

COLLECTIVE
IMPACT
PROJECT



ACTIVITY REPORT

2022 | 2023





ACTIVITY REPORT 2022-2023

A word from the director

The CIP team

United for inclusive neighbourhoods

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This report covers the period from July 1, 2022 to March 31, 2023.

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A WORD FROM THE DIRECTOR

We have just completed the first year of the CIP Phase 2. This year was filled with invigorating experiences that let us implement a new vision focused on developing relationships of trust with all CIP community members while experimenting, capturing lessons learned, and continuously building on these lessons. We are proud to already support 19 neighbourhoods that are working collectively to improve living conditions in their communities, and this despite inflation, labour shortages, and the post-pandemic climate, to name but a few of the immense challenges they have to face.

Our collective reflections and discussions over the past year allowed us to take stock of what we experienced and learned from Phase 1 and to continue learning along the way. Four key priorities guided us this year. Throughout this document, we will highlight our successes as well as our challenges and the lessons we learned.

After seven years, we are still convinced of the CIP's enormous potential to remove systemic barriers thanks to the synergy, knowledge and expertise of community, philanthropic and institutional stakeholders. However, every partner involved in the CIP must recognize the challenges they face and learn from them to strengthen community relationships. We therefore hope to continue developing our relationship so that, together, we can act to fight poverty and social exclusion in a collective and sustainable way.

Thank you to everyone who has helped make the CIP project come alive!



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



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

OPERATOR





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THE CIP TEAM

The CIP would not be possible without the generous involvement of philanthropic, institutional and community partners on its governance bodies.

Management Committee

Rotem Ayalon (CIP), Bineta Ba (Marcelle and Jean Coutu Foundation), Yves Bellavance (Coalition montréalaise des tables de quartier), Eric Brat (Rossy Foundation), Marie-Lyne Brunet (Centraide), Chantal Croze (City of Montreal), Véronique Duclos (Direction régionale de santé publique de Montréal), Nicolina Farella (McConnell Foundation), Marie-Andrée Farmer (Foundation of Greater Montreal), Isabel Heck (CIP), Marie-Caroline Juneau (McConnell Foundation), Michelle LeDonne (Pathy Foundation), Giselle Murphy (Peacock Foundation), Stephanie Pineda (Molson Foundation), Laurence Proulx (CIP), Lise Roche (Saputo Foundation), Patricia Rossi (Lucie and André Chagnon Foundation), Claudia Santillana (CIP) and Camélia Zaki (Centraide).

Governance Committee

Rotem Ayalon (CIP), Nadia Bastien (City of Montreal), Yves Bellavance (Coalition montréalaise des tables de quartier), Marie-Lyne Brunet (Centraide) and Patricia Rossi (Lucie and André Chagnon Foundation).

Annual meeting of the agreement signatories

Nadia Bastien (City of Montreal), Yves Bellavance (Coalition montréalaise des Tables de quartier), Eric Brat (Rossy Foundation), Andrea Clarke (Lucie and André Chagnon Foundation), Marie-Josée Coutu (Marcelle and Jean Coutu Foundation), Mylène Drouin (Direction régionale de santé publique de Montréal), Karel Mayrand (Foundation of Greater Montreal), Andrew Molson (Molson Foundation), Giselle Murphy (Peacock Foundation), Lili-Anna Pereša (McConnell Foundation), Claude Pinard (Centraide) and Lise Roche (Saputo Foundation).

Evaluation Committee

Isabel Heck (CIP), Marie-Caroline Juneau (McConnell Foundation) and Patricia Rossi (Lucie and André Chagnon Foundation).

Since January 2023, the CIP team has welcomed two new members to join Rotem Ayalon (Director), Isabel Heck (Collective Impact Advisor) and Roselyne Mailhot (Administrative Support). Claudia Santillana replaced Akina Matsuo as Strategic Partnership Advisor as of February 16, 2023. We thank Akina for her invaluable contribution and particularly her relational approach, which is an important pillar of CIP practices. Laurence Proulx also joined the team on January 9, 2023, as our Communications and Events Officer.

The CIP also benefited from the significant contribution of the different teams at Centraide of Greater Montreal, and more specifically from the involvement of community planning and development advisors: Ghizlaine Affia, Mario Al-Ayass, Karine Barrette, Lina Demnati, Valérie Fortin, Armelle Gautry, Tania Konicheckis, Vira Kovalova, Kaouther Ksibi, Jean-Marc Laforest, Anne Lapierre, Denis Nantel, Catherine Simard, Youssef Slimani and Marie-Ève Voghel Robert.

We also want to acknowledge the important contribution of Raphaëlle De Albuquerque, Mariane Rail and Yannick Sanschagrin to the evaluation of Phase 1.



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UNITED FOR INCLUSIVE NEIGHBOURHOODS

Phase 2 of the CIP at a glance

AN ORIGINAL APPROACH

Adapting collective impact to the Montreal context. Sharing philanthropic, institutional and community resources.

A project that is greater than the sum of its parts: collective action to fight poverty and social exclusion both locally and regionally.

PRIORITIES DEFINED COLLECTIVELY BY NEIGHBOURHOODS FOR CITIZENS

Such as:



INFRASTRUCTURE



SOCIAL
INCLUSION



FOOD



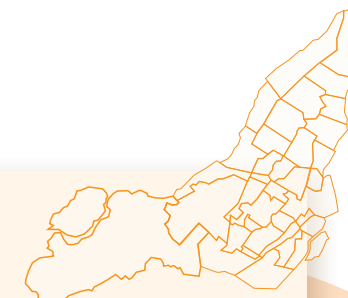
HOUSING



ACADEMIC
SUCCESS

ETC.

3 STAGES OF NEIGHBOURHOOD DEPLOYMENT



1 planning 2 development 3 scaling

Financial support and capacity building tailored to each of these stages.

1 COMMON GOAL



Improved living environments in all neighbourhoods with lasting impacts on people.



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2. Implement the new Phase-2 vision
3. Learning from Phase 1
4. Communicating effectively and spreading the word about the CIP

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FOUR KEY PRIORITIES GUIDED THE CIP'S EFFORTS THIS PAST YEAR

Here are the four key priorities that have shaped the trajectory of the CIP in 2022-2023:

- **Strengthen neighbourhoods' collective capacity to act**
- **Implement the new Phase-2 vision**
- **Learning from Phase 1**
- **Communicating effectively and spreading the word about the CIP**



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 - 1.1 initiative map
 - 1.2 Neighbourhood initiatives
 - 1.3 Strengthening evaluation and learning skills
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1. Strengthen neighbourhoods' collective capacity to act

Building on our experience from Phase 1, the CIP continued to strengthen neighbourhoods' ability to act to reduce poverty and social exclusion thanks to not only financial resources but also a training and coaching program to support neighbourhoods in their CIP efforts.

This year, the CIP tried to adapt to neighbourhood needs by simplifying its support to ease pressure on its community partners, who are working hard on diverse, living projects.

Overview of amounts allocated between July 2022 and March 2023

In 2022-2023, many neighbourhoods ended the project that they began in Phase 1 while others started a new project for Phase 2. Multiple neighbourhoods are therefore in the planning stage.

Many groups have decided to work on inclusion through projects that tackle issues such as food security, local services and more.

Total investment in 19 neighbourhoods for Phase 2 (2022-2023)	\$1,597,144
Final amount invested in 6 neighbourhoods by the end of Phase 1 (2022-2023)	\$1,577,051
Total amount invested in 2022-2023	\$3,174,195



