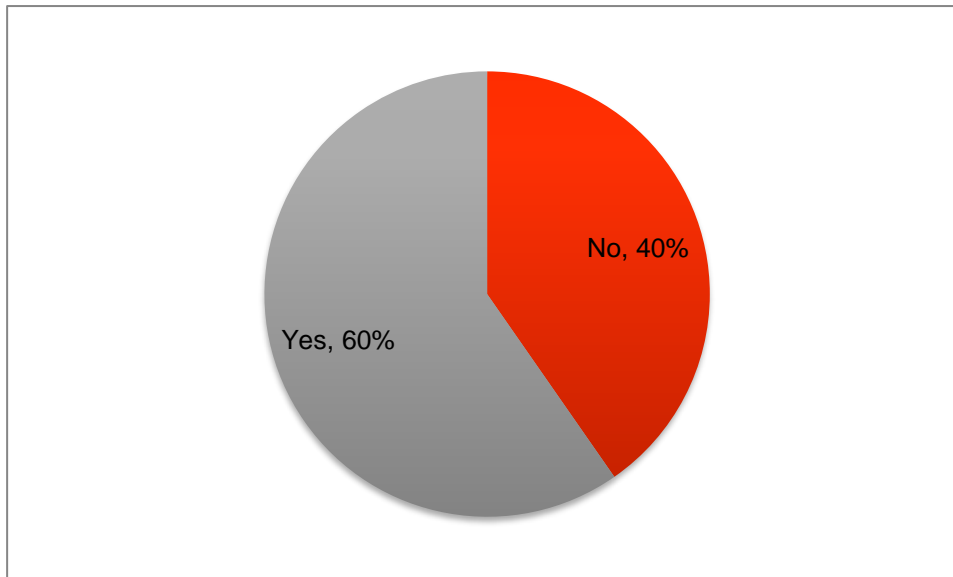




Question 5. How active is your local consortium?

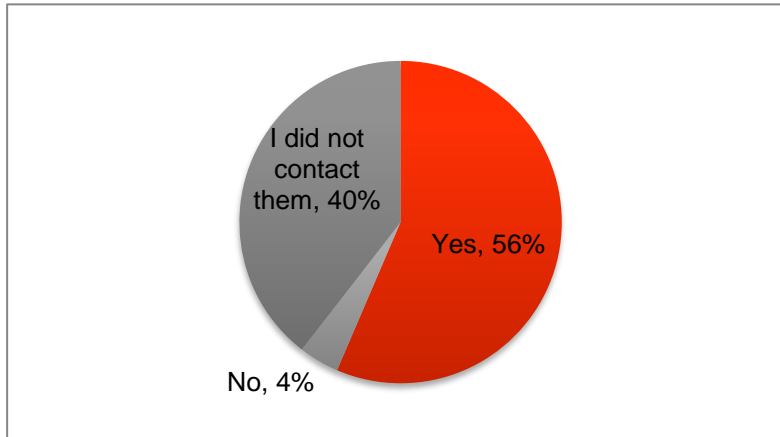


Question 6. Would you like your local consortium to be MORE active?





Question 7. If you contacted the CDP team in the past year, were you satisfied with their response?



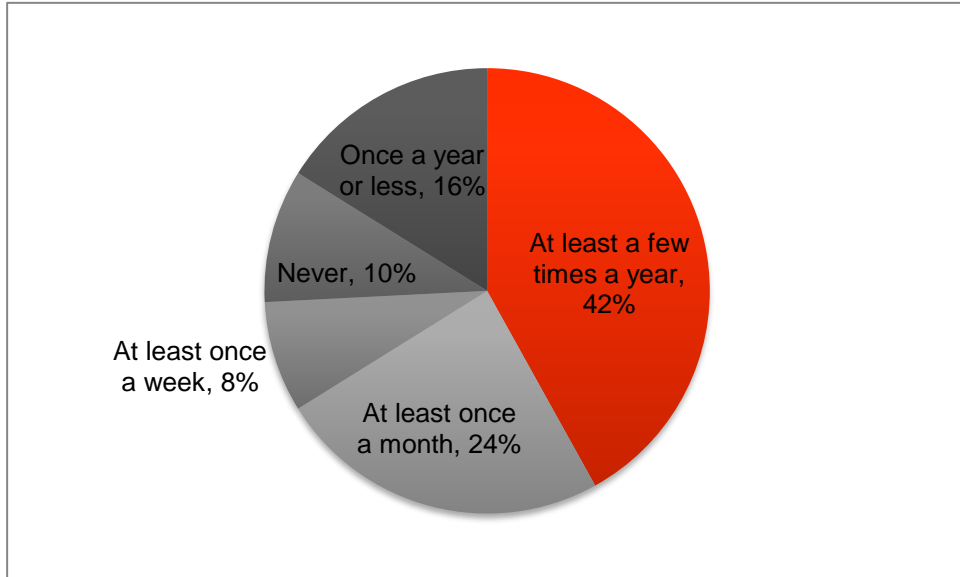
Question 8. Please rate the following statements about the CDP website, communitydata.ca:

