



CIP ACTIVITY REPORT

01.10 2019/2020 30.09

COLLECTIVE
IMPACT
PROJECT



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IMPACT
PROJECT



TABLE OF CONTENTS

FOUNDATIONS



STRATEGIC PARTNERS



PROJECT OPERATOR



1. A message from the Director—Thanks to our partners	3
2. United for inclusive neighbourhoods—The CIP at a glance	4
3. Our impact	6
3.1 A unique approach for Montreal	6
3.2 Current projects: Overview by neighbourhood	7
3.3 Impacts	10
3.3.1 Food	10
3.3.2 Housing	12
3.3.3 Social inclusion	14
3.3.4 Academic success	16
3.3.5 Collective infrastructure and facilities	18
3.4 COVID-19: Adapting our strategies	20
3.5 Lessons learned from neighbourhoods	22
4. Capacity building	24
4.1 Centraide’s support	24
4.2 Self-evaluation: A key component of strategic learning	26
5. Governance, communications and outreach	28
5.1 Governance	28
5.2 Communications	30
5.3 Outreach	31
5.4 Images of Collective Impact	32
6. Looking to the future	34
Appendices	36
Appendix 1: CIP social transformation roadmap (logic model)	36
Appendix 2: Financial statements and fund balance as at March 31, 2020	38
Appendix 3: Status of investments allocated to neighbourhoods as at September 30, 2020 ...	40
Appendix 4: Questions from the CIP evaluation framework	42

*The Silver Dollar Foundation has ceased operations since 2018.



A MESSAGE FROM THE DIRECTOR

THANKS TO OUR PARTNERS



Together, our communities, our philanthropic and strategic partners, and the Centraide team have shown incredible agility during the pandemic.

The Collective Impact Project (CIP) is based on many strengths such as collaboration, inclusion and equity, along with the ability to reinvent practices, learn from the past, and apply these lessons to future action. The past months have shown us how valuable these strengths are in times of crisis and how much they help build the resilience of our Montreal community.

When COVID-19 struck, the 17 CIP neighbourhoods were preparing to share the impacts of their projects and what they had learned at a major CIP meeting, which had to be postponed. The work of CIP-supported neighbourhoods to fight poverty and social exclusion has had multiple and varied positive impacts on food, housing, social inclusion, academic success, and collective infrastructure and facilities. For this report, we have highlighted just a few key examples of impacts and adaptation strategies in light of the pandemic. However, every CIP project is essential to people's well-being, especially in the current context.

The Social Impact Award given by L'actualité to the CIP in the Innovation in governance category belongs to each of us—committed citizens, community workers, and partners. We can all be proud of this recognition, which has come at just the right time to encourage our continued efforts.

The CIP has become vital to the Montreal philanthropic ecosystem. Phase 1 of the project is in its 4th year. The impacts in the field and our partners' commitment are already laying the groundwork for Phase 2. Communities must continue to contribute their collective intelligence and creativity to effectively reinvest the lessons learned so far and so that we can do even more to reach our goal to reduce poverty.

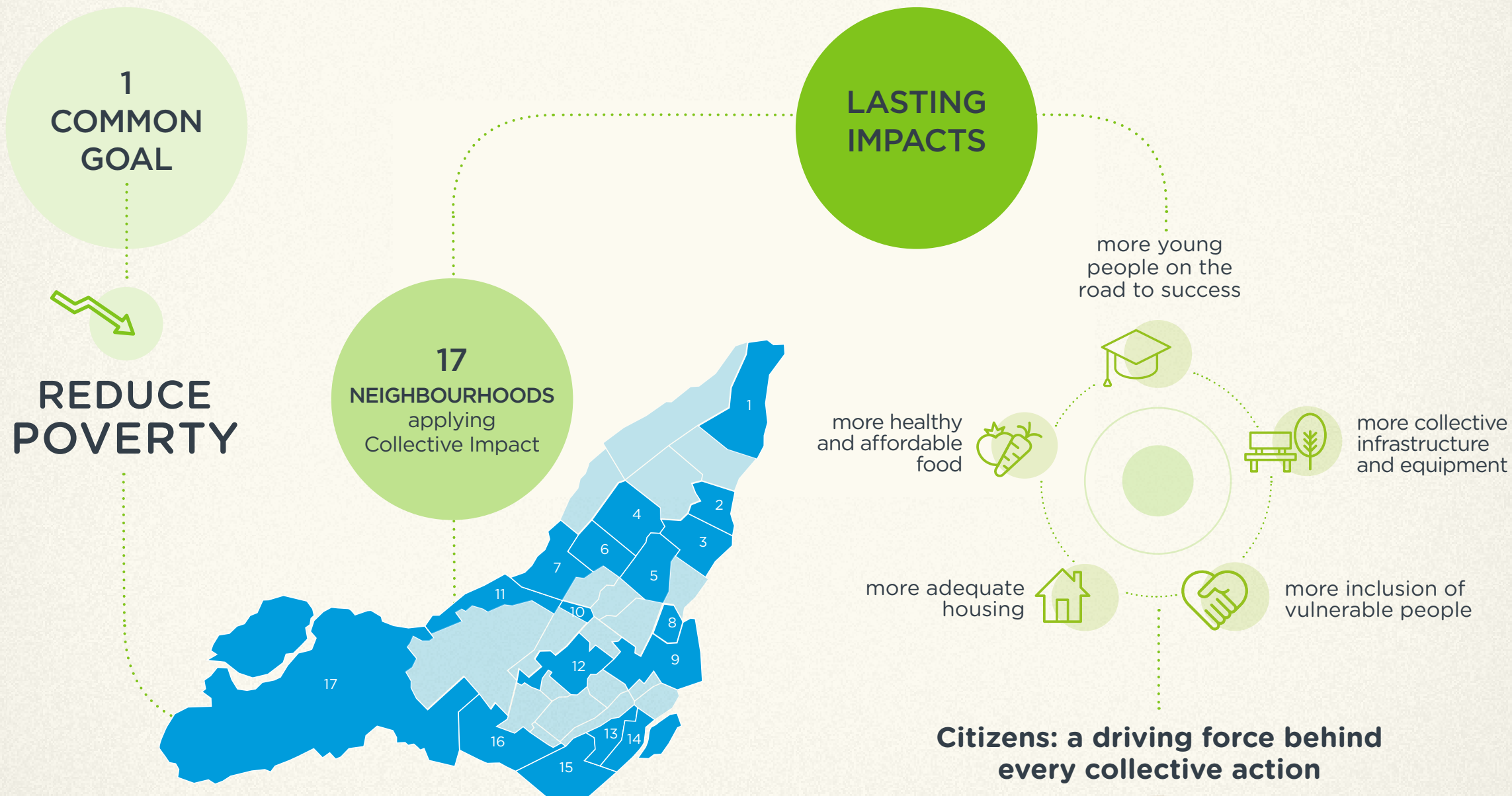
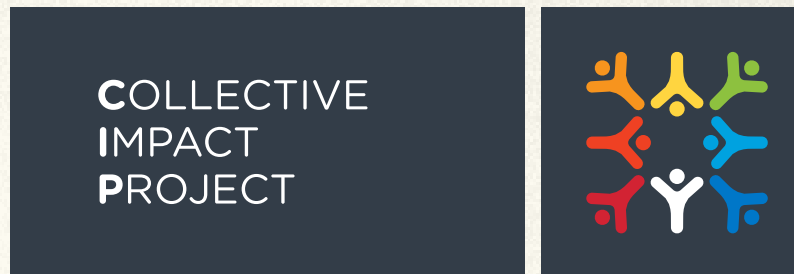
Whatever happens next, we must stay United for inclusive neighbourhoods.

