



ACTIVITY

01.10 2021

REPORT

30.06 2022

COLLECTIVE
IMPACT
PROJECT





ACTIVITY REPORT 21-22

A Word from the Director

The CIP at a glance

Breakdown of the past CIP year

1. Strengthen neighbourhoods' collective capacity to act
2. Promote partner engagement and develop a systemic approach
3. Increase ties between CIP stakeholders
4. Structure and operationalize Phase 2
5. Finish Phase 1
6. Disseminate and share lessons learned

Appendices

- Financial statements
- The 5 conditions of collective impact

This report covers the period from October 1, 2021 to June 30, 2022 (8 months)

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A WORD FROM THE DIRECTOR

Since 2015, the Collective Impact Project (CIP) has taken a unique approach to collective impact. Experimenting and learning, in order to continually improve strategies to better tackle poverty and social exclusion are at the heart of all initiatives.

With this year's launch of the project's second phase, the CIP is now expanding to all neighbourhoods on the Island of Montreal, which will have complete freedom to identify their action priorities and to test and learn collectively. We are proud to be part of this second phase with a reinvigorated team and new partnerships!

This impact report highlights the importance of neighbourhoods' collective initiatives in areas such as housing, food, social inclusion, academic success, or employment, to name just a few. We are also celebrating the relevance of neighbourhood collective initiatives that start with the needs of people in a situation of poverty and social exclusion. In keeping with the spirit of the project, throughout this document we will share the [#CIPChallenges](#), [#CIPGreatInitiatives](#) and [#CIPLessonsLearned](#) over the past eight months.

Given the rising cost of living that is directly affecting many Montrealers who are struggling to take care of their basic needs, and in light of the ongoing impacts of the pandemic, this project is more crucial than ever. The challenges of staff turnover, a lack of resources, and pressure on the community and populations—particularly people experiencing social exclusion and poverty—

are still very real, and the CIP is contributing to strong and engaged communities. As the pandemic has clearly demonstrated, areas where stakeholders have become accustomed to collective action weathered the crisis better and were able to respond quickly to their communities' needs.

The CIP brings together many institutional, community and philanthropic partners. Over the years, a vibrant, innovative and engaged community has built up around the CIP. One goal for the coming months is to strengthen this community so that it can keep up its momentum.

We hope that the CIP can continue to drive change to improve the quality of life and living conditions across the Island of Montreal and inspire community development practices in Montreal and beyond.



Rotem Ayalon
Director, Collective Impact Project
Assistant Director, Social Development, Centraide of Greater Montreal

THANK YOU TO EVERYONE WHO MAKES THIS ADVENTURE POSSIBLE

Philanthropic partners



Institutional and community partners



Operator





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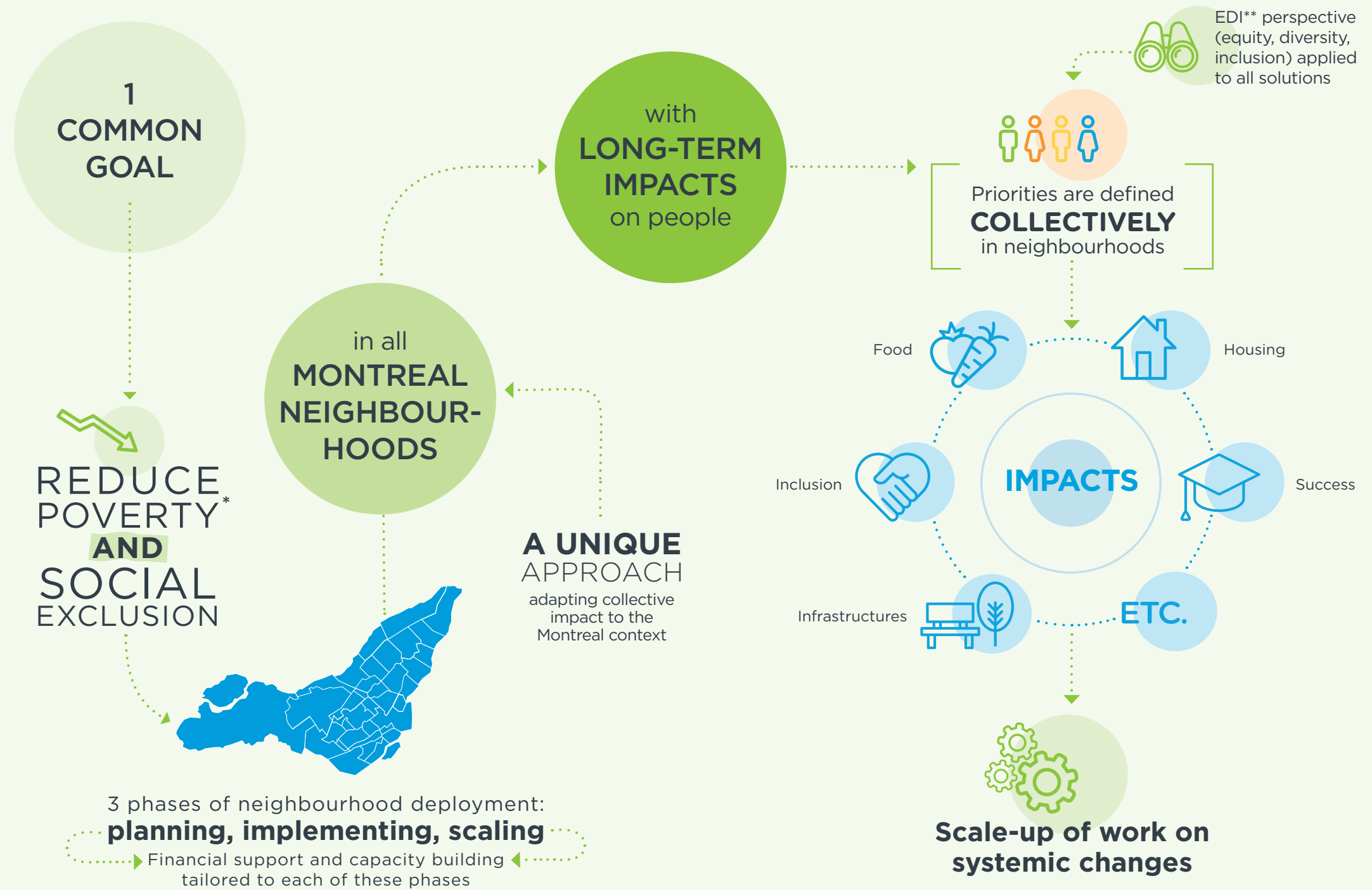
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UNITED FOR INCLUSIVE NEIGHBOURHOODS



*The concepts of poverty reduction and the fight against poverty must be understood in their broad sense, which includes preventing poverty, minimizing its impacts, tackling its causes, and helping people experiencing poverty get out of these situations. The GBA+ concept used by some CIP partners is in keeping with this idea.



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BREAKDOWN OF THE PAST CIP YEAR

Six key priorities guided the CIP's efforts this past year:

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BREAKDOWN OF THE PAST CIP YEAR

1. Strengthen neighbourhoods' collective capacity to act

A main goal of the CIP is to strengthen neighbourhoods' collective capacity to reduce poverty and social exclusion.

Beyond receiving direct financial resources, neighbourhoods also access training and coaching on practices that are central to the collective impact approach.

This has led to an increase in the impact of their work and facilitates their role as a support structure.



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Overview of amounts allocated to neighbourhoods between October 2021 and June 2022



PHASE 1 / 17 neighbourhoods
\$1,577,051

PHASE 2 / 12 neighbourhoods
\$998,231

For many neighbourhoods, 2021-2022 was a year to consolidate initiatives and lessons learned to transition to Phase 2.

For the CIP community, this was a chance to welcome four new neighbourhoods: **Faubourg Saint-Laurent, Petite-Bourgogne, Montréal-Nord** and **Rivière-des-Prairies**.

Many CIP initiatives aim to tackle inequality at the source.

However, neighbourhoods cannot ignore the need to **provide services**, in a complementary way, **that meet people's urgent needs**.

"Most agencies realize that free food assistance must be permanent, given identified needs.

They also need to take up their rightful place in implementing [our local food system]."

- Activity Report, Lachine.

[#CIPLessonsLearned](https://twitter.com/CIPLessonsLearned)



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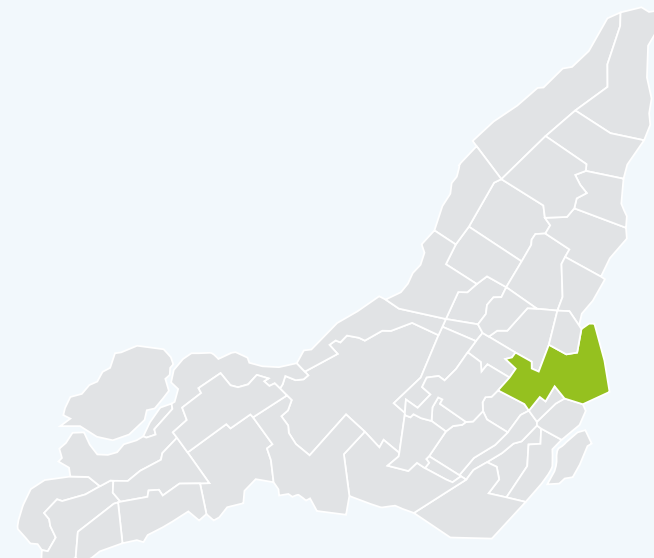
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1A

Neighbourhood initiatives: Progress, challenges and lessons learned

Citizen engagement, influence and understanding of the issues	Partner engagement, influence, and cross-sector collaboration	Communication and awareness tools	Getting the word out	Consolidation and sustainability	Phase 2
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PETER-McGILL



Peter-McGill shared the lessons it learned about citizen engagement, explaining that involvement **increases motivation** and **builds citizen capacity**:

"...helping residents develop and present their own projects to elected officials and borough employees is a very motivating aspect of their involvement. This is especially true given that citizens become much more informed about how the various city departments operate and how projects are carried out. The past year has shown us that we need more advocates, even online, to maintain citizen engagement in the neighbourhood."

- Activity Report, Peter-McGill.

[#CIPLessonsLearned](https://twitter.com/CIPLessonsLearned)



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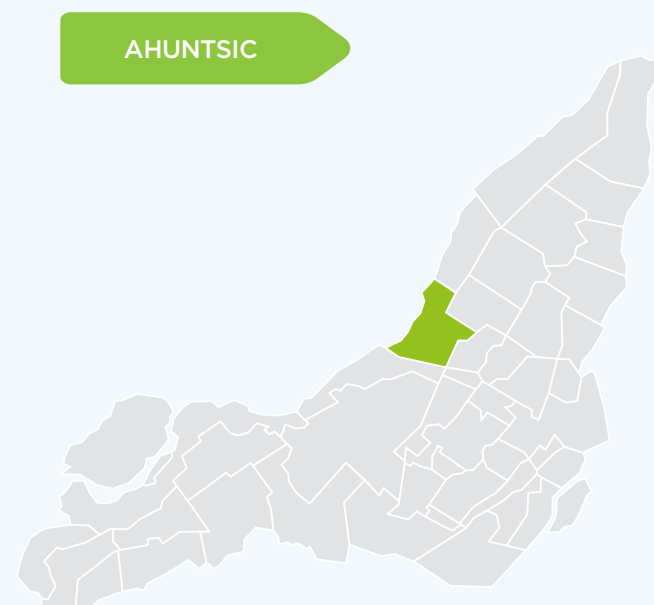
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To **educate people about renters' experiences** and **make an impact**, the Learning Citizenship project in Ahuntsic compiled a collection of testimonials.

"October 2, 2021 was an opportunity to present this collection of testimonials during the 'Uni-es pour l'accès au logis' event.

In partnership with the Comité logement Ahuntsic-Cartierville (CLAC), Comité de pilotage Louvain-Est, ACEF du Nord de Montréal and CLIC de Bordeaux-Cartierville, this activity let us educate people about their rights and call for social housing."

- Activity report, Ahuntsic.

[#CIPGreatInitiatives](https://twitter.com/CIPGreatInitiatives)



In the press





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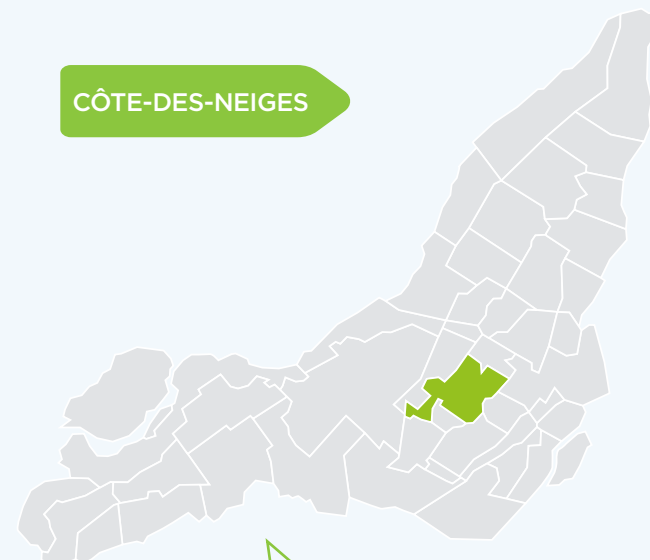
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CÔTE-DES-NEIGES



Côte-des-Neiges stressed the importance of collective action among citizens to help them take action against substandard housing.

