



# ACTIVITY REPORT

01.10 2018 / 30.09 2019

COLLECTIVE  
IMPACT  
PROJECT





Fondation **Dollar d'argent**



Montréal 



# TABLE OF CONTENTS

<b>1. Word from the CIP director to partners</b> .....	<b>4</b>
<b>2. The Collective Impact Project at a glance</b> .....	<b>6</b>
<b>3. Our impact</b> .....	<b>8</b>
3.1 Five neighbourhoods receiving intensive support .....	9
3.2 Twelve neighbourhoods receiving moderate support .....	17
3.3 Ten key lessons learned from the neighbourhoods .....	20
<b>4. Support</b> .....	<b>22</b>
4.1 Support from Centraide advisors.....	23
4.2 Reinforcing evaluation capacity: ÉvalPIC .....	24
<b>5. Governance, communications and outreach</b> .....	<b>26</b>
5.1 Steering Committee .....	27
5.2 Communications .....	32
5.3 Outreach.....	34
<b>6. Outlooks</b> .....	<b>36</b>
<b>7. Appendices</b> .....	<b>38</b>
Appendix 1: CIP social transformation roadmap (logic model).....	40
Appendix 2: Financial statements and fund balance as at March 31, 2019 .....	42
Appendix 3: Status of investments allocated to neighbourhoods as at September 30, 2019 .....	44
Appendix 4: Questions from the CIP evaluation framework .....	46



# 1. WORD FROM THE CIP DIRECTOR TO PARTNERS

## The COLLECTIVE

We are all united by a single goal: to reduce poverty by supporting strategies developed and implemented by citizens and partners in 17 Montreal neighbourhoods.

This is what local stakeholders have to say about Year 3 of the project: “Through its major philanthropic partners, skilled project operator, and significant financial leverage, the strength of the CIP has breathed new life into local collective action. Local stakeholders are staying the course despite (...) any obstacles in their way.”

## IMPACT

Are we moving in the right direction? What progress have we made according to the logic model we created in Year 1?

Throughout these pages, you will discover the concrete impacts of the CIP on neighbourhoods: more young people on the road to success, more adequate housing, more healthy and affordable food, more collective infrastructure and equipment, and more inclusion of vulnerable people. All of these priorities have been identified by communities, which are also measuring the impacts of CIP initiatives. By contributing to local capacity building, the CIP is aiming to create lasting change. While setting targets can still be a challenge, communities are putting great effort into creating an initial evaluation loop and building on their learning.

Neighbourhood stakeholders tell us that they appreciate what the CIP offers: broad and flexible financial support, capacity building, the freedom to choose strategies based on neighbourhood expertise, support in the field, and networking and learning spaces.

The experiences and benefits of collective projects are building interest, and we can see the need to transfer knowledge between project stakeholders and beyond.

## PROJECT

The CIP is an innovative collaborative project. Year 3 saw major advances in the neighbourhoods themselves: for example, they created high-quality and diverse partnerships with businesses, public institutions, and the community sector and started putting residents at the heart of everything they do.

The neighbourhoods have also reminded us that we need to consider the time factor when deploying out-of-the-box approaches. Neighbourhoods move at different speeds, and implementing collaborative projects with a lasting impact requires unavoidable trial and error. The CIP Steering Committee is well aware of this need, as these challenges can also be seen in the partnership dynamic.

Your commitment as philanthropic and strategic partners is exceptional thanks to your willingness to both learn and contribute to the project’s continuous improvement, particularly by removing systemic barriers that prevent communities from achieving lasting change.

No single organization can solve complex social issues on its own, which is why the Collective Impact Project is “United for inclusive neighbourhoods.”

Myriam Bérubé  
Director - Experimental projects and learning  
Centraide of Greater Montreal

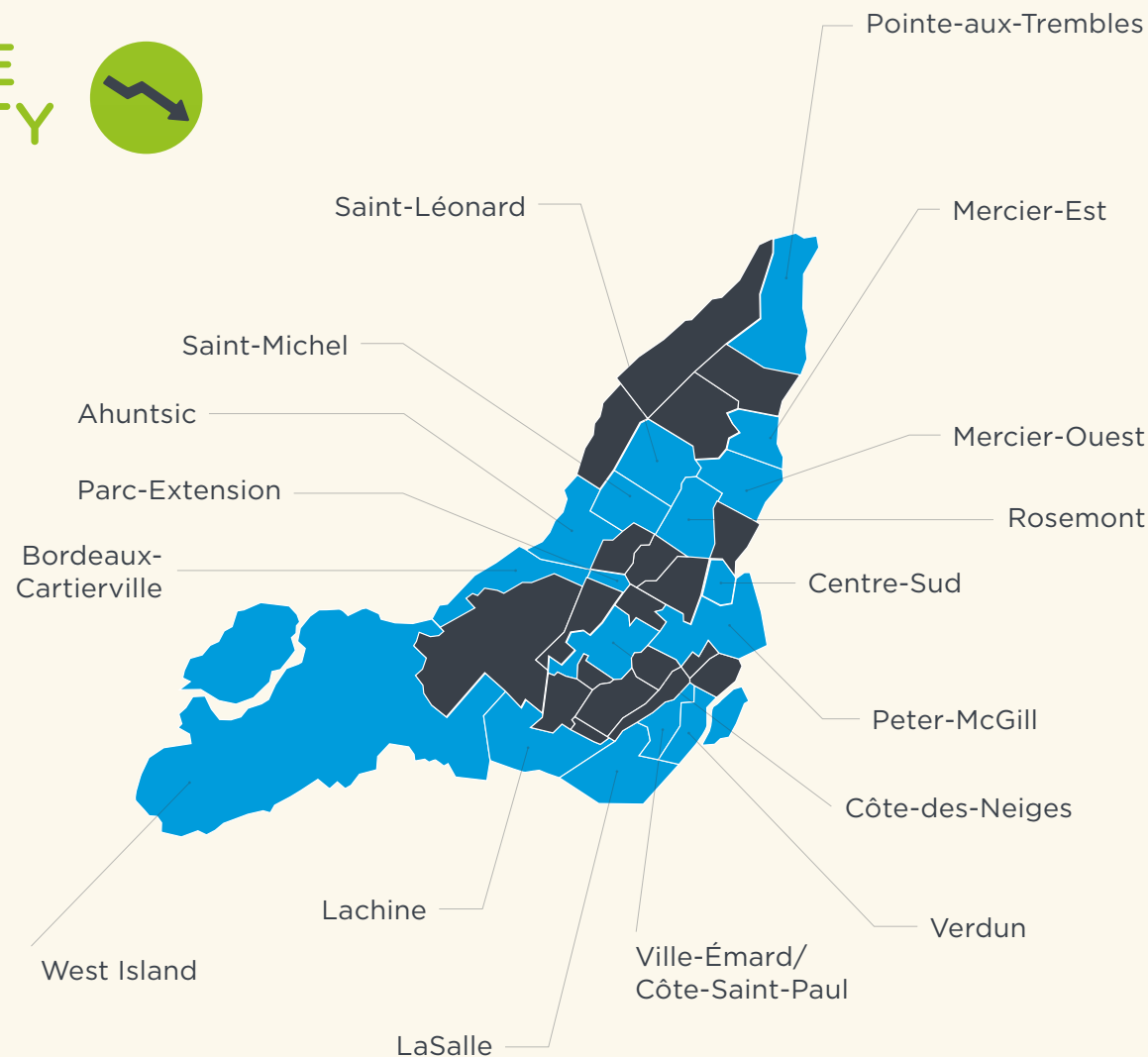


No single organization can solve complex problems like poverty or generate substantial social change **BY ITSELF.**

# Collective Impact Project UNITED FOR INCLUSIVE NEIGHBOURHOODS

**1** COMMON GOAL **x17** NEIGHBOURHOODS APPLYING COLLECTIVE IMPACT

**REDUCE POVERTY**



## LASTING IMPACTS



+ young people on the road to success



+ collective infrastructure and equipment



+ inclusion of vulnerable people



+ adequate housing



+ healthy and affordable food

**Citizens: a driving force behind every collective action**



**An innovative collaborative model**

### 9 FOUNDATIONS

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

### 3 STRATEGIC PARTNERS

Coalition montréalaise des Tables de quartier, Direction régionale de santé publique de Montréal and the Ville de Montréal

### 1 PROJECT OPERATOR

Centraide of Greater Montreal

**A major investment**

**\$23M** over six years | **\$2.8M** invested in 2018-2019



**A catalyst for change and sustainable development**

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

COLLECTIVE IMPACT PROJECT

MADE POSSIBLE BY Centraide of Greater Montreal

# 3. OUR IMPACT

## 3.1.

### Five neighbourhoods receiving intensive support

#### 3.1.1 Significant advances thanks to collective impact

The Collective Impact Project has been deployed on solid foundations in Montreal. Dynamic neighbourhoods nourished by a long-standing culture of collaboration and innovation, a network of neighbourhood roundtables committed to the integrated development of their territory, community stakeholders who experiment with and apply self-evaluation practices: all of these elements have helped create a solid foundation for actions supported by the project and have contributed to significant progress in this third year of the CIP.



