



ACTIVITY REPORT

01.10 2016 / 30.09 2017

COLLECTIVE
IMPACT
PROJECT

MADE POSSIBLE BY



Centrale
of Greater Montreal



Fondation **Dollar d'argent**

 Fondation **Lucie et André Chagnon**


FONDATION
MARCELLE ET JEAN COUTU


Foundation of
Greater Montreal


Mirella & Lino
Saputo
FONDATION
FOUNDATION


Pathy Family
Foundation

THE J.W. McCONNELL
FAMILY FOUNDATION
LA FONDATION DE LA
FAMILLE J.W. McCONNELL


The Nelson Foundation
Fondation Nelson



Montréal 

 Prévenir aujourd'hui, mieux vivre demain
Directeur de santé publique de Montréal

 **Centraide**
of Greater Montreal

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1. INITIAL INTENTION OF THE COLLECTIVE IMPACT PROJECT (CIP)

Persistent and complex social problems require a comprehensive and integrated approach as well as innovative solutions. The Collective Impact Project (CIP) proposes a new collaborative model to better support Montreal neighbourhoods in their fight against poverty and social exclusion.

Eight major foundations, three strategic partners (the Coalition montréalaise des Tables de quartier, the Ville de Montréal and the Direction régionale de la santé publique de Montréal [DRSP]) have joined Centraide of Greater Montreal for this project.

Together, we are coordinating support strategies to help neighbourhoods achieve more significant results in the fight against poverty. At the regional level, the project aims to improve the systemic conditions that prevent local communities from taking action.

The partner foundations have committed to providing \$22.25M over five years. In 2016/2017, the CIP supported 17 neighbourhoods to help them carry out their neighbourhood action plan using a comprehensive and integrated development approach. The supported projects were defined collectively and included the voices of residents and various local stakeholders, such as community agencies and representatives from the boroughs as well as the health, education and economic sectors. Five neighbourhoods were targeted for intensive support to implement several priorities from their neighbourhood plan. Twelve others are receiving moderate support for a major project that will have the biggest possible impact on their neighbourhood's development.

_ The ultimate goal of the CIP is to help increase the impact of local collective action so that these communities can achieve measurable and significant results to reduce poverty in Montreal neighbourhoods.

2. THE CIP AT A GLANCE

A NEW COLLABORATIVE MODEL SET IN MOTION



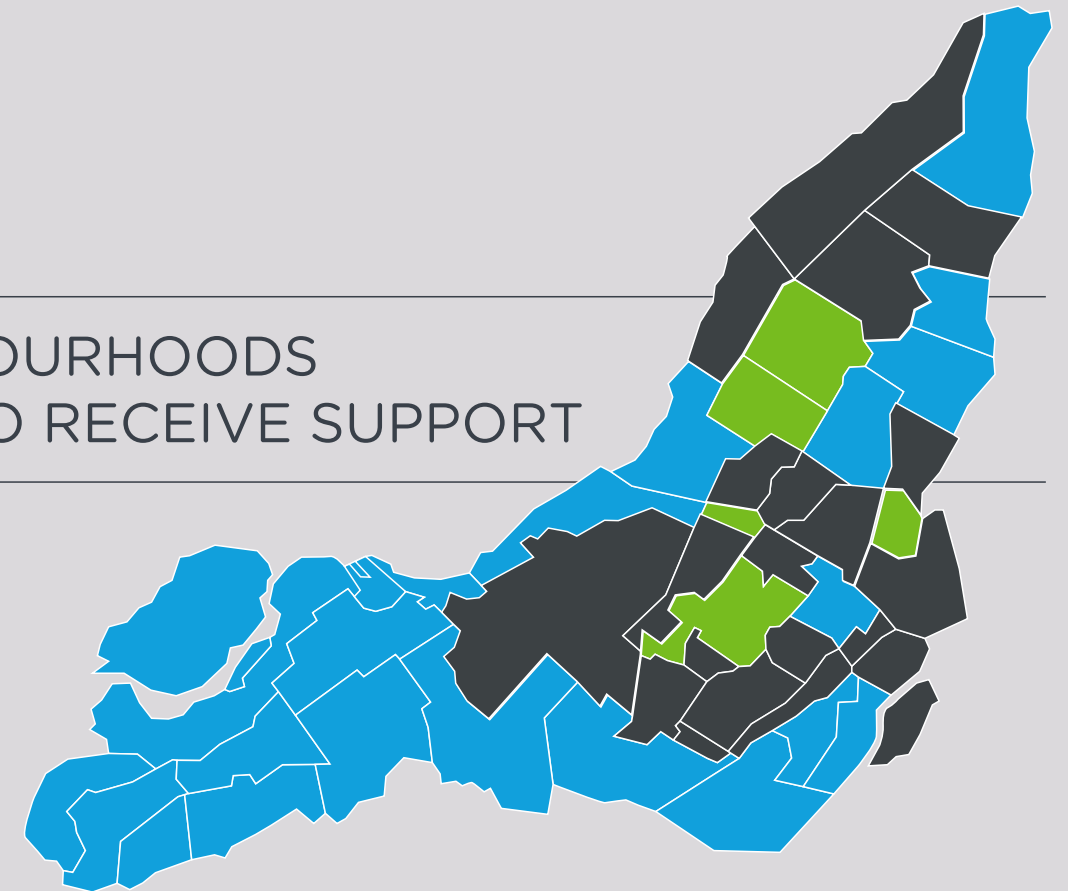
A project made possible thanks to 8 major foundations and their pledged donation of **\$22,250,000** — over 5 years —

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

And also thanks to our strategic partners

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

17 NEIGHBOURHOODS CHOSEN TO RECEIVE SUPPORT



INTENSIVE SUPPORT to implement multiple priorities from the neighbourhood plans

5 neighbourhoods

Centre-Sud, Côte-des-Neiges, Parc-Extension, Saint-Léonard, Saint-Michel.

