



NDG COMMUNITY STRATEGIC PLAN & ACTION PLAN 2016 – 2021

LIST OF ANNEXES

PART II

NDG COMMUNITY COUNCIL
5964 Ave Notre-Dame-de-Grâce
514 484 1471 www.ndg.ca ndgcc@ndg.ca





LIST OF ANNEXES

This document is the second of three that collectively represent the NDG Community Strategic Plan 2016-2021. Part I is a report on the strategic planning and action planning process and presents the context, tools and outcomes of the NDG Community Strategic Plan. Part II includes annexes to this report with details, tools and other data. Part III includes the Action Plan 2018-2021.

For more information or to find out how to become involved in the Action Plan, please contact its coordinator, Riley Dalys-Fine at rileydfine@ndg.ca or at 514-484-1471 ext. 223.

ANNEX A	Acknowledgments	3
ANNEX B	Coordinating Structure (List of participants and leaders of the planning process)	3-4
ANNEX C	Consultation Phase: Research and Consultation October 2016-July 2017	4-5
ANNEX D	Data from the Consultation Phase	5-15
	1. NDG Community Needs Evaluation	5
	2. Data from the Quality of Life Conference	6-15
ANNEX E	Who responded to our call for task force volunteers	16
ANNEX F	Results of Feedback Survey of Task Force Group Participants	17
ANNEX G	Summary of the Strategic Planning Process for EXPO 2018	18
ANNEX H	Checklist for Monitoring & Evaluation Tasks	19
ANNEX I	Guide for Reflection Session Discussion	20
ANNEX J	Reporting on Action Plan Template	21
ANNEX K	Draft Table of Monitoring and Evaluation Framework	22

ANNEX A — ACKNOWLEDGMENTS

We would like to thank the staff of the NDG Community Council, residents, organizations, volunteers and everyone that has helped to build the NDG Community Strategic Plan since Fall 2016.

SPECIAL APPRECIATION

Marlo Turner Ritchie, Jillian Witt and Dana Vocisano - Consultants who supported the COCO-PS and coordinated the process of community consultation, developing the NDG Community Strategic Plan 2016-2021 and developing the Action Plan.

Rene Ricardo Bernal - Social media support

Lisa Black - Administrative and communication support

Laila Abduljawad - Intern in Geography, Planning & the Environment, Concordia University who helped in the creation, follow-up and analysis of the NDG Community Needs Evaluation

Staff of Bienvenue à NDG - translation and distribution of the NDG Community Needs Evaluation.

Dance crew from the Loyola Association for the Development for Youth

Silvano De la Llata, PhD - Assistant Professor Geography, Planning & the Environment Concordia University

ANNEX B — COORDINATING STRUCTURE

1. COCO-PS – STRATEGIC PLAN COORDINATING COMMITTEE

Riley Dalys-Fine	Strategic Plan Coordinator	NDG Community Council
Halah Al-Ubaidi	Director	NDG Community Council
Marie-Charles Boivin	Coordinator	Table Jeunesse NDG
Andrea Clarke	Director	Head & Hands / A deux mains
Miguel Cristancho	Director	Bienvenue à NDG
Fahimeh Delavar	Director	Logis Action NDG
Frédéric Dufresne	Coordinator	Table 0-5 ans Cavendish
Hans Heisinger	Director	Carrefour Jeunesse Emploi NDG
Sheri McLeod	Director	NDG Senior Citizens Council
Aurora Robinson	Resident	Arts & Culture Table
Nikki Schiebel	Coordinator	Éco-Quartier CDN-NDG
Judith Shapiro	Community Organizer	CIUSSS-CODIM
Bonnie Soutar	Director of Development	The Depot Community Food Centre
Terri Ste-Marie	Director	Prevention CDN-NDG
Gail Tedstone		Resident
Lisa Black	Administrative & Communication Support (April –June 2018)	NDG Community Council

2. STEERING COMMITTEE (for Action Planning phase only)

Halah Al-Ubaidi	Riley Dalys-Fine
Andrea Clarke	Frédéric Dufresne
Marie-Charles Boivin	Judith Shapiro
Marlo Turner Ritchie	

3. CONSULTATION TEAM

Marlo Turner Ritchie	Lead Consultant
Dana Vocisano	Evaluation Consultant
Jillian Witt	Research Consultant

4. ADDITIONAL COMMUNITY AND INSTITUTIONAL PARTNERS

CIUSSS-CODIM (CLSC Benny Farm), Borough of CDN-NDG

5 FUNDERS

Centraide du Grand Montréal

Initiative montréalaise de soutien au développement social local

ANNEX B — COORDINATING STRUCTURE (CONT'D)

6 NDG COMMUNITY COUNCIL BOARD OF DIRECTORS 2016-2017

Louis Legault - President	Andrew Ross - Vice-President
Hans Heisinger (CJE) - Treasurer	Teresa Ste-Marie (Prevention CDN-NDG) - Secretary
Luca Palladino	Pamela Adriano
Lindsey Whitelaw (YMCA NDG)	Sylvie Laferrière
Sheri Mcleod (NDG Senior Citizens' Council)	James Olwell (Bienvenue à NDG)
Jonathan Picaizen (Bank RBC)	Sarah Gosse (staff representative)

7. NDG COMMUNITY COUNCIL BOARD OF DIRECTORS 2017-2018

Andrew Ross - President	Susan Clarke - Vice-President
Hans Heisinger (CJE)-- Treasurer	Teresa Ste-Marie (Prevention CDN-NDG) - Secretary
Jonathan Picaizen (Bank RBC)	James Olwell (Bienvenue à NDG)
Mandeep Lota	Lindsey Whitelaw (YMCA NDG)
Yingnan Sun	Sheri Mcleod (NDG Senior Citizens' Council)
Pamela Adriano	Sarah Gosse (staff representative)

8. NDG COMMUNITY COUNCIL BOARD OF DIRECTORS 2018-2019

Andrew Ross - President	Susan Clarke - Vice-President
Hans Heisinger (CJE) - Treasurer	Teresa Ste-Marie (Prevention CDN-NDG) - Secretary
Yingnan Sun	James Olwell (Bienvenue à NDG)
Lindsey Whitelaw (YMCA NDG)	Sheri Mcleod (NDG Senior Citizens' Council)
Pamela Adriano	Sarah Gosse (staff representative)
Lindsay Morrison	Pietro Mastromonaco (RBC Bank)

9. TASK FORCE GROUPS

All 35 residents who volunteered to participate on our task force groups!

