

COLLECTIVE
IMPACT
PROJECT

MADE POSSIBLE BY  **Centraide**
of Greater Montreal

CIP ACTIVITY REPORT

01.10 2020/2021 30.09



COLLECTIVE IMPACT PROJECT



FOUNDATIONS



STRATEGIC PARTNERS



PROJECT OPERATOR



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*The Silver Dollar Foundation has ceased operations since 2018.

A WORD FROM THE ASSISTANT DIRECTOR

Although the impacts of the pandemic are still very much with us, I can't help but point out the skills, agility and adaptability shown by the entire ecosystem: community, philanthropic and institutional sectors.

Proof that we are not working alone.

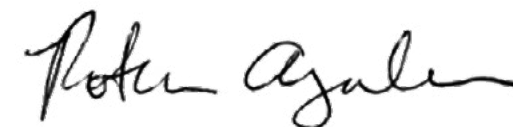
Phase 1 of the Collective Impact Project (CIP) is coming to an end, and I salute all neighborhood change agents, the entire Centraide team, and our partners for their work and dedication. Everyone has shown exemplary courage and community spirit. The communities' ability to reinvent themselves, reorganize, and commit to reducing poverty is inspiring. Their actions have made positive, concrete impacts on food security, housing, social inclusion, academic success, infrastructure, and community spaces. This report reflects their achievements.

Despite the pandemic, we were still able to come together this year, although virtually. During our Grand Rendez-vous, 150 partners discussed the results from Phase 1 of the CIP and established [12 strengths](#) that will be particularly relevant for the future. These partners talked about the essential components of Phase 2 during two morning dialogue sessions, which were also held virtually.

Five years into this innovative project, and interest remains high. For example, [Future of Good and United Way Canada](#) highlighted the CIP in a series on social impact innovation. Lessons learned from the CIP contributed to a study conducted by CREDO, in partnership with the Maison de l'innovation sociale, called [Impact Cities](#), which examined the success conditions that help social impact initiatives reach their full potential. Finally, the Tamarack Institute, known for its expertise on collective impact, recently published [case study on the CIP](#), and we worked with the Institute to hold [two webinars about the project](#).

We are now looking to the future, and we can see how enthusiastic everyone is to move forward with the next phase of the project. All Montreal neighbourhood roundtables have submitted their expressions of intent to participate. By signing the new Phase 2 agreement, our partners have reaffirmed their desire to work with the entire CIP community to make a positive impact on Montreal neighbourhoods. All stakeholders are clearly taking action to work collectively to alleviate poverty and social exclusion.

Phase 2 is starting, with you!



Rotem Ayalon
Assistant Director
Centraide of Greater Montreal

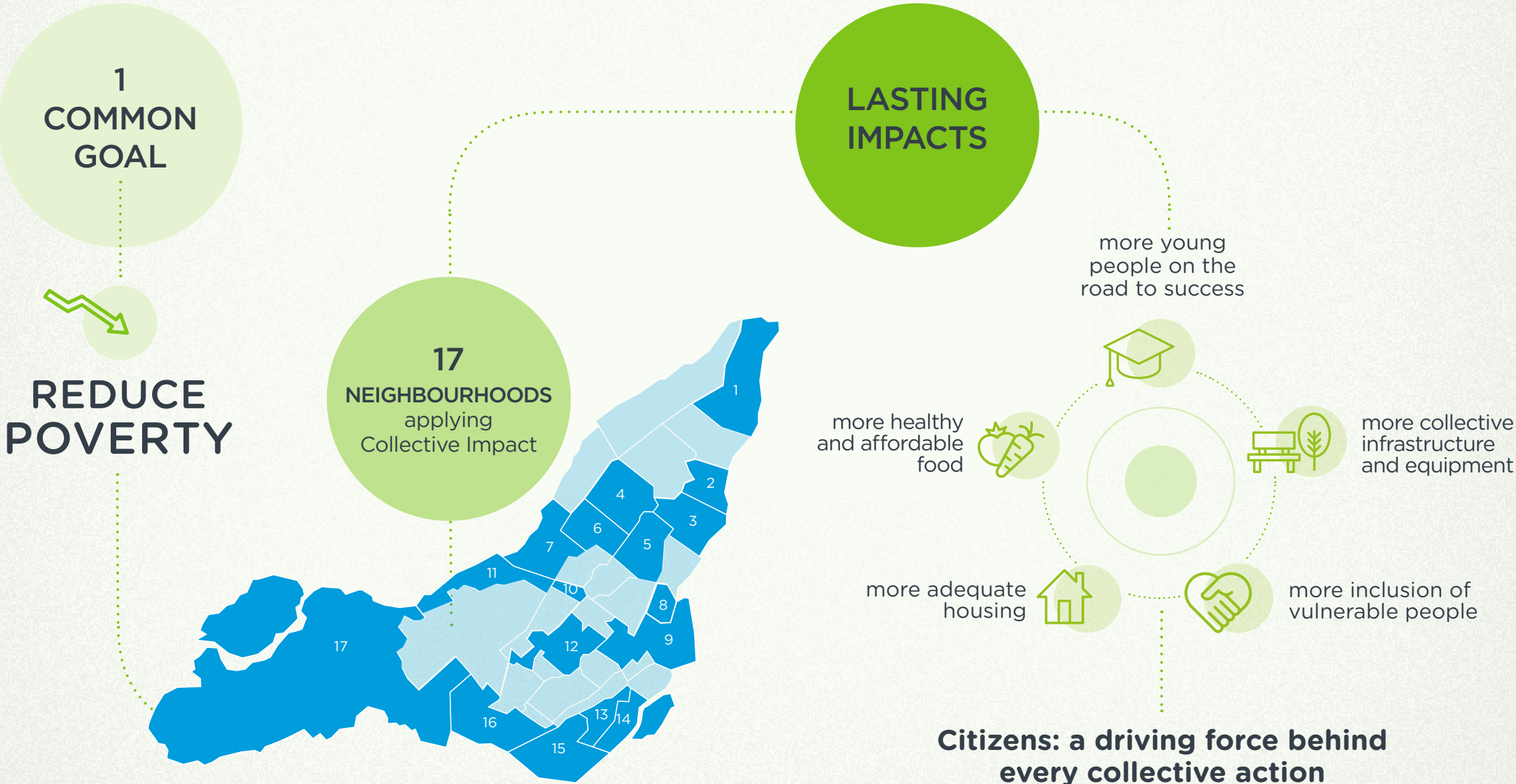
ANOTHER YEAR OF ADAPTING TO THE HEALTH CRISIS AND WORKING COLLECTIVELY

UNITED FOR INCLUSIVE NEIGHBOURHOODS

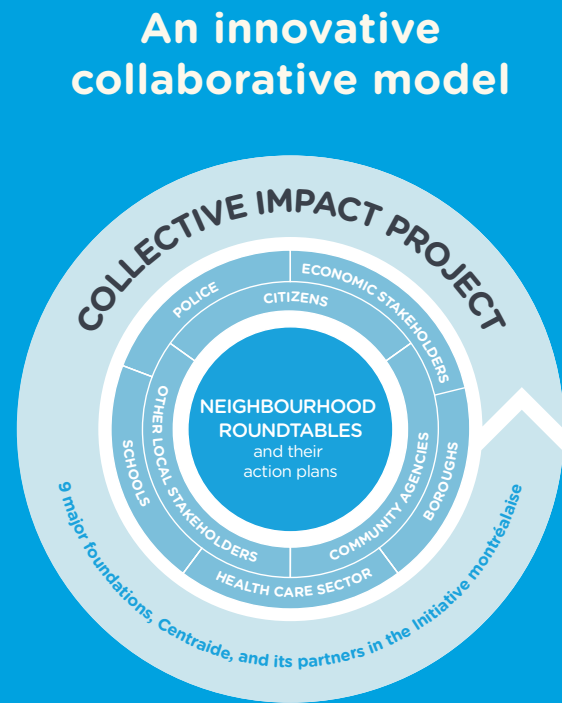
COLLECTIVE IMPACT PROJECT



The CIP at a glance



- 1. Pointe-aux-Trembles 2. Mercier-Est 3. Mercier-Ouest 4. Saint-Léonard 5. Rosemont 6. Saint-Michel
- 7. Ahuntsic 8. Centre-Sud 9. Peter-McGill 10. Parc-Extension 11. Bordeaux-Cartierville 12. Côte-des-Neiges
- 13. Ville-Émard—Côte-Saint-Paul 14. Verdun 15. LaSalle 16. Lachine 17. West Island