ESCOUADE SALUBRITÉ
Projet Escouade Salubrité
Faits saillants de l'évaluation participative

Effets de l'intervention individuelle sur des locataires

- Des locataires accompagnés constatent une amélioration de leurs conditions de logement.
- Les locataires accompagnés ont une meilleure connaissance de leurs droits liés au logement.
- Des locataires isolés et ayant des problèmes de logement importants reçoivent une visite ainsi que du soutien pour entamer les démarches nécessaires.
- Des locataires accompagnés ont un sentiment plus important de pouvoir se prendre en charge.

Bon coup - Mise en oeuvre du projet

- La collaboration et le lien développés avec les partenaires du quartier facilitent grandement le travail des intervenant(e)s du projet Escouade.
- Les ajustements en continu.

Effets sur le travail collaboratif

- Un travail collaboratif entre les acteurs impliqués au sein du Comité de coordination.
- La création de liens entre les intervenant(e)s, les autres personnes-ressources impliquées dans le projet Escouade, et certains organismes du quartier afin de favoriser le référencement des locataires au projet.
- La création des liens entre ce projet et les autres initiatives du Charlier salubrité (ex : participation des intervenant(e)s de projet Escouade aux ateliers organisés dans le cadre du projet Info-Action-Familles).

De projet s'inscrit dans le cadre des projets d'impacts collectifs (PIC) financés par Centraide du Grand Montréal, OÉIL, Corporation de développement communautaire de Côte-des-Neiges. Comité d'évaluation accompagné par dynamo.

Source: Safe Housing Brigade - evaluation document

*"The most important lesson that we have learned is how group actions in apartment buildings can **bring tenants together** and **reassure** anyone who fears reprisals.*

*These group actions are essential and complementary to individual actions as **they help tenants gain assurance and build trust.**"*

- Activity report, Côte-des-Neiges.

[#CIPLessonsLearned](https://twitter.com/CIPLessonsLearned)



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LaSalle deployed a pilot project for food assistance at the Centre Vieux-Moulin, which led to a **better understanding of the needs of people helped**

44%
received
follow-up for
non-food
needs.

#CIPGreatInitiatives



Photo Credit: Centre du Vieux-Moulin de LaSalle



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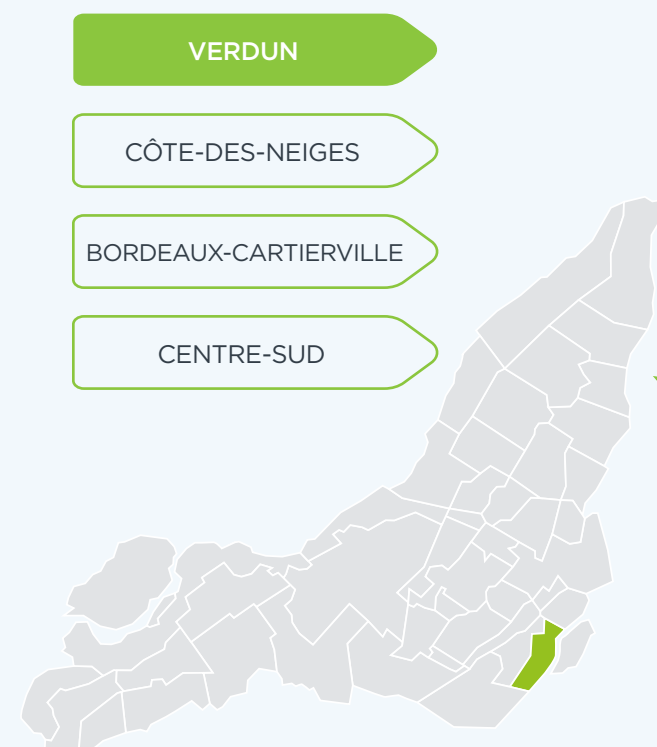
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Cross-sectoral collaboration is a key part of many CIP initiatives.



"Many citizen recommendations from the community-driven development (CDD) process have been included in the Borough's vision.

[...] The City of Montreal announced that it has exercised its pre-emptive right to purchase two lots in the area to develop social housing (potential for 250 social housing units). This is a big win for our community.

While it was difficult to engage the community more broadly, the citizen's committee stepped up its efforts to put forward the citizen recommendations made to the Borough, and they met every week from February to June 2021."

- Activity report, Verdun. [#CIPGreatInitiatives](https://twitter.com/CIPGreatInitiatives)





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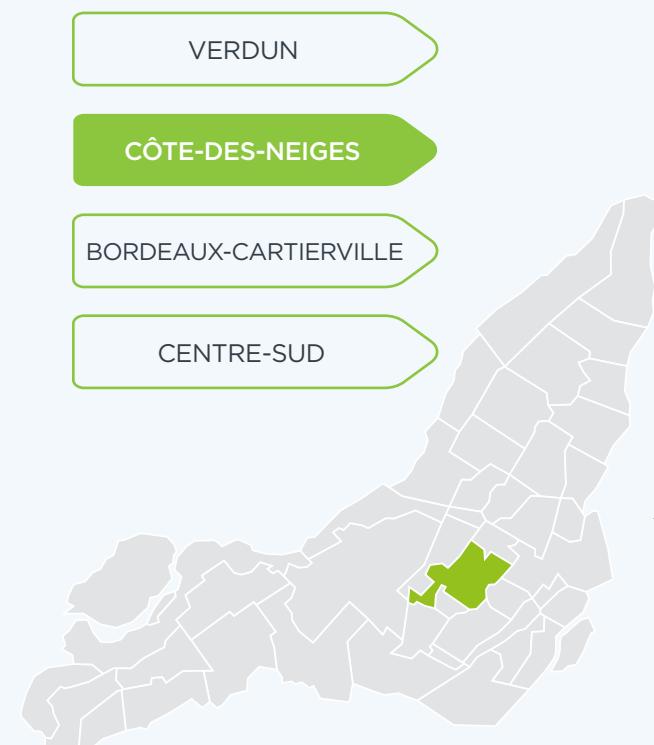
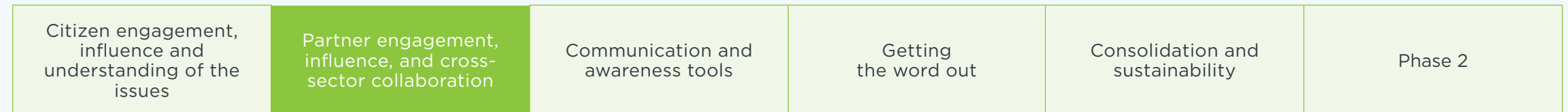
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1A Neighbourhood initiatives: Progress, challenges and lessons learned



Partner engagement in the current context requires adjustments, as Côte-des-Neiges stakeholders indicate in their activity report.

"If we have learned one lesson this year, it is that engaging stakeholders in consultations during a pandemic is quite the challenge.

Given the constraints that the health crisis posed in their own organizations (difficult to connect with member families, limited time in the field, staff turnover at many agencies), it was hard for them to sustain the intensity of their involvement.

However, by keeping members regularly informed about projects in the field and by maintaining communication channels (email, phone), members were able to contribute despite the constraints, for example, by recommending members of their agencies to different resources (Safe Housing Brigade, Family Info-Action)."

- Activity report, Côte-des-Neiges.

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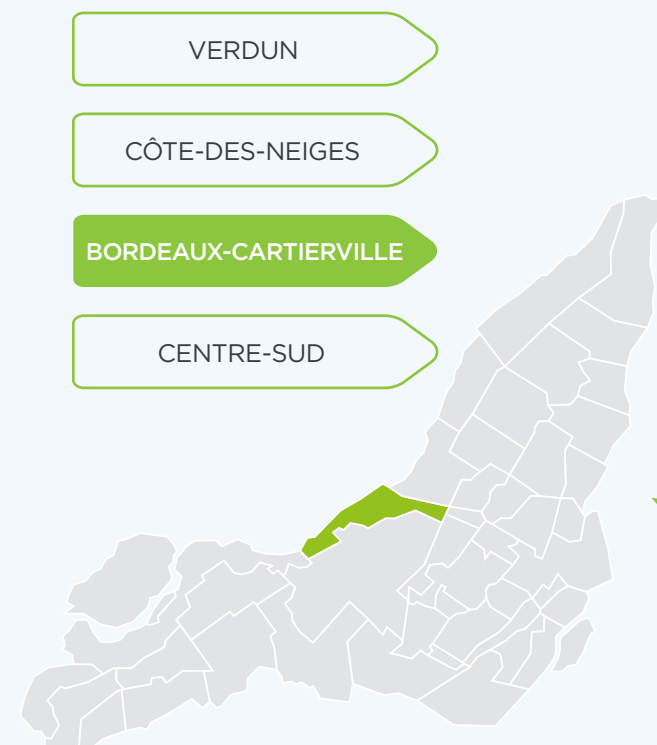
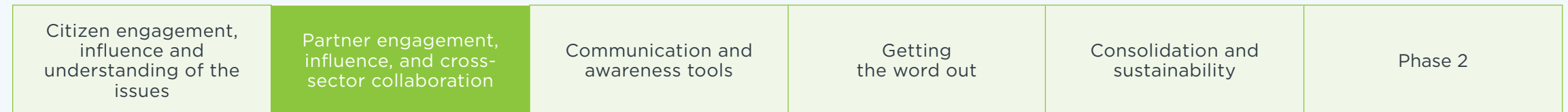
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1A Neighbourhood initiatives: Progress, challenges and lessons learned



In Bordeaux-Cartierville, the community sector is working closely with the Borough to open the **Maison de quartier** community centre. The role of different stakeholders and a shared vision are driving this initiative.

"This year, we have learned many valuable lessons about how to deploy our initiative.

If we had to pick one lesson, it would be the need to clarify stakeholder investment while maintaining the project's vision, as many agencies will have either more direct or more indirect uses of the community centre and all have different organizational cultures.

This fact will require constant follow-up to ensure we can maintain the project's vision in light of non-negotiable constraints (insurance/civil liability, autonomy of the project's operation within a city building, etc.)."

- Activity report, Bordeaux-Cartierville.

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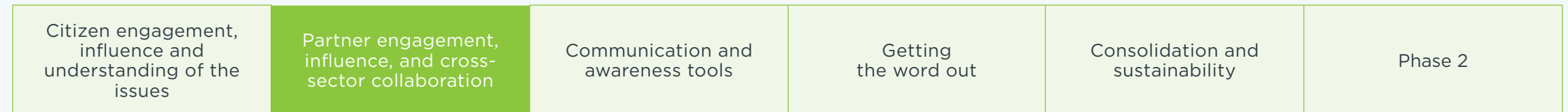
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1A Neighbourhood initiatives: Progress, challenges and lessons learned



In the Centre-Sud, the **support committee for major projects (CAGPCS)** brings together community and institutional actors as well as developers to ensure that major projects in the neighbourhood are more in line with community needs.

"It is clear that the key players in this ecosystem of urban development and planning are all moving forward at different speeds depending on their activity sector.

The pace of work varies greatly depending on whether it is done by the Borough, developers, or community, as all projects are dependent on multiple complex timelines.

The CAGPCS must constantly find a balance and assess how collective work can be adapted to its surrounding realities."

- Activity report, Centre-Sud.

[#CIPLessonsLearned](#)

Lasting relationships of trust have been created between stakeholders as, despite changes to the coordination team, up to sixty people attended the meetings held this year. [More details](#)

[#CIPGreatInitiatives](#)

Political influence is also an important part of many CIP initiatives. This work consists of citizen lobbying and advocacy activities at borough council meetings, the drafting of briefs on priority issues, and meetings with decision makers.



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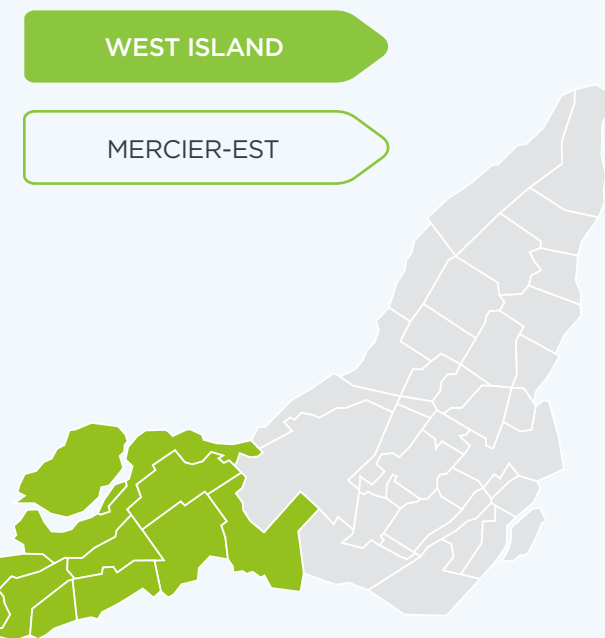
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Communication and awareness tools are essential mechanisms that drive CIP initiatives. It can take years of experimentation and preparation to find the right formula.