ANNEX C —THE CONSULTATION PHASE: Research and Consultation October 2016-May 2017

- ⇒ The NDG Community Council formed the Strategic Planning Coordination Committee (COCO-PS) to oversee the 2016-2021 strategic planning process.
- ⇒ The NDG Community Needs Evaluation was carried out. This was a survey to learn more about how residents of NDG see their most pressing needs. It was open to all residents of NDG aged 16 and over and specifically targeted residents who are not typically reached by community services. The survey was available in seven languages (French, English, Spanish, Russian, Mandarin, Arabic & Persian) in both paper and electronic versions.
- ⇒ A consultant was hired to define the role of the COCO-PS and establish a general timeline and action plan.
- ⇒ Discussions were organized with various NDG coalitions (tables de concertation): Youth, 0-5, Inter-cultural, Housing, Health, Food Security and Arts & Culture via meetings with the coordinators of these tables. A short presentation was made at the NDG Senior's Table and the CIUSSS-CODIM Mental Health Table as well, to encourage their participation in the planning process and invite them to the Quality of Life conference.
- ⇒ A Facebook page, Plan NDG was created to mobilize NDG stakeholders.
- ⇒ Sociodemographic data on the neighbourhood was compiled and presented at the Quality of Life Conference
- ⇒ An extensive consultation process was undertaken, including online, in individual interviews with leaders of various local non-profits, and in focus groups. In addition, both quantitative and qualitative data were recorded. Individual interviews were held with leaders within the following community groups and organizations: Éco-Quartier CDN-NDG; Table de concertation jeunesse NDG; Prevention CDN-NDG; Bienvenue à NDG; the NDG Intercultural Table; the NDG Senior Citizen's Council; the NDG Senior's Table; Maison de la Famille Mosaik; Table de concertation 0-5 ans-Cavendish; Loyola Association for the Development for Youth; the Walkley Community Centre and La Démarche Fielding-Walkley.
- ⇒ A questionnaire was distributed to members of the Westhaven Community Centre and a focus group was also held at the Walkley Community Centre.
- ⇒ A focus group was organized with local businesses, in partnership with the NDG Business Association.
- ⇒ A focus group was held with self-employed professionals based in NDG.
- ⇒ An intergenerational focus group was held with youth from the NDG Jeunes Leaders program and local seniors.

ANNEX C — THE CONSULTATION PHASE: Research and Consultation October 2016-May 2017 (cont'd)

- ⇒ A general visioning process around neighbourhood priorities was held at the NDG Round Table meeting on April 6th 2017. Over 40 leaders of local non-profits and public institutions participated.
- ⇒ Meetings took place with the coordinator of the CDN-NDG Roundtable for Poverty Reduction, and with the coordinator of the CDN Strategic Plan.
- ⇒ The 5th Quality of Life Conference took place on May 13th, 2017 at the St Raymond Community Centre.

ANNEX D — DATA FROM THE CONSULTATION PHASE

1. NDG COMMUNITY NEEDS EVALUATION

Preamble

- The NDG Community Needs Evaluation is a survey that was realized by the NDG Community Council in order to learn more about how residents of NDG see their most pressing needs.
- It was created with the help of the staff of the Council and the members of the COCO-PS
- The survey was open to all residents of NDG aged 16 and over but specifically targeted residents who are not typically reached by community services
- The survey ran between December 2016 and April 2017 and was available in 7 languages (French, English, Spanish, Russian, Mandarin, Arabic & Farsi) in both paper and electronic versions.

Distribution

The survey was distributed:

- With the help of community outreach workers in NDG
 - At open mic night at Coop de la Maison Verte
 - Through Bienvenue à NDG's kiosks at school open houses
 - At the weekly Bonhomme à Lunettes clinic at the NDG Community Council
 - At community events such as the Chinese New Year celebrations
 - On the NDG Community Council webpage
 - Through word of mouth and social media (notably on the "Parents NDG" Facebook page with over 3400 members).
- The NDG Community Needs Evaluation reached a total of 330 respondents, 17 of whom were not from NDG. 43.61% of respondents had never heard of the NDG Community Council before.

Question: Which of the following have the most impact on your quality of life in NDG?

- 149 respondents place "Local businesses" in their top 3
- 118 place "Public transport" in their top 3
- 111 place "Access to health care services" in their top 3
- 94 place "Road safety and pedestrian safety" in their top 3
- 94 place "Affordable sport and leisure activities" in their top 3
- "Other" category includes mentions of green spaces, schools, french classes and free activities for children under 5 years old.

Question: Select three services which you believe to be important not only to you but to your neighbourhood as a whole?

- 135 place "Services and activities for senior citizens" in their top 3
- 132 place "Services to help people understand their legal rights" in their top 3
- 112 place "Services and activities for recently-arrived immigrants to Canada" in their top 3.
- 109 place "Services to support people looking for work" in their top 3.
- 87 place "Services to help people learn the French language" in their top 3.
- "Other" category includes mention of mental health and addiction services, activities for youth, community-building initiatives, snow removal services and services to help people integrate into their community.

Age of respondents

35.08% aged 35-44

20% aged 45-54

20% aged 25-34

12% aged 55-64

9.23% aged 65 and over

3.69% aged 16-24

Gender of respondents

61% female (201)

21% male (69)

1 respondent identifies as non-binary

Approx. 18% of respondents did not disclose.

Question: How long have you lived in NDG?

31.43% have been in NDG for more than 16 years

26.03% have been in NDG 2-5 years

22.86% have been in NDG 6-10 years

10.48% have been in NDG for less than 2 years

9.21% have been in NDG 11-15 years.

ANNEX D — DATA FROM THE CONSULTATION PHASE

2. DATA FROM THE QUALITY OF LIFE CONFERENCE

180 people were registered for the event, with approximately 10-15 additional people attending without registering. Participants at the conference came from diverse socio-economic, religious, ethnic, professional and family status backgrounds. Reported group data was from break-out groups on different topics. This data represents views that were expressed by participants at the Quality of Life Conference and were reported by community members who were engaged to facilitate discussions within the break-out groups.