9 FOUNDATIONS

- Foundation of Greater Montreal
- Lucie and André Chagnon Foundation
- Marcelle and Jean Coutu Foundation
- McConnell Foundation
- Mirella & Lino Saputo Foundation
- Molson Foundation
- Pathy Family Foundation
- Silver Dollar Foundation
- Trottier Family Foundation

3 STRATEGIC PARTNERS

- Coalition montréalaise des Tables de quartier
- Direction régionale de santé publique de Montréal
- Ville de Montréal

1 PROJECT OPERATOR

Centraide of Greater Montreal

A major investment

\$23M over 6 years | **\$3.6M** invested in 2020-2021





A catalyst for change and sustainable development

The CIP contributes directly or indirectly to 10 of the United Nations' 17 sustainable development goals.

OVERVIEW OF NEIGHBOURHOOD PROJECTS


LEGEND

 moderate support

 intensive support

 food


 housing




 social inclusion

 academic success

 infrastructure

 Vivace-PIC
Current year

 Vivace-PIC
Last years

 WEST ISLAND  
/ Learning to work together to develop structured projects

 AHUNTSIC 
/ Learning Citizenship

 BORDEAUX-CARTIERVILLE 
/ Citizen Space at the Bordeaux-Cartierville community centre



 LACHINE  
/ Lachine food system
/ Place du village à Saint-Pierre Project

 LASALLE 
/ LaSalle food space




 POINTE-AUX-TREMBLES—MONTRÉAL-EST  
/ Revitalizing communities/Montréal-Est
/ Pouce Ver(t)s Project


 SAINT-LÉONARD    
/ Social housing promotion committee
/ Citizen involvement
/ School-family-community Project
/ Citizen space Project







 MERCIER-EST 
/ A network of connections to break isolation



 MERCIER-OUEST 
/ A strong, local food system in Mercier-Ouest

 SAINT-MICHEL      
/ Saint-Michel food system
/ Housing, public spaces and safe conditions
/ Community centre
/ Les Jardins des Patriotes at the École Louis-Joseph Papineau
/ Requalification of the Francon Quarry
/ IPAKT: Cultural mediation in public spaces
/ IPAKT Project

 ROSEMONT  
/ Aller vers: Breaking the isolation of vulnerable people
/ Espace terrasse 40°/Beaubien Project

 PARC-EXTENSION      
/ Community centre unifying project

 CENTRE-SUD     
/ Notre quartier nourricier
/ Advisory committee on major development
/ Grassroots Collective Intelligence Laboratory
/ Stakeholder community of practice
/ Mouvement Courtepointe

 CÔTE-DES-NEIGES  
/ Safe housing brigade and family information and action
/ Community employment agency

 PETER-MCGILL  
/ My Peter-McGill
/ Espace Tupper Project

 VILLE-ÉMARD—CÔTE-SAINT-PAUL 
/ Local food system

 VERDUN   
/ Giving everyone a roof and a seat at the table!
/ Toward a neighbourhood food space Project

A LOOK AT NEIGHBOURHOOD INITIATIVES

A year full of challenges

The period covered by this annual report (October 1, 2020 to September 30, 2021) was impacted by the COVID-19 health and social crisis. Some initiatives had to be put on hold while others had to be adapted to meet people's urgent needs.

The pandemic and its impacts on society, and particularly on people experiencing poverty and social exclusion, have exacerbated multiple issues and forced us to reorganize our practices.

The crisis has increased pressure on neighbourhoods, not only on citizens but also on everyone who works with them. In our last annual report, we stressed how we need to keep a close eye on how our community resources are being stretched thin.

This risk emerged as a key issue in 2021. Staff turnover in the midst of a widespread labour shortage has hit community agencies particularly hard this year

12 of the 17 CIP neighbourhoods experienced staff turnover that affected their initiatives in the past year.

By building on existing practices, partnerships and infrastructure, neighbourhoods that have implemented the collective impact approach were able to leverage CIP mechanisms during the crisis.

5 CIP STRENGTHS THAT HELPED ALLEVIATE THE PANDEMIC'S IMPACTS

1. Proximity to citizens in vulnerable situations
2. Support structures
3. Citizen involvement
4. Cross-sectoral partnerships
5. Existing food security infrastructure

While these existing strengths let us develop agile responses to the crisis, efforts have continued to make structural changes, although these have been slowed due to staff turnover combined with the labour shortage. Many agencies have struggled to recruit staff, which has delayed the launch of their developmental projects.

This is what happened to the Service Placement Emploi de Côte-des-Neiges, whose service to address the labour shortage is highly relevant in the current context.

Agencies have overcome many obstacles despite these difficult conditions, and some even made significant advances in the past year.

CHANGES AND BREAKTHROUGHS IN DEVELOPMENTAL PROJECT

- Creation of community centres and citizen spaces
- Requalification of the Francon Quarry and changes to perceptions of snow management
- Recognition of affordable housing issues in the West Island
- Changing of the narrative in the Centre-Sud, with the multiple voices from the Mouvement Courtepointe
- Implementation of a new urban agriculture program in a Saint-Michel high school
- With Vivace-PIC, creation of green outdoor spaces for everyone

5 CIP strengths that helped alleviate the pandemic's impacts

1. FOCUS ON OUTREACH TO PEOPLE IN VULNERABLE SITUATIONS

Improving contact with people affected by social exclusion and poverty dynamics is a key part of many initiatives supported by the CIP. These efforts have helped build new relationships of trust between community networks and the public.

These strengths proved to be very useful during the pandemic, as illustrated by the cases of Mercier-Est, Pointe-aux-Trembles-Montréal-Est and Ahuntsic.



MERCIER-EST

The network of outreach workers is part of the “Mercier-Est en réseau”, a CIP initiative that aims to break the isolation of people in the neighbourhood by unfolding a network of support that connects the population with the community sector, institutions, and businesses.

In 2020-2021, the number of outreach workers who also carried out awareness initiatives doubled from 10 to 20, which led to a strong presence in the neighbourhood at low-rent housing units (HLM), on the streets, in public places, and around schools.

This helped them connect with people who are usually excluded from the system. A map with resources was created and handed out to provide people with referrals to resources they may need.

[Consult the resource map >](#)



POINTE-AUX-TREMBLES-MONTRÉAL-EST

The “Revitalizing Communities” initiative involved outreach activities at co-op housing in Montréal-Est and Pointe-aux-Trembles.

Unlike low-rent housing units, these environments receive little in the way of community support.

The relationships of trust built between co-op residents and partners helped keep them connect during the pandemic, which in turn prevented social isolation and helped community agencies understand needs and deploy food aid through a home delivery service.