“Grande rencontre” on the cross-sectional assessment of the intensive CIP, community component, moderated by Niska, April 2019. © MOCA Photo

“After three years of implementation, a community of stakeholders has emerged who are committed to collective impact and who share a common vision and a common language. (...)

“The rationale of the collective impact approach is that large-scale social change can only come about through collaboration between stakeholders from different sectors.

“This past year, the commitment of neighbourhood leaders and organizations and the development of their capacity to engage partners from different backgrounds were major assets. These multi-sector collaborations also came about through many innovative projects to take concrete action on the change targets identified in the neighbourhoods.

“Despite the inherent difficulty of deploying a collective impact initiative, all of these findings show that significant progress was made this past year.”

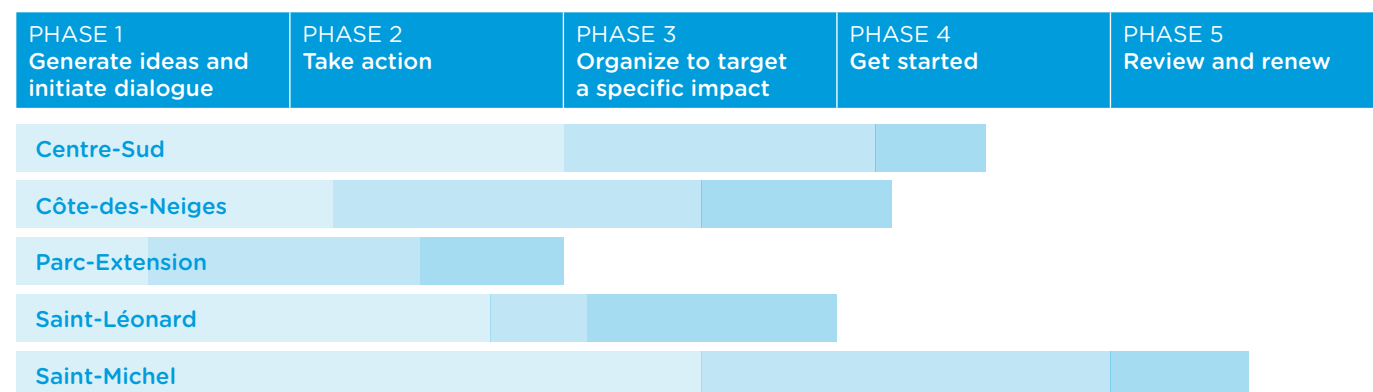
— Niska report on the cross-sectional assessment of the intensive CIP, community component, page 5.

Overview of progress

The five conditions of collective impact	1. Support structure, governance and mutual trust	2. Shared aspirations and shared action plan	3. Inclusive community commitment and communications	4. Evaluation and strategic learning	5. Strategies that spread impact and influence
<b>Progress*</b>	Influential and diverse stakeholders who come together. - Increased legitimacy of the neighbourhood roundtables in the eyes of local stakeholders and financial partners. - More effective collaborations.	Projects that are stronger and more innovative because they are designed by diverse stakeholders. - Acceleration of action in the field.	Acceleration of citizen involvement: More spaces for participation. - More inclusive communication strategies. - Actions to support citizen involvement (transportation, translation, day care, etc.).	Lessons learned are better circulated within and between neighbourhoods. - All neighbourhoods involved in measuring impact.	Neighbourhoods develop new alliances with a strong potential for systemic impacts. - The CIP as a lever for obtaining additional funding.
<b>Examples of results*</b>	<b>Parc-Extension:</b> New neighbourhood roundtable in action. - Historical tensions addressed and resolved. - Strong and engaged citizen leadership to find solutions.	<b>Côte-des-Neiges:</b> First neighbourhood plan. - Broad citizen involvement. - Exploration of innovative approaches.	<b>Saint-Léonard:</b> Deployment of a hub for citizen participation. - Contribution of citizen organizers to make the neighbourhood more welcoming for immigrant families.	<b>Centre-Sud:</b> A first successful FestÉval: Centre-Sud stakeholders presented initial outcomes and lessons learned during a festive event in the neighbourhood.	<b>Saint-Michel:</b> Additional funding obtained for the Saint-Michel food system. - Advocacy with the City to create large greenhouses. - The high school is changing its practices to implement an urban agriculture program.

Source for progress and examples and major areas of attention: Niska report on the cross-sectional assessment of the intensive CIP, community component.

Progress in the five intensive-support neighbourhoods



Notes:  
1. The five collective impact conditions and phases adapted from FSG/Tamarack Institute.  
2. Expectations must be set, as collective processes in neighbourhoods are not linear. Learning loops are often necessary to lay deeper groundwork for certain conditions.



3.1.2. Major areas of attention put forward by the neighbourhoods

1. Factoring time into the deployment of collective strategies: bringing new stakeholders together, getting to know each other, building trust, and implementing mutually reinforcing actions are long-term tasks whose benefits take time to materialize.
2. The risk of running out of steam and over-relying on project stakeholders, along with the need to strike a balance between taking time to evaluate and learn on the one hand and mobilize and implement actions on the other.
3. The importance of thinking early on about the sustainability of ongoing approaches and what comes after the project.



“Grande rencontre” on the cross-sectional assessment of the intensive CIP, community component, moderated by Niska, April 2019. © MOCA Photo

## 3.1.3 Centre-Sud



### IMPACT OF

## Notre Quartier Nourricier

For their first work experience, 250 marginalized youths are experimenting with horticulture basics. This is one of the major impacts of the Notre Quartier Nourricier (NQN) collective project, a supportive and sustainable food system for all residents in the Centre-Sud neighbourhood. Other examples: produce donated to food banks; plants and seedlings distributed to the community; food that is about to expire recovered from markets and used to make dishes for people who turn to food aid; vulnerable people who take part in a community garden and collective kitchens; knowledge sharing during workshops on agriculture, environment and food.

Spearheaded by the CDC Centre-Sud, NQN oversees the contributions of a dozen agencies as well as hundreds of residents. Everyone adds their expertise to build something bigger than what they could build alone in this neighbourhood that was once known as a food desert.



+ healthy and affordable food

#### Overall

- The food supply is more diverse.
- **1,542** households receiving food aid are eating better.
- **9,000** vegetable plants have been distributed, including **1,000** to residents.
- **250** vulnerable people are assisted by peer helpers during activities.
- **250** young people with atypical backgrounds are getting their first work experience in horticulture.

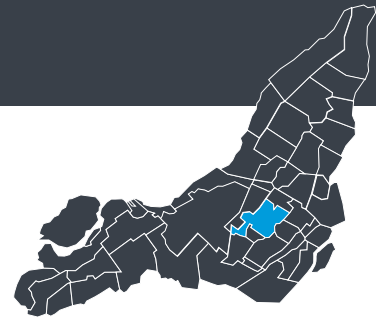
#### Synergy

- Communities of practice: A space to talk and share knowledge, approaches and practices to better combat social exclusion that is dedicated to the neighbourhood's community stakeholders.
- Grassroots collective intelligence laboratory: Spaces to create ideas for projects that bring together citizens, agencies and institutional stakeholders.
- Major project support committee: An innovative space for dialogue on development projects (Radio-Canada, Molson) that lets residents have a say. The CDC Centre-Sud therefore received a mandate from the borough to consult with development stakeholders and plays a key role as an intermediary with real estate developers.
- "Mouvement Courtepointe": Unlikely encounters between population groups that don't usually have contact as a way to promote inclusion.



