



ACTIVITY REPORT

01.10 2017 / 30.09 2018

COLLECTIVE
IMPACT
PROJECT





Fondation **Dollar d'argent**



Foundation of
Greater Montréal



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



Montréal 

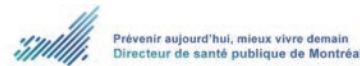


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1. INITIAL INTENTION OF THE COLLECTIVE IMPACT PROJECT (CIP)

Since the mid-1990s, local and regional stakeholders and financial partners have played a part in creating collective action in Montreal's communities, which is a core component in the fight against poverty.

Over time, partners' desire to work together—and their capacity to do so—has increased. Citizens, community agencies, schools, boroughs, CIUSSS, businesses, and other stakeholders have come together around neighbourhood roundtables to launch concrete projects to improve the quality of life and living conditions in their communities.

We have seen that even the neighbourhoods best equipped to apply a collective approach have challenges—such as fragmented funding—that slow their ability to take action.

Given this context and to allow neighbourhoods to move into a more intensive phase of their social development, Centraide teamed up with major foundations and its strategic partners in the Initiative montréalaise de soutien au développement social local to launch the CIP, which provides support that is tailored to each neighbourhood's reality.

Together, we are working to coordinate financial support and strategic action to help neighbourhoods achieve more significant results in the fight against poverty. Our goal is also to improve the systemic conditions on a regional level that prevent local communities from taking action.

The partner foundations have committed to providing \$23 million over five years. Since spring 2016, the CIP has supported 17 neighbourhoods to help them carry out their neighbourhood plan using a comprehensive and integrated development approach. The supported projects are collectively defined and include the voices of residents and local stakeholders, such as community agencies as well as representatives from boroughs and from the health, education, and economic sectors, among others.

Five neighbourhoods are receiving intensive support to implement priorities in their neighbourhood plan, while twelve others are getting moderate support for a major project that will have a multiplier effect in their neighbourhood's development.

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



2. THE CIP AT A GLANCE

Large-scale changes to fight poverty



Implementing and experimenting

CIP 1: Intensive Support for 5 Neighbourhoods

SAINT-MICHEL

Hybrid projects that act on a number of poverty conditions at once: food self-sufficiency, housing, opening up the neighbourhood, and social and job integration.

CENTRE-SUD

Three projects around three areas of change: “Notre quartier nourricier” (Food Needs), as well as the “Mouvement Courtepointe” and “Laboratoire populaire d’intelligence collective” (Living Conditions and Community Life).

SAINT-LÉONARD

The issue of education with the “School-Family-Community project,” the issue of social housing, as well as a new area that pays particular attention to the needs of asylum seekers.

CÔTE-DES-NEIGES

Innovative pilot projects deployed in three areas: Access to quality jobs, affordable housing, and decent housing.

PARC-EXTENSION

A brand-new neighbourhood roundtable to tackle challenges related to education, vulnerable populations, employment and poverty, housing, and opening up the neighbourhood.



CIP 2: Moderate Support for 12 Neighbourhoods 3 PROJECT THEMES

1 CREATING LOCAL FOOD SYSTEMS

Lachine	Lachine food system
LaSalle	Platform for discussion and action in food security
West Island	Learning to work together
Verdun	Giving everyone a roof and a seat at the table
Ville-Émard/Côte-Saint-Paul	Local food system

2 DEVELOPMENT OF COLLECTIVE FACILITIES AND INFRASTRUCTURE

Bordeaux-Cartierville	Citizen space at the Bordeaux-Cartierville community centre
Mercier-Ouest	Community space for everyone
Peter-McGill	My Peter-McGill

3 REACHING OUT TO THE MOST VULNERABLE, ISOLATED OR EXCLUDED PEOPLE

Ahuntsic	Learning citizenship
Mercier-Est	Mercier-Est network
Pointe-aux-Trembles	Places to live
Rosemont	Reaching out

The CIP also involves:

The commitment of nine foundations

- Foundation of Greater Montreal
- Lucie and André Chagnon Foundation
- Marcelle and Jean Coutu Foundation
- Foundation of Greater Montreal
- Lucie and André Chagnon Foundation
- Marcelle and Jean Coutu Foundation
- The J.W. McConnell Family Foundation
- The Molson Foundation
- Trottier Family Foundation

And our three strategic partners with the Initiative montréalaise de soutien au développement social local

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



A \$23-million pledge over 5 years

To achieve significant and measurable results to reduce poverty.

\$2.7M* INVESTED IN 2017-2018

*Only the portion given to neighbourhoods is included in the financial report.

3. ACHIEVEMENTS

3.1.

17 neighbourhoods applying collective impact

Collective impact is based on the idea that communities can generate significant changes in poverty reduction once five major conditions are in place.

The five conditions of collective impact

Collective impact conditions	Definition
1. Support structure, governance and mutual trust	Have (or establish) a structure for collective work that lets people transform their understanding (into a more systemic analysis) as well as their relationships and intentions. This structure must be based on work principles that make people feel confident enough to address controversial topics, contradictions and disagreements about a neighbourhood's complex issues.
2. Shared aspirations and a common action plan	Collectively establish a shared vision, values, and dream. These aspirations must be inspiring and ambitious enough so that everyone understands the degree to which a transformation in collective practices is needed to bring about change.
3. Inclusive community commitment and communications	Put the community at the heart of the change process while allowing a variety of local stakeholders and concerned citizens to contribute to discussions, decisions and actions. Constantly communicate to educate, bring together, and sustain involvement.
4. Evaluation and strategic learning	Gather information and strategic knowledge through a shared evaluation system and use this information to (re)orient strategic decisions. Develop strategies to collect, share, assimilate, and reinvest knowledge.
5. Strategies to spread impact and influence	Focus on strategies with a high potential for a multiplier effect and that are related to the knowledge of local stakeholders, networks, and the resources required for change. Harness local knowledge, networks and resources in order to make a regional impact (e.g., strategic, political, and public stakeholders).

Photo: Vivre Saint-Michel en santé, "Francon, cœur de notre quartier", événement



A first analysis of results in the short and medium term has shown an impact from projects launched in the five neighbourhoods receiving intensive support (see infographics in the appendices).

Reinforced collaborative practices

In all neighbourhoods, the CIP has led to new operating and governance practices along with new rules for generating trust, collaboration and better decision-making mechanisms.

New partnerships

The arrival of new partners and the reinforcement of emerging partnerships has led to new ways to take action and change the practices of stakeholders involved in the collaboration.

Dreaming bigger

The CIP allows neighbourhoods to engage in ambitious projects that have a much higher potential to make an impact on people's quality of life.

Engaged citizens

In these five neighbourhoods, more people are getting involved in the different project creation, planning and consultation processes.

Increased capacity to forecast and measure results

Neighbourhood stakeholders have created a shared vision of the changes they want to bring about and are creating tools to measure their actions.

An impact on systems

The strategies used in these neighbourhoods have a high potential for a multiplier effect, particularly when they include institutional partners (schools, the borough, etc.).

_ Overall, nearly \$2.7M was invested in 2017-2018 to support these 17 neighbourhoods.



