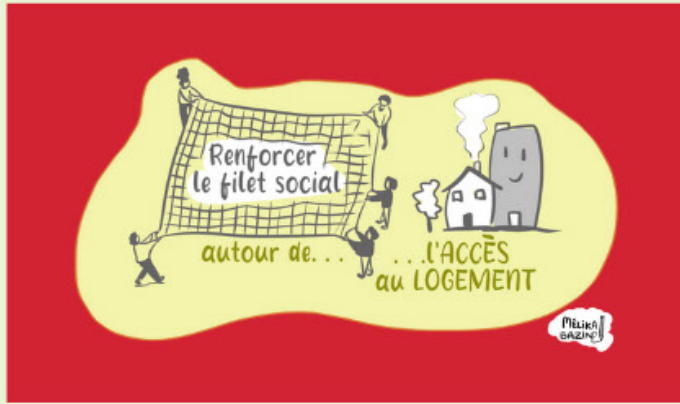
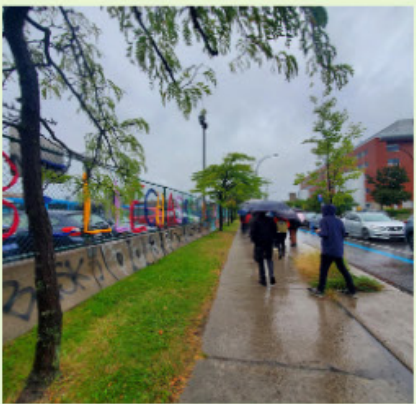


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COLLECTIVE IMPACT PROJECT





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A Word from the Director

The past year was a pivotal one for the CIP. Despite the worsening social crises and increased pressure on community stakeholders, all of the neighbourhood collaboratives are keeping up their hard work. Right now, 31 communities are active in the CIP, and this number includes all those that expressed an interest in the initiative. This means 31 neighbourhoods are collaborating, testing and learning in order to improve people's living conditions. The creativity and synergy I have seen in all of these communities have greatly inspired me and given me the energy and courage to continue despite the difficult times both here and around the world.

We are now midway through Phase 2 of this inspiring project. This year has brought us closer together in many ways. We increased the spaces for dialogue between neighbourhoods and partners thanks to sharing practices activities and the new *Carrefour des apprentissages* event. We were able to clarify the CIP vision and co-develop the evaluation plan, which is currently being implemented. We also launched regional initiatives that help us to go beyond our neighbourhood support and allow us to do more together.

I hope that this report leaves you feeling inspired by the bold spirit and creativity of Montreal's neighbourhoods and the commitment of our partners to strengthen our actions to fight poverty and social exclusion in Montreal.

It is my constant pleasure to work with all of you!



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

**Thank you to all of our partners who
make this adventure possible!**

PHILANTHROPIC PARTNERS



COMMUNITY AND INSTITUTIONAL PARTNERS



OPERATOR



This report covers the period from April 1, 2024 to March 31, 2025.





The People Behind the CIP

The CIP acknowledges the generous involvement of the community, institutional and philanthropic partners on its governance bodies.

Management Committee

Bineta Ba (Marcelle and Jean Coutu Foundation), Salwa Ben Belgacem (Table de quartier de Parc-Extension), Yves Bellavance (Coalition montréalaise des Tables de quartier), Eric Brat (Rossy Foundation), Marie-Lyne Brunet (Centraide), Jessyca Cloutier (City of Montreal), Nicolina Farella (McConnell Foundation), Marie-Andrée Farmer (Foundation of Greater Montreal), Sabrina Fauteux (Concertation Saint-Léonard), Valérie Fortin (Centraide), Marie-Caroline Juneau (McConnell Foundation), Assia Kada (Concertation Ville-Émard/Côte-Saint-Paul), Floriane Lemoine (Definity Insurance Foundation), Giselle Murphy (Peacock Foundation), Stephanie Pineda (Molson Foundation), Catherine Robichaud (Direction régionale de santé publique de Montréal), Lise Roche (Saputo Foundation), Patricia Rossi (Lucie and André Chagnon Foundation), Salma Tihani (Pathy Foundation), Félix-Antoine Véronneau (Centraide) and Camélia Zaki (Centraide).

Governance Committee

Yves Bellavance (Coalition montréalaise des tables de quartier), Jean-François Gosselin (Le Pôle), Patricia Rossi (Lucie and André Chagnon Foundation) and Félix-Antoine Véronneau (Centraide).

Evaluation and Learning Committee

Jessyca Cloutier (City of Montreal), Sylvain Lefèvre (Université du Québec à Montréal), Judikaëlle Marterer (Table de concertation du faubourg Saint-Laurent), Sagesse Miekountima (Un itinéraire pour tous), Annie Montcalm-Cardinal (Centraide) and Patricia Rossi (Lucie and André Chagnon Foundation).

Annual Meeting of the Agreement Signatories

Megan Armitage (Molson Foundation), Yves Bellavance (Coalition montréalaise des tables de quartier), Salwa Ben Belgacem (Table de quartier de Parc-Extension), Sabrina Fauteux (Concertation Saint-Léonard), Adrienne Kelly (Lucie and André Chagnon Foundation), Jessica Lagacé-Banville (City of Montreal), Michelle LeDonne (Pathy Foundation), Karel Mayrand (Foundation of Greater Montreal), Kevin Peacock (Peacock Family Foundation), Claude Pinard (Centraide), Jane Rabinowicz (McConnell Foundation), Patricia Rossi (Lucie and André Chagnon Foundation), Caroline St-Louis (Direction régionale de santé publique de Montréal) and Félix-Antoine Véronneau (Centraide).

Action-Reflection Group

Catherine Adam (Coalition de la Petite-Bourgogne), Marie-Charles Boivin (Coalition montréalaise des Tables de quartier), Jean-François Gosselin (Le Pôle), Tania Konicheckis (Centraide), Vira Kovalova (Foundation of Greater Montreal), Claude Lavoie (Table de développement social de LaSalle), Salma Tihani (Pathy Foundation) and Maéva Trigeaud (Comité des organismes sociaux de Saint-Laurent).





The People Behind the CIP (continued)

CIP Coordination Team

Rotem Ayalon (Director), Isabel Heck (Head of Knowledge and Learning), Laurence Proulx (Communications and Events Officer), Claudia Santillana (Strategic Partnership Advisor) and Rita Tafankejian (Administrative Assistant).

We also want to recognize the indefatigable support of Marie-Lyne Brunet, Vice-President - Social Development for Centraide, until her departure in October 2024. Thank you for everything, Marie-Lyne!

A big thanks also to Laurence Proulx, who left at the end of 2024 to take care of her new baby, for her important contribution to CIP communications and activities. Thank you so much!



We'd like to extend our warmest thanks to the Ahuntsic, La Petite-Patrie, Peter McGill and Saint-Michel neighborhoods for the magnificent photographs submitted for the cover of our annual report. Your creativity and community spirit perfectly reflect the essence of our shared achievements this year.

Three new people have joined the CIP coordination team!

In fall 2024, the CIP coordination team welcomed Joris Arnaud, Learning and Evaluation Officer, and Clara Alagy, Research Assistant, both of whom helped implement the CIP Phase-2 evaluation plan. We thank them for their assistance in documenting the lessons learned from the CIP. We also welcome Isabelle Kim-Lim, who is helping us with our communications and events while Laurence Proulx is on leave.



Collaboration with Centraide of Greater Montreal's teams

The CIP also thanks the different teams at Centraide of Greater Montreal, particularly the Community Planning and Development Advisors, for their significant contributions: Ghislaine Affia, Mario Al-Ayass, Karine Barrette, Layla Belmahi, Annie Brodeur-Doucet, Geneviève Desrochers, Valérie Fortin, Armelle Gautry, Kaouther Ksibi, Tania Konicheckis, Jean-Marc Laforest, Anne-Julie Langdeau, Anne Lapierre, Catherine Simard, Youssef Slimani and Marie-Ève Voghel-Robert.



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The CIP at a Glance

Phase 2 of the CIP

AN ORIGINAL APPROACH

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

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

THE THEMES

DEFINED COLLECTIVELY BY NEIGHBOURHOODS
FOR CITIZENS

For example :



COMMUNITY
INFRASTRUCTURE



ACCESSIBILITY
TO SERVICES



FOOD



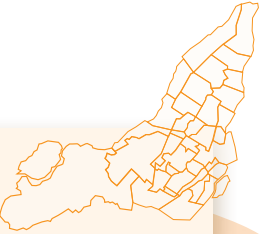
HOUSING



SOCIAL COHABITATION,
COMMUNITY LIFE AND
SOLIDARITY

ETC.

3 STAGES OF NEIGHBOURHOOD DEPLOYMENT



1 Planning 2 Implementing 3 Scaling

Financial support and capacity building tailored to
each

1 COMMON GOAL



The CIP aims to
contribute to
an inclusive and
povertyfree Montreal by
propelling collaboration,
experimentation and
learning.

2024-2025 IN A FEW FIGURES

- 31 neighborhoods
in action
- 2 institutional
partners
- 11 philanthropic
partners
- 1 community
partner
- 1 operator
- \$3,8 M invested in
2024-2025



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The Year's Priorities

Here are the **three key priorities** that have guided the CIP's course for 2024-2025:

**STRENGTHEN
COLLECTIVE IMPACT
ACROSS NEIGHBOURHOODS**

**STRENGTHEN
COLLECTIVE IMPACT ACROSS
THE CIP COMMUNITY**

**SHARE AND TRANSFER
LESSONS LEARNED
WITHIN AND BEYOND
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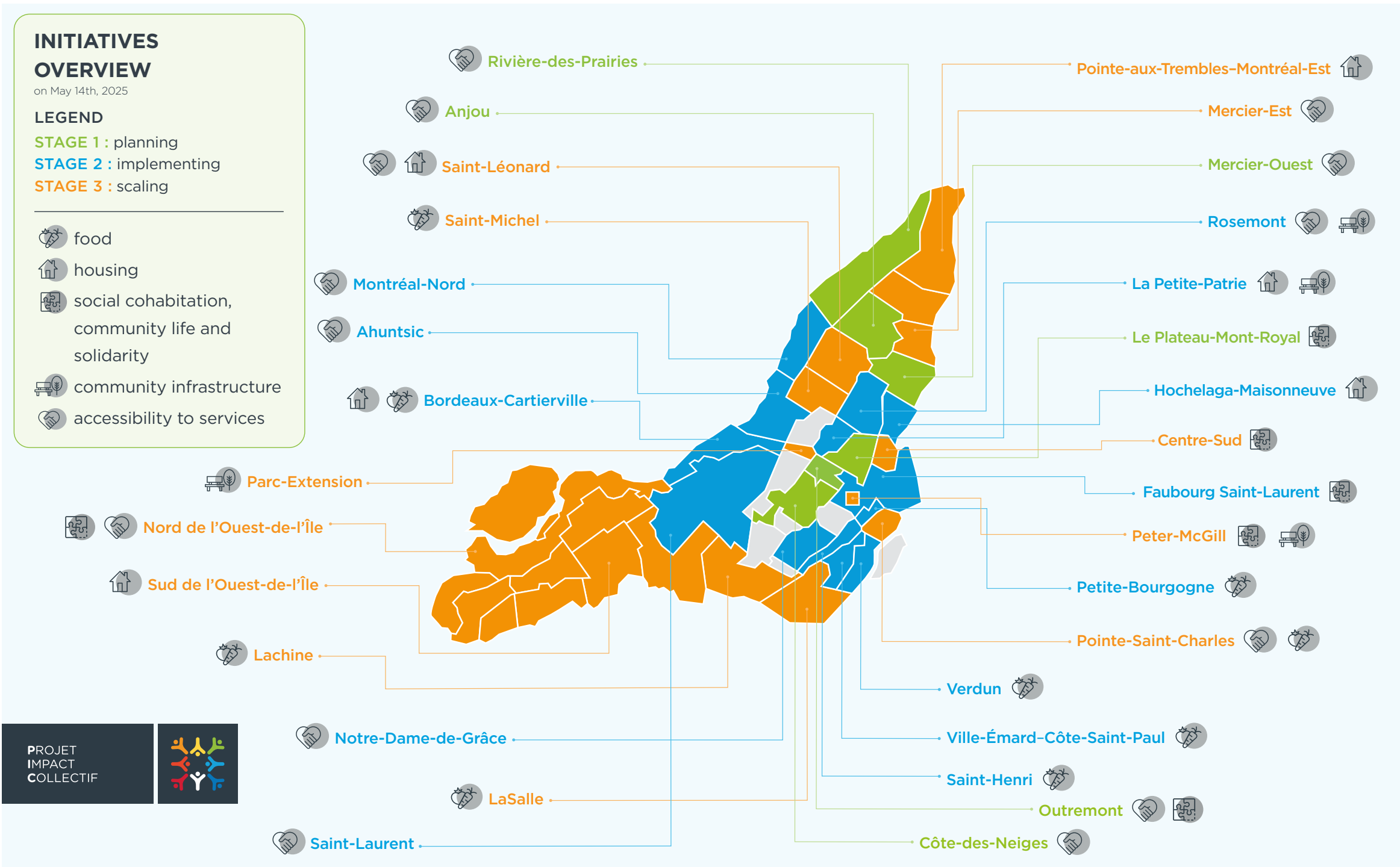
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1. Strengthen collective impact across neighbourhoods

1.1 Initiative map



See Appendix 2 for details of initiatives



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1.2 Priority themes

A unique feature of the CIP is that it does not tell neighbourhoods what themes to work on. Instead, they can collectively choose the initiatives they want to develop, as long as **the goal is to work collectively to reduce poverty and social exclusion**. Many neighbourhoods are developing ways to address the issues defined in their neighbourhood plan. If you'd like to consult the initiatives specific to each neighborhood, [click here](#).

