

NCLB Site-Coordinator Guide



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Background and Purpose

It is a challenging task for the NCLB coordinators (community developers) to implement the NCLB strategy in new neighbourhoods in Ottawa or continue in the existing site in South East Ottawa. The NCLB Coordinator is a full-time “hands-on” person working in the NCLB neighbourhoods who becomes the link between the residents of the neighbourhoods, the service providers and partnering agencies, OPS staff, and the NCLB local Steering Committee. The Site-Coordinator must often make decisions that reflect the visions and goals of the site strategy and the community stakeholders as well as monitor the site's progress on implementation of the NCLB strategy development process in various neighbourhoods.

We have learned from experience, observations by the staff working with the current coordinator, partners, and the South East Ottawa NCLB Steering Committee that a coordinator's training guide would be a useful tool. The NCLB Coordinator Training Guide was developed in response to this identified need as part of the knowledge sharing project with HRSDC. It was designed to be uniform and consistent with the *NCLB Implementation Manual* which is also a part of the same knowledge sharing project. This guide will help all the community health and resource centres (CHRCs) in Ottawa as they begin working with the City of Ottawa on the Community Development framework (CDF). This guide contains information intended to establish basic roles and responsibilities for the NCLB Coordinator and provide the tools necessary to successfully carry out the day-to-day operations of a NCLB site.

The NCLB Strategy

The NCLB neighbourhood-level strategy development process is a community-based initiative that encompasses a comprehensive multi-agency approach to local-level planning, implementation and community revitalization. The NCLB is foremost a strategy, rather than a project, which aims to engage community and service providers at various levels in the community development process. The community and partnering agencies are involved in the community assessment and planning process. The identified and prioritized issues may vary from community to community ranging from the need to prevent crime to community economic development, to having a play structure for young children.

The strategy implementation process involves several steps and a multi-pronged approach to addressing local problems. CHRCs facilitate the process of social mobilization and community engagement. The City and partner agencies cooperate in helping the individual communities implement their respective neighbourhood-level development plans.

The process is regularly monitored and annually evaluated to mark the progress

against set indicators and benchmarks. The neighbourhood level planning process brings together social, economic and educational opportunities for community members and allows funders and service providers to make issue-specific interventions and return the increase on investment through collaboration, cooperation and resources leveraging.

The core components of the NCLB process are: **Social, Physical, Service and Economic**. These four key factors cover all aspects that impact community life and health. When the NCLB approach is implemented in any neighbourhood, the situation is thoroughly assessed from a social, physical environment, service provision and economic status perspective. Different communities are at different levels, facing unique issues with diverse influencing factors. When the community enters into the strategic planning process, it identifies core areas for its Community Action Plan. (For details see the NCLB Strategy document).

Under social factors, for example, if a community identifies crime prevention as their top social priority, a community-oriented policing component helps to develop a trust relationship between the OPS and community members to facilitate more effective law enforcement by obtaining helpful information from the community. At the same time, the OPS conduct a CPTED (Crime Prevention through Environmental Design) audit. The police also helps community members obtain information about establishing a neighbourhood watch, crime stoppers, ways to prevent gangs development and other areas of concerns.

How to Use This Guide

Recognizing that every neighbourhood and NCLB site is different, the training on *how to implement the NCLB approach* examines the fundamental requirements of a NCLB Coordinator/Community Developer (CDer). All of the points covered in the training may not be relevant to every site. New information may help keep every site moving in the right direction. Once the training is completed, the Guide will be a handy reference for NCLB Coordinators/CDers.

It is important to understand that implementing NCLB approach in different communities requires different tools and skills. Acknowledgement of these differences and varied experience informed the basic structure of the Coordinator Training Guide with separate knowledge sections dedicated to specific areas of responsibility.

The following sections are intended to help new NCLB coordinators build upon their respective strengths. These sections will also provide clarity on how to interact with the other stakeholders and how to identify the responsibilities of all partners associated with the design and implementation of the overall strategy. The main sections are:

- Roles and Responsibilities;
- Collaborations and Relationship with Partners;
- Strategy Development and Implementation;
- Sustainability;
- Technology;
- Programmatic and Financial Requirements.

Questions may still arise after completing this training. The NCLB Coordinators will be provided with a list of experienced partners from different agencies who have worked together in South East Ottawa, and who can be reached as a valuable resource.

Upon completion of this training, the coordinators will understand the broad range of responsibilities NCLB coordinators have in helping to implement the NCLB strategy. Furthermore, it should be clear to the coordinators that the responsibility for the implementation of the strategy is not limited to the Site Coordinator. Steering Committee members, subcommittee members, the partnering agencies, and other community stakeholders all play significant roles in this important endeavour.

It is advisable that the users note the topics that need further clarification at the completion of each section. These questions will also help us in determining what additional information should be incorporated into an updated training program. There is no need to worry if some of the questions are left unanswered in the training section. A variety of resources are available to help alleviate the coordinators work through the issue they face.