Photo: Concertation en développement social de Verdun, CDD Dupuis-Hickson

3.1.1. Significant progress in the five priority neighbourhoods (intensive support)

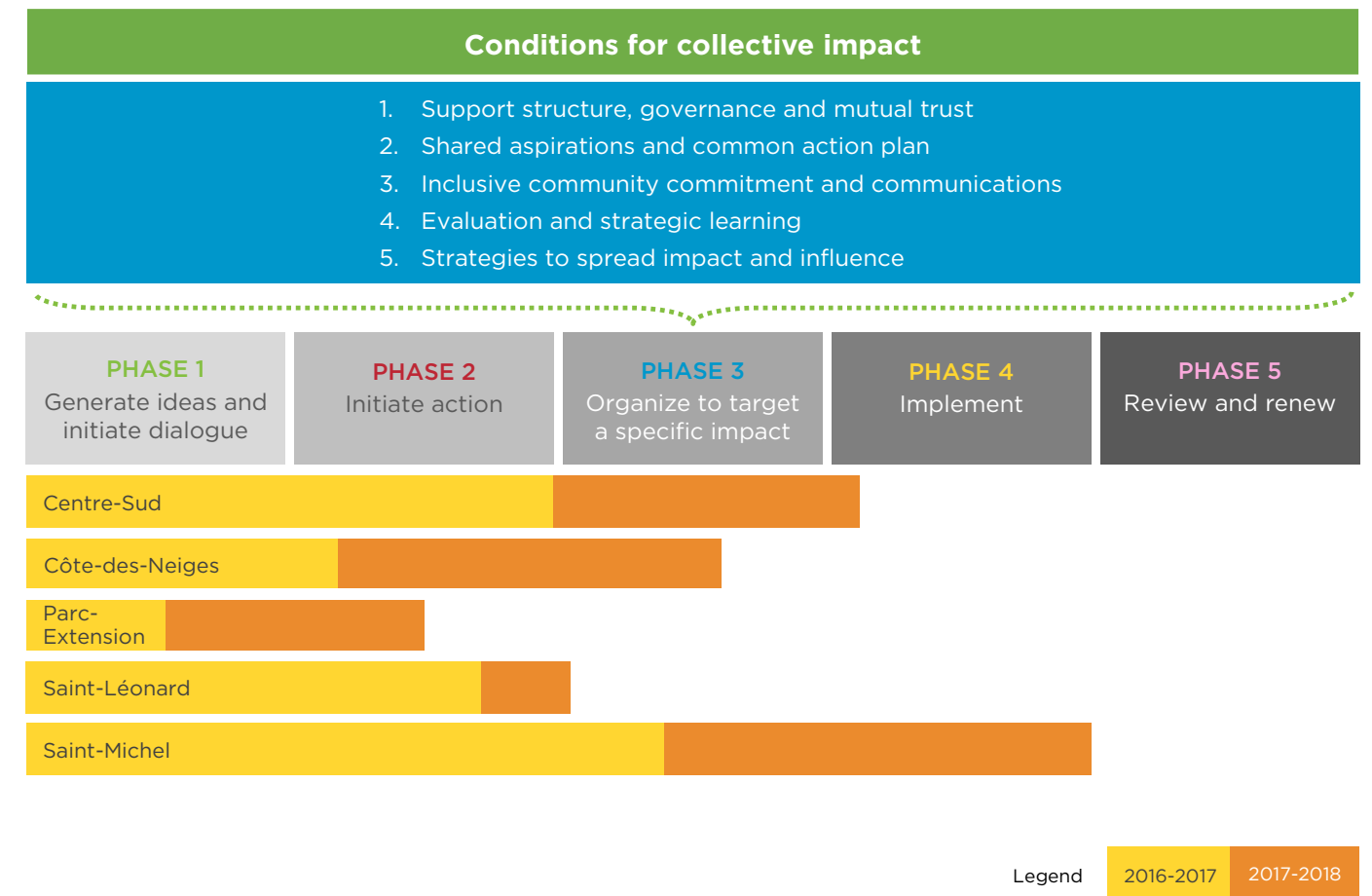
While applying collective action in very different local contexts, Centre-Sud, Côte-des-Neiges, Saint-Léonard and Saint-Michel have started the process with large-scale projects. The time and effort put into developing the neighbourhood plans have borne fruit, as actions are based on solid planning by enthusiastic and involved and engaged partners.

The fifth neighbourhood, Parc-Extension, has taken a crucial step in collective impact with its very first neighbourhood roundtable. It therefore now has a collective tool for social transformation.

All neighbourhoods are currently implementing their evaluation strategy with the support of Dynamo, the agency steering the ÉvalPIC process.

The table below summarizes the progress of these five neighbourhoods in relation to the five collective impact phases. Each of these phases includes the five conditions for collective impact.

Progress in the five neighbourhoods receiving intensive support



Notes

1. Adapted from the tool developed by FSG/Tamarack Institute. As part of the CIP, collective impact conditions—which are constantly changing in terms of both theory and practice—are adapted to local realities.
2. 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.

Support from Centraide advisors

The overview on page 11 was compiled from an in-depth diagnosis that includes indicators collected periodically by Centraide’s planning and development advisors to help them better support neighbourhoods throughout each step. They play a consultative role in many areas and adapt to the needs and realities of each neighbourhood. They provide four main types of support:

Strategic social investment: Focus on the potential of communities and their capacity to generate positive change; goal to maximize added value of the CIP financial support; create a multiplier effect that can leverage a community’s existing strengths. The advisor also supports neighbourhood project planning and ensures that allocated funding is soundly managed.

Social expertise: Conduct an ongoing social analysis to gain a more in-depth understanding of the issues and dynamics of the neighbourhood; provide local stakeholders with practical and relevant theoretical information based on experiences both locally and in other places, particularly when it comes to collective impact.

Liaison and partnership: Promote collective impact by connecting neighbourhoods with stakeholders from different backgrounds to help them innovate or reinforce their results.

— They play a consultative role in many areas and adapt to the needs and realities of each neighbourhood.



Skills and leadership development: Identify areas in which to reinforce capacity, particularly in relation to governance, leadership, evaluation, and communications; suggest the relevant instruments for local stakeholders, i.e., CIP stakeholders, Centraide’s stakeholders, or other partners.

- Leadership rassembleur™ (professional development) and Point de Bascule (community engagement coaching) offered by Dynamo.
- Co-Clic-Co (social media training), Ateliers/C (learning moments on different topics) offered by COCo.
- ÉvalPop (assessment by and for agencies) offered by the Centre de formation populaire.
- Social innovators in residence program run by the Maison de l’innovation sociale (MIS).

Centraide’s team also welcomed two new people this year: Jérôme Elissalde, Strategic Learning Advisor, and Rotem Ayalon, Partnership Advisor. They are updating the intentions of the steering committee based on lessons learned and the project’s contribution to systemic change.

MIS

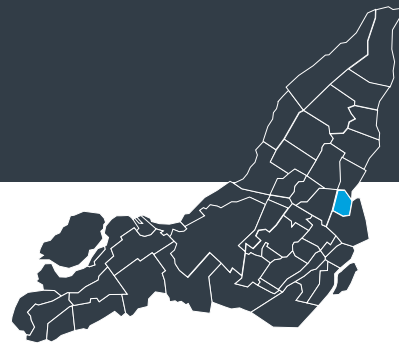
Maison de l’innovation sociale

Through this new partnership agreement, the program allows two neighbourhoods receiving intensive support to get help to implement their project: Côte-des-Neiges, for the prototype of a community job placement agency; and Centre-Sud, to implement a grassroots collective intelligence laboratory.



Centre-Sud

Engaging in 4 areas of change



- 1 Living conditions
- 2 Food needs
- 3 Work, education, and personal development
- 4 Community life

Three areas of change are being supported by the CIP in the Centre-Sud neighbourhood: Food Needs through the “Notre quartier nourricier” project, and Community Living through the “Mouvement Courtepointe” and “Laboratoire populaire d’intelligence collective” projects.

Notre quartier nourricier

The CIP has helped this neighbourhood (which has been identified as a food desert) scale up its initial successes in five complementary food projects on the following themes: greenhouses and job training, zero waste, the Frontenac collective market, collective harvests, and resident action around food security.

These initiatives are led by stakeholders who are passionate about developing local food initiatives for everyone and who are doing even more to reach out to vulnerable people.

Mouvement Courtepointe

The Mouvement Courtepointe is a place for unusual encounters between citizens and members of neighbourhood organizations. The goal is to break social isolation, help people take ownership of the neighbourhood’s history, and create a dialogue between different populations around projects that for the most part are cultural and artistic in nature.

Laboratoire populaire d’intelligence collective

This laboratory is a space dedicated to discussions between residents, community agencies, and different stakeholders and professionals in the neighbourhood. Theme nights such as presentations by community agencies, the co-creation of collective initiatives, discussions and advice, and training help reach the most marginalized people and help them grasp concepts that at first glance may seem impossible to grasp.

The Centre-Sud is receiving help from the social innovators in residence from the Maison de l’innovation sociale (MIS) to deploy this project.



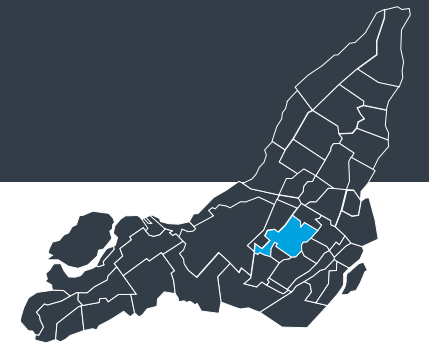
Photo: CDC Centre-Sud, “Notre quartier nourricier”



Photo: CDC Centre-Sud, collective harvests

Côte-des-Neiges

Innovating to improve



- 1 Access to high-quality jobs
- 2 Inadequate housing
- 3 Access to affordable housing
- 4 Language barriers
- 5 Meeting basic needs (food)

The CIP is currently supporting the first three areas of this neighbourhood’s plan.

Access to high-quality jobs

Accompanied by the social innovators in residence of the MIS, the neighbourhood is starting a prototype for a community job placement agency. This pilot project aims to better meet the needs of job seekers by improving connections with local employers.

Access to affordable housing

To provide low-income individuals and families with more housing options, the neighbourhood is creating and experimenting with other ways to develop social and affordable housing. It has started researching innovative models and approaches and developing partnerships with key stakeholders and agencies.

Adequate housing

The goal of this project is to stabilize funding for a human resource dedicated to housing issues and who works to:

- Launch action research and pilot projects.
- Establish a registry or permit program for landlords related to inspections.
- Act as a leader for a project to transform rundown buildings into social housing.



Stakeholders in Côte-des-Neiges

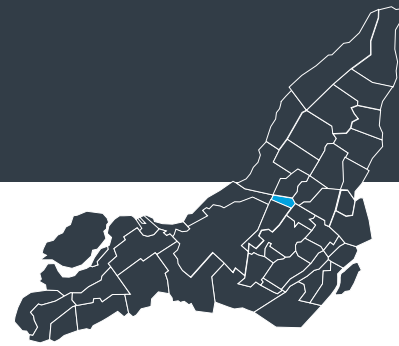
Parc-Extension

Increasing the capacity to act

Parc-Extension has implemented a historic milestone, as it has launched a brand-new neighbourhood roundtable. The inaugural meeting was held on June 16 and was attended by 70 people, including 40 residents.