As an example, the West Island developed a food security toolkit after many years of collective and collaborative effort. The five tools include “Hidden Hunger,” a short film that raises awareness about food issues in the neighbourhood. Learn more [Learn more](#)

#CIPGreatInitiatives

Répertoire des Ressources Alimentaires
Fournir de l'information sur les organismes qui favorisent la sécurité alimentaire dans l'Ouest-de-l'Île.

Guide pour une alimentation équilibrée
Fournir des informations sur l'alimentation et sensibiliser à une alimentation plus saine.

Recueil d'ateliers sur la Littératie Alimentaire
Fournir de l'information sur les ateliers en littératie alimentaire dans l'Ouest-de-l'Île et à Montréal.

Diagnostic du système alimentaire de l'Ouest-de-l'Île
Fournir de l'information sur l'état du système alimentaire de l'Ouest-de-l'Île: producteur-trices, épiceries, marchés, grossistes et gestion des déchets.



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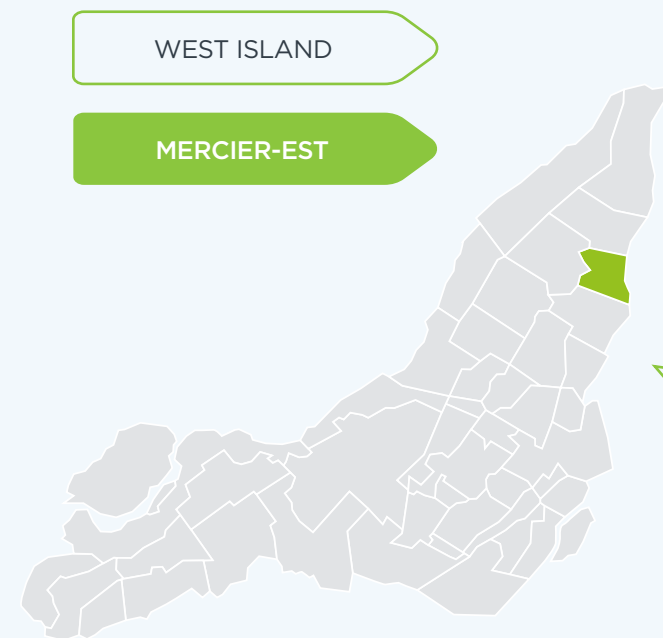
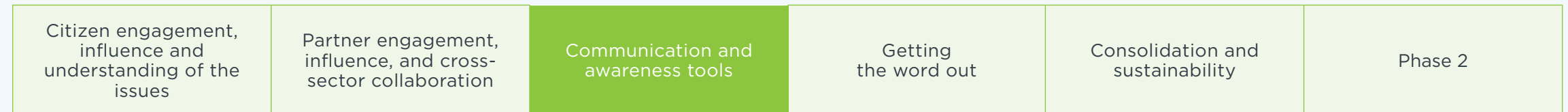
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The Mercier-Est citizen organizer network, called “Mercier-Est en Réseau,” evaluated the communication tools and strategies developed in recent years to promote and improve referrals to the neighbourhood’s resources.

“The pilot project tools turned out to be too unwieldy, too difficult to update, and unappealing. They were replaced with a single tool, i.e. a QR code in several formats (business card, sticker).”

This design accounts for the needs and limitations of business owners, as pointed out in the Mercier-Est activity report. A scan of the QR code leads to the Mercier-Est en Réseau page on the website of the Association des commerçants de Tétéreaultville, which lists the services of community resources in the neighbourhood.”

- Activity report, Mercier-Est.

[#CIPLessonsLearned](https://twitter.com/CIPLessonsLearned)



17 addresses

in Mercier-Est displayed the QR code in their window



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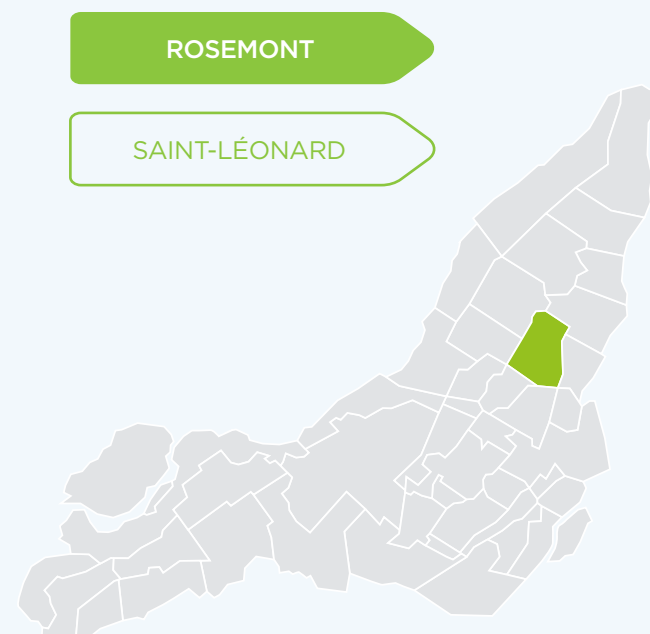
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1A Neighbourhood initiatives: Progress, challenges and lessons learned

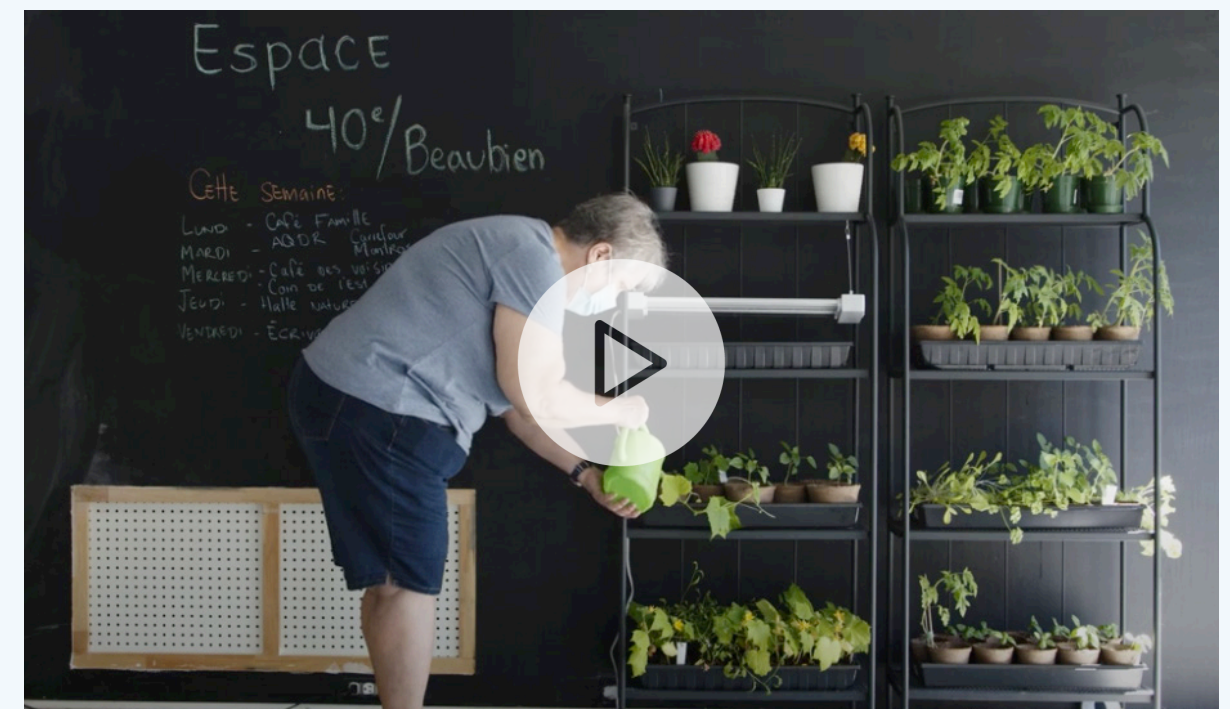


In addition to the many lessons that this activity report outlines, special effort was made with neighbourhoods to help them more widely share and spread what they learned. As part of ÉvalPIC, Dynamo continues to work with neighbourhoods to build on lessons learned from Phase 1. Many evaluation summaries were produced and shared in the neighbourhoods. [See the Éval-PIC website](#)



Rosemont produced a video on the Espace 40e/Beaubien project (French only)

#CIPLessonsLearned





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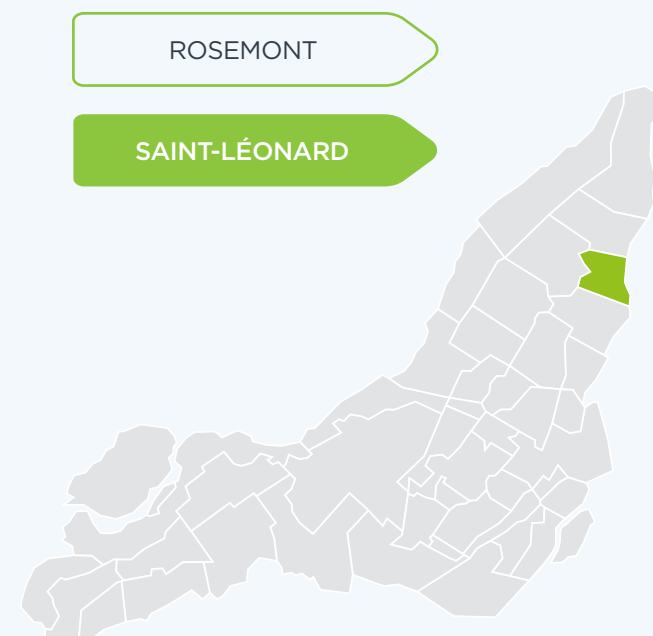
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Saint-Léonard used the following article to share the lessons it had learned over five years of implementing the neighbourhood plan *(French only)*.

[#CIPLessonsLearned](#)





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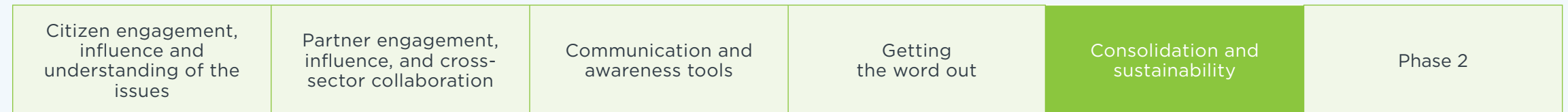
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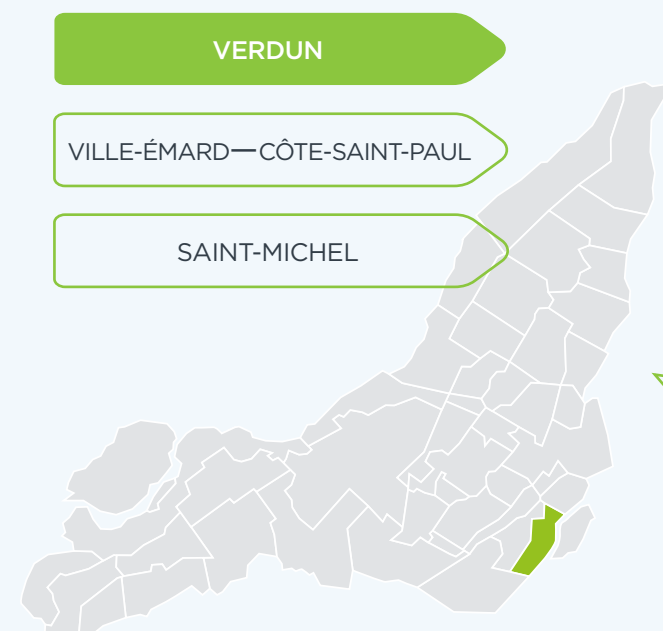
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With the end of the CIP Phase 1, the sustainability of these initiatives is a major issue. The CIP has been a **funding catalyst** that has helped many neighbourhoods reinforce and develop their projects. However, despite strong community engagement and interest, finding funding is very time-consuming and does not always lead to the desired outcome.

Many neighbourhoods have chosen to **keep working on their Phase 1 initiative** to further develop aspects of these projects in Phase 2. This is the case for Ahuntsic, Lachine, Montréal-Est-Pointe-aux-Trembles, West Island South, Peter-McGill, Rosemont and Ville-Émard-Côte-Saint-Paul.



In Verdun, despite the success of the project developed in phase 1, obtaining funding to ensure its sustainability remains a challenge.

“The local supply chain is a developmental project with a huge impact in the area and that is of great interest to (and that receives great support from) the Verdun community.

Despite this, keeping the project viable over the long-term has been a challenge. The partners spent a lot of energy to source funding while the local supply chain was being integrated into the collective space project.”

- Activity report, Verdun.