MODERATE SUPPORT for a major project that will have the biggest possible impact

12 neighbourhoods

Ahuntsic, Bordeaux-Cartierville, Lachine, LaSalle, Mercier-Est, Mercier-Ouest, Peter-McGill, Pointe-aux-Trembles, Rosemont, the West Island, Verdun, Ville-Émard-Côte-Saint-Paul.

1 COMMON GOAL

POVERTY



Achieve measurable and significant results



AMOUNT INVESTED IN THE NEIGHBOURHOODS SINCE 2016

\$2M*

*Amount given to neighbourhoods as of August 31, 2017.

3. ACHIEVEMENTS



Some of the key points for the committee included reflections and concerns about the project's governance (role, commitment, and contribution from partners), how the process would work (large and more effective meetings, close ties with people in the field, more agile deployment), and the target outcomes (learning, regional alignment). These reflections and concerns prompted tests of new practises that will be more systematically implemented next year.

During the year, a new partner—the Marcelle and Jean Coutu Foundation—joined the project.

3.1.

Work of the Steering Committee

In the first project year (2015-2016), the Steering Committee¹ mainly helped to implement the essential conditions for partnership (mutual knowledge, trust, shared vision, etc.) along with sound governance principles. This helped lay the groundwork for all project focus areas, e.g., launch and start-up in neighbourhoods (including support for evaluation), evaluation strategies, as well as strategies in communications, organization and operations.

The partners therefore started the second CIP year (2016-2017) on a foundation that has become more and more solid. The Steering Committee held five major meetings: two meetings in Saint-Léonard and Côte-des-Neiges and four ad hoc meetings that were more limited and that addressed evaluation. This work mainly focused on the projects from the 12 neighbourhoods receiving moderate support and on the initial investment in one intensive support neighbourhood (Saint-Michel).



¹The Steering Committee is made up of the CIP's financial partners (8 foundations) and strategic partners (Centraide of Greater Montreal, Coalition montréalaise des Tables de quartier, Ville de Montréal, and DRSP de Montréal).



3.2.

Neighbourhood projects

Overall, nearly \$2M has been invested since 2016 to support the neighbourhoods.

3.2.1 Twelve neighbourhoods go from idea to action!

Although the CIP started its second year in 2016-2017, this year actually represents the first year of action in the neighbourhoods. The 12 moderate support neighbourhoods were all able to collectively define a project that will have the biggest possible impact on their neighbourhood's development.

During the first “involve and explore” phase, the neighbourhoods, under the leadership of the neighbourhood roundtables, reached the following milestones at their own pace:

1. Information

Inform and reach out to all local stakeholders about the CIP.

2. Onboarding

Encourage people to get on board with and involved in the project.

3. Work method

Work together to prioritize a specific project from the neighbourhood plan that will have the biggest possible impact.

4. Consultations

Depending on each neighbourhood's method, hold consultations or work sessions to prioritize the project and validate this choice with all stakeholders.

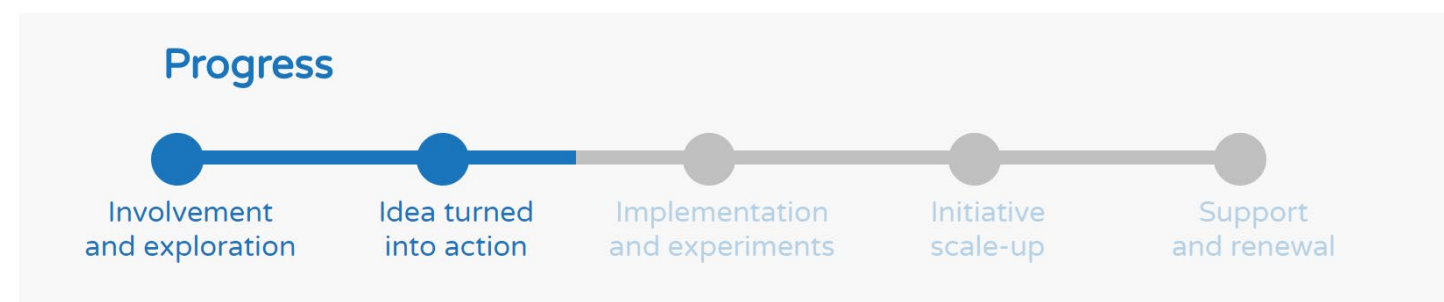
5. Dialogue with Centraide

Establish a dialogue with Centraide's advisors on possible projects and get feedback (generally quite a bit of back-and-forth).

6. Projects submitted

Choose a project that will have the biggest possible impact and manage the first round of investment.