This roundtable will reinforce the community's and stakeholders' capacity to act, facilitate new projects, increase social investment in the sector, and promote citizen involvement and engagement.

By the end of the three "Grand Rendez-vous" strategic planning exercises, five issues had been identified for collective work over the next few years.



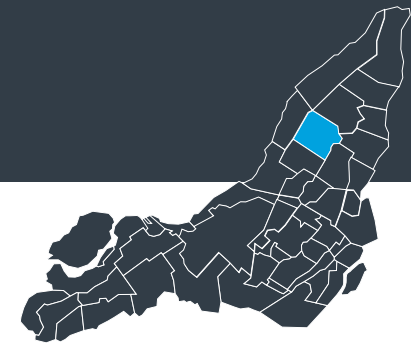
- ① Youth education
- ② Vulnerable populations
- ③ Employment and poverty
- ④ Housing conditions
- ⑤ Opening up the neighbourhood



First board of directors of Parc-Extension's neighbourhood roundtable

Saint-Léonard

Reinforcing the social fabric



- ① Education of youth in the Francophone sector
- ② Access to employment for educated and qualified immigrants
- ③ Availability of adequate housing for families
- ④ A safe environment for active transportation

The CIP supports the issue of education through the School-Family-Community pilot project. It also provides support for housing and for a project for asylum seekers, which is a new issue for the neighbourhood.

Education of youth in the Francophone sector

The School-Family-Community pilot project aims to improve the social and community fabric for immigrant parents so that they can fully play a role in their children's academic success. The CIP allows Saint-Léonard stakeholders to look at different ways to support newcomers to create new services and enhance existing activities. In the coming year, two project leaders—Accueil aux immigrants de l'est de Montréal and the Du Parc YMCA—are hoping to reach 125 and 160 families, respectively. New partnerships are materializing and will help make this project a reality.

Housing

The CIP is supporting the Comité de promotion du logement social (CPLS) to encourage the development of new social housing units. The first start-up phase consists of boosting existing actions in the neighbourhood around this issue so that stakeholders can develop a solid intervention plan.

Asylum seekers

In light of the pressing needs of asylum seekers in the neighbourhood, the CIP is supporting this project that aims to document the situation, mobilize key stakeholders—such as the Table de concertation des organismes au service des personnes réfugiées et immigrantes (TCRI)—pool knowledge, and reveal action strategies that will lead to a more efficient support structure.

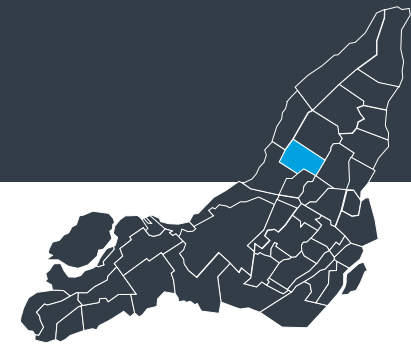


School-Family-Community project

Saint-Michel

Daring to dream big and take action

The Saint-Michel neighbourhood is working on hybrid projects to increase collective impact by acting on a number of poverty conditions at the same time. Significant advances were made in the three areas supported by the CIP in 2016-2017, to which two new areas were added in 2017-2018.



Saint-Michel's integrated and global proposal

- Food self-sufficiency — Academic success — Pre-employability
- Empowerment — Housing — Public Spaces — Safety
- Engagement — Opening up the neighbourhood — Academic perseverance
- Social, cultural and job integration
- “La boîte à tout le monde” community centre

Food self-sufficiency

Last year, this innovative area with a high potential for collective impact continued to make a difference in both food security and academic success. More specifically, the neighbourhood is currently working to:

- Operate two production gardens, including one at the École Louis-Joseph-Papineau, which held 70 educational urban agriculture activities for 18 student groups. These students developed their entrepreneurial spirit, their creativity, and a sense of responsibility.
- Set up a commercial collective kitchen to facilitate food processing and distribution.
- Create a four-season greenhouse as a key place of learning.
- Promote citizen involvement by creating opportunities for involvement and learning.

Housing

The past year of activities has let the neighbourhood make great progress in housing, urban development, and safety that will have a bigger impact in the medium and long term. Work in this area will particularly help the neighbourhood:

- Educate citizens about substandard housing.

- Create an assessment in the fight against substandard housing. Last year, 2,888 housing units were inspected. After these inspection visits, 71% of renters said that their housing condition problem had been resolved.
- Research and compile a list of sites with a potential for the development of social housing projects.
- Lead citizen meetings to create green alleys in the east part of the neighbourhood.

Opening up the sector

The “De Miron à Francon” project is engaging citizens, agencies, institutions and external and university resources in the co-design of the redevelopment for the Francon Quarry. This co-design will be similar to the concept for the Miron Quarry, which is now home to the new Parc Frédéric-Back. In this area, 250 people expressed an opinion about the future of the Francon Quarry. This project will transform the image of the neighbourhood and the quality of life of its residents.

TWO NEW AREAS

Social, cultural and job integration

Through this component, the neighbourhood is looking to invest in areas with a high potential for development and/or revitalization to create an annual ephemeral space. Here, arts and recreation will play an important role and become a springboard for innovation and creativity that will lead to a multitude of activities. Young people left on their own after school—and particularly during the summer—will be asked to pitch in.

“La boîte à tout le monde” community centre

This project is part of the vision to redevelop the Francon Quarry site. In light of the transformation of the Parc George-Vernot building belonging to the Ville de Montréal (a CIP partner), the lack of community space is an opportunity for the neighbourhood to create a multipurpose centre as a hub for employability in the community sector and in early childhood and food services.



Photos: Vivre Saint-Michel en santé, Les Jardins des Patriotes



The CIP is a catalyst for change and sustainable development across all Montreal neighbourhoods. Just a few of the reasons for the CIP's success are its broad partnership structure, its deployment model based on innovative solutions stemming from local collective work, and its target of measurable impacts.

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



3.1.2. A multiplier effect in 12 target neighbourhoods (moderate support)

After defining the collective projects for the first round of funding in Year 1, all neighbourhoods took action this year and are now in the implementation and experimentation stage. The CIP has created a multiplier effect for large-scale projects.

Overall progress



Creating local food systems

Lachine LaSalle West Island Verdun Ville-Émard/Côte-Saint-Paul

The launch of the CIP has been an opportunity for many Montreal neighbourhoods to lay a foundation for local food systems or to reinforce or scale-up existing systems to provide food security to populations in a situation of poverty.

In addition to addressing the causes of food insecurity—such as poverty, a lack of affordable housing, or even social exclusion—local communities are developing systems that promote healthy diets and access to healthy foods that are locally grown while keeping the focus on social, economic and environmental equity. These food systems have many interconnected links that range from production, processing and distribution to consumption and waste management.

For example, Ville-Émard/Côte-Saint-Paul is working to connect all activities and services dedicated to food and develop new services for people experiencing food insecurity.



Photo: Concertation Ville Émard / Côte St Paul, Mobile Markets



Photo: Vivre Saint-Michel en santé, Les jardins des Patriotes

Development of infrastructure and collective facilities

Bordeaux-Cartierville Mercier-Ouest Peter-McGill

Quality of neighbourhood life and community development requires infrastructure and collective facilities that are accessible, user-friendly, and adapted to residents' needs.

Three neighbourhoods have joined forces to create healthy living environments by including the voices of residents in all development plans.

Peter-McGill has made major gains to create two primary schools, a community centre, and green spaces by giving residents a voice. These collective facilities were non-existent in the neighbourhood. In Mercier-Ouest, the Community Space for Everyone project has led to community spaces for families and transitional housing for young single mothers. Residents of Bordeaux-Cartierville will enjoy neutral and inclusive citizen spaces at the future community centre.

Reaching out to those who are most vulnerable, isolated, or excluded

Ahuntsic Mercier-Est Pointe-aux-Trembles Rosemont

One of the biggest challenges that agencies face every day is finding vulnerable, isolated and excluded people who can't seek out help and support themselves.

Four neighbourhoods decided to explore new strategies and avenues to reach out to these people.

Mercier-Est partnered with the Caisse Desjardins and 211 Montréal to launch interactive terminals and a web platform with information on neighbourhood agencies. Pointe-aux-Trembles/Montréal-Est is developing initiatives for families and creating new services in this highly industrial sector.

Close-up on the CIP in three Montreal neighbourhoods: Ville-Émard/Côte-Saint-Paul, Peter-McGill and Mercier-Ouest.

Discover our videos at pic.centraide.org.