Frequently Asked Questions

In developing the initial outline for the training curriculum, we compiled a series of questions that have been raised over the years by interested senior staff and frontline workers from various agencies. While many of these questions may have been stated differently, the essence of the questions remained the same. Here are some of the most commonly asked questions:

About Being a Site Coordinator:

- What is my role as the NCLB Coordinator?
- How is it different from the role of a community developer?
- How is the work of NCLB Coordinator evaluated?
- Is work of the NCLB Coordinator too overwhelming?
- How does the NCLB Coordinator deal with multiple requests from multiple individuals?

About the Steering Committee:

- How does the NCLB Coordinator get the Steering Committee more involved?
- How do we keep meetings on time and on track?
- Who should be on the Steering Committee?
- What do we do with Steering Committee members who don't attend regularly?
- How do we get Steering Committee members to take more responsibility and share some of the work?
- How many people are supposed to be on the Steering Committee?
- Do you have Terms of Reference for the Steering Committee?

About the NCLB Strategy

- How many staff members do you need to complete the NCLB strategy development process?
- What phase of the Strategy are we currently addressing?
- How long does it take to complete the strategy development process?
- What do we do if we haven't achieved the results in the expected time?
- What is the source of funding for the NCLB program?
- How do you sustain the positive results?

Do you recognize any of these questions? Well, here is your opportunity to have your questions answered!

Roles and Responsibilities

Roles and Responsibilities

For the new NCLB Coordinator, a commonly raised concern pertains to understanding the role and responsibilities attached to the position.

The questions that come to mind are:

- Does the NCLB Coordinator report to the Steering Committee?
- What is the NCLB Coordinator responsible for on a daily basis?
- Should the NCLB Coordinator be involved in running programs in the community? How much time does it take?
- How would the NCLB coordinators know if they are doing what is expected of them?
- What are the skills necessary to do the job of the NCLB Coordinator?
- How do you stay focused on ensuring accountability and sustainability as it relates to the activities at the respective NCLB site?

This first section will provide an overview of the role of the NCLB Coordinator in leading the implementation of the NCLB Strategy. The coordinators will learn what skills and attributes are required of the coordinator, what a NCLB coordinator is expected to do on a daily basis and the relationship between the NCLB Coordinator and the Steering Committee as well as the employer – the Community Health and Resource Centre (CHRC).

Section Objectives

- To learn what qualities are vital for success as a NCLB coordinator;
- To define the role and function of the NCLB Coordinator;
- To locate and understand site structure and key documents;
- To learn what you can do to strengthen your skills and abilities.

What qualities are vital for success as the NCLB Coordinator?

The function of the NCLB Coordinator is critical to the success of a good NCLB strategy. While the range of skills, language and experiences of NCLB coordinators may vary from site to site, there are some common qualities that all NCLB coordinators should possess.

Undoubtedly, the coordinators possess many, if not all of these qualities. Let's take some time to review these qualities.

Personal Attributes

- Possessing leadership and team building skills;
- Being adaptable and flexible;
- Working independently and as a team member;
- Being creative, innovative, and assertive;
- Having tact and patience;
- Demonstrating cultural sensitivity.

Communication Skills

- Presentational skills;
- Arbitration and mediation skills;
- Facilitation and coordination skills;
- Negotiation skills.

Organizational Skills

- Meetings (Steering Committee, subcommittees);
- Conducting;
- Organizing;
- Recording minutes;
- Following-Up.

Records Management

- Correspondence;
- Financial management including grant award documents and basic budget skills;
- Meeting minutes and attendance -Program activities.

Information Management

- Computer skills;
- Internet skills;
- Technical Assistance (to whom and when to ask for help).

Time Management

- Prioritizing work assignments;
- Realizing external timelines;
- Setting and meeting deadlines.

External Partners and Internal Events Management

- Awards recognition;
- Partner relationships.

Resource Development and Program Sustainability Skills

- Ability to think outside the box;
- Ability to develop long-range planning;
- Ability to identify and leverage partners and resources;
- Ability to build capacity;
- Ability to monitor and evaluate.

While the NCLB Coordinator may possess many of these qualities at the start of their employment, they will certainly be more proficient in some areas and less so in others. Eventually, they will develop and improve all their skills and qualities. Coordinators will be able to accomplish this improvement through on the job experience, capacity building events, meetings and knowledge-sharing sessions with other NCLB coordinators and the NCLB online resource-database.

What should I know about the site structure and key documents based on the principles of NCLB?

The City of Ottawa's Community Development Framework (CDF) uses NCLB for community engagement and putting a strategy development process in place in designated neighbourhoods. All NCLB coordinators are provided with the detailed information about the structure and operations of the CDF.