Organizations & institutions represented

1. ACDPN (African Canadian Development and Prevention Network)
2. Aronson Legal / Fabrico
3. NDG Arts & Culture Table
4. Bienvenue à NDG
5. Carrefour Jeunesse Emploi NDG
6. CIUSSS-du-Centre-Ouest-de-l'Île-de-Montréal
7. Local Economy Coalition of NDG
8. Concordia University (Departments of Communications and Urban Planning)
9. Coop La Maison Verte
10. Coop Transition NDG
11. Commission scolaire de Montréal-Commissioner for NDG
12. DSP (Direction de santé publique)
13. L'Espace Knox
14. FCCCQ: La Fondation communautaire Canadienne-Coréenne du QC
15. Fraser Hickson Library
16. Habitations Communautaire NDG
17. Habitations Tango
18. Head & Hands Young Parents Program
19. ICNA (Islamic Circle of North America) Relief Canada
20. Loyola Association for the Development for Youth
21. Lower Canada College
22. Les Maisons Transitionnels 0-3
23. McGill University
24. Musicians of the World Symphony Orchestra
25. NDG Art Hive, Sherbrooke Forest Art Hive
26. NDG Arts Week
27. NDG Community Council
28. NDG Food Depot
29. NDG Mamma Tribe
30. NDG Merchants' Association
31. NDG Senior Citizens' Council
32. NDG Seniors' Table
33. Notre-Dame-des-Arts
34. PAAL (Partageons le monde)
35. Pickleball Canada
36. Porchfest NDG
37. Prevention CDN-NDG & Éco-Quartier CDN-NDG
38. Projet Montréal
39. Sauvons la falaise
40. Sherbrooke Forest
41. SPVM PdQ 11
42. St Raymond's Action Group
43. St Raymond Centre
44. Table de concertation 0-5 Cavendish
45. Table de concertation jeunesse NDG
46. Université de Montréal (community-based researcher) & IRSPUM (Institut de recherche en santé publique)
47. Ville de Montréal – Arrondissement CDN-NDG (staff and elected officials — the Mayor and the Concillors)
48. Walkley Community Centre
49. The office of Kathleen Weil, MNA
50. Westhaven Neighbourhood Association
51. Women on the Rise
52. YMCA NDG
53. Yoga for Women
54. Zoroastrian Association of Quebec

Examples of respondents:

70 yrs old, long time NDG resident
64 yrs, 18 yrs in NDG, volunteers here
64 years, à NDG depuis 1980
58 years old, 22 yrs in NDG
59, retired, single
54 ans 25 ans a NDG, 4e génération
52 ans, travaille à NDG depuis 15 ans
47 years old, living 13 years
45 yrs old, 10 yrs in NDG
Moved here 10 yrs ago, has biz, homeowner, involved in a local non-profit
44 ans, travaille à NDG depuis 11 ans
41 yrs old, 9 months in NDG
40 ans, travail dans le secteur
39 ans, 9 mois à NDG
35 ans, 10 ans de travail à NDG
26 yrs old, have been around & know neighbourhood for 6 years
20 yrs old Teens from Loyola Centre

ANNEX D—DATA FROM THE CONSULTATION PHASE (cont'd)

2. DATA FROM THE QUALITY OF LIFE CONFERENCE

WHAT WE LIKE ABOUT NDG

Environment

Green, nature, trees, parks, environment, rues boisées, higher vegetation level (less risk for floods), urban agriculture, beauty - **17 individuals + two groups**

People – demographics

Diversity (cultural, economic, demographic) - **21 individuals + one group**

- People of different nationalities, cultures
- Mixité sociale – linguistique
- Multicultural, bilingual multilingual
- Educated people

Welcoming, Entraide communautaire - **23 individuals + one group**

- Solidaire, respectful, caring, generous, accepting, open, dynamic, inclusive, friendly, people's openness, willingness to help others, sens communautaire et solidaire voisins, close-knit community, strong sense of community, belonging

- Familles, youth, children e.g. It's ok that my toddler cries here

Community engagement and resources - **30 individuals + two groups**

Many wonderful community orgs

Engagement des travailleurs communautaires

Sharing of information of events and programs

Interconnectivity between groups working on issues

Community services (food aid, tenants forum, esp. for seniors & children)

Strong community institutions

Schools and family resources

High level of volunteerism

Active residents

Lively – dynamisme, action, prise en charge

Arts, organizing and growth (Including Art Hive and NDG Arts Week)

Vitalité communautaire

Opportunities provided to grow and change

Inspirational

Safety and accessibility - **26 individuals + one group**

Safe, including for pedestrians

Walkability (& people always out walking) - 3 individuals

Well located for services

Central (self-contained)

Public transit is good, metro close to my home

People (friendly, cozy & warm, ouverture de l'esprit) (see also 'People' above)

Sense of community: the activities, resources, people (see also 'Community engagement')

Qualité de vie et sentiment de sécurité

General / misc

Feels like home- one group

Opportunités

Sense of history

Services for all ages

Nice shopping

Rues commerçantes

Curiosité envers le quartier

"I stay in NDG because it's green and a beautiful place to start each day"

"Sense of belonging e.g. 'Being able to stroll down Sherbrooke or Monkland and see friendly faces"

« J'aime la qualité des gens, le respect et l'ouverture que les résidents ont pour leurs voisins »

"Chosen family" (Youth worker for 6 yrs)

"I stay in NDG because there's a strong sense of community"

"No changes needed for me. I want everyone to have the same quality of life as me."

"Lots of resources e.g. youth groups" (from a resident who has lived here whole life)

"Residents are open to community life"

« The collaborations make us unique »

"Neighbourhood spirit"

"Removed from hustle bustle of city but not isolated"

« Centre ville rapide d'accès »

« Good vibe »

ANNEX D—DATA FROM THE CONSULTATION PHASE (cont'd)

2. DATA FROM THE QUALITY OF LIFE CONFERENCE

WHAT KEEPS US HERE?

“Un travail intéressant m’a gardé ici (44 ans, travaille à NDG depuis 11 ans) »

“Work drew me here and beauty and work keep me here (58 years old, 22 years in NDG)”

“The belief that NDG can be a model for our city and society: diverse, tolerant, fun, welcoming, community spirit. (29 years old, born and raised in NDG)”

“I have been living here forever essentially. It’s home. It’s a place to be yourself. It’s community. (25 years old, in NDG for 23 years)”

WHAT WE WANT TO SEE CHANGE? WHAT DO WE NEED?

WHAT NEEDS TO IMPROVE? HOW CAN WE MAKE IT HAPPEN, TOGETHER?