[Watch the video \(in French only\) >](#)



Photo credit: Solidarité Ahuntsic

AHUNTSIC

The “Learning Citizenship” initiative aims to create an environment that encourages residents to be involved in fighting poverty by effecting change on local decision-making.

With its expertise in citizen engagement and community education, the team from the Learning Citizenship project acted quickly to reach out to vulnerable people during the pandemic.

COVID-19 outreach activities were held many times throughout the crisis and included information about health guidelines, awareness about vaccination through door-to-door campaigns, street parades with floats, and the distribution of multi-language communication tools.

5 CIP strengths that helped alleviate the pandemic's impacts

2. SUPPORT STRUCTURES AS MECHANISMS TO CONSTANTLY ADAPT TO NEEDS ON THE GROUND

Neighbourhood roundtables play a key role in mobilizing a territory's stakeholders and engaging them in collective action. Reinforced by the CIP, these mechanisms have greatly helped these support structures adapt and develop concrete solutions to meet the needs of the population in conjunction with other community representatives.

Below are two stories of newly created roundtables that have put these mechanisms to good use.

WEST ISLAND

Thanks to a solid and well-maintained foundation, key players have been able to remain agile, trust each other, and face uncertainty together. When roundtable and committee activities resumed online in the spring, West Island stakeholders (hired with financial support from the CIP) monitored activities and actions to support emerging collaborations and avoid duplicating services. Information about available resources has since then been centralized.

It should also be noted that most agencies in this territory had to turn inward to support their teams, quickly adapt their services, and manage emergencies (West Island report, p. 8).

An emergency response unit was set up to address food security issues. Many advances were made in the following areas:

Networking
between
key stakeholders

Information
flow

Sharing
of human and
material resources

Citizen
involvement
(community market,
Grow-A-Row program)

Contributing
to requests
for funding

Collaboration between
stakeholders
from different sectors

Source: West Island Activity Report, 2020-2021.



PARC-EXTENSION

The newly created [neighbourhood roundtable](#) and the strategic planning it carried out with the support of the CIP helped this neighbourhood respond to the pandemic by mobilizing stakeholders and acting on the front lines to help citizens.

In addition to its testing and vaccination services and other activities with more than 25 local stakeholders, the roundtable demonstrated a capacity for mobilization that led to a COVID squad made up of local residents.

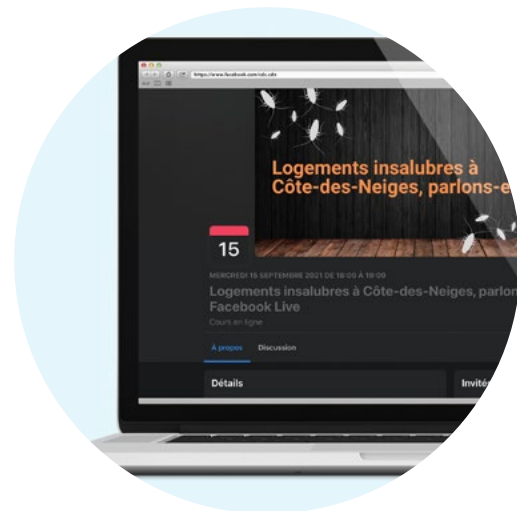
The role of this squad was to raise awareness about health measures and support people with COVID by providing them with food, health products, and useful information.

5 CIP strengths that helped alleviate the pandemic's impacts

3. KEEP PEOPLE INVOLVED, EVEN DURING A CRISIS

Citizen engagement is a key part of the collective impact approach. However, the pandemic and its impacts have put more pressure on people experiencing poverty and social exclusion, which has made it difficult for them to get involved.

In our last annual report, we highlighted the challenge of maintaining citizen participation in the context of a pandemic. How can we translate their involvement into concrete results? Here are some of the responses developed by the CIP initiatives.



CÔTE-DES-NEIGES

In close collaboration with the City's inspection service, the "Safe Housing Brigade" aims to improve housing conditions in the neighbourhood through awareness activities about tenants' rights and offering direct support to address concrete issues.

During the pandemic, the project drew from the knowledge and connections of citizen leaders to advise the Safe Housing Brigade of people's needs.

A committee of neighbourhood residents was also created to translate concepts of housing rights into language easily understood by everyone.



Source: CIP Report, Concertation Saint-Léonard 2020-2021 February 2021

SAINT-LÉONARD

Various CIP projects, including the "School-Family-Community" project and the social housing promotion committee strengthened ties with citizens, especially those in a vulnerable situation.

During the pandemic, members of the citizen committee joined the Saint-Léonard CIP steering committee and crisis cells to convey the neighbourhood's concerns.

Not only did they demonstrate the relevance of including citizens in consultation forums and show the value of their perspectives, but they were also able to develop their own leadership capacities.



PETER-MCGILL

The goal of the "My Peter-McGill" project is to develop citizens' sense of belonging and empowerment as they address urban planning issues, such as the development of green and recreational spaces, the creation of schools and a community centre, and the inclusion of social housing.

During the pandemic, stakeholders in this project had to refocus their mobilization efforts through virtual tools to reach out to people, promote services, and provide support.

Outreach workers used social media to maintain and expand the neighbourhood life committee, which is a vehicle for citizen engagement.

The committee used the lockdown period to develop a project to revitalize underused green spaces and launch an additional greening project. Stakeholders have noted better engagement in concrete projects, such as the green island initiative, compared to more global issues. This has let residents better understand the possible ways they can transform their neighbourhood and the impacts on their quality of life.

The neighbourhood is also working on a citizen journalism project, while other advances in citizen participation have been noted through many public consultation forums on such topics as social housing.

5 CIP strengths that helped alleviate the pandemic's impacts

4. THE STRENGTH OF INTERSECTORAL PARTNERSHIPS

Collective impact fosters cross-sectoral work to help everyone leverage different mechanisms toward a desired change. Many CIP initiatives have given rise to strong partnerships between the community and institutions, which were consolidated during the crisis and helped stakeholders better respond to the situation.



SAINT-LÉONARD

The “School-Family-Community” project helps integrate immigrant families and engages parents in Quebec school life by providing a framework for actions to improve collaboration between schools, the community, and families.

Project officers develop and implement strategies to enhance parental involvement and education to promote the academic success of young people.

The involvement of Montreal Hooked on School and the Centre de services scolaires de la Pointe-de-l'Île in the CIP project was a major factor for accessing funding from the Ministère de l'Éducation and extending the project to other territories.

The strength of this partnership with schools was also a factor that led the principals of the Anjou and Saint-Léonard schools to become actively involved in the crisis unit. Their involvement provided insight into how the situation affected neighbourhood schools and helped the unit directly address parents' concerns.

[Watch the video \(in french only\) >](#)



VERDUN

The fact that different CIP components were already being harnessed in an intersectoral way, helped Verdun better manage the crisis.

The Borough's participation in discussions around food security in the past few years has also helped everyone meet challenges. For example, when the food assistance service was set up, the Borough oversaw the transportation of food for the Réseau d'entraide de Verdun. In 2016, food security stakeholders acted independently.

The first year of the CIP mobilized different agencies to come together, and this work paid off in 2021.



LACHINE

In 2020-2021, connections were forged between food banks and community agencies working toward a sustainable food system in Lachine. As the pandemic revealed many needs for emergency food assistance, these agencies quickly took action to respond to urgent needs. Stakeholders reflected on the most effective way of integrating these two components.