Five major themes emerged from CIP initiatives in neighbourhoods:



Food



Housing



Social cohabitation, community life and solidarity



Community infrastructure



Accessibility to services

These themes illustrate the **diversity of issues facing people and organisations in these neighbourhoods**. Since these issues are often interconnected, many initiatives address two or three themes at once, while others focus on just one. However, all CIP neighbourhoods are using their initiatives to work toward **social inclusion** in one way or another. This section provides an overview of these five themes.

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Agencies have seen how people struggle to access healthy and diverse diets given the food deserts and a lack of affordable options in their territories. Nine neighbourhoods are working on the theme of food for their CIP initiative.

LACHINE

LASALLE

PETITE-BOURGOGNE

SAINT-HENRI

POINTE-SAINT-CHARLES

VILLE-ÉMARD-CÔTE-
SAINT-PAUL

SAINT-MICHEL

VERDUN

BORDEAUX-CARTIERVILLE

For many, the CIP is a way to **reinforce existing approaches**. Lachine is continuing to develop the services and activities in its sustainable food system and is promoting access to food through markets and [local food cards](#). LaSalle is continuing to expand and mobilize a network of agencies around its food hub. Petite-Bourgogne is developing the Local Food Village (LFV) and helping it lay down roots in its community. Saint-Henri is strengthening its collective platforms for food security and setting up a collective kitchen. For its part, Pointe-Saint-Charles wants to use the Nourrir la Pointe solidarity food network to **remove barriers** that keep people from accessing food resources or from getting involved. Community agencies on the food security committee have taken action around a range of strategies to break down barriers that may stem from a lack of knowledge of resources, financial struggles, mobility issues, and more. In Ville-Émard-Côte-Saint-Paul, partners in the CIP initiative hand out food coupons and run activities at the community grocery store. Just like the Petits Marchés de Lachine, this initiative also **creates social ties in the neighbourhood**. Saint-Michel has its own version of local markets that try to improve access to healthy, affordable food with events that combine eating with culture. In Verdun, stakeholders are working to **implement a local food system**.

Some neighbourhoods are using this opportunity to **mutualize resources**. Saint-Henri has a well-established practice in this area, as multiple agencies share the same truck to transport food. In LaSalle, mutualization is a way to offer services to the community, while over in Bordeaux-Cartierville, the CIP initiative aims to meet the essential needs of people in vulnerable situations by helping everyone mutualize resources and tools.



Photo : Bernard Legault



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The lack of affordable social housing and quality housing, rising home prices, and concerns about gentrification prompted six neighbourhoods to choose this theme for their CIP initiative.

BORDEAUX-CARTIERVILLE

HOCHELAGA-MAISONNEUVE

LA PETITE-PATRIE

SUD DE L'OUEST-DE-L'ÎLE

SAINT-LÉONARD

POINTE-AUX-TREMBLES-
MONTRÉAL-EST

Neighbourhoods are **developing tools** to deal with the current housing crisis. Bordeaux-Cartierville aims to meet the basic housing needs of people in vulnerable situations by mutualizing resources and tools and offering services tailored to their needs. In Hochelaga-Maisonneuve, agencies want to respond collectively to the crisis and take coordinated action to guarantee access to housing.

Other neighbourhoods are looking to **increase the number of housing units** in their territory. La Petite-Patrie is working to develop social housing and transform the Bellechasse site into an inclusive micro-neighbourhood. The Sud de l'Ouest-de-l'île is tackling systemic barriers that limit the development of housing projects. These neighbourhoods are using their CIP initiatives to fill a gap in collective action in this area, raise public awareness, and promote the social acceptability of affordable social housing. Meanwhile, Saint-Léonard is raising public awareness about access to social housing, promoting the construction of social housing, and more broadly empowering people to take action to improve living conditions in the neighbourhood.

In Pointe-aux-Trembles-Montréal-Est, collective action in communities aims to improve living conditions and let people stay in their homes or relocate through community interventions and support for action in places like housing cooperatives, a low-rental housing centre (HLM), and a private residence converted into a rooming house.



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After identifying issues with cohabitation in public spaces and feelings of safety, six neighbourhoods chose to work on social cohabitation, community life and solidarity for their CIP initiative.

CENTRE-SUD

FAUBOURG SAINT-LAURENT

NORD DE L'OUEST-DE-L'ÎLE

OUTREMONT

PETER-MCGILL

LE PLATEAU-MONT-ROYAL

At a time when many crises and social integration are creating issues for the Centre-Sud, the neighbourhood is aiming—by 2028—to become a model of social inclusion and cohesion that fosters resident involvement. This is also the goal of the Faubourg Saint-Laurent, which is bolstering **public participation and empowerment** to identify avenues for collective solutions that strengthen social cohesion in the neighbourhood.

In the Nord de l'Ouest-de-l'Île strengthening community bonds means getting agencies, residents and ethnocultural community leaders involved in these initiatives. Outremont is working specifically on initiatives to **foster social and intergenerational integration**, which are a core component of CIP actions.

Peter-McGill's inclusive and transformative approach helps residents, vulnerable and marginalized people, and private and public institutions to cohabit public spaces in a positive way. The neighbourhood has created squads and organized activities in these spaces to reinforce community life and help everyone to collectively take ownership of the territory.

Le Plateau-Mont-Royal is **strengthening alignment** between agencies to keep them from working in silos. The goal is to improve living conditions in the neighbourhood and increase people's power to act.





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Community agencies often face a lack or loss of space for their offices and services. Four neighbourhoods are trying to reinforce community infrastructure for their CIP initiative.

PARC-EXTENSION

After the loss of its community centre, the neighbourhood roundtable in Parc-Extension is continuing to develop a **service hub** with the construction of the New Community Centre (NCC) and is mobilizing local stakeholders, residents, agencies, and institutions around this goal.

LA PETITE-PATRIE

For its project to develop an inclusive micro-neighbourhood at the Bellechasse site, La Petite-Patrie is working to build social and community housing as well as **local shops and services, green spaces and community facilities** to create a comprehensive living environment.

ROSEMONT

Rosemont has created a **shared community and citizen space** called Espace 40°/Beaubien, which it is continuing to set up and consolidate for its CIP initiative. Peter-McGill is continuing its commitment to create vibrant and dynamic public spaces, notably through its “Let’s Move in Peter-McGill” program, which aims to include everyone in the community and help them take ownership of these spaces.

PETER-MCGILL





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Mobility issues, language barriers, financial struggles and discrimination are all barriers to social interaction and access to food, education, health and community services. To meet these challenges, 14 neighbourhoods are working on access to services and on inclusion for their CIP initiative.

Côte-des-Neiges and Pointe-Saint-Charles want to **remove barriers that limit access** to community and institutional resources. Montréal-Nord has an initiative to **deploy outreach workers** to improve and promote access to existing neighbourhood services. In Mercier-Est and Saint-Léonard, agency staff visit schools to help immigrant families and direct them to neighbourhood resources. In the Nord de l'Ouest-de-l'Île, Anjou and Notre-Dame-de-Grâce, this improved access to services involves promoting cultural diversity, dialogue, participation, and a sense of community. Mercier-Ouest wants to **boost the participation of newcomers** in neighbourhood development by understanding their needs, giving them tools and information, and helping them discover resources.

Improving access to services is also a way to **strengthen the social fabric**. Outremont is therefore working to increase the neighbourhood's social and intergenerational cohesion by improving access to services and activities for young people. In Ahuntsic, this means strengthening ties not only between various agencies but also with engaged residents who want to get involved in collective action so that they can shine a light on the struggles of vulnerable populations.

Some territories have specific characteristics that limit service access or deployment. This is the case for Saint-Laurent, which is developing local services and a **support network** while working to improve **communication about available services**. In Rivière-des-Prairies, agencies want to **improve local services** to compensate for low density and mobility issues that have been limiting factors. In Rosemont, the Espace 40^e/Beaubien provides access to services in an area that has been underserved until now.





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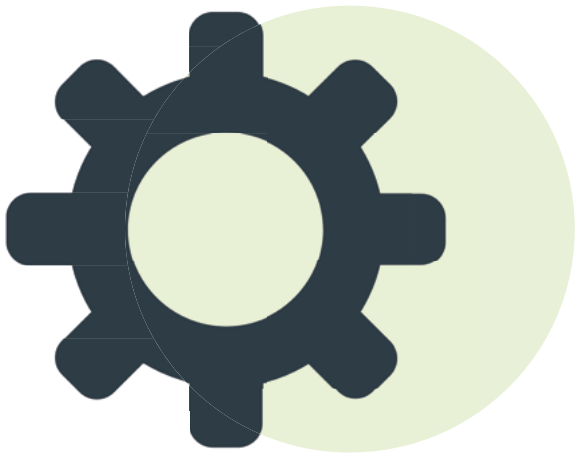
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1.3 Strategies implemented in neighbourhoods

Neighbourhoods are implementing different strategies in their initiatives to work toward their target change. These strategies are connected to the CIP's three pillars (for more on the vision for the CIP Phase 2, see section 2.1) :

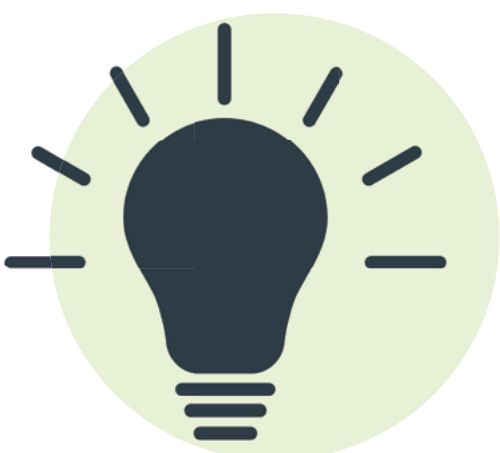
EXPERIMENT WITH
PRACTICES



INVEST IN
RELATIONSHIPS



BUILD ON
KNOWLEDGE AND
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1.3 Strategies implemented in neighbourhoods (continued)

The **five strategies** in this section are based on the methods and approaches used by neighbourhoods and are adaptations of the key conditions for collective impact.



1. **Promoting inclusive support structures that foster collaboration and dialogue**

(approaches by neighbourhoods to strengthen or enhance collective mechanisms or to develop formal or informal spaces for collective work, collaboration, and dialogue)



2. **Engaging stakeholders around collectively defined priority issues** (approaches by neighbourhoods to inclusively engage stakeholders—i.e. agencies or neighbourhood residents—in their initiative planning and implementation)



3. **Cross-pollinating perspectives and creating a shared vision** (approaches to align the visions of different agencies or social groups and to compile and mobilize knowledge to guide actions and decisions)



4. **Activating a variety of levers to achieve the desired changes** (diverse actions and approaches often implemented simultaneously and experimented with to achieve change)



5. **Applying mechanisms to capture and share achievements and challenges and to reinvest lessons learned** (approaches to readjust or disseminate and transfer practices within or beyond the CIP community)



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1.3 Strategies implemented in neighbourhoods (continued)

While here we illustrate one strategy per neighbourhood, neighbourhoods have often used many or even all of these approaches. We have also provided a preliminary analysis of the impacts of these strategies. These impacts will be explored in other CIP publications as the Evaluation and Learning Plan is implemented (for more on the Evaluation and Learning Plan, see section 2.2).

Impact	Icon
On neighbourhoods	
Neighbourhoods' collective ability to act is strengthened through the collective impact approach.	
Initiatives collectively reduce poverty and social exclusion by helping the community progress toward its prioritized change.	
On the CIP community	
Relationships are strengthened.	
Power dynamics shift toward greater horizontality.	
Collaborative and inclusive practices are reinforced.	
Experimentation and learning practices are reinforced.	
Within and beyond the CIP community	
The sharing and transferring of lessons and practices are strengthened.	
Unexpected impacts are captured through evaluation and learning.	