Photo: Solidarité Mercier-Est, launch of interactive terminal



Photo: Pointe-aux-Trembles/Montréal-Est, support for families in housing co-ops



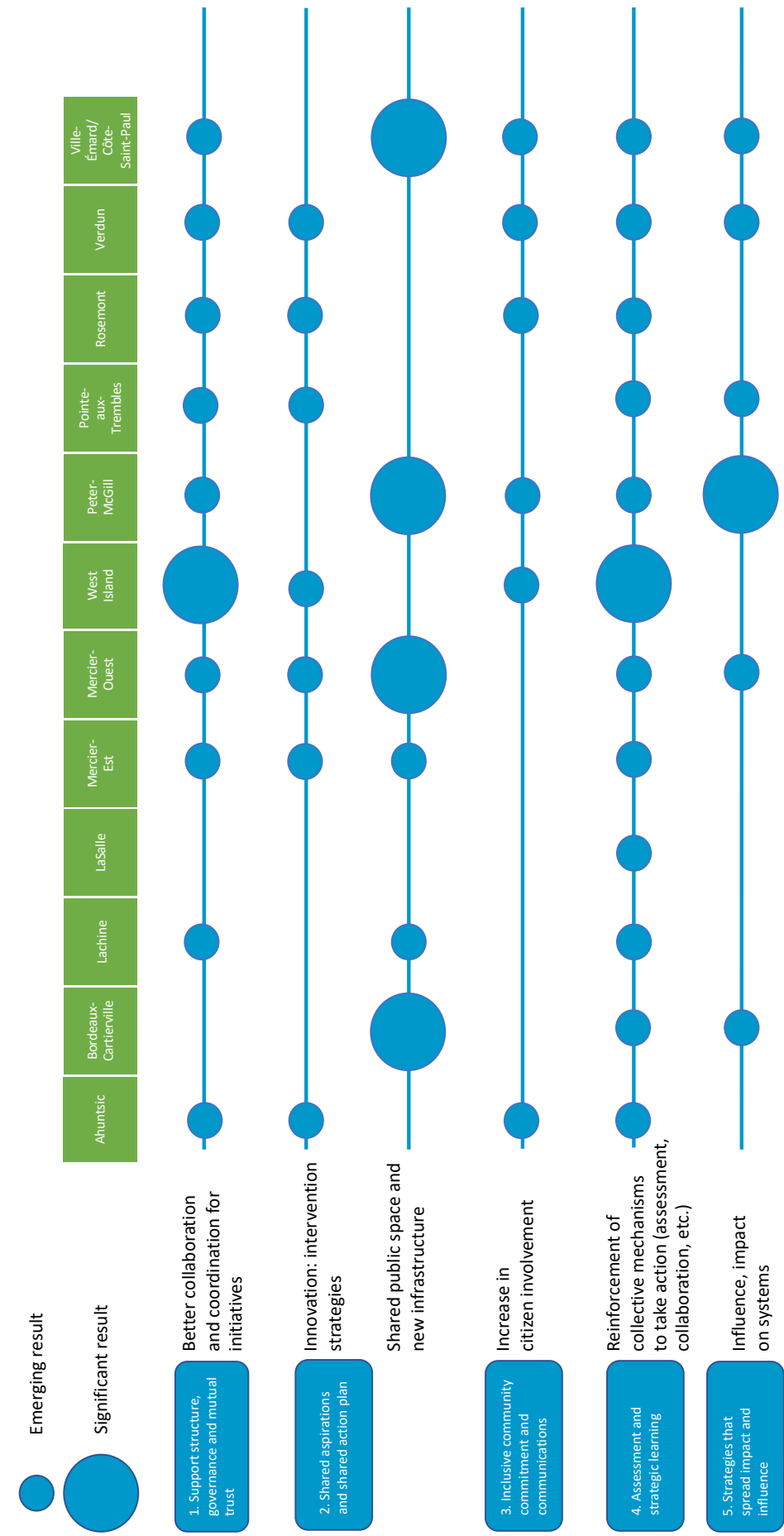
Photo: Interaction du quartier Peter-McGill, "outdoor school" to demand primary schools for the neighbourhood

Initial results

A first overview of the results from the 12 neighbourhoods receiving moderate support demonstrates the CIP's areas of impact starting from the deployment of the initial investments.

For example, there have been significant advances in projects related to collective facilities and infrastructure, better collaboration and coordination for initiatives in many neighbourhoods, as well as an overall global reinforcement of the collective ability to act.

Results for 12 neighbourhoods receiving moderate support



3.2.



ÉvalPIC

A range of training and support activities to reinforce evaluation in neighbourhoods

The 17 CIP neighbourhoods are engaged in evaluating the results of their actions at different levels of intensity. Support is provided to reinforce the evaluation capacity of stakeholders participating in different local projects. Dynamo has run many training and support activities to help neighbourhoods implement their evaluation strategies. As learning is at the heart of the CIP, spaces for discussion and reflection were created and led by Dynamo throughout the year to help stakeholders who are working in the field share their knowledge, challenges and achievements.

The five intensive-support neighbourhoods have received tailored help from Dynamo for their evaluation process. This support is adjusted to the needs and realities of each neighbourhood. Through training, coaching, and technical advice, these neighbourhoods are defining their target results and how they are going to measure, document and use these results.

Thanks to the five evaluation workshops run by Dynamo, the 12 moderate-support neighbourhoods are now working on learning, knowledge transfer, and experimentation.

The participants, who also received tailored help, have learned about methods and tools to lead and collectively carry out an evaluation process in their communities. These lessons have been quickly transferred to most neighbourhoods (more information about expected results, avenues for change, evaluation questions, and data collection methods, etc.).

Three spaces for discussion and brainstorming offered for the first time in 2017-2018 gave the partners of local projects supported by the CIP an opportunity to share experiences with promising themes: community deployment of the CIP, governance of local projects, and collaboration in action. These events, which included about twenty participants per workshop, helped the neighbourhoods reveal and share the knowledge generated from their project implementation.

On March 21, 2018, Dynamo invited over fifty people, partners of the CIP Steering Committee and representatives from the five intensive-support communities, to the **second CIP event to bring people together**. This special moment on the topic of collective intelligence let everyone meet, talk, and share different perspectives on the project's deployment.



Photo: Coming together for the CIP

For a second year, the CIP helped Dynamo coordinate a **community of practice for evaluation** with about 15 Montreal stakeholders involved in supporting evaluation in a collective context, such as Innoweave, Communagir, Avenir d'enfants and Niska. This community of practice lets its members develop skills and coordinate their actions to increase community capacity for evaluation. Several new members were added to the community of practice this year, including representatives from Montreal neighbourhoods. The community of practice was also the focus on a talk at the conference of the Société québécoise d'évaluation de programme (SQEP) held on October 24, 2017.

3.3.

Steering committee

New synergy, renewed collaboration

After two years of operations, the CIP model was reviewed in order to:

- Clarify the role of partners and their level of commitment.
- Improve partner contributions.
- Make the CIP deployment more agile.
- Have more in-the-field connections with neighbourhoods.
- Intensify learning.

After nine months of testing, the results are conclusive. The new operational framework is more agile and helps partners become more invested in their work according to their capacity and interests.

Major meetings

The steering committee held two major meetings to go over progress made in neighbourhood initiatives, talk about lessons learned, review the highlights of the CIP, and strategically reflect before the retreat.

Relationships with neighbourhoods

A new feature this year that everyone has greatly appreciated is the working sessions held in Centre-Sud, Côte-des-Neiges and Saint-Michel.

The steering committee members also participated in many neighbourhood events, such as an activity review of Parc-Extension's financial partners, press conferences, strategic discussion meetings, public meetings, interneighbourhood meetings on food security and housing, etc.

Conference calls about investments

Neighbourhood investments were discussed during four conference calls, during which partners discussed, supported, and enhanced the proposals developed with the support of Centraide advisors to ensure they were consistent with the CIP's investment scenario and goals.

Working committees

Two working committees were launched on communications and evaluation.

The communications committee held two meetings and focused primarily on the communications area and its pillars. Through constructive feedback, this committee has decided to continue deploying existing communications tools, such as the website, newsletter, and social media content, and to start producing video.

In May 2018, the committee proposed the following goals for the following month:

1. Initiate a brainstorming process with stakeholders to clarify the CIP brand image.
2. Reinforce what is already being done by increasing publication output.
3. Develop more interaction with stakeholders, particularly neighbourhoods.
4. Use "solutions journalism" and produce short videos on what has changed in the neighbourhoods.
5. Document the "CIP experience," in particular with a new section on the website.

With the support of an outside resource, the evaluation committee tackled a very big challenge this year of creating an evaluation framework that covers the CIP's three areas: community, partnership/philanthropic action model, and systemic change based on the CIP social transformation roadmap. The committee

held five working meetings. The CIP evaluation plan is based on four major questions that are identical for each area:

1. How can we describe the degree to which results have been achieved in the short term? What do the initial results reveal about the progress made in the target direction?
2. How have CIP-related initiatives contributed to this progress? How and under what conditions have the resources deployed under the CIP fostered these results in the short term?
3. Toward the end of the project, how much progress will have been made in the desired direction? To what extent have the results in each area been achieved?
4. What influence does the context have on the CIP deployment and on the results (impact) observed? How have the relationships between the CIP's system of action and the wider ecosystem played out?

Coop Niska was hired in September 2018 to conduct an initial cross-cutting evaluation of progress in the five neighbourhoods receiving intensive support.

A second project will follow this fall on partnership and systemic change.