A short food-supply chain was consolidated through complementarity between partnerships with the West Island Farmers Network and the urban agriculture initiative of the Duff-Court neighbourhood. An urban agriculture farm was developed through a partnership between the Office municipal d'habitation de Montréal (OMHM), the Comité de vie de quartier Duff-Court (COVIQ), and Concordia University. A new project is also being developed within the Saint-Pierre IUR, which developed its vision to revitalize Saint-Pierre around urban agriculture and the greening of the neighbourhood.

Thanks to a partnership with the OMHM, markets are also being held at HLMs to help people break out of their social isolation. This year saw significant increases in the sales of organic, local and affordable fruits and vegetables. Lachine is now part of a four-agency collective to create a local and integrated [food system in Montreal \(SALIM\)](#) with social enterprise Récolte, whose goal is to stimulate the pooling of food sourcing, a process that had already started in Notre-Dame-de-Grâce, Saint-Henri, Pointe-Saint-Charles, and Lachine. Although launched on a very small scale, this project has now grown beyond the borders of the neighbourhood.

5 CIP strengths that helped alleviate the pandemic's impacts

5. BUILDING ON EXISTING FOOD SECURITY INFRASTRUCTURE

Developing food infrastructure is a core part of eight neighbourhood initiatives and is the most common issue being addressed by CIP neighbourhoods. Neighbourhoods are strongly committed to improving access to healthy and affordable food through local food systems that incorporate neighbourhood markets, urban agriculture projects, community grocery stores, or food hubs.

Food insecurity was one of the first issues that was exacerbated by the pandemic and that prompted a reconfiguration of existing practices. Many CIP initiatives have had to integrate a food assistance component due to the health crisis and have leveraged strong assets to do so, such as supply infrastructure, partnerships, or the capacity to reach out to vulnerable people.



MERCIER-OUEST

Through the CIP's local food system initiative, neighbourhood stakeholders have developed a shared vision, strengthened their organizational capacities, and developed expertise in food processing and procurement.

This structure allowed the neighbourhood to be fully operational from the start of the pandemic in terms of food aid distribution and transportation, storage, processing, and production.

The Groupe d'entraide Mercier-Ouest played a pivotal role in developing and coordinating the food processing and distribution components.

Even urban agriculture at the HLM La Pépinière (with a greenhouse) intensified despite the crisis and led to greater food self-sufficiency among the population.



VILLE-ÉMARD-CÔTE-SAINT-PAUL

In this neighbourhood, the CIP leverage effect could be felt from the beginning of the pandemic, as partners came together to create an emergency food unit.

Connections developed through the CIP let neighbourhood stakeholders respond quickly by reorganizing food purchasing, preparing and delivering of food baskets to vulnerable people.

With the reopening of the [Épicerie solidaire Paule & Énard](#), emergency food baskets were replaced with vouchers for the community grocery store.

The food system has continued to develop despite the crisis and has included the inauguration of a new community kitchen.



LACHINE

The development of urban agriculture in this neighbourhood has been an important resource during this pandemic year.

Out of all products sold at [Les P'tits Marchés de Lachine](#), 28% now come from the local garden at Duff-Court.

In addition to addressing critical needs for access to food and encouraging healthy eating habits, urban agriculture also builds pride and civic engagement among Duff-Court residents.



The clientele of Les P'tits Marchés is now composed of 50% of people from outside the neighborhood.

In addition to the three permanent booths, a truck was purchased this year to reach marginalized people. The pandemic revealed unexpected food security needs in the neighbourhood and shed light on this issue that many agencies had not previously addressed.

OVERVIEW

CIP FOOD SECURITY INFRASTRUCTURE

LEGEND


-  moderate support
-  intensive support

 **WEST ISLAND**
/ Learning to work together to develop structured projects

 **LACHINE**
/ Lachine food system
/ *Place du village à Saint-Pierre project*

 **LASALLE**
/ LaSalle food space

 **SAINT-MICHEL**
/ Saint-Michel food system
/ Les Jardins des Patriotes at the École Louis-Joseph Papineau

 **MERCIER-OUEST**
/ A strong, local food system in Mercier-Ouest

 **CENTRE-SUD**
/ Notre quartier nourricier

 **VILLE-ÉMARD—CÔTE-SAINT-PAUL**
/ Local food system

 **VERDUN**
/ Giving everyone a roof and a seat at the table!
/ *Toward a neighbourhood food space Project de quartier*

ADVANCES AND BREAKTHROUGHS IN DEVELOPMENTAL PROJECTS

Creation of community centres and citizen spaces



BORDEAUX-CARTIERVILLE

Work has started on the Bordeaux-Cartierville community centre. While waiting to take possession of the site, a committee worked on an action plan, communication tools, and a logo and even ordered all of the furniture.

Residents will have access to a number of rooms, such as a creative activity room, relaxation room, family room, meeting room, and agora.

This venue will be a welcoming and warm space for people to gather seven days a week.

Neighbourhood residents have already been invited to join a collective reflection group to help bring the project to life.

[See the press release >](#)



SAINT-MICHEL

For the past two years, the entire team at Vivre Saint-Michel en santé and the community centre committee have put in great effort to influence decision-makers and meet with the Borough and the public to promote the community centre project.

Work is ongoing to finalize the financial plan. All of their efforts have paid off, as Saint-Michel received good news: the City of Montreal—through the real estate management and planning department and the Borough—committed to **providing the land in Saint-Michel free of charge to the community centre project.**

The neighbourhood sees this commitment as the turning point for this project and is waiting for responses from other potential partners to create this flagship building for the neighbourhood.

[Learn more on the project >](#)



ROSEMONT

An important part of the neighbourhood's CIP project, the Espace 40e/Beaubien has been a great help for residents, especially during the pandemic. Community stakeholders have noticed an increase in referral requests over the past 12 months, and agencies regularly send staff to the centre to create new connections with local residents.

The Espace 40e/Beaubien project was an important resource this year to develop collaborative action or group projects in the city's east end. It is also becoming a platform for development in the sector.

An important aspect for the future of this space is its long-term viability: although it has space in a building with a storefront, the community sector does not own it. [Take the tour >](#)

ADVANCES AND BREAKTHROUGHS IN DEVELOPMENTAL PROJECTS

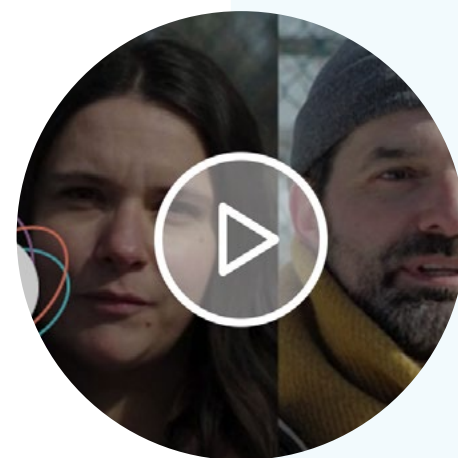
Requalification of the Francon Quarry and changing perceptions of snow management

The Francon quarry redevelopment is an ambitious project that the partners of Vivre Saint-Michel en santé have been working on for many years with the support of the CIP.

This huge “pit” that cuts through the heart of Saint-Michel receives nearly 5 million cubic metres of dirty snow every year, which causes noisy traffic at all hours of the day and night.



The project was the subject of a *Beside* magazine feature entitled [“Where Does All the Snow Go?”](#) which revealed how stakeholders are looking not only to redesign the site but also transform how society views used snow so that it is no longer treated as waste. This vision is inspired by innovative practices in some Scandinavian countries as well as in China.



The video [Francon, le pas de plus](#), which was produced as part of the ÉvalPIC program, highlights the project and the evaluation process that led to adjustments, for example, through the mobilization of stakeholders outside the neighbourhood. New regional partners were approached, including the Conseil régional de l’environnement.