Briefly, the CDF structure includes the following multiple components working together to meet the CDF goals:

1. A Community Table (shared experience);
2. A Community Development Roundtable/Leadership (shared leadership);
3. A Knowledge Transfer Table (shared knowledge);
4. A Resource Table (collaborative processes);
5. A Municipal Services Table (coordinated services).

The NCLB strategy is used for community engagement in the designated neighbourhoods. Each CHRC functions as an NCLB site, covering the neighbourhoods in its program area. Each CHRC establishes a Steering Committee Table and coordinates the NCLB program in its catchment. A coordination component links the grassroots and Steering Committee work with the five system level components mentioned above. The CDF Coordinator is a link between the communities and the Steering Committee in their program area.

Here is a simple structure and some important tips and tools to help the coordinators better understand how the NCLB program is structured and operates, originating at the grassroots level and connecting the respective site to the City-level operations, support system and other developments.

Key Documents To Be Reviewed

- NCLB Strategy Document;
- Community Development Framework outline;
- University of Ottawa Neighbourhood profiles.

Strategy going forward. Although the Steering Committee may have been in existence before the coordinators arrived, it is important that the coordinators help provide clarification to new Steering Committee members and other community stakeholders. Keeping the relationships and responsibilities clear to all partners in the community will help ensure successful implementation of the strategy.

Given the range of skills and qualities of a site coordinator, the NCLB approach allows each NCLB site (CHRC) the flexibility of developing a job description for the NCLB Coordinator.

Sample job descriptions are available for your review from South East Ottawa Community Health Centre (SEOCHC). These descriptions do not provide specific details regarding education requirements or years of experience since needs and resources may vary significantly from site to site. Generic job description information is addressed in the following section.

Job Description

Activities

- Functions as primary outreach person for putting the NCLB strategy development process in place in the designated neighbourhoods;
- Reaches out to new partners and community residents in the designated neighbourhoods;
- Prepares and submits progress reports;
- Interfaces with Steering Committee;
- Serves as staff to the Steering Committee;
- Monitors the activities and progress;
- Works with all available partners to explore potential funding opportunities to support implementation of the community action plans in the designated neighbourhoods;
- Interfaces with the City of Ottawa and community service agencies;
- Seeks continuously to leverage a variety of resources;
- Leads the strategy development process;
- Collects and analyzes data that supports the strategy.

The preceding discussion covered *How do NCLB Coordinators develop information about the various qualities and skills and strengthen them to be an effective coordinator.*

Abilities and skills? Other things, which have not been discussed, can be done to develop and strengthen the skills of the NCLB coordinators.

Some of these activities will occur as the coordinators carry out their work on a daily basis, commonly referred to as on-the-job training. Others activities require a specific commitment of their time and effort. The following list contains examples of professional development recommendations that have proven helpful to other NCLB coordinators across the City.

Developing Core Operational Skills

- Peer mentoring from experienced NCLB sites;
- Technical Assistance from the Knowledge Sharing Table and CDF Coordinator;
- Support from CDF Coordination team;
- Annual Personnel Progress Reports.

Summary:

A new site coordinator may benefit from numerous opportunities to utilize existing skills while developing new ones. The key to being a successful NCLB coordinator is not only understanding the skills required for the job, but knowing what the specific functions of the position are, as well as the overall picture for the NCLB.

A number of publications, manuals and other resource material have been developed to help NCLB coordinators complete many of the required tasks. The coordinators need to review these documents carefully, educate Steering Committee members if necessary, and seek out assistance if they have questions.

Collaborations and Relationships with Partners

Successful implementation of the NCLB strategy requires ongoing collaboration among Steering Committee members as well as other community stakeholders. What does collaboration really mean? Let's look at that now.

In this section, we will explore the coordinator's role relative to helping to develop and implement collaborative partnerships as a means of achieving the goals and objectives outlined in the strategy. The responsibility of the NCLB Coordinator for managing critical relationships with partner agencies will also be investigated.

Section Objectives

- How to collaborate with Steering Committee members and members of the various subcommittees;

- How to identify, strengthen and develop relationships with key partners and build networks, both formal and informal;
- How to mobilize the community.

What can I do to encourage collaborations between Steering Committee and subcommittee members?

One of the primary roles of a NCLB coordinator is to encourage collaboration among the various organizations, agencies and residents involved in understanding that NCLB is not a program, but rather a strategy that establishes a base for building collaboration.

The City of Ottawa is looking to realign existing resources for community development, leverage opportunities to meet the needs of the selected communities. The City follows a systematic approach for neighbourhood selection, which is a critical step in launching the CDF strategy approach. Given the amount of available community development resources to support each site, it is important for the Steering Committee to understand the importance of collaborations as a means to leverage additional resources for the NCLB site which, in turn, helps everyone achieve the communities goals and objectives.

There are a number of tasks NCLB coordinators are expected to perform in order to help clarify for Steering Committee and subcommittee members how important collaborations and partnerships are in implementing the NCLB strategy.