[#CIPLessonsLearned](https://twitter.com/CIPLessonsLearned)



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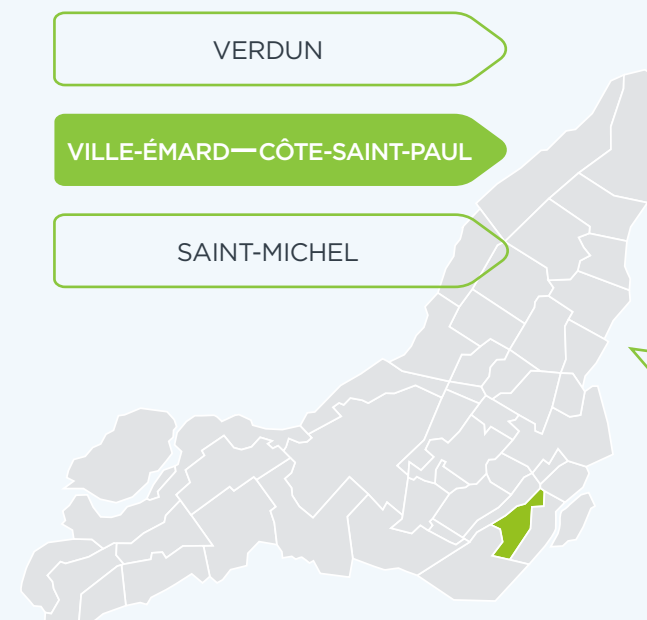
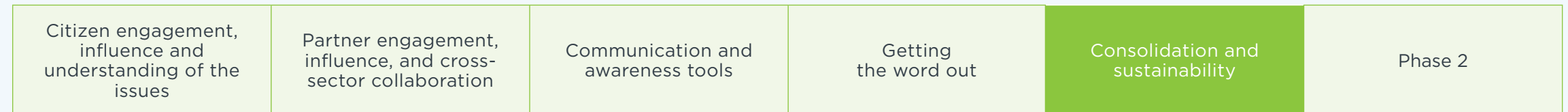
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In Ville-Émard-Côte Saint-Paul, for example, the development of the local food system is ongoing and includes the Paule & Émard community grocery store, mobile markets, collective gardens, and market gardening partnerships to supply food to the neighbourhood (see photo). In October 2021, a community kitchen was added.

For Phase 2, the stakeholders involved want

“the local food system developed in the CIP Phase 1 to become an important hub of community support in the neighbourhood to allow people, particularly vulnerable people, to develop their food self-sufficiency and social engagement.”

-Activity report, Ville-Émard-Côte-Saint-Paul.



Opening of the community kitchen, October 2021.

Photo from the Activity Report of Ville-Émard-Côte-Saint-Paul

#CIPChallenge



The “intensive” neighbourhoods, which received high levels of financial support, will complete Phase 1 in spring 2023. **Consolidating initiatives and making them viable over the long term** are particularly important issues for these neighbourhoods.



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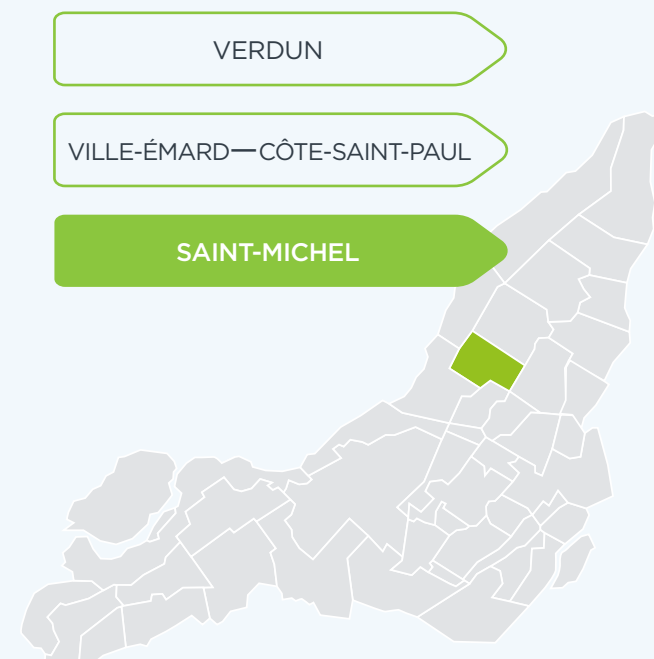
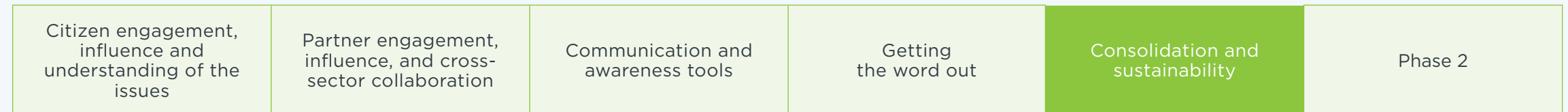
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Saint-Michel's food system aims to increase access to healthy and sustainable food with a strong emphasis on citizen involvement, academic success, and social and vocational integration.

This year, the neighbourhood moved ahead with a **four-season greenhouse** and **outdoor garden**. This initiative was one of seven winning projects in the City of Montreal's participatory budget.

The facilities produce pesticide-free and affordable fresh fruits and vegetables year-round and can welcome student and citizen groups. [More details](#)

- Activity report, Saint-Michel.

[#CIPGreatInitiatives](#)





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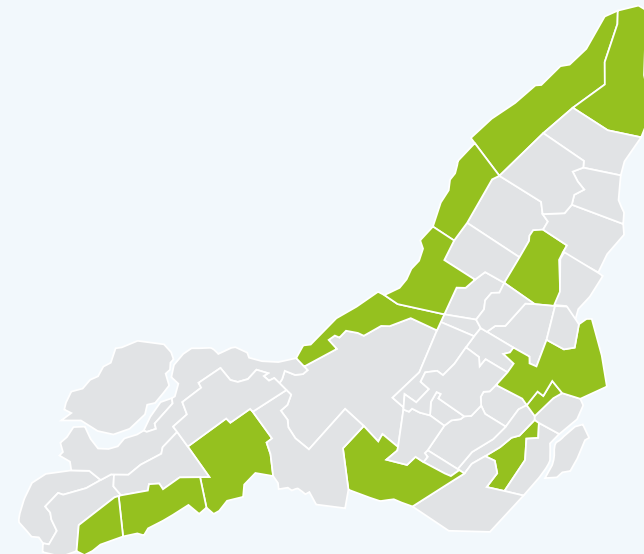
1A Neighbourhood initiatives: Progress, challenges and lessons learned

Citizen engagement, influence and understanding of the issues	Partner engagement, influence, and cross-sector collaboration	Communication and awareness tools	Getting the word out	Consolidation and sustainability	Phase 2
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The CIP team is pleased to welcome the 12 neighbourhoods that started Phase 2 in February 2022!

Two of the major changes targeted by the neighbourhoods include **citizen involvement** and the **inclusion** of people living in poverty and social exclusion. Many neighbourhoods are looking to **improve community life, strengthen support networks** and **break isolation**.

Food safety and **housing** also remain important issues. Some new issues that had not been addressed as much include **mental health**, which is a key piece of the Bordeaux-Cartierville initiative; **local services**, which Rivière-des-Prairies aims to strengthen; and the **social and economic inclusion** that Montréal-Nord wants to work on through the CIP.



[SEE THE OVERVIEW OF PHASE 2 PROPOSALS NEXT PAGE](#)





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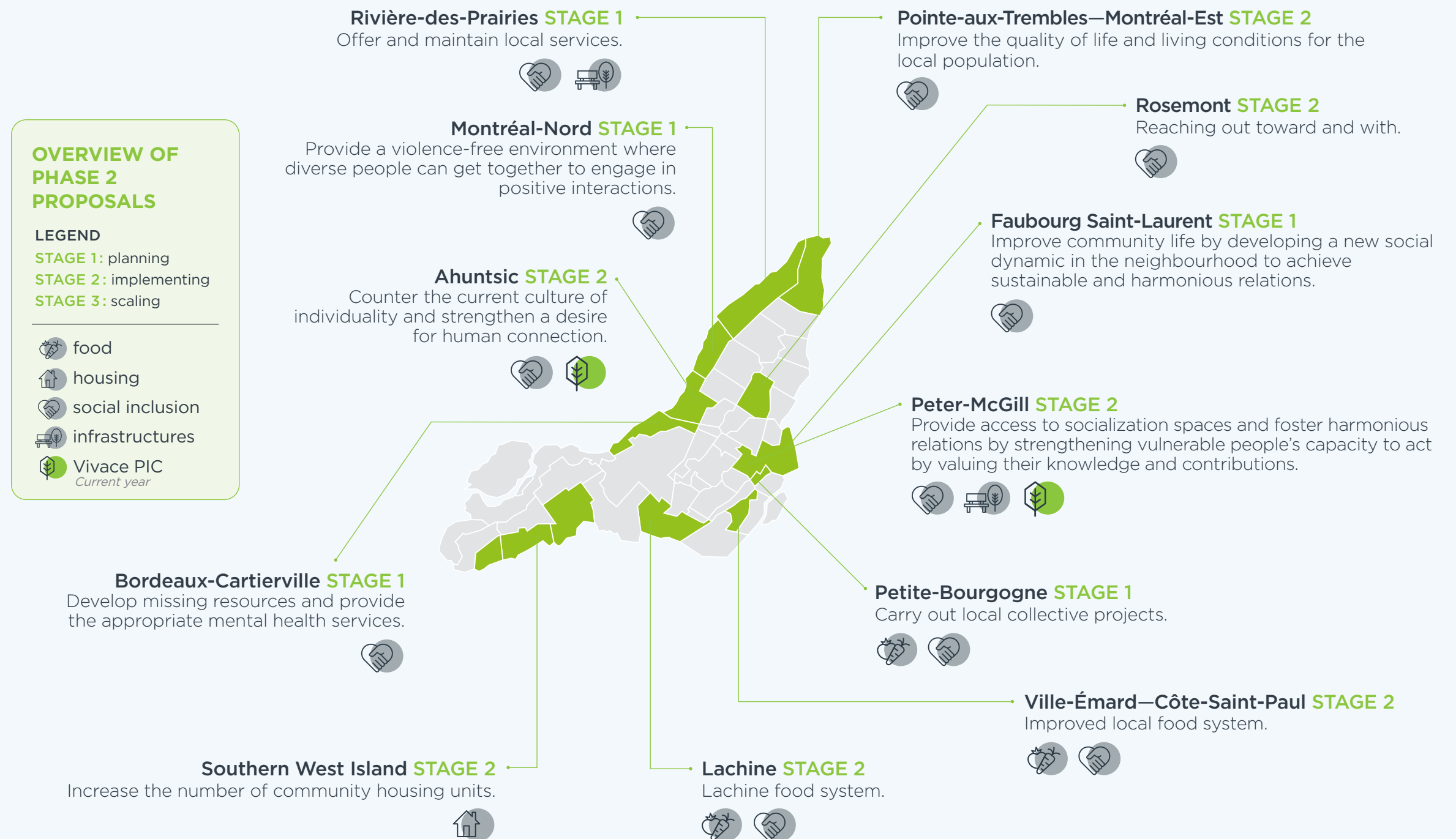
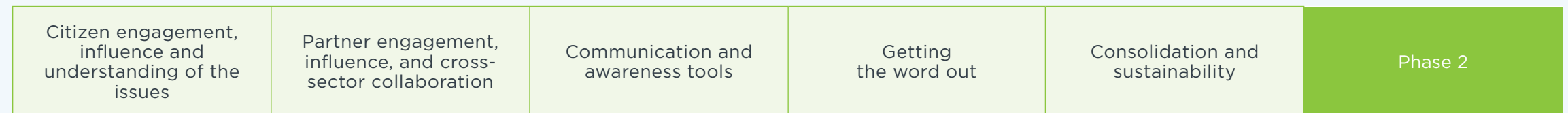
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Citizen engagement, influence and understanding of the issues	Partner engagement, influence, and cross-sector collaboration	Communication and awareness tools	Getting the word out	Consolidation and sustainability	Phase 2
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In the third year of the Vivace-PIC program, Ahuntsic and Peter-McGill are developing **citizen space projects** with the help of La Pépinière.

For Ahuntsic, the Vivace-PIC project is closely linked to its Learning Citizenship initiative as well as to the long-term éco-quartier project at the Louvain-Est site. Residents can start taking ownership of the éco-quartier site starting with a **public square** built for the Vivace-PIC and **citizen engagement activities** that will be held there.

Peter-McGill, which is in the middle of its second Vivace-PIC project, is developing a small **relaxation and meeting space in the neighbourhood** that is part of a broader strategy. The community and citizen sectors want to create and take ownership of multiple areas in the coming years to meet needs in a downtown area where shared green spaces are hard to come by.

Project leaders from a number of neighbourhoods also attended **training sessions on developing citizen spaces** so that they could share their practices and challenges and gain knowledge about La Pépinière.



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1B Evaluation, learning and collective impact

Dynamo continued to offer training, workshops and coaching on the collective impact and evaluation approach (collective impact training, workshops on evaluation in a collective context, personalized coaching on evaluation, community of practice in evaluation, “Capteurs d’impact”).

The emphasis this year was yet again on learning, with new videos and photostories produced.

All 17 Phase-1 neighbourhoods are now conducting an evaluation process. Many are even on their third or fourth evaluation loops! Evaluation and learning are becoming increasingly accepted practices for CIP initiatives despite limited resources and the major issue of high staff turnover.

#CIPchallenge

More than two thirds of the neighbourhoods have used the results to adjust their engagement, collaboration and intervention approaches.

This success condition has shifted from evaluation to learning so that neighbourhoods can use the results and analysis to move forward. This means veering away from a logic of accountability and toward a learning-based approach in which failure is allowed.