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 - 1.3.2 Engaging collectively
 - 1.3.3 Crossing perspectives
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 - 1.3.5 Capture and share challenges and lessons

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1.3.1 Promoting inclusive support structures that foster collaboration and dialogue

ANJOU



Over the past year, the initiative organizers have reinforced the neighbourhood roundtable to engage partners who have not been as involved (e.g. elected representatives and youth groups) or to bring new partners on board. This has increased the number of people involved, while others have returned to the roundtable. This prompted the neighbourhood to review its collaborative mechanisms and adjust the desired change to include popular education. With the support of Dynamo, a Grand Rendez-vous was organized for people to work collectively on this vision of change and on the implementation plan for an initiative that targets individual and collective empowerment.



CÔTE-DES-NEIGES



Partners in Côte-des-Neiges want to turn the neighbourhood into an accessible, welcoming and inclusive place. To do so, three areas of change have been targeted: diversity; accessibility and acceptance; and openness and participation. These areas require the involvement of many community and institutional stakeholders as well as residents. The CIP initiative organizers are rallying stakeholders around this project while engaging people in the neighbourhood's strategic planning.

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HOCHELAGA-MAISONNEUVE



A housing committee has been set up in Hochelaga-Maisonneuve that will serve as a space for consultation and dialogue. The committee will also have a charter and a meeting evaluation process that will provide a structure for ongoing adjustment. Two sub-committees (a squad and a social housing committee) have also been formed. The initiative organizers are developing strategies to strengthen ties with institutions and encourage them to get involved. Agencies are testing approaches to improve collaboration and work more effectively together to assure access to housing.

OUTREMONT



A new neighbourhood roundtable was created in Outremont in 2021. The neighbourhood is planning a collective initiative around positive social cohabitation to transform social and intergenerational tension that can impact community life. For example, it is organizing a youth forum to develop collective initiatives that address the needs of young people.

LE PLATEAU-MONT-ROYAL



About fifteen agencies are on this committee to come up with projects that could receive CIP investment. While they are used to being separated by sector of activity, these agencies are using the CIP as an opportunity to work in a cross-cutting way to help vulnerable populations. The initiative will bring together and engage a wide range of stakeholders who are involved in this issue but who do not often work together. Engaging collaborative spaces are therefore required to give everyone a voice and help them think about the aspects that can bring agencies together.

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SAINT-LAURENT



This neighbourhood has set up a steering committee for its CIP initiative for sharing, collaboration and exploration. The committee is comprised of two members from the Comité des organismes sociaux de Saint-Laurent (COSSL), representatives of neighbourhood community agencies and institutions (the CIUSSS, the borough, the SPVM), as well as a resident. The committee is a safe space where members feel comfortable expressing their needs, ideas, and vision of the CIP. It lets them experience team dynamics, test different activities and approaches, develop a sense of belonging, and collectively decide on the directions of their project. Through their involvement, the committee members developed an action plan with a citizens' group and partners in Saint-Laurent. The committee also organized a day of training and reflection on the concepts of justice, equity, diversity and inclusion (JEDI). The partners could then discuss the mechanisms for an action plan that promotes JEDI and intersectionality. This committee's learning and experimentation can serve as inspiration for other Saint-Laurent agencies and committees. A focus is also on how the members can balance their efforts so that they can maintain their commitment and energy even with very busy schedules and involvement on other committees.

BORDEAUX-CARTIERVILLE



The CIP initiative in this neighbourhood has undergone a period of change over the past year due to staff turnover. A readjustment was necessary to align some of the formal work-plan elements with what agencies are actually experiencing in the field.

The initiative organizers have implemented a strategy to bring people together and encourage collaboration. The CIP Phase 2 working committee has been re-deployed and includes new organizations that better represent the diversity of services in the community. Work has been done to strengthen communication and remain in constant contact with agencies, which is a challenge due to high staff turnover. Efforts have also gone into clarifying the CIP approach for neighbourhood stakeholders to make it as understandable as possible. Statutory items about the CIP were added to the agendas of general meetings, central roundtable meetings, and different community events to keep this project top of mind.

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For its CIP initiative, LaSalle is looking to mobilize organizations and align their actions to give residents better living conditions, particularly when it comes to food security.

A main goal of this initiative is to develop and strengthen collaborative structures to build bonds between agencies. Over the past year, the significant engagement of partners has raised collective awareness. The diversity of people represented on collaborative bodies means that relationships between agencies do not rely on their leaders alone. They have taken collaboration beyond the structures of community agencies and gone to institutions (CIUSSS and the borough) to present the food hub project, encourage cooperation, and determine how the different teams can contribute. The initiative organizers are also working on communication mechanisms to strengthen collaboration.

The Table de développement social de LaSalle is playing an important role in developing this support structure, for example, to keep agencies from becoming overburdened. It has also taken on the cost of hiring a staff member to coordinate the initiative.



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VERDUN



Over the past year, following an inconclusive feasibility study on the creation of a food space, the CIP initiative organizers decided to review this idea and adapt the vision based on new information and the changing community context. Everyone was able to recognize the limits of their ideas, take a step back, and change their approach to their collective project. The partners have shown an ability to adapt, take a new stance, and find different strategies to achieve the same desired change.

This review led to the development and consolidation of relationships within the community as well as a reflection on mobilization around the project in a context that gives stakeholders more and more front-line work and less time to invest in collaborative projects. The initiative organizers used the coaching and consulting resources made available by the CIP to establish governance for a new initiative, clearly define roles and responsibilities, reflect on collective decision making, and create collective leadership.





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GOVERNANCE

CIP initiatives help strengthen the ability of neighbourhoods to create collective initiatives and support structures. However, setting up these collective approaches is a complex task that brings many challenges, including that of governance: for example, how are decisions made, and who should be involved? Many neighbourhoods experience this issue in terms of both establishing the collective governance structure and training and leading the structure's committees. Initiative organizers do not always feel fully equipped to reflect on questions of governance or to adjust the structure as the project advances. Collective work takes time and requires commitment on the part of partner organizations, a process that gets complicated against the current backdrop of crises and overwork for agencies.

RELATIONSHIPS
WITH INSTITUTIONS

The relationship with public institutions (municipal administration, health network, etc.) can be a springboard for collective impact. These ties strengthen the complementarity and alignment of community initiatives with programs, projects and services run by the institutional sector. Although they are sought after for CIP neighbourhood initiatives, relationships between public institutions and community agencies can vary in terms of their geometry. In some neighbourhoods, initiatives can build on a history of collaboration between communities, while other neighbourhoods are still trying to build trust and bridges between the community and institutional sectors. This is something many of our partners are eager to work on over the coming year.

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1.3.2 Engaging stakeholders around collectively defined priority issues



The CIP initiative in Faubourg Saint-Laurent is aiming for a broad mobilization of the neighbourhood's stakeholders—agencies, institutions, residents, the unhoused, businesses, workers, students, and the media—around the issue of social cohabitation. The neighbourhood life committee has been restructured to delve more deeply into cohabitation issues, make decisions, and carry out projects. However, including everyone in an ongoing and respectful way has brought its share of challenges.

Events have been organized to broadly engage partners, strengthen ties between different groups, and build trust between stakeholders. Activities have also been held to raise awareness around homelessness. The initiative's partners are thinking about creating tools and meeting spaces between residents and people experiencing homelessness to foster mutual understanding and create relationships so that everyone feels part of the neighbourhood. Over the long term, this will build a sense of community and belonging to the territory that reflects both its history and the people who spend time there and reflect its values every day.



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MERCIER-OUEST



To understand the needs of residents and re-engage the neighbourhood around support for people from immigrant backgrounds, Mercier-Ouest organized two key activities this year:

- The community resource fair was a success with over 100 visitors and 23 participating agencies, whose staff were able to connect with each other and inform people about services they provide in the neighbourhood. The agencies were very satisfied with the fair and would like to make it a recurring event.
- A survey was also conducted to learn more about the needs and expectations of neighbourhood residents and adapt community services. The results showed that residents are not very involved in neighbourhood life, mainly due to a lack of information about what is happening in the community. Residents also expressed the need for access to sports and cultural facilities and services.

The partners in the CIP initiative are now working to address these needs and set up services for residents from immigrant backgrounds.



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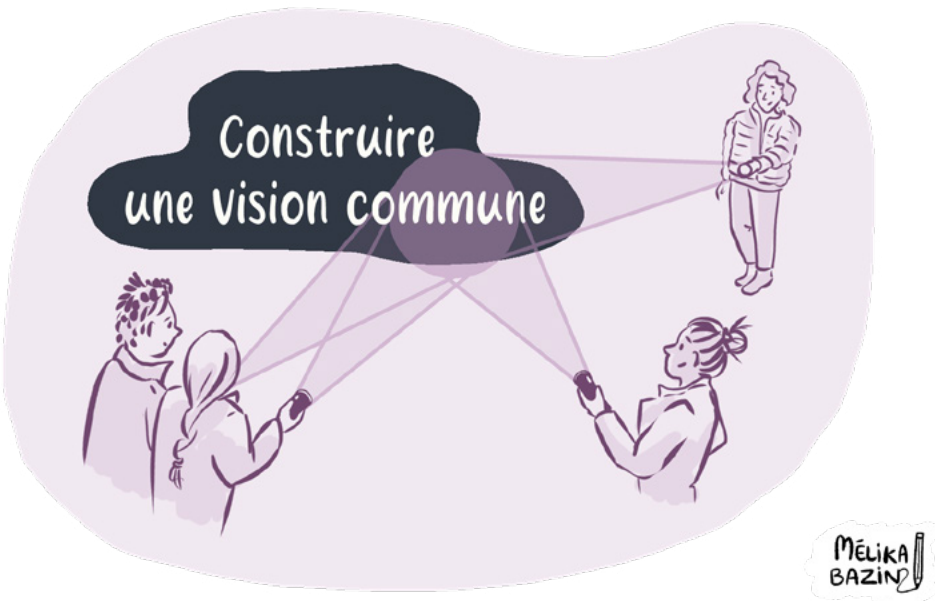
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NORD DE L'OUEST-DE-L'ÎLE



The CIP initiative in the Nord de l'Ouest-de-l'Île has three components and exemplifies how a wide range of stakeholders can be engaged in a project.

1. Engaging and involving agencies: In the past year, the CIP initiative has helped the neighbourhood better understand the realities of certain groups and gain initial insight into the work of other groups in the territory. Connections have been made with the Village Cloverdale housing cooperative, which is now heavily involved in the initiative.
2. Engaging residents: A neighbourhood party was organized to reach out to people directly, bring communities together, create connections, and raise awareness about available services and agencies in the area. Partnerships with agencies were a great help to conduct a survey on community needs and services that could be of interest to residents. However, work is continuing to engage groups that are harder to reach, such as parents.
3. Engaging ethnocultural community leaders: Through the CIP initiative, the roundtable wants to strengthen ties with ethnocultural and religious community leaders so that they become familiar with community resources, can inform residents about these resources, and can identify service gaps. Leaders were met, and relationships are gradually strengthening, which is helping stakeholders to better understand community issues. However, some leaders are still hard to reach.



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NOTRE-DAME-DE-GRÂCE



Notre-Dame-de-Grâce wants to make the neighbourhood's resources more inclusive and accessible, particularly by emphasizing diversity and encouraging participation.

One area of action is for accompaniment agents to identify and reach out to vulnerable people or people experiencing complex situations so that they can support them and inform them of available resources. Coffee meet-ups and other activities are organized to build relationships, and volunteers are trained to provide support (based on their skills) to people who need it. To help the initiative run smoothly and get people involved, the CIP initiative organizers are working on a reference framework to support people and train volunteers.



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SAINT-MICHEL



The agencies involved in the CIP initiative in Saint-Michel are working together in a number of areas to strengthen citizen action around food.

This year, agencies focused on experiential activities to reach the local population and boost participation. Activities were held on site, and two editions of the Festival des saveurs were organized. This event is a meeting place for residents and neighbourhood agencies as well as an educational day for young people. The festival showcases the resources available in the neighbourhood. Rather than simply inform people about events, the organizers set up a bike cab service to get them to the event in person.

Culture is also a way to value food resources. For example, a photo competition was a way to immortalize food experiences with residents and the community agencies involved in this sector.

The partners are also busy offering activities and empowering residents around food issues. Workshops have been organized (including some with young people), services provided by Ma boîte à provisions have been enhanced, and agencies are building relationships with each other to improve their services, strengthen engagement and enhance the appeal of volunteering.