- Understand their roles and responsibilities;
- Secure commitment and involvement;
- identify key partners who share the vision even if they are presently not investing directly in the designated communities;
- Review the present committee membership and identify gaps;
- Analyze the size of the Steering Committee to determine that it is large enough to be inclusive of all shareholders, but small enough to be efficient and manageable;
- Review partners to ascertain strong representation for all the core components: social, physical, economic and service;
- Define permanent and visiting members;
- Permanent and visiting members will vary from one site to another. The general rule is that each Steering Committee member represents one agency or segment of the community. Since one Steering Committee covers more than one neighbourhood, representatives from a neighbourhood are invited when an issue or community action plan related to that specific community is on the meeting agenda.
- Appointing people as members of subcommittees or ad hoc committees is a good way of including more people while keeping the Steering Committee at a manageable size.
- Evaluate progress toward the short and long-term goals as part of the on-going review of the site's operation.

Meeting place

The NCLB sites and coordinators are encouraged to have meeting places as part of the overall strategy. The communities need to have community houses or other meeting places available for regular weekly meetings and things like youth drop-in activities.

A meeting place is a location in or near the community where residents can access needed services, develop relationships, and find opportunities. It should be easily visible and readily accessible to area residents. Meeting at the respective CHRC is a good alternative if there is no meeting place available.

While considering various elements of a meeting place, it is important to look into the location, security and accessibility in the evening hours.

- **Existing facilities**
 - Community Houses in OCH communities;
 - City recreational/community facilities;
 - Community-based organizations;
 - Faith-based organizations;
 - Non-profit organizations;
 - Schools;
 - Businesses.
- **Services and supportive programs**
 - Adults;
 - Seniors;
 - Youth;
 - Children.
- **Staffing alternatives**
 - Community-based organizations;
 - Paid staff;
 - Volunteers.
- **Documentation and evaluation of activities**

Without an appropriate meeting place, it won't be easy to hold regular community meetings. Community members are usually available in the evening. The best possible way for consistently engaging the community and building a trust relationship with the service providers is to have an accessible location where the community members feel at home. A small budget for food and drinks can be used to encourage more community members to participate.

How does the NCLB Coordinator build, strengthen, and develop relationships with key partners?

In most cases, the community development staff members of the CHRCs are interacting with all service providers in one capacity or other. Seeking to build collaboration must not be a challenge for the NCLB Coordinator.

A significant portion of a site coordinator's time is devoted to strengthening or building relationships with key community partners, who may not be presently involved with NCLB. Others may be involved, but not to the extent necessary to effect permanent, positive change.

The best way for keeping partners engaged is simply working together. The more they are involved in assisting the community in implementing the Community Action Plans in various ways, the more relationships are developed and enhanced.

It usually takes some time, but sooner or later all partnering agencies find out a way to get fully involved in the collaborative and integrated approach to service provision according to the community identified needs and priorities.

Each partner agency presents its progress report in the NCLB Steering Committee meeting, thus keeping everyone abreast of the developments in the field and opening up new opportunities for resources leveraging and further collaboration.

Who are the ideal partners for NCLB?

While the service providers may vary from neighbourhood to neighbourhood based on the issues and prioritized needs, agencies serving communities across the board are most likely to be part of the community's strategy development process and resultant action plan. Some of the potential partners are:

- Parks and Recreation Staff of the City of Ottawa;
- Ottawa Police Service;
- Ottawa Community Housing;
- Boys and Girls Club;
- Youth Services Bureau;
- Children's Aid Society;
- Legal Aid Clinic;
- Local Councillors;
- Community-based organizations;
- Community House Directors;
- Representatives from local businesses;
- Representatives from funding agencies;
- Tenants/Residents' Associations.

What should a coordinator do if the site is not developing collaborations and partnerships?

Sometimes, despite the efforts that coordinators may be putting into building or strengthening collaborations, the outcome is not what they or others may think it should be. Here are some quick questions for the coordinators to ask themselves as well as the Steering Committee if they continue to have difficulties in that area.

How do I manage working relationships with partner agencies, funders and other organizations?

One of the common tactics of Steering Committees in implementing the tasks and activities outlined in the Strategy is to establish non-contractual, informal relationships with various service providers in the community. These informal relationships reflect an additional extension of the Coordinator's responsibilities in managing collaborative activities. To the contrary, funders of various programs or activities under the NCLB process are directly connected to the NCLB site by a financial and reporting commitment. This section will highlight steps a coordinator should take to manage these important relationships. Remember, the purpose of implementing another level of contractual relationships is to fulfill the objectives outlined in the Strategy. Outcomes of funders must align to these objectives.