Participants in the horticultural apprenticeship program, accompanied by members of the social integration team. © Sentier Urbain

## 3.1.4 Côte-des-Neiges



### IMPACT OF

## the Safe Housing Brigade

Making home visits to isolated and vulnerable tenants with housing problems is just one role of the Safe Housing Brigade, one of the most recent collective projects of Côte-des-Neiges stakeholders who have been working together for years to solve housing problems. This project has significantly increased their work in the field to provide more intensive support to tenants and promote collective interventions in apartment buildings. The Brigade works closely with the borough, downtown, the CIUSSS and the Direction régionale de santé publique. Since families also have an important role to play in improving their housing conditions, another project called "family information and action" gives them access to tools and activities that educate them about their rights and responsibilities.



+ adequate housing

#### Overall

- The first initiatives of the Safe Housing Brigade are in progress.
- **800** isolated and vulnerable tenants are visited at home and get help to take steps to resolve their housing problems.
- **150** families have been made aware of their rights and responsibilities.

#### Synergy

- Affordable housing: A project to identify innovative approaches and funding models to develop affordable social housing in Quebec, in Canada and around the world.
- Community employability agency: Experimentation with a new job placement model, in collaboration with the Maison de l'innovation sociale (MIS), involving new local partnerships with leading employers in the neighbourhood to facilitate access to employment for people from an immigrant background.



Daniel Paul Bork and Kimmyanne Brown, both members of the Safe Housing Brigade. © Community Development Corporation of Côte-des-Neiges (CDC CDN)

## 3.1.5 Parc-Extension

### IMPACT OF collective action

Nearly 100 people are working together on collective impact in Parc-Extension. This is a major accomplishment in this neighbourhood that, for years, had experienced problems establishing collective action. Since the creation of the brand-new neighbourhood roundtable in June 2018, its members have been busy building a team and finding a workplace, developing communication tools to reach community stakeholders, deploying strategies to mobilize residents, and organizing inclusive events to develop a neighbourhood plan.

In April, the territory held a first Grand rendez-vous to develop a vision of its collective future. Since then, the Strategic Planning Committee that was created at this event has been analyzing the proposed actions to create a neighbourhood plan.

This process will continue with a second Grand rendez-vous this fall.



+ inclusion of vulnerable people

#### Overall

- Unprecedented mobilization is underway in the neighbourhood.
- A common vision is taking shape.
- The desired changes are taking root.
- Shared values are coming into focus.

#### Synergy

Desired impacts in the neighbourhood:

- More high-quality, affordable and accessible housing for everyone.
- Diversity of integrated food security actions.
- Various types of support that foster the full development of children and youth.
- More citizens are on a path to becoming socially or professionally integrated.
- Citizens are aware of and use the services they need.



## 3.1.6 Saint-Léonard

### IMPACT OF the School-Family-Community (SFC) project

Hundreds of newly arrived families get support to integrate their children into school through the School-Family-Community (SFC) project. The results have been so conclusive that the project has expanded to all schools in Montreal's east end. Inspired by some particularly innovative aspects of the model developed by Saint-Léonard stakeholders, the Commission scolaire de la Pointe-de-l'Île (CSPI) has consulted with them to implement this model in Anjou, Montréal-Nord, Pointe-aux-Trembles and Rivière-des-Prairies in collaboration with local agencies.



+ young people on the road to success

#### Overall

- **2,000** families have better knowledge of the Quebec school system.
- These families are better equipped to play a role in the academic success of their children.
- They are referred to the resources they need.
- Interaction and communication are facilitated between parents and the school.
- Collaborative initiatives are being created to expand the project to more neighbourhoods in the east part of Montreal.
- Documenting learning leads to the continuous improvement of practices and lessons about the conditions required to scale up innovative projects for support stakeholders.

#### Synergy

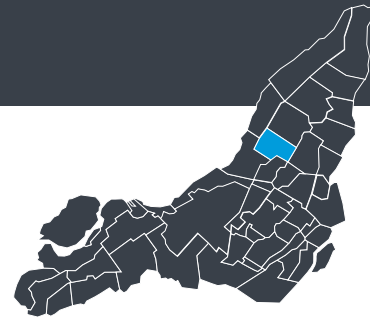
- Comité de promotion du logement social (CPLS): Stakeholders are taking action to promote the development of social housing in the neighbourhood.
- Citizen hub: A place for people to come together to strengthen their power to act, reduce discrimination, and foster intercultural understanding.
- Asylum seekers: The development of strategic partnerships with key stakeholders to reinforce the capacity to welcome and integrate asylum-seekers (an initiative that will be incorporated into the citizen hub).





# 3.1.7 Saint-Michel

## IMPACT OF the Francon quarry transformation project



A big initiative is underway in Saint-Michel to transform the Francon quarry, which is one of many solutions that have been suggested to open up the neighbourhood. Thousands of people expressed their ideas about the quarry's development through a participatory urban planning process and related activities. A variety of initiatives have been launched to help the community take ownership of the project, such as postcard signings, information panels put up at agencies, activities in parks, and door-to-door outreach. Political advocacy has been another activity on the agenda. An advisory committee was also set up to help the neighbourhood carry out this major project.

The neighbourhood is currently developing an urban footbridge across the quarry that will connect east to west and open up the site for neighbourhood residents while creating an environment that is conducive to physical activity. The transformation of the George-Vernot pool into a community centre is another unique opportunity for the neighbourhood. Located in the heart of Saint-Michel in a true oasis of greenery overlooking the Francon quarry, this centre could house community agencies, a daycare centre, a collective kitchen, and a multi-purpose room that is open to the community.



+ collective infrastructure and equipment

### Overall

- 1,450 people have been involved in the participatory urban planning approach.
- Residents have been made aware of the problems related to mobility and opening up the neighbourhood.

### Synergy

- **Food and education – Les jardins des Patriotes:** A project to create a greenhouse and gardens on the grounds of the Louis-Joseph-Papineau high school and to process and distribute fresh produce in the neighbourhood.
- **Housing:** Interventions in the area of housing, safe housing conditions, and urban development in the neighbourhood.
- **Youth:** Helping them develop a sense of belonging to specific places in the neighbourhood, such as the George-Vernot park, to provide young people often left to their own devices with spaces to create and develop social and cultural projects.



Signature of postcards by citizens. © Vivre Saint-Michel en santé

# 3.2.

## Twelve neighbourhoods receiving moderate support

### 3.2.1 Creating local food systems

**SUSTAINABLE IMPACTS**  
+ healthy and affordable food and more self-sufficient residents



Thanks to the development or consolidation of local food systems in several neighbourhoods, food-insecure people are more self-sufficient and have better access to healthy and affordable food through new services and infrastructure, such as greenhouses, gardens, mobile markets, community grocery stores, and community kitchens.

Some examples	
<b>Lachine</b>	Residents can eat better thanks to four weekly stalls that sell organic fruit and vegetables at low prices—or even give them away—at four agencies throughout Lachine in areas known as food deserts.
<b>LaSalle</b>	Conditions for collaboration have been created to achieve better consistency among food security actions and better support the development of families' food skills.
<b>Mercier-Ouest</b>	Citizens have access to more diverse food products at the friendly community grocery store GEMO (Groupe d'entraide de Mercier-Ouest) and at market stalls or even neighbourhood festivals and events.
<b>West Island</b>	An awareness campaign about food insecurity is well underway. Residents are learning about the scope of the problem so that they can tackle it collectively. New partners (citizens, elected representatives, agencies) are joining the reflection process and taking part in actions related to food security.
<b>Verdun</b>	A local supply chain project to sell leftover food items (that go unsold in stores) to reduce food waste is being set up, and services to residents are growing, with collective kitchens and food processing and nutrition education workshops.
<b>Ville-Émard/ Côte-Saint-Paul</b>	The most vulnerable citizens who live in food deserts have access to a community grocery store, four mobile markets, and education activities about food and urban agriculture.