	Agree	Disagree	No Opinion
It is easy to find and download data on the website	73	29	22
I can easily find helpful resources on how to use the data and create research and data products	72	24	28
I can easily find other members in my local consortium and I can find out how other members across Canada are using CDP data and reporting on local trends	46	32	46
The website is visually appealing	56	29	39

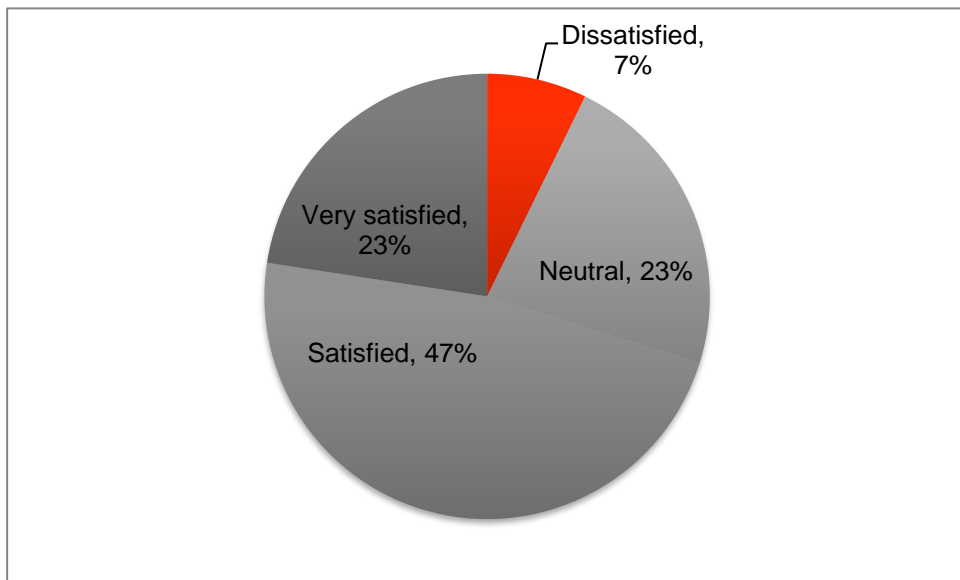




Question 12. How often do you use data downloaded from CDP?



Question 13. How satisfied are you with CDP products in the catalogue?





Question 15. Please tell us if you are satisfied with the following resources:

	Satisfied	Dissatisfied	Do not use	Did not know about it
Meeting notes, annual reports, governance documents	30	0	46	48
News briefs and newsletter	58	2	28	36
Data Schedules	65	6	18	35
How to find data	61	9	21	33
Tools for using the data	62	9	24	29
How to videos	31	2	48	43
DIY Infographics	32	4	41	47
Data Access Tool	42	3	31	48
Webinars	69	3	29	23
Orientations	45	4	41	34

Question 18. Additional comments or feedback (Select responses)

- I generally like the concept of the CDP and sharing data among all members, I like the search and organizational functions of the website. I would like to be able to get an alert when new data is posted. That would be very helpful.
- My main wish for the CDP is to be involved in the program! The drawback of the consortium model is it depends on leads proactively engaging members, which I suspect is rather hit-and-miss. But I appreciate that staff are always responsive to questions.
- Ya'll rock! Keep up the good work - this data geek is very appreciative for all the great work you do to increase access and facilitate mobilization!
- The staff have been very responsive and helpful. I would like to get more ideas about how others are using the data, particularly the poverty tables.
- This is a good investment for our organization - data access, but also networking with community practitioners.