All 12 neighbourhoods go from “involve and explore” to “idea to action”



A year ago, in fall 2016, most neighbourhoods were at the consultation stage. Five neighbourhoods submitted a final project for a first round of funding in November 2016, four neighbourhoods did so in February 2017, and the other three did so in April.

All neighbourhoods have therefore gone from the “involve and explore” phase to the “idea to action” phase. The initial results from the process were clear and could be seen in particular from the ability to work together on collective projects (governance, planning, community and citizen involvement, and evaluation).

The 12 projects can be grouped into three key areas of action, although some projects relate to more than one theme:

TAKE CARE OF THE ESSENTIALS in food security	BREAK SOCIAL ISOLATION reach out to and support the most vulnerable	BUILD CARING COMMUNITIES citizen involvement spaces
<p>Lachine Food security points of service</p> <p>LaSalle Spaces for dialogue and action in food security</p> <p>West Island Interconnected development of West Island communities</p> <p>Verdun Giving everyone a roof and a seat at the table</p> <p>Ville-Émard-Côte-Saint-Paul Local food system</p>	<p>Mercier-Est The Mercier-Est network</p> <p>Pointe-aux-Trembles Places to live</p> <p>Rosemont Reaching out: Breaking the isolation of vulnerable people</p>	<p>Ahuntsic Learning citizenship</p> <p>Bordeaux-Cartierville Citizen space at the Bordeaux-Cartierville community centre</p> <p>Mercier-Ouest Community space for everyone</p> <p>Peter-McGill Working together for each other</p>

The neighbourhoods must constantly document and communicate their results to access new funding.

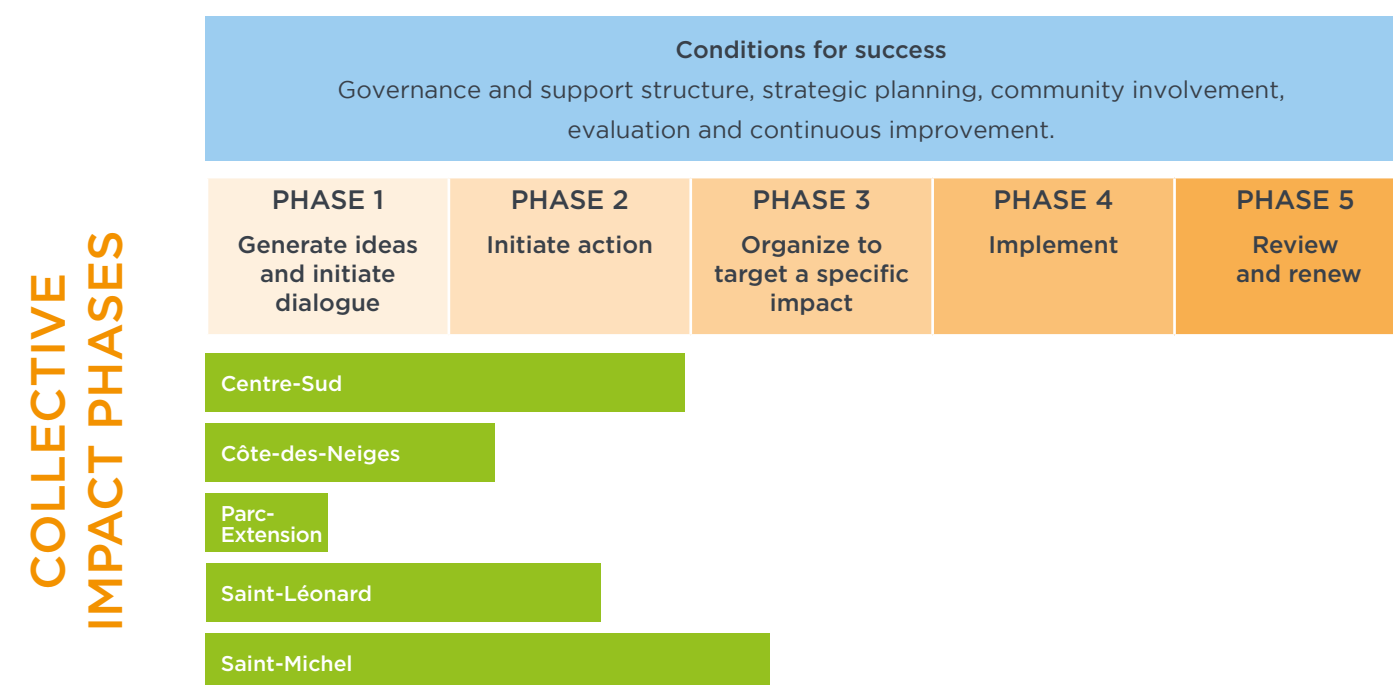
In response to communities’ expressed needs for capacity-building, additional evaluation support will be implemented in fall 2017. Collective workshops and tailored support should let all neighbourhoods develop a simple yet solid evaluation strategy for their CIP project. For neighbourhoods that have already made evaluation progress, this will help them refine their approach and—above all—start measuring it. A total of three spaces for inter-neighbourhood learning (which were already included in the planned support provided by Dynamo) will be launched next year to help neighbourhoods share knowledge with each other and transfer what they have learned.