- **Get and Keep Everything In Writing**

- Define and put in writing how funds must be spent to comply with the decisions of the Steering Committee;
- Define and put in writing, the roles and reporting requirements of each funder;
- Define and put in writing performance requirements developed to comply with the goals and objectives;
- Define how budget adjustments, changes to the scope of work, or extensions will be handled;
- Define and put in writing what the reporting process will be, including dates, content, and what will happen if performance objectives are not met.

- **Review funder's Policies and Procedures**

- Identify funder's policies and regulations on contracting and clarify their relationship to the NCLB process

How do I mobilize community residents?

Community residents are one of the most important partners in the NCLB approach to community development. Having residents involved in all aspects of the NCLB process helps to ensure that the goals and objectives identified in the Strategy are consistent with the vision and desires of the people who live in the community.

To ensure that residents are fully involved in NCLB, the strategy mandates that residents are one of the key required partners on the Steering Committee. Of course, it is not possible to have representatives from all the designated neighbourhoods at one time. However, representatives of the community should be around the table when the Community Action Plan for any specific community is on the agenda. In the case of OCH communities, the Community House Directors are usually the ambassadors for their respective communities along with the office-bearers of the Tenants' Associations.

It is also expected that residents serve on the subcommittees and be part of all

focus groups. Although residents may be involved on the various NCLB committees and activities, there is much more that a NCLB coordinator is expected to do to continuously involve and mobilize the community. The following are some of the steps and activities for successfully mobilizing residents:

Continually Survey the Community to Identify Needs, Issues and Concerns

- Conduct focus groups and neighbourhood surveys on an annual basis;
- Examine the Community Action Plan to ensure that it is current;
- Build strong resident-led leadership structures;
- Focus on capacity building of the Tenants' Association in close collaboration with other partners – particularly OCH staff in OCH communities;
- Create strong communication vehicles that meet the needs of the community.

Market the NCLB site using

- Neighbourhood meetings;
- Newsletters;
- Public service announcements;
- Websites ;
- Look for mobilization opportunities that match with your NCLB strategy;
- Link plans with national, regional, and local events;
- Take advantage of other things going on in the community (festivals, street fairs, rallies, door-to-door canvassing);
- Give recognition to volunteers and hold celebrations;
- Be accessible to the community.

System level support under the Community Development Framework (CDF)

Please refer to the NCLB strategy and implementation guide which explains how system level support is being provided through various tables, such as Community Development Round Table, Community Table, Municipal Service and Knowledge Transfer table. Issues, which the partners may not be able to address at the local Steering Community level or which need some policy level decision, are brought up to the Community Table where ideas and recommendations are framed and coordination support is extended to access support and guidance from the other tables. A representative from each local Steering Committee sits on the Community Table.

Summary

Collaborations and partnerships are the lifeblood of the NCLB Strategy. Upon completion of this learning section, The NCLB coordinators should have a better understanding of how to work productively with the site's Steering Committee, subcommittees, and key partners. In addition, tips were offered on how to enhance, strengthen, and sustain key partnerships, as well as, how to identify and involve stakeholders.

Beyond building a network of partners, this section also focused on how to mobilize the community to achieve the goals outlined in the NCLB Strategy. The coordinators should now have more insight on how to connect clients to services, and what is required in managing funds for activities from other funders.

Strategy Development and Implementation

The heart of NCLB is the Strategy. It is important that NCLB coordinators spend time reviewing this document as it serves as a guide for the site's plan of action. The Strategy should represent a comprehensive plan for improving the quality of life for residents in the community.

Once the Community Actions Plans have been developed and approved, it becomes the responsibility of the Steering Committee, subcommittees and the NCLB Coordinator to work together to implement these successfully.

We need to keep in mind that most strategies are designed to achieve goals and objectives over a three to five year period. However, short term plans are needed so that activities can be carried out and the work done evaluated for course correction if necessary.

The following section will focus on helping the coordinators understand how to develop and implement annual Action plans for the designated neighbourhoods. Furthermore, the coordinators will learn the importance of being informed about the local site's timelines, reporting requirements, convening meetings, and collecting necessary data.

There may be a temptation within the site to treat NCLB as a program. It is a Strategy!! The Coordinators' task is to help move the NCLB site forward through the delivery of programs and services offered by the collaborating partners in order to achieve the goals and objectives.

What is the NCLB Coordinator's role in supporting the community assessment process?

Section Objectives:

- Overcoming obstacles associated with the site's strategy;
- Supporting strategy implementation;
- Understanding the community assessment process.

The community assessment process should be a continuous process that helps to measure the effectiveness of the goals and objectives of the site's strategy in addressing the needs of the community. This section will address key components of the community assessment process that should involve the Site Coordinator. It also offers tips to ensure this phase will be compatible with the activities of other groups in the community.