Based on its experience with the CIP, Dynamo worked this year on systematizing the conditions that are conducive to evaluating actions in a collective context. These conditions include:

1. Gauging the community's desire to carry out a participatory evaluation
2. Planning the evaluation process
3. Implementing the evaluation process
4. Highlighting and reinvesting lessons learned (ÉvalPIC assessment, Year 6)

Given that another partner, the Niska Cooperative, was added this year to support neighbourhoods with their evaluation processes.

This work will greatly help with knowledge transfer and a connected coaching approach! [#CIPGreatInitiatives](#)





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1C Support

The neighbourhoods are continually supported by eight to ten planning and development advisors at Centraide as well as the CIP coordination team.



CIP team and advisors retreat, September 8 and 9, 2022

Members of this team constantly communicate with neighbourhood representatives to learn how initiatives are progressing and to respond to emerging needs for support with capacity building.

Centraide is not immune to the challenges of staff turnover.

Our team of planning and development advisors welcomed new members, and the team pointed out the need for ongoing training on collective impact to properly support the community.

This need also applies to communities and has become more pronounced in recent years with widespread staff turnover.

[#CIPGreatInitiative](https://twitter.com/CIPGreatInitiative)



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2. Promote partner engagement and develop a systemic approach

In Phase 1, the CIP generated new forms of collaboration and strengthened existing partnerships. The relationships created will be useful for Phase 2. However, to move forward, how do we create greater collaboration between regional partners (foundations, institutions, Centraide and the Coalition montréalaise des Tables de quartier) as well as between these partners and the neighbourhoods?

This issue has been central this year as part of reflections around Phase 2. It has been challenging to clarify opportunities for engagement in a project that is constantly welcoming new contributors. These different stakeholders also have very different realities and needs, and they often do not work with the CIP on a daily basis.

#CIPChallenges



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CLARIFY THE INTENDED IMPACT AND ROLE OF REGIONAL PARTNERS

The CIP regional partners actively participate on the CIP governance bodies (management committee and partner committee).

They help define what the CIP wants to achieve in Phase 2. The pandemic seems to have acted as a catalyst to move us even more strongly toward trust-based philanthropy.

This approach implies collaboration between all stakeholders, ongoing discussions, long-term support, and in-depth work on relationships and power dynamics. [#CIPLessonsLearned](#)

The partners want to play an even more active role in Phase 2. Thanks to the involvement of such a wide range of actors with complementary expertise, the potential of the CIP is indeed enormous.

Many discussions held by the management and partner committees and during a positioning workshop co-led by PhiLab on May 30, 2022 helped the CIP team clarify aspects of the Phase 2 vision. Discussions will continue in fall 2022.

SYSTEMIC CHANGE APPROACH

Community, institutional and philanthropic stakeholders have prioritised work on systemic change during Phase 2. The CIP is characterized by a bottom-up approach that gives power and responsibilities to local stakeholders in order to generate changes that are designed by and for the community.

In Phase 1, multiple neighbourhoods showed that getting a variety of diverse stakeholders, including local institutions, to work together on projects can generate changes that make a larger-scale impact over the long term (e.g. policy changes). In collaboration with PhiLab, discussions were held with each stakeholder group in fall 2021 and winter 2022 to build a shared understanding and vision about systemic changes and how to work on them collectively as part of the CIP. [#CIPGreatInitiative](#)

While these discussions clarified many issues, the challenge remains to appropriate the concept of "systemic change," which is very broad and not very concrete for many people. There is also the complexity of practices to "transform a system" and the role played by all stakeholders involved in many ways. [#CIPChallenge](#) [#CIPLessonsLearned](#)

In close collaboration with the Evaluation Committee, the CIP coordination team is currently exploring the mechanisms at its disposal to continue its clarification work and achieve a shared understanding of systems change.



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BREAKDOWN OF THE PAST CIP YEAR

3. Increase ties between CIP stakeholders

To further harness the richness and innovation of the CIP as a project that brings together people from philanthropic, community and institutional sectors, strengthening relationships will be a priority in the upcoming years of Phase 2.

This year gave rise to the concept of the CIP community to focus on the human and social aspect and strengthen ties between CIP stakeholders. Conversations started around what community building means for the CIP, and experiments were conducted to change reflexes slowly but surely—through one activity or process at a time—to bring intentionality to the project and create human connections.

[#CIPChallenge](https://twitter.com/CIPChallenge)



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Welcome breakfast

Open house

Presentations and discussion
sessions

Launch of phase 2

Neighbourhoods that started Phase 2 this spring were invited to a **welcome breakfast** with their Centraide advisor and the CIP coordination team.

They were greeted by Solidarité Ahuntsic for this first experiment and opportunity to meet and informally talk about lessons learned, questions, concerns and practices.

[#CIPGreatInitiative](https://twitter.com/CIPGreatInitiative)





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Launch of phase 2

Another new activity aiming for community spirit and local action was the **open house** that the CIP coordination team organized in December and January.

This event provided a virtual space where neighbourhoods could ask questions about Phase 2 and the calls for proposals.





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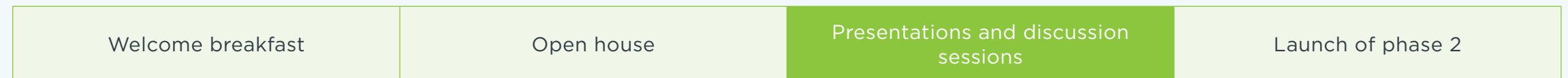
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This year also saw several opportunities for discussion so that the neighbourhood roundtables, institutions, and new foundation staff could take ownership of the Phase 2 elements and approach.

Presentations and discussion sessions were held in multiple neighbourhoods with:

- the different integrated university health and social services centres (CIUSSS);
- the regional health department (DRSP);
- Montreal's newcomer integration office (BINAM);
- the city's diversity and social inclusion department (SDIS);
- the city's social development advisors table (TCCDS);
- Centraide staff.



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Welcome breakfast	Open house	Presentations and discussion sessions	Launch of phase 2
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A key event this year was the launch of Phase 2 of the CIP.

With the theme of developing connections among CIP stakeholders, about a hundred people met at the Théâtre Paradoxe on April 27.

At the event, representatives from the neighbourhoods involved in the first phase of the CIP spoke about the project's unique approach. [More info](#)

#CIPGreatInitiatives



After the event, CIP community partners expressed a desire for more time to share with each other at this type of event. This will be considered in future activities.

#CIPLessonLearned

"We're not alone. We work together. This gives us synergy and leads to much more impactful results.

(...) There is power in transformation: you become an alchemist, and you get to see what the outcome of all your work is."

- **MARCELA CID**, EXECUTIVE DIRECTOR OF THE MAISON D'ENTRAIDE SAINT-PAUL-ÉMARD, WHICH HELPED BUILD A LOCAL FOOD SYSTEM IN VILLE-ÉMARD-CÔTE-SAINT-PAUL.

"With the CIP, we can take the time we need to collectively decide to work on an issue that is important to us.

(...) The CIP is like a gift the neighbourhood gives itself. Getting everyone involved and having our partners invest in the process is what makes the project what it is."

- **BRIGITTE ROBERT**, SOLIDARITÉ AHUNTSIC PROJECT MANAGER FOR LEARNING CITIZENSHIP, A COLLECTIVE IMPACT PROJECT IN AHUNTSIC.



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4. Structure and operationalize Phase 2

Deeply rooted in the lessons learned from Phase 1, the new CIP phase started even before the first phase has ended.

The past year was filled with in-depth discussions and building work to frame the walls of a new phase that are well supported on the foundations of the first.



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Make changes for the next five years of Phase 2	Clarify the mindset, values and approach for the CIP 2	Evolving governance	Build collective capacity to act beyond collective impact and evaluation	Change the proposal submission and analysis process
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Many changes were announced for the next five years of Phase 2:

- All Montreal neighbourhoods that have a roundtable and that want to work collectively can join the CIP;
- Collaboration between local initiatives and regional stakeholders (including foundations and institutions) will be strengthened to exploit the full potential of the CIP;
- CIP support beyond lessons learned and the evaluation phase will be offered so that neighbourhoods can increase their capacity to take action to make systemic changes and to improve equity, diversity and inclusion.





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A Word from the Director

The CIP at a glance

Breakdown of the past CIP year

1. Strengthen neighbourhoods' collective capacity to act
2. Promote partner engagement and develop a systemic approach
3. Increase ties between CIP stakeholders
4. Structure and operationalize Phase 2
5. Finish Phase 1
6. Disseminate and share lessons learned

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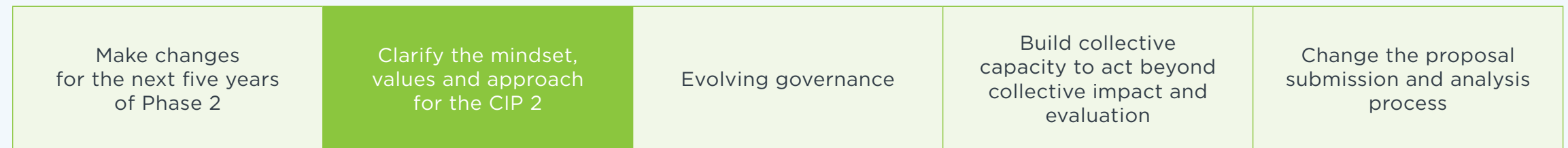
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In response to the **#CIPChallenge** of Phase 1 regarding the lack of clarity about the CIP, work was done this year to clarify the basic concepts of the CIP and make its processes more visible.

The **Phase 2 Guide** is a good example of this work.



This reference document includes the most important elements of the CIP to be carried forward to the next phase so that the entire community is guided by the same principles and lessons.

The guide provides a framework for the project that is not overly rigid. Like the CIP, this document will evolve over time as lessons are learned. The document provides clarity while leaving plenty of room for stakeholders to test, learn and innovate as they apply a collective and creative approach.

The challenge is to put the essential elements of a project on paper while remaining flexible and open to testing new ways of doing things—a difficult balance to achieve!

#CIPChallenge

Creating the guide was an opportunity for in-depth discussions about many CIP aspects (the why, approach, degree of flexibility, vision for Phase 2) with those involved in the CIP, including Centraide advisors, management committee members, and neighbourhoods. **#CIPGreatInitiative**



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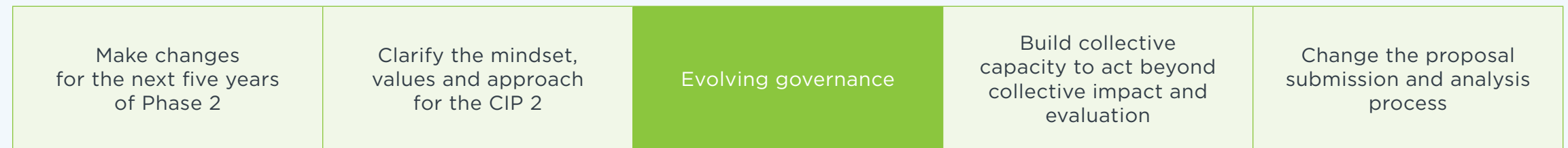
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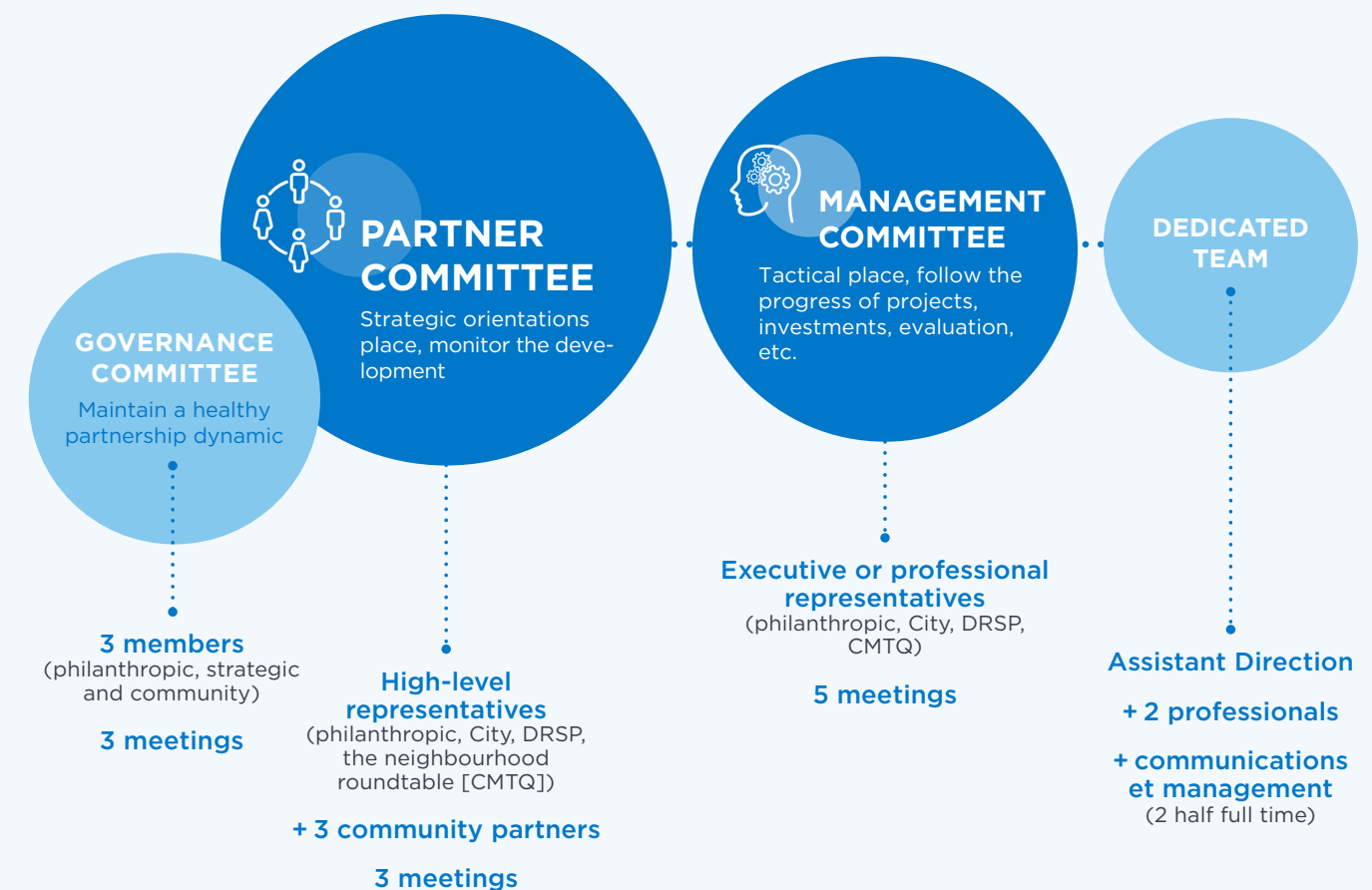
The CIP's regional governance is also dynamic, as it incorporates lessons learned over the years into a structure that lets people communicate effectively and make collective and informed decisions.