COMMUNITY & PUBLIC RESOURCES (HEALTH, SOCIAL & REC SERVICES) - 36 INDIVIDUALS

- Long wait times for public health services e.g. mental health
- Increased access to walk-in medical clinics
- Mental health sector: (more non-profit)
- Cuts to public services mean a greater burden for non-profit sector
- Community infrastructure, facilities and support for 1st line
- Woman’s clinic / more health resources. Women’s shelter.
- Random use resto HSE Food Depot, Intergenerational projects as basis
- More affordable coffee shops
- More fresh foods in the food deserts, more food security - 4 individuals
- Selling of inexpensive food boxes
- Shuttle for seniors for appointments
- More Black / Cultural resources, services, sense of belonging
- Aide pour les immigrants
- Low-cost translation & interpretation services (with short wait-times)
- Not enough LGBT centered activities and spaces
- Plus d’activités pour enfants & ados, plus accessible
- Créer des lieux et activités afin d’encourager la mixité sociale
- A CLC (Community Learning Centre) attached to an Anglophone school
- Increase adult learning, conversation, community as collective learning space (medical, environment, social issues)
- Radio for NDG
- Hours of community programs
- Indoor activities in the winter

PUBLIC INFRASTRUCTURE & TRANSPORTATION

Problems

- Hard to get adapted transport eligibility (unstable, rotating space causes lower participation)
- Many people can’t afford bus passes or tickets
- Few seats for seniors on the bus, people squashed on bus - dangerous
- Traffic congestion on Sherbrooke
- North-south buses lacking (only every 30 minutes and not staggered well)
- North-south bike lanes need improvement & more maps
- Many areas in the west not walkable, less vibrant
- Bixi stations not dispersed enough
- Cuts to public services e.g. libraries rolled back and not up to par compared to other boroughs

“We need to reduce poverty in our neighbourhood”

“We need to organize a newsletter for all to inform and recruit better, ideas for people – work, leisure etc.” (= better promotion of ‘What’s happening in NDG bulletin’)

“New organizations build up people well-being, start up careers, change old system”

“Clarify & improve the process of accessing health & social services”- 3 people

“Connect with other neighbourhood and renter advocacy groups in Montreal”

“Intergenerational connections: opportunities for seniors and young folks to engage with one another, learn from one another & to collaborate on projects of common interest”

“Greater “wrap-around” services for everything you need”

“Consequences of austerity measures: kids not receiving “mesures alimentaires” in schools; community organizations losing funding

« high fares & rent; hungry kids & seniors; mould in community centre - needs a permanent home; integration »

ANNEX D—DATA FROM THE CONSULTATION PHASE (cont'd)

2. DATA FROM THE QUALITY OF LIFE CONFERENCE

Solutions:

Schedule regular time at CLSC for assessment and get card at CLSC for adapted transport eligibility (partnership STM and CLSC)

Train shuttle between Montreal West and downtown would reduce traffic on Sherbrooke. Lots of capability (3 tracks, no freight). Partnership: City, RTM, STM. Bring back shuttle for seniors

Longer buses in NDG, designating more seats, public education to share seats

Better monitoring of accessibility and user experience. Could be tracked by STM or citizen-data tracking and audit

Elevated walkways (accessible), scramble corners

Reduce transportation costs, offer bus tokens to get to/from public & community services

Add north-south bus routes and stagger better (e.g. 17 and 63 run similar schedules)

More Bixi stations especially in west end & St Raymond's / Walkley sectors

More bus shelters, buses accessible to strollers and wheelchairs

Partnership with pedestrian and cycling associations, citizen activism

Traffic, roads, flow, safety, access

Améliorer la qualité des routes (nids de poules)

Lower speed limits in key areas

Study the dangerous intersections and implement safety measures (Sherbrooke & Girouard, de Maisonneuve & Girouard, Côte-St-Luc & Dufferin, Upper Lachine & Girouard, Cavendish & Sherbrooke, Upper Lachine & Girouard)

Improve pedestrian bridges on overpasses – elevated barriers, lights, greenery (see Queen Mary / Décarie as example)

Improve snow removal services (many)

Improve bike lanes (many)

More safety efforts at night

Plus de rapprochement communautaire et policière (e.g. outreach/street workers and cops meeting a few times / year to reduce amount of ticketing to youth, reach more isolated people)

Parks

Améliorer la propreté en générale

Covered garbage cans, recycling and compost at all parks & major intersections

Maximize usage of parks in NDG in partnership with associations and non-profits e.g. collective gardens, park animators, sports & recreation, arts & culture

Make our green & public spaces more human, supportive of interaction & community

Create better access to Falaise St-Jacques, Dalle park project (many)

Economic development

Développer l'économie locale

Rentabiliser les zones commerciaux (making them more profitable)

Implement measures to decrease commercial vacancy and soaring rents

FOCUS: Arts & Culture

We need an action plan on Arts & Culture in NDG e.g. Village Vert, Meilleurs outils de communication.

More support and funding for creative people and projects (many)

More grants and seed funds for emerging artists

Cinema NDG (many)

Creation of meaningful jobs (Semaine des arts-one group)

FOCUS: Public Community Shuttle - green & free!

Transportation system is currently designed for students, workers moving from NDG to downtown and metros. Seniors are increasingly isolated at home. Families in the vulnerable sectors can't always access transit.

e.g. Quebec City electric shuttle connecting old town & new town OR Seniors' shuttle that wasn't properly promoted and coordinated (cancelled)

Connect:

Public services: Parc Benny, sport centre & facilities, pool, NDG Cultural Centre, CLSC Benny Farm, library (Monkland between Madison and Cavendish)

Community organizations e.g. 2 x - Yearly special tour to showcase them

Commercial sectors: at Rue Sherbrooke, Av. Monkland, Somerled

Reach / prioritize vulnerable sectors: St. Raymond, Walkley, Westhaven

ANNEX D—DATA FROM THE CONSULTATION PHASE (cont'd)

2. DATA FROM THE QUALITY OF LIFE CONFERENCE

Public Community Shuttle (cont'd)

In order to:

Break isolation

Increase citizen mobility (seniors in particular)

Increase local shopping

Facilitate access to services, to community life, everyone can have integrated community life

Ease the burden on highly congested transit routes / prevent waits, over-crowding

Promote local community orgs (screen inside bus with news from community)

Access to PorchFest & other collective events, activities, parties

Resources needed: Bus, driver, promotion etc.

Stakeholders:

STM, Borough, NDG Community Council, Chambre de commerce, Biz NDG, residents in priority sectors, banks, transport committee of NDGCC, Marc Garneau

TRY: Corporate sponsorship. Could be sold as an environmental responsibility initiative

Borough's accountability to citizens and organizations

Problems:

Not enough consultation with citizens on key projects and around budget

Lower funding coming into NDG through Borough and other funders than what we need and deserve

Lack of funding for local community centres and programs in high need

More transparency and accessibility on the part of elected groups e.g. Politiciens à l'écoute

A political commitment to guarantee space & resources to community groups

Stronger leadership to ensure diverse, vibrant commercial development & public-private partnerships

Funders & authorities (elected, state) are out of step with community

Better ties between politicians, citizens & city workers

Library hours could be increased more

See also: funding and space sections

Solutions:

Discussion publique sur les priorités de financement

Participatory budget practices

Campagnes publics autour des besoins et impacts de nos centres communautaires (Westhaven, Walkley, Loyola en particulier)

Borough's role in promoting and celebrating community-based resources & events?