Photo : Chantal Bolduc



Photo : Chantal Simoneau



Photo : Bernard Legault



Photo : Bernard Legault



Photo : François Durand



Photo : Chantal Bolduc



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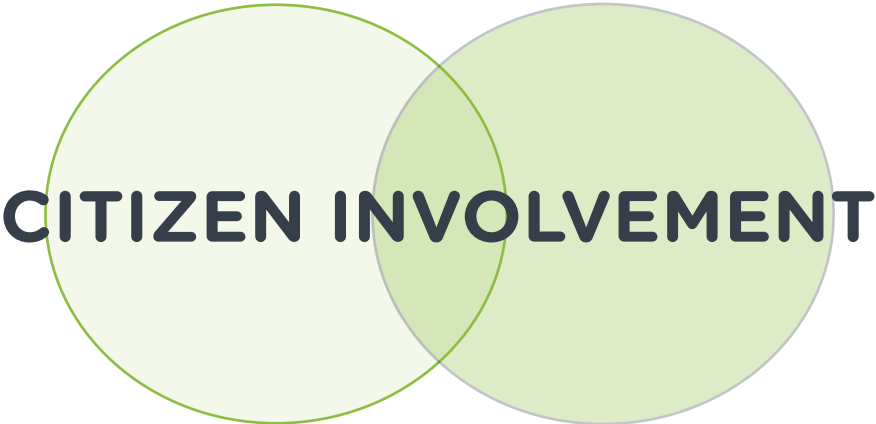
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Cross-cutting aspects



Citizen engagement and involvement are common challenges for many CIP initiatives. Working with people affected by an issue is a key component of collective efforts to fight poverty and social exclusion. Although promoting citizen involvement requires a great deal of time and specific expertise, particularly to build trust and ongoing participation, the CIP initiative organizers are putting together many strategies to boost participation. For example, they are experimenting with different formats to increase event participation, offering training and workshops, and setting up joint programs between a number of agencies to encourage volunteer involvement. The partners appreciate the flexibility of the CIP funding, which lets them experiment with and adjust their practices. Many forums for dialogue have been organized to transfer practices and learning between neighbourhoods on the theme of citizen involvement. For example, a Practice Exchange was held in La Petite-Patrie in September 2024 (see section 3.1).

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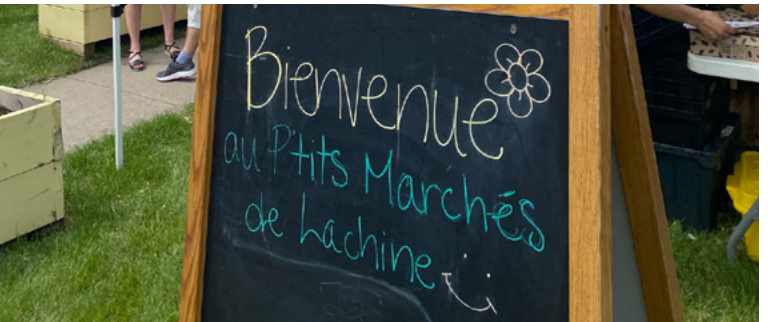
1.3.3 Cross-pollinating perspectives and creating a shared vision



During the reflection process prior to the intensification phase for its CIP initiative, a collective process was launched in Lachine to build a shared vision and enhance the neighbourhood's desired change. This process was steered by an advisory committee of five neighbourhood agencies. It received support from members of Concert'Action Lachine and the Groupe de travail en sécurité alimentaire de Lachine (GTSAL) as well as coaching from Dynamo.

As a first step, about thirty partners came together to identify barriers and goals surrounding academic success in Lachine and to include aspects related to Lachine's sustainable food system. This led to the first draft of an action plan. Proposals for actions and activities were presented during a "Dragon's Den" activity to local young people, who made suggestions to improve the plan, for example, with actions programmed throughout the year.

The initiative worked out very well and brought together all stakeholders in the neighbourhood. It also led to planning for actions that connect food with academic success.



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MONTRÉAL-NORD



The implementation of Montréal-Nord's social and economic inclusion initiative was a success thanks to the active involvement of the social and economic inclusion committee and the hiring of a project coordinator at a partner agency.

This coordinator tours agencies and institutions to understand their realities, their social and economic inclusion practices, and their barriers. The aim of the tour is to create connections between agencies, get information about services in the neighbourhood, and take an inventory of available initiatives. This activity has also helped stakeholders identify and engage agencies that could hire local workers as part of the CIP initiative. Combined with available statistics and the City of Montreal's analysis of areas of vulnerability and access to services, this tour led to a shared and comprehensive portrait of the neighbourhood's resources. This exercise will also help stakeholders identify priority sectors in which to deploy outreach workers.



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PETER-MCGILL



[Wellness Brigades](#) made up of vulnerable and marginalized people, including people in a situation of homelessness, have been set up in Peter-McGill. The initiative organizers showed flexibility and made the approach more participatory to include the goals of the participants themselves.

While their initial mission was to clean and maintain public spaces, their aim has evolved into a more global vision of collective well-being. The squads not only work in the field but also evaluate public infrastructure and support services that need volunteers. They also take part in many other actions to improve local quality of life.

Supported by a strong partnership dynamic, these squads are actively changing perceptions about marginalized and vulnerable people in the community. The initiative is based on an approach of continuous learning and adaptation that fosters participation and trust. Concrete measures—such as compensation for squad members and greater decision-making power to organize activities—ensure that their voices are fully considered when it comes to information, engagement and collective action.



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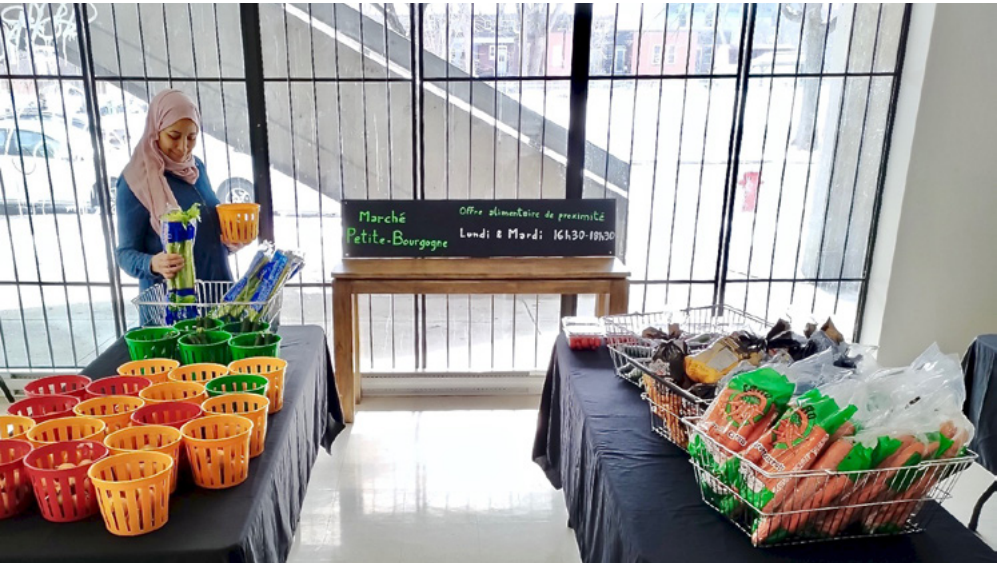
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PETITE-BOURGOGNE



In Petite-Bourgogne, the CIP initiative has been a catalyst to develop the Local Food Village (LFV) that is worked on by and for citizens. This initiative gives residents a place to act and take part in the community's reflection process. The initiative has helped identify needs, generate ideas, and create a shared vision that is accompanying current work to have the LFV operate self-sufficiently. Stakeholders are working on joining their perspectives and creating a common vision while engaging citizens to make the LFV's actions viable over the long term.

For example, the initiative led to a project for a community depanneur (or Corner Store) that the neighbourhood can invest in and take ownership of. Many citizen actions designed by and for the population are being carried out with the support of the CIP, and the depanneur is already selling food. Local residents are taking ownership of the space, which is now almost fully self-managed. It has become an inclusive community hub for the neighbourhood thanks to genuine citizen involvement and the empowerment of residents, who are overseeing services and operations and their continuity.



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Over the past year, the initiative organizers in Saint-Henri have carried out a change strategy exercise. This process has helped partners to prioritize specific components, develop a new shared vision, and establish concrete actions.

Thanks to a more consistent approach and a better understanding of priority issues, the neighbourhood worked on launching a business plan for a collective community kitchen. The different stages of the business plan were developed collectively to ensure that the idea effectively addresses neighbourhood needs. The goal was also to align the plan with the work of the neighbourhood roundtable, particularly the quantitative and qualitative neighbourhood portrait and mapping of vacant space done by the roundtable's housing, development and socio-ecological transition (LATSE) committee. After deciding to oversee the consultation component of the business plan based on the neighbourhood profile, the initiative organizers designed an interview template for discussions with neighbourhood food security / self-sufficiency agencies. This should lead to an operating model for the kitchen as well as the definition of a similar project that could include networking existing collective kitchens or creating a new facility.

The urgent food needs in the neighbourhood and the kitchen business plan have led to new ties with agencies that want to get involved with the committee for the local supportive and independent food system (SALSA) and to ties with outreach workers with direct knowledge of people's needs.





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INITIATIVE
SUSTAINABILITY

As we enter the second half of Phase 2 of the CIP, long-term sustainability has come up more often in discussions with our partners in neighbourhood initiatives. We see a concern about how to continue these actions and initiatives and keep the jobs that have been created or consolidated since the start of Phase 2. The partners do not want to see their results vanish or lose any progress they have made in terms of collective work or action. Some people are starting to actively think about how to make these initiatives more sustainable, for example, by scaling up actions, mutualizing resources, or making initiatives financially viable (e.g., community grocery stores and markets). However, some initiatives cannot become self-sufficient and require external funding (as is the case with food vouchers). The CIP team and governance bodies had started conversations about the long-term viability of these initiatives, and these talks will intensify over the coming year.

SOCIO-ECONOMIC
CONTEXT

The community sector has been struggling with many current social and economic challenges: rising living costs (including food costs), the housing crisis, and the arrival of many migrants and people with precarious status, etc. Our neighbourhood initiative partners have called attention to the complexity of situations faced by some people, which complicates their access to services and reinforces the need for support from the community sector. This socio-economic context and its complexity can give rise to feelings of powerlessness and fatigue within the community sector in general and among agency staff in particular. The urgency that agencies often cope with adds another layer of complexity to the implementation of CIP initiatives. Given their limited resources, agencies are refocusing on their core activities and are less available for collective initiatives and action.

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1.3.4 Activating a variety of mechanisms to achieve the desired change



Building on the lessons it has learned in recent years, Ahuntsic is using different mechanisms to strengthen its social fabric and encourage residents to get involved and show solidarity:

- Rather than spend time on strategies to recruit vulnerable populations, the initiative organizers are working with people who are available for a specific period and want to help from a sense of solidarity and a desire to improve living conditions.
- This CIP initiative also draws from a network of agencies accessed by the neighbourhood roundtable and from relationships between agency staff and the community. The neighbourhood is taking the time to create new relationships to encourage participation. Relationships of trust help stakeholders to truly capture the voices of the target populations.
- The initiative's themes are adapted to emerging needs in the neighbourhood based on agencies' availability.
- Over the past year, a collaboration with the [Table de Concertation et d'Action pour les Aîné.es d'Ahuntsic](#) resulted in an event on citizen involvement and volunteering. It also led to a big party held at Parc Ahuntsic and "inter-HLM" meetings. Instead of simply consulting people, the neighbourhood encouraged people to take action themselves.



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LA PETITE-PATRIE



Many simultaneous actions are being carried out in La Petite-Patrie to construct social and community housing at the Bellechasse site and create an inclusive living environment. For the project, the neighbourhood is relying on community and citizen involvement and working to influence political actors.

- Public cafés have been organized to equip citizens and help them become “experts” on different topics. These activities are going well and have included a discussion on community real estate and social housing.
- A petition for the Bellechasse site received 2,200 signatures, demonstrating support for the initiative.
- To keep this engagement visible and active, the neighbourhood has worked on many actions: a project brief and site model, objects to beautify fencing around the site, an advertising poster, and more. These actions have kept the project going while informing the public and celebrating its successes.
- The organizers have also maintained a relationship with the municipality; for example, they organized a meeting with the borough mayor to submit concrete requests.

They are also eager to broaden the engagement of community agencies, which do not necessarily take part in activities. They are planning meetings with these agencies and preparing a guide to help them talk about the project to the people they help. They are also trying to work with agencies’ existing approaches to promote the Bellechasse project, create relationships, and foster buy-in.



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MERCIER-EST



The CIP initiative in Mercier-Est uses a variety of strategies and activities in elementary schools to reach families who need support and inform them of the neighbourhood's resources.

To help this resource person (outreach worker) become a true member of the community, meetings have been organized with school teams to clarify and review her duties. To communicate with parents and become known to families, the outreach worker has an office at two schools, attends activities that give her visibility (kindergarten welcome day, school registrations, etc.), hands out brochures, includes messages in newsletters, and has a reserved section in the school agenda.

These diverse strategies help reach and have a direct impact on families, with 150 interventions and support services provided so far. Talks are also held on topics chosen by parents and given by speakers from other agencies to build trust in and knowledge about other agencies in the neighbourhood.