Myriam Bérubé
Director—Experimental Projects and Learning
Centraide of Greater Montreal

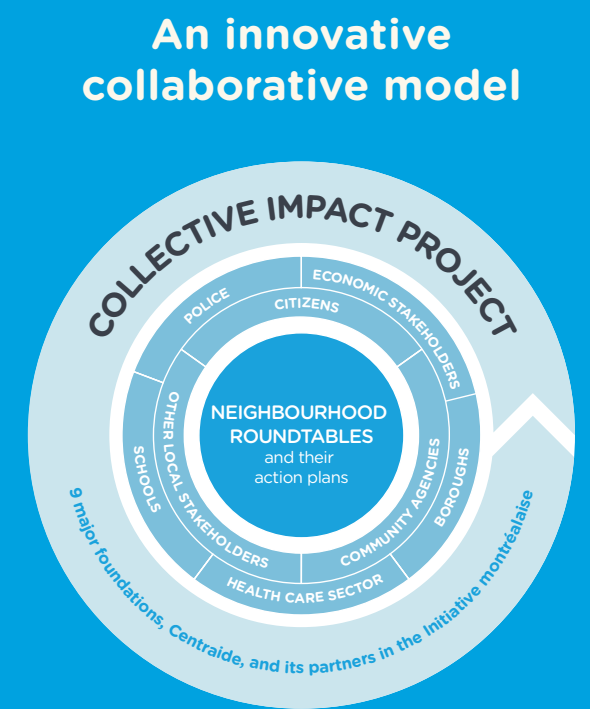
No single organization can solve complex problems like poverty or generate substantial social change by itself

UNITED FOR INCLUSIVE NEIGHBOURHOODS

The CIP at a glance



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



- 9 FOUNDATIONS**
 Foundation of Greater Montreal
 Lucie and André Chagnon Foundation
 Marcelle and Jean Coutu Foundation
 McConnell Foundation
 Mirella & Lino Saputo Foundation
 Molson Foundation
 Pathy Family Foundation
 Silver Dollar Foundation
 Trotter Family Foundation
- 3 STRATEGIC PARTNERS**
 Coalition montréalaise des Tables de quartier
 Direction régionale de santé publique de Montréal
 Ville de Montréal
- 1 PROJECT OPERATOR**
 Centraide of Greater Montreal

A major investment
\$23M over 6 years | **\$3.2M** invested in 2019-2020

A catalyst for change and sustainable development
 The CIP contributes directly or indirectly to 10 of the United Nations' 17 sustainable development goals.

OUR IMPACT

3.1

A unique approach for Montreal

The CIP has developed a **unique and innovative approach with communities by adapting collective impact specifically to the Montreal context.**

It builds on and reinforces existing collective mechanisms in neighbourhoods, particularly their roundtables.

The collective impact approach gives power and

responsibility to local stakeholders with the goal of generating changes that are designed by and for the community.

This collective impact approach, which is **unique to Montreal**, is a major step in supporting communities and empowering them to move forward on a larger scale to address complex and urgent issues, such as poverty.*

*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.

“We used to have to change our projects so that they would fit into a box. Now, the boxes are changing to fit our projects. This gives us some latitude to experiment and find different resources in the neighbourhood that can work together. Money isn't the motivating force: it's more like the oil that makes the gears run.”

— INTERVIEW WITH FRANÇOIS BERGERON, DIRECTOR OF THE CDC CENTRE-SUD / SOURCE: *La Presse*, Une nouvelle approche qui porte ses fruits, November 13, 2019

3.2

Current projects: Overview by neighbourhood*

The CIP above all supports human and material resources, operating costs and capacity building for local stakeholders. Projects at the neighbourhood scale generate **lasting impacts** on many dimensions of poverty, such as food, housing, social inclusion, academic success and employment, along with community infrastructure and facilities.

*See overview on the next page



MORE HEALTHY AND AFFORDABLE FOOD



MORE ADEQUATE HOUSING



MORE INCLUSION OF VULNERABLE PEOPLE



MORE CHILDREN ON THE PATH TO SUCCESS




MORE COLLECTIVE INFRASTRUCTURE AND FACILITIES




Thanks to the support of the McConnell Foundation's Innovation Fund, this year 7 neighbourhoods joined the Vivace-PIC program of La Pépinière | Espace collectifs to carry out urban development and public space projects.


OVERVIEW OF NEIGHBOURHOOD PROJECTS


LEGEND

 moderate support


 intensive support

 food

 housing

 social inclusion

 academic success

 infrastructure



 Vivace-PIC

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

 **AHUNTSIC** 
/ Learning Citizenship







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

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

 **LASALLE** 
/ LaSalle food space

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



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

 **PARC-EXTENSION**     
/ Community centre unifying project







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

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

 **MERCIER-EST** 
/ A network of connections to break isolation

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

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

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

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

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

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



CHALLENGES FOR PEOPLE LIVING ON A LOW INCOME

- / High cost of food
- / Food deserts and mobility issues
- / Limited access to healthy food



SOLUTIONS

- / Act locally: produce, transform, redistribute, etc.
- / Build sustainable food systems
- / Innovate and create new local services: greenhouses / gardens / mobile markets / community grocery stores / collective kitchens



IMPACTS

- / Improved access to healthy and affordable food in neighbourhoods
- / People who are more independent and who can eat better, learn, socialize, and get involved
- / Over 7,000 people reached by food activities in 8 neighbourhoods

in the field

in [Ville-Émard—Côte-Saint-Paul](#)

/ On November 14, 2019, the new Paule et Émard community grocery store in [Ville-Émard—Côte-Saint-Paul](#) opened its doors and became the hub of a healthy and affordable food network in the neighbourhood. This store has created 600 square feet of fresh food right next to the Jolicoeur metro and offers a trove of activities to get people involved and help them learn to eat better.

The neighbourhood urgently needed to create this space and connect it to other food services, such as the 5 mobile markets that directly reach over 3,000 people, 255 of whom attended cooking workshops at the store during the 2019 season.