3.2.2 Five neighbourhoods are developing their strategy for change

The five intensive support neighbourhoods have very different contexts, in keeping with the project’s target learning outcomes. The CIP wants to base its investments on a solid strategy for change and an evaluation plan (with measurable targets) developed by the neighbourhoods themselves. This is a demanding exercise that has led to new practices in these neighbourhoods and has been the focus of ongoing support from Dynamo, which is leading the ÉvalPIC approach.

Centraide’s team in the field is experimenting with and adapting the collective impact tool from FSG/Tamarack Institute to situate these initiatives in

different development phases² around four conditions for success: governance and support structure, strategic planning, community involvement, and evaluation and continuous improvement.³ Below is an overview of the first status review issued by Centraide’s advisors (April 2017) to position each neighbourhood in relation to how it has implemented these conditions for success. This diagnostic with indicators will lead to better support for these communities at each step. Also, a community of practice at Centraide has helped improve the support practices of advisors in the field.



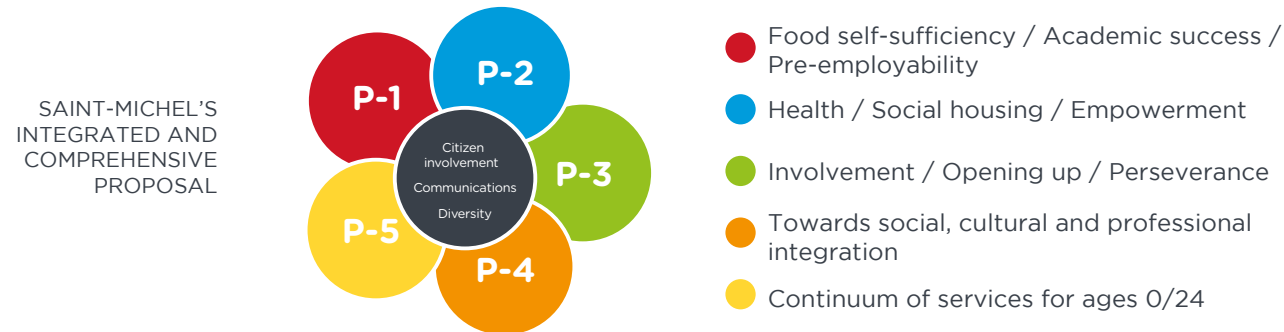
² It should be noted that collective processes do not occur in a linear fashion in the neighbourhoods. “Learning loops” are sometimes necessary.

³ The CIP is based on and adapted to the local reality of collective impact conditions that are constantly changing in both theory and practice. See the reference [here](#).

SAINT-MICHEL *has the wind in its sails*



One key highlight from 2016-2017 is the initial significant investment made in Saint-Michel to support three of the five proposals put forward by the community. Each proposal is a developmental response to several priorities of the Saint-Michel action plan. This plan is based on a strategy of change and uses a comprehensive and integrated approach to fight poverty and social exclusion.

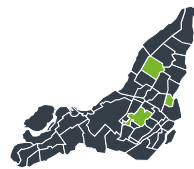


Food self-sufficiency | This project will focus on three of the neighbourhood's major issues: food security, academic success and pre-employability. Food gardens will be created, while processing and distribution activities will be organized to create many opportunities for learning for people experiencing poverty.

Housing | The goal of this project is to improve the living conditions of residents experiencing poverty. A number of initiatives will aim to fight inadequate housing: a situation profile, information sharing, and awareness tools.

Opening up the neighbourhood | This project aims to improve the quality of life of all Saint-Michel residents. The goal is to get all neighbourhood stakeholders involved in a shared development vision to transform the Francon quarry and open up the neighbourhood's geography.

CENTRE-SUD, CÔTE-DES-NEIGES, SAINT-LÉONARD *Experimenting with new practices*



These three communities are currently working on their neighbourhood plans. In 2016-2017, these neighbourhoods collectively reached a number of milestones. By investing to reinforce capacities in

each neighbourhood, the CIP has helped accelerate and intensify ongoing work while helping these neighbourhoods integrate new practices.

These neighbourhoods are experimenting with a new approach by mobilizing, reflecting and planning around a specific change. The neighbourhood planning process (which is led by the roundtables) generally includes several major steps, which can vary depending on the strengths, issues and realities of each neighbourhood. These steps include creating

a neighbourhood profile, holding a forum or citizen consultations, prioritizing major issues, and collectively defining an action plan (3 to 5 years). For the CIP, local stakeholders are currently working to clarify their strategy for change, instead of defining actions based on a list of issues, which is

helping them develop a more systematic thought process and define shared change measurement indicators.

PARC-EXTENSION *Creating the conditions for collective impact*



Local stakeholders are implementing the initial conditions for collective impact. These include creating a support structure (a neighbourhood roundtable); developing a shared vision (several major citizen and community "rendez-vous" have been held); constantly communicating, in particular to improve the collective dynamic; and agreeing on actions based on the neighbourhood's initial profile.

Thanks to CIP support, the hiring of a community engagement resource person (summer 2017) should help to better structure work in the field. In this neighbourhood, Dynamo is documenting collective learning through this process.