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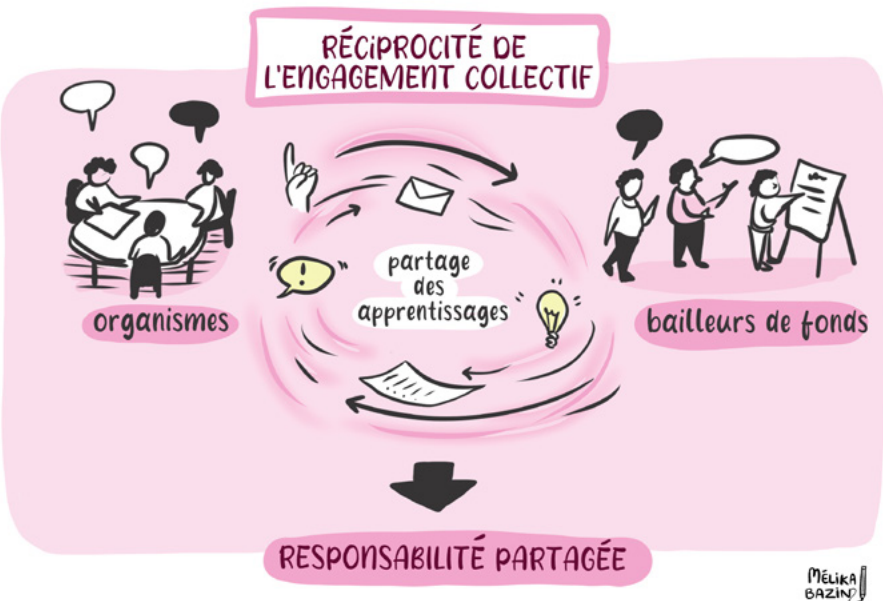
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PARC-EXTENSION



Different resources are being activated at the same time to develop Parc-Extension's New Community Centre (NCC), which will bring together a wide range of services.

- **Engagement:** To engage residents, partners and funders in the project, the CIP initiative organizers have held different work, neighbourhood, and committee meetings. The project and its governance were explained in lay terms to the general public to increase community support. This engagement minimizes areas of weakness and provides access to a wide range of information. Surveys were also handed out to determine the needs of residents and agencies. The initiative organizers are also working on strengthening their relationships with the borough.
- **Funding:** Meetings have been held with potential donors and institutions to seek funding for the project. The federal government has agreed to provide 60% of the funding to build the NCC.
- **Construction:** Work is now underway on the site access, a site plan based on needs, and a preliminary version of the functional and technical plan.



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ROSEMONT



The CIP initiative in Rosemont has continued development on the Espace 40°/Beaubien in Phase 2. Its organizers have implemented a variety of resources to strengthen diversity in terms of both the programming and participants and to raise awareness of the centre and how it works.

1. Collaborations are being developed with local partners and neighbourhood agencies to engage young people and encourage people from immigrant backgrounds to participate. With this approach, the neighbourhood is reaching specific groups to explain what the Espace is and how it is meant for everyone.
2. The initiative issues regular communications to reinforce ownership of the Espace 40°/Beaubien and raise awareness about its role as a place for citizen experimentation that is available for recurring citizen activities. These communications also strengthen relationships between different people involved to improve cohesion.

The Espace 40°/Beaubien has also helped revitalize the sector, as illustrated by the decision to create the city's largest public square in east Rosemont, which will be inaugurated right next to the Espace 40° in summer 2025.

SAINT-LÉONARD



Agencies in Saint-Léonard are working to empower residents and improve their living conditions through housing, citizen involvement, and the school-family-community program. Each of these components uses a variety of mechanisms to achieve change.

When it comes to citizen involvement, for example, a forum on urban safety was organized by and for neighbourhood residents. This is the first time that this forum has been organized by citizens, with the roundtable providing support only. The event was a great success and an opportunity to promote many agencies and programs, such as the school-family-community initiative, whose staff were on site and who helped engage people and promote the forum. The initiative partners also sent around a survey about citizen involvement and barriers to citizen participation. Over 500 responses were received, and an analysis of the survey revealed avenues to develop workshops and content to boost participation.



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MUTUALIZATION

Mutualization is playing an increasingly important role in CIP collective initiatives. To make better use of resources, agencies can share space, share material resources (e.g. delivery trucks), or organize shared events. Mutualization can even extend to sharing volunteers among multiple agencies. However, resources are needed to think about and operationalize this approach, which has its own set of challenges related to logistics and the sharing of roles and responsibilities. Increasing the number of mutualized initiatives also requires informing funding bodies about this approach. The CIP initiative organizers discussed these practices and challenges at a dialogue event organized in Saint-Michel in March 2025 (see section 3.1).

FUNDING STRUCTURES

Our partners in neighbourhood initiatives often raise the issue of funding. The financial contribution of the CIP is perceived as very positive, particularly because of its flexibility and light reporting requirements. However, many neighbourhoods have complex funding structures, with their money coming from a variety of sources. As CIP funding is considered insufficient to achieve the desired change, other sources of funding must be found. However, the CIP is also seen as a springboard for an agency to get a project off the ground and seek more substantial funding. In all cases, managing multiple budgets and simultaneous funding applications is a complex endeavour for agencies.

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1.3.5 Applying mechanisms to capture and share achievements and challenges and to reinvest lessons learned



As part of the CIP initiative to strengthen social integration in the Centre-Sud, local stakeholders are capturing and disseminating the lessons they have learned.

- The Mieux vivre dans Centre-Sud guide is being developed to help residents understand social issues and encourage positive community relations. It is being drafted with five agencies so that these partners can contribute their knowledge to this document to guide discussions on cohabitation issues. The initiative organizers will implement transfer strategies so that other communities can make the guide their own.
- The initiative organizers are conducting an evaluation to measure collective efforts to achieve the desired changes. They are also trying to understand how stakeholders are working collectively to achieve positive and sustainable social changes and how they are continuously adjusting their practices. This process has received support from the CIP's coaching and consulting resources.
- The neighbourhood organized a Practice Exchange on learning and assessment in a collective context for the CIP community, which took place in May 2025.



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POINTE-AUX-TREMBLES-
MONTRÉAL-EST



Agencies in Pointe-aux-Trembles-Montréal-Est carried out collective work to learn from the implementation stage. Based on the vision of change, they identified progress and pinpointed limitations of the various effects and strategies they will need to advance to the intensification stage.

It is clear that community intervention and collective action among agencies can empower citizens, strengthen social ties, and stimulate people's reflexes to be generous and caring. While people's power to act seems stronger on an individual rather than a collective level, significant collective advances have come about; for example, a roadblock to building renovations was prevented, while collective governance was renewed in a community. Collaboration and complementarity between agencies to support residents are also seen as aspects that have greatly improved in recent years. Sharing observations and expertise avoids duplication, optimizes resources, upholds residents' dignity, and assures consistent support. This synergy is based on recognized expertise, a common language, and the circulation of lessons learned among staff.



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POINTE-SAINT-CHARLES



In Pointe-Saint-Charles, the CIP initiative aims to reduce food insecurity and barriers for people to reach local food resources. Many mechanisms are in place to capture challenges and improve agency practices.

- Resources dedicated to inclusion and community participation in groups have made it possible to:
 - Use an equity, diversity and inclusion (EDI) approach to consult with staff members, residents, and people who are not helped by agencies to understand the needs, catalysts, and obstacles when it comes to using resources.
 - Set up experiments to transform practices.
 - Reinforce the sharing of practices and disseminate lessons learned through a community of practice.
 - Make inclusion issues part of the strategic planning of some agencies and review the programs of a neighbourhood food bank so that anyone in need can access it.
- Through the CIP, activities have been organized to hand out social vouchers for the neighbourhood's community food resources to food-insecure people and, at the same time, to direct these individuals to agencies. This initiative is being tracked by the project team, which wants to understand how the vouchers are being used so that they can make ongoing adjustments.
- A working group has been set up to study issues of food access that stem from people's mobility and the availability of low-cost, ready-to-eat meals in the neighbourhood. The goal is to understand both the challenges and opportunities.

The neighbourhood is now scaling up and transferring these practices to other agencies and neighbourhoods.



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SUD DE L'OUEST-DE-L'ÎLE



Capturing lessons learned is a key part of the CIP initiative in the South West Island to improve practices and move toward systemic changes in housing.

Before moving to the intensification stage, a meeting was organized with different neighbourhood agencies so that they could take stock of the initiative and capture what they learned from it. This meeting revealed the need for political support, more community involvement, and better communication given the opposition to social housing projects. It also highlighted the commitment of municipalities and the capacity for dialogue and learning in collective spaces as well as a lack of common goals among members of the housing committee.

Stakeholders want to learn from existing projects to advance toward the desired change and share their findings with other agencies. They have begun thinking about creating a toolbox and webinars to disseminate these tools.



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VILLE-ÉMARD-CÔTE-
SAINT-PAUL



In the past, Ville-Émard-Côte-Saint-Paul had identified a number of challenges and obstacles to the use of food services. Last year, the initiative organizers focused on reincorporating lessons learned and adjusting practices to address these challenges. For example, the following changes have been made to the community grocery store:

- Opening hours have been adjusted to help more people use the store and allow them to stop by after work.
- Staff have handed out social vouchers for the grocery store and informed people about the store while directly helping residents.
- The team has created a dynamic group of employees and volunteers to ensure the grocery store runs smoothly and is a welcoming place for the public.
- The arrival of a big supermarket chain in the neighbourhood has been a major challenge. However, the store has adapted its offering to stand out from traditional grocery stores and become a place where people develop social bonds. Different events have been organized and include parties and discussion forums where stakeholders can listen to residents and inform them about services. More than just a place to buy food, the community grocery store is now a place to build social ties.





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Cross-cutting aspects

HUMAN RESOURCES

Once again this year, our partners in neighbourhood initiatives faced human resource challenges. While the CIP provides financial resources to create or consolidate positions, these jobs often require a high degree of versatility, and agencies have talked on multiple occasions about the difficulty of hiring staff. They also have to contend with high staff turnover, which can lead to knowledge loss, impact collaborative action, and decrease engagement. Bonds of trust often come from the people themselves at agencies. Neighbourhoods often see the acts of capturing lessons learned, developing transfer tools, and holding networking events as ways to retain knowledge and skills in the context of staff turnover.

CAPTURING
LESSONS LEARNED

In recent years, the CIP team has adapted and no longer asks initiative organizers to provide an activity evaluation, which is often considered burdensome and time-consuming. This assessment is now done internally by the CIP coordination team (see section 2.2). Neighbourhoods are nevertheless invited to capture and share what they learn. According to the CIP community, this learning is a springboard to build a shared vision; identify strengths, limitations and areas of weakness; adjust or improve practices; and broaden action, do things differently or innovate. The CIP community has also identified elements to facilitate learning. These include spaces for exchange and dialogue, theoretical frameworks, and resources dedicated to defining learning and identifying resources and barriers. Neighbourhoods can also get external support from Dynamo, Niska or Yann Pezzini to better capture what they learn, think differently about their actions and strategies, or get support for dialogue spaces.



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1.4 Training and support services

A second year has concluded for the [new training and support format](#) (in French only). The initial format was broadened so that the CIP could support neighbourhoods beyond evaluation and work with initiative organizers on the most important issues for learning.

The number of neighbourhoods that receive support has increased: as of March 31, 2025, 28 out of 31 neighbourhoods had started receiving support with one of our three partners (Dynamo, Niska or Yann Pezzini). This coaching addresses a wide variety of issues. For example, some neighbourhoods want methodological support for evaluation or their work with the community. Others want strategic clarity or support to make the right decisions or have very specific questions, such as about how to improve staff retention within a collective initiative. Finally, some neighbourhoods use our coaching partners for help to submit their CIP project for the subsequent stage.

A morning learning event was held on January 16, 2025 with representatives from the CIP coordination team, Centraide's Social Development team, the three coaching resources, and two neighbourhoods to collectively reflect on the following question: How can we get even more out of what we learned this year? This event let the participants share their experiences and the benefits of support and improve their understanding. Everyone also identified lessons that deserve to be more broadly shared and determined how to share them. This collective reflection process gave everyone insight into how learning contributes to the CIP's impacts.

Throughout the year, Dynamo continued to provide services, such as training on collective impact, a collective decision-making workshop, and training on how to capture lessons learned. Although registrations were sufficient for most dates, we sometimes had to adapt the training due to low turnout. We also had to reschedule a training session to increase the number of registrations. Several factors have contributed to this situation: the economic situation, the diversity of training available in the community sector, and staff turnover, all of which leave less time for agency staff.





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2. Strengthening collective impact across the CIP community

Beyond the work done in each neighbourhood, major effort has gone into the three pillars of the CIP Phase 2: **strengthening relationships, building on knowledge and learning**, and **experimenting with practices** across the CIP community (i.e. neighbourhoods, the operator and governance bodies) so that everyone can go further collectively. The following pages give an overview of last year's biggest achievements. The first section presents the vision for Phase 2 of the CIP and the Evaluation and Learning Plan. We then describe how we are promoting the co-construction and cross-pollination of perspectives, strengthening relationships, and experimenting with and adjusting practices.