Retreat

Held at the CIP halfway point, or two and a half years after the project launch, the retreat on September 18 and 19 was an excellent moment of reflection and exploration. The steering committee as well as representatives from neighbourhoods used this time to talk about how the project was evolving, identify adjustments that could be made by the end of the first five-year phase, and start work to co-design a potential Phase 2 of the CIP.

This reflection process was divided into five major questions on results, lesson learned, the next steps of the deployment, contribution to systemic change, and the evolution of participation in the project.

A new stakeholder

Again this year, the CIP welcomed a new partner: the Trottier Family Foundation. The Foundation provides expertise in science, education, health and the environment, particularly the mitigation of climate change.



Retreat

3.4. Communications

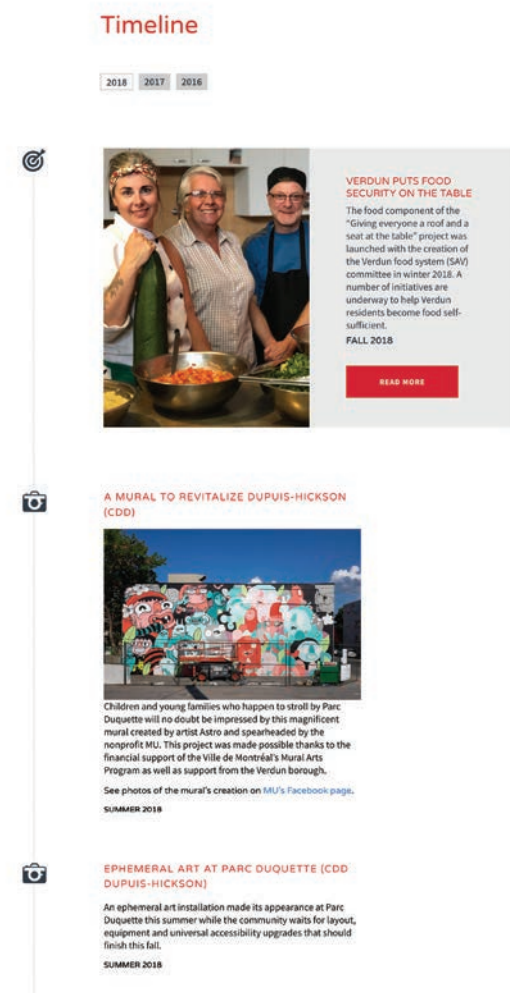
Website

17 neighbourhoods, 17 stories to tell

The “Your Neighbourhoods” section of the CIP website tells the story of the CIP at the local level. Articles, videos, photos, events and testimonials presented on a timeline show the significant advances made by each neighbourhood, step by step.

This year, 15,964 pages were viewed during 5,220 visits by 3,152 users.

The home page was the main entry page for 45% of visits.



CIP newsletter

Monthly news just a click away

With a remarkable open rate of 53% and an exceptional click-through rate of 23%, the newsletter directs subscribers to news on the website and promotes traffic. All CIP neighbourhoods have been featured in the newsletter at least once this year.



Video production

Images and testimonials of the CIP experience for three neighbourhoods

Three videos were produced in three moderate-support neighbourhoods. Through close-ups on roundtable representatives, agencies, and residents, they show how projects have progressed and how the CIP has had a multiplier effect in these communities.

- Mercier-Ouest: Community space for everyone
- Peter-McGill: My Peter-McGill
- Ville-Émard/Côte-Saint-Paul: Development of a local food system

Social media

The CIP has a constant presence

The #LePointSurLePIC hashtag has continued to attract attention for Centraide on Facebook, Twitter and LinkedIn and has led to reports in the media, the sharing of neighbourhood publications, invitations to read our newsletter, and more.

The CIP is getting buzz

In scholarship

- Taylor, A. and Liadsky, B. (2018). *Collaborative evaluation approaches: A how-to guide for grantmakers*. Ontario Nonprofit Network, page 33. The CIP was cited as an example in the chapter “Working with other grantmakers.”
- Agyeman, J., Engle, J. and Draimin, T. (2018). *Créer des infrastructures collaboratives pour une innovation urbaine inclusive. Villes d'avenir*.
- The CIP will appear in a chapter in the forthcoming book *Philanthropic Foundations in Canada: Landscapes, Indigenous Peoples and Pathways to Change*.

In the news

- Turbot, S. (March 20, 2018). “Quand les villes sifflent la mélodie du bonheur.” *Huffpost*.
- Plamondon Emond, E. (June 9, 2018). “Les philanthropes s’unissent pour lutter contre la pauvreté.” *Le Devoir*.



The CIP has turned the decision-making model that has been in vogue in philanthropy for a few decades on its head: rather than philanthropists deciding where money is invested, the communities themselves determine the priority initiatives for their neighbourhoods.

- *Le Devoir*

3.5.

Strategic networking, promotion and outreach

Networking

Two outcomes constantly observed have been sustained interest in the CIP by partners in the field and an openness to collaborate. This year, Centraide held meetings with a number of partners:

- Ville de Montréal
 - Major meeting with social development directors from all boroughs and the team from the social diversity and sports department for downtown (May 2018).

- Professional meeting between all borough councillors and Centraide’s planning and development advisors (September 2018).
- Interneighbourhood meetings
 - Presentations and discussions about the overall CIP framework (five neighbourhoods attended, May 2018).
 - Local food systems: challenges, springboards, and avenues for action (seven neighbourhoods represented and four members from the CIP Steering Committee attended, June 2018).
 - Housing: challenges, springboards and avenues for action (four neighbourhoods represented and two strategic partners, Ville de Montréal and DRSP, attended, August 2018).
- Maison de l’innovation sociale (MIS): Visit by Projet Young and meeting between MIS and Centraide teams (March 2018).

These meetings informed people and let them discuss progress in the CIP while exploring opportunities for collaboration and coordination in neighbourhood projects.

Participation on the Conseil SAM

Established in spring 2018, the Conseil SAM—Montreal’s first food policy council—is a collective body whose goals are to devise strategic orientations about the development of a Montreal food system, reinforce synergy between existing initiatives, and provide strong regional leadership. Rotem Ayalon, Partnership Advisor for the CIP, holds the philanthropic seat on this council for Centraide of Greater Montreal.



Quebec’s first food policy council was launched in spring 2018. Rotem Ayalon (third from the right, in front), Partnership Advisor for the Collective Impact Project, holds the philanthropic seat on this council.

Promotion and outreach

Centraide and its partners combined their efforts to communicate information about the CIP experience many times throughout the year:

- 2017 summit, Institut Mallet (November 14 to 15, 2017).
- 2017 symposium, Philanthropic Foundations Canada (October 18, 2017).
- Symposium, Société québécoise d’évaluation de programme (October 26 to 27, 2017).

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

Participation in the 2018 Collective Impact Convening, Austin, Texas (April 3 to 5, 2018)

A small delegation of leaders from CIP neighbourhoods and Centraide representatives headed down to Texas for this important conference of over 700 philanthropic, community, and research professionals. The conference topics were highly relevant to the work of the CIP, particularly the themes of systemic change, the equity lens, and funder openness. The leaders from CIP neighbourhoods received tremendous added value from this event. Every lesson learned was reinvested by the Centraide team in reflections leading up to the retreat of the CIP Steering Committee.

4. LESSONS LEARNED

15 key lessons to optimize the CIP

The Collective Impact Project has many dimensions of experimentation and innovation and has therefore generated many lessons.

This year, Centraide's team, in close collaboration with the Steering Committee, started systematizing and structuring the lessons learned, whether they come from communities, Centraide as the project operator, or project partners. Here is the result of the first exercise on the five conditions for collective impact.