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1.1 Initiative map

INITIATIVES OVERVIEW

YEAR 1 / 2022-2023

LEGEND

STAGE 1: planning

STAGE 2: implementing

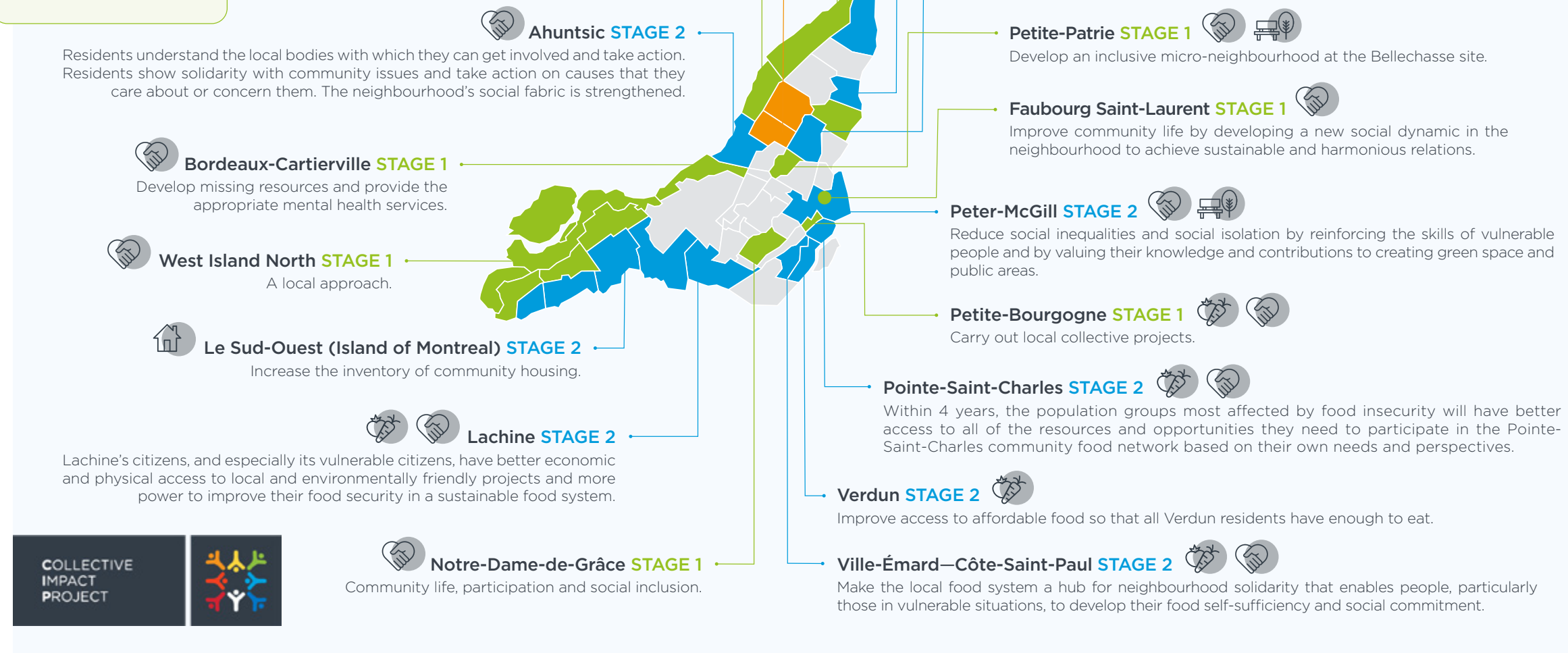
STAGE 3: scaling

Food

Housing

Social Inclusion

Infrastructures



[Download the map >](#)



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1.2 Neighbourhood initiatives (*progress, challenges, lessons learned and successes*)

Here is an overview of several initiatives undertaken by neighborhoods that participated in the CIP between July 2022 and March 2023. During this period, some neighborhoods were completing Phase 1 at the CIP, while others were starting Phase 2. Several had not yet begun, or others were on hold for various reasons.

<h3>1.2.1 COMMUNICATION AND AWARENESS</h3>	<h3>1.2.2 CONSOLIDATION AND SUSTAINABILITY</h3>	<h3>1.2.3 SHARING LESSONS LEARNED AND EVALUATING</h3>	<h3>1.2.4 PARTNER MOBILIZATION, INFLUENCE AND COLLABORATION</h3>	<h3>1.2.5 CITIZEN ENGAGEMENT AND INVOLVEMENT, INFLUENCE AND UNDERSTANDING OF THE ISSUES</h3>
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West Island South

After working to “make the invisible visible” and educate people about housing issues in the **West Island South** through many awareness activities, partners in this territory want to make **increased community housing** their project for Phase 2. They will focus on **communicating** with the public to encourage and foster the social acceptance of the projects of community partners.

A key lesson learned this year was the importance of promptly communicating projects to the public (i.e. providing the right information at the right time). Different types of communication and engagement initiatives (e.g. fact sheets about upcoming affordable housing projects) have proved very important to dispel doubts and influence key stakeholders. Seizing significant opportunities for public information and discussion is essential.

However, the neighbourhood realized that issuing media communications, such as newspaper articles, before the project starts can hinder its progress if there is a lack of direct upstream work with the population.

Source : End-of-year discussion meeting

#CIPLessonsLearned





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LaSalle (Phase 1)

Ville-Émard-C.-S.-P.

In **LaSalle**, the **Carrefour alimentaire** project continued to take shape during the year.

After overcoming the difficulty of finding a permanent location for the project, the team refined its shared vision of the Carrefour to avoid being constrained to a shared physical space (i.e. the borough offices for food assistance) and instead wants it to become a hub that links the services of existing agencies.

The resulting Food Basket initiative has become a gateway to refer people to other essential services (e.g. employability, French courses, mental health, housing, etc.).

“The Carrefour is a trajectory-based approach to food security that harmonizes the actions of our partners who can contribute to greater food security for LaSalle residents.”

Source : End-of-year meeting

#CIPGreatInitiatives





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LaSalle (Phase 1)

Ville-Émard—C.-S.-P.

Ville-Émard-Côte-Saint-Paul is aiming to **consolidate** the local food system that it set up during the first phase of the CIP. This consolidation work has led to better knowledge and an increased understanding of the food system, how the neighbourhood can make use of these services, and how to get people actively involved in the system.

“This second phase has been relatively difficult to start. Given the need to recover from two years of lockdowns and a labour shortage, it took almost four months to recruit our engagement coordinator. However, since hiring this staff member, our project has taken off.

Our coordinator has trained eight volunteers and gets them involved on a regular basis. The creation of a volunteer bank will let us extend the hours of the community grocery store and strengthen everyone's engagement in the project. A process to consult people in vulnerable situations is also underway with partners of Concertation Ville-Émard/Côte-St-Paul.

For this second phase, the CIP will give us an opportunity to think about the future governance structure of the food system and clarify the roles and responsibilities of partners and other stakeholders. This will help us define the orientations and priority actions that will keep our food system successful into the future.”

— ASSIA KADA, GENERAL COORDINATOR, CONCERTATION VILLE-ÉMARD/CÔTE-ST-PAUL

#CIPLessonsLearned





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Ahuntsic

Centre-Sud (Phase 1)

Saint-Léonard (Phase 1)

Saint-Michel (Phase 1)

After developing the Learning Citizenship project during the CIP Phase 1, **Ahuntsic** is now using Phase 2 to **reinforce the neighbourhood's social fabric and help residents understand the local bodies they can get involved with and how they can take action**. To streamline the work of local agencies, which are in direct contact with the population, a particularly useful format was created to onboard new field workers into the Ahuntsic ecosystem.

With activities such as ice-breakers, Kahoot training, and a presentation of issue maps by sector, these orientation meetings are an ideal opportunity to review the strategic planning and recap the major goals behind projects like the CIP. They are also a chance to pass on information and the **most important lessons** learned while documenting the history of the approach for previous projects. Networking lunches and themed 5 à 7 events help cement ties between different community stakeholders as well as between the public and agencies. These activities also let participants discover neighbourhood projects and get involved in causes that they care about or that concern them.

There have been five orientation meetings in the last two years, and over a hundred new staff members have taken part (116 people). This number confirms the need to effectively onboard community staff, especially if we want to “stay on course with our strategic planning goals.”, as highlighted by Brigitte Robert, project manager for the School of Citizenship.

Here are some of the responses given in the survey conducted among the participants:

“The tools presented during the activity have been extremely helpful as I am a service manager. There have been many changes within the team. It's like a toolbox to provide to the team and it facilitates the integration of new members.”

“This activity is beneficial for the neighborhood because it is a neighborhood that has many resources that we may not necessarily know about. It not only brings together organizations from Laverdure, but also those from all of Ahuntsic, so it allows us to see colleagues that we see less frequently.”

Source : Mid-year and end-of-year discussion meetings

#CIPGreatInitiatives





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Ahuntsic

Centre-Sud (Phase 1)

Saint-Léonard (Phase 1)

Saint-Michel (Phase 1)

During Phase 1 of the CIP, the **Centre-Sud** carried out diverse collective action in four areas: Living Conditions; Community Life; Food Needs; and Work, Education and Personal Development. The actions supported by the CIP included the Mouvement Courtepointe, Notre Quartier Nourricier, the Comité d'accompagnement des grands projets, and the Grassroots Collective Intelligence Laboratory.

In terms of cross-cutting initiatives, stakeholders launched a **participatory evaluation strategy** to help decision-making at the neighbourhood level while revealing the changes and impacts of neighbourhood actions. **This overview was an opportunity for stakeholders to take stock of collective progress, highlight achievements, and look back at all the progress made.**

The report is a rich source of lessons learned and is well worth the read, as it captures the scope of the neighbourhood's collective initiatives. [See the report >](#)

Here is a short excerpt from this exhaustive report:

Collective action as a catalyst for citizen involvement

The spaces created (for citizens) become catalysts for citizen action and their [ability] to act in a bidirectional way. From the bottom up, initiatives are supported by local populations to achieve greater impact.

"The petition has gained a lot of momentum. What was a personal need has become something bigger. First by proposing it to others, and then beyond the soup diners, [it] was distributed through our channels and then presented at the National Assembly."

— GRASSROOTS COLLECTIVE INTELLIGENCE LABORATORY, COMMUNITY LIFE PRIORITY AREA.

Source : *Rapport d'évaluation des actions collectives du quartier Centre-Sud, December 2022, p. 19.*

#CIPGreatInitiatives

#CIPLessonsLearned



Évaluer pour mieux rassembler : l'exemple du Centre-Sud

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



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Ahuntsic

Centre-Sud (Phase 1)

Saint-Léonard (Phase 1)

Saint-Michel (Phase 1)

In addition to its highly impactful School-Family-Community (SFC) project and the creation of citizen spaces, **Saint-Léonard** has put great effort into **promoting and recognizing social housing**. This year, local stakeholders carried out an evaluation exercise with local residents to understand the impacts of their actions.