ADVANCES AND BREAKTHROUGHS IN DEVELOPMENTAL PROJECTS

Recognition of affordable housing issues in the West Island

Housing affordability challenges are not unique to Montreal's central neighbourhoods. The goal of the "Housing for All: West Island Workshops" project is to help create innovative and affordable housing solutions tailored to the West Island context. Local stakeholders, including residents, are using this project to share their knowledge about current issues and co-create solutions.

The team has been working for many years to make people aware of affordable housing issues in the West Island.



The strategies deployed include [individual and collective stories about housing in the West Island](#) collected through community partners and social media and from citizens in order to give a face to the statistics.



The team also worked with the Saint-Laurent housing committee to launch a pilot project to deploy the committee's phone support line throughout the West Island.

The City of Pointe-Claire also [announced the creation of a fund for affordable social and family housing](#), an announcement that included a statement of intent to protect affordable areas in Pointe-Claire. These are significant steps forward in getting recognition for housing issues in this part of the island.

ADVANCES AND BREAKTHROUGHS IN DEVELOPMENTAL PROJECTS

Changing the narrative in the Centre-Sud with multiple voices from the Mouvement Courtepointe

One of the CIP's flagship initiatives in the Centre-Sud is [the Mouvement Courtepointe](#), whose goal is to strengthen people's sense of belonging and pride by giving them a desire to reclaim the neighbourhood's past and present history, particularly through interactions between the population and local agencies.

Many projects have been carried out and include exhibitions, a citizens' choir, multimedia works, and installations.



The [“Raconte-moi Centre-Sud”](#) project had its third edition this year and shone a light on the realities of the Centre-Sud through the experiences of ten women in the CRIC's “Femmes-relais interculturelles” social and professional integration program.

With artist and mentor Laurence Dompierre-Major, the participants produced a mini-documentary highlighting support for families from an immigrant background and their involvement in neighbourhood life, which included an overview of their personal journeys.

The documentary was screened at the [Écomusée du fier monde](#) in fall 2021.



As we wait for the documentary to be widely released, the Écomusée website features testimonials from immigrant women who talk about their experiences and agencies in the neighbourhood:

Angelica – donner et recevoir de la joie!

▶ 0:00 / 3:06 ———— 🔊 ⋮

Angelica rencontre Christelle de Chez Émilie,
maison d'entraide populaire

▶ 0:00 / 5:04 ———— 🔊 ⋮

ADVANCES AND BREAKTHROUGHS IN DEVELOPMENTAL PROJECTS

Implementation of a new urban agriculture program in Saint-Michel

Promoting young people's academic success is one of the goals of Saint-Michel stakeholders that has led to an ambitious urban agriculture project to help neighbourhood students succeed in school, increase their graduation rate, and help them find jobs.

The Environnement et agriculture urbaine (EAU) program, launched in September 2020 at the École secondaire Louis-Joseph-Papineau, has welcomed its first cohort.

This innovative project was made possible through close cooperation between community agencies in the area, involvement of the school team, and a contribution from the École des métiers de l'horticulture de Montréal. The school grounds are also home to the Jardin des Patriotes, which is also supported by the CIP and has a 167-square-metre greenhouse. Crops from the greenhouse are shared among different community groups and with the Saint-Michel community market.

Two articles have been published about this project:



ADVANCES AND BREAKTHROUGHS IN DEVELOPMENTAL PROJECTS

Green outdoor spaces for everyone with Vivace-PIC

This year, five neighbourhoods (Verdun, Lachine [Saint-Pierre and Duff-Court], Saint-Léonard, Peter-McGill and Parc-Extension) received coaching from La Pépinière through the Vivace-PIC initiative to plan and implement citizen spaces that “feed” their vision of change.



VERDUN

This summer, a small pop-up grocery store opened in Verdun in the courtyard of the Church of the Epiphany and welcomed people once a month for three months.

The project's main goals were to promote food assistance resources in the neighbourhood and connect with residents who could benefit from these services.



LACHINE (SAINT-PIERRE)

Although launched last year, this year the project moved to its originally intended site. A market was held every Saturday morning from June to mid-September. The neighbourhood is now thinking about how to develop the site for the winter.



PETER-MCGILL

After overcoming many hurdles in their search for a site that the Borough would approve, neighbourhood stakeholders set up a small green space and meeting place at the end of the summer in the courtyard of the Evangelist Church across from Cabot Square.

This project aims to increase shared green spaces in the neighbourhood, which are rare, and the team aims to keep searching for sites in the future.



LACHINE (DUFF COURT)

Construction of the site at the Duff-Court HLM was completed at the end of August. The goal was to create a neighbourhood hub that is easy to access and where people can talk and relax around the market garden booth. This site is a great accomplishment and a gateway to Duff-Court for both residents and out-of-town visitors.



SAINT-LÉONARD

This pilot project for a pop-up educational public space aims to promote knowledge sharing and citizen leadership in Saint-Léonard.

It includes areas where people can meet, relax and buy a coffee and also includes an area for children's games as well as a small stage. At the end of the summer, the furniture was moved to the nearby elementary school, where it will be used by the students until the site starts up again next summer.

In the meantime, a working group wants to document the collaborative work done at the site this summer to demonstrate the success of the project and ensure that the site can be operated over a longer period next year.



PARC-EXTENSION

Vivace-PIC's support started in August to help the neighbourhood carry out its project next year.

The idea is to build a booth, pergola, and stage in a park or other public area for activities that would become a site for socialization and could also be set up to highlight different cultural traditions in the neighbourhood.

A document detailing the project's vision was developed to engage citizens, the Borough, and other partners.

In addition to receiving individual coaching, the neighbourhoods participated in a **community of practice** facilitated by La Pépinière, where they could share their practices in planning, implementing, and leading citizen spaces.

Given that most Vivace-PIC project leaders left their positions this summer, the long-term viability of this project will have to be closely monitored.

Expertise and knowledge must be passed on to new project champions.

CAPACITY BUILDING

ÉvalPIC: Support to Evaluate Collective Action

As it has in previous years, the Dynamo team is helping neighbourhoods develop their evaluation capacities using a flexible approach that is adapted to their needs.

In 2020-2021, the following activities were organized to help stakeholders involved in neighbourhood initiatives perform self-evaluations:

- 1 training session on assessing change in a collective context given to 30 people to provide them with basic knowledge.
- 2 days of collective workshops on evaluation for 20 people (for the neighbourhoods' evaluation committees).
- Personalized support in CIP neighbourhoods.
- 5 meetings of the Capteurs d'impact (sharing space for neighbourhood stakeholders).
- 4 meetings with the community of practice for evaluation in a collective context (for practitioners, researchers and evaluation coaches).

OF THE 17 NEIGHBOURHOODS, 15 ARE CURRENTLY CONDUCTING EVALUATION PROCESSES.

Most neighbourhoods have started evaluating their CIP initiatives.

A culture of learning and reflection is being built, and neighbourhoods have identified and reinvested many of the lessons they have learned.

Niska's 2020-2021 cross-cutting evaluation report (to be released shortly) takes a closer look at the lessons learned by neighbourhoods related to the five conditions for collective impact.

Since several neighbourhoods are independent in their evaluation process, Dynamo provides them with support more in an "advisory" capacity. Other neighbourhoods are in their first evaluation cycle or have undergone significant changes in their teams, which requires more in-depth support.