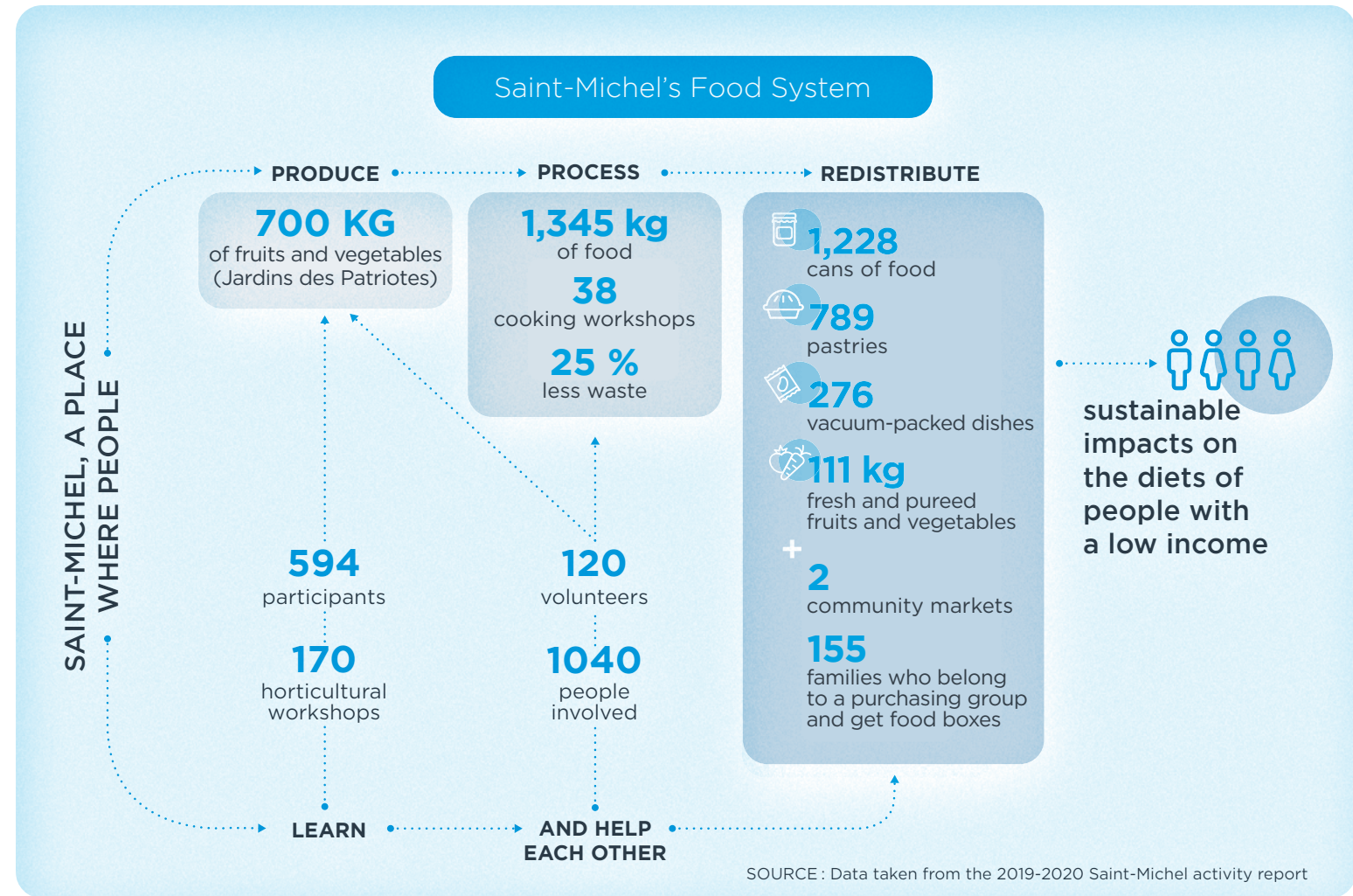
Photo credit: Épicerie Paule et Émard

I come to the mobile market because it has things you can't find elsewhere and at good prices, and sometimes items are free. Most of all, it's very close to my home."

— AUDIO TESTIMONIAL COLLECTED BY MOBILE MARKET WORKERS, 2019

in the field

in [Saint-Michel](#)



Going further: Generating systemic change

CIP partners are working together to change policies, practices, resource flows, relationships, and connections in the Montreal food system.

- How?**
- / By studying the trends of funding for food security to open dialogue with neighbourhoods.
 - / By being actively involved with the Conseil SAM (Montréal's food policy council) and Montréal, métropole en santé to ensure that the city creates food policies.
 - / By building new connections with the Foundation of Greater Montreal's "Zero Hunger" strategy.
 - / By supporting the Conseil SAM to plan for the sustainable and resilient recovery of the local food system by drawing on lessons learned during COVID-19.



FINDING ADEQUATE HOUSING IN MONTREAL IS A GROWING CHALLENGE

- / Not enough rental units
- / High rents
- / Many housing units are substandard



SOLUTIONS

- / Promote and develop social and community housing
- / Buy, renovate, and build affordable housing units
- / Tackle substandard conditions in a lasting way



IMPACTS

- / More families with access to affordable housing
- / Fewer tenants who live in substandard and unsafe housing

in the field

[in Verdun](#)

/ The collective dream of the [Comité d'action des citoyennes et citoyens de Verdun](#), which is to buy and renovate buildings for adequate housing for people living on a low income, has become a reality.



Thanks to a partnership with the non-profit organization [SOLIDES](#), a [first eight-unit building on Woodland Street was purchased](#) in December 2019—and this is just the beginning!



Mr. B. is a renter who had to stop working to care for his severely autistic adult son, with whom he lives.

For years, the roof in their apartment leaked, causing serious water damage and mould in the kitchen. This situation created a lot of stress on the family, and Mr. B's son risked being placed under guardianship due to the instability of his living environment. The need to act was urgent. The Safe Housing Brigade got involved and visited the home several times.

They filed a complaint with the city and followed up with the inspector. The leak was sealed at the source on the roof to prevent any future risk of water infiltration.

With the Brigade's help, Mr. B. represented himself alone at the Régie du logement, in a language other than his mother tongue, and received compensation for damages as well as a reduction in rent."

— STAFF MEMBER FROM THE SAFE HOUSING BRIGADE PROJECT / SOURCE: Côte-des-Neiges activity report, January 20, 2020

in the field

[in Côte-des-Neiges](#)

/ In Côte-des-Neiges, more and more tenants are finding solutions to unsafe housing conditions with the support of the [Safe Housing Brigade](#), which knocks on every door. The Brigade works closely with the city's inspection service. **120 tenants** have received support to solve problems with things like cockroaches, mould, mice, and landlord intimidation.

1,000 ACTS OF SUPPORT

provided over the past year by the Safe Housing Brigade

2/3 OF RENTERS

saw improvement in their housing conditions

1/3 OF RENTERS

wanted to move and did so with the help of the Brigade

... and through preventive action, **200 families were educated about their rights** thanks to workshops, booths and door-to-door outreach



Going further: Generating systemic change

How can lessons learned in Côte-des-Neiges be applied on a larger scale?

The CIP partners are joining forces to document promising practices and lessons that have been key to the success of the Safe Housing Brigade so that regional stakeholders and other neighbourhoods can benefit too.



CHALLENGES FOR PEOPLE IN A SITUATION OF VULNERABILITY OR SOCIAL ISOLATION AND EXCLUSION

- / Navigate the system (social and community services, health, etc.)
- / Access resources that can help them
- / Break out of their social isolation
- / Overcome prejudice



SOLUTIONS

- / Create spaces where people have a voice and can confide in others so that we can better understand their lived realities: citizen cafés / open spaces / door-to-door outreach
- / Go around the neighbourhood: Outreach officers meet people where they are
- / Amplify the voice of people who usually don't have one



IMPACTS

- / People are less isolated and able to get the support they need
- / Citizens can help develop solutions

in the field

[in Centre-Sud](#)

/ A project of the Grassroots Collective Intelligence Laboratory, *Soupe Locale* in the Centre-Sud is an exercise in participatory democracy to power [citizen initiatives and projects](#) in the neighbourhood, such as:

- // A podcast of seniors' life stories // *Le p'tit Chaos*, a play area and gathering place for families
- // A project to let children cook meals for people in need // A petition to get dental coverage
- // A drive-in movie theatre // And more

The Cité-ID LivingLab evaluated the impact of the soup dinners on the neighbourhood's social capital. The results were compelling. *Soupe Locale* helped people break out of their isolation by letting them:

- // Connect with others // Access new resources
- // Reinforce their feeling of personal strength
- // Stimulate the entrepreneurial spirit

SOURCE: Centre-Sud soup dinners: a vector for social capital | Executive Summary—Cité-ID LivingLab—ENAP—December 18, 2019

83%

OF PARTICIPANTS REPORTED THAT THE *SOUP DINNERS* MADE THEM WANT TO GET INVOLVED IN THEIR NEIGHBOURHOOD

in the field

[in Rosemont's east end](#)

/ Over 100 people attended the inauguration of the new Espace 40°/Beaubien community and citizen space on January 21, 2020.



The east end of Rosemont lacks infrastructure, and for years we wondered how we could connect with local residents. We said to ourselves, 'Let's rent a commercial space in a well-located and accessible public area.' ”

— DENIS LECLERC, EXECUTIVE DIRECTOR OF THE CDC DE ROSEMONT / SOURCE : *Métro* Newspaper, January 31, 2020

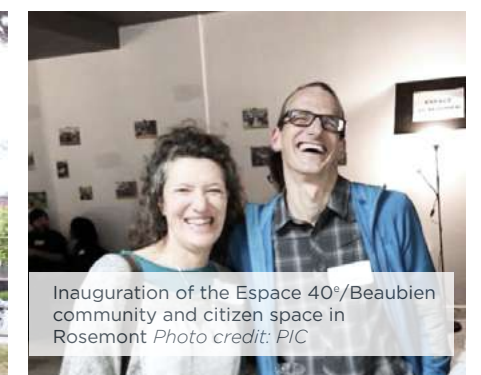
Multipurpose, inclusive and self-managed, this new space is open to agencies that want to run activities and meet people who live in the neighbourhood's east end. They can also use the facilities to develop their own projects.