2.1 A clear vision for the CIP Phase 2

Between fall 2023 and fall 2024, all partners involved with CIP governance bodies helped clarify what we wanted to achieve together throughout Phase 2 and how we would go about it.





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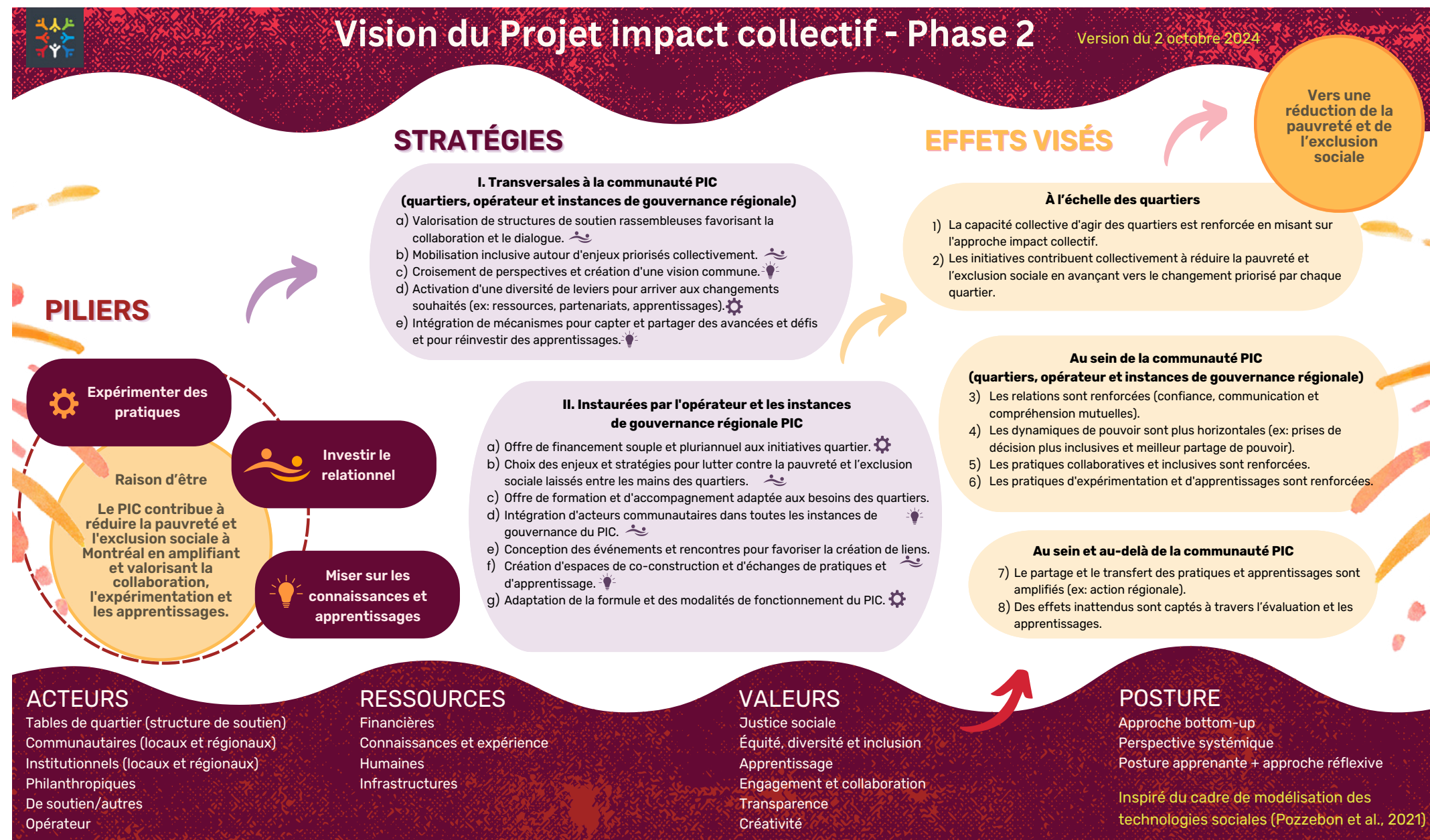
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2.1 A clear vision for the CIP Phase 2 (continued)

This process refined the goals set out in the initial agreement for Phase 2 of the CIP and led to the preliminary vision developed in summer 2022 (in French only). This vision represents a collective commitment with a number of strategies and impacts that relate to work done both on initiatives in the field and by governance bodies. This was an attempt to “overcome a lack of reciprocity that can be endemic to the philanthropic sector, i.e. when funded organizations are held accountable for impacts without the same commitment in return” (translated from [Heck, 2024 : 6](#)).

Creating this vision when most initiatives were well underway let us “devise strategies that are in line with the practices deployed or desired by the various partners involved in the CIP. These strategies represent an adaptation of the collective impact conditions to the Montreal context. Using a ‘bottom-up’ logic, the impacts are also sufficiently broad and flexible to incorporate a diversity of practices and changes made at different scales of the project” (translated from [Heck, 2024 : 6](#)).





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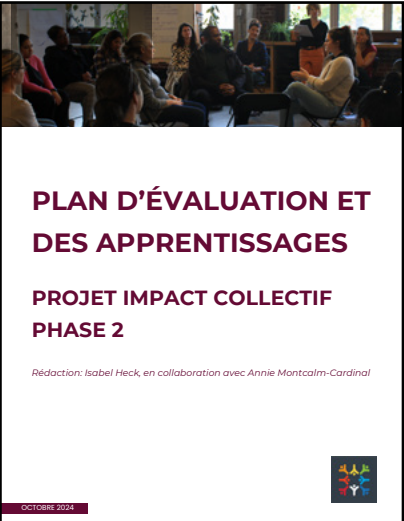
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2.2 Evaluating and capturing lessons learned from Phase 2



The [Evaluation and Learning Plan](#) (in French only) for Phase 2 of the CIP was co-constructed at the same time as the vision update. This participatory process was steered by the CIP's Head of Knowledge and Learning in collaboration with the Evaluation and Learning Committee.

This assessment and learning approach applies to the work of the entire CIP community. The proposed process uses three questions to understand whether and how the intended effects are achieved:

1. What are the direct and indirect impacts of the CIP?
2. How did the stakeholders achieve these impacts?
3. How do previously defined elements help in the fight against poverty and social exclusion?

This approach is meant to foster strategic learning so that practices and processes can be continuously adjusted. Through collaborations with a wider ecosystem (such as local social development, philanthropy, the research community), the approach also aims to generate knowledge that goes into practices to fight poverty and social exclusion.

The plan is being implemented by researchers on the CIP coordination team who are supported by an expanded Evaluation and Learning Committee, which includes two community representatives and a member from the university sector. The committee uses existing spaces (neighbourhood meetings, Practice Exchanges, governance bodies, etc.) to avoid adding further pressure on stakeholders. Research interviews (instead of a mid-year or end-of-year meeting) are also organized with neighbourhoods that are finishing up the implementation stage and beginning the intensification stage of their initiative so that everyone can delve deeper into certain aspects.

The CIP research team is currently working on the mid-point review of Phase 2 of the CIP, which will be released at the end of 2025.





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2.3 Cross-pollinating perspectives and co-creating

The CIP community offers diverse platforms for community, institutional and philanthropic stakeholders to cross-pollinate their perspectives. These spaces give everyone a better mutual understanding, let them analyze issues more deeply, and allow them to take a step back from their practices in order to improve them (see appendix 3 for the governance of roles and responsibilities diagram).

These spaces include:

- The Management Committee, which, in addition to its regular community, institutional and philanthropic members, welcomed community stakeholders throughout the year to discuss issues and devise avenues for joint solutions.
- The Evaluation and Learning Committee, which developed the 2024 Evaluation and Learning Plan and supports its implementation.
- Annual half-days of learning to let everyone get a collective overview on how to capture lessons. This is done with the CIP's support resources (Dynamo, Niska, and Yann Pezzini), Centraide advisors, and representatives from two neighbourhoods.
- The *Carrefour des apprentissages*, which brings together nearly 100 people from different sectors and neighbourhoods (see section 3.1), is the ideal forum to share CIP lessons.
- The Action-Reflection Group, which is the governance structure dedicated to co-creation.

Action-Reflection Group

The Action-Reflection Group is a co-creation team that includes representatives from the CIP team, the community and philanthropic sectors, and Centraide of Greater Montreal. It ended its first cohort in June 2024. The group attended **four workshops** to take detailed, concrete steps and **co-create** the best ways to embody and bring to life the three pillars of the CIP Phase 2.





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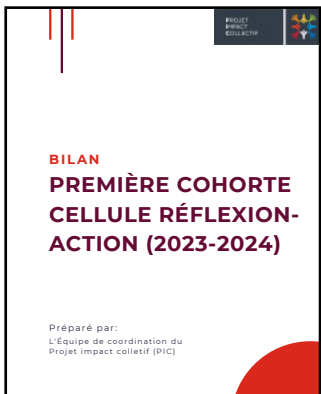
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2.3 Cross-pollinating perspectives and co-creating (continued)



This first year of experimentation showed the group's potential to cross-pollinate knowledge, experiment with new practices, and imagine what the CIP can become. We saw that this co-creation space also **strengthened relationships** between different CIP community stakeholders, **reconfigured dynamics** between stakeholders, and **strengthened collaborative and inclusive practices**, all while letting people **experiment** and learn together.



Given the positive impacts with this first cohort, we decided to launch the second cohort in September 2024. The format was adjusted based on recommendations from participants, which allowed us to increase the representation of community agencies by providing additional space to representatives of neighbourhood roundtables. Space was also given to a representative from the Coalition montréalaise des tables de quartier (CMTQ).

To read the full first-year review (in French only) > [click here](#).

2.4 Strengthening relationships between CIP partners

A priority last year was building relationships and dialogue between everyone in the CIP community beyond neighbourhood initiatives to create more horizontal and personal relationships. One approach to this was to include community stakeholders on all CIP governance bodies. This goal was met this year with the participation of two community stakeholders on the Evaluation and Learning Committee.



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2.4 Strengthening relationships between CIP partners (continued)

Many spaces and practices to invest in relationships are now firmly in place:

- Mid- and year-end meetings were held so that the CIP coordination team, a Centraide advisor, and stakeholders from each neighbourhood initiative could meet in person to discuss progress, challenges and lessons learned (these meetings have replaced activity reports since 2022).
- Neighbourhoods were invited to Management Committee meetings to onboard them to the CIP and let them meet committee members and talk about issues of their choice (note that the neighbourhood onboarding cycle finished at the end of 2024, when all neighbourhoods who wanted to join the CIP had done so).
- Collective writing sprints were held for a third year to give people a friendly space in which to work on funding applications for one of the three stages of Phase 2. Stakeholders from different neighbourhoods, members of the coordination team, and staff from Centraide also attended these events.
- Practice Exchanges (see section 3.1)

The *Carrefour des apprentissages* was also a new feature this year. While its primary aim is to help people share what they learn (see section 3.1), it is also a place for members of the CIP community to meet up.

Management Committee

Management Committee partners collaborate throughout the year on the CIP's success and take part in a collective reflection on the project's development. The committee met five times in the past year. An "*environmental scan*" is always appreciated and goes a long way toward strengthening relationships between partners. There was a great deal of discussion on flexible funding, experimentation, the CIP vision, and the evaluation and learning plan.



Annual meeting of the agreement signatories

On March 18, 2025, the annual meeting of the agreement signatories was held at the Espace 40^e/Beaubien in Rosemont, a space created by the community as part of the CIP to improve service access for the population in an underserved area. In addition to providing a better understanding of the Rosemont initiative, the meeting included an update on the CIP and a presentation of the preliminary findings of the mid-point review. This was a great opportunity for stakeholders in the field to talk and build relationships with community, institutional and philanthropic representatives.





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2.5 Experimenting with and adjusting practices

Flexibility, adjustment and experimentation continue to guide everything we do. Dialogue and co-construction are often what show us the limits of our practices and open up new avenues to adjust these practices. These processes led to the development of a toolbox (which will be available in the coming months) to make training accessible at all times. They also resulted in the Evaluation and Learning Plan, which is rooted in reciprocity and places value on the plurality of knowledge, and in the project for flexible funding.

Boosting flexible funding

Flexible funding is one of three priorities for regional collaboration that emerged from discussions with community stakeholders on the Management Committee. The other two priorities are citizen involvement (worked on, for example, for the Practice Exchange described in section 3.1) and initiative sustainability (which will be worked on more over the next year).

Despite the CIP governance partners' clear desire since the start of Phase 1 to contribute more than just financial support, the shift to collective action on a regional scale has come up against many obstacles related to legitimacy, leadership and duplication ([see the Phase-1 review in French only by Heck, Sanschagrin et al., 2023](#)).

The year 2024-2025 was a breakthrough in this regard thanks to a collective process that culminated in a draft plan to boost flexible funding practices based on the CIP experience. A collaboration with Territoires innovants en économie sociale et solidaire ([TIESS](#)) has clarified our flexible funding practice in terms of its strengths, limitations and conditions for success. This partnership also let us contextualize our practice in relation to existing practices thanks to a literature review and discussion groups with different types of CIP stakeholders. A summary will be released soon to help us start a dialogue on this topic with other funders both within and beyond the CIP community.