This structure currently consists of three multi-partner committees in addition to community dialogue platforms.

In the past year, our management and partner committees worked to clarify the impact sought by the CIP. The context has changed since the Phase 2 agreement was developed in large part due to the pandemic.

This is why we are continuing discussions and refining the vision with a new theory of change for Phase 2 that accounts for lessons learned during the health crisis. [#CIPLessonLearn](#)

The governance committee suggested tracking the evolution in the regional CIP partnership by sending a questionnaire to all committee members. The responses to the surveys will help the CIP coordination team and governance committee adjust some aspects on an ongoing basis. [#CIPLessonLearn](#)



A new foundation has joined our philanthropic partners for Phase 2. Welcome to the **Peacock Family Foundation!** [#CIPGreatInitiative](#)



A big thank you to the **Trottier Foundation** and the **Silver Dollar Foundation** for their contribution to Phase 1. It was a pleasure working with you.



Fondation **Dollar d'argent**



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Make changes for the next five years of Phase 2	Clarify the mindset, values and approach for the CIP 2	Evolving governance	Build collective capacity to act beyond collective impact and evaluation	Change the proposal submission and analysis process
---	--	---------------------	---	---

The start of Phase 2 was the perfect opportunity to address capacity building as part of the CIP. This reflection process will continue to take shape. Feedback from activity participants has been particularly invaluable and reinvested in the process, and more co-construction activities are being planned upstream in the future.

Some **#CIPChallenges** must be addressed to implement services for as many people as possible:

- **Le temps:** The project leaders and their partners are already overloaded with work for the CIP and their respective missions and management;
- **Diversity of needs:** Given that Phase 2 is expanding to all Montreal neighbourhoods, meeting the needs of neighbourhoods that have already participated in the CIP and others that are just beginning their journey is a major challenge;
- **Alignment of partners regarding capacity building** and their ownership of the CIP's progressive approach;
- **Complementarity and links** between the CIP services and other offers, particularly those from Centraide and partners.

This year, we decided to diversify our capacity building services by expanding our partnerships and offerings.

Niska and Dynamo are now working with the CIP to help neighbourhoods build capacity for evaluation and learning. Consultant Yann Pezzini is acting as a partner to help neighbourhoods reflect and achieve greater strategic clarity, for example, by drafting their vision for change and their collective process to start Phase 2.

The firm Bloom Consulting also set up an EDI lab for an initial cohort to learn and share their practices and approaches around equity, diversity and inclusion. **#CIPGreatInitiative**





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For the start of Phase 2, we changed the proposal submission and analysis processes. The goal was to make these clearer, make the selection criteria as visible as possible, and simplify the processes.

#CIPGreatInitiative

As part of our continual learning and improving the [Phase 2 documents](#) are constantly evolving based on participant feedback.

In fall 2022, 12 neighbourhoods began their work for Phase 2 of the CIP.

The CIP coordination team tested a new way to analyze proposals using a form that compiles evaluations from multiple analysts. This has been useful and will be improved on an ongoing basis.

The CIP wanted to clarify what was required in the proposals, which has given some stakeholders the impression of greater complexity. We are trying to find a balance between the right amount of information and the work required by neighbourhoods. **#CIPChallenge**

Another challenge was starting the second phase without completing the first phase. The CIP is an evolving project that aims at continuous learning and development. This contrasts with the usual approach of taking stock before moving on to a next phase, which was neither possible nor desired in this case. **#CIPChallenge**



(Forms in French only)



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BREAKDOWN OF THE PAST CIP YEAR

5. Finish Phase 1

Although some neighbourhoods will not complete Phase 1 until mid-2023, the analysis of Phase 1 is well underway. The first evaluation goal of the CIP concerns strategic learning. This is why the CIP coordination team took time to review and adjust its practices, actions and mindsets throughout Phase 1.

These reports, surveys and moments of collective reflection (such as the dialogues) will be built into a full review, which will be released once the 17 neighbourhoods have completed Phase 1. In the coming year, individual and group interviews will be conducted to complete the entire process.



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Cross-cutting evaluation

Impacts of the CIP

Mapping of practices adopted

Many cross-cutting evaluation reports on neighbourhood initiatives have been created, the latest of which was released last fall.

[Consult the Niska 2020-2021 report](#) *(In French only)*

In this final year of Phase 1, the 17 participating neighbourhoods are evaluating their initiatives, which is a rich learning experience!

[#CIPGreatInitiative](#)

The CIP has no shortage of learning opportunities of all kinds. However, a big challenge is finding the right spaces and formats to share them within the CIP community. [#CIPChallenge](#)

Since fall 2021, we have been analyzing all activity reports produced by the neighbourhoods to learn about the changing practices and impacts of the CIP.

ÉVALUATION TRANSVERSALE PROJET IMPACT COLLECTIF (PIC)

AXE COMMUNAUTÉS 2020-2021
RAPPORT FINAL

CENTRAIDE DU GRAND MONTRÉAL - 25 NOVEMBRE 2021



PRÉPARÉ PAR KRISTEL DE KNIBBER ET MATHIEU PIEGAY, COOPÉRATIVE NISKA



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The results our analysis corroborate those from Niska's cross-sectional evaluations confirming that the **CIP is a strong mechanism for boosting collaborative and governance dynamics; recognizing neighbourhood roundtables; fostering partner engagement; and taking a step back to learn, experiment, and mobilize new resources.** However, there are many challenges with each of these mechanisms. [#CIPLessonsLearned](#)





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Cross-cutting evaluation

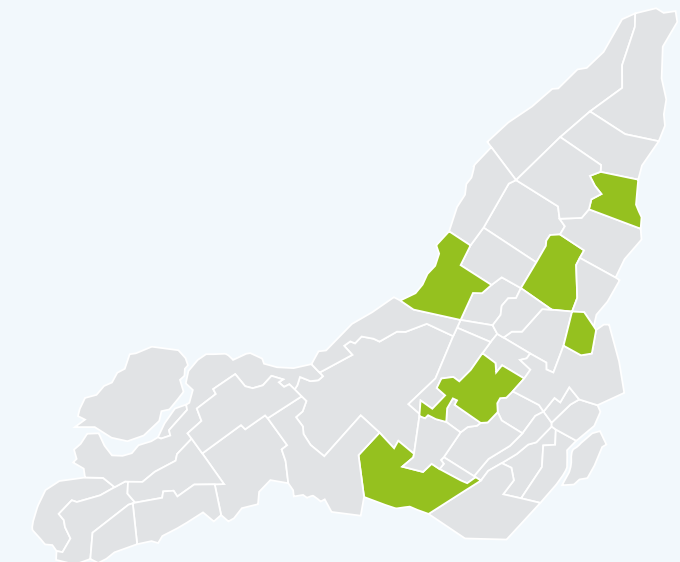
Impacts of the CIP

Mapping of practices adopted

Our analysis has also been used to map practices adopted for CIP initiatives.

For example, when it comes to citizen involvement practices, some initiatives have deployed a wide variety of strategies to reach out to people in a situation of social exclusion and poverty. [#CIPLessonLearned](#)

STRATEGIES USED BY CIP INITIATIVES to reach out to people experiencing social exclusion and poverty	EXEMPLES
Communicate in different languages.	Ahuntsic, Côte-des-Neiges
Hire street/outreach workers (door to door or invest in specific locations).	Mercier-Est, Rosemont
Peer engagement.	Côte-des-Neiges
Work with agencies dedicated to specific groups considered hard to reach.	Centre-Sud
Work with business owners to reach out to people .	Mercier-Est
Invest in underserved areas by establishing services or meeting places.	Rosemont, Lachine



In summer 2022, neighbourhoods had also identified their **key CIP mechanisms** as well as the **challenges encountered**, and **lessons learned**.



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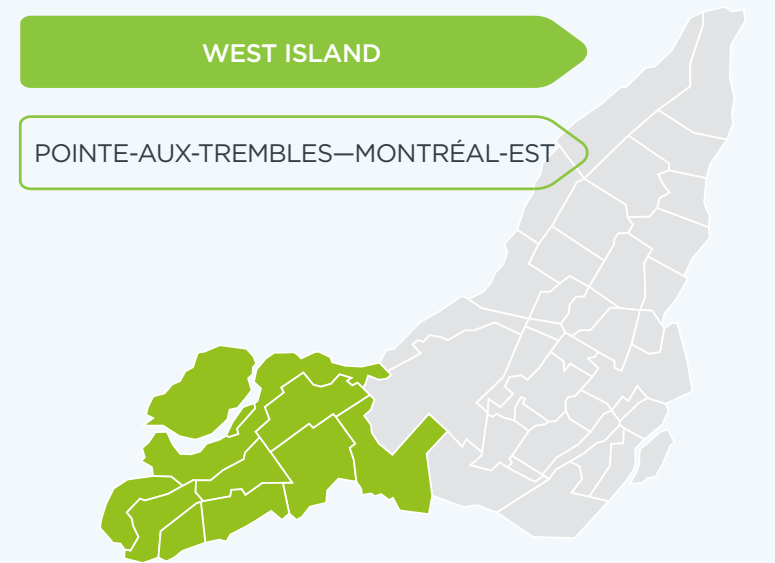
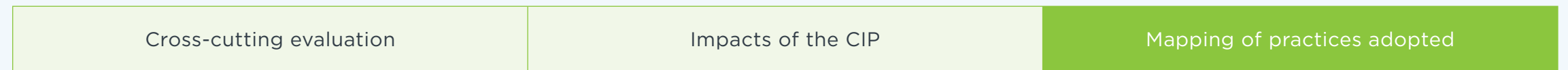
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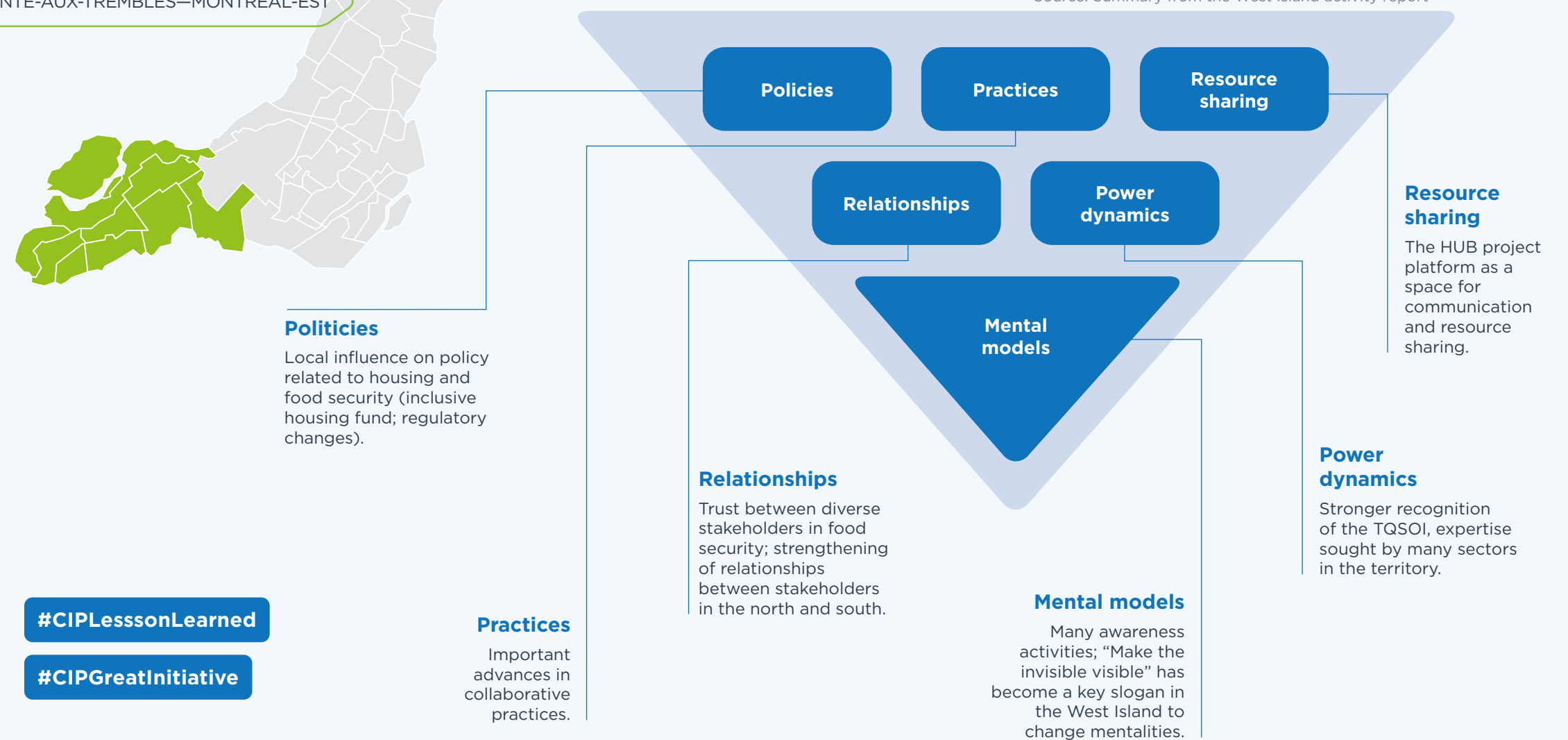
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The West Island identified the impact of its CIP initiative on the six conditions for systemic changes:

Source: Summary from the West Island activity report





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Cross-cutting evaluation

Impacts of the CIP

Mapping of practices adopted

WEST ISLAND

POINTE-AUX-TREMBLES—MONTRÉAL-EST



The territory of Pointe-aux-Trembles and Montréal-Est has taken stock of the perceived impacts of its actions in two target communities:

“According to the residents of Habitations Séguin and the housing cooperatives of Montréal-Est, as well as the partners of the ROI-Séguin Committee and ICME, Prévention PDÎ workers play an important role in the quality of life of residents in these living environments. The main perceived benefits of this community intervention model are:

- A social safety net created during the pandemic
- People to whom residents can be referred
- Workers who listen, support residents, and refer them to resources
- Group activities for socialization
- A mediation role for cooperatives
- Improving community life and the atmosphere.”

- Activity report, Pointe-aux-Trembles-Montréal-Est

#CIPLessonLearned

#CIPGreatInitiative



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BREAKDOWN OF THE PAST CIP YEAR

6. Disseminate and share lessons learned

The evolution of the project must include a process to share what has been learned along the way with partners in Quebec and other territories.

This year saw several opportunities to showcase the project and share what was learned.

[#CIPGreatInitiative](https://twitter.com/CIPGreatInitiative)



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The CIP was highlighted in this [article](#) on the place-based approach by a collective of foundations in London: *Looking beyond London - UK and international perspectives on place-based funding*, July 2022.



The launch of the CIP Phase 2 received a lot of media attention. [Learn more](#)





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A **report** was produced on the EAU program at the Louis-Joseph-Papineau high school in Saint-Michel, the first Montreal high school to offer an urban agriculture program.



A **report** was also done about the major projects committee in the Centre-Sud, which is supported by the CIP



Several CIP initiatives were featured on the **Esprit de quartier podcast**, produced by the CMTQ.





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Many presentations on the CIP have been made both locally and around the world. Here are some examples:





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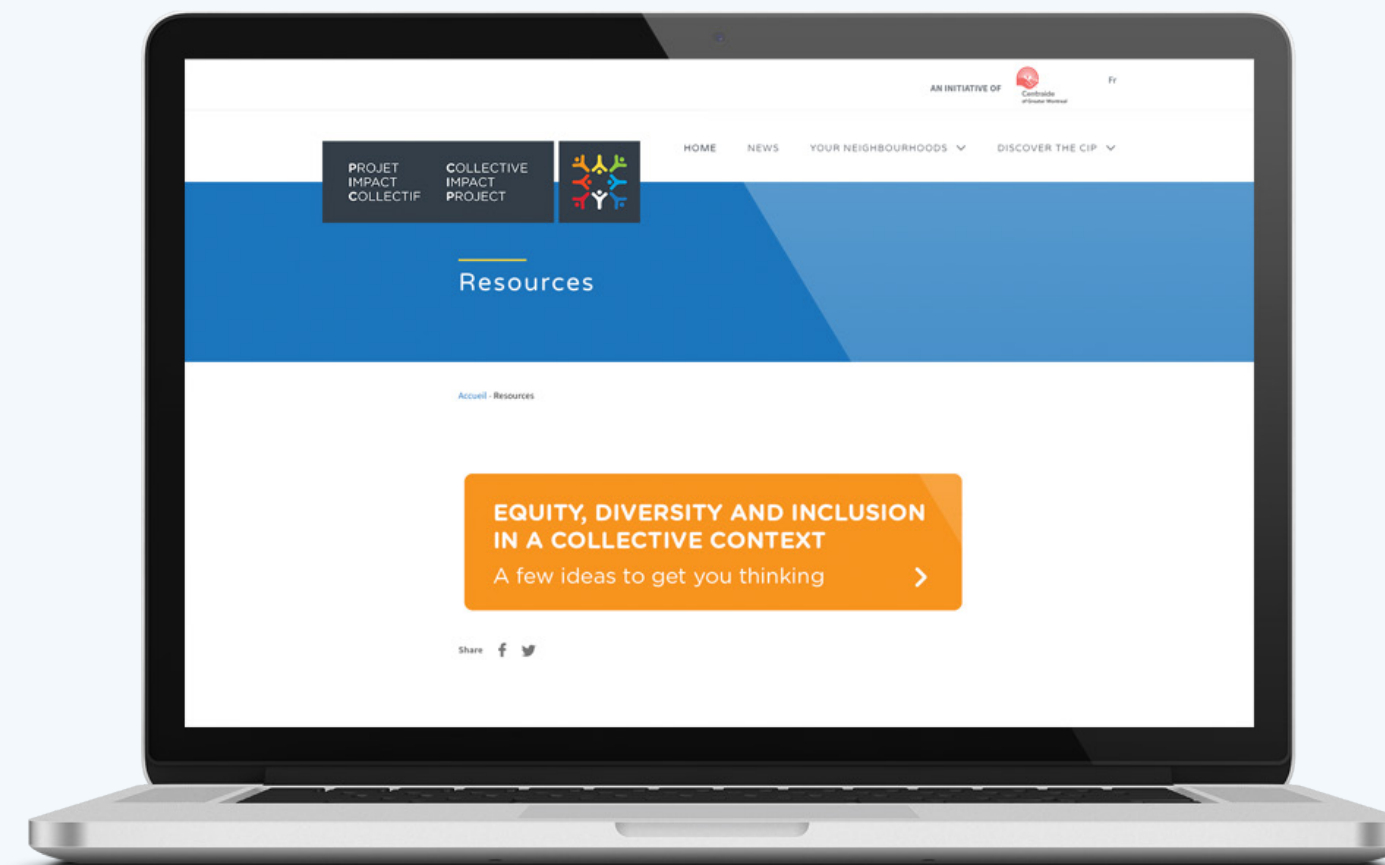
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With an ongoing desire to clarify the elements of Phase 2, the CIP coordination team has added a lot of information to the project website.

In the coming year, a major [#CIPGreatInitiative](#) will be communicating information in a simple and concrete way and moving away from jargon and concepts to make it easier for people to take ownership of the CIP and facilitate dialogue.

New features and priorities (systemic changes, vision of change, EDI, planning stages, deployment, scale-up) that will be introduced in Phase 2 have made it more complex for many people to participate. The coordination team therefore has a keen desire to adapt its approach, processes, and communication methods. [#CIPLessonLearned](#)





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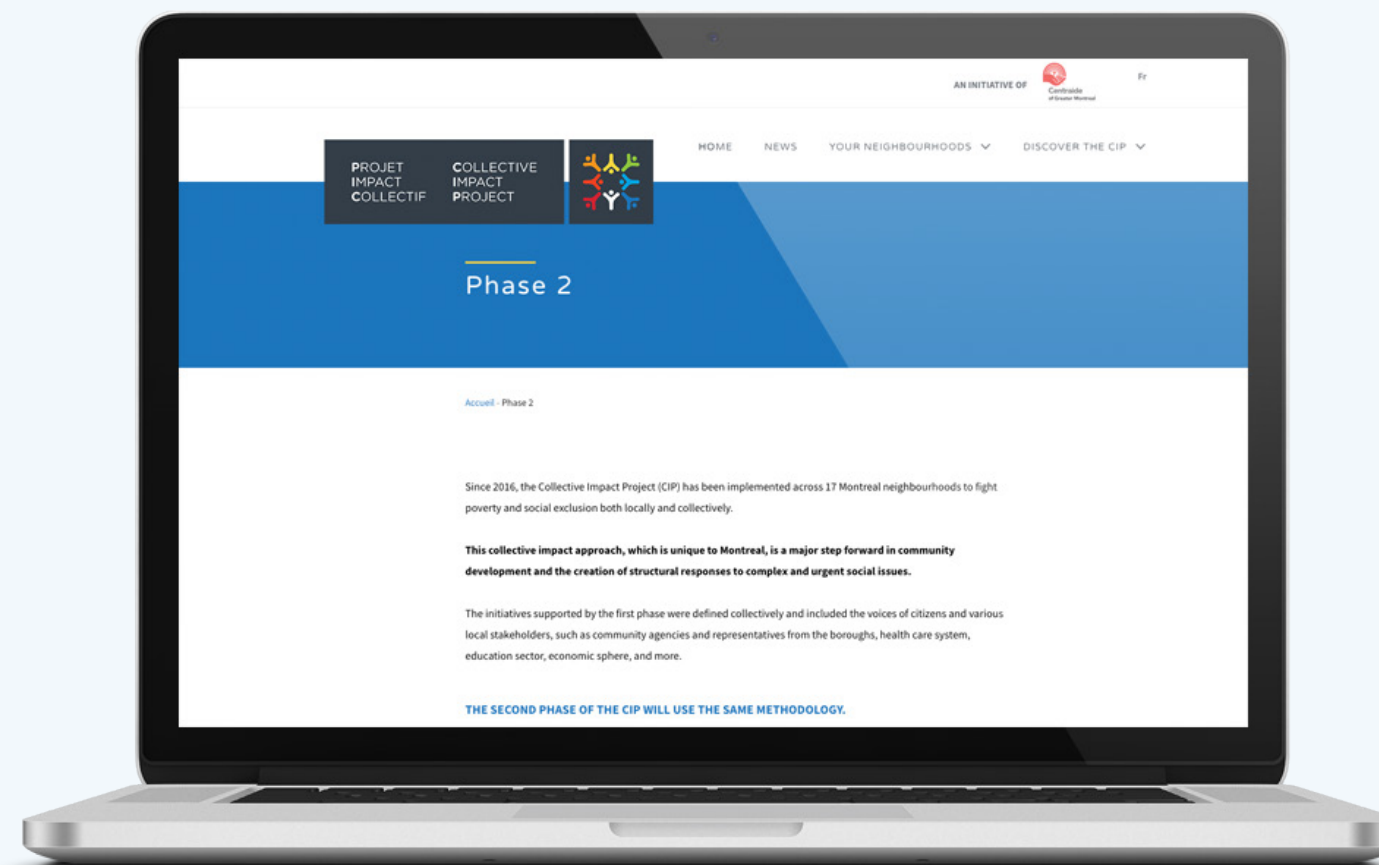
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Interest in the website increased significantly this year, with over 9,000 visits (an increase of 1,000 visits over last year) by almost 6,000 unique visitors. The new page about Phase 2 attracted the most traffic. [#CIPGreatInitiative](#)