This initiative is part of the [Aller vers](#) collective initiative that agencies have used to devise new ways to reach isolated people:

- // Advertising campaign and [reflexerosemont.org](#) website to promote resources (very useful during the COVID-19 crisis)
- // *Mob'ile du coin*: You can't miss this referral resource in the form of an island and palm tree hitched to a bike! Someone from the agency rides this mobile unit to community housing and gathering places to reach people who need help most, right where they are



Mob'ile du coin initiative of the Aller vers project in Rosemont
Photo credit: CDC Rosemont



Inauguration of the Espace 40°/Beaubien community and citizen space in Rosemont
Photo credit: PIC



The future community and citizen space
Photo credit: CDC Rosemont



CHALLENGES FOR NEWLY ARRIVED FAMILIES

- / Understand the Quebec school system
- / Communicate with the school: language barriers and cultural codes
- / Know about resources in the neighbourhood that can help them



SOLUTIONS

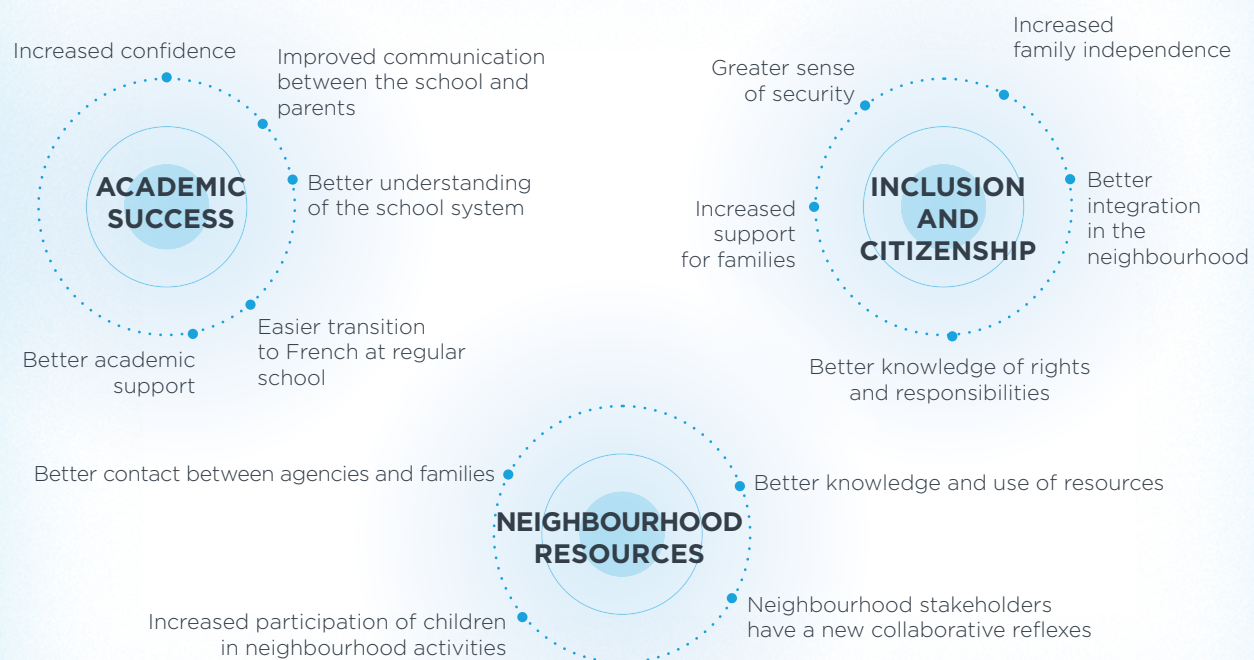
- / Connect families, schools and community agencies
- / Create links to family support services
- / Translate to create connections and open doors



IMPACTS

- / Immigrant parents have a better understanding of the Quebec school system
- / They are better equipped to support their children's academic success
- / Better integration of children from immigrant families at school

A CONSTELLATION OF IMPACTS THAT BENEFIT CHILDREN



Adapted from the SFC-project participatory evaluation report, November 2019

in the field

in Saint-Léonard



500 families

have received support from School-Family-Community project officers since January 2018



Video of the School-Family-Community project in Saint-Léonard
Video credit: Concertation Saint-Léonard



One day, I had to go to a meeting at my 8-year-old daughter's school. On the way there, I thought, 'Here we go again. I'm about to sign something I don't understand.'

When I arrived, I saw the new project officer, whom I had met at the family centre. She greeted me with a big smile. I immediately trusted her and talked to her in Arabic about why I was there and my concerns. Since she is of Northwest African origin, she understood my need and offered to accompany me to the meeting.

For the first time, I understood everything! That's when I started getting support from the School-Family-Community project officer. Step by step, solution after solution, things started to fall into place for me, not just with school but with our home life as well."

— A SINGLE MOTHER OF 6 CHILDREN, FROM ALGERIA / SOURCE: Stories of change, the School-Family-Community project in Saint-Léonard, February 2020



8/10

school staff members see improved parental involvement in their child's academic success



I always appreciate having the project officer at my meetings with parents, as I feel that they are more relaxed when they have this ally.

Her sensitivity and knowledge of the issues of intercultural communication, her relevant questions and clarifications are always useful in our discussions. She continues the reflection process outside of school meetings and then refers families to the best services in the community, such as specialized CLSC services, community groups, day camps, homework help, and more."

— GENEVIÈVE DION-LESSARD, PSY.D, PSYCHOLOGIST, ÉCOLE ALPHONSE-PESANT / SOURCE: Stories of change, the School-Family-Community project in Saint-Léonard, February 2020



CHALLENGES FOR PEOPLE OF ALL AGES: SENIORS, YOUTH, FAMILIES

- / Devitalized areas
- / Spaces with a lack of collective facilities
- / Downtown core with little green space



SOLUTIONS

- / Listen to how citizens want to reshape these areas
- / Promote participatory urban planning by getting people to come up with ideas to design these new living spaces
- / Work on creating new collective facilities: schools, community centres, green space



IMPACTS

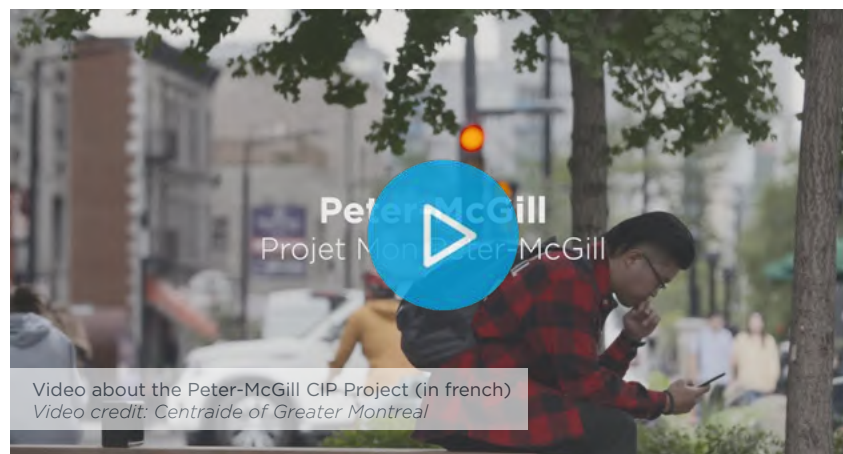
- / New collective infrastructure in neighbourhoods
- / Spaces that meet residents' needs
- / People have an increased sense of belonging and a desire to get involved in improving their quality of life

in the field

[in Peter-McGill](#)

/ Parents and children from Peter-McGill set up a symbolic outdoor classroom in the middle of Cabot Square, as there is no primary school in the neighbourhood even though one is urgently needed. A few months later, it was announced that two—and then three—schools would be built!

By contributing to the development of an integrated community centre and mobilizing citizens to advocate for more social housing, [My Peter-McGill](#) is maintaining its momentum. Developing your future neighbourhood, going to school near your home, and creating memories with your neighbours are essential to feeling like you belong to a community.



Video about the Peter-McGill CIP Project (in french)
Video credit: Centraide of Greater Montreal

in the field

[in Saint-Michel](#)

/ In Saint-Michel, residents are teaming up with Vivre Saint-Michel en santé to create an innovative and impactful real estate project that will provide access to a multipurpose space that includes:

- // Affordable spaces for community agencies // A daycare centre (CPE) // A collective kitchen
- // A multipurpose room

Under the same roof, people can find a network of integrated services for people of all ages



Video about the future community centre in Saint-Michel (in French)
Video credit: Vivre Saint-Michel en santé

in the field

[in Parc-Extension](#)

/ By developing a shared vision of the five priority changes for their neighbourhood, Parc-Extension residents and stakeholders are realizing the importance of creating a community space in the neighbourhood's north end, where families will be able to find integrated support.