Lachine's summer markets.



Mercier-Ouest's local food system.



Verdun's local food system © Concertation en développement social de Verdun

### 3.2.2 Revitalizing disadvantaged sectors

**SUSTAINABLE IMPACTS**  
+ collective infrastructure and equipment



Citizen voices are being heard in many neighbourhoods where work is being done to provide accessible and user-friendly collective infrastructure and equipment that are adapted to needs, whether by reinventing a closed-off or industrial sector, creating citizen spaces, or calling for the construction of schools, community centres or green spaces.

Some examples	
<b>Bordeaux-Cartierville</b>	Citizens and agencies are designing the Citizen Space at the new Bordeaux-Cartierville community centre, a place for gathering, activities, and information that will play a key role in citizen engagement and neighbourhood belonging.
<b>Peter-McGill</b>	Hundreds of children will no longer have to leave the neighbourhood to go to school. Three new primary schools will be built thanks to 300 residents who mobilized to make them a reality. An activity program will also be offered to residents in the brand-new community centre that is under construction.
<b>Verdun</b>	Citizens are reinventing an industrial sector. Dupuis-Hickson, which has significant potential for the development of social housing, will transform into a comprehensive, green, inclusive and human-focused neighbourhood.



Citizen mobilization in Peter-McGill that includes young people. ©Peter-McGill Community Council



Ephemeral art in Parc Duquette, Dupuis-Hickson sector. ©Concertation en développement social de Verdun

### 3.2.3 Actions to reach out to the most vulnerable people

**SUSTAINABLE IMPACTS**  
+ inclusion of vulnerable people



Thanks to new strategies, more outreach is being done with vulnerable, isolated and socially excluded people who don't receive help from community agencies or who don't use existing services. Street outreach workers or staff who work at low-income housing complexes (HLM) go to visit these individuals where they are.

Some examples	
<b>Ahuntsic</b>	Residents have a voice through the Learning Citizenship project, which has two initiatives: access to fresh food in food deserts and the transformation of the Louvain site into a comprehensive and inclusive neighbourhood.
<b>Mercier-Est</b>	850 isolated individuals, youths, adults and seniors get help through a network of six outreach workers who travel across the neighbourhood to find them. These stakeholders form a network to better meet the needs of the population.
<b>Pointe-aux-Trembles</b>	On-site intervention services and an activity program are being deployed to reach families in Montréal-Est, an industrial sector that receives few services from community agencies. A project to renovate cooperatives is being developed, and new community gardens are cropping up.
<b>Rosemont</b>	Over 1,500 citizens are being consulted through urban cafés, online surveys, street surveys and at other places in the neighbourhood to create a profile of the isolation of vulnerable people to better address their needs.



Solidarité Mercier-Est, the agency that oversees the network of outreach workers, a component of the Mercier-Est Network project.



Site visit to Pointe-aux-Trembles and Montréal-Est.

# 3.3.

## Ten key lessons learned from the neighbourhoods

To carry out its cross-sectional evaluation on local communities, the Niska cooperative asked 70 stakeholders from the five neighbourhoods receiving intensive CIP support to get involved in different types of data collection:

- Individual interviews with key stakeholders.
- Online survey and participatory evaluation workshops in all five neighbourhoods.
- A “grande rencontre” with about forty stakeholders from the neighbourhoods, Centraide, Dynamo and the CIP Steering Committee.



“Grande rencontre” on the cross-sectional assessment of the intensive CIP, community component, moderated by Niska, April 2019. ©MOCA Photo

### Here is what the neighbourhoods have taught us:

- 1 The deployment of a collective impact approach allows stakeholders to make progress on a larger scale to solve complex and urgent problems.
- 2 Spaces for collective reflection and moments to celebrate successes both large and small are key ingredients to build and maintain partner trust.
- 3 The reinforcement of human resources thanks to the CIP has greatly helped stakeholders take action on collective projects in the 5 neighbourhoods receiving intensive support.
- 4 The CIP helps strengthen intersectoral governance on the neighbourhood roundtables.
- 5 Ongoing reinforcement of skills related to collective work, including the skills of citizens, maximizes project success.
- 6 Refined and more inclusive communication strategies foster better citizen involvement in neighbourhoods.
- 7 Neighbourhoods want to share their results and lessons learned in a more systematic way.
- 8 An openness to experimenting with a variety of evaluation methods is perceived by the neighbourhoods as an asset of the CIP and has contributed to stakeholders' greater interest in measuring impact.
- 9 By growing partnerships with institutions or businesses, there is a greater understanding and consideration of the needs of local residents and stakeholders.
- 10 Philanthropic partnerships are a mechanism to influence or persuade other partners and to make developmental impacts.

Source: Niska report on the cross-sectional assessment of the intensive CIP, community component.

# 4. SUPPORT

## 4.1.

### Support from Centraide advisors

Ongoing support from Centraide advisors is a tool to help neighbourhoods implement action.

The CIP reinforces the relevance of the role played by the social development team's advisors. This consultative role that adapts to the needs and realities of each neighbourhood consists of four main types of support:

- 1 Strategic investment
- 2 Social expertise
- 3 Liaison and partnership
- 4 Skills and leadership development



**Catherine Simard** helps the neighbourhoods of Centre-Sud, Peter-McGill and Saint-Léonard. © MOCA Photo



**Pierre-Constantin Charles** helps the neighbourhoods of Ahuntsic, Bordeaux-Cartierville, Parc-Extension and Saint-Michel. © MOCA Photo



**Valérie Fortin** helps the neighbourhoods of Côte-des-Neiges, Lachine and LaSalle. © MOCA Photo

“Neighbourhood stakeholders appreciate discussing emerging projects with Centraide advisors and like knowing that these advisors are there to listen to their needs and give feedback on areas to improve. They have created a special relationship of trust that is different from their relationships with conventional financial partners, as this new relationship is based on co-building and sharing strategic advice.

Thanks in particular to the creation of a position of Partnership Development Advisor, stakeholders feel better equipped to develop partner networks, unify existing projects, and generate new initiatives.”

— Niska report on the cross-sectional assessment of the intensive CIP, community component, page 16.

# 4.2.

## Reinforcing evaluation capacity: ÉvalPIC

Learning is a core component of the Collective Impact Project. For a third year, a series of training and support activities has been launched to reinforce evaluation in the neighbourhoods and help stakeholders working in the field to share their knowledge, challenges and successes.

### 4.2.1 Capturing impact

One of the innovative components of the CIP is that it lets communities take charge of evaluating the impact of their actions. The ongoing support provided by Dynamo allows stakeholders involved in the neighbourhoods to develop their evaluation skills. A passionate and engaged community that captures impact is gradually being deployed in the 17 neighbourhoods.

### 4.2.2 Custom support

The five intensive-support neighbourhoods have received tailored help from Dynamo for their evaluation process. Through training, support and technical advice, these neighbourhoods are defining their target results and how they are going to measure, document and use these results. A bank of 500 support hours is provided to the five neighbourhoods.

Three workshops on more in-depth evaluation were given to the 12 neighbourhoods receiving moderate support. The participants, who also received custom coaching as needed (153 hours overall), discussed creating an evaluation plan, developing concrete data collection and interpretation tools, and collectively analyzing the results.

**“In Saint-Léonard, Dynamo has answered questions and demystified evaluation indicators and helped 15 different stakeholders develop their evaluation reflexes. Dynamo also helped the neighbourhood write its first evaluation plan.”**

— Niska report on the cross-sectional assessment of the intensive CIP, community component, page 42.