One question asked during this participatory evaluation was, "How do our communications, training, tools and formal presentations help improve our understanding of social housing?" Here are some responses shared by the Comité promoteur du logement social de Saint-Léonard during the participatory evaluation process:

"Social housing has an impact on my self-esteem and that of my children."

"The social housing information workshops helped me learn more about the myths of social housing that feed prejudice."

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Ahuntsic

Centre-Sud (Phase 1)

Saint-Léonard (Phase 1)

Saint-Michel (Phase 1)

In **Saint-Michel** [five multistrategic initiatives](#) were supported by Phase 1 of the CIP :

- 1 food self-sufficiency, educational success and pre-employability;
- 2 empowerment, housing, community spaces and health;
- 3 mobility, opening up the neighbourhood and academic perseverance;
- 4 1PAKT to help with social, cultural and professional integration;
- 5 a community centre.

The partners in each initiative shared **what they learned** and highlighted their cross-cutting observations from coordinating simultaneous collective impact initiatives.

“Conducting more than one collective impact initiative keeps things more in line with what people are really experiencing on the ground. Societal issues do not emerge in silos. By working with a plurality of collective impact initiatives, we can recognize how these issues intersect and take a systemic approach to resolve them.”

Source : CIP 1 Report, Saint-Michel

[#CIPLessonsLearned](#)



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Lachine

Notre-Dame-de-Grâce

Peter-McGill

Pointe-aux-Trembles— Montréal-Est

West Island North

For its **food security project rooted in a sustainable food system**, Lachine has deployed multiple strategies to achieve the desired change of empowering citizens to act for their own food security.

This year, the neighbourhood prioritized developing **new partnerships** while strengthening relationships with existing partners to launch the P'tits Marchés. New partners added over the year include the École secondaire Dalbé-Viau, CultivAction (an urban farmer cooperative), many producers to diversify the types of food sold (fruit and vegetables, eggs, honey), and the NDG Food Depot, with which a new collaboration was developed to share a truck as well as group orders.

A major challenge in the coming years will be documenting the social, economic and environmental impacts of these markets.

“Lachine’s P’tits Marchés help break social isolation. They are important neighbourhood spaces that don’t just have an economic impact on residents, as many people come to the markets just to socialize. People aren’t obligated to buy anything and can simply make the most of the space.”

Source : Mid-year and end-of-year discussion meetings

#CIPGreatInitiatives

#CIPChallenge





ACTIVITY REPORT 2022-2023

A word from the director

The CIP team

United for inclusive neighbourhoods

Four key priorities guided the CIP's efforts this past year

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1.1 initiative map

1.2 Neighbourhood initiatives

1.2.1 Communication and awareness

1.2.2 Consolidation and sustainability

1.2.3 Sharing lessons learned and evaluating

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Peter-McGill

Pointe-aux-Trembles—
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During the planning phase, partners in **Notre-Dame-de-Grâce** are prioritizing **making the neighbourhood accessible and welcoming to everyone**. Together, they targeted three areas for change: diversity; accessibility and inclusivity; and openness and participation.

They want neighbourhood conditions to meet everyone's basic needs and help them reach their full potential. They believe that the complexity of this change will require **the involvement of many stakeholders** from the community and institutional sectors as well as residents.

The partners have begun to take training and to **learn** about justice, equity, diversity and inclusion.

"I have learned a lot about how to engage people, our partners (JEDI training); I want people to participate not just out of obligation; I am working on getting people interested, and truly engaged . I am prepared, we are going to do this as a community; we can always learn more."

— SHARON SWEENEY, CIP COORDINATOR

Source : End-of-year discussion meeting

[#CIPLessonsLearned](#)



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Notre-Dame-de-Grâce

Peter-McGill

Pointe-aux-Trembles—
Montréal-Est

West Island North

While continuing their Phase-1 CIP initiative, **Peter-McGill** partners have been focusing on targeted systemic changes with the help of neighbourhood stakeholders.

Over the past year, a collective clean-up and greening project was deployed to **create more green space and improve the quality and livability of existing spaces in the neighbourhood** for the community and its population.

In **partnership** with the local Éco-quartier, Résilience Montréal and Chez Doris, stakeholders are working to create social integration (with residents, Indigenous people and homeless people who use the services of neighbourhood agencies) through awareness sessions, mobilization initiatives, organized activities, and greening and maintenance work. This whole approach has helped them start meeting some of the needs of a downtown neighbourhood with very few shared green spaces while empowering vulnerable people and valuing their knowledge and contribution.

#CIPGreatInitiatives





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**Pointe-aux-Trembles—
Montréal-Est**

West Island North

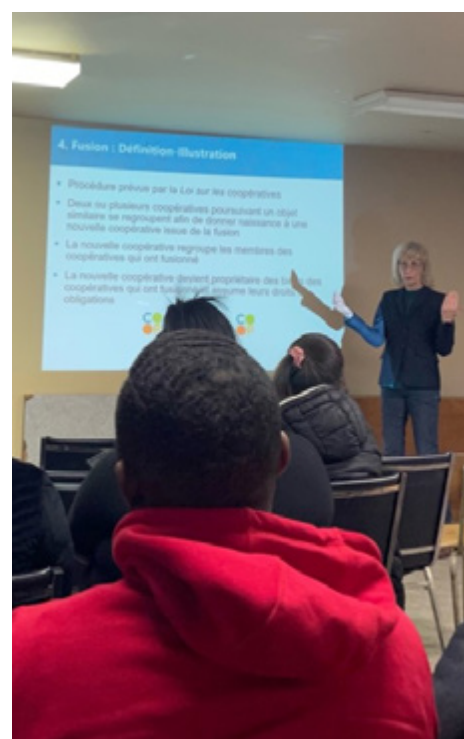
To **improve the quality and conditions of individual and collective housing in Pointe-aux-Trembles-Montréal-Est**, many innovative approaches were added to the transformative work done throughout Phase 1 (raising awareness and expanding partnerships and collaboration with the Confédération québécoise des coopératives d'habitation and the Fédération CHARM).

One initiative consisted of facilitating the amalgamation of the two co-op housing complexes in Montréal-Est. Collective work to combine this merger project with community intervention created the right conditions for positive encounters between these two cooperatives, which had traditionally operated in their own silos.

Combined with a portrait of needs and other strategies led by local community staff, this work let the team continue to advance the project this year while **mobilizing key stakeholders in the territory**.

Source : End-of-year discussion meeting

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The **Table de quartier du nord de l'Ouest-de-l'Île** is planning a collective initiative on **welcoming immigrants and providing local services**.

The Community Life committee has clarified the situation it wants to transform and has stressed things like the need to improve communication channels between agencies, institutions and the broader community, which is made up of a wide variety of cultural communities.

During the first months of the CIP Phase 2, the committee met with agencies that don't usually participate on the neighbourhood roundtable.

"I personally find it easier to connect with people when you reach out to them. It's hard work that takes time, but going to see people where they are makes all the difference and has a huge impact on getting people involved."

— MADJOU DIALLO, CIP ENGAGEMENT OFFICER

Source : Mid-year discussion meeting

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Saint-Michel (Phase 1)

Bordeaux-Cartierville is getting ready to inaugurate its new neighbourhood centre this year and is looking to make a new change for Phase 2. Visually, the project has been conceived as a journey with several stops (major stages with intermediate milestones) and a final destination: "In 2027, Bordeaux-Cartierville will have a **network of mobilized and accessible resources that reduce the impacts of vulnerability identified by the local community.**"

To determine the type of vulnerability prioritized by the initiative, the project team **involved stakeholders** through requests for feedback and meetings (surveys, focus groups, etc.).

The goal of these interactions was to work on an aspect of vulnerability in the neighbourhood as well as on the population affected and the discontinuity of professional services to get a fuller picture of the realities experienced on the ground to propose concrete actions. Along the various stops, information bulletins will be sent out to anyone interested in the project.

Source : Mid-year and end-of-year discussion meetings

#CIPLessonsLearned



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Faubourg Saint-Laurent has started working on its plan to **improve community life over the long term**. **Citizen involvement** was identified as a key aspect to identifying the most successful strategies.

With this goal in mind, the Steering Committee consulted with people who live on the margins of society, particularly at day centres and shelters. CIP funding also provided compensation to these people for the time they spent sharing their experiential knowledge. By involving many neighbourhood agencies, the committee was able to gather 87 testimonials from focus groups and individual interviews.

Multiple meetings and workshops were organized to **collectively** develop a new social dynamic to ensure that everyone can live better together. In partnership with Solon, an agency working toward the social and ecological transition, the committee experimented with the benefits of cultural mediation. With the help of three artists—Jasmine Allan-Côté (collage), Hélène Gruénais/Youloune (illustration) and Christina Martin (textile arts)—and a cultural mediator, the Steering Committee used art to foster everyone's creativity and generate highly constructive discussions about the community's social fabric. This work not only created an atmosphere of openness and a desire to better understand others but also gathered essential elements for the project's development.

Overall, the core part of this planning year has been to gather opinions and ideas from everyone involved.

Source : Mid-year discussion meeting

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Montréal-Nord carried out a diagnostic on the barriers to social and economic inclusion during the planning stage for its project to create an inclusive, violence-free environment in which diverse people can meet and interact in a positive way.