NEW: To more widely share the lessons learned and highlight evaluation practices, ÉvalPIC gives support to help the neighbourhoods produce photo stories and videos. Here is what was produced this year:



EVALUATING AS A WAY TO COME TOGETHER WITH THE CDC CENTRE-SUD
video



RESPONDING TO NEEDS - PAULE & ÉMARD COMMUNITY GROCERY STORE
photo story



FRANCON QUARRY
video

CAPACITY BUILDING

Local food systems

The CIP has joined forces with other partners to develop a strategy for the resiliency of the food system, coordinated by Montréal's food policy council, the Conseil du [Système alimentaire montréalais](#) (Conseil SAM).

The CIP has supported the creation and facilitation of a space for collaboration, information exchange and practice-sharing amongst all actors involved in the food security network to optimize and coordinate the various responses to fighting hunger.

In the last year, 9 webinars were organized on different subjects of importance during the pandemic and to facilitate systems change within local food system networks

Throughout the next year, the Conseil SAM will continue to facilitate discussions of importance to local food systems actors.



CAPACITY BUILDING

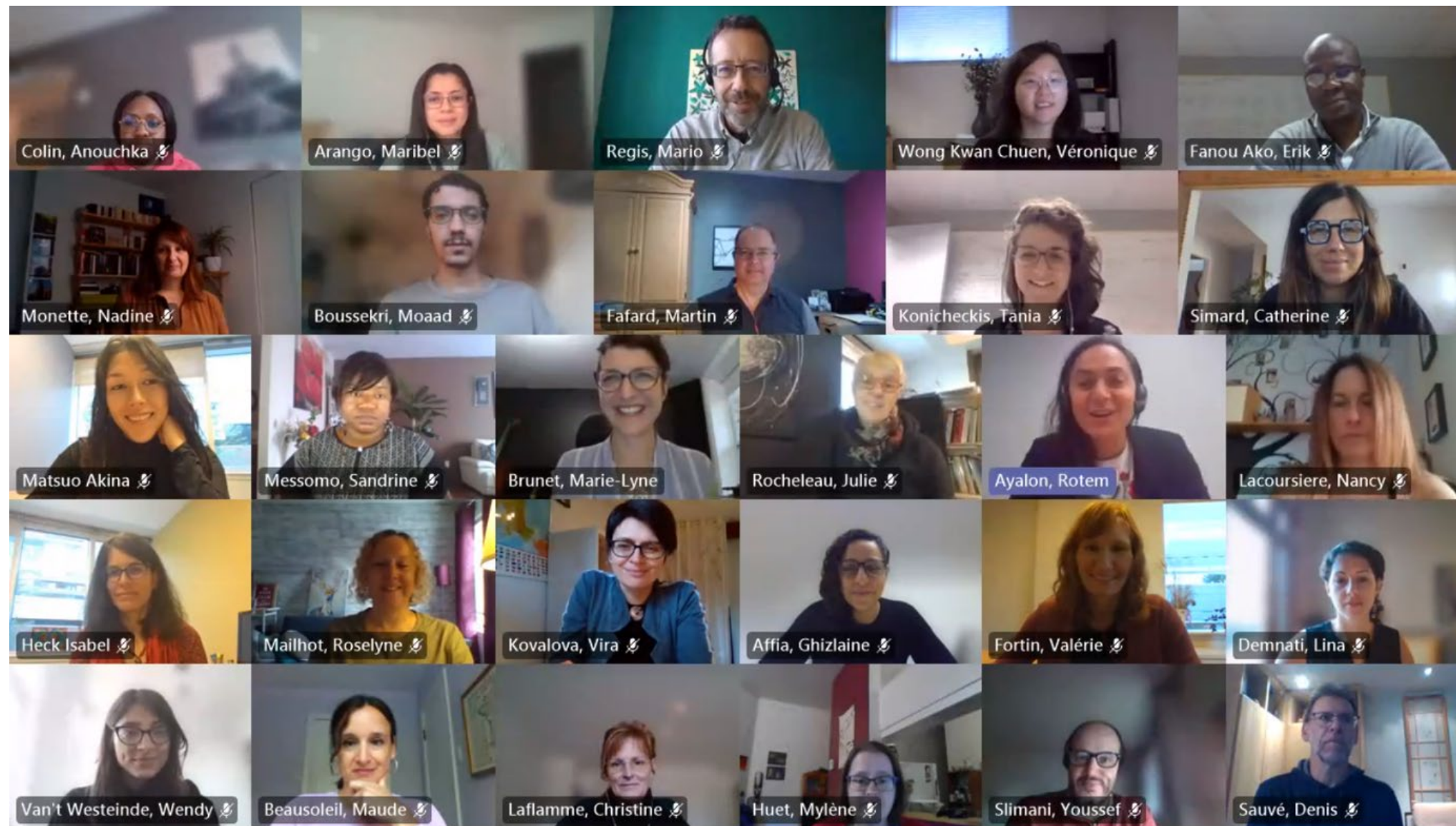
Centraide's Support

The Centraide team who coordinates the CIP includes Rotem Ayalon, Assistant Director, Isabel Heck, Collective Impact Advisor, and Akina Matsuo, Strategic Partnership Advisor.

The neighbourhoods are continually supported by eight planning and development advisors.

The entire Centraide team—including its social development team, an administrative assistant, as well as the communications, philanthropy and accounting departments—supports this incredible project.

All of Centraide's strengths are harnessed to help neighbourhoods make their collective actions a success.



GOVERNANCE



Partnership

- / Shared understanding of project progress
- / Increased sharing of goals
- / Constructive partnership dynamics
- / Clarification of roles and missions

Investment committee

- / \$3,611,854 invested in 17 neighbourhoods between October 2020 and September 2021

Evaluation and Learning Committee

- / Oversight of evaluation projects: ÉvalPIC (Dynamo), communities (Niska)
- / Advice about the evaluation approach for Phase 2

Communications Committee

- / Advice about communication products
- / Brainstorming meeting for the launch of Phase 2

Advisory Committee: Dialogue with neighbourhoods

- / Grand RDV, November 4, 2020
- / Dialogue 1, March 25, 2021
- / Dialogue 2, May 6, 2021

Strategic thinking

- / Development of Phase 2

COMMUNICATIONS AND OUTREACH

Communications

A series of communication activities were developed this year to highlight the achievements of CIP stakeholders and their impacts in neighbourhoods.

Website

We have seen an increase in visitors to the [website](#) this year, with 5600 visitors and a total of 8000 visits. The pages on collective impact and news items received the most traffic.

Social media

Again this year, the CIP partners created and shared many posts on [Facebook](#) and [LinkedIn](#). Most of these included the hashtags #LePointSurLePIC and #PICMTL.

Newsletters

The community received six newsletters (in French and English), with an opening rate of almost 50%. Find them [HERE](#)

Videos



Outreach

Articles

- Tamarack, 2021 case study, [Montréal: Collective Impact and the Power of Place](#)
- Future of Good-UWCanada, october 2020, [A montreal project allows citizens to lead on community development investments](#)
- CREDO study, Impact Cities, November 2020, _

Webinar

- Tamarack, February 23 and 25, 2021, [Collective Impact in Action | Montréal's Neighbourhood-Based Poverty-Reduction Movement](#)

Présentations

- 3 presentations to the City of Montreal
- 4 presentations to the Direction régionale de santé publique and the CIUSSS
- 1 presentation to PME-MTL, May 12, 2021



ON THE ROAD TO PHASE 2

Milestones

Centraide, the City of Montreal, the Direction régionale de santé publique, the Coalition montréalaise des tables de quartier (CMTQ) and eight foundations were very enthusiastic to sign the partnership agreement to formalize Phase 2 of the CIP.