The Grands rendez-vous of Parc-Extension.
Photo credit: table de quartier de Parc-Extension

5 PRIORITY CHANGES

1. More high-quality, affordable housing units that are universally accessible
2. Diverse integrated food security actions
3. Multiple ways to support children and youth development
4. More people on a path to integrating socially and professionally
5. Citizens who know about and use the services they need

3.4

COVID-19: Adapting our strategies



We have never seen such a concerted mobilization of neighbourhood stakeholders [to meet the many needs of residents]. The Collective Impact projects have prepared us well for this situation.

— COVID NEWSLETTER, CDC CÔTE-DES-NEIGES / April 9, 2020

/ From the start of the COVID-19 pandemic, workers and community volunteers mobilized to help apply emergency measures for vulnerable people. The CIP partners quickly authorized greater flexibility in the use of financial supports so that they could be reallocated to priority actions.

3 SOME INITIATIVES THAT WERE QUICKLY ADAPTED



1. Emergency food aid in Verdun

In a crisis, solutions can't be individual; they have to be collective. Three years ago, we could never have done this."

— JULIEN CAFFIN, COORDINATOR OF THE CONCERTATION EN DÉVELOPPEMENT SOCIAL DE VERDUN / SOURCE: Presentation at the steering committee meeting on April 16, 2020

/ Although food security agencies used to work in silos, the *Un toit, une table pour tous!* project has helped create structural change, with a focus on collective solutions to address food access issues in the neighbourhood.

This change became even more important during the lockdown when staff had to adapt and readjust every day. Agencies were able to build on the cooperation and solidarity that they developed since implementing projects in 2016. Everyone is more familiar with each other, knows who to talk to, and can support each other.

The pilot project for a local food supply chain that links community agencies, business owners, and citizens meant that 900 baskets and 250 meals were distributed by the end of April.



Distribution of emergency food baskets in Verdun
Photo credit: Concertation en développement social de Verdun



2. Helping families

/ From the first week of the lockdown, six officers from the Saint-Léonard School-Family-Community project mobilized to help families.

The supports they developed, coupled with the trust they had established since 2018, have been key to helping them continue to be a link between parents, schools, and the community to create a full network of resources for their 200 participating families.

A number of Saint-Léonard stakeholders joined forces to create a child-youth-family crisis unit to better coordinate support measures.



Photo credit: Concertation Saint-Léonard

We already had a COVID-19 crisis unit, but the conversations revolved mainly around the need to support food banks. We didn't really have time to discuss youth and family issues."

— JANIE JANVIER, COORDINATOR OF THE NEIGHBOURHOOD PLAN AND COLLECTIVE IMPACT PROJECT FOR SAINT-LÉONARD / SOURCE: *Métro* Newspaper, April 17, 2020



3. Capteurs d'impact: Supporting stakeholders

/ From the beginning of the pandemic, *Dynamo* has adapted and proposed new *capteurs d'impact* or meetings that bring together stakeholders undergoing an evaluation. Frontline workers are exhausted and also need support. These virtual meetings are a place for them to share experiences and what they have learned during COVID-19.



What if we took some time to get a more global view and seized this opportunity to do things better? How could the current situation help us better anticipate future crises?"

— PARTICIPANT COMMENT

3.5

Lessons learned from neighbourhoods

A cross-cutting evaluation process carried out by the Niska cooperative has constantly documented the changes in the CIP-supported neighbourhoods based on the 5 conditions of collective impact.

1. CREATING COMMITMENT
around neighbourhood roundtables that provide **unifying leadership**

2. COMING TOGETHER AROUND COMMON ASPIRATIONS
and creating **strategies to fight poverty**

3. GETTING PEOPLE INVOLVED
in finding **solutions to the issues that concern them**

4. LEARNING TOGETHER
and measuring the impact of initiatives to **improve collective action**

5. CREATING STRATEGIC ALLIANCES
to act on **systems**



"Our strategies are stronger because they are created collectively"

FOUR AREAS OF ATTENTION

indicated by the interviewed neighbourhood stakeholders

1 Taking ownership of collective impact
Ongoing learning beyond a circle of leaders

2 The risk of being stretched too thin
for project stakeholders

3 Ensuring these approaches last

4 The COVID-19 Challenge
Adapting projects and maintaining citizen engagement

SOURCE: Niska Evaluation (preliminary findings—September 2020)

Neighbourhoods reinvest the lessons learned from their collective action

Here are a few observations about commitment and collective learning (conditions 1 and 4, see page 22)*:

/ Maturity of shared leadership in collective project governance. Experience gained and lessons learned in previous years have led to:

- // Greater clarity about the collective vision
- // A simplification of the decision-making process
- // Efficiency gains in project governance
- // Fewer meetings
- // More targeted stakeholder involvement

/ Neighbourhood roundtables are positioned as positive catalysts within a territorial dynamic. They tend to take up less space in implementing collective actions, which leaves room for partners to exercise their shared leadership.

/ Communities have taken ownership of the evaluation. They have become more independent in putting their approaches into practice and adapting them to the reality and needs of their environments.

/ Concrete data about the impacts of these actions is used by partners in the field to better orient and document collective decisions.

/ Lessons learned are seen as very positive for renewing practices and providing space for people, who can now dare to question how things are done.

* The other three conditions will be documented in the next Niska report to be issued in November 2020.

Progress** in the five intensive-support neighbourhoods

Legend 2016-2017 2017-2018 2018-2019 2019-2020

	PHASE 1 Generate ideas and initiate dialogue	PHASE 2 Take action	PHASE 3 Organize to target a specific impact	PHASE 4 Get started	PHASE 5 Review and renew
Centre-Sud	█	█	█	█	█
Côte-des-Neiges	█	█	█	█	█
Parc-Extension	█	█	█	█	█
Saint-Léonard	█	█	█	█	█
Saint-Michel	█	█	█	█	█

**Notes:
1. This analysis is carried out by Centraide advisors.
2. The collective impact phases are adapted from the FSG/Tamarack Institute.
3. Expectations must be set, as collective processes are not linear in each neighbourhood. Learning loops are often needed to lay deeper groundwork for certain conditions.

CAPACITY BUILDING

4.1

Centraide's support

The CIP team consists of **Myriam Bérubé**, Director of Experimental Projects and Learning, **Jean-Marie Chapeau**, Collective Impact Advisor, and **Rotem Ayalon**, Partnerships Strategist.

This team:

- / coordinates committee activities
- / documents impacts in neighbourhoods
- / facilitates collaboration between neighbourhoods and philanthropic and strategic partners
- / supervises the investment process
- / steers evaluation and learning and communication strategies



The CIP relies on the ongoing support of 8 planning and development advisors, the support of the community impact department, and an administrative assistant from Centraide of Greater Montreal's social development team.

This is one of the supports to help neighbourhoods implement action.

This advisory role adapts to the needs and realities of each neighbourhood and has the following four main goals:

- 1 / Strategic investment
- 2 / Social expertise
- 3 / Liaison and partnership
- 4 / Support for skills and leadership development



During the crisis, Centraide advisors have actively supported communities by participating in local crisis units and liaising with strategic partners in each neighbourhood to ensure funds get to the areas most affected by the pandemic in a consistent and coordinated way.

4.2

Self-evaluation: A key component of strategic learning

/ SELF-EVALUATION MEANS:

TAILORING the evaluation to each neighbourhood's context and needs.



Having the evaluation carried out **BY** neighbourhoods, **to define for themselves** the goals they want to achieve.



An approach to:

- // serve the action plan // build capacity
- // learn together // continuously improve practices

/ EXAMPLES OF EVALUATION QUESTIONS

Saint-Léonard
Are families better equipped to fulfill their role in their children's academic success?

Saint-Michel
Have we improved access to **fresh and high-quality** food in the neighbourhood?

Côte-des-Neiges
Have housing conditions improved in our neighbourhood?

Centre-Sud
How did our collective projects help improve **living conditions** for citizens?