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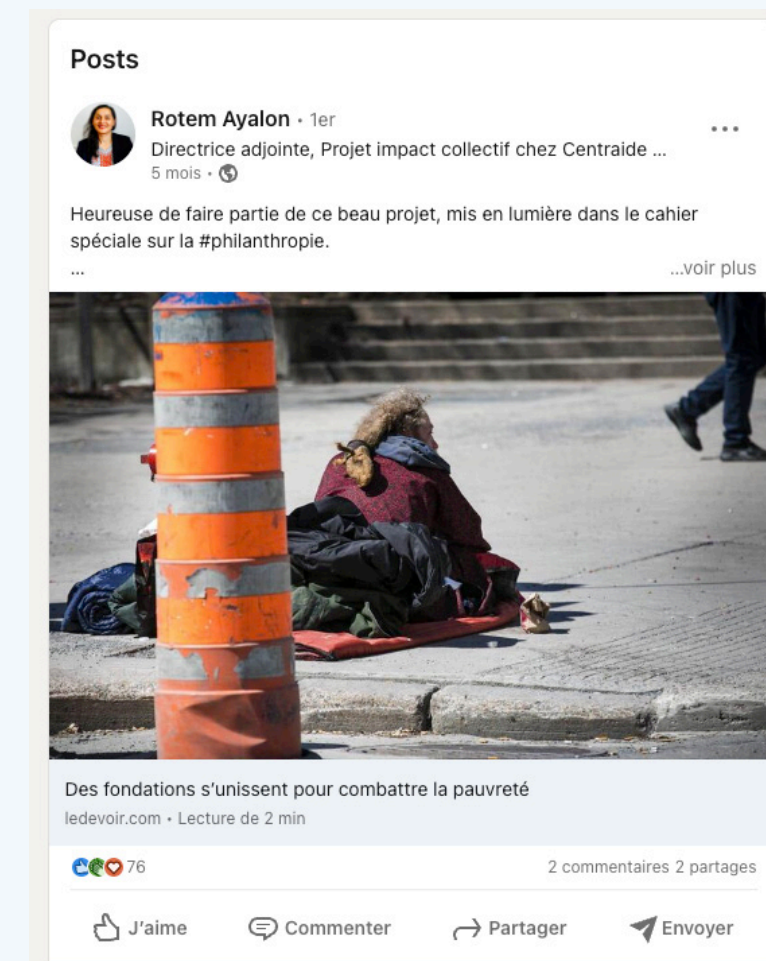
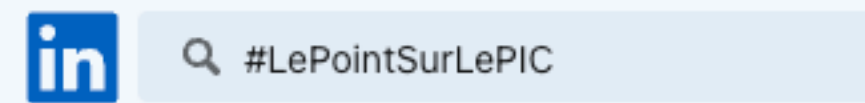
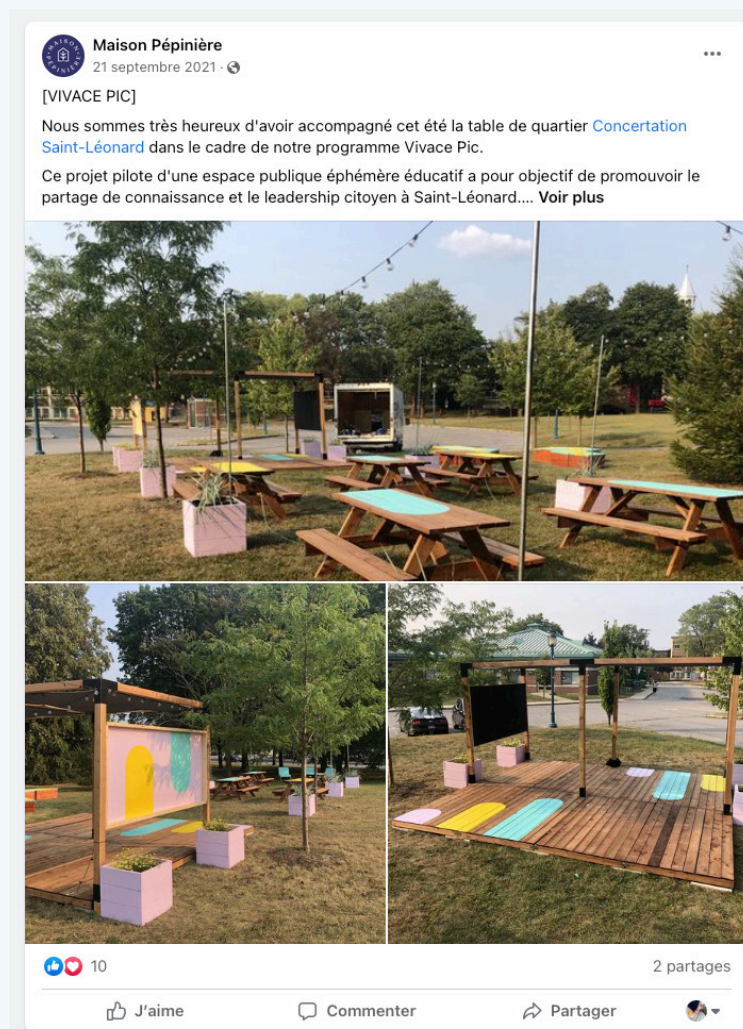
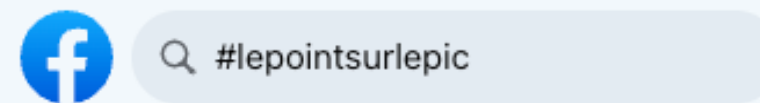
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Again this year, the CIP partners generated and shared many posts on Facebook and LinkedIn, especially about the launch of Phase 2. Most of these included the hashtags #LePointSurLePIC and #PICMTL. [#CIPGreatInitiative](#)





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Between October 2021 and June 2022, four [newsletters](#) were sent out (in French and English). The open rate was nearly 57% in both languages.



Some news about phase 2 of the CIP

The coordination team and members of the CIP community presented the new CIP Guide at an information session about Phase 2 of the project held on October 1. Over 70 people from different sectors (community, institutional and philanthropy) joined us virtually to underscore the beginning of this new phase and learn about the new Guide for the CIP.

This reference document includes the most important components to carry forward to the next phase so that the entire CIP community is guided by the same principles and lessons learned. The document provides clarity while leaving plenty of room for collective and creative testing, learning and innovation.



We invite you to [review the guide \(in french only, english coming soon\)](#) to make it your own and learn more about this new phase of the project.

A core part from the CIP's first phase—i.e., a flexible and adaptable approach to change neighbourhood realities—will also be applied to the second phase. This will give all members of the CIP community the freedom to exercise leadership and creativity, shape their approach, and even transform it!

[Wondering what's been going on in the CIP neighbourhoods lately?](#)



Another year of working collectively

This year, Montreal's neighbourhoods have once again shown exemplary spirit and courage. The ability of our communities to reinvent themselves, reorganize, and commit to reducing poverty is inspiring.

Take a look at what we've been doing this past year!



READ NOW Although we are still living with the impacts of the pandemic, our neighbourhoods have risen to the challenge with skill and agility.

Read all about their achievements in the new 2020-2021 annual report. Here are some highlights:

- 5 strengths from initiatives that helped alleviate the pandemic's impacts
- Advances and breakthroughs in developmental projects
- Capacity building with ÉvalPIC

Take the time to read the report and learn more about the CIP community's positive impacts on reducing poverty.

[Read the 2020-2021 CIP Activity Report >](#)



Image from the video of Espace 40e/Beaubien, Dynamo Collective

CIP initiatives gaining ground

CIP initiatives have been laying deeper roots throughout the city in recent months. Read the content below to learn more about the collective work going on in our neighbourhoods.

Centre-Sud: A community-based development process



Future real estate development for the Église-Marie Center (PHOTO: Courtesy of Premier Studio Inc. for Radio-Canada)

LISTEN How do we ensure that major real estate projects meet people's needs? Sainte-Marie in the Centre-Sud territory is developing good insights into the issues and challenges of revitalizing a territory.

The Centre-Sud's support committee for major projects (which is supported by the CIP) was the topic on an episode of afternoon talk-radio show 15-18, minute 5'.

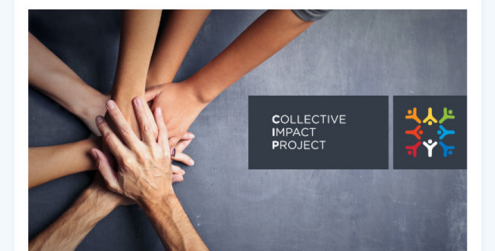
[Listen to the show \(in French only\) >](#)

Support committee for major projects



Phase 2 of the CIP is officially underway!

We are very proud to see this project, which is doing so much good for our Montreal neighbourhoods, evolve. We share with you all the details of this successful launch.



United for inclusive neighbourhoods

DISCOVER On April 27, a hundred people came to the Paradox Theatre to launch the second phase of the Collective Impact Project. Representatives from the neighbourhoods involved in the first phase of the CIP spoke about its unique approach.

[Read the article to learn more >](#)





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A Word from the Director

The CIP at a glance

Breakdown of the past CIP year

1. Strengthen neighbourhoods' collective capacity to act
2. Promote partner engagement and develop a systemic approach
3. Increase ties between CIP stakeholders
4. Structure and operationalize Phase 2
5. Finish Phase 1
6. Disseminate and share lessons learned

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- Financial statements
- The 5 conditions of collective impact

This report covers the period from October 1, 2021 to June 30, 2022 (8 months)

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Promoting the CIP	Neighbourhoods featured in the media	Presentations on the CIP	Communications	Website	Social Media	Newsletter
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In communications, the challenge is to convey the right information to the right people at the right time. We need to adapt the tools and processes developed for the first phase to the new phase, which will entail many changes, including the addition of a dozen neighbourhoods. It also implies thinking about new modes of communication adapted to the new “CIP community.”

[#CIPChallenges](#)



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1. Financial statements and fund balance as of March 31, 2021

		2022	2021
	Phase 1	Phase 2	Phase 1
	\$	\$	\$
REVENUE			
Donations	4,779,902	4,300,000	5,700,000
Interest	29,902	-	10,790
BALANCE		9,079,902	5,710,790
EXPENDITURES			
Investment	3,567,154	-	3,757,280
Community support and operating costs	358,452	-	443,430
	3,925,606	-	4,200,610
NET RESULT	854,296	4,300,000	1,510,190
Start-of-year fund balance	2,801,960	150,000	1,421,780
Management costs	(150,000)	-	(130,000)
BALANCE	3,356,256	4,450,000	
END-OF-YEAR BALANCE		7,806,256	2,801,960

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



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

SUPPORT LEVEL	NEIGHBOURHOOD	2016	2017	2018	2019	2020	2021	2022	OVERALL TOTAL
		\$	\$	\$	\$	\$	\$	\$	\$
CIP 1 — Intensive support	Centre-Sud	45,000	45,000	443,465	555,394	498,297	552,435	415,583	2,555,174
	Côte-des-Neiges	45,000	95,000	199,566	292,582	494,176	404,450	335,679	1,866,453
	Parc-Extension	45,000	0	148,575	0	195,000	0	0	608,603
	Saint-Léonard	45,000	210,000	487,759	162,045	357,317	401,634	181,871	1,967,459
	Saint-Michel	45,000	250,425	513,668	513,936	528,824	525,166	353,918	2,730,937
	Total CIP 1	225,000	600,425	1,793,033	1,523,957	2,073,614	1,883,685	1,287,051	9,728,626
CIP 2 — Moderate support	Ahuntsic	0	80,000	66,270	123,142	123,142	98,514	0	491,068
	Bordeaux-Cartierville	0	25,000	110,000	0	0	200,284	200,000	535,284
	Lachine	12,000	81,626	109,253	130,000	130,000	104,000	0	566,879
	LaSalle	0	51,604	0	0	112,385	90,000	90,000	343,989
	Mercier-Est	100,000	0	133,000	130,000	133,000	105,000	0	601,000
	Mercier-Ouest	90,000	55,000	116,750	116,645	116,639	93,000	0	588,034
	West Island	12,000	108,425	145,888	162,775	162,453	129,962	0	721,503
	Peter-McGill	160,000	162,062	0	194,847	161,166	128,933	0	807,008
	Pointe-aux-Trembles	80,000	0	133,665	160,425	162,824	130,175	0	667,089
	Rosemont	0	96,000	0	139,900	180,000	144,000	0	559,900
	Verdun	103,775	0	141,236	163,053	153,053	130,442	0	701,559
	Ville-Émard—Côte-Saint-Paul	0	91,035	216,260	105,545	114,450	98,000	0	625,290
	Total CIP 2	557,775	750,752	1,172,322	1,426,332	1,559,112	1,452,310	290,000	7,208,603
Capacity building	ÉvalPIC (Dynamo)	150,000	150,000	0	104,400	105,000	152,368	0	661,768
	Leadership rassembleur ^{MC} (Dynamo)	55,368	0	0	0	0	0	0	55,368
	Conseil SAM (Food system recovery and resilience approach)	0	0	0	0	90,000	0	0	90,000
	McConnell Foundation Social Innovation Fund*	0	108,203	57,125	27,445	110,000	127,959	0	430,732
	Total - Other investments	205,368	258,203	57,125	131,845	305,000	280,327	0	1,233,400
OVERALL TOTAL		988,143	1,609,380	3,022,480	3,203,967	3,937,726	3,616,322	1,577,051	18,175,097

*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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The 5 Conditions of Collective Impact



INCLUSIVE COMMUNITY ENGAGEMENT

Engage local stakeholders, including the main people affected by the issues, at various stages.



COMMUNITY ASPIRATION

Forge a collective vision for change and a shared plan.



STRATEGIC LEARNING

Identify progress and challenges, adjust practices, and share lessons learned.



MOUVEMENT BUILDING

Increase the scope of the initiative (stakeholders, practices) and adopt a systemic approach.



CONTAINERS FOR CHANGE

Foster engagement, dialogue and collaboration in the process toward systemic change.

Thank you!

Looking forward to collaborating with you.



The CIP coordination team
Left to right: Akina Matsuo, Isabel Heck and Rotem Ayalon

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