Jean-Marie Chapeau, Advisor, Skills and Leadership Development, Centraide of Greater Montreal, France Brochu, Director, Dynamo, and Mario Régis, Vice-President - Social Development, Centraide of Greater Montreal. ©Dynamo

### 4.2.3 Neighbourhood cross-pollination

To meet the growing needs for shared experiences between stakeholders in the 17 neighbourhoods, Dynamo is also launching spaces for sharing and reflection. These events allow people who are involved in the project evaluations to talk, share questions, and learn from each other. This format is undergoing a full revamp and will increase from two “Rendez-vous” a year to six, with themes suggested by the participants before the meetings.

### 4.2.4 Beyond the CIP neighbourhoods: an open offer

As interest in the collective impact approach has been steadily growing in Greater Montreal’s communities, Dynamo is now offering a yearly public training session on Collective Impact 3.0 to take people on a practical exploration of the conditions and parameters of collective impact.

For a third year, the CIP has also helped Dynamo coordinate a community of practice in evaluation that includes about fifteen stakeholders who support evaluation in a collective context (evaluators, training agencies, and funding partners). This community of practice lets its members both develop skills and coordinate their actions to increase the community’s evaluation capacities.

#### The 12 evaluation capacities reinforced through ÉvalPic

Theoretical understanding of evaluation	Compiling and categorizing data
Project mapping	Analysis
Asking questions	Interpreting data
Making choices	Facilitating groups
Identifying progress indicators/markers	Communicating to a lay audience
Develop data collection tools	Share and disseminate results

Source: DYNAMO (2019). *ÉvalPIC, Bilan annuel an 3*. Montreal, Quebec: Dynamo—Ressource en mobilisation des communautés.



#### What Dynamo has taught us

“Custom support, which the neighbourhoods have been increasingly asking for, is more useful compared to collective training activities and workshops during this stage of the project. First, these activities have helped demystify evaluation for the participants, who have gone on to become peer educators on the evaluation committees and develop a shared language to identify changes and their targets. Implementing the evaluation now requires ongoing support for data collection, collective analysis, and results interpretation. Informal experience-sharing between neighbourhoods is appreciated and a very good complement to personalized support.

“The neighbourhoods are now measuring impact in a first stage by evaluating their collaborative processes. The second evaluation loops will mainly focus on the impacts of projects on the community and on individuals.

“Collective intelligence lets a neighbourhood create evaluation processes that are more robust and in-depth.”

— Annual activity report produced by Dynamo on Year 3 of the ÉvalPIC.

# 5. GOVERNANCE, COMMUNICATIONS AND OUTREACH

## 5.1.

### Steering Committee

The CIP Steering Committee oversees the project's goal and functioning. It includes representatives of the foundations and strategic partners.

#### 5.1.1 Retreat

Held at the CIP mid-way point in September 2018, the retreat was an important step for reflection and exploration. The Steering Committee and representatives from the five intensive-support 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 thinking about a potential Phase 2 of the CIP.

##### 10 key ideas from the retreat:

1. Stay the course in terms of reducing poverty and maintaining impact
2. Forge ahead with the now-confirmed hypothesis that the CIP has an accelerating effect
3. Persevere to fulfill the entire promise of the CIP
4. Maintain the CIP's experimental aspect
5. Build on the strength of collective action and partnership in all areas
6. Ensure that the CIP is a source of learning for all stakeholders
7. Share governance: include all stakeholders
8. Take the required time and use the required flexibility and agility to work on complex issues
9. Demonstrate collaborative maturity to work on systemic changes
10. Continue exploring interest for a potential Phase 2



Retreat, September 2018.

### Major get-togethers and key decisions:

- **Extension of the project** for one year (until 2021-2022) in the 17 neighbourhoods to demonstrate the success and promise of the CIP (focus on results); no expansion of the territory planned for Phase 1.
- Willingness to work on **systemic changes** to support local action; food and housing are clear priorities in neighbourhoods and levers for partners. This action should target benefits for all Montreal neighbourhoods.
- **Areas of learning** for the Steering Committee are defined: issues experienced by the communities, their mechanisms and their strategies; potential collaborations between neighbourhoods as well as with partners on the Steering Committee and actions that can help break down systemic barriers.
- **Evolution of participation in the CIP**, with a priority target being the participation of neighbourhood roundtables and elected officials in the CIP model. Experiments with a number of spaces in the past year (e.g., participation in some of the Steering Committee's meetings).

### 5.1.2 “Grandes rencontres”

The goals of the “Grandes rencontres” are to:

- Share progress reports about the project's results.
- Create a space for strategic reflection between partners.
- Foster learning by and for partners.

#### Creating a common thread for the project

Last year, the Steering Committee held four “Grandes rencontres.” Key moments from these meetings allowed everyone to go deeper into the possible avenues that emerged from the retreat and, particularly, to start work on systemic changes (food and housing), to invite neighbourhoods to discuss their collective projects with partners, to take stock of the project's overall progress (creation of a common thread), and to initiate an in-depth strategic dialogue on a potential Phase 2 of the CIP between the partners with an external consultant.

Beyond these “Grandes rencontres,” the partners have been very active to help deploy the project through the work of different committees.

### 5.1.3 Relationships with the neighbourhoods

#### Getting out into the field

The partners of the Steering Committee, the CIP directors, and the Centraide team discovered collective projects thanks to walking tours created by project leaders during nine neighbourhood visits. These visits were a chance for everyone to talk about their successes and their challenges.

### 5.1.4 Conference calls

#### Accelerated investment

Investment for the neighbourhoods was discussed during four conference calls. A number of neighbourhoods were able to present their projects to partners and answer their questions directly in a new format that was highly appreciated by the CIP partners.

The conference calls allowed the partners to ensure that the neighbourhood projects were consistent with both the CIP goals and the investment scenario. The partners suggested ways to improve the projects (describing similar experiences, connecting them to key stakeholders), which in turn were very appreciated by the neighbourhoods.

### 5.1.5 Working committees

#### Documenting the CIP's impacts

The **Evaluation Committee**, whose mandate is to track evaluation activities at the request of the Steering Committee, held five meetings last year. The committee noted the challenge of creating a robust evaluation framework that includes the three components of the CIP social transformation roadmap, i.e., community, partnership and systemic changes (see roadmap and questions from the evaluation framework in the appendices). Over the year, the committee started reaping the rewards of this work as two external evaluation reports were produced:

- NADEAU, A.-M. and ROSSINI, C. (2019). *Évaluation transversale du PIC intensif, Axe communautés 2018-2019*, Montreal, Quebec: Coopérative Niska.
- POLE, N. and ROCHMAN, J. (2019). *Le temps un du partenariat et du modèle philanthropique du Projet impact collectif*. Montreal, Quebec: Co-spire.

In the past year, the committee members launched calls for tenders and received proposals for the community evaluation and partnership components, chose external consultants, tracked their activities, and commented on reports, including the one produced by Dynamo. The committee also proposed collective learning activities for the Steering Committee.

The partners were invited to two sessions to interpret the results: the first was with communities (April 2019) and the second was between the partners (May 2019). These sessions became the two primary inputs used to draft the final reports.



Visit to Ahuntsic.



Visit to Verdun.



Visit to Peter-McGill.

### Promoting neighbourhood achievements

The **Communications Committee**, which met twice this past year, plays a consulting role for the CIP's communications objectives and content created by the Centraide team for different platforms (website, newsletter, social media, video production). Last year, a survey about the monthly newsletter showed a high satisfaction rate with the quality of the content that promotes neighbourhood accomplishments. The survey also revealed that people are clearly interested in knowing more about results, sharing knowledge, and learning from others. The survey results are available in the Communications section of this report (page 32).

The committee also found that stakeholder interpretations of the CIP have been diverse and at times vague, which prompted the creation of a signature that will be used in project communications to explain what the CIP is in a clear and simple way. Idea creation exercises that involve community stakeholders led to an idea that everyone got on board with:

*The CIP: United for inclusive neighbourhoods.*

### 5.1.6 Working groups on systemic changes

After the retreat, open working groups were formed on two important themes for the CIP neighbourhoods: housing and food. In the coming years, the Steering Committee will look at these issues to bring about systemic changes that can improve the conditions that keep these problems in place.