/ THE SELF-EVALUATION STEPS



To support neighbourhoods in their evaluation processes, the CIP partnered with Dynamo to offer:

- / Training
- / Spaces for discussion
- / Tools
- / Tailored support

/ WHAT WE ARE LEARNING

1. Neighbourhoods can demonstrate their **CAPACITY** to evaluate their own impacts. Self-evaluation reinforces neighbourhoods' **POWER TO ACT**.

2. MEASURING and **DOCUMENTING** impacts helps to better coordinate actions and partnerships in the field.

3. Defining **TOGETHER** the changes that we want to contribute to and **MEASURING** them requires an investment in time and energy.

WHAT ARE WE LEARNING? HOW WILL WE KNOW WE'RE SUCCESSFUL?

ÉvalPIC

Self-evaluation capacities are being reinforced in neighbourhoods

- / Lessons learned are reinvested in collective reflection and action
- / Stakeholders appreciate **Dynamo's support** because of its:
 - // Agility
 - // Tailored services
 - // Simple collection tools that are accessible and inclusive
- / 4 out of 5 intensive support neighbourhoods have truly taken ownership of the intentions, process and tools of the impact evaluation approach

SOURCE: Niska Evaluation (preliminary findings, September 2020)

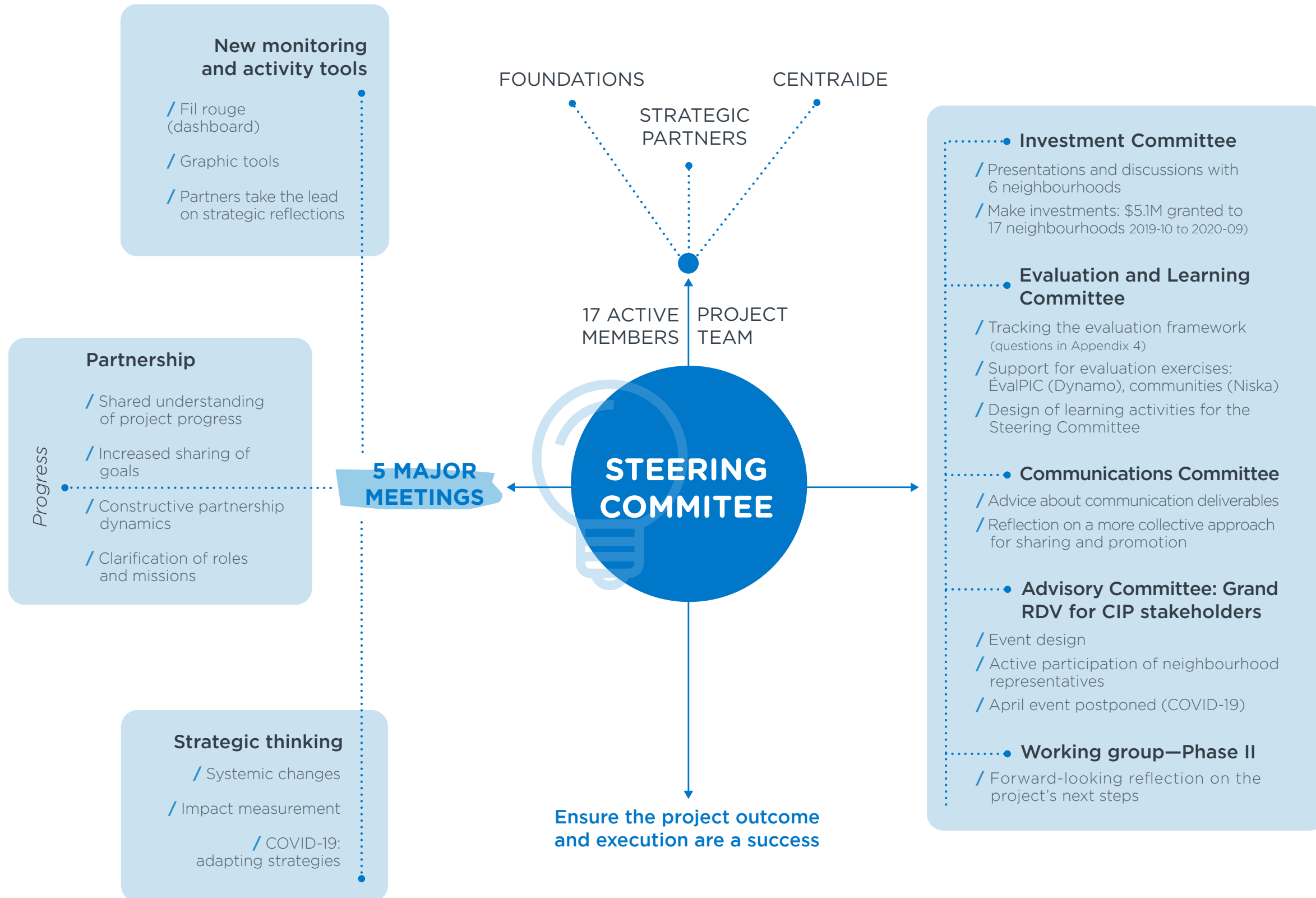
To go even further: Evaluation community of practice

One of the CIP's innovations is that it supports communities to strengthen their collective evaluation skills. To support this approach, Dynamo is leading a community of practice in evaluation with about fifteen stakeholders who specialize in impact measurement.

In addition to sharing practices and developing a common language, this community aims to advise the CIP neighbourhoods about their evaluation work. This year, participants learned about the self-evaluation process of the Saint-Léonard School-Family-Community project.

GOVERNANCE COMMUNICATIONS OUTREACH

5.1 Governance



5.2 Communications

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

5.2.1 Website

Interest in the [website](#) remained consistent with over 4,200 users, who made 6,000 visits to the site. The timelines illustrating neighbourhood projects are still the most visited pages.

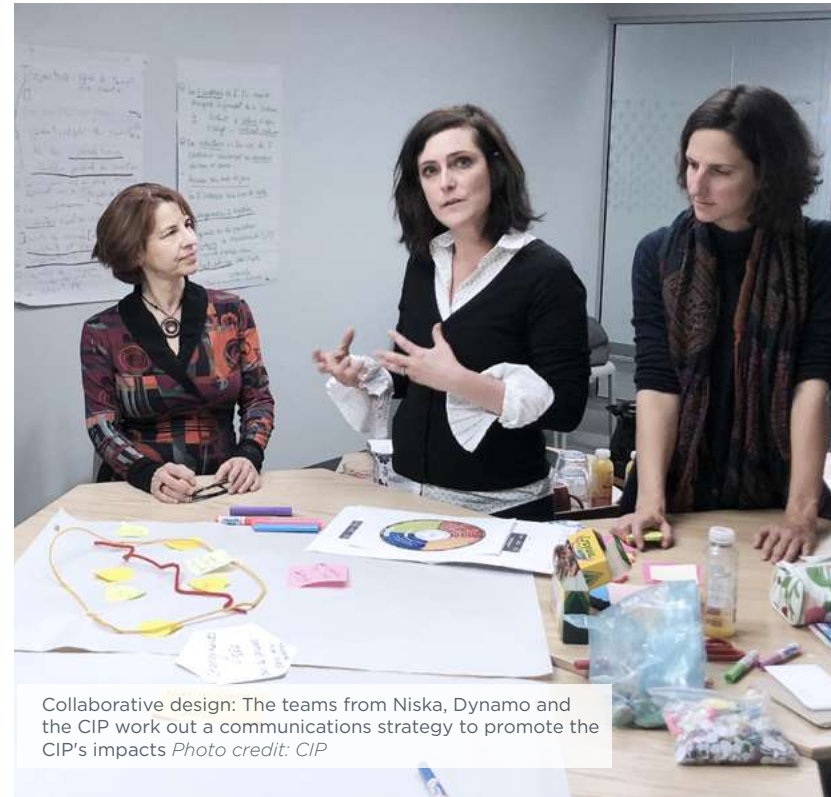
5.2.2 Social media

This year, the project team and CIP partners, including Centraide, generated and shared many posts on [Facebook](#) and [LinkedIn](#). Most of these were tagged with [#PICMTL](#) and [#LePointSurLePIC](#).