Intersectoral partnerships, communication & strategic planning hub

Problems:

Not clear right now on what services and events are available and how to access them (2 groups) "Manque de marketing communautaire"

Mobilizing for change, coordinating, networking, connecting across different groups is challenging us

Disconnection and lack of communication between roundtables, committees, coalitions and action groups

Lack of investment in centralized communications systems and specialists

Where do people go to express their needs and concerns? Lack of accessibility and information – too many still isolated.

Need to be working on issues that affect diverse groups

Lack of a sense of belonging amongst all NDG residents and business people

Attitudes toward change, accepting change, desire to get better

Strong neighbourhood identity sometimes makes us unlikely, unwilling to link with other groups in Montreal to work more effectively on problems that are regional

Low levels of civic engagement (many)

We need more volunteers with the right skills sets, especially on boards

ANNEX D—DATA FROM THE CONSULTATION PHASE (cont'd)

2. DATA FROM THE QUALITY OF LIFE CONFERENCE

Solutions:

Centralize and improve communication

NDG Community Council better marketed as the go-to place for resources, info, events (referral hub), along with increased promotion of 211, 311, 811

Enhanced NDG Community Council website and calendar (2 groups), community settings and events to share info

Celebrate and publicize what is working well and what is happening (amongst each other & to greater public)

Increase accessibility and “wrap-around” services

Community info boards around neighbourhood that are visual, lively and colourful

Bring back a local paper à la NDG Free Press / Westmount Independent

Increase promotion of ‘What’s Happening in NDG’ bulletin

Create a task force to explore how other communities (Le Plateau) exchange info and concerns

Continue public assemblies (e.g. on themes such as poverty, homelessness) to raise awareness, discuss, form committees and take action

Concordia Urban Planning partnership could further our work, along with partnerships between public, local groups, businesses and all levels of government

Create a strategic planning hub with a clear vision (e.g. upgraded COCO-PS)

Priority: connect all tables & intersectoral work

With a communications plan that all residents can support and hear about e.g. “In NDG we care” or: “Vivre ensemble!” (e.g. St Michel en santé)

Develop a unified vision, story and identity

A place for ongoing feedback from citizens and groups

Build bridges between youth & seniors

More inclusivity, understanding and communication between tables, organizations, institutions etc.

Broaden and deepen connections among citizens, create space for community dialogue

Places for exchange e.g. cyclists with pedestrians, address lack of social mixity

Create & coordinate a new volunteer bank

Promote openings to boards at similar times of year, together

Offer shared training opportunities e.g. board roles & responsibilities, fundraising

Speed-dating day for all local community groups

Support organizations in improving accessibility and promotion of facilities and services (one group)

Mobility issues (discrimination)

Income level (sliding scale, Art Hive, Jump Start, community gardens)

Age (inclusive, attitude, esp. inter-generational)

Spaces (community, green)

Transportation (reduced fare, adapted transit)

Information & education (differences)

Health care (psychological & counselling)

Employment and economic development

Problems:

Employment sectors limited, unemployment higher for immigrants

Highly qualified people can't find jobs.

Missing co-working & maker spaces / espace pour travailleurs autonomes

Holistic business development is hampered by slow and confusing bureaucracy

Missing public market with healthy & affordable and local food

Lack of core or start-up funding for PME

Contradiction: safe community, desirable for renters and buyers vs speculation on property & development eroding what is built up by community (26 yrs in NDG)

Many areas in the west not walkable, less vibrant

ANNEX D—DATA FROM THE CONSULTATION PHASE (cont'd)

2. DATA FROM THE QUALITY OF LIFE CONFERENCE

FOCUS : Intergenerational programming

Increased isolation of seniors, rising senior population. Many youth 18-25 are lacking housing and employment

Create more intergenerational activities and places in the community

Home sharing for seniors, single mothers (needs facilitation)

Enhance, expand current intergenerational programs (e.g. Art Hives, Food Depot, Bienvenue à NDG)

Request a CLC (Community Learning Centre) for NDG from EMSB

Reduce 'age segregation' across programs and services

Partnerships e.g. Dawson physio studio, stagiaires, CLSC, police, social workers (locate in high school)

Promoting social integration between the 'haves' and the 'have-nots' – partnerships through common interests and activities

Create a Facebook page, poster, tip sheets for key people who want to help and refer

Consult workers who are interacting with more isolated people on a daily basis

FOCUS: Transitions into adulthood (services for 18-25 year-olds +) - 2 groups

Urgent issue given how at risk this group of youth is

Lack of continuity of services. Youth dropped after 18 from child protection services & many 'youth' programs. Lack of preparation 'training' before turning 18

Lack of affordable housing & financial support

Lack of well-paid employment for youth

Solutions:

Schools, social services, churches, community centres, teens working together to address these challenges

e.g. Women on the Rise, Walkley Tenants Association, YES Montreal, YMCA NDG

Supported opportunities for youth to join committees and boards

Mentorship program for young people

After school programs (homework, volunteerism) e.g. Loyola Centre.

Volunteer opportunities to develop grades to get into programs

Increase access to and transmission of info regarding already existing affordable resources for this community

FOCUS : Centre Local d'Emploi (CLE) being closed in NDG

Bill 70 was introduced and services were cut. Social assistance recipients now have to go to Namur metro to access the central government service. This is not accessible. In CDN, Project Genesis expressed shock, mobilized against Bill 70.

Solutions:

Do some research & hold a public information session about the aftermath / impacts of the CLE closing (CJE as main partner for this project)

NDG Community Council can reach people in vulnerable sectors, mobilize residents

Letter writing to representatives

Meetings with Kathleen Weil, MNA

In the meantime, or if CLE isn't re-opened: implement a free shuttle bus to take people to CLE St Laurent

Sac à Dos / Face à Face type organizations to break isolation

ANNEX D—DATA FROM THE CONSULTATION PHASE (cont'd)

2. DATA FROM THE QUALITY OF LIFE CONFERENCE

Housing, homelessness & poverty (many)

Problem:

Gentrification
High rents - 2 groups and many individuals
Homelessness, couch surfing
Invisibility of the poor
Working poor
High prices for real estate: affordability for young people & families- 2 individuals
Excessive rent increases
Abuse and discrimination
Negligent landlords
Not enough housing inspections and follow-up
Lack of capacity of boards of social housing and non-profit housing

Solutions:

More social and affordable housing (many)
Encadrement des loyers (ex. Paris) - rent control
New tenant should know what the previous tenant paid
More info shared about housing rights
Mixed income housing units
Bring back the NDG CLE