Identification of Realistic Boundaries

The coordinators need to begin with obtaining the University of Ottawa community profiles for the designated neighbourhoods. Secondly they should link boundaries to what community members perceive as their neighbourhoods and other identifiable sources for tracking. In the case of Ottawa Community

Housing (OCH) units, the boundaries of the neighbourhoods are quite clear. In other cases it could be a street or combination of streets with somewhat equal distance from a meeting place without any major physical barrier such as a highway or river.

Collection and Analysis of Demographic Data

The University of Ottawa has done this work by gathering updated census information on 89 neighbourhoods in Ottawa. Information about residents, such as income levels, unemployment, poverty, and housing etc, is available. The NCLB coordinators need to make these community profiles more local with rich information from the residents.

Identification and confirmation of top physical, service and social problems, including crime problems, is part of the assessment phase.

There is a need to look for trends in certain problems or crimes.

Identification of additional unmet needs

- Continuously work with community residents to identify unmet needs;
- Compare findings from residents with secondary data sources.

Signs of Economic Revitalization

- Coordinate with local economic development agencies to track planned economic and housing development projects within site;
- Work with small businesses in the area to assess and encourage additional revitalization efforts.

What is the role of the NCLB Coordinator in implementing the strategy?

It must be clear by now that the implementation of the strategy involves the collaboration of organizations on a number of tasks and community-wide activities. The NCLB Coordinator's role is to coordinate and facilitate the creation of these collaborations to achieve the goals and objectives in the strategy. Central to the implementation process are the regular Steering Committee meetings. These meetings provide Steering Committee members with the opportunity to review and analyze progress reports relative to the four components of the strategy – social, physical, economic and service.

The Steering Committee meetings also provide community residents and other interested stakeholders with the opportunity to hear about the progress of the overall strategy and offer recommendations for improvements.

Lastly, the Steering Committee meetings provide opportunities for individuals and agencies to develop and nurture relationships.

Given the significance of these meetings, the NCLB Coordinator's role is to ensure the meetings run smoothly and that the Steering Committee receives all of the necessary reports and other relevant information to make informed decisions. Here are some tips for convening meetings, to ensure community

involvement from the neighbourhood as well as the collection of critical data to be used for evaluation purposes.

Convening Meetings

- Report progress;
- Take minutes;
- Schedule meeting times appropriate to the audience;
- Prepare agendas in advance;
- Staff the meeting;
- Bring pertinent information referenced in the meeting agenda, be prepared with relevant documents referenced in prior meeting minutes;
- Facilitate the meeting;
- Identify outcomes and purposes for the meeting; ensure group participation by providing information to the members well ahead of the meeting. Other techniques to use include flip charts, ice breaker exercises, and brainstorming sections; keep the meeting on schedule by reaching consensus and moving forward.

Collecting Site Data to Support Development of Neighbourhood Level Plans and Implementation

- Identify data collection needs and purposes based on expected reporting requirements, program and project development, and assessment;
- Conduct community surveys, focus group discussions, meet with partners, prepare inventory of resources and collect data from various resources;
- Update existing data;
- Organize community engagement work, community canvassing, focus groups, and asset mapping.

Assisting with Strategy Progress at the Neighbourhood Level

- Assist community members with the development of realistic goals;
- Standardize a process for information sharing; assign Steering Committee members tasks that include timelines, people responsible for tasks, and local site reporting requirements;
- Develop internal monitoring and reporting processes that include timelines, task status, and reporting requirements;
- Identify the appropriate groups and individuals in the community able to fulfil the assigned purpose.

Evaluating the Strategy

- Set success indicators in the activities identified in the community action plans;
- Develop measurable outcomes for goals;
- Develop a plan for conducting an evaluation of strategy according to the NCLB evaluation matrix, and coordinate with a third party

- evaluator if possible;
- Assist with the collection of data for analysis;
- Work with Steering Committee to address feedback from the evaluation;
- Utilize data from evaluation in preparing progress reports.

What should the NCLB Coordinator do if the strategy for the site is encountering obstacles or needs to be amended or revisited?

While the Community Action Plan for each neighbourhood is expected to be used as a roadmap for the community and the Site Coordinator, Steering Committee and the various sub-committees, the NCLB Coordinator may encounter some obstacles. These obstacles can hamper the progress toward achieving the goals and objectives in the Action Plans.

The next few steps describe what a NCLB coordinator should do if the site begins to experience some implementation-related challenges.

Encountering Obstacles Along the Way

- Discuss with Steering Committee, CHRC's Program Manager, or the CDF Coordinator;
- Encourage the development of an ad hoc subcommittee to address the obstacle;
- Utilize the **four C's**: Communication, Collaboration, Cooperation, and Coordination as tools to overcome the obstacle;
- Record actions taken.

Amending and Revisiting Local Strategies

- Review established timelines and reporting schedules to coordinate opportunities of strategy measurement;
- Remind and facilitate Steering Committee members to review strategy progress toward the goals and objectives in each neighbourhood;
- Assist the Steering Committee with proper submission of amendments to the community action plans, budget changes, and technical/service assistance requests to various partners.