To generate systemic changes, this work must have an impact on 6 areas\*:

- 1 Policies
- 2 Practices
- 3 Resource flow
- 4 Relationships and connections
- 5 Power dynamics
- 6 Mental models

\*Source: FSG. *The Water of Systems Change*. Retrieved from [https://www.fsg.org/publications/water\\_of\\_systems\\_change](https://www.fsg.org/publications/water_of_systems_change)

### Defining our area of impact

The **Housing Working Group** used the services of a consultant to create a portrait of social and affordable housing in Montreal that will help everyone develop a shared understanding of the issues. This was a first step in exploring possible avenues about the role of philanthropy in this sector. Through the same consultant, the CIP also supported a detailed study on the different funding models for social and affordable housing in Côte-des-Neiges. These two studies will be used to guide the Steering Committee's discussions in fall 2019.

### Ensuring consistent support for food initiatives

The **Food Working Group** also asked an expert in statistical analyses in the agrifood sector to help the CIP with an analysis of a portrait of financial support for agencies and food security actions in Montreal. Nine regional financial partners are involved in this profile. The report results will define possible avenues to ensure consistent financial support to agencies, which is an important aspect in order to bring about systemic changes. This work is in line with the "Zero Hunger" approach steered by the Foundation of Greater Montreal.

### Spotlight on urban greenhouses

An experiment with a first **discussion day** happened in April 2019. This CIP initiative brought together 100 Montreal stakeholders from different areas, i.e. the community, university, municipal, agricultural and health sectors. It was organized in collaboration with the Centre for Community Organizations (COCO) and the Laboratoire sur l'agriculture urbaine (AU/LAB).



### 5.1.7 Lessons learned about the partnership

Since its inception, the CIP has been fertile learning ground both for the Steering Committee partners and for Centraide as the project operator.

*What do the partners appreciate about their experience with the CIP?*

*How can we describe their participation and contribution to the project?*

*What challenges remain?*

Here is what Co-spire's evaluation of the partnership and philanthropic model have shown us:

- The partners are aligned overall with the vision and purpose of the CIP. They believe that putting all financial contributions into the same fund represents the first level of alignment of the partners' support strategies.
- Beyond financial investment, some partners also mentioned their contribution to the learning project, to systemic changes, or to making the CIP's assets sustainable over the long term.
- The partners have a strong shared interest in the CIP's collaborative space, which strengthens the relationship between the foundations and gives them the reflex to communicate with each other on more global opportunities or topics that may or may not pertain to the CIP. Some emphasized greater maturity in relationships between partners (mutual trust, openness).
- The partners recognize and appreciate the skills and expertise of the Centraide team; they want to better understand how Centraide is changing through the CIP (Centraide as an "object of change").
- The partners appreciate the spaces that put them into direct contact with communities and said that these promote learning.

Source: POLE, N. and ROCHMAN, J. (2019). *Le temps un du partenariat et du modèle philanthropique du Projet impact collectif*. Montreal, Quebec: Co-spire.

### A number of governance challenges persist and require our attention:

- At the CIP midway point, the partners do not all share or get behind the same concept of the nature of the collective project.
- The meaning and powers of the collective governance space are ambiguous, particularly regarding the decision-making process, places for strategic discussions, and everyone's contribution.
- Finally, there does not seem to be a shared understanding or recognition of the roles that the partners have agreed to individually play in the collective process.

### Future opportunities:

- Future work on systemic changes may prompt the development of shared experimentation strategies, especially since these have a high potential for strategic learning.





# 5.2.

## Communications

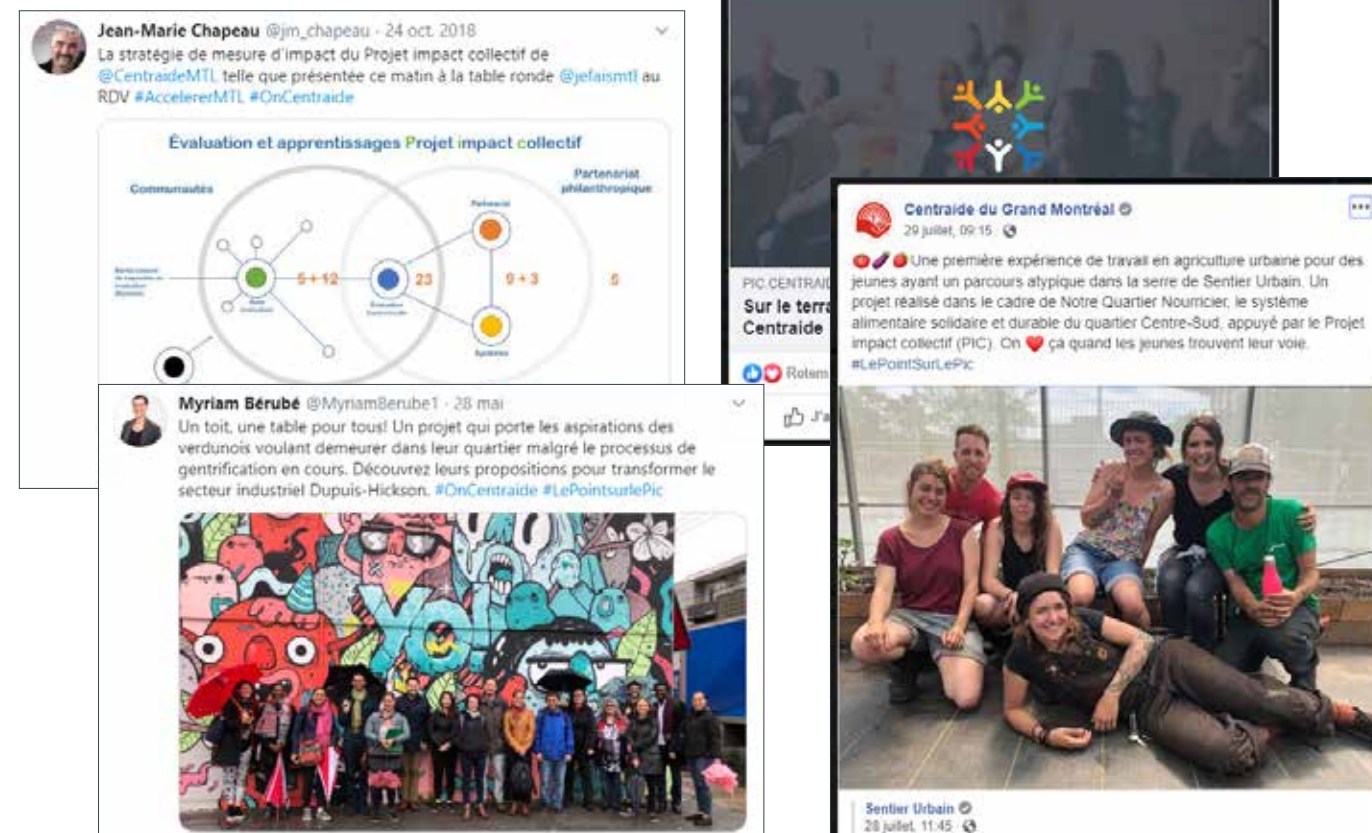
This year, a series of communications activities promoted CIP actions and helped stakeholders learn about its evolution and the impact of CIP projects in neighbourhoods.

### 5.2.1 Website

Interest in the website increased with traffic of over 4,100 users, a 30% increase over last year. These users made 6,100 visits. The timelines that illustrate neighbourhood projects are still the most-visited pages.

### 5.2.2 Social media

Centraide, its advisors, and the CIP partners created and shared many posts this year on Facebook, Twitter and LinkedIn, most of which included the hashtag #LePointSurLePIC.



### 5.2.3 Newsletter

A survey of our readership confirmed that we are still on the right track and has given us ideas to develop the content. Here are the results:

#### General satisfaction

89% of respondents gave the newsletter 4 out of 5 stars.

#### Readership

97% read the newsletter always or most of the time.

#### Frequency

79% are satisfied with the monthly frequency.

#### Format

97% are very satisfied with the relevance of the topics; 95% with the length of the newsletter; 95% with the quality of the articles; and 92% with the graphics.

