

FINAL REPORT TO BRIDGES AND FOUNDATIONS
CORE NEIGHBOURHOOD DEVELOPMENT COUNCIL

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Introduction

The three-month period that the Core Neighbourhood Development Council (CNDC) received funding from Bridges and Foundations has been a very educational and important time in the life of this initiative. Good work was accomplished in terms of developing relationships among partners, establishing a model and organizational framework for working together, and establishing a working group process to respond to the priorities established by the community. At the same time, the proposed funding strategies did not come to fruition, and two key partners, the Central Urban Metis Federation Inc. and the Saskatoon Tribal Council, withdrew from the CNDC due to a perceived conflict. At this time, the next phase of the CNDC is uncertain. This report is an overview of CNDC's work for the past three months and a reflection on some of the important lessons revealed through our experience about developing collaborative approaches to community development work.

We are grateful to Bridges and Foundations for their support for this initiative. The goal and mission of Bridges and Foundations to explore ways to build functional, sustainable relationships between Aboriginal and non-Aboriginal organizations to design and develop culturally supportive communities is a critical goal for this community at this time. In the core neighbourhoods of Saskatoon tremendous opportunity exists to explore and learn about how to collaborate across sectors and cultures. Both First Nations and Metis organizations are playing an increasing role in programming and service delivery in the community and there is also an increasing amount of programming in the non-Aboriginal and government sectors. Given that the focus of the CNDC's work is to create opportunities for collaboration and networking amongst people and groups who want to respond to priority issues in the core neighbourhoods of Saskatoon, being involved in the learning process of how to build these relationships is a critical part of this work. The CNDC made some progress in these areas, but has also seen challenges; this report is a chance to discuss some of the lessons we have learned.

Background

The Core Neighbourhood Development Council (CNDC) is a group of people representing community-based organizations and initiatives, government, and business representatives who came together to work with the community as a whole to identify the most important priorities that need work, and to help create programs and partnerships that respond to them (see Appendix 1 for a list of organizations involved). The idea for the CNDC came from Quint Development Corporation in 2001, when they recognized the need for a multi-sectoral approach to community-led change in the core.

In its first year of existence, the CNDC supported an intensive community consultation process. Through focus groups, surveys, and community planning meetings, CNDC prioritized a list of goals and strategies that the community defined to help focus the work of the Council. These priorities were endorsed at the Community Congress in October of 2002 when over 70 people, including community members, representatives from community organizations, government representatives, and stakeholders came together to collectively define a focused set of goals for the CNDC to build strategic partnerships to respond to the issues identified. The top 6 of 13 priorities were the following:

Priority 1 – Quality Rental Housing

Goal: A mix of safe, affordable rental housing is available in the core neighbourhoods

Priority 2 – Affordable Home Ownership

Goal: Affordable home ownership is available for low & moderate income residents

Priority 3 – Food Security

Goal: All residents of the core neighbourhoods are able to access quality food at fair prices

Priority 4 – Job Training and Career Support

Goal: In the core neighbourhoods, residents can receive training, career development and job placement support tailored to their individual needs.

Priority 5 – Safety

Goal: Residents, businesses and community organizations cooperate with each other and with relevant levels of government to maintain neighbourhoods that are safe and secure for all people.

Priority 6 – Young People

Goal: Core Neighbourhoods provide a range of quality programs, activities and opportunities for young people

These priorities provided a community-defined guide for action for the CNDC. Over the past 6 months, the CNDC developed a strategy and a structure for continuing to work in partnership to help animate the priorities identified.

Part of a Pan-Canadian Network – The Vibrant Communities Initiative

In preparing for the long term, we also developed an important partnership with the Pan-Canadian Vibrant Communities initiative. This exciting project brings together 15 communities from across the country that are all working on multi-sectoral poverty reduction. In February of 2002 Vibrant Communities approved our initiative to be a part of their team and supplied us with funding for developing our organizational capacity for action on the priorities. As we finalize our structure we will be preparing to submit a proposal to become one of five “trail-building communities” which will receive multi-year funding to support the ongoing work of facilitating these comprehensive community initiatives towards poverty reduction. This is an exciting initiative to be a part of - creating a network of people working on similar projects, sharing ideas, lessons, and best practices from different communities.