“Using Nancy Fraser’s social justice theory, we are continuing to enhance our work. This diagnostic includes a review of the literature as well as comments made during focus groups with community workers.

The goal of the diagnostic, which also aims to engage with many stakeholders, is to encourage participating agencies to look beyond their own missions to co-build a shared vision of the project. In collaboration with researchers, it draws from the concept of social justice to shed light on the various dimensions to be addressed.”

— JEAN-FRANÇOIS GOSSELIN, GENERAL MANAGER, LE PÔLE

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The **Bureau d'information de Parc-Extension (BIPE)** provides referrals in multiple languages to appropriate neighbourhood resources through the active listening of **Parc-Extension** residents.

Strategies to serve almost 700 people in their own language (such as Punjabi, Tamil, Bengali, Urdu and Greek) include the following:

- The BIPE set up a service point at the local library to give the project team a physical office to start work quickly. A **partnership** with the integrated university health and social services centres (CIUSSS) and Université de Montréal let them organize themed workshops. The proximity to some community agencies has facilitated referrals and access to relevant information.
- Recruiting advisors who are local residents and who speak multiple languages has provided a good understanding of local realities and facilitated access to information. Thanks to this strategy, the community has seamlessly developed its **citizen involvement and mobilization**.

The BIPE has also promoted the services of community agencies in the neighbourhood and strengthened their ties with the community.

Source : Activity report - CIP Phase 1, Parc-Extension

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La Petite-Bourgogne is characterized by its multi-network approach. Diverse thinking is particularly encouraged when projects are based on what people want. During the planning phase for **local collective projects, the Village alimentaire local (VAL) was developed** based on resident involvement and co-creation.

The range of activities and activities (concept mapping, a persona exercise) and events (creative contest, a vernissage) reflect the importance of welcoming a wide diversity of citizens and introducing them to the enjoyment of participating in the VAL ideation process, which will launch in the next few months during the deployment stage.

Involving the community at every level and at every stage leads to collective intelligence from different profiles of participants who can co-construct a project in which the community is a true stakeholder.

Source : End-of-year discussion meeting

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During the first phase of the CIP, **Saint-Léonard** led three collective initiatives: the Comité promoteur du logement social de Saint-Léonard, the School-Family-Community project and the Citizen Involvement project.

The **School-Family-Community (SFC) project** is the flagship initiative of the education component of Saint-Léonard's neighbourhood plan. In addition to positively impacting **consultation and collaboration** mechanisms with neighbourhood agencies, the SFC project has above all **reinforced the protective factors for academic success among young people** in the neighbourhood's Francophone sector.

The pandemic unquestionably showed the importance of the SFC counsellors in the school ecosystem, as they witnessed first-hand the struggles of our society's most vulnerable members.

Une histoire de changement

"I'm a single mom with three children in primary school, one of whom is special needs. As soon as an SFC counsellor got in touch with our family, she tried to better understand our needs so that we could find solutions together. She showed great patience and passion.

From the first meeting, she understood that my finances were limited and that not having a computer made it hard for me to communicate with the school. I was able to apply for a program to get an affordable computer and sign up for a local food assistance resource. With the counsellor's help, we clarified the school's expectations and tried to find the best way for me to work with my son's teacher.

I now help my son with his school work at home so that he can keep up with his studies. The teacher told me that she quickly saw an improvement in his involvement in class. I'm now in regular contact with her and am very happy with the relationship that we've developed. I never felt pressured and I thanked our counsellor for her attentiveness, responsiveness and efficiency. Since I've been working with the SFC counsellor, I've changed how I see and say things, especially all the school jargon that parents don't understand."

Source : Bilan du projet École-famille-communauté

#CIPGreatInitiatives



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- Saint-Léonard (Phase 1)
- Saint-Michel (Phase 1)**

The **1PAKT** social and cultural integration project in **Saint-Michel** aims to **create spaces for convergence, cultural mediation, and the transfer of skills and expertise by providing citizens with a program of workshops and participatory activities.**

Since 2018, over **7500 people** have taken part in citizen activities organized for the 1PAKT project. All of these encounters between artists, agencies and citizens have given rise to rich interactions around arts and culture, encouraged social cohesion, and strengthened the network between different stakeholders in the neighbourhood.

The interconnectedness of the neighbourhood's collective impact initiatives has led to points of convergence between different projects. For example, 1PAKT is at every community market, and this presence has shown how **access to art can be a springboard for intergenerational involvement and social and professional integration.**

Source : Bilan 1PAKT

#CIPLessonsLearned





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1.2.6 Cross-cutting aspects

During this year's discussions, many neighbourhoods raised major aspects that affect territories in a cross-cutting way.

Benefits of the CIP, as seen by the neighborhood actors

For many neighbourhoods, the CIP has been a mechanism and source of inspiration that has influenced practices (stakeholder consultation, creation or reinforcement of roundtables, etc.) and methods used in other neighbourhood projects.

The collective impact approach is seen as an asset that can converge results and reinforce ties between different actions in the area, even those not funded by the CIP. Some neighbourhoods mentioned that the CIP gives them flexibility and lets them constantly evolve to meet emerging issues in a changing context. Once adopted, the chance to work differently is greatly appreciated.

Many people we spoke to said that the CIP approach lets them fully express themselves, value inclusion, and facilitate collaboration between all of the neighbourhood's stakeholders.

#CIPLessonsLearned

Post-pandemic insecurity and urgency

Some of the biggest challenges facing the community sector are staff turnover, labour shortages, community burnout, and inflation. These post-pandemic conditions are making it hard to deploy initiatives, communicate information and retain new workers. It has also prevented the community from building strong ties that could mobilize and involve the population and from fostering involvement with other community agencies that are essential to these projects.

Staff members also have to continue to meet emerging urgent needs in the field. While this situation has helped them identify many important issues, the teams do not have all the resources they need to mobilize the community to work on each one. The search for solutions to deal with this tenuous and urgent situation takes a lot of time.

Despite all these changes, the leverage provided by the CIP allows teams to keep moving forward and to keep mobilizing stakeholders.

#CIPChallenge



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A word from the director

The CIP team

United for inclusive neighbourhoods

Four key priorities guided the CIP's efforts this past year

1. Strengthen neighbourhoods' collective capacity to act
 - 1.1 initiative map
 - 1.2 Neighbourhood initiatives
 - 1.3 Strengthening evaluation and learning skills
2. Implement the new Phase-2 vision
3. Learning from Phase 1
4. Communicating effectively and spreading the word about the CIP

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1.3 Strengthening evaluation and learning skills

This past year, the CIP continued its agreement with Dynamo and Niska to strengthen neighbourhood evaluation skills. As of March 2023, eight neighbourhoods were getting support for different issues.

Dynamo also continued to provide a range of training activities and personalized coaching on collective impact, collective decision-making, and evaluation.

In terms of participation in the training, a decline in attendance has been noted in some activities, mainly due to human resources challenges throughout the ecosystem. However, the people who do attend seem highly motivated, keen to benefit from the workshops and training courses, and glad to share their experiences. We have therefore streamlined these services and made people aware of the opportunities for personalized support.

On January 12, 2023, the CIP, Dynamo and Niska teams attended a day-long event on collective work to establish the CIP's new evaluation positioning (in line with the Phase 2 vision). The goal was to define a shared practice to reinforce the learning capacities of neighbourhoods beyond evaluation.





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2. Implement the new Phase 2 vision

Supported by the Centraide team and its partners, the CIP team devoted much energy this year into stepping back from Phase 1, learning from it, and working on the vision and operation of Phase 2. Another aim was to avoid spreading the CIP's resources too thin among the team, the neighbourhoods, and the institutional and philanthropic partners.