#### Content

Neighbourhood achievements interest 97% of respondents; news and events interest 92%; testimonials interest 92%; and videos interest 82%.

#### Interest in future topics

Very high levels of interest in sharing results (97%), sharing lessons learned (95%), disseminating knowledge (89%), and promoting local events (89%).

#### Sharing

29% of readers share the newsletter with their contacts.

### 5.2.4 The CIP is getting talked about

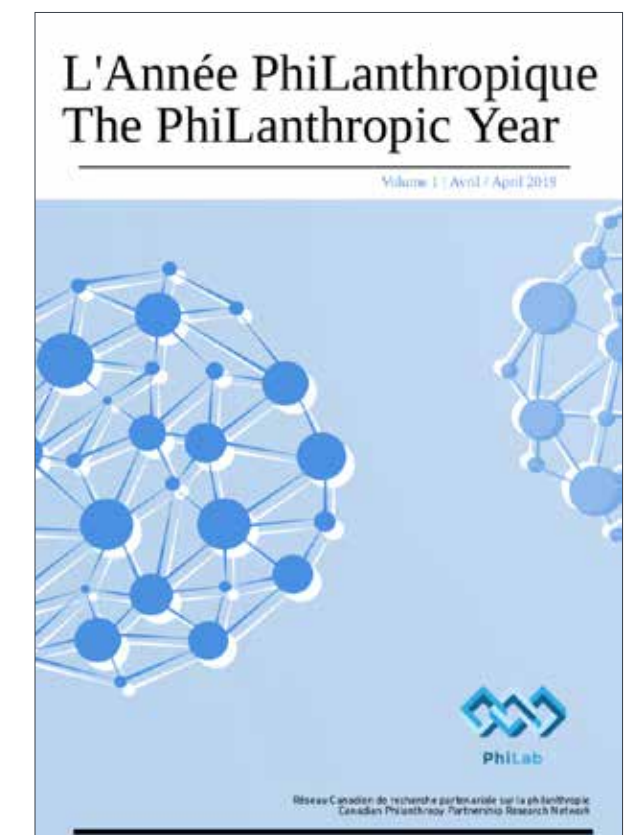
#### In scholarship

POLE, N. and BÉRUBÉ, M. (2019). Étude de cas – Centraide’s Collective Impact Project: Poverty Reduction in Montréal. *L’Année PhiLanthropique*, volume 1, pages 54–60.

The CIP will soon appear in a chapter in the forthcoming book *Philanthropic Foundations in Canada: Landscapes, Indigenous Peoples and Pathways to Change*.

#### Dans les médias

MIALL, L. (May 14, 2019). *Communities in transition in Pointe-aux-Trembles and Montréal-Est*. Website of Cities for People – Des villes pour tous.



# 5.3.

## Outreach

### 5.3.1 Study trips

*These initiatives were made possible thanks to the Innovation Fund of the McConnell Foundation.*

#### Future Cities Canada Summit in Toronto 11-2018

A delegation of eight people from Saint-Michel who are involved in the Francon quarry development project went on this study trip to Toronto. Their goal was to learn about the local revitalization project for the former Evergreen Brick Works to enhance their work and attend the Future Cities Canada Summit to present the Francon Quarry project.

#### Collective Impact Convening in Chicago 05-2019

Representatives from Centraide, the CIP partner organizations, and Côte-des-Neiges, Parc-Extension and Saint-Léonard headed off to Chicago to attend Collective Impact Convening and take part in site visits organized by United Way of Metro Chicago to learn about their collective impact projects.



“We can be proud of what we are doing in Montreal. We need to highlight the value of our work, particularly our unique collaboration with the Ville de Montréal and its boroughs.”

— Activity report from the CIP's participation at Collective Impact Convening in Chicago.

### 5.3.2 Conferences

#### C2Montreal: Collaborative Workshop, How Do We Use the Tools of Tomorrow to Fight Poverty? 05-2019

**Lili-Anna Pereša**, President and Executive Director of Centraide of Greater Montreal, joined **Claude Pinard**, Executive Director of the Mirella & Lino Saputo Foundation, and **Agnès Barthélémy**, the Francon Quarry Project Manager for the Vivre Saint-Michel en santé neighbourhood roundtable. Over 50 people dove into the development of the Francon quarry as a specific case study, an exercise that let them take direct part in a collective impact project whose goal is to solve a specific and complex issue in a Montreal territory using social innovation.



#### 2019 Forum SAM (Système alimentaire montréalais) 05-2019

**Rotem Ayalon**, CIP Partnership Advisor and Centraide representative at the philanthropic headquarters of the Conseil SAM, took part in the 2019 Forum SAM. The Conseil SAM is currently in a strategic planning phase to create an action plan for 2020-2022. Through this event, the Conseil SAM wanted to create an open space for all stakeholders in the Montreal food system to talk about ongoing planning.

#### Forum international sur l'évaluation et la mesure d'impact social du TIESS (Territoires innovants en économie sociale et solidaire) 04-2019

Presentation on this panel of financial partners by **Jean-Marie Chapeau**, Advisor, Skills and Leadership Development, about approaches to reinforce evaluation skills and philanthropic collaboration as part of the CIP.

#### Food Convergent Innovation (FCI) Workshop: Food Data Analytics for City-Region Food Systems organized by McGill University and Dawson College 12-2018

**Rotem Ayalon**, Partnership Advisor for the CIP, joined other panelists representing the Institut national de la santé publique du Québec, the Laboratoire d'innovation urbaine of the Ville de Montréal and the Ministère de l'Agriculture, de l'Alimentation et des Pêcheries on the topic of “public data, access and monitoring.”

#### Resetting the Table FSC (Food Secure Canada) 11-2018

At this event, leaders from three neighbourhoods receiving CIP support—**Marcela Cid** from Ville-Émard-Côte/Saint-Paul, **France Émond** from Saint-Michel, and **Anne-Marie Angers-Trottier** from the West Island—demonstrated how the collective impact approach can help generate more sustainable local food systems.

#### Rendez-vous Accélérer Montréal/ Je fais Montréal 10-2018

On a panel about measuring social impact, **Jean-Marie Chapeau**, Advisor, Skills and Leadership Development, gave a presentation about the CIP evaluation strategy and the lessons learned from the experience of self-evaluation support in the neighbourhoods.

### 5.3.3 Contributions and collaborations

- Selection Committee, Direction régionale de santé publique, program to support actions in food security for low-income people, February 2019.
- Professional discussion with the Direction régionale de santé publique de Montréal, Urban Environment and Healthy Lifestyles Department.
- Presentation of the CIP at the School of Community & Public Affairs at Concordia University.
- Selection Committee, La Pépinière | Espaces collectifs, Vivace Program, to support initiatives to create public spaces, March 2019.
- “Zero Hunger Montréal” Strategy Group, Foundation of Greater Montreal, 2018-2019.
- Dawson College advisory committee on a food justice research hub, 2018-2019.
- Conseil SAM (Système alimentaire montréalais), Rotem Ayalon, council member, member of the working committee on food insecurity, and member of the coordination support committee, 2018-2019.

# 6. OUTLOOKS

## Our outlooks for 2019-2020

The lessons learned from the CIP project are a great indicator for what is to come next year.

### For the neighbourhoods

1. Collect and communicate results, progress and lessons learned from collective projects.
2. Consolidate work on collective projects and reflect on sustainability strategies.

### For partnerships

1. Clarify and refine the roles, responsibilities and contributions specific to each of the project's stakeholders (project operator, steering committee partners, and communities) as well as the decision-making loop.
2. Help stakeholders have more ownership over and enhance the CIP as an innovative collective project that brings people together.

### For systemic changes

1. Choose and start actions in housing and food that can help remove systemic barriers to local action; ongoing evaluation strategy.
2. Mobilize relevant ecosystem stakeholders to support priority actions in housing and food as well as major projects carried out by communities.