This approach to community development has been occurring in many communities in the United States for about the last 20 years. There is a growing movement of these kinds of collaborative initiatives that have come to be known as **Comprehensive Community Initiatives**. There are even a few organizations now that have been created to do research and support work for these initiatives, such as the *Aspen Roundtable on CCI's*,

(see <http://www.aspeninstitute.org/Programt3.asp?i=83> for more information) and the *Annie E Casey Foundation* (see <http://www.aecf.org/rci/> for more information)

Goals for Bridges and Foundations funding period

Bridges and Foundations provided funding to support the coordination of furthering the Core Neighbourhood Development Council's work, of which the focus was to implement strategies and initiatives to support Saskatoon's core neighbourhoods' six areas of highest priorities. This requires building relationships and developing partnerships to address the priorities outlined above.

Outcomes in these areas

Finalizing an organizational framework, vision, and guiding principles

On July 17th at a half-day strategic planning session at Wanuskewin, Core Neighbourhood Development Council partners finalized an agreement on an organizational structure to provide a framework for doing this partnership work. This structure included the creation of an administrative executive, an evaluation working group and issue-based working groups based on the community-identified priority areas. At the same meeting the CNDC developed a shared mission statement and a set of guiding principles. (See appendix 2)

The CNDC developed a set of four mandate areas to guide its work. These essentially outlined the functions that the CNDC sees itself playing in the community.

Information Sharing - provide a mechanism and process for communication and updating of activity of different actors and initiatives in the Core Neighbourhoods.

Resourcing/Supporting existing initiatives - Provide staff support, technical assistance, social marketing, and fundraising support to projects and initiatives identified as responding to the key priority areas.

Community Capacity Building - Engage and work with emerging community leaders as directors for the work and decision makers in the process. The goal is to help catalyze a network of community leadership that bridges between residents and people and organizations that do community development work.

Mobilizing/Facilitating Partnerships - Coordinate the creation of strategic partnerships that can initiate projects responding to needs identified in the plan.

The development of this model was the culmination of several months of discussion and research into other models of similar initiatives in communities around Canada and the United States.

Working Groups

In addition to developing the above framework, the CNDC agreed at the Wanuskewin meeting to create working groups to work on specific projects, one working group to develop an evaluation framework for the initiative, and two working groups to respond to two of the top priority areas identified in the community consultation. These two groups were created based on three criteria:

- 1) Which issues does the CNDC have the highest capacity to work on?
- 2) What immediate opportunities exist in each issue area?
- 3) Which issues are areas of immediate high need?

Evaluation Working Group - Developing Tools to Measure progress

This report covers a period in the life of the CNDC in which we were preparing the ground to create measurable outcomes in terms of interventions in the community. The outcomes from this period are process outcomes. We created an organizational framework, principles, vision, and mandate. We agreed on working groups, and began the process of gathering people together for the working groups. We built awareness about the CNDC with a variety of potential partners, including the Saskatoon Tribal Council, the Westside Community Clinic, Community Associations, One Arrow First Nation, the City of Saskatoon Management, the Regional Intersectoral Committee, HRDC, the Saskatoon Food Coalition, and others. A collaborative initiative like this relies on building trust and partnership between groups as a precursor to delivering programmatic results. That was the focus of this period of work. During this period, we also initiated an Evaluation Working Group to develop a framework for evaluating the results of the interventions of the CNDC over time.

The Evaluation Working group is a group of four CNDC members plus staff (Louise Clarke, Kelley Moore, Kathie Cram, Phyllis Fowler, Charlie Clark) with an interest in evaluation processes. The group identified four major areas of potential work.

1. Developing a set of key baseline data that provides a starting point to refer any measures back to.
2. Initiating an outcome planning process with working groups. (including defining the goals, objectives, inputs, and short and long term outputs of working group activities).
3. Possibly developing a “local action theory” pilot project involving broad based work with various parts of the community to identify what successful change would look like and accordingly developing.
4. Initiating a literature search on citizen involvement in CED evaluation.