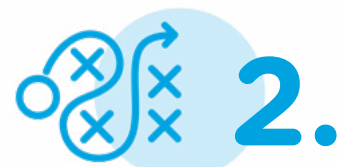
At the Grand Rendez-vous on November 4, 2020, we identified 12 strengths (or key elements) developed in Phase 1 that will need to be carried over into our practices for the next five years. Since then, many stakeholders have collaborated to help plan and launch Phase 2 of the CIP, which will include new aspects inspired by what was learned in Phase 1.

12 strengths to bring to Phase 2 of the PIC



1.
Collaboration / Ability to come together and connect

The CIP has generated new forms of collaboration and strengthened existing partnerships. These connections will be useful in Phase 2.



2.
Respect for neighbourhood priorities and independence / Local approach

The CIP has shown the importance of supporting projects developed by and for neighbourhoods.



3.
Self-evaluation and ability to learn

Learning and evaluation skills (tools, approaches, etc.) developed by neighbourhoods will be transferable to Phase 2.



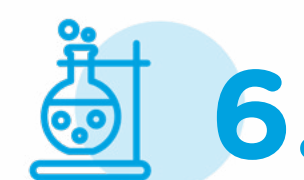
4.
Flexibility / Agility / Adaptation

The flexibility of the CIP and neighbourhood adaptability should be maintained.



5.
Neighbourhood roundtables as a backbone

Neighbourhood roundtables have shown their ability to support CIP projects and serve as a “backbone” for collective impact.



6.
Experimentation

Openness to experimentation and innovation.



7.
Courage

The courage to work differently and question the usual ways of doing things.



8.
CIP identity

The CIP brand is known and recognized in the ecosystem (visual identity, values, etc.).



9.
Collective governance

Experiments with different modes of collective governance as part of the CIP may inspire new approaches in the future.



10.
Confidence

Strong collaborative ties between stakeholders who know each other better, who understand what each one brings to the table, and who trust each other.



11.
Capacity building

Supporting communities in building capacity and knowledge sharing between neighbourhoods.



12.
Common language

The second phase can be based on a common language and shared expressions developed by stakeholders.

ON THE ROAD TO PHASE 2

Milestones

A committee of Centraide representatives, philanthropic partners, neighbourhood roundtables and the Montreal Roundtable Coalition (CMTQ) organized two morning dialogue sessions.

The first virtual event on March 25, 2021 brought together 80 stakeholders from neighbourhood roundtables, philanthropic partners, the City of Montreal, Public Health, and the CMTQ.

This was a unique opportunity for the different organizations working on the CIP to take a step back and discuss how Phase 2 will work in terms of funding, the proposal process, and other important aspects.

The second event held on May 6, 2021 let 100 stakeholders review the requirements and discuss the topic of equity, diversity and inclusion, which will be a central part of Phase 2 of the CIP.

A [CIP Guide](#) with clear and concise information about the project was developed and provided to neighbourhoods.



Launched on October 1, 2021, the guide traces the history of the project, the selected approach, the collective commitment between the members of the CIP community, the keys to success, what's new in Phase 2, and the requirements for participating. The document was co-constructed with philanthropic, institutional and community partners as well as with Centraide's territorial advisors.

ON THE ROAD TO PHASE 2

The Way Forward and Next Key Steps

The major innovation of Phase 2 is definitely the opening up to all Montreal neighbourhoods.

All neighbourhood roundtables were invited to submit an expression of intent to take part in the CIP over the next five years.

Neighbourhoods receiving moderate CIP support will complete Phase 1 between March and May 2022, while neighbourhoods receiving intensive support will finish by March 2023. New neighbourhoods that have never participated in the CIP can integrate as of March 2022.

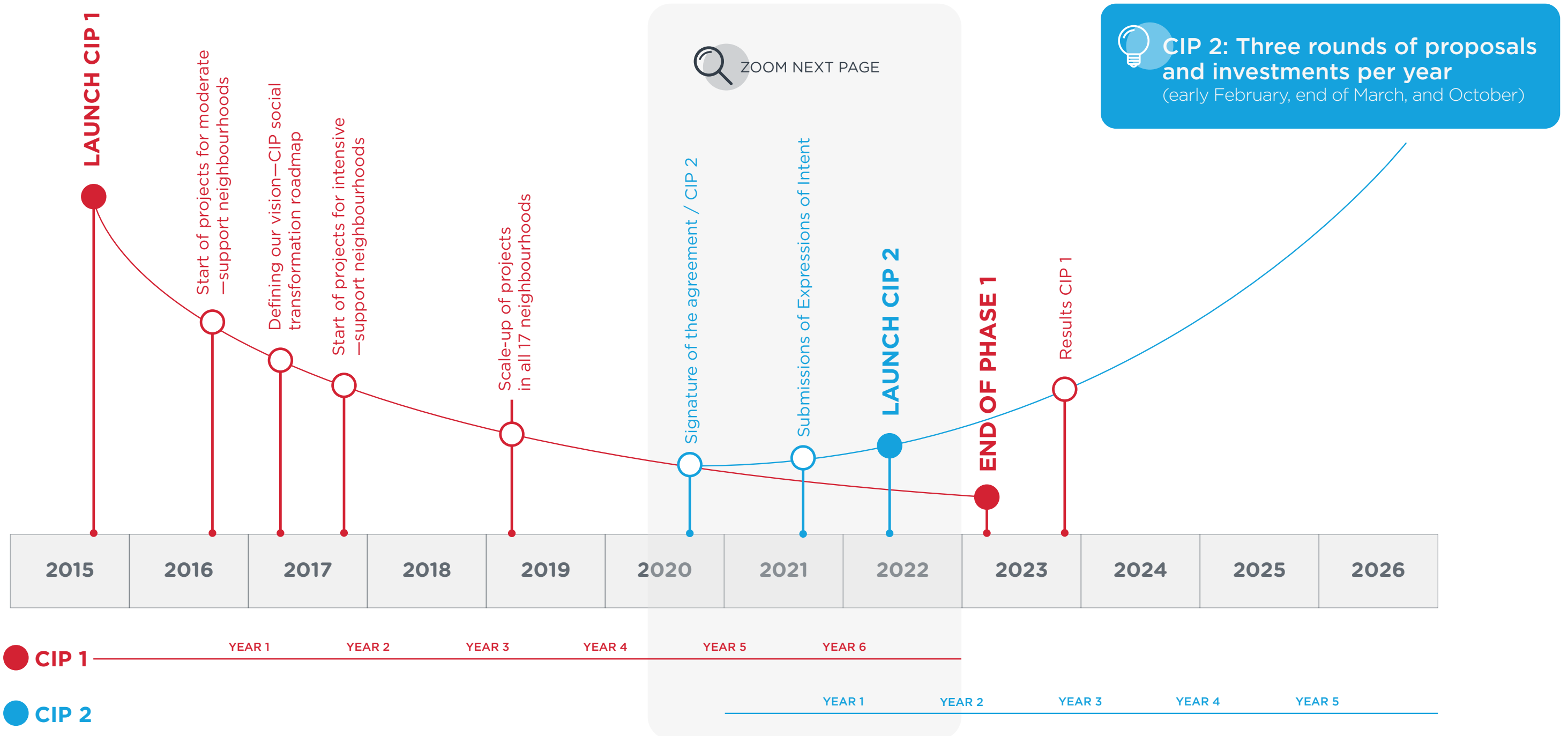
For the coming year, Phase 1 and Phase 2 of the CIP will operate concurrently.

Work to capture and consolidate lessons learned from Phase 1 will intensify in the coming months, and a full final report of this phase will be released in fall 2023. However, a preliminary overview of the lessons learned from the CIP to date will be released soon so that we can build on existing knowledge to begin Phase 2.