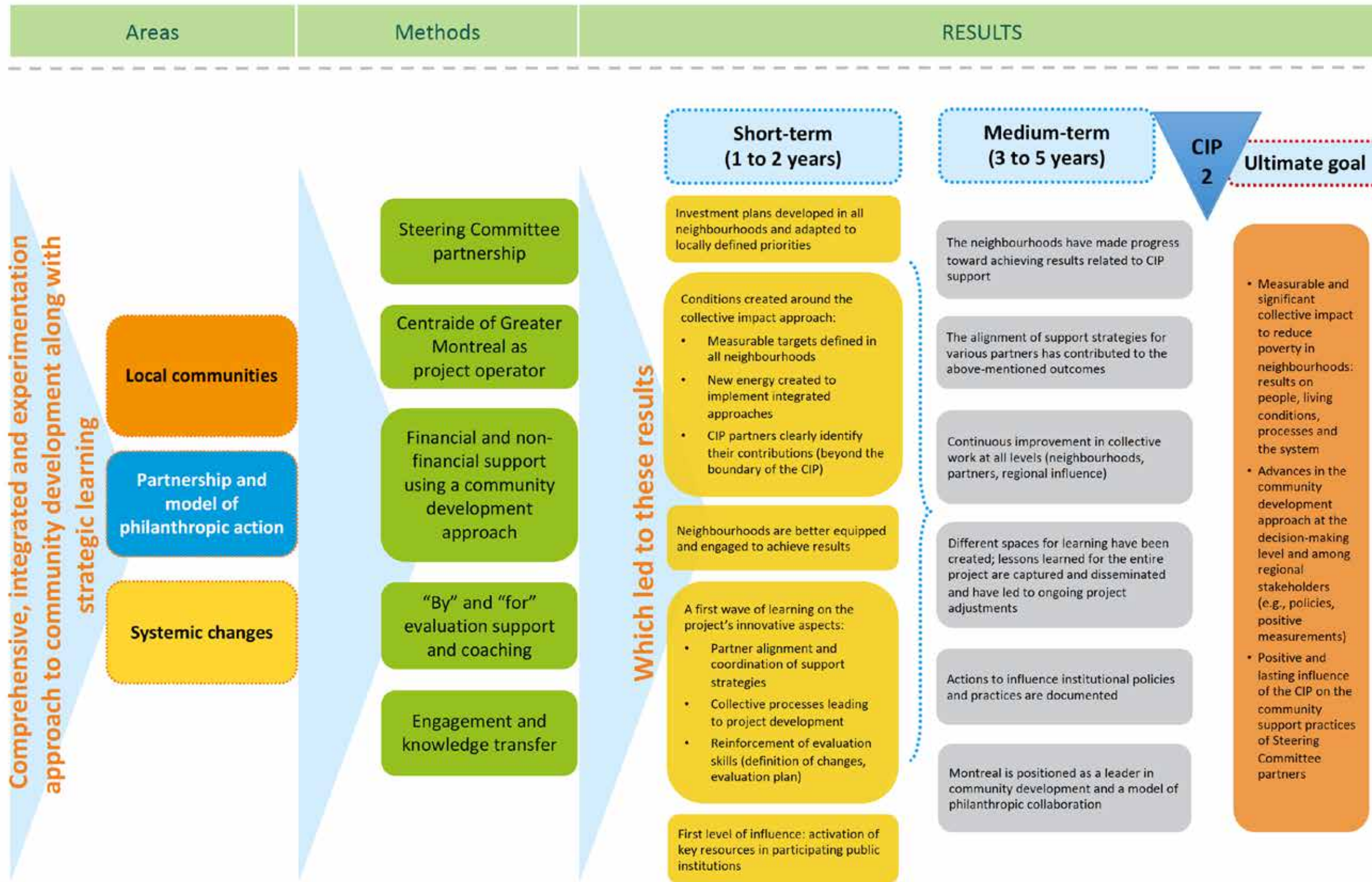
### We can now start imagining the future...

Start of reflection process and dialogue that includes all stakeholders about a potential Phase 2 of the CIP.



# APPENDICES

# CIP social transformation roadmap (logic model)



## Financial statements and fund balance as at March 31, 2019

	2019	2018
	\$	\$
<b>REVENUE</b>		
Donations	2,890,000	2,290,000
Interest	30,053	26,840
	2,920,053	2,316,840
<b>EXPENDITURES</b>		
Investment	2,811,757	1,596,804
Community support and operating costs	550,560	329,125
	3,362,317	1,925,929
<b>NET RESULT</b>	(442,264)	390,911
Start-of-year fund balance	3,063,501	2,802,590
Management costs	(130,000)	(130,000)
<b>END-OF-YEAR BALANCE</b>	<b>2,491,237</b>	<b>3,063,501</b>

Note: Excerpt from Centraide of Greater Montreal's financial statements, March 31, 2019.

## Status of investments allocated to neighbourhoods as at September 30, 2019

SUPPORT LEVEL	NEIGHBOURHOOD	INVESTMENT 2016	INVESTMENT 2017	INVESTMENT 2018	INVESTMENT SEPT. 30, 2019	OVERALL TOTAL
		\$	\$	\$	\$	\$
<b>CIP 1</b> – Intensive support	Centre-Sud	45,000	45,000	443,465	555,394	1,088,859
	Côte-des-Neiges	45,000	95,000	199,566	292,582	632,148
	Parc-Extension	45,000	0	148,575	0	193,575
	Saint-Léonard	45,000	210,000	487,759	162,045	904,804
	Saint-Michel	45,000	250,425	513,668	513,936	1,323,029
	<b>Total CIP 1</b>	<b>225,000</b>	<b>600,425</b>	<b>1,793,033</b>	<b>1,523,957</b>	<b>4,142,415</b>
<b>CIP 2</b> – Moderate support	Ahuntsic	0	80,000	66,270	123,142	269,412
	Bordeaux-Cartierville	0	25,000	110,000	0	135,000
	Lachine	12,000	81,626	109,253	130,000	332,879
	LaSalle	0	51,604	0	0	51,604
	Mercier-Est	100,000	0	133,000	130,000	363,000
	Mercier-Ouest	90,000	55,000	116,750	116,645	378,395
	West Island	12,000	108,425	145,888	162,775	429,088
	Peter-McGill	160,000	162,062	0	194,847	516,909
	Pointe-aux-Trembles	80,000	0	133,665	160,425	374,090
	Rosemont	0	96,000	0	139,900	235,900
	Verdun	103,775	0	141,236	163,053	408,064
Ville-Émard/Côte-Saint-Paul	0	91,035	216,260	105,545	412,840	
	<b>Total CIP 2</b>	<b>557,775</b>	<b>750,752</b>	<b>1 172,322</b>	<b>1,426,332</b>	<b>3,907,181</b>
<b>Dynamo</b>	ÉvalPIC	150,000	150,000	0	0	300,000
	Leadership rassembleur™	55,368	0	0	0	55,368
<b>McConnell Foundation Social Innovation Fund</b>	Tamarack Conference	0	10,000	0	0	10,000
	Study trip to Boston	0	0	0	0	0
	MIS - Social Innovators in Residence	0	0	0	0	0
	Future Cities Summit	0	0	0	0	0
	Collective Impact Convening	0	0	0	0	0
	<b>Total - Other investments</b>	<b>205,368</b>	<b>160,000</b>	<b>0</b>	<b>0</b>	<b>365,368</b>
	<b>OVERALL TOTAL</b>	<b>988,143</b>	<b>1,511,177</b>	<b>2,965,355</b>	<b>2,950,289</b>	<b>8,414,964</b>

Note: Some comparative figures have been reclassified to conform to the current year's presentation.

## Questions from the CIP evaluation framework

Component

**Q1**

To what extent have short-term outcomes been achieved?

What do the initial results reveal about our progress in the direction we want to go?

**Q2**

What is our understanding of how CIP initiatives contribute to this progress?

How and under what conditions do CIP mechanisms help us achieve results in the short term?

**Q3**

As the project nears its end, what progress has been made in the direction we want to go?

To what extent have the target results in each area been achieved?

**Q4**

How does the context influence the CIP's progress and the results (impacts) observed?

How do interconnections play out between the CIP's system of action and the wider ecosystem?

COMMUNITIES

PARTNERSHIPS

SYSTEMIC CHANGES