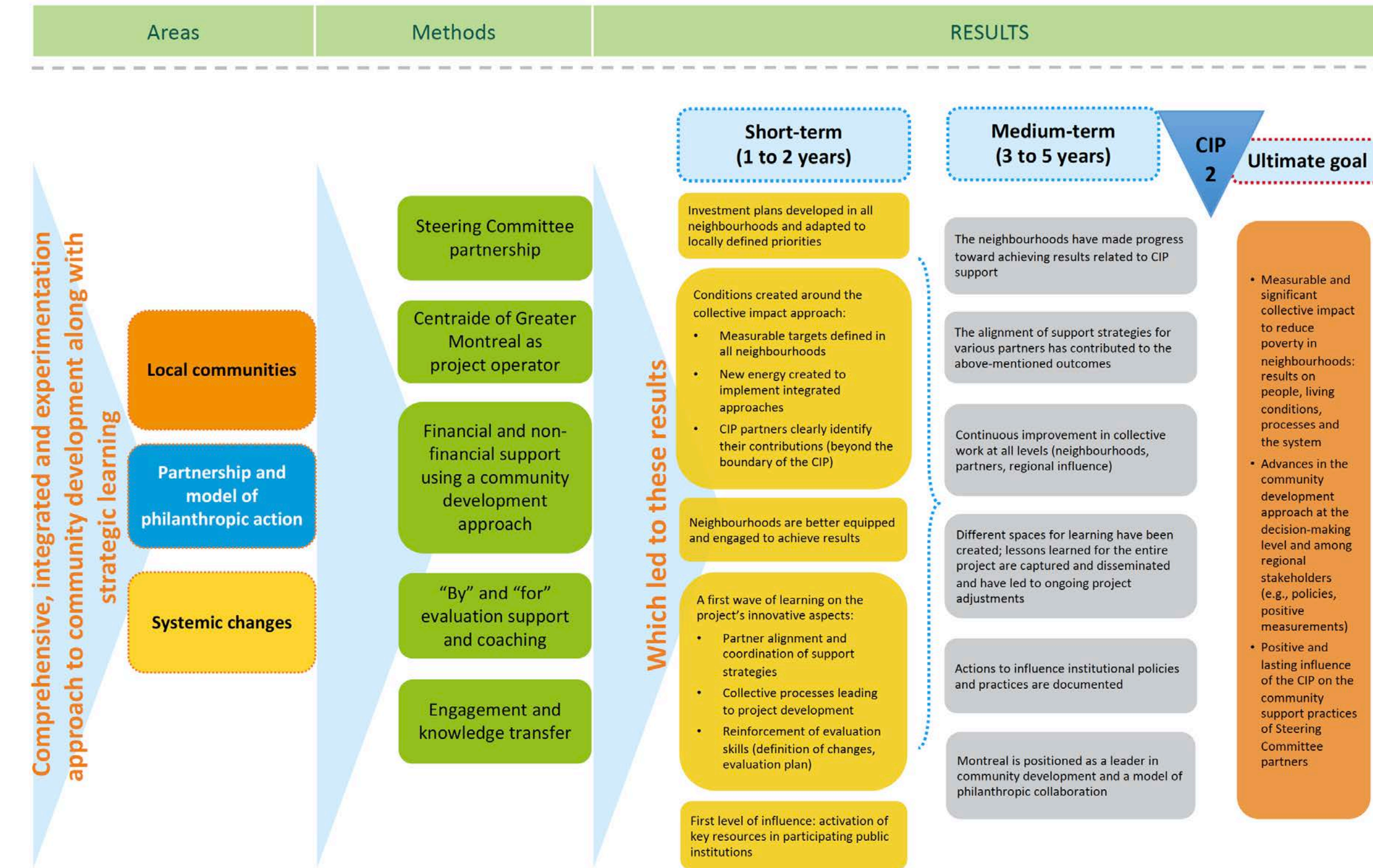
These lessons provide CIP stakeholders with a useful first look that will be reinvested to optimize the rest of the project deployment and more deeply refine other components to come.

Collective impact	Viewpoints	Lessons
1. Support structure, governance and mutual trust	Communities	1.1. The CIP has helped neighbourhood roundtables question the limits of their role, redefine their governance , and create safe spaces to address differences.
	Centraide as project operator	1.2. CIP financial support has helped new leaders emerge in neighbourhoods who have brought new skills and perspectives (and the added value of the Leadership rassembleur™ program).
	Steering Committee	1.3. A more detailed understanding has been developed of the role of neighbourhood roundtables and the diversity of neighbourhood realities, and this understanding has been useful for CIP actions.
2. Shared aspirations and shared action plan	Communities	2.1. Working toward target changes represents a change in collective planning practices for roundtables, as these practices often go beyond the organization’s particular interests.
	Centraide as project operator	2.2. A change in the approach of the partner funder (the initiative operator) has required adjustments in how neighbourhoods are supported.
	Steering Committee	2.3. Meetings with neighbourhoods are essential for a better understanding of realities and needs and an exploration of the possible forms of support.
3. Inclusive commitment of the community and communications	Communities	3.1. The diversity of partners engaged in the process has greatly expanded; economic stakeholders are still hard to reach.
	Centraide as project operator	3.2. Diversity and inclusion are part of leaders’ concerns, but few intentional and engaging actions are carried out from the standpoint of equity (equity lens).
	Steering Committee	3.3. Citizen participation has been chosen as a springboard for all neighbourhoods to fight poverty, and the strategies deployed in each neighbourhood are very different.
4. Evaluation and strategic learning	Communities	4.1. Neighbourhoods want a “by and for” evaluation process , which requires an investment of time to find tools and develop a culture of evaluation (a focus on learning and continuous improvement).
	Centraide as project operator	4.2. People are on board with the evaluation , but implementing the process depends on the capacity of communities to agree on their strategies (complexity of collective decision-making). Defining measurable goals can generate fear (of accountability).
	Steering Committee	4.3. There is great potential for connections and knowledge sharing between neighbourhoods as well as with other initiatives (across Quebec, in Canada, and internationally).
5. Strategies that spread impact and influence	Communities	5.1. Stakeholders are developing a global view of the system they are working in and are starting to create new types of partnerships.
	Centraide as project operator	5.2. Neighbourhoods could benefit from additional support (CIP partnership position) to carry out large-scale projects and achieve systemic change.
	Steering Committee	5.3. The complementarity or alignment of financial levers (beyond the CIP) around neighbourhood priorities is being clarified.



APPENDIX 1

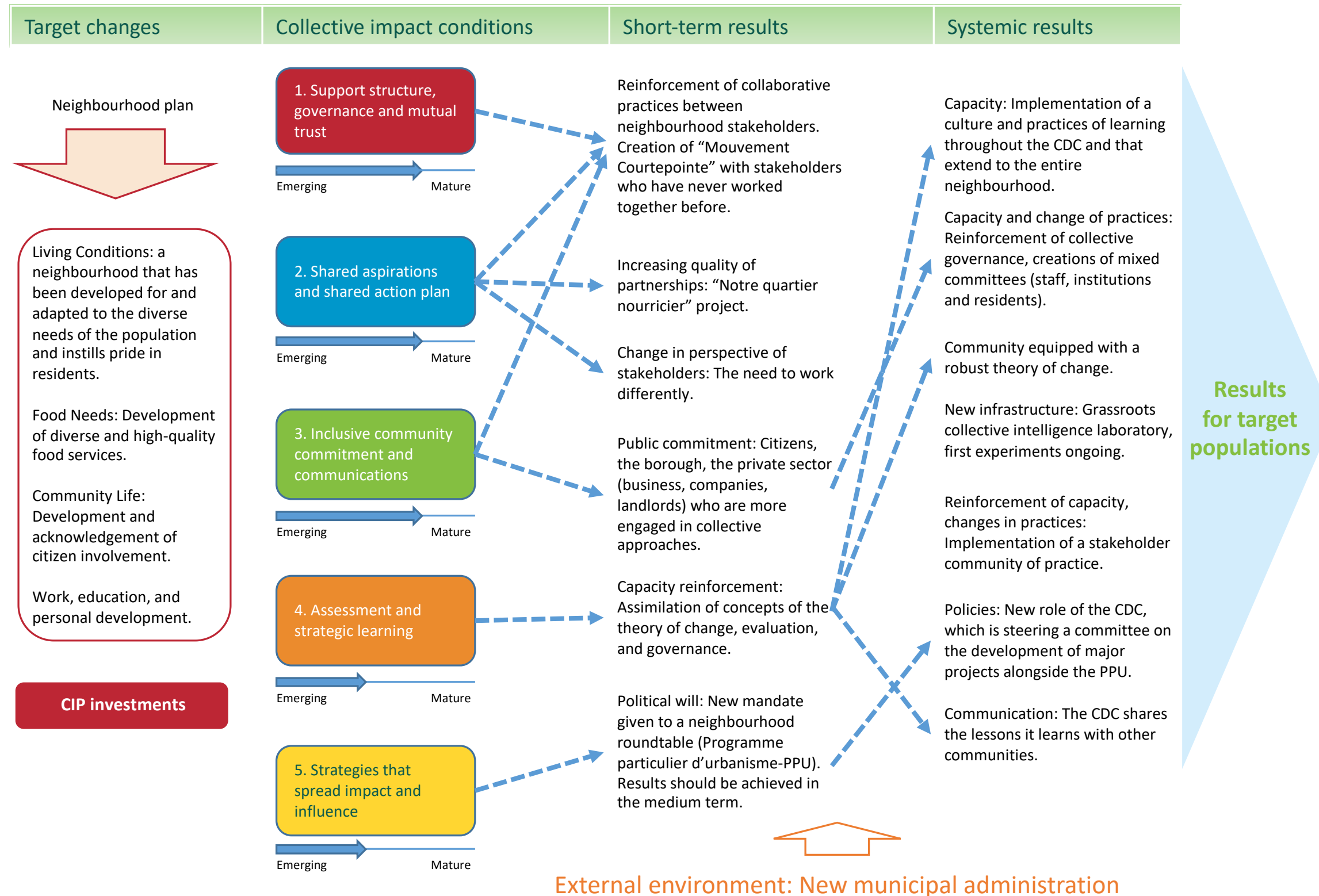
CIP social transformation roadmap (logic model)