Janet Murray from Eko Nomos is also supporting the work of developing an evaluation framework through the Vibrant Communities initiative. Her role is to work with communities across the country in an advisory/support role to assist them in developing evaluation frameworks that can be applied somewhat consistently across the country for information gathering purposes. Appendix 3 is an example of a model evaluation framework that the Evaluation Working Group and Janet Murray have been working with in the process of creating a process appropriate for Saskatoon.

Issue-Based Working Groups

The experience of the issue-based working groups revealed further challenges facing collaborative work. Each group addressed challenges around lack of time of participants and overlap with other emerging community efforts.

Food Security

The Saskatoon Credit Union, Community First Development Fund, Quint Development Corporation, and CHEP comprise the food security working group. Two initial projects were identified as ones that might involve the CNDC. The first is supporting the development of a community based food store. The latter is supporting the Farmer's Market relocation to a winter home on Avenue B and 19th Street. Two CNDC partners, CHEP and Quint, have been working on developing a feasibility study and business plan for a community based food store in the core neighbourhoods, since there is a serious deficit of grocery retailers in the area. CHEP and Quint identified that the CNDC could play a key role in developing a community engagement process ensuring that residents and other organizations have involvement and ownership in the development of the food store model.

Although these potential projects were identified, the progress of the Food Security working group has suffered from the busy schedules of its members. They have not had a chance to develop an outline of a clear work plan for their activities, or further define them. Given the current funding crossroads of the initiative, further progress is on hold until the CNDC clarifies both its direction and financing.

Safe and Caring Communities

The Safe and Caring Communities working group, with representation from Communities for Children, the City of Saskatoon, The Saskatoon Tribal Council (before they withdrew), Quint, the Anti-Poverty Coalition, St. Mary's Church, and the Saskatoon Health Region, also began to meet. At its first meeting, members learned that the City Police Services had also initiated a collaborative community based network to discuss the community issues of violence and youth. This raised concerns about overlapping purposes of the group and members decided to attend the next meeting of City Police initiated group. CNDC representatives attended this meeting and noted that many of the same groups which the Safe and Caring Communities working group would invite to work together were present at the meeting. CNDC decided to support the police initiative and not create a parallel process. The next meeting of the Police initiated group will be in early November. The working group will attend and ascertain if there is a role for members within the existing initiative.

Relationship Development – Challenges and Opportunities

Another goal of this period of work was to continue the membership expansion of the CNDC. Just as it is a critical goal of Bridges and Foundations, the CNDC recognizes an ongoing need to improve on relations between Aboriginal and non-Aboriginal organizations. While there is a core group of 15 or so community organizations, business representatives, and government leaders, there is a need to build stronger connections with the First Nations and Metis communities, as well as low-income residents. Early in the life of the CNDC, we had involvement and interest from both the Saskatoon Tribal Council (STC) and the Central Urban Metis Federation Inc (CUMFI). These groups' interest waxed and waned since that time, and for the most part, they have not been heavily engaged in the work.

During the period from July to September, the CNDC benefited from the active involvement of Louise Oelke from the Central Urban Metis Federation Inc. A stronger relationship was developing with the Saskatoon Tribal Council through the involvement of Ash Jones, their special projects coordinator. Ash attended meetings and reported to the STC coordinators on progress. As a result of Ash's networking involvement the council benefited from the involvement of Ron Wilson, justice Coordinator at STC for the first meeting of the Safe and Caring Communities Working Group.

Meetings were held between CNDC staff and members and representatives from the White Buffalo Youth Lodge, One Arrow First Nation, and Westside Community Clinic. CNDC staff attended a community networking meeting at the Saskatchewan Indian Metis Friendship Center. Discussions with these groups centered on the importance of working together and sharing information about programs and activities so all can benefit from them. There was a consistent recognition during these meetings by all parties that partnership creation and working together is crucial in the core neighbourhoods.

Unfortunately, in late September both the Central Urban Metis Federation Inc and the Saskatoon Tribal Council informed the CNDC that they were withdrawing their involvement for reasons that are still being clarified. This is a major setback for the CNDC. This is a very critical time for Aboriginal/non-Aboriginal relationships in the core neighbourhoods. There is increasing capacity and programming being delivered by both First Nations and Metis organizations in areas such as housing, family support services, youth support, addictions, and so on. There is also a long-standing group of non-Aboriginal organizations and government institutions providing programs and services in the community whose programming and capacity is also increasing. Because of this, it is essential that work be done to develop stronger relationships between Aboriginal and non-Aboriginal organizations so all groups can figure out how to best build on each of their strengths and work together to support the development and success of all residents in the community.