Community organizations' funding (3 groups)

Problems:

Increased demands on community sector in climate of austerity (cuts to public services)
Increased complexification of our work e.g. participants have multiple, urgent needs
Lack of core / base / mission funding across the board - 3 groups
Particular lack of funding for local community centres and services - 3 groups
Salaries for community workers (and working conditions) - 3 groups
Lack of recurrent funding for projects and orgs - 3 groups
Excessive emphasis on pilot projects or 'new' initiatives
Lack of administrative overhead allowance in project funding
More funding going to CDN than NDG
Less funding for organizations by and for ethnocultural communities
Lack of transparency among groups (increase inclusivity)
Significant dependency on public resource funding

Solutions:

Funding realities project to research issue in local context: What money is coming into NDG? What are we missing? How can we better share information and collaborate? How can we best advocate for the real needs in NDG? (e.g. we are often misrepresented when grouped with Côte St. Luc and Montreal West)
Increase diversity of funding (Food Depot as model for this), explore new funding models
Offer fundraising trainings to board & staff
Discussion publique: priorités en financement (see participatory budgets)
Communications between residents, elected officials and city workers so that everyone is on the same page
Minimum mission funding for all community partners from 3 levels of government
Have 3 levels of government speak between each other to better assess the above
Nouveaux modèles de gestion? Nouvelles infrastructures

ANNEX D—DATA FROM THE CONSULTATION PHASE (cont'd)

2. DATA FROM THE QUALITY OF LIFE CONFERENCE

Accessible, affordable, multi-purpose community space (5 groups)

Problems:

Lack of affordable organization space (many individuals stated this)
Lack of a co-working space - 2 afternoon groups (see also economic development)
Housing situation of the NDG Food Depot and Westhaven, Walkley, Loyola centres
Le manque de soutien pour les rénovations et conversations pour des fins communautaires
Bienvenue à NDG needs better space for French classes (now on Mayfair- only at night 3)
Lack of classroom space in the CSDM

Solutions:

- *Create a new community centre to house several community orgs facing closure or needing a new space (e.g. Food Depot, Walkley, Loyola, Westhaven, Women on the Rise, Maison Mosaik, YMCA...)*
Need to start from where do you need be not where is space available
“Un nouveau Centre communautaire pour NDG adéquat pour les activités jeunesse », « Partage d'espace entre les groupes et les générations »
Increase space for youth available in evenings and on weekends
Space for 18-25 year-olds (hang-out space)
- *Restart the Space Coalition*
Create an easily-accessible database of all spaces needed and all available spaces
Increase the possibility for orgs to co-habitate / pool resources
Dialogue entre les élus et les organismes (clarify/strengthen role of the Borough in ensuring adequate community space for non-profits)
Impliquer les organismes et leurs usagers (Walkley, Loyola, St Raymond...)
Rejoindre et mobiliser les différentes populations de NDG pour cette cause (nouveau centre communautaire jeunesse)
Sensibilisé à l'accès à l'infrastructure
Discussions en groupe : que les individus expriment personnellement leurs préoccupations et leurs besoins (allez au conseil d'arrondissement)
Se sentir chez nous avec des services qui répondent à tous nos besoins
Besoins importants depuis longtemps devenus urgents
Vision à long terme du gouvernement pour le financement et les investissements en infrastructures?
Marketing, promo, interpeller les médias
Faire une vidéo, média sociaux, marches, pétitions, lettres : pression constante
- The Doug Harvey arena as possible interim accommodation for NDG Food Depot
- Develop a co-working space open to community organizations
- Use empty storefronts for community space (see Plateau as example) (earmark % of first floor rent for community resources)
- Stronger partnerships with schools to access space including gyms.
- Re-purpose closed churches.
- Utiliser la « protection patrimoine (lieux de culte) » pour préserver les espaces publics
- Having a space groups can call their own (putting things up on the walls, participants feeling safe & not judged)
- Have required dedicated space for community in all new developments
- Incentives (tax?) for the private sector to include non-profits / community organisations in their spaces. Public-private partnerships

ANNEX D—DATA FROM THE CONSULTATION PHASE (cont'd)

2. DATA QUALITY OF LIFE CONFERENCE

FOCUS: A permanent space for the Loyola Centre

Lack of clarity as to who is working on a solution here despite this being an urgent issue

Trailers are only good for 7-10 years and too hot in the summer / too cold in the winter

Lack of space for demands and diversity of programming

Empty churches or soon-to-be-sold churches (some damages)

Solutions:

Collective investment in a permanent space that is also available in the summer

City needs to step in and tell school board to incorporate Loyola Centre into new Ste-Catherine-de-Sienne plans

Sports and Recreation department of borough should take a leadership role

Continue to provide resources such as sports (need a gym), crafts, cooking (need a kitchen), dance, music (need break-out rooms)

What about the Monkland Community Centre? Rosedale?

Share a gym with seniors with own private spaces attached?

Churches	Storefronts	Schools
Decreased access to church space (they want to rent or sell) \$ issue, renovations not possible.	Commercial rent control? Other hoods – empty small businesses converted to community space	Storage space issue School boards Access after hours Concierge

FOCUS: Organizing around space & social housing needs

Research space needs and opportunities

Increase pressure on government for community space + affordable housing e.g. resolution from borough council asking for funding & investments that reflects the needs of NDG, citizen-driven mobilization projects

Advocate at all three levels of government

Increase availability of autonomous spaces vs. city-owned centres

Create a new community campus (e.g. Benny Farm, 6767 Côte-des-Neiges, Campus of Federation for Combined Jewish Appeal)

There is a public need for community space while churches are closing and being sold to developers

Create municipal, self-sustaining fund to fund & pay for community space & resources (municipal, provincial, federal investments)

Ability to act quickly and out-bid private developers

Power in numbers: partnerships with various non-profits more possible this way

Increase possibility for public-private partnerships

Better chances of incorporating social housing in private development projects

Impose limitation on sale & development of properties e.g. old churches

ANNEX E — WHO RESPONDED TO OUR CALL FOR TASK FORCE VOLUNTEERS

24 of the resident respondents were not already affiliated with a local non-profit or community initiative
All electoral districts were represented
More than 50 organizations were represented through the affiliations of the participants

How old were the resident participants? (approximations)

25-40 years old: 21
40-55 years old: 18
55-70 years old: 6
70 + year old: 4

*Note that youth under 25 didn't respond to the call-out to participate in the task-force groups, however their interests and needs were represented through key youth workers and Directors involved in the groups.

How did the resident participants get recruited?