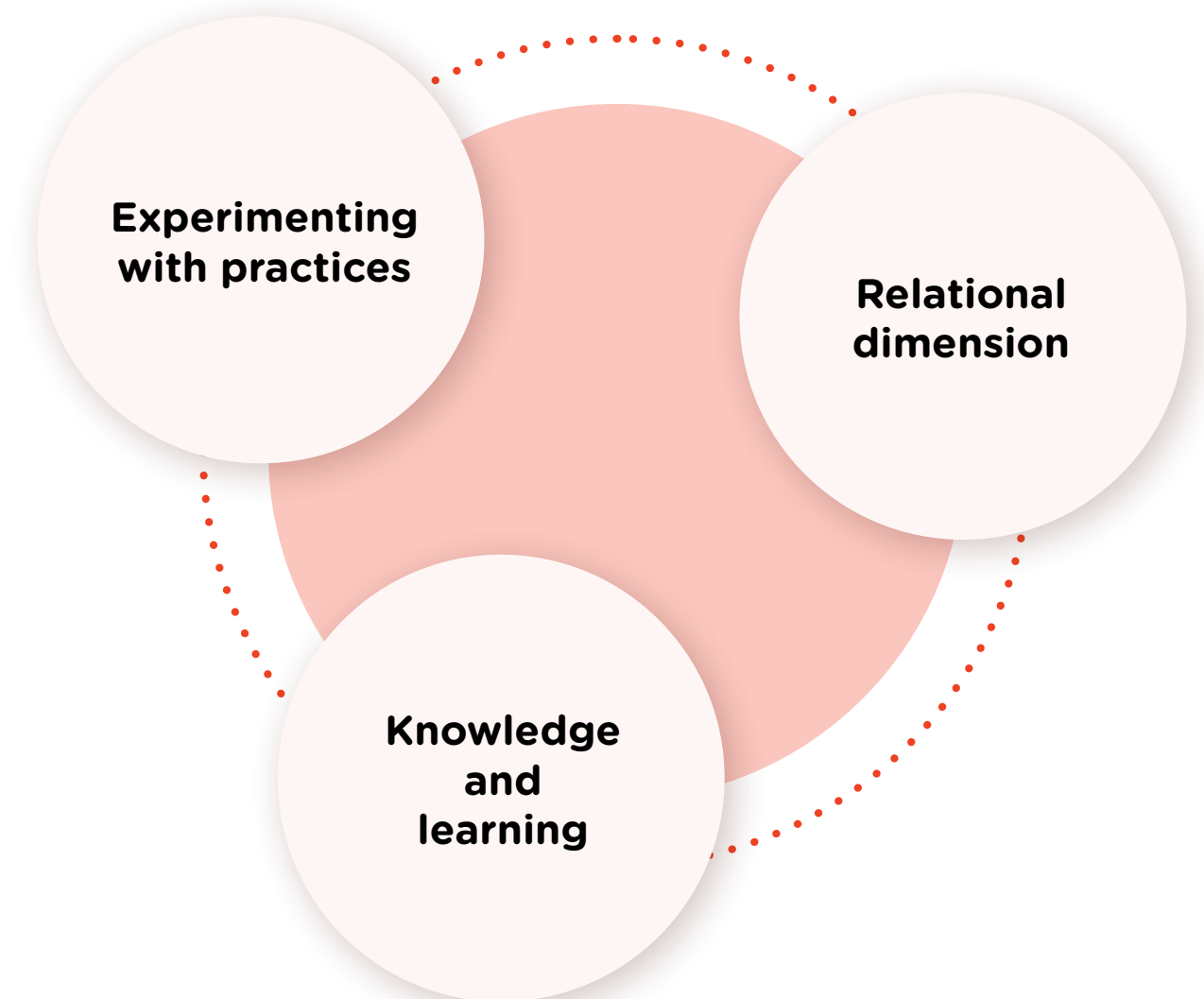
We therefore asked ourselves many questions: What can we do to simplify our approach and be more proactive? How can we increase inclusiveness and strengthen ties within the CIP community?

2.1 Clarify our positioning, values and approach

MORE CO-CREATION

A first cross-cutting aspect that we wanted to emphasize was the need for more co-creation space between different types of partners. Interest in this idea was also raised in a number of external evaluation reports (Fontan et Pole, 2017; Pole et Rochman, 2017). More active involvement with partners at various levels could also lead to people taking greater ownership over the CIP and would enhance the project by integrating and recognizing a greater diversity of expertise and viewpoints.

In concrete terms, we suggested setting up co-creation groups (see further below) that bring together the different groups of the CIP community. In recognition of the community sector's ongoing commitment, we decided that community stakeholders would receive monetary compensation for the time they dedicate to CIP governance bodies (to be announced in the coming year).





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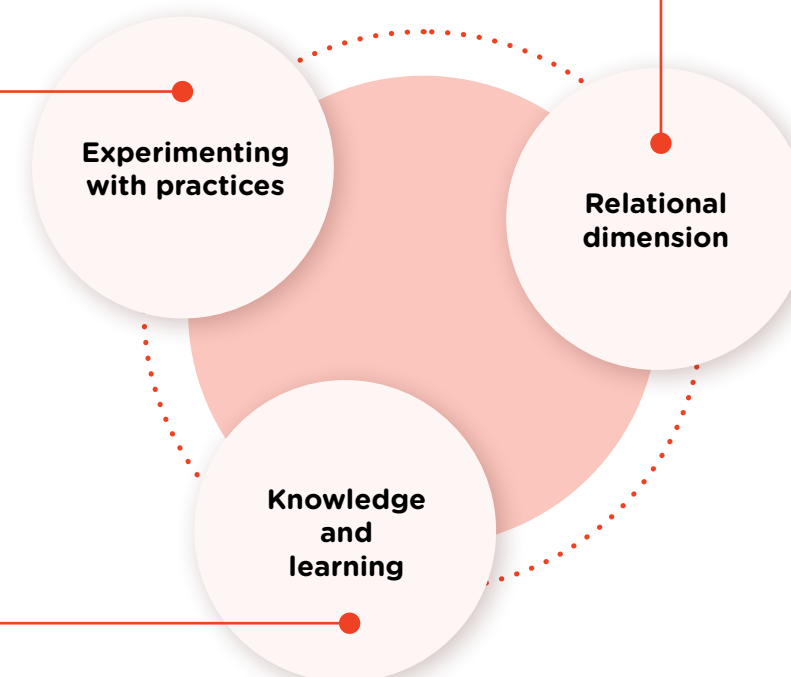
PILLAR 1: EXPERIMENTING WITH PRACTICES

DOING

Acting together; doing rather than explaining. Experimentation is at the heart of collective impact practices.

We encourage neighbourhood initiatives to experiment with and learn from their projects, and this idea is integrated into our own approach.

The goal is to apply this action to the entire CIP community, i.e. to experiment even further in terms of collaborative practices with all partners.



PILLAR 3: RELATIONAL DIMENSION

BEING

We must emphasize the importance of relationships between individuals as pillars of the CIP. These relationships of trust create a solid foundation for collective impact work and let us make the most of the CIP's vast unrealized potential, i.e. the relationships that can be created between the CIP's different stakeholders (inter-neighbourhood, regional/local, etc.).

As the years have gone on and we have learned more, the literature on collective impact has evolved toward the concept of "relational systems change." (Milligan, Zerda & Kania, 2022). This concept means putting human beings and their relationships at the heart of collective impact work and giving these relationships the time, resources and flexibility that lead to creative, innovative solutions—through proximity and collaboration—that are rooted in people's reality and therefore change systems in a lasting way.

Relationships are a condition highlighted in the literature to achieve systemic change.

PILLAR 2: KNOWLEDGE AND LEARNING

BUILDING SKILLS

Learning has always been an intrinsic part of the CIP. Since Phase 1, our reflective and evaluative culture has developed considerably.

CIP initiatives draw on and reinvest the lessons learned from neighbourhoods; however, we want to emphasize the sharing and application of lessons learned within the CIP community to enhance the experience of neighbourhoods.

1) A more in-depth transfer of learning through dedicated spaces would help build a strong learning community in which lessons learned by some can benefit others.

2) Another under-exploited mechanism is knowledge: Systematizing knowledge generated by the CIP neighbourhoods would help people better understand experiences and share them within and beyond the CIP community. This means investing in relevant networks outside the CIP ecosystem and enriching the project with knowledge that is external to the CIP.

#CIPChallenge



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The last few years of the CIP have confirmed how vital it is to **strengthen the project's relational dimension** to overcome the challenges of complex concepts such as equity, diversity, inclusion and systemic change. Without a foundation of close, trust-based relationships, it will be difficult to take risks, experiment with new practices, and learn new things.

We want to go even further by developing co-building groups, activities and training focused on immersion and real-life experience and by creating informal moments that prioritize human connection and help transform relationships between the philanthropic and community sectors.

- Focusing on these pillars means using our resources to take immediate action and achieve more sustainable transformations.
- Systematically integrating these pillars into our work will give us more reflective and inclusive relationship-based practices so that we can more effectively advance toward our desired changes while making a clearer contribution to knowledge on community development.





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2.2 Governance changes

After a year of testing designed and based on a survey prepared and analyzed by the Governance Committee, the partners decided to adjust the CIP's governance structure. The main need identified was to clarify the decision-making mechanisms of various bodies. After rounds of revisions and proposals, the new governance structure was adopted in February 2023.