The withdrawal of CUMFI and STC caused the non-Aboriginal membership of the CNDC to initiate some deeper reflection about how to respond to the current context of relations in this community. This is an opportunity to learn about what needs to be done differently and what possibilities lie ahead for doing this work.

Reflections on relationships with STC and CUMFI

The withdrawal of CUMFI and STC came as a surprise to the membership of the Core Neighbourhood Development Council. In fact, leading up to the October meeting of the CNDC there was interest expressed by one or two program coordinators from STC, the director of the Saskatoon Indian Metis Friendship Center, and the coordinator of the White Buffalo Youth Lodge. There was hope that this meeting would be an opportunity to strengthen these relationships and discuss more formally how to work together in the future. It is premature to discuss the details of why STC and CUMFI withdrew from the CNDC, but the concern stems from questions about whether non-aboriginal organizations should receive funding earmarked for aboriginal concerns, and to what extent non-aboriginal organizations provide services to aboriginal people. While these issues are clearly important issues for the community, the CNDC did not anticipate them to be raised in the context they were raised in. This experience highlights some key issues and lessons to be considered for building relationships between aboriginal and non-aboriginal organizations in Saskatoon at this time.

Given that there is an increasing level of activity and program delivery amongst aboriginal organizations in Saskatoon the landscape for human service delivery and programming is changing. There is currently no universally recognized mechanism for dialogue how organizations in the core neighbourhoods, both aboriginal and non-aboriginal can learn from each other, keep abreast of what each other are doing, and work together where appropriate. (There are examples of collaboration in the areas of youth and childrens issues such as Communities for Children and White Buffalo Youth Lodge). The Core Neighbourhood Development Council was one possible forum for creating a core-area based network for some of this dialogue, but has run into some challenges for playing this role effectively. Some of the things we might have done differently include:

- Perhaps before hoping that Aboriginal organizations will become more active at the primarily non-aboriginal CNDC table, an interim process needs to be created to talk more broadly about what aboriginal and non-aboriginal organizations need to learn from each other to work together.
- These processes could be initiated by leaders/elders in the community who are respected by both the aboriginal and non-aboriginal communities.
- As part of these discussions there could be dialogue about what kind of forum would be best to create better networking and partnership between organizations, whether it be the CNDC or another forum that is created by all parties and the CNDC rolls itself into.
- The CNDC relied primarily on discussions between CNDC staff and staff within organizations such as STC and CUMFI to invite participation in our initiative. Given the context, perhaps a more formalized, higher-level discussion initiated by a mutually recognized leader would be most appropriate and effective.

Ongoing Lessons

There are a number of valuable lessons that we learned about how to convene a variety of groups together in partnership to do community development work. For the Core Neighbourhood Development Council, the working groups have not gained the anticipated momentum. The funding supports are tenuous right now, and we have an uncertain relationship with two key First Nations and Metis partners.

While in some ways this seems like a desperate situation, all is not lost. We have seen the value of creating partnerships and networks by bringing people and groups together to get to know each other better. There have already been benefits in terms of opportunities for information sharing and sharing resources. There is a broad recognition that this is very important work. Many members of the CNDC are passionate about this work and committed to continuing on in some form. The critical question at this point is what do we need to learn in order to do the work better, and to overcome some of the existing challenges.

Reflections on Partnership

While the idea of partnership is appealing to virtually everyone, the actual practice of working collaboratively to coordinate and bring together diverse organizations and individuals to work towards a common vision for the core neighbourhoods has often been complex and sometimes uncomfortable. There are underlying race, political, and power issues that can have a tremendous impact on individuals' and group perceptions. While the ideal of working together implies good intentions, there can be perceived risks:

- A sense of competition or territoriality between similar programs
- A reduced level of trust due to a sense of competition for scarce funding.