3: "What's happening in NDG bulletin" by the NDG Community Council
7: "By another community organization"
8: "NDG Community Council's website"
19: "Personalized invitation"
25: "NDG Community Council or local Facebook page"

What was their degree of self-declared experience with the subject area chosen?

No experience: 6 personnes
Some experience: 32 personnes
Very experienced: 16 personnes

Experience with volunteerism, community work or previous planning processes?

No: 12
Yes: 38

ANNEX F - RESULTS OF FEEDBACK SURVEY OF TASK FORCE GROUP PARTICIPANTS

Task force group members were surveyed twice about their experience participating. They were asked to fill out a feedback form at the end of the first meeting. The purpose was to allow facilitators to address any concerns and make adjustments before the second meeting. They again were asked to fill out a feedback form, with slightly different questions, at the end of the fourth and last meeting in May 2018. The following are the aggregated responses from the surveys filled-out at the last task force group meeting.

Total number of Feedback Forms returned from the five task force groups, at their last meeting = 17 out of 35 participants	
Overall, how would you rate your experience participating in the Task-Force Group?	Excellent = 7 Good = 9 Average = 1 Fair = 0 Poor = 0
Would you like to continue being involved with this initiative?	Yes = 14 Maybe = 3 No = 0 Don't know = 0
Are you more (or less) interested in being involved in the community as a result of your experience with the Task Force Group?	Very interested = 11 More Interested = 4 Somewhat interested = 2 A little more interested Less interested than before
How much did you learn about action planning, the community, or issues that your Task-Force Group worked on?	Huge = 2 A lot = 8 Some = 6 A little = 1 Nothing = 0
How comfortable did you feel speaking during the meetings?	Very comfortable = 11 Comfortable = 5 Somewhat comfortable = 1 Uncomfortable Very uncomfortable
What did you like best about participating in the Task Force Group?	<p><i>"Exchanging ideas"</i> = expressed by 3 respondents <i>"The participants "</i>= expressed by 3 respondents <i>"Learning from others"</i> = expressed by 3 respondents <i>"Diversity in various ways and good cross-section of representatives"</i> = expressed by 2 respondents <i>"Very inclusive, open, welcoming & positive environment"</i> = 3 <i>"Strong facilitation and everyone got time to speak"</i> = 2 <i>"The energy, knowledge & passion of the group "</i>= 2 respond <i>"Super productive, getting things done & contributing to a solid plan"</i> = expressed by 2 respondents <i>"Feeling included in the community."</i> <i>"Updating Community Council activities."</i> <i>"The group seemed to really be on the same page, same ideas."</i></p>
What could have been done differently to make the experience better for you?	<p><i>"Needed more than 4 sessions"</i> = expressed by 4 respondents <i>"Documents available prior to meetings (more lead time) "</i>= 4 <i>"Less paper and docs more "synthétique"- use a projector instead "</i>= expressed by 2 respondents <i>"More information and definitions before the first meeting."</i> <i>"Examples of outcomes shown at the beginning."</i> <i>"More visuals."</i> <i>"Free flow of ideas is good but needed more focus."</i> <i>"Leverage knowledge more."</i> <i>"More tied to actual issues of group members."</i> <i>"More prep with Borough to know their upcoming plans."</i></p>
Do you have any suggestions or comments?	<p><i>"Smart to serve food."</i> <i>"I would make sure the facilitators were more informed."</i> <i>"Thank you for reminders, not pressuring participants."</i> <i>"It's great."</i> <i>"Keep on doing good work."</i> <i>"Thank you."</i></p>

NDG COMMUNITY STRATEGIC PLAN 2016-2021

A plan "by and for" the community.

The NDG Community Strategic Plan is a collective framework to harmonize a wide range of activities and services across the community and a vision for the future of our neighbourhood. It is developed through years of consultation and collaboration with residents and stakeholders across NDG. For more info and to view the plan visit:

www.ndg.ca/en/concertation-ndg-table-de-quartier-ndg/strategic-plan

WHAT PEOPLE ARE SAYING

Almost all of the participants are interested in being involved in the community as a result of their experience with the strategic plan.



STRATEGIC PLANNING IN NUMBERS

180 people attended the Quality of Life conference on May 13, 2017.

Number of organizations present at the conference: **Over 50**


70 residents involved in the consultation phase.

Number of facilitators made-up of NDG Community Council staff, Head & Hands, CJE, Prevention CDN-NDG and Logis Action **9**

FUN FACTS AND OUTCOMES

- Each priority sector is represented in the plan (Westhaven, Walkley, Benny, St-Raymond).
- Two elected officials have already met with the "Engaged residents" task force group to discuss the status of day-camps.
- A new capacity building training program will be unveiled on June 7, 2018.
- The "housing" task force backed LogisAction, the sole housing organization in NDG, during a critical funding period.

WANT TO GET INVOLVED?

 Riley Dalys-Fine
514-484-1471 X 223
rileydfine@ndg.ca



THANK YOU!

COCOPS

Halah Al-Ubaidi, Marie-Charles Boivin, Andrea Clarke, Miguel Cristancho, Riley Dalys-Fine, Fahimeh Delavar, Frédéric Dufresne, Hans Heisinger, Aurora Robinson, Nikki Schiebel, Judith Shapiro, Bonnie Soutar, Terri Ste-Marie, Sheri McLeod, Gail Tedstone, Marlo Turner Ritchie, Dana Vocisano.

Steering Committee

Halah Al-Ubaidi, Andrea Clarke, Riley Dalys-Fine, Marie-Charles Boivin, Frédéric Dufresne, Judith Shapiro, Marlo Turner Ritchie, Dana Vocisano

Consultation Team

Marlo Turner Ritchie, Lead consultant; Dana Vocisano, Evaluation consultant; Lisa Black, Strategic Plan Coordinator

Each and every taskforce volunteer!