The main changes are as follows:

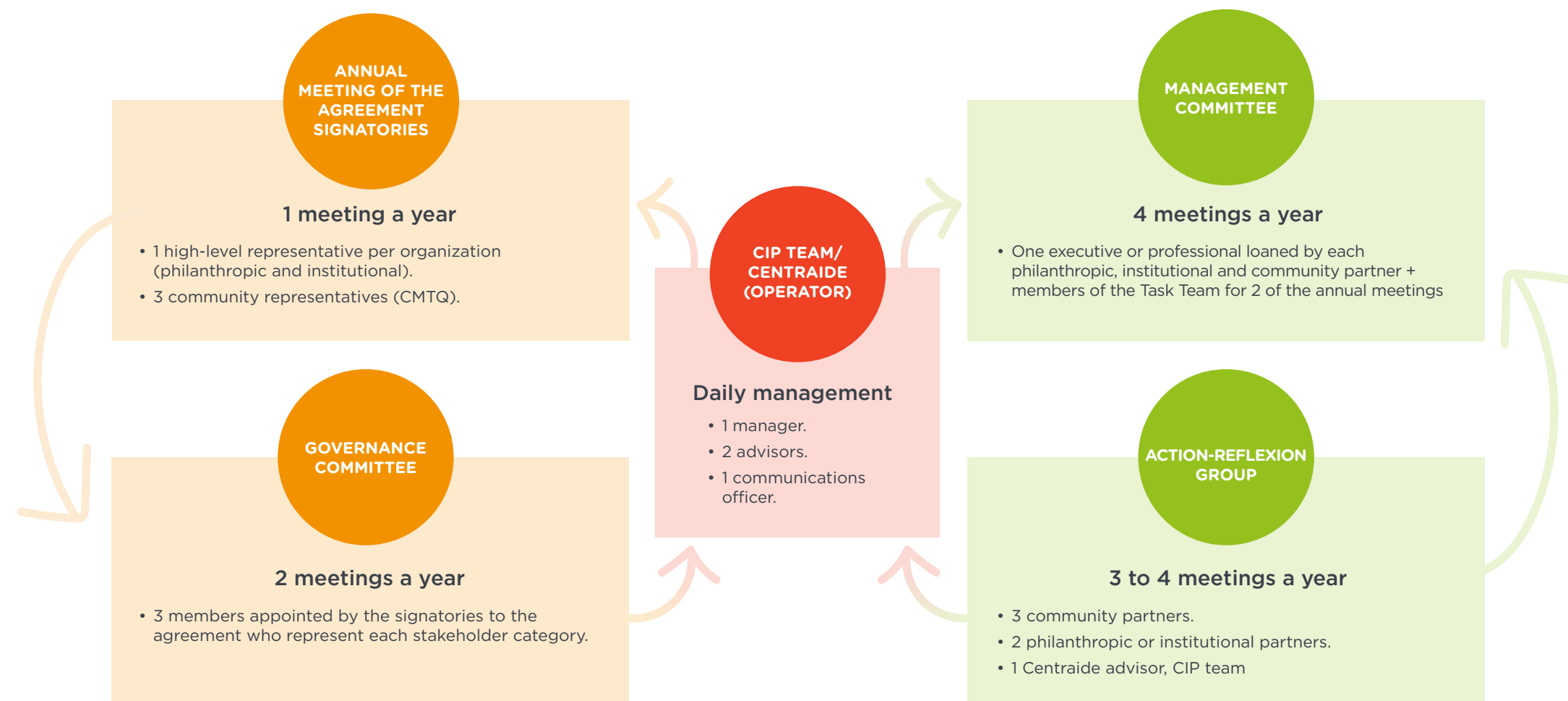
- The Partner Committee has become the "annual meeting of agreement signatories." This eliminates confusion between the roles of the Management Committee and the Partner Committee. The role of the Management Committee has been clarified, and this body will decide on investments and strategic orientations.
- In line with the CIP's new vision, a task team was set up to provide the CIP with a mechanism to co-create and confirm elements with different partners, particularly those from the community sector.
- Community partners will play a greater role in governance. A call for participation was sent out this spring, and community representatives will be appointed along with the Coalition montréalaise des tables de quartier (CMTQ) for the coming year.

This proposal clarifies roles, avoids the feeling that work is being duplicated, and better meets the project's needs.

#CIPGreatInitiatives

Governance phase 2

Adopted in February 2023





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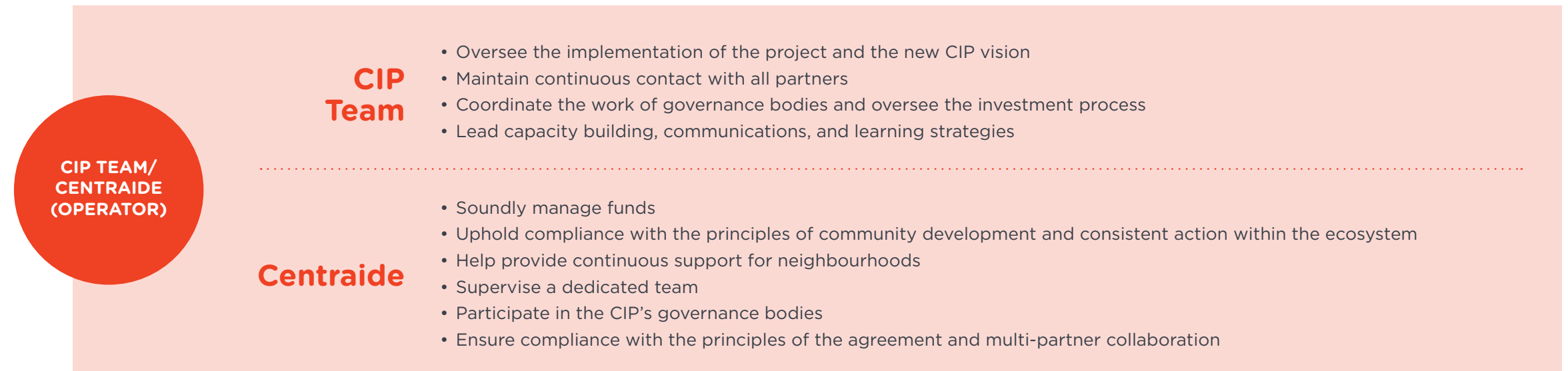
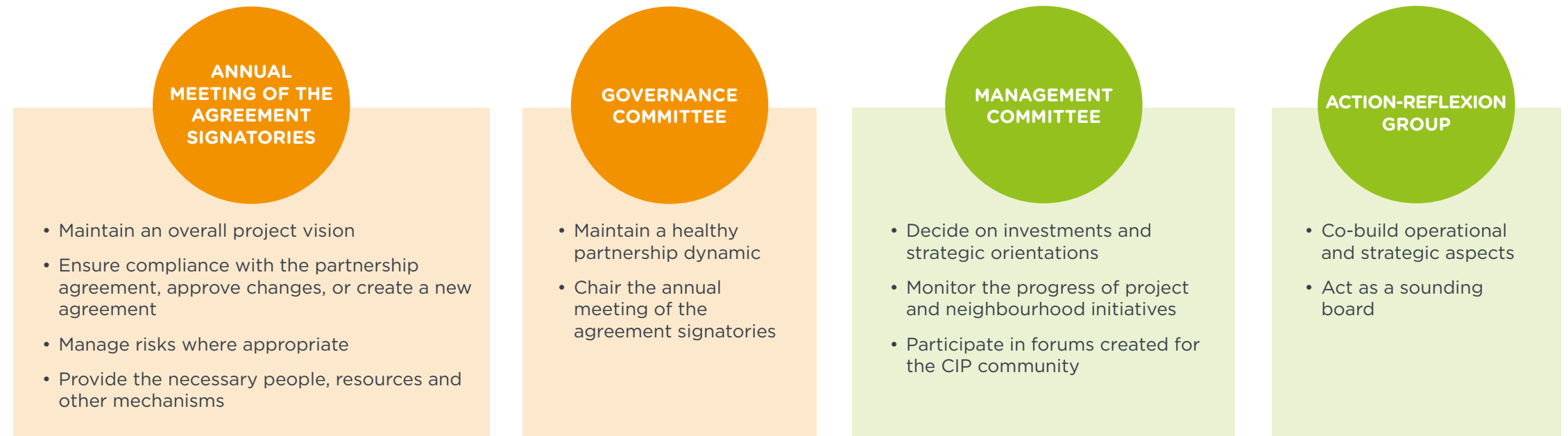
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CIP Phase-2 Governance: Roles and Responsibilities

Adopted in February 2023





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 - 2.3.2 Collective writing sprint
 - 2.3.3 The Management Committee onboards new neighbourhoods
 - 2.3.4 Collective Impact Festival
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2.3 Investing in the relational approach: Strengthening the CIP community

As explained above, the relational approach is a core part of the CIP's concerns and must guide our practices and activities. We therefore simplified or modified processes or created new practices to highlight opportunities for partners to connect and share with others. The following pages provide examples of how this approach has been put into practice.

2.3.1 Ongoing relationships

To strengthen relationships with community partners and avoid extra work from reporting requirements, the CIP-Centraide team no longer requires annual reports about neighbourhood initiatives.

Instead, it meets with groups in the middle and at the end of the year. These discussions focus both on how the initiatives are going and on the community partners' experience with the CIP.

A number of neighbourhood representatives said that this new format is a relief as it has lightened the reporting burden. The discussions are greatly appreciated as they are more human-focused.

To keep these relationships going, in addition to these two mandatory meetings, Centraide advisors and the CIP coordination team are always available to discuss issues with neighbourhood representatives.

#CIPGreatInitiatives

2.3.2 Collective writing sprint

To open up more space for sharing between neighbourhoods, the CIP team has launched "collective writing sprints" to give neighbourhoods time to write or develop their proposals with the CIP team and with their Centraide advisor.

These spaces for collaborative discussions and reflection bring together stakeholders from different neighbourhoods to create mutual support networks and more direct contact.





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2.3.3 The Management Committee onboards new neighbourhoods

Since autumn 2022, the Management Committee's investment process has been reviewed in line with the Phase-2 vision.

From now on, once the received proposals have been accepted by the Management Committee, the CIP team will invite neighbourhood representatives to attend a Management Committee meeting in person. The goal is to develop relationships in order to launch the collective project. Neighbourhood representatives no longer have to give formal presentations, as everything is submitted in writing.