These issues can make the *practice* of partnership much more complex than the *theory*. It takes time, clear communication, a level of trust, and a willingness to learn from each other and to assume the best in each other's intentions to do this work. The CNDC has so far relied primarily on simply inviting people from the First Nations and Metis communities and local residents to the CNDC table. It is time to become more proactive about building other processes and forums for partnerships.

Each process and group has its own "culture." The culture of the CNDC is primarily made up of white, middle-class, service providing professionals who are used to meetings and discussions happening in a certain way. This raises questions about how appropriate or useful the culture of the CNDC is to community residents and/or Aboriginal groups.

Perhaps a more active "learning" approach to this work, recognizing the listed challenges, and viewing them as opportunities to grow and develop is what is needed. This could mean creating processes willing to recognize and confront the tough issues of racialization, power, and territoriality, and to open up the question of what do we need to learn from each other to work together better? These changes would not all happen overnight, but a learning approach might provide the flexibility and patience to build it over time.

Ongoing Challenges

- Many different organizations and initiatives want "representation" from aboriginal people and organizations. There is a tension between striving to have aboriginal people providing direction and input to the variety of initiatives in the community, and the capacity that these organizations have to both provide input to other initiatives and take care of their own program needs.
- Within the CBO sector, aboriginal organizations, and government there is frequently a high-turnover rate amongst the staff and leadership. This can make building relationships and processes difficult. As people come and go different dynamics and chemistry exist between them, leading to challenges about how to work together.

Reflections on Leadership and Focus

The CNDC began with an explicit focus on Community Economic Development, and was guided strategically by this theory. Over time, this strategic focus did not maintain its central role. This could be because the broader group of partners did not internalize it as a guiding philosophy. This left uncertainty as to what was the work's strategic focus.

Perhaps the CNDC suffered from too broad a focus and too few resources. The four mandates described earlier represent significant pieces of work. To both create opportunities for networking and partnership and to be a vehicle for strategic action in response to the priority areas is a broad focus. Given some of the complexities described in terms of creating partnerships, to do either or both of these well, all participants would need to invest time and energy into making sure the work is done right. In addition, it appears that there is need for more than a single staff person to provide the administrative supports, the working group supports, the relationship building work, and the fundraising to ensure that the project is done well.

During the period that the organizational structure was being developed, there was an internal tension among Council members about what the most important role of the CNDC would be. Was it more important at this time to create better information sharing and networking amongst the existing groups and initiatives that are already in place in the core neighbourhoods; or should the CNDC try to "scale up" activity by either building on existing initiatives or creating new projects? Up until now this debate has been resolved by the membership concluding that the CNDC should try to do both - that the Leadership table of the CNDC would be a place for networking and dialogue, and the working groups would be a place for action. However, what has become clear is that doing both is challenging. Building broad networks and partnerships takes time, and the more people involved, the more complex the decision making process. Initiating "action" also is time consuming, Working Group meetings must occur in addition to the CNDC Leadership Group meetings. In addition the more people involved and engaged in those meetings, the more important it is to have a clear focus and direction in order to get decisions made. Given people's limited time schedules, and the complexity of doing this work across sectors, this takes a real commitment on the part of the participants. This is where leadership and championing becomes so critically important.

This also speaks to a challenge of leadership. Quint started out as a “lead” in starting this initiative. As time went on, Quint avoided being too active as a leader in order to ensure that all groups had a say. The CNDC opted to use a rotating Co-chair model in order to share the experiences of chairing. This, combined with the diminishment of the strategic CED focus, left something of a void in terms of clear leadership at the table. There are not two or three people who have been able to commit time and energy to this work and be “champions” of it to each other and to the community at large.

Reflections on Role

Another challenge is the question of recognition and legitimacy. Rather than coming from a larger, more established government institution, the CNDC emerged by the efforts of a community organization, Quint Development Corporation. The CNDC struggled with a lack of recognition and participation at higher levels from government, as well as from First Nations and Metis groups. This could also be the result of groups perceiving an initiative without substantive government support as insignificant.