3.2.3 Each neighbourhood at its own pace

There are many reasons why neighbourhoods are deploying the CIP at different rates:

1. The presence of conditions for collective impact success and progress made in these conditions (see table on page 9).

2. When the CIP was launched in each neighbourhood's planning cycle (four out of five neighbourhoods did not have a neighbourhood plan, a key element for the project deployment).

3. The degree of planning experience gained over the years to facilitate neighbourhood planning and the future implementation of a collective impact project in the territory. These communities have highly varied experiences with collective neighbourhood planning.

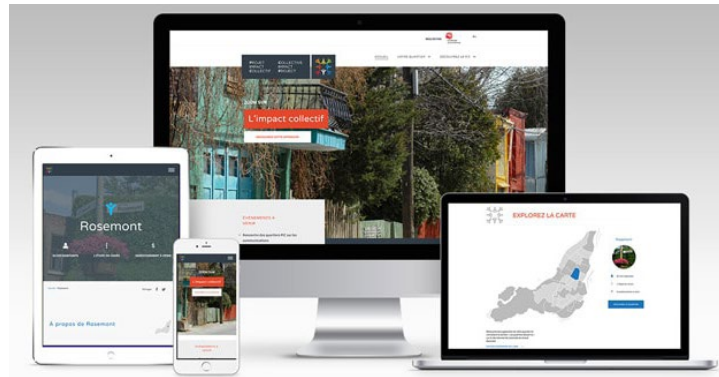
3.3. Communications

The CIP communications plan and the digital strategy (both developed in 2016) helped promote the neighbourhoods' main accomplishments in 2016-2017.

3.3.1 Launch of website (November 2016)

- The website pic.centraide.org tracks the progress of the CIP by featuring what all 17 neighbourhoods have achieved to date.
- The site was designed by Havas, and Centraide of Greater Montreal manages the site and constantly updates it with content from the neighbourhoods.

pic.centraide.org



Since its launch in November 2016, 2,510 people have visited the CIP website 4,700 times. During these 4,700 sessions, 16,400 pages were consulted.



Since **the number of sessions is almost twice as high as the number of visitors**, we can see that the website generates enough interest to get readers to come back.



The number of page views is significantly higher than visitors and sessions, which means that our readers browse a lot through the site and read several articles (3.5 on average). This indicates that the content we publish interests our web users.

For more than one third of page views (5,735), the time on page is over ten minutes. The content is therefore not simply skimmed over.

Traffic to the site considerably increases after we send out our newsletter and publish content about the CIP on our social media channels. We will therefore continue to focus on this multiplatform strategy.

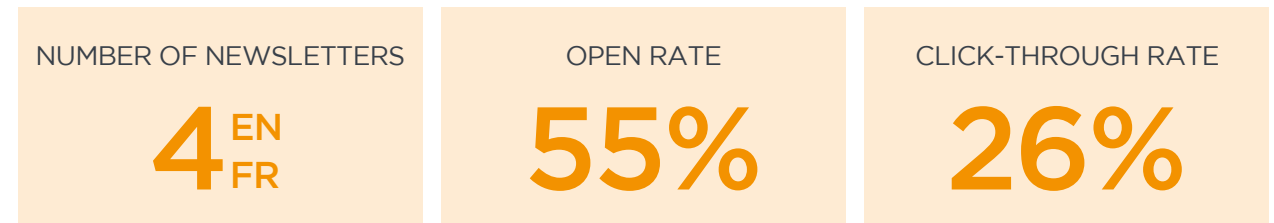
Interestingly, 65% of our users are between the ages of 25 and 44 and 72% are women.

3.3.2 Two collective meetings and periodic individual follow-up with the communications coordinators from each neighbourhood roundtable

- Presentation of the website and communications strategy.
- Communications template developed by each neighbourhood to populate the website content.
- Identification of ongoing communications opportunities.

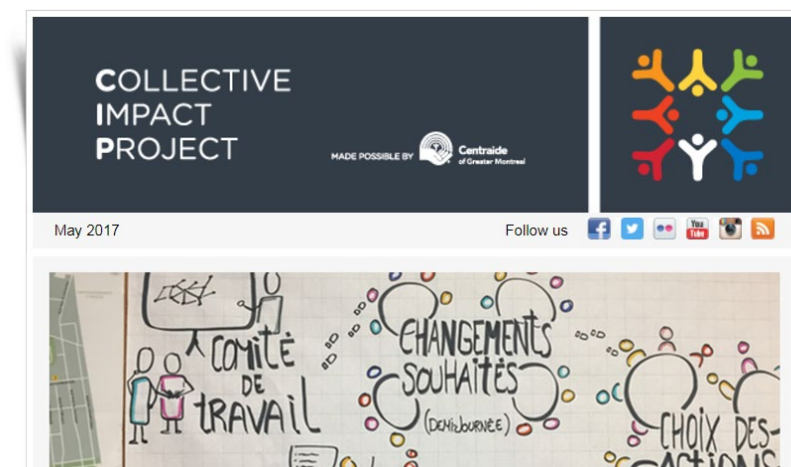
3.3.3 Monthly newsletter (since April 2017)

- Close-up on the achievements of one or more neighbourhoods.
- Events, testimonials, and project highlights.



Our newsletter is doing well with an open rate of 55%, compared to an acceptable average of between 25% and 45%.