## Annex 4 2018-2019 Annual CDP Workplan

### 2018-2019 Annual Workplan, April 1 - March 31

Program Areas		Description/Deliverable
<b>PA1</b>	<b>Program Leadership</b>	
PA1.1	Strategic Planning	Strat plan reviewed annually and updated every 5 years
PA1.2	Partnership & resource generation strategy	Strategy for partners and funding, partnership agreements and proposals, with up to 5 Community Analytics projects per year
PA1.3	CCSD/CDP visibility at events	Participation in relevant events, deliver presentations, prepare papers. Time spent is considered professional development. Target: 100% coverage of Canada by 2022. CDP Outreach File updated based on conversations with prospects. Update the Outreach Plan.
PA1.4	Recruit new consortia	
PA1.5	Update program marketing & membership package	Refresh program marketing package and update website content
PA1.6	Host & coordinate Program Steering Committee	Teleconference meetings & notes. Schedule of meetings maintained and reports posted to communitydata.ca
<b>PA2</b>	<b>Data Acquisition &amp; Access</b>	
PA2.1	Data acquisition planning	CDP Product Tracking File updated and maintained. Product rating file maintained based on data requests and new data acquisition opportunities. Schedule B prepared based on Product Tracking File and Product Rating File. Schedule B Orders finalized and implemented within budget based on regular communication with data providers. Data agreements negotiated as required. Schedule B updated in advance of leads teleconference & annual meeting.
PA2.2	Monitor data acquisition	
PA2.3	Administer user access	User registration system maintained, including password updates and deactivating users as



		required. Usage reports published bi-annually as input to annual report.
PA2.4	Catalogue tables	Data Products uploaded to FTP & catalogued.
PA2.5	Develop positions on emerging data issues Host and coordinate Data Purchase & Access Working Group	CDP Position Statement prepared on Open Data, Big Data, Administrative Data in advance of annual meeting.
PA2.6	Working Group	Meeting reports posted to communitydata.ca
<b>Training &amp; Capacity Building</b>		
<b>PA3</b>		
PA3.1	Respond to day-to-day user inquiries Prepare training and capacity building strategy	Respond to requests within 72 hours by email or phone. Q&As documented & integrated into FAQ section of communitydata.ca
PA3.2	Design & deliver program orientation	Strategy updated using best-in-class practices and reflecting user feedback.
PA3.3	Coordinate delivery of webinar series Develop & deliver other training & capacity building tools	Orientation delivered to new consortia; follow-up orientation delivered as required Design and delivery of webinar series, target of min of 6 per year. Webinar schedule and reports posted to communitydata.ca.
PA3.4	Update / revise website and related resource materials	Plan and deliver web-based training & capacity building tools using special project fund.
PA3.5	Training & Capacity Building Working Group	Maintain and update website resources, and occasional refresh. Input to month website improvement tracking report.
PA3.6		Meetings hosted as required. Meeting reports prepared and posted to communitydata.ca.
PA3.7		
<b>Networking &amp; Communication</b>		
<b>PA4</b>		
PA4.1	Maintain regular communication with consortium leads	Ongoing email and phone calls throughout program year. Serves as client relations management. CDP outreach file updated.



	Host and coordinate consortium leads	
PA4.2	teleconference	Annual Fall teleconference hosted & report prepared. Report posted to communitydata.ca.
	Host and coordinate annual program	
PA4.3	meeting	Annual Spring program meeting co-hosted. Generate and share program information with members, enabling networking among members.
	Create stories, generate data results, share best practices	Includes Consortium Member profiles, User Surveys, Data Usage & Website Analytics, External Data Resources.
PA4.4	Regular Newsletters & updates	Includes trimesterly newsletters and regular news updates
	Update / Enhance program website and networking functions	Maintain and update site content other than news and capacity building resources, and occasional refresh. Input to month website improvement tracking report.
PA4.5		
PA4.6		

<b>Program Administration</b>		
<b>PA5</b>	<b>Administration</b>	
	Workplanning & budgeting	Annual workplan & budget ready for Annual Program meeting
PA5.1	CCSD-CDP team	Regular meetings with CCSD senior management team.
PA5.2	meetings	
	Communication with webhost; backups;	
PA5.3	troubleshooting	Regular backups and troubleshooting
	Communitydata.ca web infrastructure development / upgrading	Minor website upgrades delivered using special project funds.
PA5.4	Administer consortium & organisational membership	MoA Renewal, new MoAs prepared, biannual invoicing instructions; membership requests and invoice payment follow-up.
PA5.5	Prepare admin reports	Board bi-annual reports, monthly activity reports
PA5.6	Finance & accounting	Invoicing, Payments. Monthly Revenue & Expenditure Statements
PA5.7		