

resources will be realigned to meet the goals of the CDF.

Q. Who owns the Neighbourhood Study data?

A. The Neighbourhood Study profiles and related data are the product of research conducted at the University of Ottawa and is owned by them (<http://www.neighbourhoodstudy.ca/welcome/index.shtml>). We have ensured these and other data experts are represented/members at both the Knowledge Transfer and Municipal Services Tables under the Framework. The University of Ottawa consulted with the City's planning department to address questions about how the University defines the neighbourhood boundaries. One of the benefits of using this data was to generate consensus on geographical boundaries and develop, for the first time, common language around place-based neighbourhood approaches.

Q. Is this taking resources away from other neighbourhoods?

A. NO. The neighbourhoods selected are not part of a pilot; this is a strategy or way of working to deliver services to support neighbourhoods based on need. The Framework will provide strategic leadership, alignment of services, knowledge and practical tools to neighbourhoods prioritized and we will share what we learn and the tools we create as we go along with other neighbourhoods. As such, where possible we need to engage residents within the neighbourhoods selected as well as in those neighbourhoods that are not (to ensure credibility and transparency).

Q. Do all neighbourhoods have to use No Community Left Behind (NCLB)?

A. The CDF does not intend on minimizing approaches currently in place, but works to compliment the community work being done by tailoring the NCLB strategy to address each neighbourhood's needs.

Neighbourhood Selection

Q. What was the methodology used in the decision-making process?

A. The decision making process was based on empirical data, which used socio-economic status, health, and school readiness as indicators. Other considerations included crime data, demography (e.g. recent immigrants), neighbourhood readiness and Community Health and Resource Centres' capacity to undertake community development. These indicators were applied equally to all neighbourhoods.

Based on that data, eight neighbourhoods were short-listed by the Knowledge Transfer Table (representative of academics, community experts and city staff) and presented to the Community Development Roundtable to determine the four neighbourhoods that would initiate the community development framework implementation. The table took into account additional considerations such as geography (ensuring all efforts are not concentrated in one area) and visibility of immigrants given that immigration is viewed as a social priority that will likely affect service delivery in the near future.

Q. Can you provide the neighbourhood statistics used to shortlist the four neighbourhoods?

A. The intent of the data was to inform both the Knowledge Transfer Table and the Community Development Roundtable in identifying neighbourhoods to benefit from Community Development Framework involvement. The City has enforced confidentiality because the data is only valuable and meaningful within the context of the selection process. The information is not intended for the general public as it may be misinterpreted.

Q. Why are you selecting only four neighbourhoods?

A. At this time only four neighbourhoods have been identified due to an assessment of existing resources, deployment of staff, and the City and CHRCs' capacity to sustain focus. This approach to strategically focus on a realistic number of neighbourhoods at one time is taken to ensure the successful implementation of the Community Development Framework.

Q. Why is the focus on the high priority neighbourhoods?

A. The emphasis was on maximizing resources and efforts for communities that would receive the greatest benefit.

Q. How will rural neighbourhoods be considered in the implementation of CDF?

A. As a result of the priority criteria employed, rural neighbourhoods did not score high in the list of neighbourhoods to benefit from Community Development at this time. Given the importance of the rural neighbourhood perspective, an ongoing commitment will be made to include/engage the City's Rural Affairs office and CHRCs of rural communities in planning and future CDF implementation.

Q. What are the next steps for selected neighbourhoods?

A. The City and CHRCs will partner to establish a Community Table that will be representative of staff and community members of selected neighbourhoods to commence Framework implementation. The Knowledge Transfer Table will provide expertise and recommendations for an evaluation framework to measure the successes and lessons learned at the neighbourhood and systems levels.

Q. What happens to the remaining neighbourhoods?

A. In the interim, neighbourhoods not prioritized will be encouraged to initiate NCLB strategies and will be supported with access to the same tools used for the four selected neighbourhoods. All eight short listed neighbourhoods are priorities for the CDF and a plan will be developed to phase CDF involvement into neighbourhoods over time.