Summary

NCLB coordinators should be able to convene, support, and facilitate strategy development meetings that lead to developing neighbourhood level plans, data collection processes, as well as assist the Steering Committee with measuring the overall strategy progress. In further support of strategy development and implementation, NCLB coordinators should bring together subcommittees and ad hoc committees to review timelines, reporting schedules,

and achievement of goals and objectives.

Sustainability

A specific strategy focused on the continuation of NCLB efforts in any site must be integrated in the NCLB strategy itself. Given the tremendous levels of collaboration that have been formed, it is important to keep the momentum going and not become totally dependent upon one funding source to continue the neighbourhood level strategy development and implementation process.

In the context of NCLB, sustainability focuses on the continuation of the strategy development and implementation process. Key efforts to be sustained include:

- Communication with residents and service agencies;
- Coordination among various partnering agencies;
- Community engagement and social mobilization activities;
- Reinvestment in neighbourhoods.

This section will address why sustainability strategies are so important to NCLB sites and what your responsibilities are as a NCLB Coordinator in helping to sustain the NCLB efforts in your community.

Section Objectives

- Explore steps required in developing a transition strategy in the neighbourhood where transformation takes place and the community gets into a routine of annual re-assessment, readjustment, planning and implementation process;
- Learn how to attract, identify and use resources (leveraging);
- Understand how to sustain the NCLB strategic planning process and maintain collaborations.

What do we try to sustain?

It is critical for the Site Coordinator to continuously reinforce to Steering Committee members and other community stakeholders that NCLB is not a program, but a strategy. The NCLB Coordinators must help educate community leaders to understand that NCLB promotes a comprehensive strategy development process. This process brings together key resources from various agencies, the City, community organizations, other service providers, and community residents to collectively address the issues impacting the quality of life in the NCLB site. While funds from various agencies may be invested to support some programming activities under different core components, NCLB should not be viewed as a program itself. Therefore, since NCLB is not a program, the emphasis should be placed on strategy development and implementation process.

The following measures should be taken to achieve the goal of sustaining the NCLB strategic planning and coordination process:

Sustaining the NCLB Strategic Planning Process

- Keep the communities involved and engaged;

- Keep the service providers involved and motivated with the effectiveness of their service delivery in collaboration and coordination with one another and the community directly;
- Provide all stakeholders with the NCLB organizational structure and how it fits in the City of Ottawa's Community Development Framework (CDF) and keep it up to date and available at all times;
- Encourage ongoing and open dialogue aimed at institutionalizing the strategy in the designated neighbourhoods;
- Involve and motivate residents and stakeholders thoroughly with the Strategy;
- Build a vested interest in continuing the strategy;
- Develop capacity among all stakeholders and partners.

How can I help leverage additional resources for the site?

NCLB coordinators must work with the Steering Committee to aggressively attract and identify new resources to support the strategy development process and resultant community action plans in participating neighbourhoods. In addition to looking for new resources, the NCLB Coordinator must work with the Steering Committee to ensure that existing resources are sufficiently optimized and leveraged. The following tasks are often associated with attracting new resources and maximizing existing resources:

- Make a solid case for the resources required through proper participatory assessment of the community needs;
- Apply for collaboration grants after prioritizing community needs and making them part of the neighbourhood level development plan;
- Create an asset inventory and revisit it frequently;
- Create and strengthen partnerships with other service providers;
- Get acquainted with funders and understand their funding priorities;
- Identify gaps in service.

What is the role of the NCLB Coordinator in developing a transition strategy?

While the NCLB Coordinator should concentrate on helping the Steering Committee develop and implement a sustainability strategy, a change may be needed in the current operating structure and coordination mechanism of the NCLB. It depends on the organizations involved and taking the lead. A CHRC may like to incorporate the NCLB approach into its existing community development work.

In other situations, organizations serving the community will agree to become more involved in leading a particular component of the strategy. Infrastructures that appear similar to NCLB may exist and incorporate the philosophy of NCLB into their daily operations. While there are no specific requirements associated with developing a transition strategy in the communities which make substantial progress, the following provides some details for consideration:

- - Know who in the community will benefit from the transition plan from the high level focus of the Steering Committee to simply monitoring progress on the established strategy development process in the neighbourhood;
- Document all evaluations and successes;
- Develop a continuation strategy without the extensive presence of the NCLB Coordinator in the neighbourhood;
- Train the community to take the lead on re-assessments, re-evaluation, monitoring, re-adjustment and development of new Action Plans. They will become advocates for securing other resources and continuing the strategy development process.
- Pass on what you know as a coordinator.

Summary

Sustainability of the NCLB Strategy should be one of the major concerns of the NCLB coordinators and they should begin early in the implementation phase. It is important to consider all four components of the strategy that need to be sustained --- not just one part.