Meetings with the Management Committee consist of a "speed dating" round to help everyone get to know each other and discussion groups to cross-pollinate perspectives on community issues. The idea is to bring these different bodies together to the same table to see how they can help each other with challenges or barriers in implementing their CIP initiative or even other projects.

After these conversations, members of the Management Committee, neighbourhood representatives, and the CIP-Centraide team eat lunch together to keep talking and get to know each other informally.

This format, which was changed in response to comments received and lessons learned from Phase 1, have changed the dynamics of the Management Committee and created spaces for collective reflection. There is a need for more co-building spaces, for peer-to-peer sharing of knowledge and experiences, and for simplified administrative processes.

#CIPGreatInitiatives

#CIPLessonsLearned





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2.3.4 Collective Impact Festival



The first Collective Impact Festival took place from October 24 to 28, 2022 to celebrate and bring together members of the CIP community to discuss the collective impact approach. This first edition of the festival was a moment to build relationships within the CIP community and with a cohort of visitors from France who are starting their own collective impact initiatives as part of the [Territoire d'impact collectif](#).

Organized over 5 days, in collaboration with the Niska cooperative, the festival included [Niska](#), included a rich activity program that encouraged people to learn about neighbourhoods and discover the agencies that are working hard to improve life in their communities. The festival culminated in a celebratory event at the TOHU in Saint-Michel, which was a great chance for the people involved in the CIP project to get together.

[Consult the full program \(in french only\) >](#)

After the festival, the coordinating team and two research assistants took stock of this first experience to draw lessons and establish avenues for reflection about the future of the CIP and its next activities.

[Complete report >](#)



[Short version >](#)



The team came away from the festival feeling energized thanks to the feedback of the participants, who stressed the importance of creating more spaces to meet and co-create.

However, there were not as many Montreal participants as expected, prompting us to reflect on how we can present the next edition of the festival so that its vision and goals are clearer and so that as many people as possible participate.

[#CIPGreatInitiatives](#)

[#CIPLessonsLearned](#)





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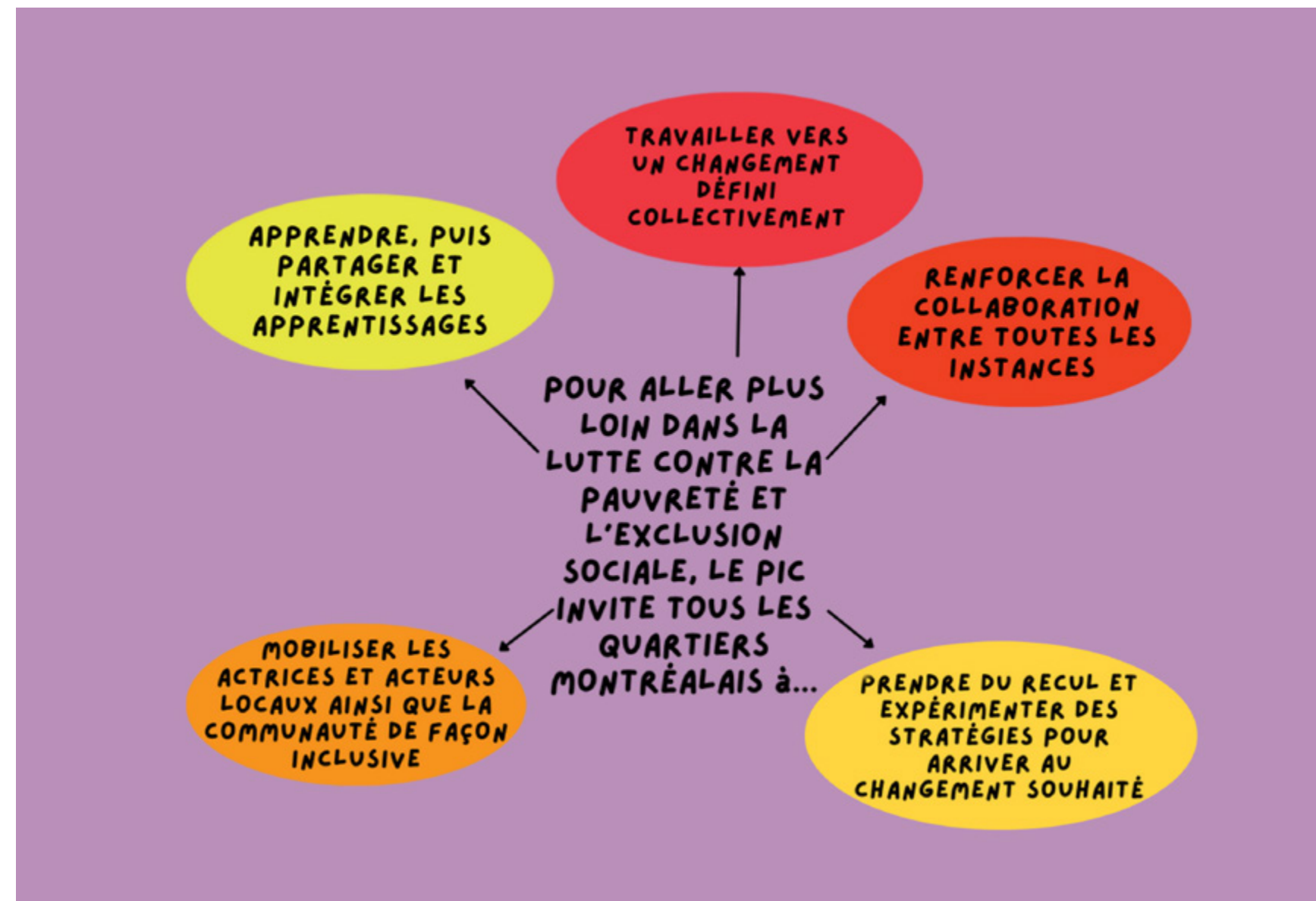
2.3.5 Documentation updates: The participant experience

With Phase 2 now underway, the CIP team wanted to simplify the documentation presented to neighbourhoods. Given the large number of new neighbourhoods that could join the CIP, the coordination team created a clear and concise [document \(in french only\)](#) explaining the process from the perspective of a neighbourhood starting its first CIP participation loop.

The document was enhanced with Centraide advisors and staff from Dynamo and Niska before being presented to the neighbourhoods during a Zoom meeting held on March 22.

The goal of this online session was not only to communicate information but also get feedback about the document and discuss available group, support and training activities.

#CIPGreatInitiatives





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 - 3.1 Preparing the Phase 1 evaluation
 - 3.2 VivacePIC: The end of a high-benefit project
 - 3.3 New series: *Practice exchange*
 - 3.4 Lessons learned: A Phase-2 pillar
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3. Learning from Phase 1

3.1 Preparing the Phase 1 evaluation

Work on the Phase 1 evaluation continued this year. While most neighbourhoods receiving moderate support completed Phase 1 in spring 2022, intensive-support neighbourhoods will have completed this phase in spring 2023. The final reports from the neighbourhoods were a rich source of data.

The data collection was completed between December 2022 and April 2023 with 24 individual or group interviews with 36 people involved in the CIP Phase 1.

The evaluation process is being led by Isabel Heck, Associate Professor at the Centre de recherche sur les innovations sociales (CRISES) at Université du Québec à Montréal (UQAM) and CIP Learning Coordinator, supported by the Evaluation Committee and a research team (Mariane Rail, Yannick Sanschagrin and Raphaëlle De Albuquerque).

The preliminary results of this exercise will be presented to the CIP community in June 2023 and will enhance the final report that will be released later in the year.



3.2 VivacePIC: The end of a high-benefit project

Fall 2022 saw the end of the VivacePIC program, a three-year experimental project funded by the McConnell Foundation to help 10 citizen space projects develop in 9 CIP neighbourhoods.

On September 14, community and institutional partners met to discuss the lessons learned from the project and possible solutions to overcome the challenges encountered during the collaboration.

Learn more (*in french only*) >

Lessons learned from three years of VivacePIC experimentation

- The VivacePIC project allowed to **test a temporary structure** and then to develop a broader vision and facilitate collaboration with the City.
- In many cases, the trust that grew over the years between City staff and the coordinating agency made the process easier and smoother and improved access to some development opportunities.
- To increase and maintain citizen involvement in these projects, it is crucial **to involve the population from the start** and to survey target users before developing sites.



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3.3 New series: *Practice exchange*

A number of community partners expressed a desire for discussion forums so that stakeholders can share best practices and advance CIP initiatives while creating cooperation networks.

Following discussions with staff in the field, the CIP team set up a practice exchange series to promote learning and knowledge-sharing among community representatives. The first topic in the series emerged from discussions with community partners and will be about the “reflexive approach.”

3.4 Lessons learned: A Phase 2 pillar

Drawing lessons from experience is central to CIP practices and to neighbourhood initiatives.

In addition to the lessons learned at the end of Phase 1, many ongoing activities and practices such as the mid-year and end-of-year meetings, the Collective Impact Festival and the new investment format were rich opportunities to learn and combine perspectives from community, institutional and philanthropic partners.