Key funders to date:



ANNEX H — CHECKLIST FOR MONITORING AND EVALUATION TASKS

Tasks	When	By Who	For Who	Who prompts, follows up &
Briefing Session with tables/coalitions coordinators. <i>Purpose: review reporting & evaluation expectations, and other</i>	August 2018	Tables/coalitions coordinators	Tables/coalitions	Coordinator for the NDG Community Strategic Plan 2016-2021, Riley Dalys-Fine (RDF)
Verbal report-backs at Council staff and Board meetings	Quarterly or more often	Tables/coalitions co-	RDF/NDG Community Council	
Up-to-date list of table/coalition members and changes to membership composition	In advance of CO-CO-PS meetings, i.e. quarterly or more often	Tables/coalitions coordinators	COCO-PS <i>(COCO-PS is made up of one coordinator from each table and coalition)</i>	
Meeting attendance logs submitted <i>(See "Draft Table of Monitoring and</i>			COCO-PS &	
Meeting notes shared and posted online				
Prepare the year's results using the tool	March/April 2018	Each Table/coalition		
Reflection Session held by each table/coalition individually. <i>Use "Guide for Reflection Session Dis-</i>	March/April 2018			
Update and revise Action Plan and Evaluation Plan informed by the Reflec-	April/May 2018			
Submit updated Action Plan and Evaluation Plan, and completed <i>"Reporting on</i>	April/May 2018		COCO-PS	
Collate the results of all action plans in preparation for AGM and reporting to	May 2018	COCO-PS & RDF	AGM Funders	
Auto-evaluation on overall implementation of the strategic plan and its own	May 2018	COCO-PS		
AGM: Present results from the year and	June 2018	RDF/Council	The community	
Lessons Learned Exchange Session. <i>Purpose: share lessons learned between tables and generate new</i>	October 2018	COCO-PS & coordinators	Tables/coalitions	

ANNEX I — GUIDE FOR REFLECTION SESSION DISCUSSION GUIDE

Purpose: The purpose of a reflection session is to take stock by pausing to think critically together about the work accomplished (*de faire le bilan et de prendre du recul*).

When: Each table, coalition or committee that is implementing an action plan should dedicate an entire meeting for their reflection session, at least once a year. It is usual held in spring, to prepare for annual reporting and the updating of the action plan.

Who Participates: all the members of your table or coalition. You also may want to invite other collaborators, stakeholders, government representatives, community members, etc. to participate in the session.

Preparations

- It helps to start completing the Table for Report on Action Plan before holding the Reflection Session and to have copies available during the session.
- You may want to consider having an external facilitator, that is, someone who isn't a member of the table or coalition, to guide you through the Reflection Session.
- Make sure that notes are taken during the session, ideally by flip charting. At the end of the session, take photographs of all the flip chart pages and upload the photographs to the shared Google Drive. Notes should be then produced and shared with everyone who participated.

Use the following questions to prompt reflective discussion on your work. It's important to discuss at least one question from each of the 5 clusters of questions below.

1. In what areas has progress been strong? In what areas has it been weak?
 2. What have been the main factors contributing to success? What facilitated the work in reaching results?
 3. What were the difficulties carrying out the planned strategies and actions? What have been the main factors limiting success? What were the obstacles and barriers to getting the results we hoped for?
 4. What have been the key challenges and lessons learned so far?
-
1. How do these learnings and insights inform our work? What are the implications going forward?
 2. Has the context or environment of the issue or initiative changed? Should we adjust our plans in response to those changes?
 3. Are our current initiatives effective in addressing the issues we are focused on?
 4. Should we consider making changes, additions or removing elements in the action plan? Should we rethink our overall approach and develop new or revised strategies?
 5. Given what we've learnt, do our anticipated outcomes need to be adjusted or changed?
-
1. Are the right stakeholders, organizations, residents, public bodies or business leaders in the group? This needs to be continually reassessed because the "right community members" might change over time as strategies and contexts evolve.
-
1. Are there other aspects of our work that we should be doing differently? For example, should we consult with more or different people, expert or resource people? Should we be consulting more with other local tables, coalitions, organizations, or the public and private sectors?
-
1. How well as a group are we working together? Could we manage the work better, be more productive, aligned, collaborative, inspired, innovative, etc.?

ANNEX J - REPORTING ON ACTION PLAN TEMPLATE

Goal (*name*):

Table/Coalition/Committee (*name*):

Date:

Objective:							
Strategies	Actions		Indications of Interim Progress Including unintended results		Barriers, obstacles and/or what facilitated achieving results?	Comments	What kind of additional support or help would you like?
	Planned	Actual	Expected	Actual			

ANNEX K — DRAFT TABLE OF MONITORING & EVALUATION FRAMEWORK

	Indicators	Measures
Functioning of each Table/Coalition	Productivity	<p>Reflective Session held yearly by each table/coalition (discussion guide provided)</p> <p>Reporting on Action Plan Template submitted yearly to COCO-PS (see template)</p> <p>Updated Action Plan & Evaluation Plan submitted yearly to COCO-PS</p> <p>COCO-PS auto-evaluation on overall implementation of the strategic plan and its own internal functioning held yearly</p> <p>Collective Lessons Learned Exchange Session (knowledge generation) held yearly</p>
	Participation: Consistent & Sustained	<p>Meeting attendance logs</p> <p>Meeting frequency</p> <p>Posted meeting notes in shared drive/folder</p>
Health of each Table/Coalition Collaboration	Members	<p>Up-to-date list of table/coalition members</p> <p>New resident members</p> <p>Intersectoral composition</p> <p>Other change in membership composition</p> <p>Diversity: generational, ethno-cultural, immigrants, etc.</p>
	Commitment & Contribution	<p>Shared responsibility and follow-up of actions and tasks</p> <p>Leadership, spokespeople, visible, etc.</p> <p>Seconded or delegated staff time</p> <p>Other contributions, e.g. influence, expertise, space, resources, etc.</p>
	Alignment	Harmonizing or mutually reinforcing actions between member-groups and the table/coalition (<i>“rowing in the same direction”</i>)
	Decision-making	<p>Common understanding and articulated decision-making process</p> <p>Clarity of roles, decision-making process and governance</p>
Results of planned actions	Outputs	<p># of feasibility, needs assessment and other studies reports produced, e.g. community space needs & housing needs,</p> <p># of pilots projects completed, e.g. co-working space</p> <p># of new projects or programs launched, e.g. co-working space and online job platform</p> <p># of maps created, i.e. merchants and green space</p>
	Outcomes	<p>Outcome findings of individual Action Plan Evaluations</p> <p># of new or further developed collaborations & partnerships</p> <p># of new or further developed intersectoral relationships formed or strengthened, e.g. government departments, businesses & employers</p> <p>Networks developed & grown, e.g. residents concerned with housing</p> <p># of tools shared among organizations, Tables and coalitions</p> <p># of new projects</p> <p># of project funding secured</p>
	System Change	<p>New ways of working collectively, e.g. projects, grants and funding proposals co-written and co-developed by members of the tables and across tables.</p> <p># of meetings with policy-makers, decision-makers, municipal officials, elected officials and influencers</p> <p>Policy, program or regulatory recommendations</p> <p>Policy-makers, decision-makers, municipal officials, elected officials and influencers’ support and/or assistant with initiatives, programs, positions and recommendations</p> <p>Policy, program and regulation alignment or changes</p> <p># of new funding secured</p>