The main goal of our newsletter is to have a solid call-to-action. This action is tracked when a subscriber clicks on one of the links in our newsletter, which 26% of readers do at least once. This result is very good, especially considering that click-through rates are generally low and are between 2% and 5% on average.



3.3.4 Social media (Facebook and Twitter)

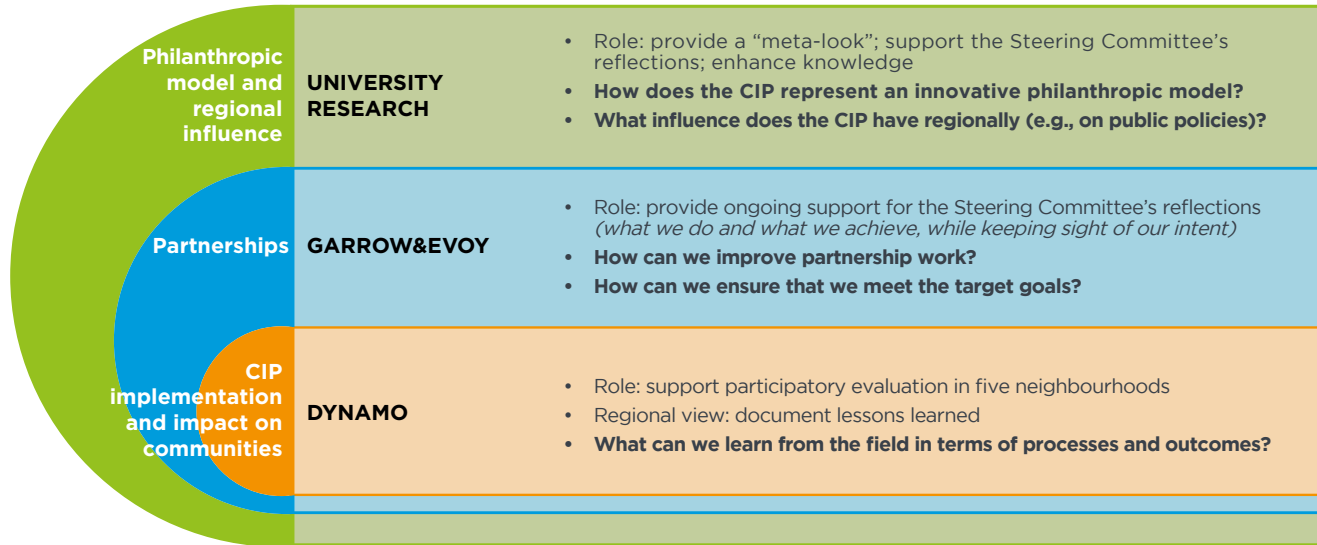
- Infographic on Year 1 of the CIP created as a social media GIF.
- Creation of a series of publications using the hashtag **#LePointSurLePIC**.

3.4.

Evaluation

The Steering Committee agreed that the evaluation should focus on ongoing strategic learning as a priority.

Below is a summary of the breakdown of the three CIP evaluation levels, which combine a number of evaluation activities and methods in an innovative way:



A highlight from 2016-2017 is that the project now has a baseline thanks to the first deliverables produced for each of the three evaluation levels of the CIP:

3.4.1 CIP implementation and impact on communities

"Bilan 0: portrait de cinq collectivités sur le chemin de l'impact collectif" (Year 0: a baseline profile of five communities working on collective impact). Produced by Dynamo.

- This profile gives an overview of the five intensive support neighbourhoods at the start of the process and will serve as a comparison to track their progress throughout the project. This exercise will be done every year to document changes in the neighbourhoods and the lessons learned.
- A monograph on the initial collective impact conditions was also produced for each neighbourhood.
- A community of practice led by Dynamo has brought together about ten practitioners who help reinforce evaluation skills in the community context. This has brought stakeholders in the evaluation ecosystem closer together while improving practices.

3.4.2 Partnerships

A social transformation roadmap and a synthesis of lessons learned were developed by the Steering Committee with the help of Garrow&Evoy.

- To create a shared vision and language, the first step was to create a strategy of change that defined the principles, strategies (methods), and desired results in the short, medium and long term. This roadmap will guide the Steering Committee's work throughout the project.
- A synthesis document was created based on dashboards and observations provided by people who give support, e.g., "We have understood and learned that our role is that of a translator." Suggestions were made for deeper observations, lessons and conversations to reinforce the Steering Committee partnership.

3.4.3 Philanthropic model

Creation of the research report "Le temps zéro du PIC: les premiers temps du partenariat et de l'opérationnalisation" (Time zero of the CIP: the first steps in partnership and operationalization). Produced by PhiLab (Jean-Marc Fontan and Nancy Pole).

- Using interviews with partners, local community representatives, and other key informants, the study reveals findings from the first year of this experiment and proposes future courses of action. The report is also a starting point that should help track how the partnership and model of philanthropic action changes over the project.



The Steering Committee and Centraide (as the project operator) have begun taking ownership of the avenues for action and recommendations from all of these documents. Many adjustments have already been made to facilitate the project deployment. The partners will have to think about what comes next in the evaluation strategy.

Finally, Centraide has found it difficult to coordinate the evaluation cell made up of representatives from the three evaluation levels and ad hoc members from the Steering Committee. The integration of evaluation work and processes will be reviewed in the coming year.