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3. Sharing and transferring lessons learned within and beyond the CIP community

Our community, institutional and philanthropic partners have repeatedly expressed a desire to intensify the sharing of lessons within the CIP community. This section describes the different ways this goal has been implemented:

1. Events such as the *Carrefour des apprentissages* or Practice Exchanges.
2. Many publications, such as fact sheets with an overview of initiatives in the 31 neighbourhoods for Phase 2 and the practices deployed in Phase 1.
3. The CIP's external presentations at organizations, for university courses, or at various events, as well as our involvement in multiple networks to spark dialogue with stakeholders who are fighting poverty and working for community development.
4. Tools that let us constantly communicate with our partners and expand our audience.

3.1 Events

Carrefour des apprentissages

On November 28, 2024, the first *Carrefour des apprentissages* was held at the Centre Saint-Pierre. There was a great diversity of participants (nearly 90 people representing 36 organizations) and the day was a great success filled with very rewarding interactions. The *Carrefour des apprentissages* provided a space for the CIP community to share, disseminate what they have learned, and connect.

As part of a vision of reciprocity, this event allowed everyone in the CIP community—whether they come from the community, philanthropic, institutional, or support resource sectors—to share what they have learned. The CIP team documented and shared a [summary](#) (in French only) of these lessons and how the project has evolved.

A second edition of the *Carrefour des apprentissages* will be held in November 2025.

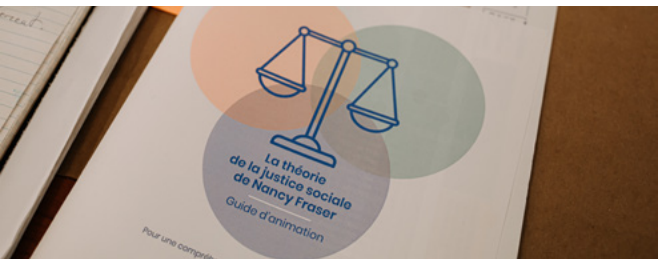


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3.1 Events (continued)

Practice Exchanges

To promote learning and knowledge sharing between community stakeholders, we developed and tested a new format dedicated to CIP neighbourhoods called Practice Exchanges.

Instead of organizing another Collective Impact Festival, we focused on this series of neighbourhood-based activities to increase opportunities for dialogue and strengthen relationships between neighbourhoods. These Practice Exchanges let us address a need often expressed by community partners. They are organized by the CIP coordination team in collaboration with the host neighbourhood as key moments for community partners to get together, interact, and cross-pollinate their knowledge. Two events were held last year in September 2024 and March 2025.

The actual Practice Exchanges take place during the morning, while in the afternoon, community representatives can now stay on site to attend training from Dynamo on collective decision-making.



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3.1 Events (continued)

September 2024: Citizen engagement and involvement

The first Practice Exchange took place in La Petite-Patrie on September 26, 2024. The Regroupement des tables de concertation de La Petite-Patrie (RTCPP) hosted the meeting, which began with a rainy-day tour of the neighbourhood. This was followed by a compelling roundtable discussion between passionate speakers from three neighbourhoods, who shared their experiences and ideas about citizen engagement and involvement. The participants and panelists then actively engaged in a collaborative workshop that created a genuine exchange of practices and tools.

For the full recap of this activity (in French only) > [click here](#).

March 2025: Food system mutualization

On March 19, 2025, partners from Saint-Michel explored mutualization in the context of collective impact, inter-sector action, and community development. The morning started on a theoretical note with a presentation and discussion on the topic of collective action and collective impact in community development. This was followed by a presentation of the Saint-Michel food system (SAVEUR) by the project partners, each of whom set up booths in the room to provide a better understanding of the neighbourhood's initiative. Everyone who attended also had the chance to reflect on the benefits and challenges of mutualization during the discussion and co-creation workshops.

For the full recap of this activity (in French only) > [click here](#).

These activities strengthen community relationships and let the various CIP initiatives in the 31 neighbourhoods inspire each other. If you want to suggest a discussion topic for a future Practice Exchange workshop, let us know at pic@centraide-mtl.org.





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3.2 Transfer activities

External presentations

Once again this year, the coordinating team showcased the CIP through different presentations. Below is a partial list:

- May 13, 2024: CIP Director Rotem Ayalon gave a presentation at the Direction régionale de santé publique de Montréal to its department that oversees community development and is responsible for reductions in social health inequality (urban environment and population health sector).
- May 17, 2024: Isabel Heck, Head of Knowledge and Learning, presented the CIP to a class on the socio-political and strategic issues of philanthropy (DSR 8418) taught by Sylvain A. Lefèvre at the Université du Québec à Montréal.
- June 19, 2024: Rotem Ayalon gave a joint presentation with two other Centraide/United Ways for a panel entitled “Leading Collective Impact: Case studies from across the country on building effective collective impact models in local communities” to highlight collective impact initiatives.
- October 29, 2024: Rotem Ayalon gave a presentation on the CIP to the Board of Directors of the Definity Insurance Foundation.

The CIP coordination team also took part in many major events, such as the Canadian Forum on Social Innovation held in May 2024.

3.3 Publications

Over the past year, the CIP team focused on publishing summary fact sheets and reports to better disseminate information about CIP initiatives and the lessons learned from them.

Fact sheets on the Phase 1 report

The CIP team published [three fact sheets](#) (in French only) to inform everyone and help them understand results from the CIP Phase 1. Each fact sheet has a specific theme: collaboration, assessment, and the key elements in working toward shared change. The goal was to highlight information that can guide ongoing initiatives in the second phase of the CIP. Each sheet provides a detailed analysis based on precise data and experiential feedback to provide an accurate portrait of the actions taken and their impact. All fact sheets feature concrete examples of actions by stakeholders in the field as part of their CIP initiatives.





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2. Strengthen collective impact across the CIP community
3. Share and transfer lessons learned within and beyond the CIP community
 - 3.1 Events
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3.3 Publications (continued)

Article in *The Philanthropist Journal*

Isabel Heck, Head of Knowledge and Learning at the CIP, published an article entitled “[The transformative potential of collaboration: Learnings from Montreal's Collective Impact Project](#)” (available in English and French) in *The Philanthropist Journal*, which deals with topics related to the charitable and non-profit sector in Canada. The article presents key findings from Phase 1 related to flexible funding, the strengthening of collaborative practice, and the integration of learning.

Fact sheets on neighbourhood actions in Phase 2

The CIP team also posted [fact sheets](#) (in French only) on our website describing the initiatives of the 31 neighbourhoods for the CIP Phase 2. These fact sheets indicate the change that neighbourhoods want to see and the strategies implemented to achieve this change. The sheets will be updated as these initiatives move forward.

Assessment of the Action-Reflection Group

The CIP published the [activity report for the first cohort of the Action-Reflection Group](#) (in French only), which highlights the main achievements and advances of this new co-creation body as part of CIP governance. It also goes over the successes, limitations, and lessons learned from this first cohort. We invite all members of the CIP community to read this report to better understand how the group works, what it has achieved, and what it will do in the future.

Evaluation plan

In summer 2024, the CIP Evaluation and Learning Committee developed and published the [Phase 2 Evaluation and Learning Plan](#) (in French only, see section 2.2). This plan aims to help stakeholders to:

- Take a step back to capture and share their progress and challenges.
- Reinvest what they have learned to adjust practices.
- Share what they have learned at all levels of the CIP and beyond.

The Evaluation and Learning Plan is based on the [vision for Phase 2](#) (in French only) developed by the CIP team with its partners. This vision has three key elements: a relational approach, experimentation, and learning.

Overview of the *Carrefour des apprentissages*

The 2024 Learning Crossroads let members of the community, institutional and philanthropic sectors come together with the CIP support resources to share what they have learned. The CIP team documented these lessons and how the project has evolved. A [summary of the Carrefour des apprentissages](#) (in French only) provides a written and illustrated record to inform everyone about these lessons throughout the CIP community and beyond.



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3.4 Communications

Website

This year, the CIP team decided to use its [website](#) to share more content and especially news items. In addition to serving as a toolbox and information hub, the website is an ideal platform to continuously highlight what is happening in the neighbourhoods as much as possible. Whether through fact sheets on neighbourhood actions in Phase 2, news items about what's happening in the field, or steps taken by the CIP team, the website helps to spread essential information about the CIP.



CIP bulletins and newsletters

To promote fluid communication with the CIP stakeholders and a broader audience, the CIP again this year used two communication channels: bulletins and newsletters.

Bulletins sent out to the CIP community (i.e. neighbourhoods and partners) are our key channel for sharing useful information, invitations, and messages for the people and agencies working directly for the CIP. About two bulletins are sent out every month, with even more in the weeks leading up to a major event, such as the Learning Crossroads. The CIP team sent out 16 bulletins between April 1, 2024 and March 31, 2025.

For messages to the broader public, the CIP sends out newsletters in both French and English. Anyone interested can sign up for the newsletter on the CIP website. Between April 2024 and March 2025, the team sent out four newsletters (April 25, June 19, September 17, and December 12, 2024). The average open rate is 50% for both the French and English newsletter. The unsubscribe rate is very low.





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3.4 Communications (continued)

Social media

The CIP enjoyed visibility on Centraide of Greater Montreal's social networks this year to mark a number of important milestones on some of the following topics:

CIP Activity Report:

On July 12, 2024, a post promoted the release of the 2023-2024 CIP Activity Report.

Practice Exchange in La Petite-Patrie:

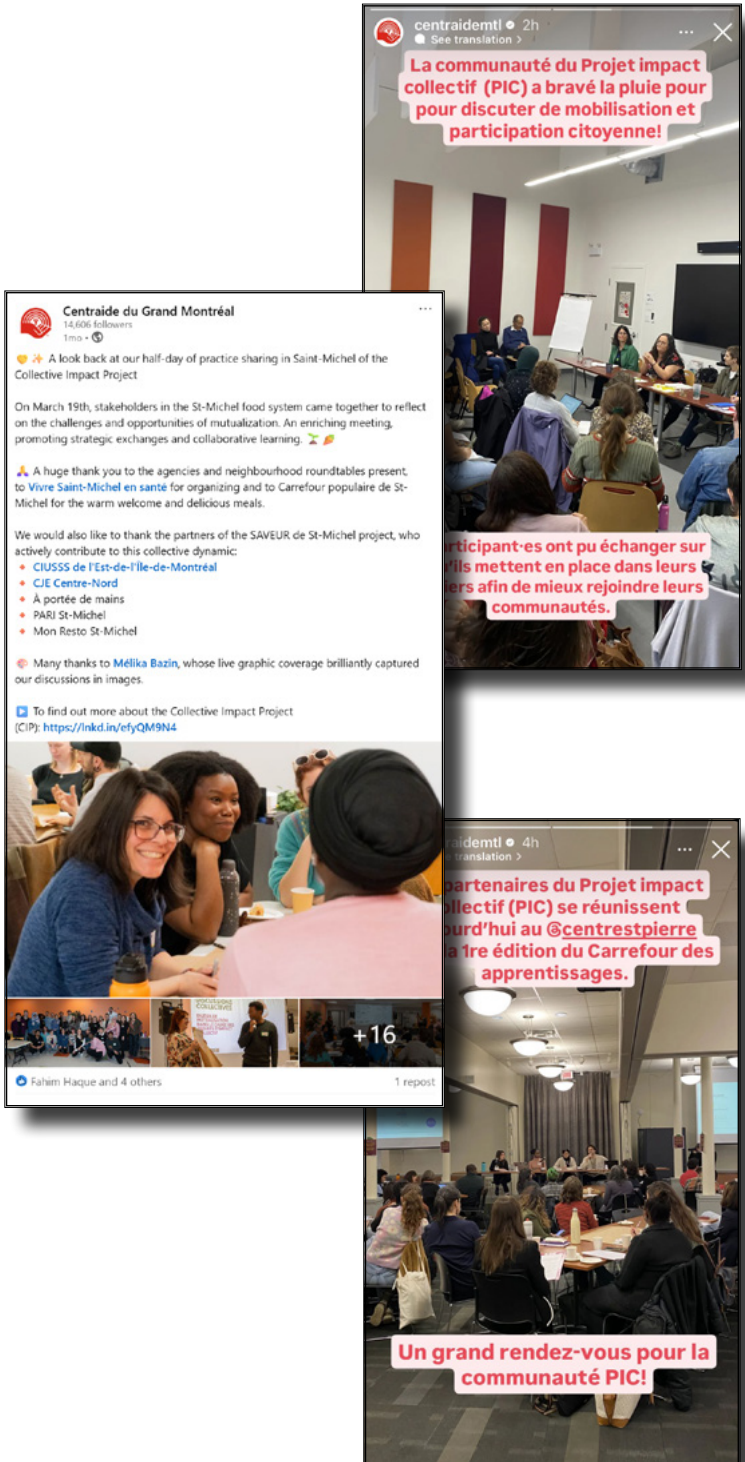
On September 26, 2024, an Instagram story was posted on the activity about citizen engagement and participation held in La Petite-Patrie.