For more information, please visit:
<http://www.nocommunityleftbehind.ca>

CDF at a Glance

COMMUNITY DEVELOPMENT FRAMEWORK

CADRE DE DÉVELOPPEMENT COMMUNAUTAIRE

Q. What is the Community Development Framework?

A. The Framework is a way of working. Specifically, it is a place-based, collaborative and strategic approach to addressing community-identified needs. The overall intent is to bring systems and community supports together in an organized and focused manner in order to create healthy and safe environments and provide accessible, integrated and holistic services to communities in need. This includes aligning and coordinating City services and investments around this goal. Its four guiding principles are collaboration, coordination, community participation, and leveraging of resources.

Q. What is a place-based approach?

A. A place-based approach recognizes that neighbourhoods are the fundamental building blocks of a city and that supporting neighbourhood resiliency results in a better city. A place-based approach engages local residents and is able to sustain their engagement because they are the ones who see a tangible connection between actions and positive changes occurring where they live. A place-based approach expects members of the neighbourhood to be involved in the development of a vision, directions and actions, as well as take a strong role in implementation. A place-based approach provides for a holistic development of strategies based on local knowledge formed at the neighbourhood level. The outcome is a strategy that cuts across sectors and institutional and jurisdictional domains to address neighbourhood-specific problems.

Q. How will CDF work with communities that are

defined differently (e.g. seniors, immigrants)?

A. The benefit of a place-based initiative, such as the Community Development Framework, is that it is responsive to and inclusive of all groups that are represented within a neighbourhood. The CDF is dependent on the participation of all groups represented within a neighbourhood and is designed to ensure that all perspectives are considered. As well, linkages will be made through the Municipal Services Table component of the Framework to continue and compliment the work of diverse interest groups.

Q. What will the CDF accomplish?

A. The CDF will bring partners, who would normally work independently, together and align City services in a customer service direction. It will foster strong linkages and communication between staff and community members, working together to address community-identified priorities within selected neighbourhoods. The framework includes an evaluation of this way of working and of the impact it has within identified neighbourhoods measured against the CDF goals. Specifically, the CDF goals are:

- Increase neighbourhood capacity to enact positive change
- Improved planning and service delivery to achieve neighbourhood-defined goals
- Improve health of individual residents and their neighbourhood
- Increase neighbourhood safety and perception of safety
- Promote sustainability of positive change at the neighbourhood and systems levels