3.5.

Knowledge sharing and learning transfer

Learning is a goal of the CIP for all project stakeholders. We want to highlight two key events in 2016-2017:

1. “L'événement rassembleur PIC” (Coming together for the CIP), March 30, 2017

- For this day, event organizer Dynamo wanted to create an open and inspiring space to stimulate conversation between the project stakeholders to get them ready for what comes next. Representatives from the five priority neighbourhoods, Centraide's teams, Dynamo, and the Steering Committee attended the event.
- Speaker Vanessa Reid presented examples of challenges that can arise during the initial phase of any new collective project.
- Dynamo also invited everyone to tell us about the history of the CIP from their respective experiences. Neighbourhood roundtable coordinators, Dynamo's support staff, residents, and financial partners all had their say.
- The day ended with a review of the concepts learned from the first year and the key components to remember for the rest of the project.
- This gathering will be held every year throughout the CIP.

2. “Neighbourhoods ♥ The Heart of Community – Mobilizing for Impact,” June 6 to 8, 2017

- Organized by the Tamarack Institute, this event was held for the first time in Montreal. The city's local social development stakeholders presented inspiring and innovative local actions, such as the Collective Impact Project.
- Ad hoc financial support from the CIP was used to hire a Montreal coordinator to enhance local content (speakers, workshops, in-the-field tours, etc.) and create a bilingual event that will encourage cross-pollination between the social development ecosystem in Montreal and other cities in Canada and the United States. Twenty bursaries were given to representatives of CIP neighbourhoods (stakeholders and residents) to help them attend the event.
- Designed as a learning program, the event was also an opportunity for people to develop tools to increase the effectiveness of their collective work and the impact of their actions.
- Representatives from the Steering Committee attended a highly appreciated workshop about the partnership experience within the CIP.



3.6.

Strategic networking, promotion and outreach

3.6.1 Networking to get everyone on the same page

Ongoing interest in the CIP and an openness to work together are the two main takeaways from meetings held between Centraide and regional partners, such as:

Team from Avenir d'enfants (Montreal office)

Team from Montreal Hooked on School

**Roundtable coordinators,
Coalition montréalaise des Tables de quartier**

The leaders of many downtown initiatives

(Integrated Urban Revitalization, Initiative montréalaise, Entente de lutte contre la pauvreté et l'exclusion sociale, Politique de développement social)

**Senior management team,
Direction régionale de santé publique**

These meetings helped inform people and let them discuss the CIP deployment while exploring opportunities for collaboration and coordination in relation to projects in the CIP neighbourhoods. Many partners liked the idea of a pilot project to get everyone in the field on board with the neighbourhood plan in one of the priority neighbourhoods. Everyone expressed the desire to hold these meetings on a regular basis and to ask specific partners, if need be, to participate as a way to build concrete opportunities for collaboration.

3.6.2 Publication and promotion of the CIP experience

The partners of the Steering Committee, including Centraide, worked together to promote the CIP experience. Here are a few events they attended:

- PhiLab International Conference
- National United Way/Centraide conference
- The “Neighbourhoods ♥ The Heart of Community – Mobilizing for Impact” conference held by the Tamarack Institute

These presentations and workshops helped increase the CIP's visibility in Canada's philanthropic, training and research ecosystems.

4. LESSONS LEARNED

Since its inception, the CIP has been fertile learning ground both for the Steering Committee partners and for Centraide as the project operator. The areas of learning (which are documented at the project's three levels of evaluation summarized here) have helped adjust the partnership and operationalize the project as it moves forward.

4.1.

CIP implementation and impact on communities

What can we learn from the field in terms of processes and outcomes?

What we've learned...

1. From the start, reception from stakeholders in the field has been considered positive. However, the implementation has required a great deal of tact to cultivate and maintain confidence and buy-in from people in the field.
2. Some adjustments have been required:
 - The pace of change has to better respect local dynamics.
 - Communication has to be more consistent and transparent.
 - Feedback and dialogue mechanisms have to be created between stakeholders, particularly between neighbourhoods and financial partners.
3. The CIP organization model, with Centraide as the project operator, corresponds quite well to the project's efficiency and learning goals.
4. Given the experimental nature of the project, constant adjustments are required from all project stakeholders. Centraide's demonstrated ability to adapt has been appreciated by our partners in the field.

4.2.

Partnership

*How can we improve partnership work?
How can we ensure that we meet the target goals?*

What we've learned...

1. The partners have shown a real desire to engage in the CIP. Although the initial onboarding was based on each neighbourhood's interests and intentions, the partners agree that everyone is more aligned around the project's common vision.
2. Adjustments had to be made to the Steering Committee's processes, for example, to create better connections between partners in the field, to help everyone contribute more, and to achieve better agility in the project deployment.
3. As our partners indicated for the activity report, knowledge and learning transfer about the CIP experience is done within the organizations that participate on the Steering Committee. This transfer should be further systematized and made visible.



4.3.

Philanthropic model and regional influence

*How does the CIP represent an innovative philanthropic model?
What influence does the CIP have regionally (e.g., on public policies)?*

What we've learned...