Perhaps more up front resources to develop a critical mass of support in the community and to ensure that there was deeper and wider buy in by partner organizations would increase a comprehensive community initiative's sustainability. This kind of relationship building or social capital building work, however, is traditionally viewed as soft development. Funders are hesitant to support this type of work. Yet we believe it is the essential foundation for an effective multisectoral and comprehensive approach to creating stronger communities.

Further Questions

These reflections leave a number of important questions that can help set a direction for future work.

1. How do we build reciprocal and respectful relationships among diverse groups that do not minimize the realities of colonial historical relationships and disenfranchisement and seek ways to move forward, and that deal with issues of power and race in meaningful and helpful ways?
2. How do different groups, residents, First Nations organizations, Metis organizations, non-Aboriginal organizations, government, and business work in ways that mutually recognize and make the best use of each of their capacities and skills, and support each other?
3. What do we need to learn from each other to create opportunities to better work together?
4. What does it mean to build equitable partnerships?
5. How do initiatives started at the community organization level build legitimacy and recognition in the wider community?

6. When working on comprehensive multi-sectoral collaborations, how can one balance the broad scope of the work with a clear strategic focus?
7. When working in partnership across sectors, how can one develop clear leadership to help provide a direction and focus, while at the same time creating equitable processes for discussion and sharing?

Conclusion

At this point, CNDC members have agreed that the work done so far in developing a community led vision and strategic plan for the Core neighbourhoods has been a success. In addition, the relationship building and networking that occurred has also been critical for raising awareness of each other, and building a community of colleagues and allies in this work. The CNDC is in the process of determining its future. There are a variety of options being discussed, including:

1. Postponement of the action-based working groups' activities and focusing on the relationship building work, possibly not even under the umbrella of the CNDC.
 - As mentioned earlier, perhaps before hoping that Aboriginal organizations will become more active at the primarily non-aboriginal CNDC table, an interim process needs to be created to talk more broadly about what aboriginal and non-aboriginal organizations need to learn from each other to work together. A process that is supported by leaders/elders in the community who are respected by all parties and can help create a collaborative environment for dialogue, is needed.
2. Relinquishment of the action focus and creating a more straightforward networking/information sharing body like a social planning council.
 - This could also lead to broader discussions with government initiatives such as the RIC and HRDC about how to create a collaborative body that as many groups as possible can embrace and that enhances information sharing and partnership across a range of organizations and groups
3. Adopting a more strategic and specific action agenda, identifying specific projects and interventions that would present opportunities for partnership around concrete work.
 - This option would be most compatible with continuing on with the Vibrant Communities Partnership. Attaining Trailbuilder Funding is dependent on committing to measurable impacts in poverty reduction based on initiating or supporting action-based strategies.
4. Wrapping up the CNDC for now, as the time is not right in the community for this initiative.

The funding and resourcing plan will emerge based on these critical decisions.

The challenges now come from determining the best path to move from consultation to action, and how to create diverse and meaningful partnerships to do the work. The lessons learned indicate that this work is more difficult than originally anticipated. At the same time, given the increasing amount of activity and programming in the core neighbourhoods of Saskatoon, there are tremendous opportunities to learn and build on what is going on by being creative and open to learning new ways of working together. These goals fit very closely with the goals and mission outlined by Bridges and Foundations. Hopefully the experiences of the CNDC help clarify a common learning agenda for this work. It is clear that there will be further challenges ahead in this work. Hopefully this learning agenda can be broadly embraced and a foundation of solidarity and collaboration can be built over time in the community.

APPENDIX 1: CNDC Member Organizations - Current

Saskatoon Health Region

Saskatoon & District Labour Council

Rainbow Community Center

Riversdale Business Improvement District

Community First Development Fund

Community University Institute for Social Research

Saskatoon Credit Union

Child Hunger & Education Program (CHEP)

Core Neighbourhood Youth Co-op

Communities for Children

Anti-Poverty Coalition

Saskatoon Police Service

Community Schools

City of Saskatoon

Province of Saskatchewan

Government of Canada

Quint Development Corporation

APPENDIX 2: Vision Statement, Principles Mandate

Vision Statement

The CNDC sees safe, healthy, happy, caring communities with respect, support, and opportunities for all.