Q. What is the difference between the Neighbourhood Planning Initiative (NPI) and the



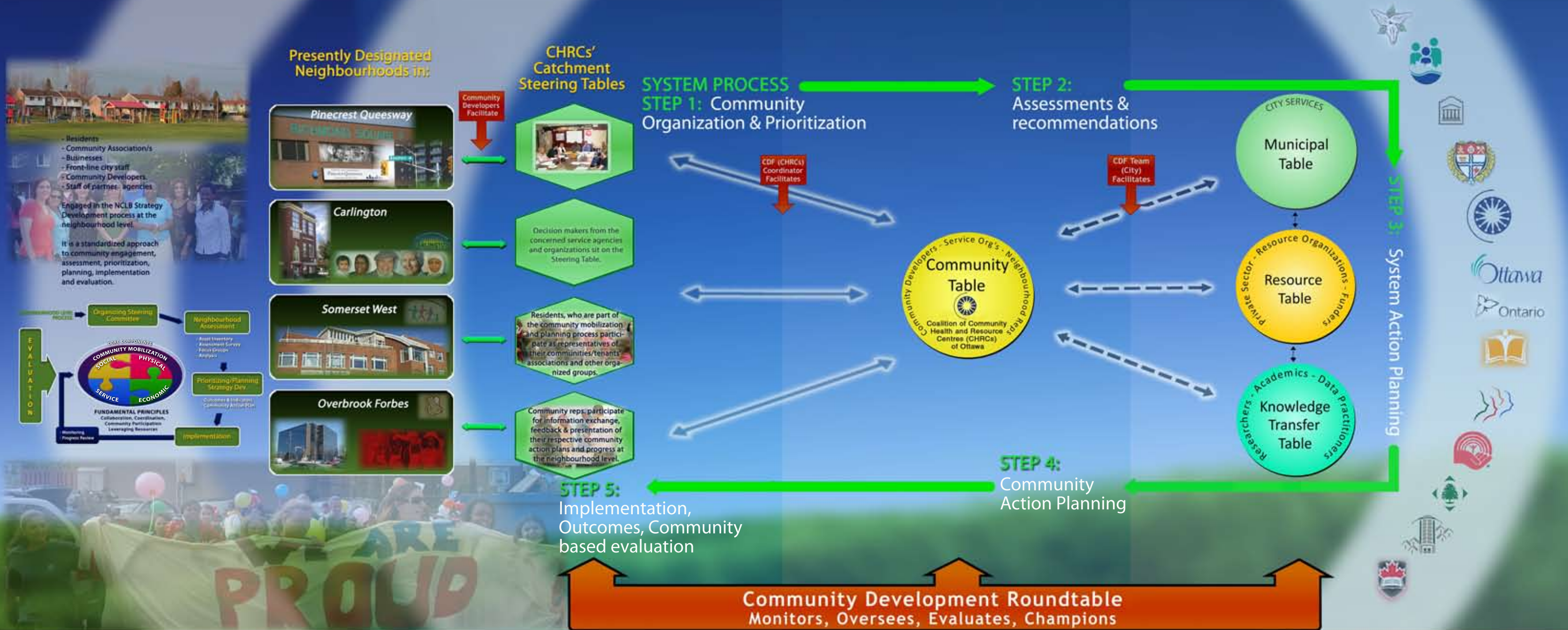
COMMUNITY DEVELOPMENT FRAMEWORK

IN ACTION FROM THE COMMUNITY TO THE SYSTEM LEVEL

NEIGHBOURHOOD LEVEL PLANNING

COMMUNITY ACTION PLANNING

SYSTEM ACTION PLANNING



Community Development Framework?

A. NPI is a planning tool focused on infrastructure such as land use, transportation, physical, economic development, the environment, and how this physical infrastructure affects social infrastructure. It is a neighbourhood/place-based approach with a focus on long-term change. NPI is based on community development principles of mobilizing residents around a common vision, goals, identifying issues, prioritizing actions, and leveraging resources to achieve the desired change.

The Community Development Framework takes a similar approach, but has a different focus and goal. The Framework

addresses the social, health, and economic problems or issues at the neighbourhood level with a focus on change in the immediate or short term.

Q. What role will the City of Ottawa play?

A. The City's role is to facilitate the creation of the Framework and work in partnership with community stakeholders and leaders to ensure it is meeting its objectives. Specifically, the City is a catalyst in creating a culture that enables collaborative governance and a sense of shared responsibility; a funder promoting a commitment to community development principles; a bridge of collaboration between neighbourhoods, diverse

organizations and community entities; a service provider at the neighbourhood level.

Q. Who is involved in the CDF?

A. The partners include:

- Residents
- Business members
- Community agencies and associations
- Community leaders
- City of Ottawa
- Crime Prevention Ottawa
- Ottawa Community Housing Corporation
- Ottawa Police Services

- Community Foundation of Ottawa
- University of Ottawa
- Carleton University
- United Way
- Ottawa Carleton District School Board
- Coalition of Community Health and Resource Centres
- Ministry of Citizenship and Immigration, Ministry of Culture, Ministry of Health Promotion, Sport and Recreation Branch
- Ontario Trillium Foundation

Q. Will additional resources be designated to the CDF?

A. NO. The CDF is about a different way of working. Existing