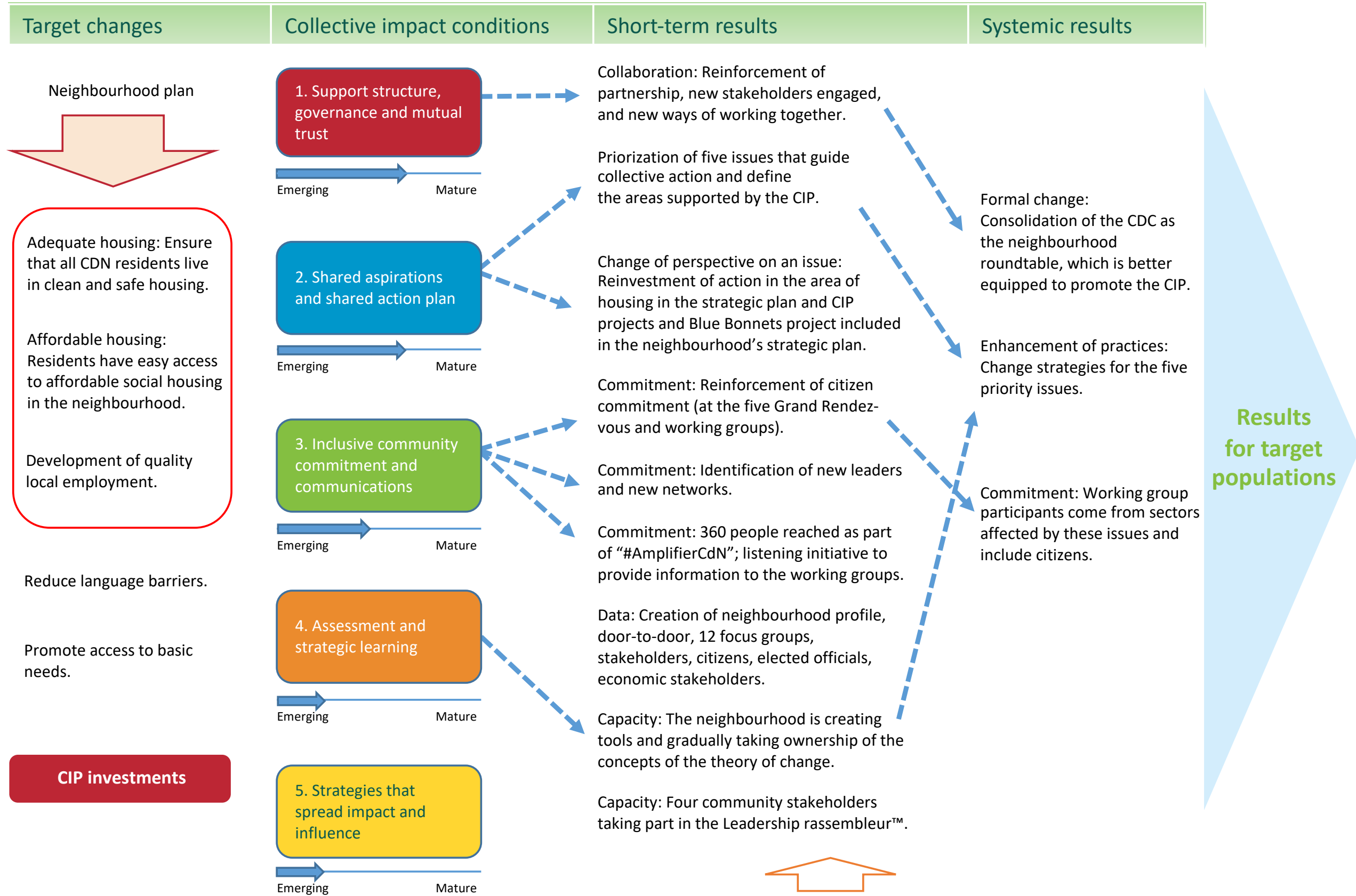
APPENDIX 2

Results in the five intensive-support neighbourhoods

CENTRE-SUD



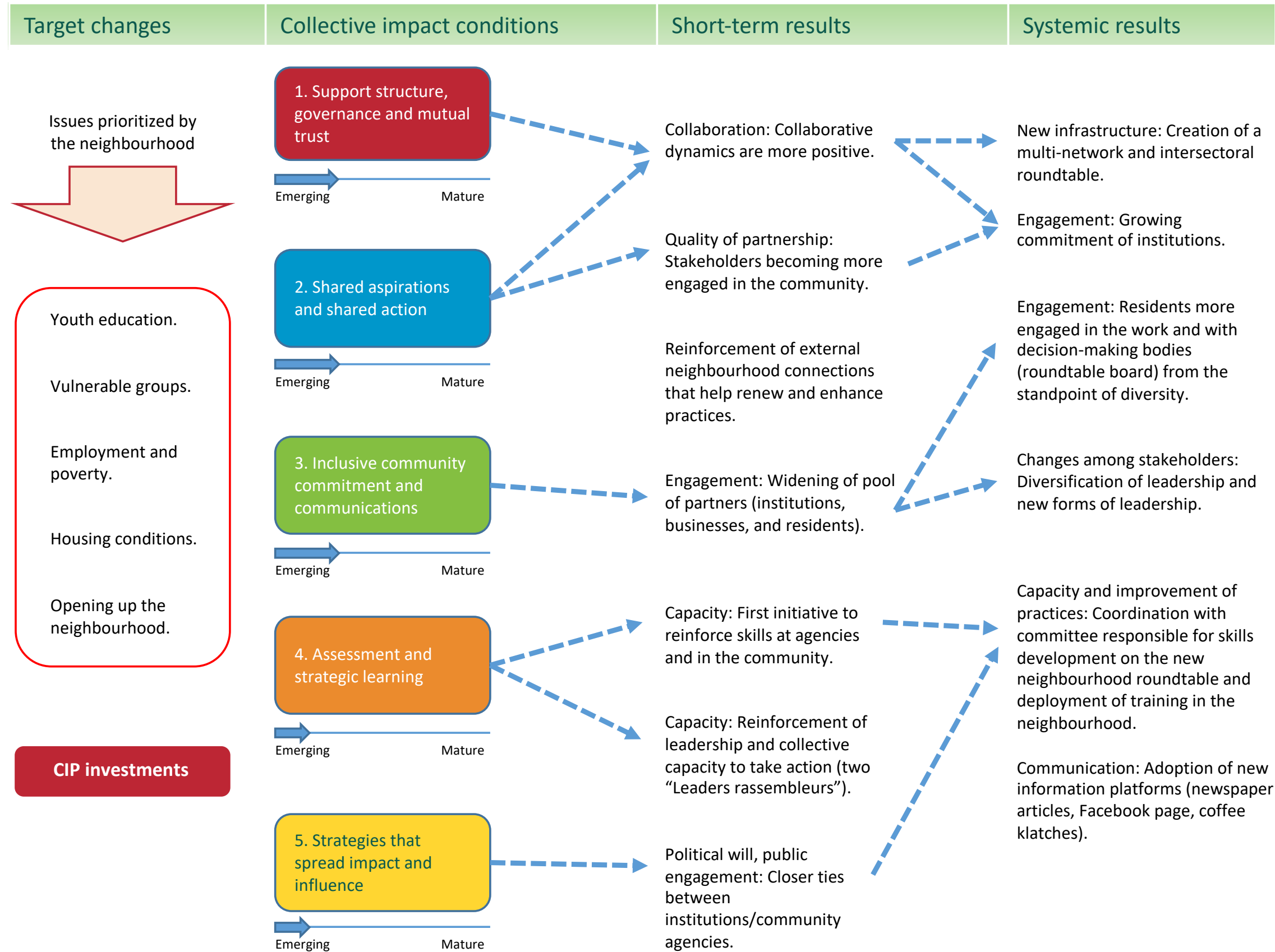
CÔTE-DES-NEIGES



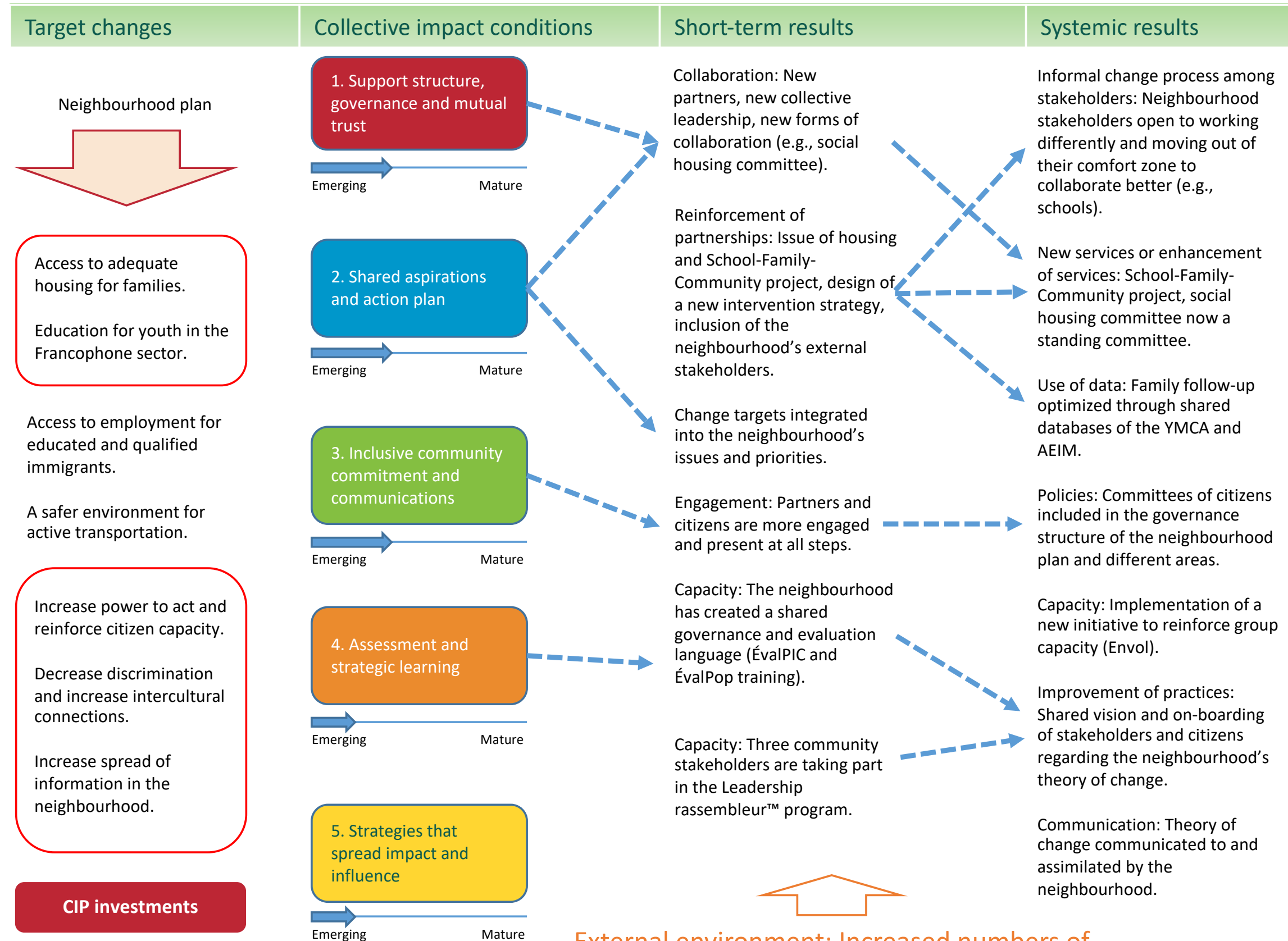
Results for target populations

External environment: New municipal administration

PARC-EXTENSION

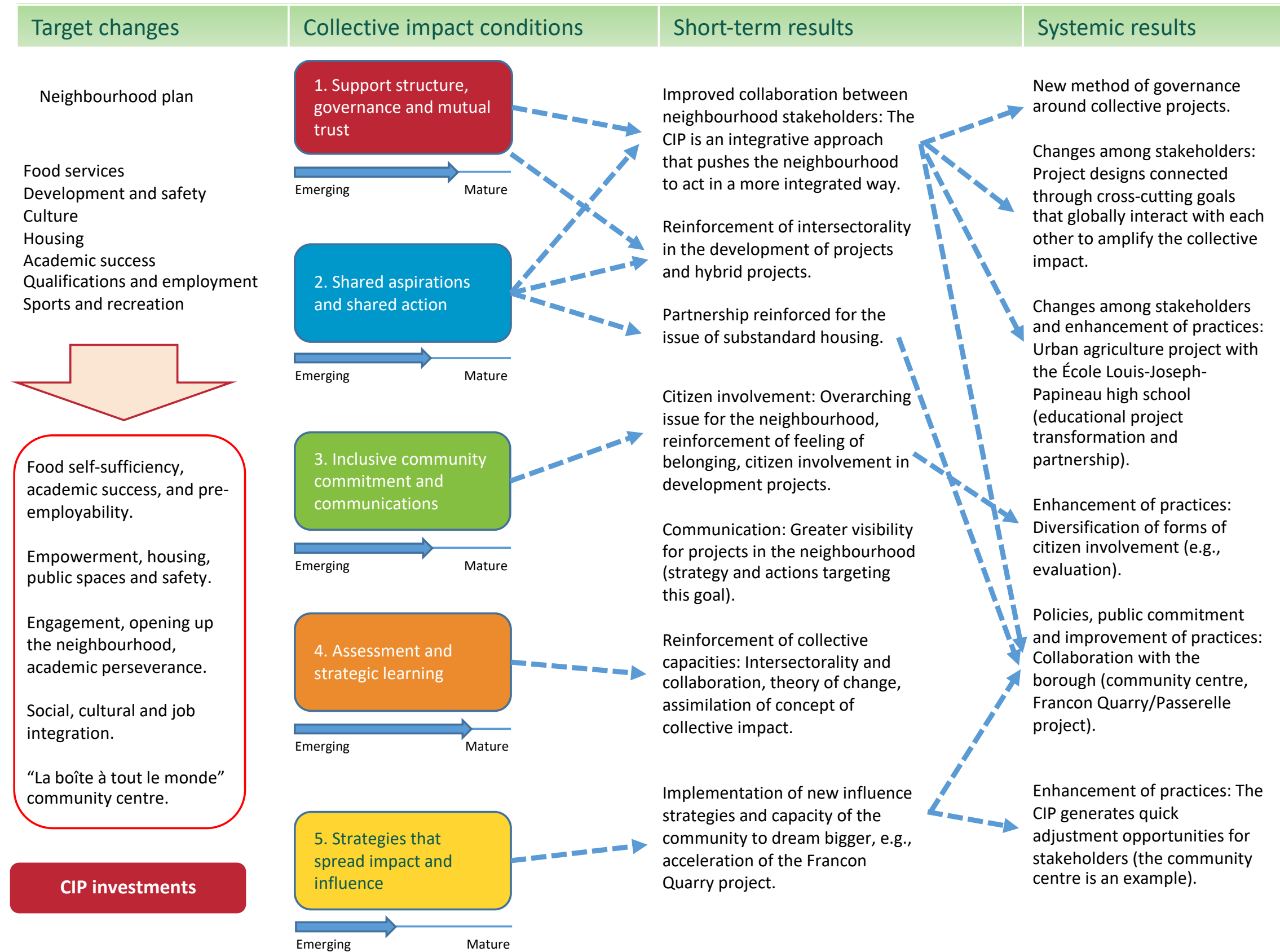


SAINT-LÉONARD



External environment: Increased numbers of newcomers and asylum seekers

SAINT-MICHEL



APPENDIX 3

Financial statements and fund balance as at March 31, 2018

	2018	2017
	\$	\$
REVENUE		
Donations	2,290,000	2,740,000
Interest	26,840	15,904
	2,316,840	2,755,904
EXPENDITURES		
Investment	1,596,804	772,716
Community support and operating costs	329,125	381,379
	1,925,929	1,154,095
NET RESULT	390,911	1,601,809
Start-of-year fund balance	2,802,590	1,330,781
Management costs	(130,000)	(130,000)
END-OF-YEAR BALANCE	3,063,501	2,802,590

APPENDIX 4

Status of investments allocated to neighbourhoods as at September 30, 2018

SUPPORT LEVEL	NEIGHBOURHOOD	INVESTMENT 2016	INVESTMENT 2017	INVESTMENT 2018	TOTAL Amounts allocated as of September 30, 2018
		\$	\$	\$	\$
CIP 1 – Intensive support	Centre-Sud	45,000	45,000	443,465	533,465
	Côte-des-Neiges	45,000	45,000	249,566	339,566
	Parc-Extension	45,000		148,575	193,575
	Saint-Léonard	45,000	45,000	327,471	417,471
	Saint-Michel	45,000	250,425	513,668	809,093