Guiding Principles

Our principles for Development:

- Driven by local communities
- Controlled by local communities
- Environmentally sustainable
- Economically sustainable
- Promote local ownership
- Promote local investment and reinvestment
- Support producing and buying locally
- Promoting community interdependence
- Promoting long term employment
- Promoting education and training of neighbourhood residents
- Promoting social as well as economic and environmental goals
- We will look for synergies in our work, sharing resources whether human, material, or financial.

Our Overall approach:

- We value Quirkiness
- We promote creative solutions
- We embrace Risk
- We are flexible with each other and with our goals
- We are a learning organization
- We maintain curiosity
- We are working for long term systemic change
- We are holistic in our approach
- We integrate the efforts of different sectors for collaborative change
- We encourage the heart

Principles Guiding Our Process:

- We respect each other and our communities
- We have patience
- We value team work and teambuilding
- We promote Shared Leadership
- We balance the need to do things perfectly with the need to take steps
- We commit to work together through conflict, to maintaining curiosity when we perceive differences.

- We will work on positives and build on strengths
- Communication, Communication, Communication
 - To organizations
 - To the CNDC
 - Open Dialogue
 - Networking
- We maintain respect for diversity and inclusivity
- We Value different levels of commitment
- We Respect the *process*
- We strive to be Accountable to our communities, and to the Core Neighbourhood Development Council

Capacity Building

- Building capacity amongst marginalized communities is both a goal and a part of the process of this work
- We also support mentorship

Mandate

The CNDC is a network which is inspired to mobilize the twenty year visions that the Core neighbourhoods established for four “pillar” areas of the community:

- Our Economic Life
- Housing and Supporting our Citizens
- Our Natural Environment
- Our Neighbourhood Life and Culture

We will work towards these visions by serving the following four functions in the core neighbourhoods:

1. Information Sharing/Networking– *providing a forum and supports for ongoing communication and updating of activity of different actors and initiatives in the Core Neighbourhoods*
2. Resourcing - *Provide staffing, technical assistance, social marketing, access to funding to projects and initiatives that are identified as responding to the key priority areas outlined.*
3. Capacity Building - *Engage and work with the Community as leaders and decision makers in the process, provide opportunity for skill development and leadership development where appropriate and useful.*
4. Mobilizing/Animating - *Coordinate the creation of partnerships who can initiate projects that respond to needs identified in the priority areas that are not being addressed or could use enhancing or expansion.*

APPENDIX 3 – Evaluation Model

PROJECT PLANNING FRAMEWORK

Strategic directions		work plan		tracking system	Becomes basis for evaluation, learning and results verification
GOAL	OBJECTIVES	STRATEGIES	ACTIVITIES	OUTPUTS	OUTCOMES
Statement of overall purpose.	Specific, trackable statements of what you want to accomplish.	Overview of approaches and priorities for action.	Specific tasks that you will do to implement your project.	Short-term results. The direct product of your activities.	Intermediate and long-term results of your project.
<ul style="list-style-type: none"> ◆ What is the key challenge your project is working to resolve? ◆ Language: “To develop ... “ “To reduce ...” ◆ Visionary statement ◆ Long-term time line 	<ul style="list-style-type: none"> ◆ What are the problems that contribute to your overall challenge? ◆ What are the key changes that will support you to reach your goal? ◆ Determine the timelines (2-3 years) 	<ul style="list-style-type: none"> ◆ How can you logically group your activities to work effectively towards your objectives? ◆ What are your priorities for action? ◆ Becomes a heading in your workplan. 	<ul style="list-style-type: none"> ◆ Focus in the key steps that need to happen. ◆ Filter: Is this action really necessary? ◆ Stay at a general level - 10 activities per strategy ◆ You can develop a detailed workplan later. ◆ Stay within budget! 	<ul style="list-style-type: none"> ◆ What are the concrete products of your activities? ◆ Could be soft (qualitative) or hard (quantitative). ◆ Tangible or less tangible. ◆ Usually tracked for each year. 	<ul style="list-style-type: none"> ◆ What changes will your project produce? ◆ Intermediate outcomes relate to your objectives. ◆ Long-term outcomes relate to your goals. ◆ Timeline: 3-5 years ◆ Outcomes describe what success looks like.