One of the unique features of NCLB is the composition and diversity of the Steering Committee. Continuation of the strategy development process helps to ensure that service providers at all levels will remain engaged with each other and the community in collectively addressing social, physical, service and economic needs in the community.

Understanding what sustainability is and how other NCLB sites have addressed this issue will help the NCLB coordinators move forward.

It is important to remember that multiple resources are available to support the implementation of the strategy. Don't get bogged down in only looking for grants or attempting to duplicate existing programs. Increased collaborations are an ideal tactic to use as part of the overall sustainability strategy.

The program stability that the CDF support provides from the beginning enables the NCLB coordinators to develop relationships and to create structures that will ensure continued commitment of resources to the target site.

Technology

The NCLB coordinators will find ways to optimize every existing resource available to them. The use of technology has become one of the most effective tools for NCLB coordinators either as a special emphasis initiative, through Photo-Voice, video documentary, or just as a means of doing their daily job.

Section Objectives

- To effectively use the Internet to navigate available resources for NCLB support, submit progress reviews, community surveys, and evaluation reports more effectively;
- To acquire and expand working knowledge of various software programs to create documents, spreadsheets, maps, and databases and to analyze and display information, and to enhance the management and accountability of the respective NCLB site;
- To become familiar with recommended technologies for NCLB coordinators.

Why do I need to use the Internet to submit certain documents?

NCLB coordinators are required to submit certain documents directly to a central website portal on a regular basis.

This system using the Internet is very common today, and this section will highlight why you need to become comfortable using the Internet for online submission of some data and reports.

The NCLB online system is used to submit community surveys, progress reports, inventory of resources, and community action plans. All information is readily available to all partners and with one keystroke decision makers can access progress in each community, change in status of any designated neighbourhood, comparative analysis of different communities and progress within the same community over a number of years.

What are some of the basic technologies NCLB coordinators should be using?

One of the key points you should have realized by now is that NCLB coordinators are rarely stationary. Since the NCLB coordinators are constantly busy attending meetings, community events, and strategy sessions, they must have immediate access to their calendars and address books at all times.

Before the NCLB coordinators run out the door to meetings with community leaders, they need to assess technological resources and be familiar with the latest technologies that can assist them to perform their job better. This section will simply list some of the needed tools and software that the NCLB coordinators should consider using to make their work effective:

MS Office package (MS Word, MS PowerPoint, MS Excel, MS Publisher, MS Outlook);
 Very basic HTML;
 Basic FTP for uploading documents to internet;
 Any Photo editing software (optional).

Summary:

Technology is a critical tool that NCLB coordinators often rely upon in carrying out their work. The use of the Internet is required in transmitting key documents

and for communicating with organizations and individuals in your community or with other NCLB coordinators across the City.

Basic computer software programs are recommended for NCLB coordinators to use to help with word processing, spreadsheet preparation, and presentation tasks and in developing a community database. Most of the software discussed earlier has easy-to-follow tutorial programs.

Programmatic and Financial Requirements

This section focuses on the programmatic and financial knowledge helpful for NCLB coordinators and on the various reporting requirements. This section will address the major tasks NCLB coordinators need to ensure are completed on a timely basis to keep everyone informed of the progress on key milestones.

Section Objectives

- Review the progress reporting requirements and deadline for submission;
- Review the financial reporting requirements and deadline for submission;
- Understand what types of data should be collected and how the information should be reported.

Who is responsible for preparing the progress reports?

Each site is required to submit progress reports via online portal as part of putting the NCLB strategy development process in place in their respective neighbourhoods. These reports help the Steering Committee members and other stakeholders understand what progress is being made in the site, obstacles that may be encountered, available resources and programs and the overall impact of the NCLB strategy. Uniformity in the reporting format helps ensure that all the information received is consistent across the City.

The next section will cover the required report formats and report deadlines. Adherence to the due dates is critical to the overall assessment of the development within implementation of CDF.

- Survey reports due by.....
- Inventory of resources due by.....
- Community Action Plans due by.....
- Progress Reports due by.....
- Evaluation reports due by.....

The NCLB Coordinator must take the lead for ensuring these reports are submitted on a timely basis. If documentation is required from other funders, it is recommended that the coordinators provide these funders with a brief orientation section at the onset of their award. During this orientation, they should outline the specific reporting and format requirements for submitting

reports. This will help ensure that the NCLB coordinators have all of the necessary information well in advance of the deadline for report preparation.

It is important to maintain accurate records of the various activities conducted in each neighbourhood in the NCLB site. These activities must also coincide with the goals and objectives outlined in the local, neighbourhood level strategy. Given the importance of conducting an evaluation of the overall strategy, it is recommended that the NCLB coordinators use the baselines established in the evaluation process to record and report the progress in their site.

We wish the NCLB coordinators/community developers well on the journey in which they are not alone. They have tools, contacts and experienced colleagues to assist them along the way.