The CIP Carrefour des apprentissages:

On November 28, 2024, an Instagram story was posted to mark the CIP's first Learning Crossroads at the Centre St-Pierre. This event also enjoyed good visibility on December 4, 2024 in an online post published after the event to highlight the success of this day of learning.

Practice Exchange in Saint- Michel:

Another Instagram story was shared on March 19, 2025, to promote the activity on mutualization in the neighbourhood food system. On March 29, thank-yous and photos of the event were posted on Instagram, Facebook and LinkedIn.





Conclusion

The year 2024-2025 was a turning point for the CIP, as we entered the second half of Phase 2, and all neighbourhoods that wanted to join the project started to receive funding. Currently, 31 Montreal neighbourhoods are taking collective action to fight poverty and social exclusion, and we can already see the impacts of their actions.

Highlights from this past year include the development of the vision for Phase 2 of the CIP and the release of the Evaluation and Learning Plan. The evaluation process has started, and the mid-point report for Phase 2 will be published in the coming year. This will let us delve deeper into the strategies implemented by neighbourhoods and the impacts achieved by CIP initiatives.

The CIP coordination team has been actively working to reinforce the three pillars of the CIP (experimenting with practices, investing in relationships, and building on knowledge and lessons learned). This has meant organizing new events, strengthening learning capture, and getting the community even more involved in governance.

This report attests to the efforts of the entire CIP community to achieve these goals while highlighting the growing challenges faced by stakeholders in the field who are working to meet the needs of the population. In the coming year, we will continue to consolidate the actions of the CIP community and strengthen our collective impact in Montreal's neighbourhoods and beyond.

**Thank you to all our partners for a year
rich in achievements!**



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1. Financial Statements

Neighborhood	Investments 2022-2023	Investments 2023-2024	Investments 2024-2025	TOTAL
Ahuntsic	\$ 103 839,00	\$ 104 400,00	\$ 100 000,00	\$ 308 239,00
Anjou	\$ -	\$ 70 000,00	\$ -	\$ 70 000,00
Bordeaux-Cartierville	\$ 74 400,00	\$ 70 000,00	\$ 110 000,00	\$ 254 400,00
Centre-Sud	\$ -	\$ -	\$ 233 300,00	\$ 233 300,00
Côte-des-Neiges	\$ -	\$ -	\$ 70 000,00	\$ 70 000,00
Faubourg Saint-Laurent	\$ 74 400,00	\$ 108 390,00	\$ 137 000,00	\$ 319 790,00
Hochelaga-Maisonneuve	\$ -	\$ -	\$ 125 000,00	\$ 125 000,00
La Petite-Patrie	\$ 75 000,00	\$ 134 381,76	\$ 150 000,00	\$ 359 381,76
Lachine	\$ 104 400,00	\$ 100 000,00	\$ 175 000,00	\$ 379 400,00
LaSalle	\$ -	\$ -	\$ 175 000,00	\$ 175 000,00
Le Plateau Mont-Royal	\$ -	\$ 70 000,00	\$ -	\$ -
Mercier-Est	\$ -	\$ 204 400,00	\$ -	\$ 204 400,00
Mercier-Ouest	\$ -	\$ 70 000,00	\$ 70 000,00	\$ 140 000,00
Montréal-Nord	\$ 74 400,00	\$ 150 000,00	\$ -	\$ 224 400,00
Nord de l'Ouest-de-l'Île-de-Montréal	\$ 74 400,00	\$ 110 000,00	\$ 110 000,00	\$ 294 400,00
Notre-Dame-de-Grâce	\$ 74 400,00	\$ -	\$ 125 000,00	\$ 199 400,00
Outremont	\$ -	\$ -	\$ 70 000,00	\$ 70 000,00
Parc-Extension	\$ -	\$ 150 807,84	\$ 300 269,00	\$ 451 076,84
Peter-McGill	\$ 129 400,00	\$ 129 400,00	\$ 303 750,00	\$ 562 550,00
Petite-Bourgogne	\$ 74 400,00	\$ 130 000,00	\$ -	\$ 204 400,00
Pointe-aux-Trembles-Montréal-Est	\$ 97 682,00	\$ 190 587,00	\$ 3 354,00	\$ 291 623,00
Pointe-Saint-Charles	\$ 99 400,00	\$ 95 000,00	\$ 206 000,00	\$ 400 400,00
Rivière-des-Prairies	\$ 74 400,00	\$ -	\$ -	\$ 74 400,00
Rosemont	\$ 129 400,00	\$ 36 023,00	\$ 125 000,00	\$ 290 423,00
Saint-Henri	\$ -	\$ 104 400,00	\$ 100 000,00	\$ 204 400,00
Saint-Laurent	\$ -	\$ -	\$ 72 000,00	\$ 72 000,00
Saint-Léonard	\$ -	\$ 600 000,00	\$ 300 000,00	\$ 900 000,00
Saint-Michel	\$ -	\$ 704 307,00	\$ 350 000,00	\$ 1 054 307,00
Sud de l'Ouest-de-l'Île-de-Montréal	\$ 129 423,00	\$ 129 423,00	\$ 262 093,00	\$ 520 939,00
Verdun	\$ 103 400,00	\$ -	\$ -	\$ 103 400,00
Ville-Émard-Côte-Saint-Paul	\$ 104 400,00	\$ 100 000,00	\$ 100 000,00	\$ 304 400,00
TOTAL NEIGHBORHOOD INVESTMENTS	\$ 1 597 144,00	\$ 3 561 519,60	\$ 3 772 766,00	\$ 8 931 429,60
Strengthening capacities		\$ 60 592,50	\$ 48 878,50	\$ 109 471,00
GRAND TOTAL	\$ 1 597 144,00	\$ 3 622 112,10	\$ 3 821 644,50	\$ 9 040 900,60



Appendices

2. Details of initiatives

Legend

- STAGE 1 :** planning
STAGE 2 : implementing
STAGE 3 : scaling
-  food
 housing
 community infrastructure
 accessibility to services
 social cohabitation,
community life and
solidarity

NEIGHBOURHOOD	THEME	PROJECT TITLE	DESIRED CHANGE
AHUNTSIC		Reduce or counter the culture of individuality and strengthen the desire for human solidarity	That residents understand the local bodies in which they can get involved and take action. That residents show solidarity with community issues and mobilize around causes that concern them. That the neighborhood's social fabric is strengthened.
ANJOU		Give the community the power to act collectively!	Over the next five years, the neighborhood hopes to develop a sense of belonging to the community and the power to work together amongst Anjou's citizen and local organizations.
BORDEAUX-CARTIERVILLE	 	Good Food, Good Housing	By 2027, a greater number of people in vulnerable situations in Bordeaux-Cartierville will be able to better meet their essential needs in terms of food and housing. Community organizations will have pooled their resources, tools and knowledge to meet these needs, and will have implemented an ASD+ approach to identify the differentiated needs of this population and propose services adapted to meet them. Translated with DeepL.com (free version)
CENTRE-SUD		Social Diversity at the Heart of Centre-Sud	In 2028, Centre-Sud will be a model of inclusion and social cohesion, promoting citizen participation.
CÔTE-DES-NEIGES		Reducing Barriers to Accessing Neighborhood Resources	In a neighborhood like Côte-des-Neiges, reducing barriers to access to community and institutional resources is central to the fight against poverty and social exclusion.
FAUBOURG SAINT-LAURENT		The Colors of the Faubourg: Social Cohesion at the Heart of the Neighborhood	The Faubourg Saint-Laurent is an area in which everyone who lives or works there contributes to social cohesion.
HOCHELAGA-MAISONNEUVE		Housing for All: A Collective Response to the Crisis	The people of Hochelaga-Maisonneuve have access to safe, quality housing that meets their needs and their means.
LA PETITE-PATRIE	 	Develop an Inclusive Micro-neighbourhood on the Bellechasse Site	Develop a micro-neighborhood on the Bellechasse site that promotes a true social mix, retains the most vulnerable and promotes living together in Petite-Patrie.
LACHINE		Development of the Lachine Sustainable Food System's Services and Activities	The young people, now players in the Lachine Sustainable Food System, are confident and well-equipped to make decisions about their future, and get involved in their community to support other young people.
LASALLE		LaSalle Community Food Center	Within the next three years, we want our citizens to enjoy better living conditions.
LE PLATEAU-MONT-ROYAL		Weaving the Plateau	Support for vulnerable people.
MERCIER-EST		Community-Based Intervention in Schools	Residents are equipped and have access to resources to meet their needs.
MERCIER-OUEST		Services Adapted to Immigrants	Provide immigrants with the tools and information they need to take part in neighborhood development, while taking their specific needs into account.
MONTREAL-NORD		Social and Economic Inclusion	By 2028, Montreal North residents will have more ways to participate: as valued, respected and contributing members of their community and society.
NORD DE L'OUEST-DE-L'ÎLE	 	Building Bridges: Ethnocultural Diversity and Community Inclusion	The reception and living conditions of people from cultural communities are improved through better access to services, better integration into the community and an increased response to basic needs such as housing and employment by strengthening collaboration between all relevant stakeholders and actors.
NOTRE-DAME-DE-GRÂCE		Community support and liaison	To make Notre-Dame-de-Grâce an accessible and welcoming neighborhood and to ensure the inclusion of everyone.



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Appendices

2. Details of initiatives (continued)

Legend

STAGE 1 : planning

STAGE 2 : implementing

STAGE 3 : scaling



food



community infrastructure



housing



accessibility to services



social cohabitation,
community life and
solidarity

NEIGHBOURHOOD	THEME	PROJECT TITLE	DESIRED CHANGE
OUTREMONT		Harmonious Cohabitation	Promote harmonious cohabitation in Outremont, by developing social and intergenerational diversity initiatives.
PARC-EXTENSION		Parc-Extension's new community center	By 2026, the creation of a diversified services hub accessible to all Parc-Extension residents.
PETER-MCGILL		Peter-McGill in Action	Development of green, public and community spaces in the Peter-McGill neighbourhood.
PETITE-BOURGOGNE		Local Food Village	Petite-Burgundy, we've got you! And we're in this food revolution together, for greater equity and to nourish us with hope. Welcome to our Local Food Village, where everyone comes to the table with pleasure!
POINTE-AUX-TREMBLES-MONTRÉAL-EST		Coordinated Interventions for Supportive and Resilient Living Environments	People who combine several factors of social vulnerability, in the targeted living environments, manage to improve their quality of life and their individual and collective living conditions.
POINTE-SAINT-CHARLES		Access to Ressources and Citizen Participation in the Local Food Network	To provide, within 4 years, better access to all the resources and opportunities of the PointeSaint-Charles food network for the segments of the population most affected by food insecurity, based on their own needs and perspectives.
RIVIÈRE-DES-PRAIRIES		Network of Local Services	Offer, maintain and improve local services.
ROSEMONT		Going Towards and With	Breaking down isolation and facilitating social and civic participation in the neighborhood by favoring a « go towards and with » approach based on a collective vision and understanding of the fight against exclusion and marginalization.
SAINT-HENRI		Local Solidarity and Autonomous Food System (CIP translation)	Facilitate access to healthy, eco-responsible and affordable food for community members living with food insecurity, thereby fostering and nurturing a supportive, committed and resilient neighborhood.
SAINT-LAURENT		I Participate to Transform My Saint-Laurent	Laurentians will be at the heart of the development of local services, autonomous community services and a self-help network, with a special focus on the vulnerable and marginalized.
SAINT-LÉONARD		Charting the path to change in Saint-Léonard	Strengthen citizens of Saint-Leonard's power to act to promote the improvement of their living conditions in a sustainable living.
SAINT-MICHEL		SAVEUR: Saint-Michel's Food System Prioritising Education, Unity and Influence (CIP translation)	That Micheloises have access to a healthy, local, multicultural and diversified food offer based on local urban agriculture, in lively, connected, supportive and safe locations.
SUD DE L'OUEST-DE-L'ÎLE		Housing for All West Island	New cooperative and/or community housing projects are planned or under development. Public land is reserved for these types of housing. Viable, inclusive and family-friendly social and community housing projects are planned, confirmed or built.
VERDUN		Strengthening the Network of Community Kitchens and Food Distribution: Solidarity in Action in Verdun	The Verdunoises especially the most vulnerable, have access to healthy food distribution points that meet their needs, at low cost or free of charge, in strategic locations and at strategic times.
VILLE-ÉMARD-CÔTE-SAINT-PAUL		Developing the Local Food System	That the local food system (SAL) becomes a hub of neighborhood solidarity, enabling people in particularly vulnerable situations to develop their food autonomy and social commitment.



Appendices

3. Governance diagram: roles and responsibilities