5.2.3 Newsletter

10 e-mails (in French and English) were sent between October 2019 and February 2020. The overall open rate at 54.6% is still excellent, as it was last year, as is the click-through rate of 22.5%. Interest in the monthly CIP newsletter has stayed steady over the years, which is confirmed by an unsubscribe rate of barely 0.25%.

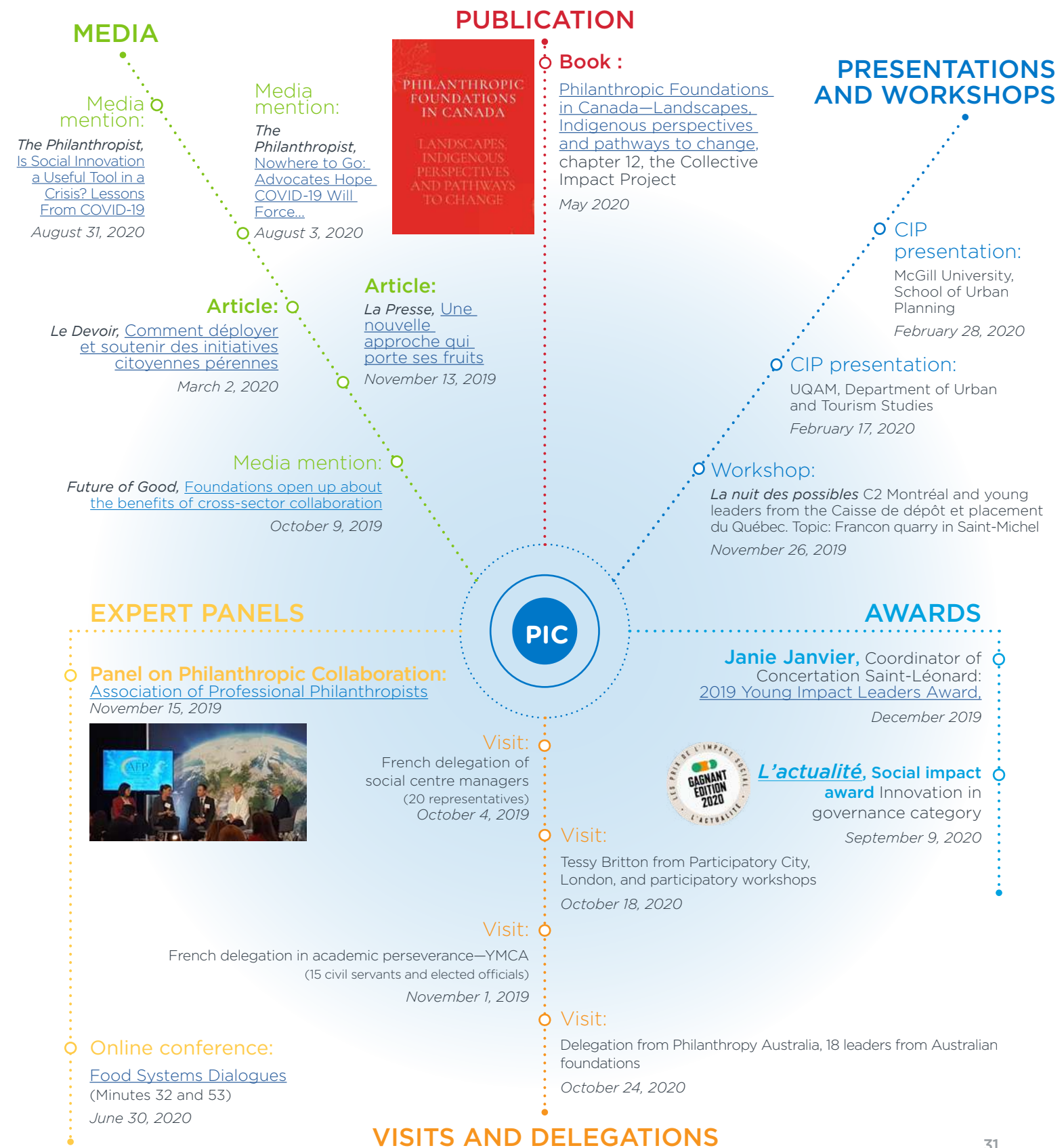
The [newsletter](#) highlights neighbourhood projects and directs subscribers to news on the website. Because of the COVID-19 pandemic, the CIP newsletter was temporarily suspended in March. Subscribers were redirected to Centraide's newsletters, which were issued more frequently to provide content on emergency measures and the constant evolution of social issues.



Collaborative design: The teams from Niska, Dynamo and the CIP work out a communications strategy to promote the CIP's impacts Photo credit: CIP

5.3 Outreach

The CIP reaches out and inspires! Here's how the CIP partners and team have talked about this unprecedented experience on multiple platforms.



5.4 Images of Collective Impact

1 Neighbourhood tours in Saint-Michel

The Pathy family takes a guided tour of Saint-Michel given by Vivre Saint-Michel en santé

Photo credit: Pathy Family Foundation



2 Lachine's small markets

During the pandemic, Lachine has taken action with its mobile market initiative

Photo credit: [Métro Newspaper](#)



3 Sign of hope...

... and solidarity in Peter-McGill

Photo credit: [Peter-McGill Community Council](#)



4 A roof for all

My Peter-McGill campaign to support the development of social and affordable housing downtown

Photo credit: My Peter-McGill



5 Youth help out in the east

Children from the Pointe-aux-Trembles youth centre help design and set up the Habitations Séguin courtyard. This is a Vivace-PIC project, supported by La Pépinière | Espaces collectifs

Photo credit: La Pépinière



6 Taking action!

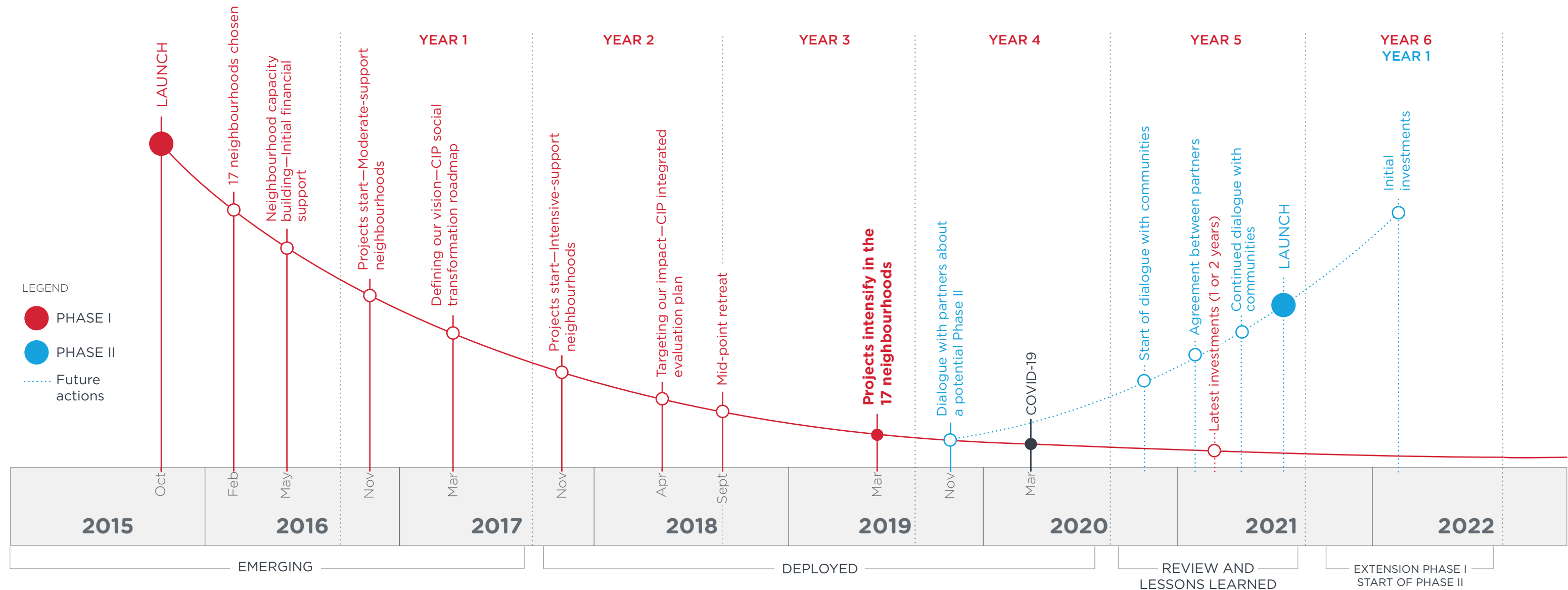
The community of practice in evaluation led by Dynamo