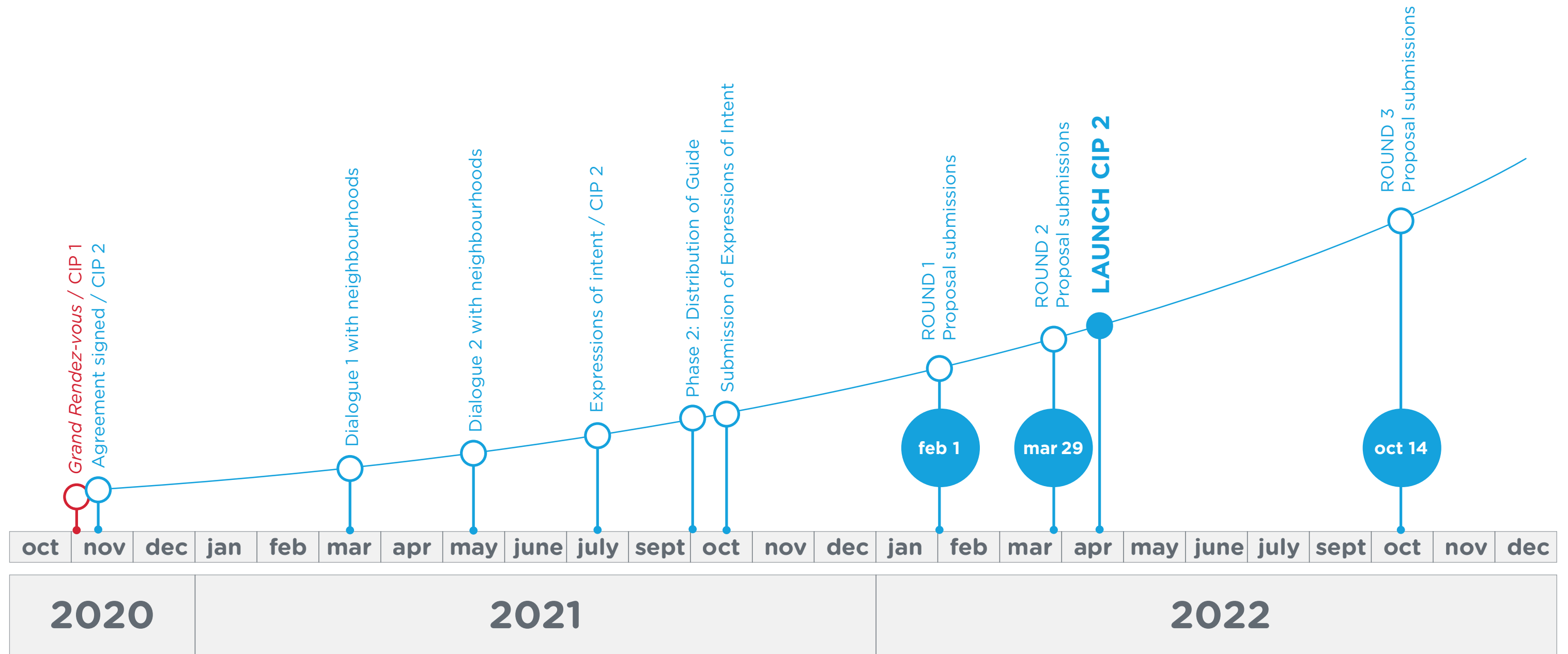
ON THE ROAD TO PHASE 2

Overview of phases 1 and 2



ON THE ROAD TO PHASE 2

Start of phase 2



COLLECTIVE
IMPACT
PROJECT

MADE POSSIBLE BY  **Centraide**
of Greater Montreal

FINANCIAL STATEMENTS

as of 30 Sept. 2021



Financial statements and fund balance as of March 31, 2021

	2021	2020
	\$	\$
REVENUE		
Donations	5,700,000	2,790,000
Interest	10,790	10,775
	5,710,790	2,800,775
EXPENDITURES		
Investment	3,757,280	3,243,935
Community support and operating costs	443,430	496,297
	4,200,610	3,740,232
NET RESULT	1,510,190	(939,457)
Start-of-year fund balance	1,421,780	2,491,237
Management costs	(130,000)	(130,000)
END-OF-YEAR BALANCE	2,801,960	1,421,780

SOURCE: Centraide of Greater Montreal's financial statements, March 31, 2021.

Status of investments allocated to neighbourhoods as of September 30, 2021

SUPPORT LEVEL	NEIGHBOURHOOD	INVESTMENT 2016	INVESTMENT 2017	INVESTMENT 2018	INVESTMENT 2019	INVESTMENT 2020	INVESTMENT SEPT. 30, 2021	OVERALL TOTAL
		\$	\$	\$	\$	\$	\$	\$
CIP 1 — Intensive support	Centre-Sud	45,000	45,000	443,465	555,394	498,297	552,435	2,139,591
	Côte-des-Neiges	45,000	95,000	199,566	292,582	494,176	404,450	1,530,774
	Parc-Extension	45,000	0	148,575	0	195,000	0	388,575
	Saint-Léonard	45,000	210,000	487,759	162,045	357,317	401,634	1,785,588
	Saint-Michel	45,000	250,425	513,668	513,936	528,824	525,166	2,377,019
	Total CIP 1	225,000	600,425	1,793,033	1,523,957	2,073,614	1,883,685	8,221,547
CIP 2 — Moderate support	Ahuntsic	0	80,000	66,270	123,142	123,142	98,514	392,554
	Bordeaux-Cartierville	0	25,000	110,000	0	0	200,284	135,000
	Lachine	12,000	81,626	109,253	130,000	130,000	104,000	462,879
	LaSalle	0	51,604	0	0	112,385	90,000	163,989
	Mercier-Est	100,000	0	133,000	130,000	133,000	105,000	496,000
	Mercier-Ouest	90,000	55,000	116,750	116,645	116,639	93,000	495,034
	West Island	12,000	108,425	145,888	162,775	162,453	129,962	591,541
	Peter-McGill	160,000	162,062	0	194,847	161,166	128,933	678,075
	Pointe-aux-Trembles	80,000	0	133,665	160,425	162,824	130,175	536,914
	Rosemont	0	96,000	0	139,900	180,000	144,000	415,900
	Verdun	103,775	0	141,236	163,053	153,053	130,442	571,117
Ville-Émard—Côte-Saint-Paul	0	91,035	216,260	105,545	114,450	98,000	527,290	
	Total CIP 2	557,775	750,752	1,172,322	1,426,332	1,559,112	1,452,310	6,918,603
Capacity building	ÉvalPIC (Dynamo)	150,000	150,000	0	104,400	105,000	147,900	657,300
	Leadership rassembleur ^{MC} (Dynamo)	55,368	0	0	0	0	0	55,368
	Conseil SAM (Food system recovery and resilience approach)	0	0	0	0	90,000	0	90,000
	McConnell Foundation Social Innovation Fund*	0	108,203	57,125	27,445	110,000	127,959	430,732
	Total - Other investments	205,368	258,203	57,125	131,845	305,000	275,859	1,233,400
	OVERALL TOTAL	988,143	1,609,380	3,022,480	3,203,967	3,937,726	3,611,854	16,373,550

*For example, the Social Innovation Fund has supported initiatives such as study trips for neighbourhoods, support from the Maison de l'innovation sociale and La Pépinière | Espaces collectifs, etc. The figures in this table come from the McConnell Foundation (August 2020), which provides some grants directly to agencies. These amounts are therefore not subject to Centraide of Greater Montreal's financial audit.

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Learn more on pic.centraide.org/en