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4. **Communicating effectively and spreading the word about the CIP**
 - 4.1 Media coverage of the CIP
 - 4.2 Neighbourhood successes
 - 4.3 Présentations externes sur le PIC
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 - 4.5 CIP bulletin
 - 4.6 Newsletter
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4. Communicating effectively and spreading the word about the CIP

As learning is an integral part of the CIP, it is important for the team to share and adapt its practices based on the lessons drawn from the project. This year, CIP neighbourhoods again carried out many initiatives that provided rich opportunities to share learning.

While preparing the Collective Impact Festival, and out of a constant concern to adapt its practices, the CIP team became aware of the importance of improving and revamping its communication tools. Given the success of these new tools, the team felt that it was essential to continue in this vein by coming up with simple and practical communication tools for the CIP community that focused on a more concrete relational approach. Some practices continued as is, but the team also made changes, which included hiring a staff member devoted full time to CIP communications and activities.

4.1 Media coverage of the CIP

The first Collective Impact Festival received attention from some media outlets. [Learn more \(in french only\)](#) >

4.2 Neighbourhood successes



On January 17, 2023, the CIP-Centraide team attended the inauguration of the Cartierville cultural and community complex, which houses the Bordeaux-Cartierville community centre project created during Phase 1 of the CIP.

[Learn more \(in french only\)](#) >



The Côte-des-Neiges Safe Housing Brigade, a project also launched during Phase 1 of the CIP, won the Solidaires Impact at Centraide's Solidaires Awards event on February 8.

[Learn more](#) >

4.3 Présentations externes sur le PIC

The team also promoted the CIP at various events this year. Here are a few presentations they gave:



Oct.-nov. 2022 : Isabel Heck co-organized the Financial and Institutional Anchors workshop with RQDS (Gédéon Verreault), TNDC (Ophélie Couspeyre), and OVSS (Maria Anastasaki) at the National Meeting of the General States of Community Development.



February 16, 2023: Presentation on collective impact by Rotem Ayalon, Director of the CIP, at McGill University's [Mastercard Foundation Scholars Program](#).



March 7, 2023: Presentation and discussion of the Collective Impact Project by Isabel Heck, CIP Collective Impact Advisor and Learning Coordinator, for the *social and geographical development* course at Université du Québec à Montréal.



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4.4 Website

Once the foundations for Phase 2 had been laid, the goal of simplifying its content and operationalizing resources became a key element during discussions on communication tools.

The coordination team found the website hard to navigate, especially for community partners looking for specific information. We therefore launched a website redesign project with Centraide's communications team to create a site that is efficient, useful and easy to browse.

Construction of the new site began in February 2023 and will be completed in September 2023.

#CIPLessonsLearned

#CIPChallenge



4.5 CIP bulletin

To better communicate with the entire CIP community and to do so more regularly, we created the Bulletin PIC.

This format provides various types of information and news on things like ÉvalPIC training courses, invitations to activities organized by the coordination team, news about CIP initiatives and any other relevant information.

In 2023, we sent out four bulletins (February 1, February 22, March 8, March 23) with a visual style inspired by the Collective Impact Festival.





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4.6 Newsletters

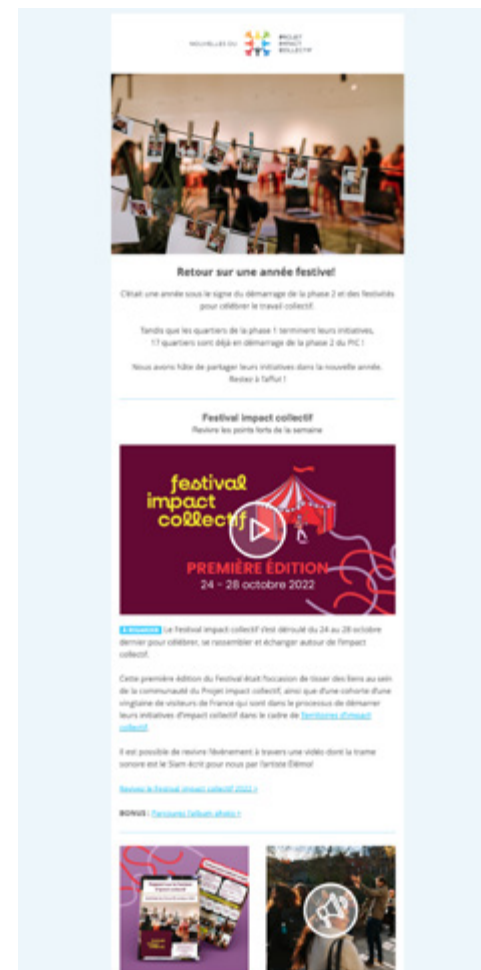
Between July 2022 and March 2023, the coordination team sent out two general newsletters in French and English.

These communications were for a wider audience, including people who subscribe to the newsletter over the website.

- For the October newsletter, which presented the annual report, the open rate was **57.5% in French and 51.2% in English.**
- In December, the newsletter featured the report produced after the Collective Festival Impact; the open rates were **68.5% in French and 62.2% in English.**



[See the October newsletter](#) >



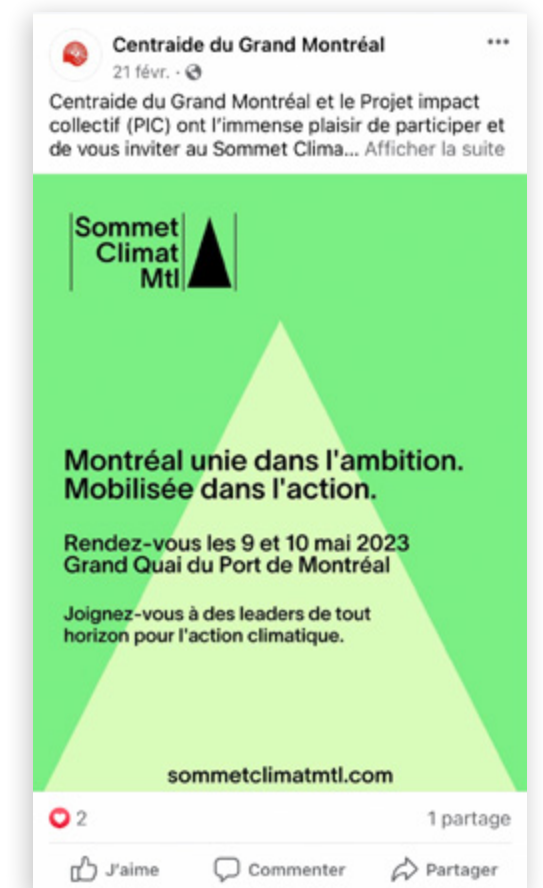
[See the December newsletter](#) >

4.7 Social media

The CIP is not yet on social media, but it has had some visibility on Centraide of Greater Montreal's social media accounts.

For example:

- Centraide posted about the Collective Impact Festival on November 21, 2022.
- The CIP's participation in the Montreal Climate Summit on June 9 and 10 was also mentioned in a post on February 21, 2023.





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After seven years, the CIP has demonstrated an ability to bring different stakeholders to the table to collectively tackle issues of poverty and social exclusion. In a difficult post-pandemic context, with high inflation looming over Montreal households, the initiatives put in place by the neighbourhood roundtables and their partners have become essential to meet growing community needs. While the CIP cannot replace mission-based funding for agencies, it is a complementary tool to help them tackle these issues and create opportunities for people to work collectively rather than in silos.

However, some questions remain. For example, the CIP and its partners need to think about how communities can keep their initiatives going. There is still a long way to go with all partners to establish lasting relationships and decide on targets for collaboration on different scales and according to different goals. To us, this means consistently and intentionally implementing the CIP vision. By strengthening human relations and by taking the time to study the ecosystem and learn from it, we can lay a solid foundation to put experimentation at the heart of CIP practices and neighbourhood initiatives.

Thanks to the resilience and dedicated work of the community, we can improve the quality of life in Montreal neighbourhoods for our most vulnerable populations.



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1. References



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2. Status of investments allocated to neighbourhoods, PIC phase 1, finalized on March 31, 2023

Support level	Neighbourhood	2016	2017	2018	2019	2020	2021	2022	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 rassembleurMC (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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3. Status of investments allocated to neighbourhoods PIC Phase 2, as of March 31, 2023

NEIGHBOURHOOD	2022-2023 INVESTMENTS
Ahuntsic	\$103,839
Bordeaux-Cartierville	\$74,400
Faubourg Saint-Laurent	\$74,400
La Petite-Patrie	\$75,000
Lachine	\$104,400
Montréal-Nord	\$74,400
West Island North	\$74,400
Notre-Dame-de-Grâce	\$74,400
Peter-McGill	\$129,400
Petite-Bourgogne	\$74,400
Pointe-aux-Trembles/Mtl-Est	\$97,682
Pointe-Saint-Charles	\$99,400
Rivière-des-Prairies	\$74,400*
Rosemont	\$129,400
West Island South	\$129,423
Verdun	\$103,400
Ville-Émard et Côte St-Paul	\$104,400
NEIGHBOURHOOD TOTAL INVESTMENTS	\$1,597,144
CAPACITY BUILDING**	
-	-
OVERALL TOTAL	\$1,597,144

*Note : The amounts of Rivière-des-Prairies totaling \$74,400 are carried forward for use in 2023-2024.

**During the 2022-2023 year, the CIP invested in capacity-building; the exact amounts will be published in next year's activity report