Photo credit: CIP

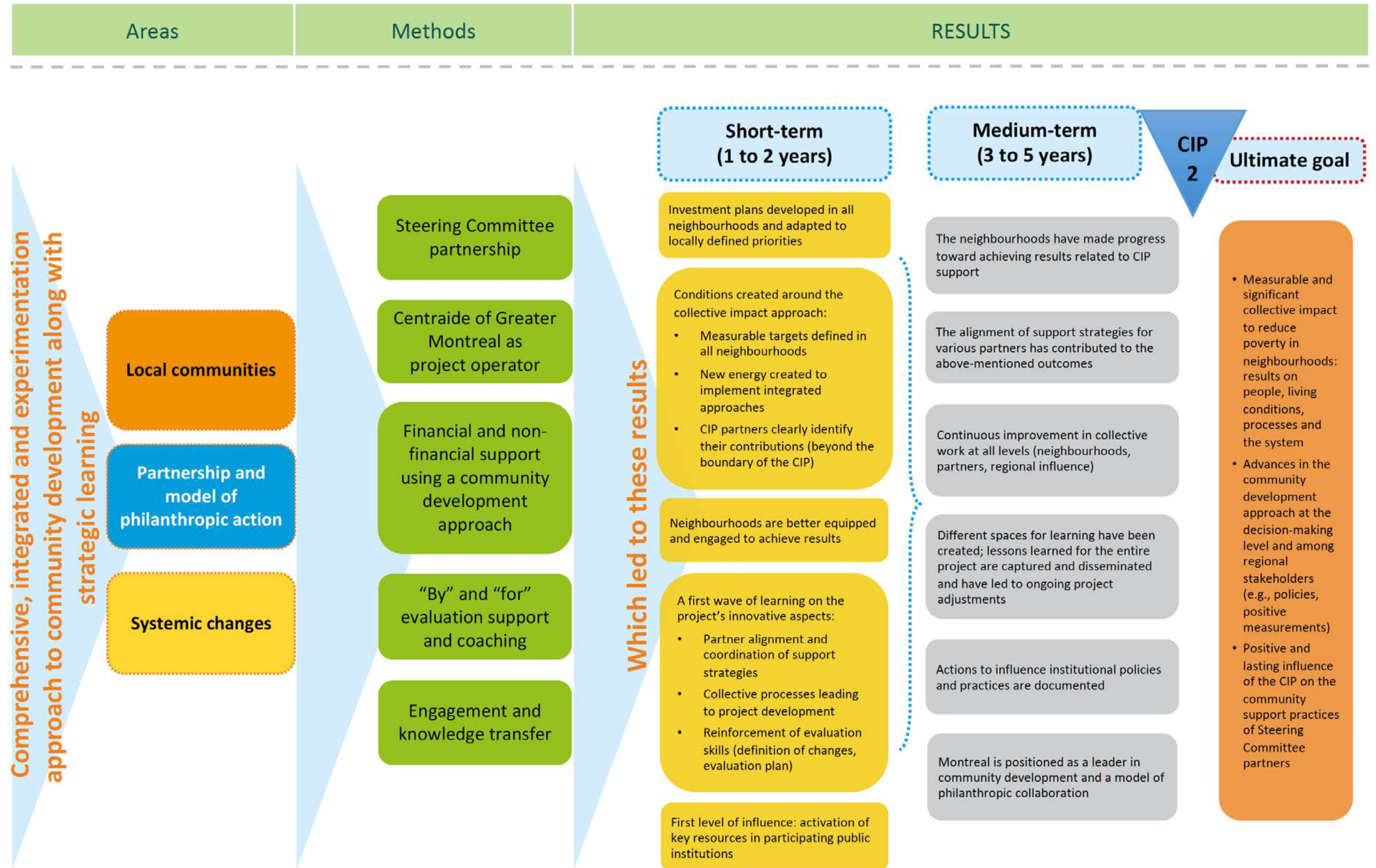
LOOKING TO THE FUTURE

The graph below shows the major CIP milestones to date and the next steps. Phase 1 of the project is ongoing and is already generating many of the expected impacts.

There is a tangible desire among all project stakeholders to continue the CIP. Communities and partners will be invited to join a dialogue beginning in the fall of 2020 to shape the rest of the project. Everyone's contribution will help us draw from what was learned in Phase 1 so that these lessons can be integrated into the design of Phase 2.



1. CIP social transformation roadmap (logic model)



2. Financial statements and fund balance as at March 31, 2020

	2020	2019
	\$	\$
REVENUE		
Donations	2,790,000	2,890,000
Interest	10,775	30,053
	2,800,775	2,920,053
EXPENDITURES		
Investment	3,243,935	2,811,757
Community support and operating costs	496,297	550,560
	3,740,232	3,362,317
NET RESULT	(939,457)	(442,264)
Start-of-year fund balance	2,491,237	3,063,501
Management costs	(130,000)	(130,000)
END-OF-YEAR BALANCE	1,421,780	2,491,237

SOURCE: Centraide of Greater Montreal's financial statements, March 31, 2020.

3. Status of investments allocated to neighbourhoods as at September 30, 2020

SUPPORT LEVEL	NEIGHBOURHOOD	INVESTMENT 2016	INVESTMENT 2017	INVESTMENT 2018	INVESTMENT 2019	INVESTMENT SEPT. 30, 2020	OVERALL TOTAL
		\$	\$	\$	\$	\$	\$
CIP 1 — Intensive support	Centre-Sud	45,000	45,000	443,465	555,394	498,297	1,587,156
	Côte-des-Neiges	45,000	95,000	199,566	292,582	494,176	1,126,324
	Parc-Extension	45,000	0	148,575	0	195,000	388,575
	Saint-Léonard	45,000	210,000	487,759	162,045	357,317	1,383,954
	Saint-Michel	45,000	250,425	513,668	513,936	528,824	1,851,853
	Total CIP 1	225,000	600,425	1,793,033	1,523,957	2,073,614	6,337,862
CIP 2 — Moderate support	Ahuntsic	0	80,000	66,270	123,142	123,142	392,554
	Bordeaux-Cartierville	0	25,000	110,000	0	0	135,000
	Lachine	12,000	81,626	109,253	130,000	130,000	462,879
	LaSalle	0	51,604	0	0	112,385	163,989
	Mercier-Est	100,000	0	133,000	130,000	133,000	496,000
	Mercier-Ouest	90,000	55,000	116,750	116,645	116,639	495,034
	West Island	12,000	108,425	145,888	162,775	162,453	591,541
	Peter-McGill	160,000	162,062	0	194,847	161,166	678,075
	Pointe-aux-Trembles	80,000	0	133,665	160,425	162,824	536,914
	Rosemont	0	96,000	0	139,900	180,000	415,900
	Verdun	103,775	0	141,236	163,053	153,053	571,117
	Ville-Émard—Côte-Saint-Paul	0	91,035	216,260	105,545	114,450	527,290
	Total CIP 2	557,775	750,752	1 172,322	1,426,332	1,559,112	5,466,293
Capacity building	ÉvalPIC (Dynamo)	150,000	150,000	0	0	105,000	509,400
	Leadership rassembleur™ (Dynamo)	55,368	0	0	0	0	55,368
	McConnell Foundation Social Innovation Fund*	0	10,000	0	0	110,000	302,773
	Total - Other investments	205,368	160,000	0	0	215,000	867,541
	OVERALL TOTAL	988,143	1,511,177	2,965,355	2,950,289	3,847,726	12,671,696

*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.

4. Questions from the CIP evaluation framework