	Total CIP 1	225,000	385,425	1,682,745	2,293,170
CIP 2 – Moderate support	Ahuntsic — Learning citizenship		80,000	66,270	146,270
	Bordeaux-Cartierville — Citizen space at the Bordeaux-Cartierville community centre		25,000	85,000	110,000
	Lachine — Lachine food system	12,000	81,626	109,253	202,879
	LaSalle — Platform for discussion and action in food security		51,604		51,604
	Mercier-Est — Mercier-Est network	100,000		133,000	233,000
	Mercier-Ouest — Community space for everyone	90,000	55,000	116,750	261,750
	West Island — Learning to work together	12,000	108,425	145,888	266,313
	Peter-McGill — My Peter-McGill	160,000		162,062	322,062
	Pointe-aux-Trembles — Places to live	80,000		133,665	213,665
	Rosemont — Reaching out		96,000		96,000
	Verdun — Giving everyone a roof and a seat at the table	103,775		141,236	245,011
	Ville-Émard/Côte-Saint-Paul — Local food system		91,035	216,260	307,295
	Total CIP 2	557,775	588,690	1,309,384	2,455,849
Dynamo	ÉvalPIC — Support to reinforce evaluation skills in neighbourhoods	150,000	150,000		300,000
	Leadership rassembleur™ — Six participants	55,368			55,368
Tamarack	Bursaries for 20 participants from CIP neighbourhoods to attend the “Neighbourhoods The Heart of Community – Mobilizing for Impact” conference		10,000		10,000
	Total - other investments	205,368	160,000		365,368
	TOTAL GLOBAL	988,143	1,134,115	2,992,129	5,114,387