1. The CIP model does not align as well with the goals related to regional influence.
2. The issue of balance between demonstration (mandatory results) and learning must be constantly revisited to create conditions where failure becomes a learning opportunity for all project stakeholders.
3. At this stage of the CIP, some intentions need to be clarified:
 - The role that the partners want to play to influence systemic conditions.
 - The vision of how the action model will last beyond the five years of the initiative.



5. OUTLOOKS

The lessons we've learned from the project also illustrate the main outlooks and challenges for 2017/2018.

5.1. In the neighbourhoods

- Investment plans developed and implemented in all neighbourhoods and adapted to locally defined priorities (including intensive support neighbourhoods).
- Intensified learning: reinforcement of evaluation skills for all neighbourhoods and creation of spaces for inter-neighbourhood reflection and exchange.
- Challenge of adapting available support and invested resources to the speed of deployment and capacity of each neighbourhood.
- Increased capacity to innovate: development of new practices that are flexible and agile.

5.2. Partnership

- Experimentation with and learning of a new general operational framework for the Steering Committee: optimization of collective work, of each partner's contribution to the project deployment, and of partners' close connections in the field.
- Development of an integrated evaluation and learning plan (based on the social transformation roadmap) and implementation of relevant activities.
- Challenge of ensuring overall project consistency in terms of both partner alignment and strategy coordination in the context of the Steering Committee's new and more decentralized approach.

5.3. Philanthropic model and regional influence

- Creation of a shared vision of the CIP's strategic evolution.
- Pilot experiment on regional influence: identifying the partners' ability to act and putting this ability to the service of communities to break down any systemic barriers that they face.
- Challenge to clearly identify partner contributions (beyond the boundary of the CIP) and to align support strategies around the neighbourhoods' desired changes.

APPENDICES

1.

Income statement as at August 31, 2017 and March 31, 2017

	(5 months) ACTUAL 31-08-2017	(12 months) ACTUAL 31-03-2017
	\$	\$
REVENUE		
Donations	250,000	2,740,000
Investment income	4,318	15,904
	254,318	2,755,904
EXPENDITURES		
Investment	1,304,542	772,716
Operating costs	201,395 ⁽¹⁾	381,379 ⁽²⁾
	1,505,937	1,154,095
NET RESULT	(1,251,619)	1,601,809
Start-of-year fund balance	2,802,590	1,330,781
Interfund transfer	-	(130,000)
END-OF-YEAR BALANCE	1,550,971	2,802,590
DETAILED OPERATING COSTS	\$	\$
Coordination and administration	45,985	126,336
Communications	4,410	61,662
Consultations	-	8,323
Evaluation	151,000	185,058
	201,395 ⁽¹⁾	381,379 ⁽²⁾

2. Status of investments allocated to neighbourhoods as at August 31, 2017

SUPPORT TYPE	NEIGHBOURHOOD	INVESTMENT 2016	INVESTMENT 2017	TOTAL Amounts allocated as of August 31, 2017
Intensive support neighbourhoods — CIP 1	Centre-Sud — Community capacity building: evaluation, engagement, communication	\$45,000	\$45,000	\$90,000
	Côte-des-Neiges — Community capacity building: evaluation, engagement, communication	\$45,000	\$45,000	\$90,000
	Parc-Extension — Community capacity building: evaluation, engagement, communication	\$45,000		\$45,000
	Saint-Léonard — Community capacity building: evaluation, engagement, communication	\$45,000	\$45,000	\$90,000
	Saint-Michel — Integrated 3-part project: food security, housing and opening up the neighbourhood	\$45,000	\$250,425	\$295,425
	Total CIP 1	\$225,000	\$385,425	\$610,425
Moderate support neighbourhoods (key project) — CIP 2	Ahuntsic — Learning citizenship		\$80,000	\$80,000
	Bordeaux-Cartierville — Citizen space at the Bordeaux-Cartierville community centre		\$25,000	\$25,000
	Lachine — Food security points of service	\$12,000	\$81,626	\$93,626
	LaSalle — Spaces for dialogue and action in food security		\$51,604	\$51,604
	Mercier-Est — The Mercier-Est network	\$100,000		\$100,000
	Mercier-Ouest — Community Space for everyone	\$90,000	\$55,000	\$145,000
	West Island — Interconnected development of West Island communities	\$12,000	\$108,425	\$120,425
	Peter-McGill — Working together for each other	\$160,000		\$160,000
	Pointe-aux-Trembles — Places to live	\$80,000		\$80,000
	Rosemont — Reaching out: Breaking the isolation of vulnerable people		\$96,000	\$96,000
	Verdun — Giving everyone a roof and a seat at the table	\$103,775		\$103,775
	Ville-Émard-Côte-Saint-Paul — Local food system		\$91,035	\$91,035
	Total CIP 2	\$557,775	\$588,690	\$1,146,465
Dynamo	ÉvalPIC — Support to reinforce evaluation skills in neighbourhoods	\$150,000	\$150,000	\$300,000
	Leadership rassembleur: six participants	\$55,368		\$55,368
Tamarack	Bursaries for 20 participants from CIP neighbourhoods to attend the “Neighbourhoods ♥ The Heart of Community — Mobilizing for Impact” conference		\$10,000	\$10,000
	Total — other investments	\$205,368	\$160,000	\$365,368
	TOTAL	\$988,143	\$1,134,115	\$2,122,258

3. Social transformation roadmap

